



**The Insider's Guide
To
Job Search
Graduates
&
Students**

Kevin Buckley, CPC

The Insider's Guide To Job Search: Graduates

By Kevin Buckley, CPC

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Introduction

Changing the Student's Perspective

The business world and the student world are two different realities. As a student, you acquire knowledge, research facts, prepare reports, discuss your findings, and are tested on what you have learned. While there is a degree of cooperation with others required in the academic world, you are working largely to advance your personal interests.

It is different in the business world; learning to apply this knowledge, and coordinating information from various sources to define customer needs, and solve other people's problems. Equally important in business is your ability to work with different people, take direction, use initiative, extend yourself for your employer, and be viewed as a positive person who makes a valuable contribution. Changing how you see yourself is important to market yourself effectively. There are certain basic expectations that employers have when they are looking at new graduates, and you need to convince them to buy the product that you are selling: You.

The key question to ask yourself is: How can I create buyer interest?

Think about your skills, your strengths, and your experiences.

How have you applied yourself to your studies? What strengths and skills help you succeed? If you have had the opportunity to work in an industry related co-op placement, then there is some assessment that the employer has, based on your employment reference.

As an entry-level employee with no co-op history, the employer doesn't have a track record to measure your performance. Instead, they look at grades, honors awarded, scholarships received, and Dean's list citations. Tell them what you have done and how you did it.

The skills you learned in part-time jobs are transferable to other employment. Employers look for evidence of the ability to learn quickly, get along with coworkers, and work in an organized, self-motivated manner. Your extracurricular activities are taken into account, as is volunteer work. List your accomplishments and talk about them.

Progressive employers view talented graduates as a valuable resource for future growth.

Employers hire people who have demonstrated that they are learning and growing.

Many employers have said to us that without an established track record, they will tend to hire someone because of what attitudes, energy, and personality strengths they see that can be a foundation for training and future development. Convince employers that they should invest in you. Define your worth to the employer.

Well, what if I haven't got any work experience, how do I convince them to hire me?

Put yourself in the employer's shoes, and understand the employer's point of view, concerns, and needs:

- *Is this person easy to train, and how long will it take them to learn their job?*
- *Will this person be staying long enough for us to benefit from having trained them?*
- *Does this person have a good attitude - a willingness to cooperate and be a good team player?*
- *Is this person someone who can take on additional responsibilities in the future?*
- *Does this person have realistic salary expectations?*
- *Is this person patient enough to work through the ranks to achieve career progress?*

What influences a manager in making an entry-level hiring decision? Hiring managers hire people that show confidence, enthusiasm, a willingness to learn and work hard, and flexibility in an interview. This makes a positive impression. If you are perceived as demanding, complacent, unmotivated, or unrealistic, you will make a negative impression.

Every interview is an important opportunity to practice one of the key skills you develop throughout your career: the ability to network with other people. A decision to hire you is influenced by what you have achieved, how you have communicated your strengths, and whether you have convinced the employer that you are a good fit for the company.

Chapter 1: Getting Ready

What Are Recruiters Looking For?

When you sit down in front of me, I am looking for evidence that supports a hiring decision. I want to see someone who is positive, interested, and who communicates effectively. Do you have achievements, and the energy to accomplish them? You need to be focused, willing, adaptable, and flexible because hiring managers want to see this.

First impressions count.

The personal qualities we look for in an entry-level candidate:

Enthusiasm - being excited and positive; your desire to continue learning and growing

Initiative - you did your research and your homework, and you come prepared with good questions

Self-confidence - you impress us with your confidence, poise, and enthusiasm

Self-discipline - you show us that you are organized and that you manage your time well

Hard worker - your academic achievements confirm that you have worked hard to achieve graduation

Team player - you show the willingness and the ability to work with other people, and be part of a cooperative effort

Self-motivated - you show us that you want to succeed, and are prepared to put in the energy to be successful

Goal directed - your choices---academic and work-related--- paint the picture of someone who is always taking on new challenges

Curiosity - you have an active, inquisitive mind, and a strong desire to expand your knowledge, skills, and experience

Intelligence - you are able to grasp new information quickly and have good, analytical reasoning skills

Perseverance - you have the determination to stick with a plan, and persevere despite obstructions and setbacks

Patience - you have the willingness to progress step by step in learning new skills, or applying yourself to a new task

Adaptability - you are able to adapt to new people, situations, and challenges

Cooperation - you enjoy working with other people, and are a team player

Teachable - you love to learn and absorb new information and are always looking to improve your skills and knowledge

Self-Marketing In A Changed Marketplace

Send an effective email message.

I see many messages that are blank, with no telephone number for follow-up, and no reason why the person is writing. If you are taking the time to send a message, say something about your experience, and make it easy to contact you. This is your first opportunity to make a good impression.

- Tell the reader why you are writing
- Explain why they should consider you for the job
- Put your telephone number in the message

- Be concise, relevant, and focused

Avoid this:

- Long, rambling paragraphs
- Personal information not related to the position
- No contact information

Many positions posted now receive hundreds of applications. Hiring managers have very little time to spend reviewing your message.

You have only a few seconds to get them to stop, review, and consider your resume. Paste a copy of your resume text in an e-mail message---even if you are attaching a document. Have your resume instantly accessible when the reader opens your message.

Customize your message text to reflect the position requirements; you increase your chances of a follow-up, by taking the time to address their expectations and needs.

There must be logical reasons why you should be considered for the position. Look at the position posting.

- What are the three or more essential issues or hiring requirements?
- How does your experience relate to those needs?
- Why should they hire you?

Many applicants don't tell hiring managers why they are writing, or give reasons why they should be considered. Separate yourself from those applicants who don't communicate by email effectively. Make it easy for them to contact you if they are interested.

Where Do I Look For Work?

The following are some of the more useful sites that cater to the unique needs of students and graduates. See Chapters 6 and 7 for more useful links.

Student and Youth Employment Boards

<http://www.servicecanada.gc.ca/eng/audiences/youth/employment.shtml>

Government of Canada: Student & Youth Employment Links

<http://www.pc.gc.ca/agen/empl/emp1.aspx>

Parks Canada Student Employment

<http://www.youth.gc.ca/eng/home.shtml>

Youth Canada

[AB](#) [BC](#) [MB](#) [SK](#) [ON](#) [QC](#) [NS](#)

Student Job Boards - Private Sector

<http://www.jobpostings.ca/> - Excellent site, search by multiple categories
- Canada's largest student job board

http://www.success.uwo.ca/careers/resources/job_search_links.html -
Excellent site - U. of Western Ontario - Student Success Centre - many
links

http://www.facebook.com/jobpostingsca/app_208195102528120

<https://twitter.com/jobpostingsca>

Canada's Top 100 Employers of Young People

http://www.canadastop100.com/young_people/

<http://www.eluta.ca/search-new-grad>

<http://talentegg.ca/blog/>

<http://studentplace.ca/>

[http://www.issendai.com/student-money/student-jobs/job-search-
canada.shtml](http://www.issendai.com/student-money/student-jobs/job-search-canada.shtml)

[http://oncampus.macleans.ca/education/2011/05/17/10-websites-with-
summer-jobs-for-students/](http://oncampus.macleans.ca/education/2011/05/17/10-websites-with-summer-jobs-for-students/)

Toronto Public Library Links Summer Jobs page
<http://www.torontopubliclibrary.ca/search.jsp?N=37868+4292958259>

Twitter Job Search
<http://twitjobsearch.com>

Career Enlightenment.com
Best hash tags for jobseekers
<http://careerenlightenment.com/twitter-job-search/50-hottest-twitter-hashtags-for-job-seekers>

Susan Whitcomb
Twitter Job Search Guide
<http://www.susanwhitcomb.com/category/posts/twitter-job-search-guide/>
Excellent information

Craigslist.org Canada
<http://www.craigslist.org/about/sites#CA>
Click the link for 'Jobs' under the city or region of your choice

Kijiji.ca
<http://toronto.kijiji.ca>
Click the link under 'Jobs'

The better general job boards:

<http://www.workopolis.com/EN/students/student-jobs>

<http://indeed.ca>

<http://www.jobpostcanada.com/>

<http://jobzilla.ca/>

<http://www.eluta.ca/>

<http://www.wowjobs.ca/>

<http://www.jobbus.com/>

<http://www.jobsvolution.ca/>

<http://www.jobsolutions.ca/>

<http://www.mediajobsearchcanada.com/>

<http://www.jobopenings.net/>

<http://www.canadianjobs.com/>

<http://www.linkup.com/>

<http://www.simplyhired.ca/>

<http://www.jobboom.com/>

<http://www.alljobsearch.com/>

<http://www.jobbind.com/>

<http://www.canadiancareers.com/jobboards.html>

<http://www.nextsteps.org/jobs/can.htm>

http://www.jobbank.gc.ca/Intro_en.aspx

<http://www.canadait.com/cfm/index.cfm>

<http://www.jobboardtoronto.com/>

<http://www.bilingualjobboard.com/>

Other resources to consider

<http://www.newspaperscanada.ca/database> - Search by city and province

Local and Regional Newspapers Classifieds

Tips For Attending Career Fairs and Job Fairs

- Get some inexpensive business cards printed with your degree or study major/s and contact information: telephone numbers and email

- Determine in advance which organizations and recruiters will be at the career fair
- Do basic research on the Internet about the companies so that you know what their services are
- Extend your hand in greeting and offer your business card with a smile
- Maintain friendly eye contact with the person you are speaking with
- Ask them: *What do they look for in the people that they hire?*
- Ask them: *When are they likely to hire new graduates?*
- Ask them: *What type of career progress is possible in their company?*
- If you found in your research that new products or services are being launched, or new branches are opening, ask about these events
- Be prepared to answer any questions if the representative shows interest in you
- Make notes about your visit for future reference if appropriate
- Make sure you pick up the representative's business card

Job Fairs

All of the above points apply to Job Fairs as well. The difference with job fairs is that an organization with specific hiring criteria visits the campus to interview potential candidates. Dress for a formal interview, that is, conservatively.

Student References

Make sure that the person that you name as a reference has agreed to provide the reference.

Check with present or former managers or supervisors, and confirm their current contact info, and the best time to contact them.

If appropriate, ask your professors if they are willing to provide a reference for you, and how they should be contacted.

Questions You Should Ask Career Fair Representatives

- *What kind of jobs do you hire students for?*
- *What type of training does the company offer?*
- *What kind of skills or experience do I need?*
- *What sort of career path can I expect in the company?*
- *What is the company's culture like?*
- *What are the company's plans for growth in the next few years?*

Communication Tips

Eliminate slang expressions and verbal tics from your answers. These include: 'eh,' 'like,' 'you know,' 'yeah,' etc.

Sometimes questions come in two parts; wait and make sure you've heard the entire question before jumping in to answer.

Self-confidence

You want to project self-confidence, not arrogance.

You may be asked why you chose your university or academic track.

You may be asked about your strengths and weaknesses.

You may also be asked about your employment, where you did well and where you needed improvement.

You may be asked what motivates you and why you should be hired.

You may be asked about instances where you received criticism at work and how you handled it.

You will likely be asked if you like to work alone or as part of a team.

Tell the interviewer how you have worked in both settings, and have done so successfully; show that you are flexible and adaptable.

Preparation is essential; practice makes perfect. Take time to practice answering questions with other people.

Social Networking Sites - What's On Your Profile?

When an important hiring decision is made, employers use all tools at their disposal to ensure that they are making the best-informed hiring decision possible. The theory is that people are less guarded when posting to social networking sites, and their comments or activities indicate character strengths or weaknesses.

It is useful to keep this in mind when adding content to your online profiles.

Some people are very open in their comments about their work, their social activities, and other interests; submitting pictures, and entering information that could, if accessible to the casual viewer, cause some employers to discontinue discussions about a job opportunity.

Items To Include In Your LinkedIn and/or Facebook Profiles:

- Educational achievements, awards, prizes, scholarships
- Promotions, charity and volunteer work, pictures of company events
- Associations, industry trade shows, business affiliations
- Business books read, and useful instructional videos viewed

Items To Exclude From Your Profile:

- Ranting or negative commentary about past or present employers
- Employment history that does not match the resume you submitted
- Photos of you engaged in inappropriate conduct
- Questionable comments about race, religion, and the ethnic origins of others
- Books and video links to offensive material

Expect that an employer will view your profile as part of the pre-selection process, and ensure that there is nothing there that could be detrimental to your chances, or that creates a negative impression of you, your personality, ethics, and character.

Criminal Background Checks - Verify Your Record

Be aware of what is on your criminal record when applying to any job.

Items can remain on your record for a long time.

An employer can only obtain this information with your consent.

Background checks can be conducted at various stages of the hiring process; including the job application stage, the offer, or conditional offer stage, even during the probationary period. Take applicable steps to clean up your record wherever possible. Your local law enforcement officials are the ones to contact.

Chapter 2: Marketing Yourself

How Do I Stand Out From The Competition?

Create a separate account on one of the public email sites such as Hotmail or Gmail. Have a separate email account for job search activities.

Use your first and last name in the email address that you choose. Avoid using un-businesslike email tags like whatvr@xmail.com; keep those accounts for messaging with family and friends.

Note your telephone number somewhere at the top of your message for easy access. This makes it easier for the recipient to contact you.

Identify the job you are applying for: note the position title that you are applying for in the Subject line of the email.

Edit the text of your message: long cover letters or messages take time to read. Focus in bullet-point form on the three to five key reasons why they should consider you.

Avoid sending a canned, generic message: customize the text to the job requirements---many people never do this.

Send your message when it is most likely to be read: people process mail in the early morning, just after lunch, and at the end of the day.

Proof for errors: spell-check features are not 100% reliable.

Plain Text Resumes: What Works Best

Automated Applicant Tracking (AAT) software programs are designed to sift through resumes, to categorize and classify them.

A hiring manager enters certain keywords that serve as selection criteria. If your resume contains a high percentage of matching keywords, it has a better chance of surviving this first step in the selection process. If the program can't read your document, there won't be any follow up.

- Create or save your resume in a text-editing program like Notepad for Windows or Textedit for Apple users.
- Use standard 12-point fonts such as Courier, Verdana, Georgia, or Arial for the text.
- Left-justify the text for easier reading.
- Remove the bold print, bullet points, italics, underlining, and unusual symbols.
- Replace bullet-points and other symbols with asterisks or hyphens.
- Plain text (.txt) resumes are one of the most popular file formats that can easily be read by different computers across the Internet.
- Rich text (.rtf) is another good choice.

Academic Resumes - Points To Enhance Your Appeal

If you haven't got much work experience, you can include other items that will be of interest to recruiters and hiring managers.

- Note an impressive grade point average, if you have one
- Indicate any academic scholarships or awards received

- Have you been the president or director of a campus club or organization?
- Have you completed any recognizable achievements in martial arts?
- Have you worked in a foreign country?
- Were you a teacher's assistant or tutor to other students?
- Have you done any coaching or volunteer work in a sports organization?
- Have you been mentioned on the Dean's list or an honors list?
- Have you received community awards for charity or volunteer work?
- Are you a member of a recognized charity organization?
- Have you received a pilot's license or other unusual qualification?
- Are you on the graduate yearbook committee?
- Were you involved with the production of the school newspaper?
- Were you a member of the student council?
- Were you an events coordinator on campus?
- Do you have a St. John's ambulance or CPR certificate?
- Note if you are willing to relocate elsewhere in Canada
- Note if you speak a second or third language

Cover Letters: Brief and Focused

Your cover letter is a sales tool, introducing who you are to a potential buyer, the employer. The product you are selling is you, and you want your presentation to sparkle.

Many people tell potential employers what they want for themselves, without first establishing what they can offer. You need to identify with

the employer's needs and expectations in a cover letter, not your own. The employer is thinking:

- *What can this person do for us?*
- *What problems can he/she solve?*
- *How will my company benefit from hiring him/her?*
- *Should I interview this person?*
- *What qualifications do they have?*
- *Do they have experience relevant to the position we are advertising?*

State the purpose of your letter clearly in the first short paragraph.

- *Why are you writing?*
- *Are you qualified and experienced for the job that you are applying to?*
- *Is your letter a speculative inquiry to learn about possible openings?*
- *Why are you a good fit for the company or a specific position?*

Write the way you would speak normally. You want your personality, your drive, and your positive attitudes to resonate with the reader, creating the interest and curiosity to learn more about you. In the second paragraph, focus on your qualifications and the benefits the company would experience in hiring you, supported with examples of real and relevant achievements.

- *Where are you of greatest value to a potential employer?*
- *Why should the employer hire you?*
- *Why are you qualified?*

As a targeted sales tool, a cover letter can frequently uncover hidden job opportunities. It can even serve to create a job where none exists, currently.

Emailing Your Resume: Creating Buyer Interest

Save a resume document in your own name. Many resume readers are not the final hiring manager. Assistants do not want to spend any more time than is necessary on your document. A resume saved in your name eliminates work for them.

Save a standard letter in the Drafts folder of your email program to modify, according to the position applied for. Combine multiple attachments into one document. People prefer to have one document to open instead of two, three, or more. Paste the text of your resume in the body of the email message. Use the Subject line effectively.

LinkedIn Groups and Profiles

LinkedIn is a business-networking tool.

View your current profile. What does it say about you? If you were reading this person's profile, what impression would you get? Don't overload your profile, rather, concentrate on your real accomplishments, and give the reader a sense of what is important to you.

When it comes to the Groups that you choose to ask to join, be selective. Avoid using a group's discussion board to overtly canvass others for job leads. Read the group's member terms and conditions.

Tips For Using LinkedIn Features and Resources For Job Seekers

LinkedIn is a valuable resource and tool for connecting with hiring managers in those industries in which you have experience or an interest.

Working With Your Profile:

Use applicable industry key words in your profile to enable search engines to identify them in search results, just as you would have them on your resume.

- Edit your resume text to focus on accomplishments, significant responsibilities, and skills.

- Upload a photo that projects a friendly image, uses good lighting, and is business oriented.
- Note your present and past employers, memberships, and social or community involvements.
- Import your email contacts info from Hotmail, Yahoo, Gmail, etc.
- With Twitter, remember that you can use a hash tag: #in, and your tweet will appear in LinkedIn.
- Turn on the Job Seeker's Badge under the Edit Profile section and it will appear next to your name in search results.
- You can Send Inmail from a job posting, profile, or search results page with a Premium account.
- Use Profile Organizer, clicking on Contacts to save the profiles of hiring managers or search results, and use Notes to record details of your conversation or questions for follow up.
- Save your Profiles into folders by Company, Job Title, or other criteria.
- Activate the Open Link Network in the Edit Profile section, as this allows others to contact you at no cost to them.
- Ensure that your Profile's working experience dates of employment match that of your resume.

Sign up for the Lindsey Pollak 60 minute training seminar to learn the latest strategies and tips for using LinkedIn: <http://learn.linkedin.com/jobseeker/>.

A good series of videos on YouTube that introduces you to using LinkedIn can be found at: <http://butterscotch.com>. Hosted by Molly Macdonald, it is a series of ten videos - in YouTube's search box, type: butterscotch LinkedIn.

LinkedIn profiles gain ranking in Google search results; select Full View in your public profile and customize the URL to your own name; this will increase your visibility on the web.

Check this site for the latest developments about LinkedIn: <http://linkedin.alltop.com/>

Chapter 3: Telephone, Physical, and Virtual Interviewing

Your expectations in an interview

If you expect a pleasant exchange of information in an agreeable atmosphere, more likely than not, that is what you will experience.

Telephone Interviewing

Many companies rely on telephone pre-selection.

The goal is for both parties to come away from the telephone interview convinced that they want to take the discussion further; planning, preparation and practice is key to achieving this goal.

Gather your materials together

Telephone interviews may be prearranged through an email message, or, you will receive a call unexpectedly from a potential employer. If you are actively looking for employment, have what you need close by the telephone at all times.

This includes your resume, employment references, and the interview handout that you would give the potential employer, meeting them face-to-face.

Interview Handouts: Influencing The Hiring Decision

It summarizes your strengths, your accomplishments, your knowledge and your abilities. You can refer to these points during your discussion with the employer.

Include these points in an Interview Handout: you will refer to this handout during a telephone interview

- The highest education and grades achieved

- Honors, Awards & Scholarships.
- Proven Strengths and Abilities.
- Examples of Accomplishments.
- Knowledge of Software like Excel.
- Part-time or summer job overviews.
- Reasons for leaving past employers.
- Your character, personality, and values
- Names and numbers of your References
- Names and numbers of your Professors

You can give this handout at the start of the interview, or the end of the interview, either way; it reinforces your knowledge, skills, and accomplishments in the interviewer's mind. Have a copy of your handout for telephone interviewing.

Have your voice mail work effectively for you

We have all experienced situations where you call somebody and there is a disorganized or unintelligible voice prompt.

Ensure that your voice mail is clear, brief, and conveys the image that you want to have the potential employer receive:

"Thank you for calling, I am out at the moment, or away from the phone. I will be checking my voice mails shortly, please leave your name, telephone number, and the reason you called, and I will return your call as soon as possible."

The key is to be clear and professional, and to eliminate background noise distractions.

Your Interview Begins On The Phone

Your interview begins the minute you start speaking with a hiring manager or their representative. How you express yourself on the telephone influences the decision that the hiring authority makes about whether to interview you.

Practice what you will say when you introduce yourself, follow up a resume that you sent, ask about openings in the industry, or are seeking contact information to direct your resume to the right hiring authority.

It is worth the effort to practice with friends and older family members through role-play. In this way, you get used to introducing yourself, and finding the most natural speaking style for you.

Remember these basic points:

- Introduce yourself by first and last name.
- Explain the purpose of your call.
- Don't rush your words or speak too slowly.
- Think of how newscasters speak when relaying news items, and make a conscious effort to speak at a moderate speed so that your words flow.
- Put a 'smile' in your voice---visualize the person on the other end as someone that you would like to know.
- Pleasant and courteous manners leave a very positive impression with the listener.
- People want to help people that they like; if your telephone personality is positive, you will find yourself getting more direction and guidance.
- Acknowledge the time that the listener is giving to you, and thank them for it.
- As a follow up to your phone call, reinforce the positive impression by sending a thank-you email; it will be remembered.
- If you are transferred to an assistant to give your information, treat that person the same way you would the hiring manager, with respect and courtesy.
- Very often an assistant manager or supervisor may actually be the person you end up reporting to---make sure you get off on the right foot!

Introducing yourself

It is always a good idea to ask how convenient it is for the listener to speak with you:

“ How convenient is it to speak presently? “ Your listener may be juggling ten different priorities at once. Offer to call back if the contact is busy: “ When would be the best time to get back to you? “ or, “ I can call you back whenever it suits you, what’s a good time to call? “ Notice the difference between those questions and “ Are you busy now? “ or, “Can you talk presently? “

Most people will appreciate that you are respecting their time, and that’s a great way to establish a positive rapport.

"Hi/Hello, _____. My name is _____, and I’m a new graduate of the XYZ program. I have knowledge of _____ procedures and am familiar with the documents involved. I’m looking for an entry-level position, and would like to send my resume to you. What email address may I send it to?"

"Hi/Hello, _____. I’m _____ a recent college graduate. I sent a resume to you a few days ago, and I’m wondering what your opinion is of it. I’m looking for an entry-level position in the (_____) industry. I think I have the skills that will make me successful, and I’d appreciate any guidance or direction that you could provide."

These are just two examples. The key to making a conversation like this a smooth one and to gather information is to avoid asking questions that can be answered with a “yes” or a “no” – unless you are simply asking a question such as, “Are you hiring now?”

Questions that can’t be answered with yes/no are called open-ended questions. They begin with: "who, what, where, when, why and how."

Instead of asking, “Are you hiring?” say instead, “When are you planning to hire new people?”

Instead of asking, “Do you have any job openings?” try “What sort of jobs could I apply for?”

Open-ended questions encourage the flow of information; and while the listener is responding, you can prepare your next follow up question. Whenever you make a statement about yourself, your skills, or experience, try to follow up with an open-ended question:

“...I think I could be a real asset in the ____ area because I’m organized, hard working, and I have a positive attitude. When would be a good time to follow up with you?”

“...I’m really interested in making my career in the industry. Who do you think is hiring at the moment?”

“...I’m excited about joining a good company where I can apply what I have learned and gain some experience. Whom do you think I should send my resume to?”

In summary:

- Refine your presentation and practice in role-play with fellow students, family members, and friends.
- Determine how convenient it is to speak; offer to call back if it isn’t.
- Introduce yourself and explain the purpose of your call.
- Deliver your presentation at a moderate pace and with a smile in your voice.
- Use open-ended questions to encourage the flow of the conversation.
- Thank the listener for whatever guidance or direction you get.
- Follow up with a thank-you by email (proof it for errors).
- Make a list of your contacts as you develop them for future reference.

The positive impression you make in your initial telephone introduction is a solid foundation that you can build from when you meet for an interview.

That first call is the first step.

When You Are Being Called By A Potential Employer

If there is noise or commotion in the background where you are, it is best to ask for the caller’s number and say that you will call right back. This way, you can go to a quiet room, compose yourself, have your

materials by your side, and call the employer back in a more settled environment.

Setting the tone when you call back

This is an opportunity to make a good impression. By choosing to call back, you have already shown that you want to handle the call professionally. Now, convey an attitude of willing cooperation to provide information for the employer to assess you. After you introduce yourself, ask an open-ended question to determine what the employer wants to accomplish.

"How would you like to begin?"

"What would you like to know first?"

"What would you like to know about me?"

These types of questions signal to the interviewer that you are both ready to give information, and that you want to make the best use of their time. These small courtesies are important when you are establishing rapport with a stranger on the telephone. A little courtesy goes a long way to making a positive impression.

These questions also start the ball rolling, allowing for the employer to indicate what information they are seeking from you.

Passive and Active Listening

Passive listening is a state of mind that is more disengaged from the conversation. Passive listening often involves missing key points that the speaker is trying to make.

Active listening, by contrast, is focusing your attention on what the speaker is saying, visualizing the person behind the voice, and thinking of good follow-up questions to ask in return. Customer service people in many industries are trained to visualize the customer.

Before you initiate a call back, take a few deep breaths; this creates a calmer inner state, and allows you to speak at a more moderate pace. There is no need to hurry your responses. You make a better impression if the listener has time to absorb what you are saying.

With your interview handout accessible, you can methodically cover the points you want to impress on the caller, and set the stage for the physical meeting.

Personal Grooming and Attire

There are certain basics to keep in mind. An interview is a more formal than social interaction with another person. You cannot go wrong if you dress conservatively. For men, this generally means a business shirt and tie. Suits and sports jacket in pleasing neutral colors such as gray and blue are still preferred by many interviewers.

For women, the same basic guidelines apply. The additional caveat here is about jewelry and handbags. Avoid distracting the interviewer's attention through having flashy or heavy jewelry, just as men should avoid gaudy or unusual ties.

For both sexes, avoid heavy perfumes or colognes. Some interviewers are allergic to some of the ingredients. Remove Bluetooth earpieces and stow those iPods and ear buds. The interviewer does not want to think that they are competing for your attention during the meeting. Don't put your smart phone on the table or desk across from the interviewer. This also serves as a distraction or potential interruption in the interviewer's mind.

Do Your Research and Prepare Your Questions

The biggest advantage you have going into an entry-level position interview is doing prior research on the company. Knowing the company's recent growth, or new projects/products launched means you can ask intelligent questions which will impress the employer. The best area of a company's website to access this information is in the 'Press Releases' or 'What's New' section of their site. Asking good questions creates buyer interest and distinguishes you from other candidates.

How Do I Get Hired With Minimal Experience To Offer?

The biggest assets you can bring to a job interview when you have little or no practical experience are your communications skills, your listening skills, your flexibility, and your enthusiasm. Your personality and the

attitudes that you project to the interviewer are as important - if not more so - as a good academic resume. At the entry-level, you are hired more on your ability to communicate effectively, your willingness to learn and accept instruction, your self-confidence, and energy.

Establishing Positive Relations in an Interview

The interview starts with the interviewer's secretary or assistant. Don't make the mistake of being condescending or aloof with this person. How you treat he or she will be communicated to the interviewer. This person is the interviewer's first screen. Establish the proper relations with the doorkeeper. Social etiquette is important. Your mission is to make a positive impression with everyone you meet at the company. A smile or friendly greeting is a universally accepted method of introducing yourself.

While you wait for the interviewer, review your personal presentation in your mind. See yourself confidently expressing who you are and what you can do. If you have prepared yourself properly, you will be able to present yourself effectively.

The Greeting and some useful starting phrases:

"Hello Mr./Ms. _____, thank you for this opportunity to meet with you today."

"Good morning/Good afternoon, Mr./Ms. _____, it's a pleasure to meet you."

"Hello _____, thank you for taking the time to meet with me."

This acknowledges that you are using this person's valuable business time, and the inference is that you will not take advantage of this.

Offer a warm handshake.

Setting the Tone

"I'm looking forward to discussing this position, and answering any questions you may have. How would you like to begin?"

“I’m ready to answer any questions you may have about my experience and qualifications, what would you like to know first?”

“I’ve read the position description/advertisement, and I’m confident that I have the skills and experience that you are looking for.”

These and similar phrases indicate that you are ready to answer questions, have familiarized yourself with the requirements, and are willing to provide information.

The Greeting and Setting of the Tone should be given with good eye contact, and with an attitude of mature enthusiasm and interest.

The Discussion:

Avoid being long-winded. A long answer to a short question may be interpreted as having an un-focused mind, or even weak intelligence.

Minimal answers, or being abrupt, may be interpreted as a lack of confidence, interest, or even arrogance.

Express your values, and what motivates you to succeed, in ways that support and address the needs and expectations of the employer.

Speak from a personal perspective about the importance of integrity, honesty, dedication, and perseverance.

An interview is often lost because personal feelings and attitudes are perceived as not being in tune with the corporate culture.

- *What is important to this employer?*
- *What qualities of character do they look for?*
- *Do you see yourself reflected in these expectations?*
- *What qualities, ethics, and values are reflected in their Mission Statement?*

Ask some questions of your own

One of the chief reasons that people don't survive to the next level is that they don't ask the right questions, when given the opportunity to do so.

This is not the time to ask about compensation and benefits. This is the time to ask about expectations and problems that require solving.

Show the interviewer that you have researched them on the Internet, and that you have taken the interest to learn about their products, service, and mission.

Bring up their corporate mission statement, and ask about how the interviewer sees you fitting into the corporate culture.

- *How will my performance be measured?*
- *What will be the most challenging part of my job?*
- *What kinds of problems will I work with?*
- *What is the training program and what is involved?*
- *What qualities do you look for in the people that you hire?*

These and similar questions show an analytical and focused mind looking for common ground and mutual benefit, and aware of the employer's concerns and needs.

If you want the job, ask for it: "I really want this job, _____ and I'll be happy to meet with you again to discuss it further."

Recap:

- Greet everyone in a friendly and professional manner
- Keep good eye contact and offer a warm handshake
- Acknowledge that you are using the interviewer's time
- Display mature enthusiasm and interest
- State that you are ready to answer questions

- Confirm that you are familiar with the position's requirements
- Express your confidence in being able to meet expectations
- Provide a resume that creates talking points
- Have the facts and figures of your achievements at hand
- Avoid being long-winded and keep your responses clear
- Determine what the corporate culture and expectations are
- Avoid discussing compensation/benefits in the first meeting
- Ask how your performance will be measured
- Ask about the training program
- Ask about whom you will work with
- Ask about the potential for future advancement
- Offer to make yourself available for a second meeting
- Indicate your interest in the job

Assessing Potential Employers

You liked the sound of the advertisement, and you have the skills for the job, so what is it like to work there?

Be aware of potential warning signals that this employer may not be the best one to join. Here is a general list of issues you can investigate through the web.

Before The Interview

- If they are a publicly traded firm, how is their stock doing?
- How have their earnings been in the last two to three fiscal quarters?
- What is their reputation for quality and customer service?

- What is their size and number of employees?
- How long have they been in business?
- What growth or expansion have they experienced in the last 2-3 years?

Arriving for the Interview

- How do employees interact with each other-- smiling, neutral, or grim?
- Do they have interesting sales literature or an employee-supported newsletter?
- Do they have awards, employee recognition plaques, or community service citations in the lobby?
- Does the receptionist or the hiring manager's assistant treat you with a lack of courtesy?

During the Interview

- Does the interviewer greet you with a friendly handshake and make eye contact?
- Are you given a copy of the position description?
- Does the interviewer speak in derogatory terms about the last person in the job?
- Does it appear that the company has had a high turnover in this position?
- Does the interviewer make negative remarks about fellow managers or superiors?
- Do they have a good training program for their employees?
- Does the interviewer pay attention to you or do calls and visitors distract him or her?
- Are you interrupted during your responses or are you rushed for your answers?

- Are they vague about salary, review dates, and/or company benefits?

After the Interview

- Do they invite you to call back if you have any questions?
- Do they change the figures or salary range in follow up discussions?
- Are you left without a clear idea of when a decision is to be made?
- What are their attitudes towards negotiating specific issues?

The way you are treated before, during, and after the initial interview may indicate how you will be treated as an employee.

Notice how your questions and concerns are handled. Are the answers clear and your concerns dealt with satisfactorily?

Listen to your intuition. Do the views and attitudes expressed by the interviewer sit well with you? Can you see yourself working there? The more you observe the small impressions that come in through the interviewing process, the better equipped you will be to make a sound decision based both on the facts that you have obtained, and your feelings about the people you have met.

Why You Ask The Employer Questions

Your interview isn't supposed to be a one-way street, where only the employer can ask questions. You need to ask a few of your own, to determine how suitable this opportunity is. The first thing to determine is how stable this position is, and what prospects for advancement there are.

Why are you looking? Is this a static position that has little opportunity for growth, or is it a position that offers the ability to interact with other departments, learn new skills, and be challenged?

How often do you hire for this job? This informs you whether it is a position that has a high turnover, a position that is vacant only rarely, or if it has been newly created.

What are you looking for? After you establish why they are looking, you need to understand what they are looking for. Not every position has a growth curve. Do you have what they require, and will you be happy with the scope of the responsibilities, in the long run?

What is the most challenging part of this job? This gives you a sense of whether the interviewer understands the demands of the job, and the expectations placed on the successful candidate.

What kind of person has been successful in this job? Understand the personality traits they are looking for. Different jobs demand different levels of aggression, patience, interpersonal skills, ability to work with or without support, and the ability to withstand pressure and stress. Make sure that the demands of the job reflect your basic style and personal orientation.

How will you measure my performance? It is important that you know what the expectations of performance are, and what factors they will review to assess your progress. Are the standards and benchmarks realistic and achievable?

These are a few of the questions that you can consider when assessing the suitability of an employer. You owe it to yourself to have a clear understanding of their expectations.

What Are My Feelings And Impressions Of The People I Have Met?

Unless you were being hired as a lighthouse keeper at some remote outcrop in the North Atlantic Ocean the chances are that you will be interacting with other people. Chemistry is both intangible and unpredictable between people. How responsive is this person to the questions that you are asking? Do they give you thoughtful, logical answers or are they dismissive and impatient, brushing aside your questions?

Be alert to inappropriate remarks made about current staff or management. Have you received any comments that make you scratch your head and wonder what did the person mean when they said that?

Attitudes, Values & Feelings

Why is one person chosen over another when both may have almost equal qualifications and experience?

Very often, a hiring decision is influenced by how the interviewer/s feel about the person that they select. An employer wants to reduce the chance of friction between team members, and will look for people who harmonize with the work group's ethics and team spirit.

How do you determine whether your own attitudes and values are in harmony with those of the potential employer? Ask what attitudes and values the interviewer feels are necessary to do the job and fit the team. If they have different expectations than what you have to offer in attitudes and values, it is best to know this at the beginning. You won't help yourself in the long-term by pretending to be what they want, just to get the job.

Tell the interviewer how you worked with other people, and how you intend to conduct business.

Why Should We Hire You?

Why should we select you? What value do you bring to our organization, and why should you be chosen over others who may have stronger qualifications or experience?

The interviewer has been forming a decision about your suitability for the position. The interviewer may have decided that you are good to proceed with to the next level. Now they are looking for confirmation of what you bring to the company. They may look for signs that confirm a negative assessment as well.

- Where have you been most successful in your studies---solving problems, analyzing information, gathering resources, working with people?
- What are your key strengths as a person---organized, self-disciplined, quick learner, high energy?
- Why do people like working with you?
- What specific accomplishments can you talk about?

- How do you meet the corporate needs and expectations voiced by the employer?
- Are you on the same page---philosophically, in your approach to work, in understanding the employer's goals?
- Do you feel that you have the skills and qualities they are seeking?
- Why are you a good fit?

Don't leave the interviewer guessing or neutral to you. If the employer can "see" you as a member of the team and visualize your working there, you have answered the questions successfully.

The ability to communicate with clarity is vital when the job duties involve any degree of interaction with customers, internally or externally. The ability to write and speak effectively is essential to your career progress. With the competitive nature of the marketplace, misunderstanding a customer's needs or technical information can spell the difference between a satisfied customer and lost business.

Employers have these skills in mind when they are interviewing for customer contact positions. Poor communications skills mean fewer opportunities for advancement. Higher positions require more developed communications skills.

Some employers are willing to hire someone with less experience but who communicates effectively. If this is an area of technical weakness, it is very helpful to take additional courses or have plans to upgrade these skills.

Why should we hire you?

A Guide To Successful Interviewing - Points to Remember

- Genuine character shines through: be honest and forthright.
- Review your accomplishments, skills, abilities, and aptitudes.
- Decide what you want to draw attention to in the interview.

- Mentally, then verbally rehearse your presentation.
- Practice your presentation with a spouse, friend, or classmate.
- Be proactive, and do research to familiarize yourself with the company.
- Do research on the company, view the website, review applicable industry journals and read the Press Releases page of their site.
- When setting up meetings, offer before or after hours flexibility.
- Select clothing that does not distract the interviewer.
- Remember that your sense of self-control, enthusiasm, openness, maturity, and self-confidence are all transmitted through body language.
- The quality of your handshake forms an impression; a limp grasp can be interpreted as passivity; an over vigorous handshake as insecurity or aggression.
- Ask the interviewer how he/she would like to begin, as this may reveal the interviewer's agenda for the meeting.
- Ask whether you can take notes, as this displays interest in the proceedings, and is practical to record important aspects of the job that come under discussion.
- Use open-ended questions (cannot be answered by a simple 'yes' or 'no'), to create a flow of information; after answering a question, follow up with an open-ended one.
- Open-ended questions begin with 'who, what, where, when, why or how' or, 'describe, explain, outline, clarify', etc.
- Speak positively about past employers; avoid being critical or defensive if you had a bad experience with a past/present employer; negativity leaves a lasting impression.
- Don't assume that the interviewer knows what is in your resume; point out those achievements and skills that best illustrate to the interviewer who you are, and what you can do.

- Avoid being abrupt or rambling, stay on topic, and answer questions directly.
- Be aware of what the interviewer's reactions are to what you have to say.
- Speak at a moderate pace (such as television announcers use), refuse to allow yourself to be rushed, and maintain friendly eye contact.
- Have reasons why you are interested in the position, and be ready to give them when asked.
- Thank the interviewer for the opportunity to meet, and reiterate your interest in the opportunity, if applicable.
- Send a thank-you note after the interview, affirming your interest in the position.

Employer Interviewing Styles

Hiring managers employ various techniques when interviewing potential employees. The following are some of the methods and tactics in corporate use.

The Group: Used primarily for volume recruitment with two or more applicants interviewed together, answering open or rotating questions, to assist in determining applicant competitiveness.

The Co-workers: One or more future colleagues ask questions with their superior to assess team qualities and attitudes in prospective group members; interview roles and questions are established beforehand, allowing superiors to see group interaction skills of present and future staff.

The Behavioral: Applicants are tested on decision-making, problem solving, and attitudes and values; open probes are used to encourage the applicant to talk about specifics; examples of how applicants handled certain situations are asked for, indicating applicant's character, values, and general maturity.

The Technical: Job knowledge is tested to qualify the applicant for further consideration; knowledge of procedures, processes, and

technical industry jargon is verified, typing tests or similar assessment tools may be administered on the spot; the interviewer questions center on actual functions and daily duties.

Common Interviewing Mistakes

It is a competitive job market, and you need to make sure that you avoid making errors that reduce your prospects for getting the job you want.

Not Preparing Beforehand/Researching The Employer: The Internet is a valuable resource, use your search engine to discover data about the company's products, new services, philosophy, strengths, and plans. Surprise the interviewer by knowing something about the company.

Being Evasive About Unexplained Gaps In Your Work History: One of the quickest ways to lose a potential employer's interest is to appear to be defensive or evasive about gaps in your work history. Explain objectively what happened, and don't show bitterness or resentment to the ex-employer.

Being Late For The Meeting: If you are unfamiliar with the area, take a test-drive to the meeting location a day or two before it is scheduled. Plan ahead to avoid traffic problems.

Not Showing Up and Not Calling: This is worse than being late. Unless the employer is desperate to hire, you can write off this opportunity. It shows a lack of responsibility and common courtesy.

Not Dressing Properly: Stick to the basics - business attire for both men and women. Dressing down for a meeting is taking a risk with your credibility. This can offend interviewers, especially if the company has an established dress code. On the other hand, if you are going into a cutting-edge video games development firm, you may want to change that pinstriped suit for a more relaxed, business casual look.

Having Poor Personal Hygiene: Dirty hair, fingernails, bad breath, not shaving, having offensive body odor, and showing up with stains on your clothing, indicates a lack of self-esteem and care. It also shows a lack of organization and self-respect.

Not Having Your Resume and Reference Letters With You: Hiring Managers often are so busy that they forget to bring a copy of your resume to the meeting. This can lead to an unproductive meeting, if you don't have it with you to refer to, either.

Not Making Eye Contact: Not maintaining reasonable eye contact in listening to and responding to questions gives the impression of a lack of interest, focus, or honesty. When you first meet someone, give him or her your full attention without staring him or her down.

Staring Down The Interviewer: Locking eyes in a laser-like fashion with interviewers can be read as being over-aggressive and domineering. Some people think that this displays interest, but it actually shows a lack of social grace, as prolonged staring can be interpreted as being hostile or challenging.

Not Shaking Hands Well: A medium grip of about 2-4 seconds in duration is best, accompanied with a smile. A weak, limp grip can give the impression of a lack of confidence, energy, or vitality. A vise-like pumping of the hand and arm can indicate nervous tension, over aggressiveness, or domineering tendencies.

Being Too Casual - Poor Posture: Slouching in an interview, stretching out and crossing your legs, or appearing too relaxed is interpreted as being lazy. It can also seem like a lack of initiative, or just being bored with the proceedings.

Trying To Aggressively Control The Interview: Some people feel that they have to control the meeting from the start. If you offend the interviewer by trying to establish dominance and control over the meeting, you may not get to the next level.

Poor English Grammar: Your ability to communicate effectively and in an educated manner is vitally important. You are being graded on your command of the language. Choose your words carefully. If English is a second language for you, practice your interview presentation with friends or colleagues who are fluent speakers.

Speaking Too Quickly or Too Slowly: A rapid-fire monologue indicates nervousness, lack of confidence, or even an attempt to quickly cover an uncomfortable area of discussion dealing with qualifications, track record, abilities, or education. Speaking too slowly can be

interpreted as a lack of intelligence, being pedantic or plodding, or questioning the interviewer's intelligence and ability to absorb information.

Giving Curt and Uninformative Responses: This is usually seen as rude, a lack of interest, or the sign of a touchy personality. The impression you are making is that of being impatient with the proceedings.

Displaying A Lack Of Enthusiasm: This shows boredom or a lack of interest. Enthusiasm is transmitted through maintaining good eye contact, nodding in agreement, leaning toward the interviewer, and injecting interest in your vocal tone in reply to questions.

Interrupting The Interviewer: This indicates impatience or even arrogance, two qualities that are not in high demand with potential employers. Wait your turn to make your points. This tendency to want to dominate the proceedings indicates a lack of empathy and business courtesy. Will you also be interrupting customers when they are speaking with you?

Being Nervous and Timid: Employers want to hire people who are confident in their abilities. Being nervous and timid comes out through speaking in a low voice, a whisper, not meeting the employer's gaze, and appearing rattled or unsettled with normal questions.

Being A Comedian: Small jokes or humorous remarks about the weather or traffic are good icebreakers in the beginning of an interview. Carrying on like a stand-up comedian joking about this or that topic can wear thin quickly. Interviewers will see this as being lightweight and maybe disguising a lack of substance.

Frequent interviewing Mistakes - Part II

Asking About The Salary In The First Meeting: Never be the first person to bring up the topic of salary in the first meeting. Always let the interviewer broach this subject. Establish the mutual interest level first. Asking about what the company is willing to offer can easily be misinterpreted as being strictly money-motivated. Dwelling on the subject will confirm that impression.

Sending An Over-Emotional Follow Up Letter: If you are sending a follow up letter thanking a person for their time after an interview, be very aware of what message you are sending. Some cultures tend to write with more feeling in their business letters. Check your spelling and grammar if English is a second language. What may sound respectful to you may sound flowery or over-the-top, to a person from another culture.

Negative Comments About Your Current/Past Employer: This is a big mistake. Even if you have a legitimate grievance or have been mistreated by a past employer, it is very important that you not come across as a victim or resentful, as these attitudes can be interpreted as a lack of maturity, objectivity, or a tendency to hold grudges.

Not Asking Questions About The Job: The interviewer wants you to be interested in the job, the company, and the future that you may have with them. Asking intelligent questions about the company's products, services, competitors, and plans are made easier by doing research on the Internet before you meet. Doing this shows you are organized and interested, and will make a good impression because many people don't do this.

Appearing Too Eager/Desperate For The Job: There is a fine line between showing strong interest, and appearing to be desperate for the job. The balance starts to be tipped to the negative when an interviewer or hiring manager starts getting constant calls for status updates, or emails seeking feedback after your meeting.

Appearing To Be Too Ambitious: Hiring managers are cautious with candidates who focus on what the next step in the career progression is in the company, instead of discussing the duties and job performance expectations of the job you are meeting about.

Wandering Away From The Topic Being Discussed: Interviewers quickly become bored with long-winded explanations and digressions from the subjects that they want to discuss. Stay focused. Avoid lengthy and enthusiastic discussions about your personal interests and hobbies.

Not Asking For The Job: Many people think that they just have to answer the questions, present their credentials, and the employer will automatically choose them because they are the best person for the job.

The key point to remember is that you are essentially selling the product that is you. To make the sale you need to close the deal. Ask for the job. Express clearly your interest in the company and the position. Convince them that they will be getting a motivated, interested, and dedicated employee who is willing to work hard.

Don't Oversell Yourself Out of a Job Offer!

An interview is a two-way exchange of information, where you highlight your experience and skills, and how they can serve the employer's needs. Danger arises when you become too comfortable or expansive in an interview, and then decide to indulge in telling anecdotal stories that derail the positive direction that the interview had.

If you see your interviewer starting to fidget, tap their pen or pencil, shuffle papers around, yawn even, this is a clear warning that you are rambling. If you find yourself being what you think is unduly interrupted in the middle of a sentence, this is a red light that you should heed immediately.

Body Language In An Interview: Reading The Signs

Beyond the words you say in an interview are the nonverbal signals you are sending to the interviewer.

You can communicate many different attitudes and feelings through nonverbal signals. You can also pick up signs of agreement or disagreement from the interviewer. It can be misleading to interpret a single sign as having a definite interpretation. Look for several signs, and take the context into consideration.

Happiness or satisfaction: smiling, enlarged pupils, relaxed posture, serene facial expression, and free, unrestrained movement

Agreement: nodding, winking, smiling, relaxation following concentration, continuation of serene eye contact

Disagreement: shaking the head from side-to-side, frowning, crossing the arms, pursing the lips, drumming the fingers, tapping a pen or pencil

Interest or receptivity: serene eye contact, stillness of body, even breathing, arms folded loosely over lower body

Disinterest or distraction: looking away, hunched shoulders, arms folded on chest, face placid, vacant eyes, sighing, finger drumming or desk tapping

Disbelief: one raised eyebrow, crooked smile, head shaking side to side, tilted head

Surprise: two raised eyebrows, enlarged pupils, sudden attention directed to speaker

Decision-making in progress: eyes directed to the ceiling, blinking rapidly, turning away and looking steadily at nothing, standing and walking back and forth

The decision has been made: deep breath followed by a sigh and relaxation, end of facial tension, followed by smiling or earnest eye contact

The Virtual Interview - Looking Good!

Significant numbers of employers are using the virtual interview for preselecting candidates for serious consideration. There are certain special points to keep in mind, to shine to your best advantage when participating in a video interview.

Dress for the occasion

Just because you are not meeting someone face-to-face, it doesn't mean that you should dress down for the occasion. Select clothing that you would wear for any personal interview.

Location, location, location!

It is very important to select a location that is quiet, well lit, uncluttered in the background, and that shows you in a relaxed, yet alert attitude. Don't set up your computer in the kitchen, or any high traffic area, and ensure that everybody in the house is aware of the need to keep noise to a minimum.

Lighting and positioning the webcam

You don't want to give the interviewer the impression that you are speaking from a cave, nor do you want to be in lighting that washes out your features or makes it difficult for the interviewer to see your eyes. Test your setup with a friend or two to see how you come across on their monitors. The general idea here is to have a nice, balanced lighting that is as natural as possible. You want to have a level gaze to meet the interviewer's eyes.

Internet speed and connectivity issues

Slow Internet connections and resulting issues can spoil an otherwise well prepared video interview presentation. If you are actively looking for a job, considering investing in the higher bandwidth levels. You can check your upload and download Internet connection speeds on many different sites. How does your average upload and download connection speed compare to the general population? <http://www.speedtest.net> is a good place to check your connection.

Lights, camera, action!

Project your personality, enthusiasm, interest, and confidence to the viewer. Be natural and responsive, not stiff and robotic on the one hand, or manic and agitated either. Natural body and hand movements that show your poise and self-control make a much better impression. Keep your hands away from your face, and avoid playing with objects like pens or pencils.

Perseverance And Patience In The Hiring Process

Executive schedules, vacations, re-assessment of job descriptions, and the slow grinding of the corporate wheels of decision-making, present both a challenge, and an opportunity.

Trust the flow of events, and be willing to accept uncertainty; that has the effect of reducing the tension of the situation. Accepting the time required for events to unfold can make the difference between projecting calm confidence to the people involved in the hiring process, and displaying an attitude of anxiety or impatience - both of which can influence the hiring manager's view of you, and the final hiring decision.

Fear and doubt can suggest ways to try to exercise control over the process. Anxiety can build up the pressure to do whatever it takes to get

a straight answer from someone who seems unwilling to provide clarity. This desire to over-control the situation can lead to counter-productive actions. Hiring managers may deliberately test a candidate's tolerance for uncertainty by being vague and noncommittal, or delaying returning phone calls or emails, to see how the candidate handles pressure and uncertainty.

Some of the actions that make hiring managers pause and reconsider how suitable a candidate is:

- Repeated messages left on voice mail
- Multiple emails sent asking for feedback and developments
- Sending emails that do not ask for information but offer nonessential details -- the goal being to keep oneself in the front of the recipient's mind.

Don't let anxiety, impatience, annoyance, or other negative attitudes creep into your conversations.

Some Aspects Of The Hiring Process That Are Beyond Your Control:

- A hiring manager's superior has not signed on to the hiring decision.
- The position is being revamped or otherwise modified in responsibility.
- The salary range is still being debated internally, either within the hiring manager's department or in consultation with the Human Resources department.
- Other candidates have come up at the last minute, or from within the company.
- Another executive involved in the decision-making is away on business, or on vacation.
- The hiring manager has had other priorities intrude on the hiring process.
- The hiring manager is testing how you handle yourself under pressure.

Through your quiet confidence and trust in the process, you are showing the potential employer your character, maturity, and integrity in situations that are largely beyond your personal control.

If this opportunity is the right one for you, then despite appearances, events and circumstances, it will move in your direction. It might not be in the time frame you had hoped for or expected.

Chapter 4: Salary & Benefits

Negotiating Compensation

How do you approach discussions about compensation with potential and present employers?

- Determine the average salary range for this type of position in the industry.
- Prepare a budget to calculate your financial needs.

Be realistic: entry-level salaries are less negotiable than salaries for mid-level or executive positions.

- Never say, "I need a minimum of ____ dollars."
- Don't worry about what your friends are making because the employer will not take this into account.
- Never lie about your salary history.
- Always end discussions on a positive note.
- Once you have accepted a job offer and salary level, be sure to get it in writing.

Uncovering salary information is not as difficult as it may seem. Try the following resources:

- Review salary surveys information sites on the net: <http://salaryexpert.com> <http://careerbuilder.com> and <http://payscale.com> .
- Use job listings, which indicate salaries for related positions.

- Call employment agencies.
- Review business and trade periodicals.
- Research government statistics websites for your region.

Are salaries really negotiable?

It depends on the position, the manager, the organization, and your perceived value. Most entry-level positions have set salaries that are subject to very little if any negotiation--perhaps a few hundred dollars of negotiating room. Employers will negotiate within the range, but will rarely exceed a stated maximum, unless you are an exceptional candidate.

How can I handle questions about salary during an interview?

- Ask the interviewer for the normal salary range in his/her company for that type of position.
- Let the interviewer bring up the subject of compensation first.
- Tell the interviewer that you are confident you will be able to reach a mutual agreement about salary.

It often happens that salary isn't brought up at all in the first meeting. If a recruiter presents you, this is very often the case. The recruiter may have advised the employer in advance of your general expectations.

Besides salary, take into consideration the employee benefits plan when evaluating an offer made by a company. Most entry-level employees can expect a basic benefit package consisting of:

- Health insurance
- Dental insurance
- Life insurance
- Paid vacation time
- Paid sick leave

- Paid holidays

A more comprehensive benefit package might include some or all the following:

- Bonuses
- Child and day-care services
- Cost-of-living adjustments
- Industry Education and training programs
- Flexible work schedule
- Savings plans - Pension Plans

Patience In Negotiating - Reviewing Your Agreement

It is easy to rush the process, to close the deal. When you receive the offer and hiring agreement, take your time to go through your offer and hiring agreement (they are often two different documents), and consider what you are committing to. Verbal agreements cannot be verified later because they are words, and they are not recorded on paper.

Individual points:

Salary:

- Is the salary noted the same figure discussed in an interview or with the recruiter or representative?
- If not, it could be a typo due to the document being prepared by a clerk who made a mistake.

Salary review date:

- Is there one noted in the document?
- What discussion did you have with the employer or recruiter about their flexibility in this area?

Vacation:

- Some people consider vacation time more important than salary; this is often the issue that employers will discuss instead of salary.
- How do you see the benefit of more free time versus receiving more salary - what is more important to you?
- What flexibility did they discuss with you in interviews or the recruiter's follow up?
- Some companies have very fixed vacation schedules and entitlements, what flexibility do they have?

Benefits:

- How are the benefits premiums paid?
- What is the amount deducted from your pay on a monthly basis?

You won't know if you don't ask.

Chapter 5: Relationships & Career Progress

Positioning Yourself For Promotion

How do you position yourself to be considered for promotion? Employers look for certain traits that define people of higher achievement.

- **Your Energy:** can you focus and direct your energy to productive ends?
- **Your Personality:** do you interact effectively with a wide range of people?
- **Your Integrity:** are you honest, reliable, and ethical in your conduct?
- **Your Intelligence:** do you have the ability to learn and process information and make informed decisions?
- **Your Drive:** do you have the capacity for sustained self-motivation and the ability to encourage the efforts of others?

- **Your Willingness to Sacrifice:** do you dedicate your time and the effort required to meet corporate objectives?

To advance in your career, you don't need to be the smartest or most knowledgeable, although these are important advantages. The key question is:

Have you learned the importance of developing relationships - with customers, colleagues, and superiors?

Your ability to cultivate strong relationships with other people up and down the reporting structure, as well as with outside parties is a key factor in your career progress. It is just as important to cultivate relationships, as it is to cultivate knowledge and produce results.

With mentors, someone has taken a liking to an aspiring individual, identified with them, and is motivated to see that person succeeds in their chosen field. The best mentors challenge you to be more than what you are; to reach for new experiences, to improve your knowledge, skills, and abilities; stretching yourself to ensure that your potential is fully explored and developed.

Who gets promoted first?

The four most important factors in determining how fast you are promoted:

- How top management feels about the person who recommended your promotion
- Your exposure and visibility to those in higher management
- Your background, education, and work experience
- How well you perform in your present job

Top performers in all fields have these qualities in common:

- They are always looking to improve their performance
- They never get too comfortable

- They enjoy their work
- They mentally rehearse things beforehand
- They don't focus on placing blame
- They can withstand uncertainty
- They develop strong working relationships

Raising your profile:

- Take on challenging projects with a degree of risk associated with them - it raises your profile in the company.
- Volunteer to train new people, orienting them to the company.
- Show personal initiative and make your own supervisor or manager's job easier.
- Excel in your work and develop relationships within the company in other departments, developing a reputation as a go-to person for problem solving.
- Offer to do extra work during the month-end or end of the quarter at reports preparation time - people remember that willingness to go the extra mile for the department.
- Work at the company's trade shows and attend industry events where your presence can be noticed by people in positions of authority - become a familiar face to them.

Ultimately, to be promoted, you need to have a track record of accomplishment, the drive to work harder than the people that you are managing, and, possibly most important, people must respect and like you enough in higher management to see you moving upwards.

It's All About Relationships – Making The Human Connection

There is a lot of emphasis placed upon gaining industry experience and education, and the majority of people coming to us are ambitious and want to progress in their careers.

From our perspective, we see that it isn't the most educated, technically knowledgeable, or experienced person that managers choose for promotion. Often, it is the person who is most successful at developing relationships with people that they work with who get ahead.

People leave school with their heads full of facts, which they are eager to use in their chosen careers. Much emphasis is placed on making it in a competitive business world. When people reach the marketplace, they find that they are ill equipped to interact with the people that they work with. There is a lack of awareness of what other people's needs are, and this can result in displaying insensitivity in their dealings with others.

The Keyword is Connection:

Recognizing another person's worth, and making a sincere effort to make that human connection forges trust, mutual confidence, and respect. People gravitate towards those with whom they feel a connection. You want to help people that you like. You are willing to support and encourage people who show you respect and sincere admiration. Senior managers mentor people who are successful in building a relationship with them. Co-workers will extend help to people who are genuinely interested in what they have to say.

Customers enjoy working with people who take their needs seriously, and who are willing to do whatever it takes to solve their problems.

If you make a sincere effort to make that human connection with the people in your business life, you will find that doors of opportunity will open for you. The decision to promote someone is made easier when your superior sees you as somebody whom other people can work with.

Mistakes People Make That Affect Their Progress

- Making your supervisor angry
- Thinking that you are protected by your boss and can't be fired

- Turning colleagues off through indulging in gossip
- Trying to and initiating change aggressively
- Starting an email campaign
- Being difficult to manage
- Trying to have them do it your way
- Taking a critical attitude towards management missteps
- Getting involved or caught between office politics
- Having a know-it-all attitude
- Showing impatience with your trainer
- Treating other managers with contempt or disrespect
- Complaining about management to other management
- Exposing your manager or another manager as incompetent or small-minded
- Getting in between two managers who don't like each

Fitting In With The New Team

How do you ensure that you integrate smoothly with your new company and start off with the goodwill and positive support of your new colleagues? This time of forming initial impressions is a golden opportunity for you to begin building the support and trust that you will need in the future. You can position yourself in the eyes of your peers as a person deserving of their support and consideration, which will help you as you progress along the learning curve of your new responsibilities.

How do you begin forming relationships on a positive note?

- Introduce yourself, smile pleasantly, and offer a firm handshake.
- Treat everyone you meet with respect and common courtesy.

- Have a sense of humor about the triumphs and defeats of every day
- Expect that things will be done differently in this company, and accommodate yourself to the changes involved.
- Accept that it will take time for people to get to know and trust you.
- Take time to observe the company's culture and what emphasis is placed on certain values.
- Ask questions to avoid assuming that you know how business is conducted at your new employer.
- Give of your time and attention to colleagues seeking help or advice.
- Gain the cooperation of others through being friendly and approachable.
- Accept invitations to go out for coffee or lunch, as many lasting relationships begin in relaxed surroundings.

What are some attitudes and expectations to avoid?

- Expecting that things will be done the same way in your new company as in your previous employer
- Not taking time to get a feeling for the company's culture
- Over familiarity with your boss without first establishing trust
- Trying to change how things are done without having a mandate
- Expecting rapid promotion without first having proven your worth to the company
- Engaging in gossip or office politics and running afoul of the power structure in the company
- Demanding the time and attention of other coworkers
- Being abrupt or short with people and their requests for information or guidance

- Refusing invitations to go out to coffee or lunch with new coworkers

What about working with people who are less receptive or difficult by nature but otherwise competent at what they do?

- Ask them their opinion about a process or procedure.
- Giving them the respect that they feel they deserve is one way of disarming prickly people.
- Acknowledge their experience and skills when seeking assistance from them, as most people want to be recognized for what they know and what they have contributed.
- Ask people with more seniority in the company who are friendly and approachable in nature their advice about how to approach a difficult person.

Ask your new boss how you can work successfully with this person so that the company benefits.

Chapter 6: University Student Career Centers

University Student Career Centers - Across Canada

British Columbia

University of British Columbia

<http://www.students.ubc.ca/careers/students/work-and-volunteer-opportunities/browse-postings/>

Simon Fraser University

<http://www.sfu.ca/career.html#sthash.PxBB4q1J.dpbs>

University of Victoria

<http://www.uvic.ca/gustavson/coop/coop/career/index.php>

B.C. Institute of Technology

<http://www.bcit.ca/ses/>

Thompson Rivers University

http://www.tru.ca/careereducation/stu_employ.html

Trinity Western University

<http://twu.ca/life/career/gain-experience/on-campus-employment/>

Royal Roads University

<https://student.myrru.royalroads.ca/student-services/career-services>

University of Northern B.C.

<http://www.unbc.ca/career-centre/external-job-listings>

University of the Fraser Valley

<http://www.ufv.ca/jobs.htm>

Capilano University

<http://www.capilanou.ca/ses/>

Kwantlen Polytechnic Institute

<http://kwantlen.ca/calendar/2011-12/student-affairs/careercentre.html>

Alberta

University of Calgary

<http://haskayne.ucalgary.ca/services/career-centre/students-alumni>

University of Alberta

<http://www.caps.ualberta.ca/en/Students.aspx>

University of Lethbridge

<http://www.uleth.ca/ross/ces/>

Mount Royal University

<http://www.mtroyal.ca/EmploymentCareers/CareerServices/Students/researchcentre.htm>

N. Alberta Institute of Technology

<http://www.nait.ca/48329.htm>

SAIT Polytechnic

<http://www.sait.ca/student-resources/student-employment-services/career-direction.php>

Grant MacEwan University

<http://www.macewan.ca/wcm/StudentServices/CareerServices/index.htm>

Canadian University College

<http://www.cauc.ca/successcentre/explorecareeroptions>

The King's University College

<http://www.kingsu.ca/money-matters/on-campus-employment>

Ambrose University College

<https://ambrose.edu/job-board>

Concordia University College

<http://concordia.ab.ca/career-services-2/>

Saskatchewan

University of Saskatchewan

<http://www.usask.ca/secc/>

University of Regina

<http://www.uregina.ca/careercentre/ses/students/job-searching1/find-job1/index.html>

St. Thomas Moore College

<http://students.usask.ca/current/life/employment/>

First Nations University of Canada

<http://www.fnuniv.ca/current-students/coop-edu>

Manitoba

University of Manitoba

<http://umanitoba.ca/student/employment/>

University of Winnipeg

http://ccs.uwinnipeg.ca/career_resource_centre.html

Brandon University

<http://www.brandonu.ca/environmental-science/jobs/>

Canadian Mennonite University

http://www.cmu.ca/studentlife_employment_centre.html

Ontario

University of Toronto

<http://www.careers.utoronto.ca/>

University of Waterloo

<https://uwaterloo.ca/career-action/>

York University

<http://www.yorku.ca/careers/students.htm>

Queen's University

http://business.queensu.ca/student_career_services/index.php

McMaster University

<http://studentsuccess.mcmaster.ca/job-search.html>

University of Western Ontario

<https://westerncareercentral.ca/home.htm>

University of Ottawa

<http://www.sass.uottawa.ca/careers/>

University of Guelph

<http://www.plant.uoguelph.ca/employment/employlinks/>

Carleton University

<http://www5.carleton.ca/cc/>

Trent University

<http://www.trentu.ca/careers/>

Wilfrid Laurier University

<http://navigator.wlu.ca/career/student/home.htm>

Lakehead University

<http://jobs.lakeheadu.ca/>

Laurentian University

<http://www.laurentian.ca/content/career-employment-centre>

U. of Ontario Institute of Technology

<https://studentexperience.uoit.ca/careerServices/Overview.htm>

OCAD University

<http://www.ocadu.ca/students/career-development.htm>

Nipissing University

<http://www.nipissingu.ca/departments/student-development-and-services/career-services/Pages/default.aspx>

Quebec

McGill University

<http://www.mcgill.ca/caps/>

Universite de Laval

<http://www2.ulaval.ca/en/campus-life/student-services/career-and-placement.html>

Universite de Montreal

<http://www.cesar.umontreal.ca/emploi/>

Universite du Quebec a Montreal

<http://www.cgc.esg.uqam.ca/en/about-us.html>

Concordia University

<http://cdev.concordia.ca/our-services/resources-and-drop-in-centres/career-resource-centre/>

Universite de Sherbrooke

<http://www.usherbrooke.ca/ssp/en/career-services/>

Ecole Polytechnique de Montreal

http://www.polymtl.ca/jc/employeur/index_eng.php

Universite du Quebec

<http://www.uquebec.ca/siegesocial/offres.cfm>

HEC Montreal

http://neumann.hec.ca/sgc2/recruteur_express/archives/2006/septembre/en/default.htm

Universite du Quebec a Chicoutimi

<http://www.uqac.ca/aide-emploi/>

Ecole de Technologie Superieure

<http://en.etsmtl.ca/en/Employers-and-Partners/Hire-a-Graduate/Contact-us>

Bishop's University

<http://www.ubishops.ca/career-employment-centre/index.html>

New Brunswick

University of New Brunswick

<http://www.unb.ca/fredericton/studentservices/employment/>

Mount Allison University

<http://www.mta.ca/careers/index.html>

St. Thomas University

http://w3.stu.ca/stu/currentstudents/employment/promo_emp2.aspx

Nova Scotia

Dalhousie University

http://www.dal.ca/campus_life/student_services/student-careers-and-leadership-development/job-and-career-search/contact-us.html

Acadia University

<http://careerservices.acadiau.ca/>

St. Mary's University

<http://www.smu.ca/administration/sec/>

Mount Saint Vincent University

<http://www.msvu.ca/en/home/studentservices/careerplanningservices/default.aspx>

NSCAD University

<http://nscad.ca/en/home/studentresources/studentservices/Career.aspx>

Cape Breton University

<http://www.cbu.ca/success/career-services>

Prince Edward Island

University of Prince Edward Island

<http://www.upei.ca/studentlife/student-affairs/career-services>

Newfoundland

Memorial University of Newfoundland

http://www.mun.ca/cwse/career_choices.html

Northwest Territories, Nunavut

http://www.auroracollege.nt.ca/_live/pages/wpPages/StudentServices.aspx

Chapter 7: Provincial Youth Employment Job Boards

Government of Canada

Employment - Youth and Graduates

<http://www.servicecanada.gc.ca/eng/audiences/youth/employment.shtml>

National Research Council Canada

<http://www.nrc-cnrc.gc.ca/eng/careers/programs/index.html>

Canada Summer Jobs - 2013

<http://www.servicecanada.gc.ca/eng/epb/yi/yep/programs/csj/2013/faq.shtml>

Youth Employment Job Boards

British Columbia

<http://www.getyouthworking.ca/job-board/>

Alberta

<http://www.mtroyal.ca/EmploymentCareers/CareerServices/Students/opportunities.htm>

Saskatchewan

<http://www.sasknetwork.gov.sk.ca/html/Home/saskjobs/studentemployment.htm>

Manitoba

<http://www.gov.mb.ca/cyo/youth/services/manitobayouthjobcentres.html>

Ontario

<http://www.tcu.gov.on.ca/eng/document/brochure/students.html>

Quebec

http://emploietudiant.qc.ca/liens-utiles_en.asp

New Brunswick

http://www2.gnb.ca/content/gnb/en/departments/post-secondary_education_training_and_labour/TrainingAndEmploymentServices/content/student_employmentexperienceddevelopment-seed.html

Nova Scotia

<http://www.gov.ns.ca/econ/sep/>

Prince Edward Island

<http://www.gov.pe.ca/fard/jobsforyouth>

Newfoundland/Labrador

<http://www.jobsinnl.ca/nfld/search.html/-1/-1/1/-1>

Northwest Territories

<http://www.hr.gov.nt.ca/employment/student/>

Yukon

http://www.youth.gov.yk.ca/ps_employment.html

Chapter 8: Recruiter Warning Signs

These are specific warning signs that your recruiter is not serving your interests properly.

Your resume – let's improve it

- They want you to change or significantly upgrade your titles to make you more marketable for the position they're representing.

If they want you to inflate your titles, or add duties that you didn't have to make you more appealing to their client, be advised that employers can release employees for misrepresenting facts of their employment.

- They are asking you to misrepresent your current employment status by having you claim that you're working at a company that you actually left recently

Do they want you to note that you are still working "to Present", or are they asking you to adjust your employment dates to make up for gaps in your previous employment history?

The job description

- Does the job description sound as if someone trying to sell you a used car wrote it; very enthusiastic, portraying the opportunity as something you just have to go for?

Sometimes, the ad copy doesn't match the reality. Recruiters trying to generate enthusiasm, and glossing over the limitations of the job, its future career growth, or lack of it often oversell positions that have a lot of turnover.

- How does the recruiter's job description compare to the one given to you by the client, or the ad that you find on the employer's own website?

If there are substantial differences in the duties and authority level of the job, you'll want to clarify the actual responsibilities versus the recruiter's representation of them.

The salary range

- The recruiter suggests that you meet their client, although your salary range is well above their client's maximum offered; your recruiter says not to bring up your salary in the meeting.

This is using you as a willing tool to establish their credibility with their client. By presenting high quality people above the salary range, they buy time for them to find candidates in the right salary range.

If they impress on you the need to be absolutely silent about your current earnings, telling you to tell the interviewer that you prefer not to discuss this now, that's a red flag.

- You're between jobs and the recruiter sends you in, gets back to you and says he/she has good news, but the client wants a lot of salary flexibility from you---even though there's a pre-established range for the position.

This means that the recruiter is putting pressure on you because (a) he/she has told the client that they can get you down to a lower level than the range offered, or, (b) the client is putting pressure on them to pressure you to accept a lower salary. They are trying to offset the recruiter's fee through the lower salary offer.

The employment offer has a lower salary than discussed

- The offer contains a different salary figure than the one discussed with the recruiter, or a different review date.

Don't jump to conclusions because there could be a simple typo made by the person who typed the offer. On the other hand, if the recruiter verbally assured you that the salary was going to be "around" a certain figure, and you're unemployed, and there's a lower figure than the minimum expected on the offer, the recruiter may have assured their client that they can get you on board by putting pressure on you to accept.

You're told that the employer wants you on board right away

- You've told your recruiter that you're accepting an offer, but you need to give two weeks notice; they pressure you to shorten your notice, citing the employer's desire to have you on board sooner.

The standard notice is two weeks, given as a courtesy to act ethically in making a move to another company. This gives you time to wrap up loose ends, and take your departure with goodwill, rather than leave your department and former colleagues in the lurch.

Most employers recognize the standard business courtesy involved in giving two weeks notice, and respect your decision.

The recruiter has the advantage of a shorter billing cycle to work with if you leave your old employer and start with your new one right away.

Although it may not seem apparent now, you may jeopardize a future positive reference from the company you're leaving. Your manager and colleagues will remember how you left the firm and the impact it had.

Marketing you to other companies

- The recruiter asks you about the types of companies that you see yourself working with, and presses for specific company names of interest to you, drawing up a list.

Be careful that your resume doesn't land without your knowledge on the desk of the HR departments of the companies that you've identified. A recruiter who is unconcerned with confidentiality may make 50 copies of your resume and send them out to various firms, without your knowledge.

Firmly establish the guidelines for handling your resume and confirm by email that you do not want your resume sent to any company that you haven't approved, or that the recruiter isn't actively representing.

Firmly establish the guidelines for handling your resume and confirm by email that you do not want your resume sent to any company that you haven't approved, or that the recruiter isn't actively representing. In some instances, this blocks your entry into the company, if the recruiter learns that a company they sent your resume to has interviewed you. They may contact the company and inform them that they intend to bill the company if you're hired. For some firms that don't want to pay a fee, they may choose to pass over your application and turn to someone else. This is why you need to have a clear understanding with your recruiter about their intentions in marketing you.

Duplicating your efforts in sending resumes

It's important when registering with a recruiter that you advise them which firms you've sent your resume to, or had discussions with in the last six-nine months.

The reason you do this is to avoid a scenario where a recruiter sends you to a company that you've already approached. This duplication of efforts leads to confusion, and that's an avoidable scenario.

You want your pathway into a company unimpeded by lack of two-way communication with the recruiter. Also, situations develop where two or more recruiters working on the same job opening will send the same candidate, then things get even more confusing due to the duplication of referrals.

Tell your preferred recruiter if you register with other firms. If you have your resume out to several recruiters in the same industry sector, the above scenarios are more likely to happen.

Some normal prudence and clear communications will avoid the above scenarios happening to you. Trust your intuition; it's your career and your reputation.

Forewarned is forearmed.

Summary

Most recruiters like helping other people and will represent you fairly.

It's helpful to be aware that some recruiters are less concerned with your welfare.

A little time taken to research prospective recruiters saves you time, and reduces the risk of connecting with a recruiter that is not considering your interests.

Trust your intuition; it will lead you forward with the right people.

About The Author

Kevin Buckley, CPC is a Certified Personnel Consultant (1989), and founder of Buckley Search Inc., a leading executive search firm active in Customs, Freight, and Logistics in North America.

Other publications include, The Insider's Guide To Candidate Selection, The Insider's Guide To Job Search, The Insider's Guide To Being Interviewed, and Choices & Decisions: Letters to the Future. He resides in Oakville, Ontario, with his wife and partner, Anna, and two teenaged sons.