



my
employability
skills

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Developed by:

Sonja Barnard, Leza Deyzel, Mandu Makhanya

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my employability skills

Unisa Directorate for Counselling & Career Development

Welcome

Why should I worry about my employability?

Today's careers are not what they used to be...

- Lifetime employment is a thing of the past: It is not unusual for an individual to hold about six different occupations during their careers, each with several jobs. The reasons for this are technological advances, economic shifts and changing social norms.
- Careers are boundaryless: your career can cut across different industries and companies. Instead of seeing your career as a ladder, you can view it as a web.
- Career success is defined in many different ways: The big house and fancy car are not the only measures of success. Some people choose to follow a more balanced lifestyle with more time to spend with their family.
- Where, when and for whom you work are not necessarily fixed: Flexible work hours, working from home, part-time, temporary and contract work are all part of today's world of work.

Source: Greenberg, J. & Baron, A. *Behaviour in Organisations*. 8th edition. Pearson Education Inc: New Jersey.

How will this book help me to prepare?

Employability requirement

- * your knowledge (what you know)
- * your skills (what you do with what you know)
- * your attitudes (how you approach things)
- * the way you use your knowledge and skills and present them to employers, and
- * the context (e.g. personal circumstances and labour market environment) within which you seek work.

Related topics in this book

- * My knowledge & skills
- * My values & attitudes
- * My career portfolio
My job search
My network
My cover letters & forms
My CV
My interview skills
- * My employability
My labour market research

my employability

In short...

- * Employability is about your ability to get and keep fulfilling work
- * You are therefore responsible for your own career management

What does employability mean?

Employability refers to your ability to gain initial employment, maintain employment, and obtain new employment if required. In simple terms, employability is about being capable of getting and keeping fulfilling work.

Your employability depends on:

- * your knowledge (what you know), skills (what you do with what you know) and attitudes (how you approach things)
- * the way you use your knowledge and skills and present them to employers, and
- * the context (e.g. personal circumstances and labour market environment) within which you seek work.

Important aspects of employability for your career

- ♦ Career ownership - only you are responsible for your career development and management (no one else can do it for you)
- ♦ Continuous (life-long) learning and development of skills are expected by employers and clients
- ♦ Security lies in employability (that is, your ability to obtain and maintain employment) rather than in employment (that is, a specific job)

Source: Schreuder & Theron. 1997. *Careers: An organisational Perspective*.

Employability checklist

Complete the employability checklist that starts on the next page. There are no right or wrong answers - the aim of the checklist is to help you identify those areas that you still need to pay attention to.

my employability

DISCOVER YOURSELF

Tick when completed

assessed what kind of work you are interested in

assessed your personal characteristics

assessed your skills

assessed your values

identified your educational qualifications (knowledge)

assessed your work and other experience

CHECKED WHAT EMPLOYERS ARE LOOKING FOR

Tick when completed

experience and education

personal characteristics

physical appearance

work history

RESEARCHED

Tick when completed

identified sources of job information

collected job information

assessed job information

ORGANISED YOURSELF

Tick when completed

planned your job search

collected all the required documentation

compiled a career portfolio

have a job search folder

developed a routine

my employability

MADE CONTACT

Tick when completed

drafted cover letters

drafted CVs

sent out cover letters and CVs

filled in application forms

submitted application forms

PREPARED FOR THE INTERVIEW

Tick when completed

made sure you know how to get there in good time

made sure that your appearance is neat

made sure that you have all the required documentation

prepared the answers to possible interview questions

prepared questions that you want to ask in the interview

DURING THE INTERVIEW

Tick when completed

you were on time

you were confident and answered questions directly

you showed good body language

you kept your answers short and to the point

you made eye-contact

you dealt openly and honestly with difficult questions

Source: Umsobomvu Youth Fund. 2003. *Finding work: a guide for young people*. Retrieved, 15 June 2007, from <http://www.youthportal.org.za/>.

my knowledge & skills

In short...

- All your experiences are valuable - personal and work-related experience.
- Knowledge about your transferable skills makes it possible for you to make links between where you are now and where you would like to be.

What are transferable skills?

Transferable skills are skills you have acquired during any activity in your life that are transferable and applicable to what you want to do in your next job. For example, during your volunteer work at a community centre, you helped the social worker to organise play activities for children. This experience helped you to develop your planning skills - a skill that is necessary for your next position as a facilitator of youth activities at another community centre.

Why transferable skills?

Knowledge of your transferable skills is important in compiling your career portfolio, curriculum vitae, and cover letters and for devising interview strategies. You need to be able to identify your skills, assess how you can demonstrate them, determine how you can develop them and communicate them to employers.

How can you identify your transferable skills?

Think of everything you have done and how this is transferable to what you want to be doing. If you are replying to an advertisement in the newspaper, emphasise the skills that the employer is asking for. Analyse any jobs (full-time, part-time, voluntary), your studies (formal and informal), projects, parenting, hobbies, or sports in terms of skills that you have acquired. Remember that no experience is insignificant.

Exercise

Read through the list of skills on the next page. As you read:

- * Tick the skills you feel you have developed
- * Highlight or underline the skills you feel you still need to develop
- * Summarise a list of your skills and an example of when you used this skill
- * Reflect on which skills you want to develop and how

my knowledge & skills

generic, basic skills

COMMUNICATION

- read and understand information in different formats (words, graphs, diagrams)
- clear writing skills
- speaking so that others understand
- presentation skills
- share information through different mediums (e-mail, fax, letter, voice)

INFORMATION MANAGEMENT

- find and gather information using various methods
- organise and synthesise information for others to understand

NUMERICAL SKILLS

- make estimates and check calculations
- decide what needs to be measured and how

PROBLEM-SOLVING

- assess situations and identify problems
- identify the root cause of the problem
- seek different points of view and integrate them
- identify solutions to a problem
- evaluate solutions to make recommendations or decisions
- implement solutions

team-work skills

WORK WITH OTHERS

- flexibility: be open to different ideas and thoughts from different others
- lead or support when appropriate, motivating a group for higher performance
- accept and provide feedback in a constructive and considerate manner
- contribute by sharing information and expertise
- manage and resolve conflict appropriately
- punctuality: not delaying the work of others

PARTICIPATION IN PROJECTS AND TASKS

- plan, design and complete a project from start to finish
- work to agreed quality standards
- select and use appropriate tools and technology for a task or project
- adapt to changing requirements and information
- monitor success of a project or task
- think of ways to improve a project or task

personal management skills

ATTITUDES AND BEHAVIOURS

- feel confident
- deal with people, problems and situations with personal integrity, honesty and personal ethics
- recognise your own good efforts
- recognise the good efforts of others
- show interest, initiative and effort

BE RESPONSIBLE

- set goals and priorities balancing work and personal life
- plan and manage time
- plan and manage money
- manage risk
- be accountable for your actions
- be socially responsible and contribute to your community

LEARN CONTINUOUSLY

- be willing to learn continuously
- assess personal strengths and areas for development
- reflect on your learning
- set your own learning goals
- identify and access learning opportunities
- plan for and achieve your learning goals

BE ADAPTABLE

- work independently
- carry out multiple tasks or projects
- be resourceful
- learn from your mistakes
- accept feedback and adjust accordingly
- cope with uncertainty
- cope with change

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my knowledge & skills

Skill	Example

Write down the two skills that you wish to develop in the next six months and indicate how you are planning on developing them.

my knowledge & skills

My knowledge

You have learned information by attending classes, working on projects, independent reading, and travelling, to name just a few methods.

Formal education

Make a list of the institutions that you attended. Include points on: tertiary and secondary education, courses, projects, papers, and theses. Discuss your specialisations; subjects you liked most and least, and why; certificates, diplomas and other awards obtained.

Other education

List the knowledge you have gained through other educational opportunities. Include dates, companies/organizations and topics for both formal and informal training. Include: training provided by employers on and off their premises; training through volunteer organisations; training received in other ways.

Informal education

This is what I have learned through travel and my own research.

my employability skills

my values & attitudes

In short...

- ♦ Your attitude towards work is important in terms of your success in the workplace.
- ♦ Your values play an important role in terms of your job satisfaction.

What are attitudes?

Work-related attitudes refer to how you feel, what you believe and how you act towards various aspects of a job, your work environment and the people involved.

Why are attitudes important?

Your work-related attitudes determine your job satisfaction and job performance, as well as shape your relationships with your supervisors, managers, colleagues and clients.

What are some attitudes that most employers appreciate?

- ♦ Positive attitude towards colleagues and supervisor: It is important to develop good interpersonal and social skills at the workplace. Be friendly and cooperative to your colleagues, respectful to your supervisor, and polite and helpful to customers.
- ♦ Positive attitude towards learning: Being new to the job, you should know and learn the job fast. Seek help from your colleagues and ask when you are in doubt about an assignment or project. Do not draw lines as to what you are supposed to do and what you are not supposed to do. This will enable you to learn new skills and could also result in job enrichment and personal satisfaction.
- ♦ Positive attitude towards change: As companies face new challenges, employers need workers who are flexible and willing to try new or different plans in order to achieve new set of goals and targets. Don't say "But we've been doing it this way for a long time". Find out first if the new way of doing things is better. If it is, spend time learning to do it the better way.
- ♦ Don't wait to be told what to do: Learn to be pro-active and take the initiative to get things done without being told. Employers appreciate workers who can work without close supervision.
- ♦ Be Punctual: This applies both to being on time for work everyday and meeting the deadline for a project or assignment. Being late for work frequently sends a message to your supervisor that you are not interested in your work.

Sources:

Greenberg, J. & Baron, R.A. (2003). *Behaviour in Organizations*. Prentice Hall: New Jersey

Institute of Technical Education (2007). *Work attitudes*. Available: http://esurvey.ite.edu.sg/csc6sso/grad_sp_wkatttd1.htm.

my values & attitudes

My values checklist

It is important to match your values to any setting you wish to fit in. This exercise will help you to assess your values what is important to you. You may use this information to evaluate types of jobs, industries or study options. For example, you are considering a job as a sales representative, and you find out that the job will involve a lot of travelling. You value family as very important - a lot of travelling and time away from your family will probably be very difficult for you.

Please read through the following list of values and tick in the appropriate box whether a particular value is always important to you, sometimes important or never important.

	Always	Sometimes	Never		Always	Sometimes	Never
Adventure	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Family	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Authority	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Friendship	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Autonomy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Health	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Beauty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Helping	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Challenge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Honesty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Commitment	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Humour	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Competition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Independence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cooperation	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Individuality	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Creativity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Influence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Curiosity	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Knowledge	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Duty	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Money	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Effectiveness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Power	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Excellence	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Public contact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Excitement	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	Recognition	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Fairness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>				

my values & attitudes

My ideal work environment

Satisfaction with your job often comes from a compatibility of other factors meeting your needs.

Try to find a quiet place and imagine your ideal work day.

You are beginning your work day and visualise the following:

- * What time of day is this?
- * How are you travelling? Or are you at home?
- * Describe the place your work.
- * Who are the people you come into contact with?
- * How are you dressed?
- * What is the first thing you do every day at work?
- * What skills and talents will you use today?
- * Will you sit at a desk? If so, what is on the desk?
- * What do your immediate surroundings look like?
- * Is it quiet or noisy?
- * Is it predictable or fast-paced?
- * Will you be working alone, as part of a team, or both?
- * What kind of supervisor do you have, if any? Describe this person's style.
- * Will you stay in the same location most of your day? Travel? Move around?
- * What do you think of your work? What words come to mind?
- * What passions, interests, or values are part of your work?
- * How are you compensated for your work?
- * How do you feel after your work today?
- * What do you do after work?
- * How do you feel when it's time for the next work day?

my values & attitudes

Make some notes on your thoughts and then write down a paragraph about your ideal work environment. You could also draw pictures/ paste pictures from newspapers and magazines to depict your ideal work environment.

A large, empty rectangular box with a thin black border, intended for students to write their thoughts or draw their ideal work environment.

my career portfolio

In short...

A career portfolio:

- * is a career management and planning tool
- * provides a comprehensive view of your skills
- * contains evidence of your achievements, efforts and growth.
- * is used to update your CV.
- * can be shown during an interview to substantiate claims that you make regarding your skills and abilities
- * can be printed or be made available electronically (online or offline).

Your career is the course and progress of your life.
Your career portfolio is the record of your career

What is a career portfolio?

A career portfolio is:

- * a powerful visual tool that provides a complex and comprehensive view of your skills.
- * a purposeful collection to provide evidence of your achievements, efforts and growth.
- * a collection of examples of the best work that you have produced.

From this description it should be clear that a career portfolio is not merely a resource file but that it consists of carefully and purposefully selected items, depending on the purpose of your portfolio. A career portfolio can be developed in printed or electronic format, depending on how you would like to use it.

Why do I need a portfolio?

- * You use the portfolio to write a current CV and to secure a job interview.
- * You prepare for interviews and during an interview, you are able to support claims that you make about your abilities.
- * Your career portfolio is unique documentation of who you are and why you are different from the rest; it indicates where you could make a contribution.

my career portfolio

Why is a career portfolio effective as a career management tool?

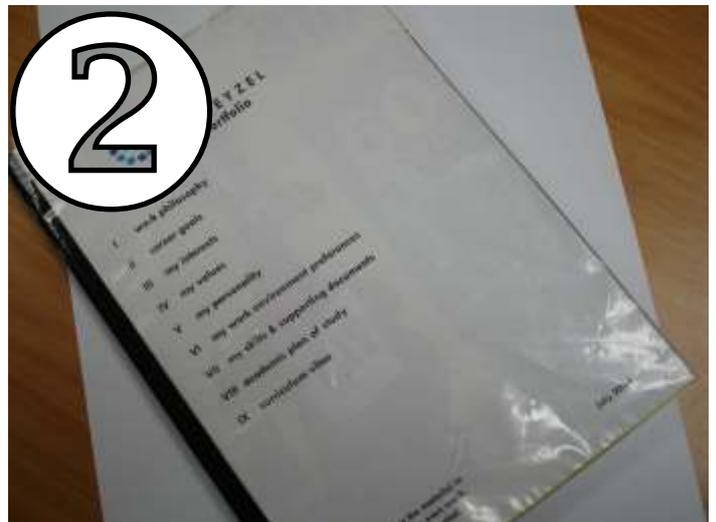
A career portfolio

- * highlights your abilities;
- * grasps the attention of the interviewer as you can show concrete examples of completed work or reports on activities;
- * creates a more personal atmosphere during interviews which reduces stress;
- * enables you to include authentic samples which provide evidence of your unique abilities;
- * enables you to influence the questions asked during the interview;
- * has a growth focus - it allows the portfolio developer to show how growth and development has taken place over a period of time.

What does the portfolio consist of?

The portfolio consists of two parts:

- ❶ a document centre where you gather information. Use an expander file or box to store certificates, samples of your work and your reflections, or store these documents online. Examples of online storage services include Google Docs and Dropbox) and
- ❷ a presentation file (consisting of relevant and logically ordered information selected from your document centre). Use a file with plastic pockets, or create an online portfolio. Examples of online services include Google Sites, VisualCV, Jobrarity. You could also use blogging services such as Wordpress and Blogger to create your portfolio online.



my career portfolio

What is the suggested format for your portfolio?

The suggested format for a presentation is as follows:

- * statement of originality
- * work philosophy
- * career goals
- * skills areas
- * works in progress
- * community service
- * professional memberships and rewards
- * your CV.

You may include all these categories or select the ones that represent you best.

The contents of your career portfolio can be organised in a number of ways namely (1) chronologically according to specific dates; (2) according to specific categories or themes; (3) according to specific categories or problems or concerns; or (4) according to a combination to these three structures.

Statement of originality	A statement claiming the portfolio as your own work and that all contents should please be regarded as confidential
Work philosophy	A brief description about your beliefs about yourself and the world of work
Career goals	Your professional goals for the next two to five years
Skills areas	<p>Tabbed sections containing information on your skills & experience related to a specific area.</p> <p>Examples of skill areas are: leadership skills; language skills (written & oral); planning skills; organisational skills; research skills; interpersonal skills; information/knowledge management; supervisory skills; computer skills; marketing & sales; problem-solving</p> <p>Each skill area may contain:</p> <p>WORK SAMPLES: physical examples of your work, for example reports, documents, reports.</p> <p>LETTERS OF RECOMMENDATION: Letters of support of reference that verify your abilities in this skill area.</p>

my career portfolio

Works in progress	A brief list of work, activities, projects or efforts you are in the process of completing.
Community service	Work samples, letters of recognition, photos of projects completed, programs and brochures related to community service projects.
Professional memberships	Membership cards and letters related to professional organisations.
Your CV	A copy of your CV

What are the benefits of a portfolio?

- ✓ It motivates you to take ownership of your learning.
- ✓ It assists you to attach value to your work.
- ✓ It creates opportunities to learn from experiences and promotes self-reflection.
- ✓ It showcases unique gifts and talents.
- ✓ It increases self-knowledge and develops insight into personal strengths and weaknesses.

What steps are involved in the portfolio process?

- * **STEP 1: MAKE A CAREER PLAN**
Take time to develop and refine a work philosophy, as well as your career goals and write them down.
- * **STEP 2: GATHER INFORMATION**
Develop an attitude of documenting experiences and reflecting on it to determine what you feel about the experience, what you have learnt from it and what you will do differently in similar situations. File all your experiences and samples of work in your document centre. This will be your working portfolio. You can then compile your presentation portfolio by selecting specific items aimed for a specific audience. Include enough samples and items to illustrate your individual skills and competencies.
- * **STEP 3: UPDATE CV & REFERENCES**
Update your CV and references determine and emphasise (or obtain) the skills and competencies necessary for the job you want.
- * **STEP 4: DEVELOP A CRITERIA FOR SELECTING SPECIFIC ITEMS**
Ask specific questions to facilitate reflection: What is the purpose of my portfolio? Why am I including this specific item in my presentation portfolio? What skill do I wish to illustrate?
- * **STEP 5: ASSEMBLE THE PORTFOLIO AND ASK A MENTOR TO REVIEW YOUR PORTFOLIO BEFORE AN INTERVIEW**
Based on the feedback received, refine and adapt your portfolio.

my job search

In short...

- * Your job search does not happen in isolation - ideally it should be guided by your career plans.

Job-search checklist

Please tick ✓

- I have developed a career plan for myself
- I know what I can offer to an employer
- I have organised and planned a job search
- I have identified people that can help me to find a job
- I have done research about potential job opportunities

If you did not tick one or more of these statements, it means that there are some steps that you can take to improve your chances of finding work. Before we explain these steps further, let us explore why it is so difficult to find work.

Why is it so difficult to find work?

Your job-search does not happen in isolation. Your ability to find work could be influenced by the following factors:

1 Experience

Employers assume that more experienced workers are less likely to make mistakes and that they understand the work place and its challenges better. Many job-seekers are faced with the difficulty of being asked to have job experience, but how can they develop work experience if they can not find a job? How can you gain experience, when you have just completed grade 12, or your certificate, diploma or degree? Some options to consider include temporary work, volunteering, learnerships and starting your own business. Remember that the above experiences will only have value in terms of your future career development if you treat them as professional opportunities.

The following are suggestions for approaching any kind of work experience so that it can add meaningfully to your career development:

- * Education. Expand your knowledge by reading about, or enrolling in a course that is relevant to your career

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my job search

development.

- * Attitude. Employers appreciate employees who have a positive approach towards their work. Always try to do more than what is expected.
- * Show interest and apply continuous improvement. Read about the industry that you are working in and see where you can make a difference and improve on your own performance.
- * Behaviour. Always dress and behave appropriately.
- * Timekeeping and absence. Be punctual. Manage your time at work so that you complete tasks on time. Remember that sick leave is in emergencies only - it is not something to be planned.

2 Educational qualifications

Many jobs require some form of qualification. Begin with your career plan to identify which qualifications you will need to complete so as to improve your chances of obtaining employment in your desired field.

3 Skills

Do a skills check regularly to determine which skills you have developed and which ones you still need to develop. Please see leaflet 2 in this series for more information about this.

4 Labour market conditions

The number of jobs, and the types of jobs, available in the job market will impact on your ability to find employment. The modern economy is knowledge-based, meaning that there is an emphasis on delivering services and working with information. This requires a higher level of skills and knowledge to get jobs.

Job-hunting essentials

Here are some essential steps to a well-planned job search:

- * Have focus - your career plan should act as a compass for job searches
- * Preparation - know yourself, and research the labour market, jobs and companies
- * Be confident - this flows from knowing yourself and what you want
- * Use many different ways of researching job opportunities - don't limit yourself just to advertisements in newspapers or the Internet
- * Have a carefully written CV - remember to customise your CV for each job application
- * Develop good interview skills - prepare and practice
- * Remember to network - establish connections with as many people as possible
- * Develop a job search plan - plan your job search step by step and evaluate your methods frequently

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my job search

What can you offer to an employer?

All your life experiences (not just work-related) contribute to the development of your skills and knowledge. Please complete the exercises in the section on “My skills and Knowledge” in this book to determine what you can offer to an employer.

Organising and planning a job search

It is important to organise and plan your job search so that you do not waste time, energy and money. Here are some suggestions:

- * Create a job-search folder. This can be a sub-section of your career portfolio, or it can be a separate file where you keep track of job leads, job ads and contacts. Also store copies of your certificates and ID document in case you need them. Keep track of all the jobs that you have applied for, as well as feedback that you received. This folder can also be used to store all the research that you have completed in terms of occupations, jobs, industries, and possible employers.
- * Plan your days. Develop your system to keep track of what you need to do and when. Keep notes of what you have done and what you need to follow up.

Who can help you with your job search?

You have to be proactive - remember that you will have to go out and find a job, a job will not find you. It is important to identify enough sources of information to assist you in your search for work. Here are some examples of possible sources and what type of information you can get from them:

- * Family and friends. Ask family and friends who are working whether they know of any job openings where they work and who you could contact.
- * Community notice boards. These notice boards are in public places such as shops. Take down the details and follow up the information.
- * Phone book/Yellow pages. Check for numbers of factories and companies in your area. Call them or visit them to find out about opportunities.
- * Labour Centres. Contact the national Department of Labour or the Umsombovu Youth Line (0860 096884) to find out if there is a Labour Centre close to where you live. Approach the Labour Centre for information about possible job opportunities.
- * Newspapers. Most newspapers advertise jobs. Cut out the advertisements and keep it in your job search folder. Also, identify recruitment agencies that advertise in specific industries and contact them.
- * Radio. Local radio stations sometimes announce where a new factory will open or where and when a big government project will be launched. Find out more about these opportunities.

my job search

- * Internet. There is a wealth of information available on the Internet about job opportunities. Many sites also allow you to store your CV online and enable you to apply for jobs online.
- * Other: Who or what else can you identify to help you with your job search?

Research about possible job opportunities

It is important for you to find out as much as possible about the jobs that you are interested in, as well as the company that are advertising the job. You should organise the information so that you are able to match the jobs to your skills, education and experience.

You can analyse jobs in terms of the following:

- * What skills are required?
- * What qualifications are required?
- * What characteristics are required?
- * What experience is needed?
- * What kind of a position is it? (part-time, full-time)

Also find out at least the following about the company:

- * What goods or services does this company provide?
- * Where is this company located?

Check your online profile

Do a search on the Internet with your full names and surnames as the keywords. What did you find? Check your social networking profiles (for example, Facebook, Mixit and Twitter) - is there any information on these profiles that you would not want employers to find?

Develop your CV

Your CV is the tool that you will use to market yourself to prospective employers. Please see the "My CV" section in this book for more information about writing your CV.

my job search

Going for an interview

It is important to develop your interview skills and to know what to expect. Consult the “My interview skills” section in this book for more information about interviews.

Getting help

Finding work can be very frustrating and also a very lonely experience. You can try the following two things in order to assist you with these feelings:

- * Find a mentor. A mentor is someone who you can ask for information, advice and support. Mentors are typically leaders in your community (for example, teachers, preachers, or anyone who has years of work experience). If you are studying, lecturers and senior students are also possible mentors.
- * Form a support group. There are many other individuals also looking for work. Being part of a support group is part of networking and you could be sources of information, advice and support for each other.

Links to on-line job sites

- * Career Junction (<http://www.careerjunction.co.za>)
- * PNet (<http://www.pnet.co.za>)
- * IOL jobs (<http://www.ioljobs.co.za>)
- * Careers24 (<http://www.careers24.com>)
- * Job Mail (<http://www.jobmail.co.za>)
- * Jobs.co.za (<http://www.jobs.co.za>)
- * GradX.net (<http://www.gradx.net>)

my cover letters & forms

In short...

- * Good cover letters are essential to getting your application noticed.
- * Well-prepared cover letters and application forms create a good impression of you - even before you are invited for an interview.

What is the purpose of a cover letter?

- * A good cover letter will persuade the reader to take a further look at your application (including your CV).
- * The aim of the cover letter is to introduce yourself and to convince an employer that they should interview you.

Tips about writing a cover letter

- * Print or write your letter on white A4 paper.
- * Write clearly and to the point - one A4 page is enough.
- * If you know the name of the recruiter, you should end the letter with "Yours sincerely" and your name and signature. If you do not know the name of the recruiter, you should end the letter with "Yours faithfully" and your name and signature.
- * Check the letter for content, spelling and grammar - if you feel unsure, ask someone else to read the letter and comment.
- * Always keep a copy of the letter.

Structure for a cover letter

- * Introduction: what job are you applying for and where you heard about the job. If you are writing speculatively (in other words, not in response to a specific advertisement), then you should indicate what kind of position you are seeking
- * Paragraph 2: Give a short overview of your strengths and most relevant attributes, for example, academic qualifications, work experience, skills, interests, referring the employer to the detail on your CV or application form.
- * Paragraph 3: Make the link between what you can offer in terms of skills and experience and the organisation's requirements which you have identified. Show why you want a particular job. Demonstrate knowledge of the organisation by referring to aspects which interest you, for example products, services, and opportunities for staff development.
- ♦ Conclusion: Close the letter on a positive, confident note offering to supply more information if required.

my cover letters & forms

Tips for application forms

- Read the form carefully before you complete it.
- Complete the form in full - even if the information is on your CV that you included.
- Always use a blue or black pen, or type in the answers.
- Write neatly and clearly.
- Answer all the questions - if a question does not apply to you, write Not Applicable or N/A.
- Don't fill in areas marked "For office use"
- After completing the form, read and check your answers
- If you make a mistake and you do not have another form, neatly correct it.
- Sign the form, if asked to do so.
- Remember to include all documents as requested on the form.

my curriculum vitae (CV)

In short...

- * Your CV is your personal marketing tool.
- * Your CV should be a true reflection of who you are and what you have achieved to date.
- * You can not compile your CV a day before you need to submit it - crafting a CV should be a carefully considered process that takes time.

What is a CV?

Curriculum vitae is a Latin terms that means "course of life" - in other words a reflection of your work experience, educational background, and skills. Your CV is your personal marketing tool that will secure you an interview - not a job. The more effort you put into this marketing tool, the better your chances that your CV will reflect the "true you" and the better your chances of being invited to an interview.

A good CV is not just a standard template that you use to apply for any position, but it should be adapted to match each position that you apply for.

What should your CV focus on?

Your CV should focus on your achievements and accomplishments - avoid "shopping list" descriptions of positions held and education completed. You should illustrate how you are different from other applicants with the same qualifications as yourself and how you will add value to the organisation.

Why a CV?

CVs are used by recruiters to screen applicants and to select a few candidates for an interview. It could also be used to identify the strengths of different applicants. Never lie on your CV - if you are appointed and it is established that you did embellish qualifications and/ or skills, then you could be dismissed.

Before you start compiling your CV

- * Why am I compiling this CV? Your aim is to introduce yourself in the most effective way to a prospective employer. Mainly, you will highlight your strengths and accomplishments. You will therefore need to do a careful analysis of your skills and provide examples of your accomplishments.
- * How can I target my CV? Put yourself in the shoes of the recruiter. What kind of skills and experience and

my curriculum vitae (CV)

qualifications are needed for this job? What is the culture of the organisation? Am I addressing all the requirements for the job in my CV (if you are responding to an advertisement)?

- * What should I include in my CV? Your CV should present evidence of your life experience in a positive way. Do not simply list all your work and educational experiences - demonstrate clearly what you have achieved and the skills you have developed. Maintain a balance between too much information (this will bore the reader) and too little information (this will not do your skills justice).
- * How should I present my CV? Think about your layout, the kind of paper you want to use, and whether you will be submitting this CV on-line. What kind of CV is needed - a 1 or 2 page CV, or an extended CV with more detail about my skills?

Format of the CV

- * Use a consistent layout (for example, all headings in bold and font size 14 and all normal text font size 12)
- * Check spelling and grammar - use a dictionary and ask someone to read the CV for you if you feel unsure
- * Keep it simple - it is not necessary to use fancy fonts and coloured paper

Effective vs ineffective strategies for your CV

There are many different ways of compiling and presenting your CV, but the following strategies have been found to be effective (or ineffective) in terms of CV-writing:

Effective strategies

- * Your CV reads easily (comfortable font and font size used. Use the arms length test to determine this - hold your printed CV an arms length from your eyes and read it to see if it reads easily).
- * You accentuate the positive.
- * You show what you know (your strengths).
- * You use strong keywords (verbs) to describe your accomplishments (eg. managed; organised; planned; directed).
- * Your CV is neat (no marks or dirt on the paper; no crumpled paper).
- * You took care to edit your CV for grammar and spelling mistakes.
- * Your CV shows your interest in and enthusiasm for the position you are applying for.

Ineffective strategies

- * Your CV is cluttered and too lengthy.
- * Your CV contains irrelevant, personal information (such as your age, dependents, religious affiliation, and so on).
- * You provide incorrect contact details, or you are not contactable on those details you provide (ensure that your voicemail greeting/ the individual(s) who will answer your phone sound professional).
- * Your CV is decorated with borders and irrelevant images.
- * Your CV is clearly a bulk mail effort and not targeted for a specific application.

my employability skills

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my curriculum vitae (CV)

Let us analyse the following example

Curriculum Vitae of Paul Simon

Phone number (home)	(021) 999 9999
Cellphone number	(072) 111 1111 (office and after hours)
E-mail	paulsimon@freemail.co.za
Physical and postal address	10 Church Street, Mowbray, 7700

Make sure that you are in fact reachable at the contact numbers given. Check that your voicemail message is professional!

Education and training

Secondary education

1999-2003	Senior certificate with endorsement
Subjects	Afrikaans, English, German, Mathematics, Economics, Accounting
School	Church Street High School, Cape Town

If you include your e-mail address, make sure that it looks professional (for example, an address such as hotmama@yahoo.com, will probably not make a good impression

You can decide whether to include your secondary education information based on your qualifications completed so far, when you completed it and whether it is asked for

Tertiary education (completed)

2004-2006	Bachelor of Accounting Science (BCompt)
Subjects	Accounting, Auditing, Income tax, Economics, Business Management and Commercial Law
Institution	University of South Africa
2003	Certificate in Bookkeeping
Subjects	Bookkeeping I, Financial analysis I and Business Management I
Institution	Damelin

List each qualification completed starting with the most recent first

my curriculum vitae (CV)

Curriculum Vitae of Paul Simon (continued)

Tertiary education (current)

2007	Honours Bachelor of Accounting Science (CTA option)
Subjects	Applied Financial Accounting, Applied Management Accounting, Applied Information Systems and Applied Auditing
Institution	University of South Africa

Extracurricular activities

2005	Captain of Greens Soccer Club Team A
2006	Treasurer for Student Representative Council, North-West Region

Work experiences

Part-time

1 December 2006- 31 January 2007	Sales clerk
Organisation	Levis (Cape Town)
Tasks	Managing customer enquiries and complaints
1-14 July 2006	Vacation job
Organisation	PricewaterhouseCoopers
Tasks	Observing audits; performing calculations for audit
Voluntary work	
1 February 2006- current	Peer Help volunteer
Organisation	Unisa
Tasks	Career- and academic guidance to students

List all job experiences: full-time, part-time, self-employed and voluntary

List job experiences from most recent backwards

my employability skills

Unisa Directorate for Counselling & Career Development

my curriculum vitae (CV)

Curriculum Vitae of Paul Simon (continued)

Personal skills and competencies

Language abilities

- Mother tongue: English
- Can understand, speak, read and write Afrikaans (advanced level)
- Can understand and speak isiXhosa (beginners level)

Computer skills

- MSOffice (MsWord, Excel, Powerpoint) - advanced level
- E-mail (advanced level)
- MsProject (intermediate level)

Communication skills

- Writing: I am responsible for writing reports on behalf of the volunteer group to our supervisor
- Listening: I have received training in listening skills and apply it daily in my capacity as a volunteer
- Presenting: As a peer help volunteer, I have to present career decision-making seminars to prospective students

Leadership skills

- Training: As sales clerk, I had to train the person replacing me in terms of how to re-order stock
- Decision-making: I am able to facilitate the career decision-making of others. The volunteer environment is loosely structured which allows me to decide how to manage my time
- Leadership: As captain of the soccer team, I led my team to four out of five victories for the season

Organisational skills

- As a volunteer, I am responsible for organising outreach programmes to schools. This includes car rental, liaising with my peers and school personnel.

Interests and activities

- Soccer - I play for the Athens Sports Club
- Book club - I am treasurer for my book club

References

Ms K Jones

Human Resource Manager, Moores Rowland
Phone: 021 444 4444. E-mail: kjones@mr.com

Mr J Smith

Store Manager, Levi's Cape Town
Phone: 021 555 4444. E-mail: jsmith@levis.com

Select to expand on skills that you think (or know) are important for the position you are applying for. You can use the job advertisement or information from the company or recruitment agency to gather information about the required skills for the position you are applying for.

Remember to state the skill and provide at least one example of when you demonstrated this skill

Try to include a team or group activity, and only include interests relevant to the position you are applying for

Always ask permission to use someone as a reference and inform them when you apply for positions. Also, send them an updated copy of your CV

my employability skills

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my interview skills

In short...

- * Preparation is the key to good interviews.
- * You are marketing yourself as an asset to the organisation - make sure that you know why you are applying for a specific position within a specific organisation.
- * You have a few seconds to make a good first impression - a bad first impression will most likely stay with the interviewer.

For the employer

- * Do you meet the requirements of the position in terms of skills, abilities and competencies?
- * What is the level of your interpersonal skills, and are you an all-rounded person?
- * Will you fit in with the company's culture?
- * Is there a match between your career development needs, and the demands and priorities of the company?

For you (the job seeker)

- * You find out more about the company.
- * Will you fit in with the company's culture?
- * Can you picture yourself working at this company?
- * You get the opportunity to provide examples of your skills, abilities and competencies you claim to have on your CV

Before the interview

- * Research about the organisation. Knowing more about the organisation will create a good impression because it shows that you are serious about this position and genuinely interested in this organisation. Find out more about the core business of the organisation, its mission and values statements, different business areas and locations. This information can be found in the annual report, as well as sales and promotional literature. You can research this information on the Internet and in financial magazines and newspapers. You may also phone the company to ask for company literature available to the public.
- * Research about the position. Find out more about a particular kind of position by talking to individuals who work in similar positions (informational interviewing) or by researching the information on the Internet, or in magazines, newspapers or books.
- * Prepare. Think about strategies to answer different kinds of questions. Practice answers to questions by looking in a mirror, or asking a friend, family member or mentor to "interview" you.
- * Your questions. Prepare a list of questions you might want to ask if given the opportunity. Examples: What will this job entail? To whom would I have to report to? Would I be working more in a team or more alone? What are the main challenges I will encounter in this job? Are there any mentoring programmes in place? When am I likely to hear whether my application has been successful? What kind of training and development programmes are available for entrants?
- * Sleep. Get enough sleep the night before - look rested and not as if you were partying the night before.

my interview skills

- * Dress. Dress appropriately (not under- or overdressed). Avoid excessive perfume or aftershave and too much jewellery. Look well-groomed (clean shoes, clean fingernails and clean and neatly styled hair).
- * What to take with you. Take supporting documents with you. This could include a copy of your CV, certified copies of qualifications, testimonials and letters of reference. All of these documents can be included in your career portfolio which you can also take with you.

The interview

Do not be late - You should have confirmed the date, time and venue of the interview. Remember to take into account possible delays (for example, public transport and traffic). Arrive about 5-10 minutes before the interview, take a deep breath and try to relax in the reception area.

Remember that your interview starts as soon as you enter the premises of the organisation - greet the receptionist or secretary politely - they may be asked later to comment on your behaviour. Greet the interviewer with a firm handshake, smile and look him or her in the eye. Greet him or her by name and introduce yourself. For example, "Good morning Ms Webster. I am John Smith."

What will typically happen in an interview?

STAGE

1. Greeting
2. Getting comfortable
3. Ice breaker question
4. Background of the company
5. An outline of the position
6. Probe your experience
7. Probe your abilities
8. Probe your competencies
9. Invite you to ask questions
10. Wrap up the interview

WHY?

1. Welcome and introductions
2. Ensuring that you are relaxed
3. To get you to feel comfortable about the interview
4. Give you an idea about what the company does
5. So that you know something about the position
6. Establish if your experience matches that which is required for the position.
7. Establish if you are capable of performing the duties required by the position.
8. How proficient are you and will you cope?
9. Have you prepared any questions?
10. Do you need clarity on certain issues?
Closing and informing you of the next steps

my interview skills

DO

- ✓ look enthusiastic and energetic
- ✓ apologise if you are late for the interview
- ✓ wait for the recruiter to lead you where you need to be and wait to sit
- ✓ follow the lead of the interviewer in terms of formal vs. informal
- ✓ get to the point and answer the questions directly
- ✓ maintain appropriate eye contact (don't stare or look away all the time)
- ✓ ask the interviewer to clarify/ rephrase a question if you did not understand the question
- ✓ be factual and honest
- ✓ sit still. If you struggle to sit still, cross your legs and rest your hands on your lap - a recruiter will get distracted if you are restless and concentrate on what you are doing, rather than on what you are saying
- ✓ relax your shoulders (tense shoulders look uncomfortable)
- ✓ speak with emotion. Avoid monotones and vary your speaking speed and tone

DON'T

- ✗ be too formal or informal when conversing with the interviewer
- ✗ answer yes/no to all questions - if you do not answer the questions, you cannot give a good impression
- ✗ mumble
- ✗ babble (give only the necessary detail)
- ✗ get personal with the interviewer
- ✗ bring up politics or religion
- ✗ ask about salary and benefits, unless the interviewer mentions it
- ✗ argue or lose your temper
- ✗ run down previous employers or supervisors
- ✗ slouch in your chair. Slouching could project laziness and this is not a quality you want to reflect at a job interview
- ✗ sit with your elbows on the table, or rest your head on your hands
- ✗ speak too softly or too loudly

Difficult interview questions

Be honest when dealing with difficult questions. For example, being asked why you did not complete grade 12. Give a short reason for leaving, and then add something positive. "I did not do well during my last of school and after consulting with my parents, I decided to find a job to gain some practical experience where I could serve customers. I enjoy dealing with customer complaints and learnt a lot during my first six months at XYZ Discount Store". If you have a criminal record and is asked about it, you could focus on the positive. For example, "When I was young, I made some wrong choices and I have learnt from my mistakes and I want to be responsible. I want this job so that I can provide for my family because they are very important to me."

my interview skills

Behavioural competency interview questions

Employers use behavioural questions to evaluate your experiences and behaviours so they can determine your potential for success. Some of the characteristics which companies might find desirable are: analysis, assertiveness, communication (oral), communication (written), decision-making, independence, management, planning and organising, and teamwork.

Examples:

1. If appointed, part of your job would be to deal with unhappy customers. What is your typical way of dealing with conflict? Give me an example (negotiation/ resilience/ listening).
2. Give me an example of when you showed initiative and took the lead (initiative).
3. Describe a specific problem you solved. How did you approach the problem? What role did others play? What was the outcome? (analysis/ problem-solving)
4. Can you work under pressure and do you have the time management skills to meet deadlines? Give an example to demonstrate.
5. Give me an example of a time in your life when you had to make an important decision. How did you go about making that decision and how does it affect you today? (decision-making)
6. Please give me an example of a task that you had to accomplish as part of a team. (teamwork)
7. Describe some times when you were not very satisfied or pleased with your performance. What did you do about it?
8. Describe a time when you were faced with problems or stresses at work that tested your coping skills. What did you do?
9. How well do you work with people? Do you prefer working alone or in teams?
10. What do you do when people disagree with your ideas? Describe a situation.
11. Describe a situation where you found yourself dealing with someone who didn't like you. How
12. Do you consider yourself to be a leader? What are the attributes of a good leader? Give me an example of when you had to show good leadership.
13. Tell me about a time when you had to use your presentation skills to influence someone's opinion.
14. Can you tell me about an important written document you were required to complete.

NB: Think of possible questions that could be asked in relation to the requirements for the position. For example, if "excellent communication skills" is one of the requirements for the position, what type of questions could be asked. Think about the context of the organisation. For example, if the organisation is a contact centre, then what type of communication skills would be important?

my interview skills

Preparing for behavioural competency-type questions

You can analyse each of the above questions according to the STAR principle:

Situation or Task: Describe the situation that you were in or the task that you needed to accomplish (briefly). Describe a specific event or situation, and give enough detail for the interviewer to understand.

Action you took: Describe the action you took and be sure to keep the focus on you. Even if you are discussing a group project or effort, describe what you did - not the efforts of the team. Don't tell what you might do, tell what you did.

Results you achieved: What happened? How did the event end? What did you accomplish? What did you learn?

Example

Question:

What is your typical way of dealing with conflict? Give me an example (negotiation/ resilience/ listening).

Answer:

Situation/ Task: A client was unhappy because her delivery was late

Action: I gathered information about her order and payment from the relevant personnel responsible for orders and payment and informed the client that delivery is confirmed for later that day.

Results: The client wrote a letter to the branch manager to congratulate her on my fast and efficient service.

Other possible questions

- * Tell me about yourself.
- * What are your greatest strengths? And weaknesses?
- * Why do you want to work for this organisation?
- * Why should I hire you?
- * What are your short- and long-term goals?
- * Why did you leave your last job? / previous jobs?
- * What would you consider an ideal work environment?

my network

In short...

- * Networking is about quality of relationships and not about how many contacts you have.
- * Informational interviewing is an effective way to find out about jobs and to clarify your career path.

What is networking?

Networking means developing a broad list of contacts - people you've met through various social and business functions - and using them to your advantage when you look for a job. People in your network may be able to give you job leads, offer you advice and information about a particular company or industry, and introduce you to other so that you can expand your network.

Networking involves the cultivation of trust and confidence. Making "contacts" without following up or genuine interest, will most likely lead to dead ends (and a large collection of worthless business cards). An initial meeting or contact with someone does not establish a connection unless there is followup of some kind.

Where do I start?

The best place to start developing your network is with your family, friends, and neighbors -- and with their family, friends, and neighbors, but don't stop there. Talk to co-workers, colleagues in your industry, and those you meet at industry gatherings, such as trade shows and conferences. Talk with former co-workers, bosses, and teachers.

What do I need in order to start?

The key to successful networking deciding to put the energy needed to make it work. First, you need to get organized (for example, keeping a business card file, written notes or an electronic database). Second, you need to stay in contact (for example, through regular phone calls, e-mail, and holiday greetings). Third, you need to set goals for yourself (such as 5 new contacts per week).

Steps to successful networking

- * Develop a firm grasp of job search basics. This means updating your skills with regards to researching company information, writing letters to request information, going to interviews, writing cover letters and thank you notes.

my network

- * Conduct a self-assessment. An honest review of your strengths and weaknesses is vital. You should also make some decision relating to the types of jobs you want and the types of companies and industries that interest you.
- * Prepare a well-thought out CV. If you don't already have a CV, now is the time to develop one.
- * Decide how to organize your network. For example, are you going to have a file with business cards and notes, or an electronic database or spreadsheet.
- * Communicate with your network. It is extremely important to stay in touch with your network, which you can easily do by phone, mail, or email.
- * Initiate informational interviews. Remember that the purpose of the informational interview is to obtain information, not to get a job.
- * Follow up with your network. The key is keeping your network informed of your situation and thanking them for their efforts. Never take your network for granted.

Informational interviewing as a networking method

A novice networker often indicates a fear of not knowing what to say. Although there is much to-do over inventing a "30 Second Commercial," it is more likely that you will gain more by listening, than speaking. Key in on the speaker's needs. Ask questions. (The more you speak, the less you will learn.) The more you learn, the more you can 1) solve problems for someone and 2) build on your strategy for solving your own problems.

What is an informational interview?

- It is an interview designed to produce information.
- It involves the process of spending time with one key industry network in a highly focused conversation.

Why do informational interviews?

- To explore career options and clarify goals.
- To expand professional network.
- To build confidence in a non-threatening environment.
- To access up-to-date information.
- To identify personal strength and areas for development.

my network

Guidelines for informational interviews

- * Identify one or more occupations and industries and jobs you are interested in:
Assess your own interests, your abilities and skills and your values
Evaluate the labour market and labour trends
- * Prepare your questions: Make a list of topics that you need more information about, as well as where you think you would be able to find this information.
- * Identify people to interview
Start with a list of people you already know (family, friends, colleagues); locate alumni from your institution; use organisation directories; ask lecturers; visit Career Offices; search the Internet
- * Schedule your meeting by letter or by phone
Do this with purpose: Introduce yourself. Explain why you are contacting him or her specifically. State what your interest and experience in this field are and why you would like to converse: explain that you need information and advice
- * Research before interview: Thorough company research to increase the quality of your interview.
Resources available to you: Company websites; annual reports; company brochures; Career Office material; professional society magazines; magazines and newspapers

The Day Before

- * Phone to confirm your appointment.
- * Send a copy of your CV for context.
- * Plan route to arrive 10 minutes early - allow for possible delays.
- * Have a note book and pen ready.
- * Think about what you are going to wear.

On the day

- * Pretend you are a reporter.
- * Be enthusiastic.
- * Listen carefully and show interest.
- * Share information about yourself.
- * Use your time allocated effectively - if your appointment is only for 15 minutes, do not go over this time.
- * As you listen, try to link the information to what you already know and ask questions based on the answers you receive.
- * Ask for one other contact.

my network

And the day after

- * Send a thank you letter (always include your contact details).
- * Record, analyse and evaluate information by answering these questions:
What did I learn (positive and negative)? How does what I learnt fit with my own interests
- * As you listen, try to link the information to what you already know and ask questions based on the answers you receive.
- * Ask for one other contact.

Sample informational interview questions

If you wish to find out more about a specific career and/ or job:

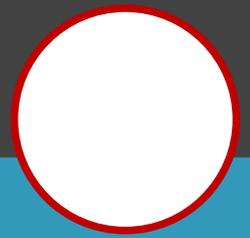
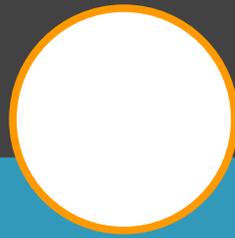
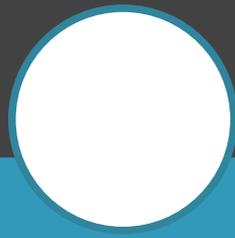
- * What is your typical day like? (ask about the percentage time spent on different activities).
- * What are your duties/ functions/ responsibilities?
- * What do you enjoy most about your job?
- * What do you enjoy least about your job?
- * What do you like and dislike about working in this specific industry (for example, manufacturing, education, retail, mining)?
- * What frustrates you most about your job?
- * How did you obtain this position? What jobs/ experiences led you to this job?
- * What sort of changes are happening in your occupation?
- * What are the educational requirements for this job/ occupation? What other types of credentials or licenses are required? Can you recommend any training institutions for this occupation?
- * What abilities or personal qualities are important for this occupation?
- * What particular skills are most important for your kind of work? Where did you obtain these skills?
- * What work-related values are most important in this type of work (for example, security; creativity; education)?
- * From your perspective, what are the problems you see with working in this field?
- * These are my strongest assets (skills; personality traits; values and areas of knowledge):
_____. Where would they fit in this field?
- * Do you have any advice for someone interested in this field? Are there any professional organisations or professional journals that could help me find out more about this occupation?
- * What kinds of experience would you recommend for anyone interested in this occupation?
- * Do you have any suggestions as to how one could gain experience in this field (for example volunteer work; internship programmes)?
- * What are the typical entry-level job titles and functions for this occupation? What entry level jobs are best for learning as much as possible?

my network

- * What are the salary ranges for various levels in this field? Is there a salary ceiling?
- * If you could do things over, would you choose the same path for yourself? Why? What would you change?
- * How is the economy affecting this occupation?
- * What can you tell about the employment outlook in your occupational field? How much demand is there for people in this occupation? How difficult is it to be employed as an entry-level employee in this occupation? Is there much demand for people trained in this field?

If you wish to find out more about a specific company:

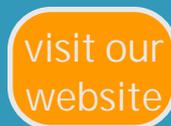
- * What are the various jobs in this organisation? (specify for what type of occupation, for example finance).
- * Why did you decide to work for this company?
- * What do you like most about this company?
- * How does your company differ from its competitors?
- * Why do customers choose this company?
- * What does the company do to contribute to the professional development of its employees?
- * How would you describe your work atmosphere and the people you work with?
- * Is there a basic philosophy of the company (for example is it a service-, product- or people-oriented business)?
- * What can you tell me about the corporate culture?
- * What is your average length for an employee to stay in the job you hold? Is there a high or low turnover of staff?
- * How is the economy affecting this company?
- * Where could I read more about your company? (for example books, magazines, annual reports, website).



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