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**Foreign Student Athletes come from:**

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## 2 .WRITING A CV OR A RESUME

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## A Resume or a CV?

- Definition
- International Guidelines
- What to leave out
- Chronological CV
- Functional CV's

A Curriculum Vitae (Latin for 'course of life'), most often called CV, is used mainly in Europe.

### Curriculum Vitae (CV)

A Curriculum Vitae is Latin for 'course of life'. The Curriculum Vitae, most often called CV, is used mainly in Europe and in overseas job hunting or if you are seeking a faculty, research, clinical or scientific position. Each country has different recruitment practices, but most of them use CV's instead of resumes.

The focus of your international CV should be to persuade the employer to invite you for an interview. Therefore, your CV is a marketing tool, which must be adapted to the market in which you intend to use it.

The standard CV is between 2 and 8 pages long, however a CV for a mid-career faculty candidate may be as long as 20 pages.

Stating of age, marital status, number of dependents, spouse's occupation, health condition, passport number, ethnic background, religion, overseas living and working experience, security clearance and even including a recent color photograph etc. may be required.

Your experience should be listed chronologically, starting with your first job and ending with your most recent position.

Among your accomplishments, you should list:

- all former positions held, detailing your duties, responsibilities, names, dates and locations,
- all memberships in professional organizations,
- titles and dates of speeches and presentations you have given,
- articles you published and publication credits,
- any awards, honors or recognition you have received and
- detailed education information.

It is advantageous not to submit business references with your application but mention that they are available on request only.

Often you may be required to include copies of all diplomas, certificates, transcripts and passports. Carefully consider what to leave out of your international CV.

The CV is advantageous when:

- You are seeking overseas position,
- You are applying for position in education or research.
- You are seeking clinical or scientific position.
- You have extensive academic or professional credentials.

These pages contain guidelines that will improve the odds of your CV's achieving the objective you want - obtaining job interviews.

Nevertheless, whichever CV you chose, it must be targeted and scannable because it:

- Maximizes the computer's ability to "read" your CV.
- Maximizes your ability to get hits.

North Americans use CVs in overseas job hunting or if they are seeking a faculty, research, clinical or scientific positions.

In a great degree the North American resumes are equivalent to European CVs.

Generally, most information referring to resumes is applicable to CVs and vice versa. However, you should be aware that there might be subtle conventions associated with the application process within different countries.

There are various formats of CV and resume writing: functional, chronological, keyword, creative and targeted to name some.

Regardless of the format you choose the focus of your resume or CV should be to persuade the employer to invite you for an interview. Therefore these pages contain guidelines that will improve the odds of your resumes or CVs achieving the objective you want - obtaining job interviews.

### **International Guidelines CV/ Resume**

The world over employers look for the same qualities in their applicants regardless of whether the job is in the USA, Poland or Hong Kong. However candidates should be aware that there might be subtle conventions associated with the job application process within different countries.

Overseas employers want to know a lot more about you than just your characteristics that may or may not qualify you for both the job and the international living situation, before uprooting you (and possibly your family) and transporting you thousands of kilometers to their foreign operation.

In general what goes into your international CV does not vary greatly when applying for jobs in different countries. However, companies and organizations outside the United States and Canada are under no legal constraints as to what information they may inquire from a potential job candidate.

Stating of age, marital status, number of dependents, spouse's occupation, health condition, passport number, ethnic background, religion, overseas living and working experience, security clearance and even including a recent color photograph etc. may be essential for a foreign company to consider you.

### **What to leave out**

No matter which format you choose, there is a definite art of knowing what to put in your international CV / resume and cover letter. Remember that your main goal is to grab the interest of your reader. You do not want to overwhelm them, yet you want to avoid being screened out in the initial stages. Put as much in as you need to catch their interest.

There is information that you should think about leaving out:

- Salary expectations and history (unless absolutely demanded by the employer).
- Personal details such as your age, height, weight, marital status, country of origin, religion, criminal record or health.
- Details that do not relate to the position that you are applying for.
- Jargon or technical terminology that your reader will not understand.
- The names of any referees (you can give these once they ask you for them).
- Outright lies (there is fine line between exaggeration and fibbing - do not cross it, because it can be grounds for firing).
- Never misrepresent yourself by overstating your experience or skills. Even if you do not have every qualification sought by the employer, stick to the facts and tell the truth by emphasizing your strengths.

### **A Chronological CV's**

The chronological CV format, lists job experience starting with your first job and ending with your most recent position, is widely accepted and is applicable to most job-hunters.

However, employers tend to prefer the reverse chronological order, because the format lists job history beginning with the most recent job listed first.

In both of them, you emphasize job titles and employers, and describe in detail duties and accomplishments.

The chronological CV is easy to read and can highlight career growth. This format suits those whose career goals are clearly defined and whose job objectives align with their work history.

Remember that your CV must be targeted and scannable.

The chronological CV is advantageous when:

- Your recent employers and/or job titles are impressive.

- You are staying in the same career field.
- Your job history shows progress.
- You are working in a field where traditional job search methods are utilized (e.g. education, government),

and is not advantageous when:

- You are changing career fields.
- You have changed employers frequently.
- You want to de-emphasize age.
- You have been recently absent from the job market or have gaps in employment.

### **Functional CV's**

In a functional (skill based) CV, you highlight the skills and accomplishments developed through work, academic and community experiences. Your skills and potential can be stressed and lack of experience or possible gaps in work history de-emphasized.

Remember that your CV must be targeted and scannable.

The functional CV is advantageous when:

- You want to emphasize skills not used in recent work experience.
- You want to focus on skills and accomplishments rather than a lengthy employment history.
- You are changing careers/reentering the job market.
- You want to market skills and experience gained through course work and/or volunteer experience.
- Your career growth in the past has not been continuous and progressive.
- You have a variety of unrelated work experiences.
- Your work has been freelance, consulting or temporary in nature,

and is not advantageous when:

- You have little work experience or leadership experience.
- You want to emphasize promotions and career growth.
- You should highlight employers if you are working in highly traditional fields, such as teaching, accounting and politics.



## General tips for writing a Curriculum Vitae

### Tips for the perfect CV

A Curriculum Vitae or CV is a summary of your professional life. It will get you the interview, but it is up to you to get the job. Here are some tips for writing a CV, which will help you get your foot in the door to success.

#### Tip one

Your CV should be no more than two pages long. One page is acceptable if you are young or have not worked before. Play with the layout, font sizes and margins if you are struggling with either stretching it out to fill the page or shrinking it to fit

#### Tip two

Employers have been known to weed out CVs because they contain a spelling error. If you have looked at it so long that you are having trouble seeing your mistakes, either read it backwards (it forces you to concentrate on each word) or have it read by people you trust.

#### Tip three

Make sure the language you use is powerful and make the most out of what you have done and achieved. For example, when you are explaining what tasks you did in a job, instead of saying 'my duties were' say 'I was responsible for...' or 'I managed...'

Use active words. This makes it sound like you took an active role in your job rather than just being told what to do.

#### Tip four

Target your CV! For example, you have had some experience of cash handling in a retail job and you have decided to apply for a junior position in an accountancy firm.

Emphasize your experience of dealing with money by listing it first and thinking about what kinds of skills a junior accountant will need, such as being thorough and good with numbers. List these in your skills section.

#### Tip five

Make the most of your achievements, but never, ever lie. It could be grounds for dismissal if you are found out and it won't do your confidence any good knowing that you have not been truthful.

Highlight what you have done well and what is relevant to the post you are applying for. If there are events in your past you would rather not mention either leave them out or phrase them delicately.

#### Tip six

Think like an employer. Include everything that an employer will see as relevant to the job. For instance, if you are involved in team sports or fundraising for your child's school, this will show that you are active in your community as well as organized. These signs of initiative are essential in any job.

**Tip seven**

Be prepared to talk about everything that you have put down on your CV. If there is a time gap that you have not accounted for, the employer may ask you what you were doing during that time.

If you say you enjoy hang gliding, the interviewer may have the same interest and want to discuss it with you.

# Functional CV Example

**Tania Y. Henry**  
**501 G Street, N. W.**  
**Washington, DC 20006**  
**(202) 676-8309**

## **SUMMARY OF QUALIFICATIONS**

Extensive and diverse health care experience in both acute care and research hospital settings. Knowledgeable of current regulatory standards, biomedical technology, and medico-legal considerations. Strong background in designing, implementing, and directing patient care programs. Experience with hospital information systems.

## **ADMINISTRATION**

- Administered all operations for in-patient and ambulatory patient care units.
- Managed unusual incidents related to personnel functions and medical care.
- Acted as liaison between medical and nursing staffs.
- Supervised two to four para-professionals.
- Participated in auditing medical records for compliance with accreditation standards.
- Administered in-service educational programs.

## **RESEARCH**

- Collected data for research studies and protocols.
- Incorporated findings into clinical applications.
- Collaborated in development of clinical investigations.

## **HEALTH CARE**

- Assessed, planned, implemented, and evaluated holistic care for diverse patient populations.
- Designed, administered, and directed teaching programs.
- Worked extensively with biomedical technology.

## **EDUCATION**

Master of Health Services Administration, The George Washington University, Washington, DC, January 1987.

BS in Nursing, Hampton Institute, Hampton, VA, May 1976.

## **EMPLOYMENT**

The National Institutes of Health, Warren Grant Magnuson Clinical Center, Bethesda, MD, Clinical Nurse (May 1980-present).

Michael Reeves Medical Center, Chicago, IL, Staff Nurse (May 1979-April 1980).

University of Chicago Medical Center, Chicago, IL, Staff Nurse (September 1976-May 1979).

## **AFFILIATIONS**

Member, The George Washington University Health Services Administration  
Associate, American College of Hospital Administrators Association.

# Chronological CV Examples

**George Singh Lee**  
**1730 Rhode Island Ave., NW**  
**Washington, DC 20036**  
**202-223-6517**

## EDUCATION

MBA, International Business, The George Washington University, Washington, DC, May 1995  
BBA, Finance, National University of Singapore, Republic of Singapore, 1987.

## EMPLOYMENT OVERVIEW

### Banking Experience

**Head, Settlements Section**, Foreign Exchange Department, Hong Kong Bank, Singapore  
Supervised all aspects of operations for 32 foreign exchange support staff. Reduced turnover of staff by 80%. Extensive involvement in training and development of staff. Coordinated upgrade of the software support system. Managed treasury cash accounts to maximize return. (6/90 - 12/92)

**Retail Banking Officer**, Orchard Road Branch, H K Bank, Singapore  
Supervised 42 staff in providing all the retail services of a major branch. Processed and approved personal loans and credit card facilities to customers. (8/89 - 5/90)

**Executive Trainee Officer**, Group Head Office, H K Bank, Hong Kong  
Extensive training in commercial banking in Group Headquarters. Assisted in credit analysis of corporate accounts, processing import/export documents and retail banking. (2/89 - 7/89)

**Relief Officer**, Personnel Department, Hong Kong Bank, Hong Kong  
Researched, analyzed and prepared promotional material highlighting competitive advantage of services for the Marketing Department. Prepared credit analysis of housing loans and overdrafts. (9/88 - 1/89)

**Credit Officer**, United Merchant Bank, Hong Kong  
Prepared credit proposals, processed daily credit administration, and analyzed annual reviews. Monitored exposure to Third World debts and processed debt-equity swap offers. (8/87 - 8/88)

### Other Experience

**Director of Special Projects**, Counterpart International Business Partners Inc., Virginia  
Managed projects in international joint venture matching for small and mid-sized businesses. Prepared promotional material and marketed services to potential clients. Supervised staff working on various joint venture matching projects. (9/93 - present)

**Teaching Assistant**, Department of Strategic Management, The George Washington University  
Assisted professor in grading graduate assignments and research. (Spring 1993)

## EXTRA-CURRICULAR ACTIVITIES

**President**, Singapore Students Association, The George Washington University Served as a liaison between Singaporean students and the Singapore Embassy. Organized talks for the Singapore Economic Development Board for students on campus during the Career Fair and International Week. Coordinated the association's participation in campus activities. (9/93 - 5/95)

Member, Beta Gamma Sigma, The Washington University Chapter.

# Combined CV Examples

AMY C. LINKS  
2600 Eye Street, N. W.  
Washington, DC 20037  
Bus: (301) 978-1602  
Res: (202) 547-9000

## QUALIFICATIONS SUMMARY

- Extensive knowledge of computer software design and implementation.
- Comprehensive management experience of professional teams and individuals.
- Expertise in program development for telecommunications and manufacturing fields.
- Skilled at communicating technical and non-technical materials to audiences, peers and administrators.
- Effective negotiator on contracts and with outside vendors.

## EMPLOYMENT OVERVIEW

Management Systems Analyst, Provere Corporation, Mantissas, VA Developed over twenty software programs to date to maximize user efficiency and communication. Supervise a staff of six technicians with responsibility for troubleshooting including program debugging. June 1989-present Technical Assistant, Pacific Bell Telephone, San Jose, CA

Worked with other members of the technical staff to develop a data network for overseas communication. September 1985-August 1987

Sales Associate, Handyware Technologic, San Francisco, CA June 1983-April 1985

## EDUCATION

M. S., Computer Engineering, The George Washington University, Washington, DC, May 1989

B. S., Computer Science, Cornell University, Ithaca, NY, June 1985

AMY C. LINKS  
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## EXPERIENCE

## **Design/Development**

Review existing systems to enhance design of a Data Communication Network. Interact with manufactures and other clients to develop interactive programs for users. Team-designed a hotline system utilized by four hospitals to maximize emergency care. Develop a comprehensive hands-on orientation program for new employees.

## **Administration/Supervision**

Coordinate computer automation activities for a 150-employee company. Supervise 15 professional and support staff and schedule staff assignments. Assist Department manager with long range planning goals and implementation. Plan negotiations with military and other prospective contractors.

## **COMPUTER SYSTEMS/LANGUAGES**

IBM 370, VAX, PS/2; PC, FORTRAN, COBOL, ASSEMBLY

## **PROFESSIONAL AFFILIATIONS**

Association for Women in Computing, 1986-present  
Computer and Communications Industry Association, 1989-present  
Independent Computer Consultants' Association, 1989-present.



### 3. GENERAL APPLICATION ADVICES

- **Scandinavia**

Denmark  
Sweden  
Finland  
Iceland  
Norway

- **Central & Eastern Europe**

Czech Republic  
Hungary  
Russia  
Romania  
Poland

- **Western Europe**

Austria  
Belgium  
France  
Ireland  
United Kingdom  
Switzerland  
The Netherlands  
Luxembourg  
Germany

- **Southern Europe**

Greece  
Italy  
Portugal  
Spain

- **Other**

Australia  
Canada  
China  
Japan  
India  
United Arab Emirates  
South Africa  
New Zealand  
Israel

# SCANDI NAVIA

## Denmark

### General advice on job hunting in Denmark

One of the most successful ways of finding work in Denmark is through speculative applications. Even if the company has no vacancies at the moment of writing, they still might keep your CV in file, in case a suitable vacancy arises at a later stage. It is advised that you telephone in advance. This will allow you to find out to whom you should direct your application and enable you to introduce yourself and show your interest in the company. Useful information or speculative applications can be found in Directories such as 'Greens Index Handbogen om Dansk erhvervliv', 'Kompass Danmark', 'Danmarks 3000 største virksomheder', and in the 'Nordic Business Guide'. Also the Danish employment service might be of help in finding a job in Denmark.

### The Application Letter

Although the Danes are good at languages, you have to send your application in Danish unless otherwise requested (writing your application in the language of the country concerned also applies to all the other countries, because not knowing the language will put you at real disadvantage from the local job seekers). The style of your covering letter should be formal, clear and comprehensible. The letter has to be typed. In your letter you should explain why you would like to have the job and why you consider yourself due to your knowledge and experience the right candidate for it. You can use quite a substantial part of your letter for it, altogether however, your letter should not exceed two pages. Start your letter not with "Dear Mr/Ms X", but write at the beginning "for the attention of Mr/Ms X". You can also put "Reference: personnel manager of XXX" to ensure your letter lands on the right person's desk.

Copies of diplomas and testimonials are usually only requested for public sector positions. In that case you have to send a certified translation of your diploma (usually an original signature and stamp of your university is requested).

### The Curriculum Vitae

The CV is short and neatly presented one to maximum two pages, including only the most relevant details. Start with your personal details, followed, in reversed chronological order, by your education, your work experience and extra-curricular activities (sports, hobbies and special interests). Recent graduates should give their examination grades. If you have work experience, emphasize your practical experience. You do not have to attach a picture, but sometimes a Polaroid is taken during the first interview.

### The Application Procedure

It is difficult to generalize about the intensity of interviewing. The number of times prospective candidates are interviewed varies a great deal, depending on the company, the position and whether or not tests are involved. However, two to three interviews will usually be held.

During the interview the recruiter will try to assess your professional competence as well as your personality. He or she will want to hear about your previous responsibilities, the size of budgets managed if applicable and above all, the results obtained. Your previous performance (even a student job or vacation work can be put forward as practical experience, but you have to ensure that you are able to 'translate' the skills used, i.e. by working in a pizzeria you might have gained experience with stressful work and have learned to be service orientated) and current motivation are very important during the interviews. Psychological tests are becoming increasingly popular. Larger companies in particular use them. Aptitude tests and job simulation are most frequently used.

## Sweden

### General advice on job hunting in Sweden

Speculative applications are a good way of finding work in Sweden. Call in advance to make yourself known and to show your motivation and enthusiasm for the company and for the job. For details on prospective employers you can use the 'Nordic Business Guide'. Approx. 90% of all the vacancies are registered with the Swedish employment service, therefore they can be of great help. The vacancies of the Swedish public employment service are published on a special computer ('platsautomat'), which is accessible in the job centers, public libraries and other public offices in Sweden, and a selection of the vacancies are published on the internet (<http://www.amv.se/>). You can also phone a free help line (only accessible from within Sweden) where they offer assistance to job seekers. The phone number of this 'AF Direkt' is 020.34.34.34.

### The Application Letter

A Swedish application letter is usually typed and maximum one page. The style is short and factual, but a personal flavor is highly appreciated. It is not uncommon to describe yourself with qualifications such as creative, ambitious, analytical, and motivated.

Of course, if you have described yourself as creative, there must be some proof of this in either your letter or your CV (folding your CV into a paper hat or a paper boat will definitely get noticed; Your CV might be passed throughout the whole office, however, nobody will probably take the trouble to unfold it. So be careful with creativity!)

In your covering letter you have to include your name, address and telephone number (including international access code). You also have to include your Swedish fiscal number. If you are not (yet) registered in Sweden, your date of birth is sufficient. In your letter you have to explain what you have done before, why you respond to the vacancy and why you consider yourself the right person for the job. References can be given either in the covering letter or in the CV. It is not uncommon to attach a photo. Copies of diplomas and testimonials can either be sent with the application or can be brought to the interview.

## **The Curriculum Vitae**

The CV is short, maximum two pages. It can either be in chronological or reversed chronological order (most recent activities first). Start with your personal details name, date of birth (note that this should be written with the year first, then month and date YYMMDD there are no spaces between digits) address, phone number (including international access code) and your civil status (this is not obligatory). Subsequently, you mention your education (including results), practical experience; mention apprenticeships, student jobs and holiday work too. It is common to mention in your CV whether or not you have a driving license. Details regarding military service can, if applicable, be given under further information.

## **The Application Procedure**

Application interviews are a standard element of the selection procedure for jobs at all skill levels in Sweden. A recruiter wants to have a full picture of the person he or she is going to select. Be prepared for questions about yourself, your hobbies, membership of associations or sporting clubs, and on your strong points and your weaknesses. Bring copies of diplomas and testimonials to the interview, if you have not already send them with your application letter. Assessment centers are becoming increasingly popular. They cover interviews, aptitude tests and job simulation tests, which focus on team work and working under stress. A medical examination is required for some occupations and a few employers test all their prospective employees for drug abuse.

During public sector interviews a trade union representative, working within that particular company, is usually present to ensure that everything goes according to the rules.

## **Finland**

### **General advice on job hunting in Finland**

Speculative applications are only successful with the larger companies. It is advised that you phone the personnel manager of the company in advance to introduce yourself, to ask some questions (prepare the questions in advance; you never get a second chance to make a first impression!) and to show your interest in the company and the job. Two guides can be useful in this respect 'Yritysele' (sort of yellow pages for companies) and the 'Nordic Business Guide'. The Finnish public employment service can be of help too. They have several publications, but also an internet site with vacancies (<http://www.mol.fi/>).

Please note, that Finland has two official languages, besides Finnish, Swedish is also officially recognized.

### **The Application Letter**

Unless otherwise requested it is common to send a typed application letter. The style should be formal, clear and comprehensible. Your letter should positively show what kind of person you are and why you have chosen that particular company to work

for. The application procedure differs a little between the public and the private sector. In the public sector an extensive CV with emphasis on your education and previous practical experience is expected. Testimonials, references and certified translated copies of diplomas are requested for the public sector. In the private sector on the other hand, recruiters prefer a short CV giving only the main details. For the private sector send only principal information as a supplement. For instance if you have a very impressive testimonial, which relates to the vacancy, you should enclose it. Otherwise, just send your CV and covering letter. A photo is only attached to your application when specifically asked for. Application forms are hardly used, only by some large multi-national firms.

### **The Curriculum Vitae**

The CV is seen in Finland as a basic document that exactly shows what somebody has done. It can never be sent without a covering letter. On top you put your name and in Finnish (or Swedish) the word Curriculum Vitae. Subsequently, you give your address and telephone number (including international access code). You start the actual CV with your name, date of birth and your civil status. In reversed chronological order (most recent activity first) you mention your education, your practical experience, the main tasks in your current job, your publications if applicable and your linguistic abilities. For the letter and the CV you can choose between Finnish or Swedish, however, stick to one language once chosen. Foreign job seekers are expected to have a basic understanding of either of the languages, but in the IT sector for instance, you stand a fair chance of finding work when you are capable of speaking just English (but think of the social events and how much you miss out on those!).

### **The Application Procedure**

The application interview, as in most countries, is the most crucial part of the selection procedure. The recruiter is most interested in your personality and how you are likely to perform as part of the team. The importance Fins attach to interpersonal relations is reflected during the interview. Social skills, communication skills and team working abilities are the most important skills for a Finnish recruiter. Whether or not you fit into the team is more important than your technical competencies.

It is difficult to generalize about the intensity of interviewing. The number of times prospective candidates are interviewed varies a great deal, depending on the company, the position and whether or not tests are involved. However, two to three interviews will usually be held. Psychological tests are becoming increasingly popular. In particular larger companies use them. Most used are aptitude tests and job simulation.

## Iceland

### General advice on job hunting in Iceland

In Iceland there are no traditional rules on how an application should be written. The main guidelines are to try and write a CV and covering letter in Icelandic, or otherwise in either English or a Scandinavian language (Danish, Norwegian or Swedish). A basic knowledge of Icelandic is, however, much appreciated, although not an absolute prerequisite. Speculative applications are in the small society of Iceland a good way to find a job.

### The Application Letter

Usually, both the CV and the letter are typed. Emphasize in the letter your motivation and your qualification for the job. Start with a reference to the advertisement (how did you find out about the vacancy?). In the second paragraph you describe your personal details and give your motivation for the job. In the next paragraph you mention your education and qualifications. In the subsequent paragraph you characterize your skills and other interests relevant to the job. Finalize your letter with a polite request for a reply and/or where you can be reached.

Include copies of diplomas, testimonials from former employers (in Icelandic, or otherwise in either English or a Scandinavian language) and other supporting documents. It is common to attach a photo.

### The Curriculum Vitae

You can choose between a functional CV (items thematically grouped) or a CV in chronological order. The last occurs relatively more often in Iceland. Start the CV with your personal details, your education, your work experience and finish with two references, a professional and an academic reference. Although not essential, you can extend your CV with information on diplomas obtained, your linguistic abilities (always recommended if you are job hunting in a foreign country!), your hobbies and your skills.

### The Application Procedure

One or two interviews is most common. Psychological tests and assessment centers are rarely used.

## Norway

### General advice on job hunting in Norway

Speculative applications are a good way of finding work in Norway. For details on prospective employers you can use 'Kompass Norge'. Due to the fact that officially all vacancies need to be reported to the Norwegian employment service, they can be of

great help. The vacancies of the Norwegian public employment service are published on a special computer ('job automat'), which is accessible in the job centers, public libraries and other public offices in Norway, as well as a selection which is published on the internet (<http://www.link.no/aetat/>). You can also phone a special help line (free from within Norway) where they offer assistance to job seekers. The phone number of this 'Grønn linje' is +47 800.33.166; besides Norwegian some other languages are spoken too (Swedish, English, German and occasionally French).

### **The Application Letter**

It is common to send a typed application letter in a short, direct and factual style. In the letter you write why you are applying for this specific job and why you believe you are the right candidate for it. It is not unusual to describe yourself using qualifications such as easygoing, sporty, calm, honest, or to say other personal things such as that you love mountain climbing. Your address, name and telephone number should always be mentioned in the covering letter. If you know to whom you have to direct the letter, you mention his or her name in the address of the company, if you do not have this information you mention the department (in the address section) to which you are applying. Irrespective of whether you know the name, the beginning of the letter is always anonymous ("Dear sir/madam"). References can be mentioned both in the letter and in the CV. It is advised to send copies of diplomas, translated in Norwegian or at least in English.

### **The Curriculum Vitae**

The CV is usually in reversed chronological order (most recent activities first). At the maximum it is two pages long. The CV starts with your personal details, including name, address, date of birth (note that the day, the month and the year are written densely together, without blank spaces or dots in between), your telephone number (with international access code) and your civil status. In this section you can also include your hobbies/special interests, or you mention your hobbies at the end of your CV. You continue with your education, including the results, your practical experience, your language skills and the references (if you have not yet given your references in the covering letter). Make sure that the people you mention as references are aware of it and that they have agreed to say something positive about you (if a reference is checked it looks rather stupid if the person can not remember you!). Military service can be mentioned under 'further information' or under work experience.

### **The Application Procedure**

Application interviews are a standard element of the selection procedure for jobs at all skill levels in Norway. Only for management positions is psychological testing used. A recruiter wants to have a full picture of the person he or she is going to select. Be prepared for questions about yourself and on your strong points and your weaknesses. But also on your mid- and long-term aims ("what do you want to have achieved in five years time?"). Questions on religion, politics or cultural aspects are not allowed. Make sure you are on time (meaning arrive in the building at least 10 minutes before the interview commences). Pay a lot of attention to your appearance, which should be rather formal; women are advised to wear skirts (not too short) and men need to wear a suit for their application interview. Bring copies of diplomas and testimonials to the interview.

During public sector interviews a trade union representative, working within that particular company, will be present to ensure that everything goes according to the rules.



## CENTRAL & EASTERN EUROPE

### Czech Republic

#### General advice on job hunting in the Czech Republic

The most successful way of finding a job in the Czech Republic is through newspaper advertisements. On Monday the national newspaper "Hospodářské noviny" has a special job supplement entitled "Careers". The Tuesday and the Thursday issue of the national newspaper "Mladá Fronta Dnes" also carries job ads.

Young graduates often apply speculatively. Personal contacts can be helpful when applying speculatively, therefore, an apprenticeship, arranged for instance through the network of the student organisation AIESEC active in 87 countries is a good introduction to working life in the Czech Republic. While English is the language of business, a sound working knowledge of Czech is highly appreciated, but not essential, to get a job.

Very popular now in the Czech Republic are CV databases, mainly hosted by the large multinational recruitment companies. You can find help when looking for a job in the Czech Republic from a CV and job vacancy database located at ([www.job.cz](http://www.job.cz)). Most information is in Czech, but there is also some information available in English.

#### The Application Letter

The application letter is usually typed. Handwritten letters are sometimes requested, but this is clearly specified in the advertisement. The covering letter should be short, about 10 to 20 lines. You should be able to illustrate why you are the right candidate for the job with specific examples.

Mention several reasons why you consider yourself the appropriate candidate fitting the job description. Copies of diplomas are generally not included, although sometimes employers specifically ask for it. References are usually not required. Occasionally a photograph is requested.

#### The Curriculum Vitae

The CV is usually chronological (reversed chronological most recent activity first occurs less often; functional CVs information structured per item is relatively new, but companies especially the foreign companies like a biography presented in this format). The CV should be brief, direct and structured, one to two page at the most.

Your personal details should include name, address, telephone and/or fax number (including international access code), your nationality, civil status and date of birth. With regard to your education you should chronologically mention all qualifications and diplomas obtained. Specify exactly when, where and what (give the name of the University) you have studied (mention the discipline).

Language skills should be given in detail; mention your native tongue and describe your level of fluency for the other languages. Under the heading 'work experience' you have to mention all your practical experience, including apprenticeships. Mention the exact job description and the responsibilities you have had in each job. Under this heading give all information on your knowledge and your skills that might interest a future employer.

Sometimes references are given in the CV, but no strict rules apply here. Remember, that the Czech Republic is currently establishing their own national recruitment habits after the days of communism, when rather traditional academic selection criteria were used.

## **The Application Procedure**

Interviews are the most crucial part of the selection procedure. Usually two to four structured interviews are held with various people, although panel interviews are less common. Most attention is paid to the personality of the candidate. Expect questions about your personal and professional goals for the near future and about your achievements in the past. As English is usually required for managerial positions, most interviews would take place in English (sometimes even when an interview is conducted between two Czechs).

Psychological tests are sometimes used. In the beginning of the '90s there was a real boom in psychological tests, but today tests are mainly used in combination with other selection procedures. Assessment centers are only used with the large multinational firms. Often these firms use similar selection procedures for their worldwide recruitment.

## **Hungary**

### **General advice on job hunting in Hungary**

Although job advertisements appear in the national and local press, personal contacts are the most important way to find a job. Use any contacts you (or your university) may have. Friends, family, former professors; anybody you can think of that might be helpful in getting the necessary contacts established with Hungary. Because of the importance of personal contacts you might want to consider an apprenticeship or a period of studying Hungary in advance before starting your job hunt.

For an apprenticeship you can contact multinational companies in your home country that have a subsidiary firm in Hungary. Sending a speculative application to the local office in which you would like to work can also be reasonably successful. If you decide to study abroad you might consider the Central European University (CEU) in Budapest (<http://www.ceu.hu>) It offers several courses in which the focus is, besides the subject matter, on working in an international and multi-cultural environment. The CEU is well-regarded by employers in the region.

Please note that Hungarian employers consider a good academic background, linguistic and computer skills and an understanding of business as favorable. However compared to some countries in Western Europe degree relevance is less important, i.e. the fact that you have studied is more important than what subject you have studied, except of course for some specific professions such as lawyer or physician.

### **The Application Letter**

Often, when personal contacts lead to an opening, the first phase of having to write an application letter is skipped and replaced by less formal telephone and e-mail contact. But in all the other cases you have to send an application consisting of an application letter and a CV. The letter is usually typed. Handwritten letters are occasionally requested, but this is clearly specified by the employer. American and western European companies have had a strong influence in recent years on the recruitment process in Hungary.

This shows in the brief and concise applications that are becoming more and more common. The covering letter should be short, about 15 to 20 lines. You should be able to explain clearly why you are the appropriate candidate for the job. Copies of diplomas and references are generally not included, although sometimes employers specifically ask for it. However, bring both with you to the interview.

## **The Curriculum Vitae**

CVs are normally typed and detailed, emphasizing your education and practical experience. Pay attention to the lay-out, make sure it is well-structured and focused. Your CV should be one to two pages maximum.

You can choose between a chronological or reversed chronological (most recent activity first) order. Functional CVs (information structured per item) is relatively new, but companies' especially foreign companies' like a biography presented in this format. Your personal details should include name, address, telephone and/or fax number (including international access code), e-mail address, your nationality, civil status and date of birth. With regard to your education you should mention all qualifications and diplomas obtained. Language skills should be given in detail; mention your native tongue and describe your level of fluency for the other languages.

Although Hungarian is not essential, a sound working knowledge of the language is considered necessary to cope with daily office life (and life outside work!). Under the heading 'work experience' you should mention all your practical experience, including apprenticeships. Mention the exact job description and the responsibilities you have had in each job. Give, under this heading, all information on your knowledge and your skills that might interest a future employer.

## **The Application Procedure**

Interviews are the most crucial part of the selection procedure. No rules can be given regarding how many interviews will be held. This depends largely on the sector, the sort of company (local or international) and whether you know the employer already or not. In general, expect questions about your personal and professional goals for the near future and about your achievements in the past. As English is usually required for managerial positions, most interviews will take place in English, but at least a part of the interview will most probably be conducted in Hungarian.

Psychological tests and assessment centers are mainly used by large multinational firms. Often these firms use similar selection procedures for their worldwide recruitment.

## **Poland**

### **General advice on job hunting in Poland**

The way of finding a job in Poland is very much connected with the type of work you are looking for. For all sorts of jobs connected with science you have the best chances through speculative applications to those companies and institutions you are interested in. Jobs for qualified specialists and managerial posts are published weekly in the national newspaper "Gazeta Wyborcza". It is published in 18 different regional issues and on Mondays it carries

the supplement "Job" with most of the advertisements in English (approx. 400 vacancies every week). A selection of those vacancies is available on the Internet: ( ).

Another main national newspaper, "Rzeczpospolita", carries, on Wednesdays, interesting information about the Polish economy and the job market (i.e. supplement "Economy and Market"). If you want to work as an economist you can find useful information in specific magazines like "Businessman" and "Gazeta Bankowa."

IT specialists should read "Computer World" or "PC Kurier". You can also publish your own advertisement in the above mentioned newspapers. To meet potential future employers you can attend job fairs (mainly in the period March-May and some in autumn) or employers' presentations (throughout the academic year) organized by AIESEC, BEST and the University Careers Services (currently there are Careers Services available at 10 Polish Universities). You can send your application free of charge to recruitment agencies.

Foreign job seekers should realize they need a residence permit and a job permit. During the procedure your potential employer can be asked to provide proof of the fact that there are no unemployed Poles able to do the job you applied for (remember that the unemployment rate is high).

You can, quite easily find a job as a teacher using your native language (especially if your native tongue is English). Furthermore, you can try to find a job in an international company (a list of companies from your home country who have subsidiaries in Poland can be obtained from your own embassy in Poland). It is also possible of course to start your own business when you receive the necessary permission.

The guidelines for writing application letters and CVs are not very strict in Poland. The style is currently changing and getting more similar to the Anglo-Saxon one.

## **The Application Letter**

The application letter is short (one page) and usually typed. You write in Polish to Polish companies and in English to international ones. You start with your name, address and telephone number at the top left corner. At the top right corner you write the city and current date; below the name of the person your letter is addressed to, give her/his job title and company name and address. The style is formal without being too persistent. The letter finishes with a signature. Do not duplicate information, but do comment on your CV!

Because more and more job offers (about 20-30%) require a specific personal profile (i.e. social and transferable skills), you should illustrate your skills with examples that fit the job description and the company culture (it is useful to read some company brochures).

## **The Curriculum Vitae**

The CV should have a clear layout (separate headings for your personal details, education, practical experience, qualifications and hobbies/interests) typed on one or two pages. Recent graduates usually write a reversed chronological CV. In case the job is not directly connected with your studies, but more with your work experience or hobbies, you can write a functional CV. Marital status is usually included. If you have already obtained some work experience (for example working as a volunteer) during your studies you should include it. Describe your level of oral and written knowledge of languages, the most useful, additional to Polish, are English, German, French and Russian. Moreover, employers are looking for a computer literacy.

You can either include the names (including job title, address and telephone number) of referees or state that you will send references on request. You should bring all your references and copies of diplomas to the interview.

Some large multinational companies use their own application forms instead of personal CVs. You should pay attention to the open questions that try to establish your social and transferable skills. Never leave any blank spaces.

## **The Application Procedure**

Regarding the application procedure, you can distinguish between three groups of employers:

1. Civil service (public administration, schools, police, army, etc): Traditional methods of application apply here; a hand written application letter and CV or a standard application form. Followed by two interviews, the first with the HR manager and the next one with your future boss.
2. Polish companies (state or private owned): Application letter and CV, two interviews, the first one with HR manager and the next one with a manager and/or company manager.
3. Foreign and international companies: These firms use similar application and selection procedures for their world-wide recruitment; own application forms, usually two interviews, psychometric tests, and sometimes an Assessment Centre.

## **Romania**

### **General advice on job hunting in Romania**

Romania is not among the five applicant countries (i.e. Hungary, Poland, The Czech Republic, Slovenia and Estonia) with which formal accession negotiations will take place for membership of the European Union. For various reasons, developments are slower in Romania than in those countries, but there are signs of recovery.

Advertising job vacancies is relatively new in the past graduates were allocated jobs by the government. Speculative applications might be more successful. You can use "Kompass Romania" for addresses of companies or the web pages of the Romanian Chamber of Commerce (<http://www.ccir.ro>) offers a wealth of information on Romania, both in Romanian and in English. Other sources are the newspaper "Romania Libera" and the weekly "Capital".

Please note that degree relevance is important in Romania.

### **The Application Letter**

The application letter is usually typed. Handwritten letters are sometimes requested.

### **The Curriculum Vitae**

A Romanian CV contains personal details such as name, address, telephone number including international access code, e-mail address (!), date of birth, place of birth, age, nationality, and civil status. Furthermore, it includes information regarding your education, qualifications obtained, your skills, specific knowledge, professional experience, posts of responsibility, hobbies and other interests. At the bottom of your CV you should give three references (mention the name, address, phone number and job title of all three referees).

## **The Application Procedure**

Interviews are, like in many other countries, the most crucial part of the selection procedure.

## **Russia**

### **General advice on job hunting in Russia**

Although job advertisements appear in the national and local press, personal contacts are the most important way to find a job. Use any contacts you (or your university) may have. Friends, family, former professors, anybody you can think of that might be helpful in getting the necessary contacts established with Russia. Please note that Russian employers consider a good academic background, linguistic and computer skills and an understanding of business as indispensable, but most important is your personality. A warm personality combined with humor and a good understanding of the country and culture (both the Russian culture and cultural knowledge of your own country are essential) will gain more than anything else in a country where personal contact and inter-human relations are extremely important in recruitment.

Useful information for applicants can be found on (<http://www.job.ru/cb-bin/job/link.scr.winand>) & (<http://www.hro.ru/>) Most information is in Russian, but there is also some information available in English.

### **The Application Letter**

The application letter is usually handwritten, although typed letters are getting more and more common.

### **The Curriculum Vitae**

CVs are normally handwritten and very detailed. Russian employers expect a biography in full sentences, explaining everything you have done.

### **The Application Procedure**

Interviews are, as in many other countries, the most crucial part of the selection procedure.



# WESTERN EUROPE

## Austria

### General advice on job hunting in Austria

The invisible job market with vacancies that usually do not appear in the newspapers is rather vast. Thus speculative applications are worth trying, but only successful if they are well researched in advance. You have to know exactly what kind of work you are looking for and why you have selected that particular company. Useful information in this respect can be found in 'Kompaß Band Handel' or 'Kompaß Band Industrie'. It is appreciated by Austrian employers if you telephone in advance. This will also allow you to find out to whom you should address your application (name and title of the person).

Do not underestimate the importance of personal contacts you can start networking already from your home country particularly since many smaller businesses use this as the ultimate way of filling vacancies.

### The Application Letter

Application letters are typed and are usually one to maximum one and a half page long. Only in the more traditional occupations, such as medicine and law, are handwritten letters still used. In your letter you should not only give information on your education and your practical experience, but also your personal skills. Start your letter with your own name and address, followed by the company's name and address. Always refer to the advert, or, in the case of a speculative application, emphasis it is an open application (Unaufgeforderte Bewerbung).

Finish your letter with a sentence asking for an invitation to an interview in order to allow you to present your application personally. Enclose copies of diplomas, testimonials and exam results. If you are a recent graduate with little practical experience, it might be worthwhile to include a copy of your thesis or any other substantial essay (do not forget to include a summary in German). All these documents, as in Germany, should be put in one or more plastic folders.

### The Curriculum Vitae

You start your CV with your personal details, including name, address, telephone number with international access code, your place and date of birth and your civil status. The Austrian CV is in reversed chronological order, detailing your most recent activities first. After your personal details, you mention your education, including the results, followed by your language skills and your practical experience (include apprenticeships, since Austrian employers attach great importance to it). Extra-curricular activities, such as hobbies, special interests and voluntary work, are mentioned at the end. Pay special attention to this last category, since Austrian employers find extra-curricular activities important.

Attach a photo to your CV (put your personal details on the back) and put the date on your CV and sign it (like in Germany).

### The Application Procedure

It is common to arrive in the building at least 15 minutes before the interview commences. Pay a lot of attention to your appearance, which should be rather formal; women are advised to wear skirts (not too short) and men need to wear a suit for their application interview. Be



prepared for questions about yourself and on your strong points and your weaknesses. But also on your mid- and long-term aims ("what do you want to have achieved in five years time?"). Austrian recruiters expect graduates to have given some thought in advance on what they would like to earn (never mention an exact amount) and you are expected to be able to negotiate this. Altogether a tough interview that you need to thoroughly prepare for in advance. Expect two to three interviews and some tests. Assessment centres are getting more common in Austria, but are not as well established as for instance in the UK.

## Belgium

### General advice on job hunting in Belgium

One of the most successful ways of finding work in Belgium is through speculative application. However, you need to do some research in advance. You need to know in which sector or sectors the company is active, whether or not the company has subsidiaries and if they are active abroad. A useful source of information for speculative applications are directories such as 'Move Up', 'GO Talent' and 'Job Ticket'. You can also use more standard sources like trade directories and yearbooks.

It is strongly recommended that you call the Human Resources department in advance, to find out for example, to whom you should direct your letter and in which language. Remember, Belgium is divided into a Flemish (Dutch speaking) part and a Walloon (French speaking) area. And have some good questions prepared to ensure you leave a good impression!

### The Application Letter

An important aspect of a Belgian covering letter is the language. Make sure you follow the instructions given in the advertisement or, if nothing is said in the advert, telephone in advance. Belgian employers prefer a letter to start with a name, instead of a more general beginning, such as "Dear Sirs" (again use the telephone!). Letters can be either handwritten or typewritten, but especially in the French speaking area and in the traditional professions, a handwritten letter is standard. Testimonials of former employers and copies of diplomas only need to be sent when specifically asked for.

However, it is considered common to send two references, including name, function, address and telephone number. Inform these people in advance, because references are usually verified. The style of the letter should be formal and it should clearly emphasize your motivation; why you consider yourself the perfect candidate, other qualities in case you do not fulfill all the requirements and a possible starting date. Moreover, extracurricular activities are considered of importance.

Application forms are widely used among large enterprises. It is not uncommon in these forms if employers ask information on the profession and employers of your parents or partner.

### The Curriculum Vitae

The most common format for a Belgian CV is reversed chronological, mentioning the most recent activities first. In Flanders people sometimes use chronological CVs, but in Wallonia the reversed chronological CV is preferred. Belgian CVs tended to be long, but nowadays they are shortened to a maximum of two pages. The CV is very factual, precise and professional. You start with your personal details including your civil status. Followed by your education, including high school. Results are only given when there is a direct relation to the job.

Subsequently, you mention your work experience. Include all your student jobs, holiday work and apprenticeships, since experience is highly valued. Linguistic abilities are considered of great importance. They should be listed on your CV with reference to the spoken and written level. If male, you should clearly indicate whether or not you have done your military service, even though compulsory military service has been (recently) abolished in Belgium.

## **The Application Procedure**

During the interview the interviewer will pay most attention to experience, motivation and social interpersonal skills. Psychological, intelligence, aptitude and psychometric tests are widely used. Assessment centers are becoming increasingly popular, especially amongst financial institutions and industrial companies.

## **France**

### **General advice on job hunting in France**

A very successful way of finding work in France is through speculative application. French companies often place general advertisements to which job seekers could reply speculatively. To reply to such advertisements you need to send a CV with photo and a handwritten application letter, both in French. In your letter you need to explain clearly your motivation for the particular company (company information to motivate your choice can be found in various French directories such as 'Guide des Opportunités de Carrières' (GO), 'Guide des Entreprises qui Recrutent' or 'Kompass'). Almost 30% of the vacancies are filled through this method, followed shortly by personal contacts as an effective way of finding work. Making such personal contacts with French people might seem difficult at first, but networking in itself is already seen as a recommendation by French employers.

### **The Application Letter**

A French application consists of a CV, often with a photo attached to it, and a handwritten application letter. The application letter is short, about 15 to 20 lines. The emphasis should be on your most recent activities and you should be able to illustrate with examples why you are the right candidate for the job. You start with your name and address in the top left hand corner. In the right corner you mention preferably in figures the reference to the vacancy, if applicable. Mention, in a succinct way, several reasons why you consider yourself the appropriate candidate, fitting the job description. References and copies of diplomas are not included, but should be brought to the interview. Make sure you bring certified copies, with original stamp and signature of your university. References, including those from apprenticeships, are welcomed by French employers. They often check the references by telephone.

Furthermore, the letter is always handwritten (the only exceptions are to be found in some parts of the IT sector). Graphology is a widely-used selection method in France (by approx. 80% of the employers). It is mainly used to observe the candidate's general education. Specific characteristics might figure as a subject of discussion for the further selection procedure.

### **The Curriculum Vitae**

The French CV is either reversed chronological (most recent activity first) or functional (activities grouped thematically). What ever style you choose, the CV should be brief, succinct

and direct, one to two pages at the most. Your personal details should include; besides name, address and telephone number (do not forget the international access code), your nationality and your civil status. Usually you give your age, instead of your date of birth and you also omit your place of birth. With regard to education you only mention the highest diplomas you have obtained. Language skills should be given in detail. Under work experience you have to mention the exact job description and the responsibilities you have had. Be prepared to answer questions in the interview on your hobbies if you put them on your CV (e.g. "which was the most recent book you read?").

Often a French CV includes a 'Projet Professionnel'. This is a rather precise description in a few lines of what you hope to achieve, in line with your education and skills, in your career in a period of several years.

## **The Application Procedure**

The application procedure usually starts with some psychological tests, followed by the interview after passing the tests. Usually two to four interviews are held, in which most attention is paid to the personality of the candidate. Although tests are popular, especially for administrative jobs, assessment centers and panel interviews are rather unknown.

## **Germany**

### **General advice on job hunting in Germany**

Apprenticeships (Praktika) are a good way of acquiring practical work experience. And having experience is one of the main selection criteria for German employers. The Praktika are also open for foreign students and graduates. Please note that German companies train their university graduates in-company for approx. two to three years before they attain managerial status.

The German application procedure is highly formal compared to some other European countries. German employers want to have a full package of information before making their first selection. Therefore, you need to send copies of diplomas, testimonials from former employers and attestations of professional training with your CV and covering letter. The resulting package is a weighty document of 10 to even 30 pages, bound in a plastic folder. A rather expensive application to send, but German employers return (usually) the whole package after use, except the covering letter.

### **The Application Letter**

Application letters are typed, with the sole exception of some traditional professions, such as medicine, where a handwritten letter is preferred. The letter should give a complete and precise description of the position(s) previously held. This is more important than your personal motivation for the job. German recruiters prefer a conservative style letter to a highly original eye-catching one. (Be aware that everywhere 'jokes' such as confetti in an envelope are hardly appreciated!)

Mention a possible starting date and it is not uncommon to give an indication of the salary you would like to earn (never quote an exact amount though!). Start your letter with the name and title of the person who is dealing with the applications (please note the importance of titles in Germany phone in advance if necessary). The letter should be one to maximum two

pages in length.

Speculative applications are not unusual in Germany, but remember the formal style of the application process. It can, for instance, be worthwhile using personal contacts to find out about job openings. However, it is considered incorrect to ask people directly for a job in their company.

## **The Curriculum Vitae**

The German CV is always in strict chronological order (Tabellarischen Lebenslauf), with a photo (put your details on the back of the picture) attached with a paper clip to the top right hand corner. Sign your CV on the bottom right, opposite the date in the left corner. It is common to mention your civil status (including children), your school results and whether you have a driving license. Previously, the civil status rubric also contained parents' names and professions and your religion, but this is no longer very common.

Mind your style of writing; poetic descriptions and boasting is not appreciated by German recruiters. Start with your personal details (name, address, telephone number with international access code, place and date of birth, civil status), followed by your education including the results and work experience (do not forget to mention apprenticeships). Make sure there are no 'gaps' in your CV, hence the importance of mentioning your complete education. However, if there are 'gaps', ensure you mention the reason, even report periods of unemployment. Hobbies are only mentioned when relevant for the job. Language skills and areas of interest are given in a German CV.

## **The Application Procedure**

In general two job interviews are held. The first is with the personnel department, in which the personality of the candidate plays a major role. The second interview is with the field management, sometimes accompanied by certain specialists, who test your technical and professional knowledge. Prepare yourself for questions regarding your current activities, what you would like to earn and on the activities of the company.

It is likely that you will be asked to solve a problem which might occur in your future job. The candidate is expected to answer questions with precision. Do not try to impress the recruiter with tales of spectacular professional exploits. He or she wants someone with experience and a steady track record!

Psychological and aptitude tests are common. For management positions and management trainee jobs, assessment centers are usually used.

## **Ireland**

### **General advice on job hunting in Ireland**

Speculative applications are worth trying, but are generally only successful if well researched in advance. You have to know why you want to work for that particular company and in that particular sector. Be as precise as possible; It is not enough to state that you would like to work in a management position somewhere in Ireland! Useful information for speculative applications can be found in directories such as 'Register of Employers in Ireland' (REGI), 'Directory of Opportunities for Graduates in Ireland (DOGI), 'Directory of Employers of

Graduates in Ireland' and the Irish version of 'Kompass'. Also some British directories might be helpful.

A major tip for those of you looking for work in Ireland: Do not underestimate the importance of language skills. Having a conversation (in English) in a pub is something different from a business conversation during a staff meeting.

## **The Application Letter**

Application letters can either be typed or handwritten. The style is short, formal and straightforward. When your letter is a response to an advertisement, it can be brief and should merely introduce your CV. In the case of a speculative application the letter should fully explain your motivation. You need to explain what kind of job you are looking for and why you have chosen this particular company to apply to.

Two references are customary, one academic/personal, the other a professional reference, both with full contact details. References are usually taken up if an offer of employment is made.

A lot of companies use application forms, especially for junior managerial/supervisory staff (96%). Standard questions cover education and training, work experience, hobbies and personal interests. Extra-curricular activities are considered of great importance. A photograph is usually attached to an application form

## **The Curriculum Vitae**

Irish CVs have no standard length. But many employers prefer them short, maximum two pages. A CV should only give facts and figures. Your motivation, skills and qualities for the job have to be mentioned in your letter, not your CV. Information in the CV can either be presented in chronological or reverse chronological order. Start with your personal details (often without place of birth or religion), education (recent graduates should include results and courses attended), work experience (with exact dates) and leisure activities. In Ireland a great deal of emphasis is placed upon extra-curricular activities and personal achievements. Put them in your CV. Recent graduates should always mention anything they have done outside their academic study.

## **The Application Procedure**

During the interview the emphasis is again on your extra-curricular activities. Be prepared for questions about your personal achievements, your motivation, your education and the company itself. The style of the interview is convivial, almost chatty. However, do not be deceived by this, since the informal manner usually hides a clear strategy designed to find out your real competencies and personality. Please note that Irish recruiters consider competence and personality the two most important qualities, followed by humor and leadership capabilities. Candidates at graduate entry level are often confronted by a panel of three or more selectors.

Bring copies of your CV, diplomas and employer testimonials with you to the interview.

Irish companies make extensive use of psychological tests and assessment centers. During an assessment centre test which can last up to three days intelligence, social and communicative skills and management qualities are tested. (Please note, that teams don't just want leaders!)

## Luxembourg

### General advice on job hunting in Luxembourg

Speculative applications are very common in Luxembourg. All companies, and banks in particular, are used to receiving spontaneous applications, especially from recent graduates. Practical experience, study results, linguistic abilities and diplomas obtained are of major importance. Most employers in Luxembourg are familiar with foreign diplomas, due to the fact that Luxembourg has no full university system itself. Previously, having a relevant degree for a job was not essential, but because of more competition on the labor market, degree relevance is gaining importance.

Given its small size, much recruitment takes place through informal contacts. Do not hesitate to use the phone in your quest for a job. Expect to speak either French, German or English (French and German being the national languages, besides Luxembourgish), depending on the nationality of the Human Resources manager. Please note that nearly 30% of the working population consists of foreign nationals.

### The Application Letter

Application letters are usually handwritten. Unless otherwise stated in the advertisement, the covering letter would normally be written in French (for speculative applications French is the most common). However, for international positions the application letter is preferably written in English. The letter should be as brief and concise as possible. The style is formal and should emphasize your motivation and qualities for the job. It is customary to send copies of diplomas, certificates and references with the application. A photograph may be included, although it is not essential. Application forms are usually accompanied by a photograph, but it is uncommon to send certificates and recommendations with an application form.

### The Curriculum Vitae

There are no strict rules for CVs in Luxembourg. The style and content of the CV tends to reflect the candidate's (and the employer's!) nationality, rather than to follow a format that is typical for Luxembourg. Usually the CV should be written in French (use the French mock CV as an example), unless otherwise stated in the advertisement. For instance, if you are applying to a German advertisement (German would most probably be the company language in this case) respond in German using the German mock CV as an example. The same applies for an advertisement in English.

### The Application Procedure

Selection interviews and use of tests or assessment centers again largely depend on the nationality of the hiring company. Prepare yourself thoroughly for the interview. Expect that your language skills will be tested during the interview. And be prepared for questions on the company's activities.

## The Netherlands

### General advice on job hunting in The Netherlands

One of the most successful ways of finding work in The Netherlands is through speculative applications. Even if the company has no vacancies at the moment of writing, they still might keep your CV on file, in case a suitable vacancy arises at a later stage. Making a telephone call in advance is common for speculative as well as regular applications. Phone the human resources manager, or anyone else on middle management level to whom it may be useful to talk.

The objective is to make yourself known, and to demonstrate your initiative however, keep it brief. Make sure you have specific points or questions to raise. You could, for example, telephone to find out more about the structure of the company or to whom to address the application. The telephone is very important when job hunting in the Netherlands. It is direct, brief and efficient, and very much in favour with Dutch managers. Use it! Useful information for speculative applications can be found in Directories such as 'Oriëntatiegids' and 'Intermediair Jaarboek'.

### The Application Letter

Although the Dutch are good at languages, you have to send your application in Dutch unless otherwise requested (writing your application in the language of the country concerned also applies to all the other countries, because not knowing the language will put you at a real disadvantage from the local job seekers). The style is short, direct and professional. Usually the letter opens with the reason for applying.

The middle part explains why you consider yourself the right candidate for the job and what attracts you to the company. In ending the letter, it is common to say that you are willing to explain your application in more detail during a personal interview. Keep in mind, when writing your application letter, that the candidate's motivation is one of the main selection criteria.

It is not necessary to include copies of diplomas, employer testimonials or other official documents. They will be checked out at a later stage.

### The Curriculum Vitae

A Dutch CV uses a direct factual style. It is in chronological order on one page maximum. The CV only gives the facts and figures. Your motivation and qualities for the job must be mentioned in the letter, not in your CV. A CV has to be typed and written in the third person singular. Include personal details, education (including courses, but not results), work experience (including dates) and leisure activities. Dutch recruiting officers attach great importance to leisure activities and civic responsibilities. These should, therefore, be mentioned in your CV. Make them look as relevant as possible for the job (e.g. playing team games points to team spirit, etc). Adapt your CV for each specific job.

### The Application Procedure

During the interview expect questions about your motivation, your education and about the company itself. Educate yourself thoroughly on the company in advance. Furthermore, expect questions about your character, your strengths and weaknesses, extra-curricular activities, as well as membership of societies and organizations. Dutch recruiters attach great importance to leisure activities and civic responsibilities. Be prepared! You are not obliged to answer questions about your personal situation (e.g. "Are you planning to have children?"). This does

not mean that those questions will not get asked, but if you do not want to answer them, find a polite way around it! At the end of the interview it is common to ask some questions yourself. Give some thought to it in advance.

Take copies of your curriculum vitae, diplomas, employer testimonials and any other documents you consider useful.

Assessment centers are quite commonly used, especially by large Dutch employers. Candidates spend one or more days being assessed in interaction together. Assessment centers concentrate on tests which reflect real life situations, relevant to the vacancy, where the candidate really has to 'perform', instead of stating what he or she might do in a situation.

## Switzerland

### General advice on job hunting in Switzerland

If you consider working in Switzerland you need to be aware of the four national languages. The largest part of the population (64%) speaks German (centre, north and east of the country). French is spoken by 19% of the population (south and west) and Italian by 8% of the population (Canton Ticino). Romansch is only spoken by a very small minority in some valleys of the Canton of Grisons. Therefore, to be successful in your quest for a job in Switzerland you need to be (reasonably) fluent in at least German, French and English.

Speculative applications and networking are usually successful in Switzerland. If you are applying to an advertisement, telephone in advance to introduce yourself, to ask some relevant questions (prepare the questions in advance; you never get a second chance to make a first impression!) and to show your interest in the company and the job.

Try to make sure that your application arrives the next day after your phone call via fax or e-mail if acceptable to illustrate your punctuality, a quality highly appreciated by Swiss recruiters.

### The Application Letter

The application letter is usually handwritten, well-structured and short (max. one page). The style is rather formal. Your letter should refer to the job you are applying for and why you are interested and motivated for this particular job. You start your letter with your address at the left side and at the right side the city and current date. Below your address you write at the right side the address of the company (preferably with the name and/or function of the person you are addressing the letter to).

Below that, on the left side, you refer to the advertisement you are responding to (or, in case of a speculative application, to the phone call you have made). The body of the letter should contain an introduction, followed by your education and your practical experience (this paragraph should illustrate your skills and qualifications for the job). Subsequently you should give your reason for applying and finish with a formal sentence, such as "Ich danke Ihnen für Ihre Aufmerksamkeit". You have to sign at the right side of the letter and below left you have to give the annexes.

Application forms are only used by some larger multi-national firms.



## **The Curriculum Vitae**

A Swiss CV is similar in structure to a German CV (see the mock CV in the text on Germany). A photo is usually attached to the top right corner. The CV can either be chronological (most common), reversed chronological or functional. It should include personal details, your education and qualifications, and your practical experience. Swiss recruiters attach great importance to work experience, so mention all your practical experience, including apprenticeships.

Language skills and computer literacy have to be mentioned, extra-curricular activities, hobbies and interests are optional. On a separate sheet, include two or three references (notify the people in advance!). Also include copies of your diplomas and testimonials from former employers.

## **The Application Procedure**

The application interview, as in most countries, is the most crucial part of the selection procedure. The interview usually lasts an hour. The personnel manager leads the interview. Often the interview is with a panel, in most cases your future boss will be present. Otherwise you will be introduced to him/her directly after the interview.

Prepare yourself thoroughly for the interview (exercise the interview in advance with a friend). Be prepared for questions about the company and on your motivation for both the job and this particular company. You do not have to answer personal questions (particularly relevant for women), but consider in advance how you are going to tackle such questions.

It is difficult to generalize about the intensity of interviewing. The number of times prospective candidates are interviewed varies a great deal, depending on the company, the position and whether or not tests are involved. Psychological tests are used by larger companies. Most used are psychometric tests (verbal and numerical), making a presentation to a group and group discussion exercises.

Graphology reports are used by some companies, but are less frequent as in France. Your permission, however, needs to be asked in advance.

## **United Kingdom**

### **General advice on job hunting in the United Kingdom**

Speculative applications are worth trying, but only successful if they are well researched in advance. You have to know why you want to work for that particular company in that particular branch. You need to know exactly what products they manufacture, where they are based, etc. Useful information in this respect can be found in the many directories that are available on British firms ('D & B Regional Business Directories', 'Kompass' and 'Key British Enterprises' etc).

A major tip for those of you looking for work in the UK: Do not underestimate the importance of language skills. Having a conversation in a pub is something different from a business conversation during a staff meeting!

## **The Application Letter**

It is common to send a typed application letter and a CV of one to two pages maximum. In the letter you should explain why you are the right candidate for the job. But do not overestimate your qualities, since this could offend the British sense of modesty. Use instead a straightforward, respectful tone and illustrate, wherever possible, particular skills with examples. If you mention for instance your team working skills, make sure you illustrate this with an example where you had to use these skills.

If you do not know to whom you are addressing the covering letter start with "Dear sir/madam" and finish with "Yours faithfully". However, if you do know the name it is customary to start with "Dear Mr/Ms X" and close with "Yours sincerely". It is becoming more common to attach photos to application letters. Some companies specifically ask for it.

Many companies use application forms (98% use them for at least some vacancies). Standard questions cover education and training, work experience, hobbies and personal interest. Extra-curricular activities are considered of great importance. On most application forms no photograph is included although this is beginning to change. Only include one if asked for.

## **The Curriculum Vitae**

The CV is short, maximum two pages, but the tendency is to shorten the CV to one page. You start with your personal details, but leave out your place of birth, your civil status and religion. Since UK companies generally attach less importance to the candidate's civil status than in most Continental European countries, this allows space for a list of hobbies and sporting pursuits.

It is customary to give the contact details of two references at the end of your CV. You can also ask a professor of your university to be a reference for you, but you have to ensure that these people know you are putting them in your CV as a reference, because most British employers will contact them. Use 'power words' to describe your personal skills in your CV, such as contributed, organized, demonstrated. For the format of your CV you can choose between a reversed chronological CV (most recent activity first) or a functional CV (activities grouped thematically). The functional CV is getting more and more common, since it allows you to strengthen certain skills and experience. And 'gaps' in your CV are less obvious.

## **The Application Procedure**

UK companies make extensive use of assessment centers. The tendency among some companies is to use assessment centers even at the beginning of the selection process, before the interviews. During an assessment centre test which can last up to three days intelligence, social and communication skills and management qualities are tested. (Please note, that teams do not need leaders only!)

At the interview, a candidate is often confronted by a panel of three or more selectors. Rather than attempting to discern your personality, they will try to assess your technical competencies.



## SOUTHERN EUROPE

### Greece

#### General advice on job hunting in Greece

The Greek public employment service, Organismmos Apasholisseos Ergatikou Dynamikou (OAED), has the monopoly on placement in Greece. It is, therefore, advisable to register with the OAED on arrival in Greece. However, the most important route to employment in Greece is through personal contacts. For that reason a working holiday or a temporary job might be a good stepping stone to more permanent work. Your temporary job will allow you to get acquainted with local people, who could help you in spotting employers that are likely to recruit in the near future.

A vacation job or an apprenticeship will prove not only successful in getting you acquainted with local people, it will also help you to improve your Greek language skills. Not speaking (sufficient) Greek is a major drawback if you are job hunting in Greece. Since Greeks attach great importance to their language and to their cultural heritage.

#### The Application Letter

Greek application rules are not very strict. The letter is short, in a formal and polite style. Usually, the letter is typed, although handwritten letters are not uncommon either. The letter is, of course, accompanied by a CV. Many Greek companies, however, use application forms to replace the CV. Those forms are long and detailed. The application is accompanied by copies of diplomas, three references (which will be checked in the final stage of your application), a health certificate and a certificate of absence of a criminal record (usually such a statement can be obtained from the legal authorities in your home country).

#### The Curriculum Vitae

There are no strict rules for CVs in Greece. Usually the CV is three to five pages. A photograph is not required, but is appreciated. CVs can either be typed or handwritten, although the latter is becoming less and less common. Greek CVs are exhaustive and detailed, and normally in chronological order. Your signature should be given at the end of the CV.

Practical experience is considered very important. Mention all practical experience you have obtained, including apprenticeships, university projects and courses. Leisure activities are optional, but much appreciated. Put down everything in your CV that (you think) makes you an interesting candidate for an employer remember that a lot of paper looks impressive in the eyes of a Greek recruiter!

#### The Application Procedure

Interviewing is the prime selection method. Typically three to six interviews are common. The main criteria for Greek recruiters are a candidate's general level of

education and his/her communication skills. Be prepared for a greater degree of inquisitiveness about your personal circumstances than in many other European Union Member States. But of course, you are not obliged to answer questions on your personal situation.

## Italy

### General advice on job hunting in Italy

One of the best ways of finding work in Italy is through networking. For the outsider, developing such contacts may be difficult at first. But perseverance is often rewarded, as the initiative demonstrated is in itself, a recommendation. Speculative applications are likewise often successful. Use a very formal style for your letter and include impressive references with your speculative application.

In particular, if accompanied by a good recommendation (segnalazione) from someone familiar to the company, such as a university professor, a friend, a member of the family, or a company executive, your speculative application stands a chance. Such an introduction of a well-known person is extremely effective, because in Italy the emphasis is more on who you know, than on what you know (although as a foreign job seeker the right qualifications are essential, even if you have some distant Italian relatives.

### The Application Letter

The style of the covering letter is conventional and formal, almost with stately language. Explain briefly why you are interested in the job and the company. But leave the full explanation about your motivation until the interview when it can be given orally. In Italy, the information will be better received in verbal form. Likewise, copies of diplomas and references should not be sent together with your application letter and CV, but should be brought to the first interview. Of course, if you have really impressive testimonials do send them with your letter.

The covering letter is usually typed only occasionally an employer requests a handwritten letter. The letter should be kept short (to maximum one page). Application forms are hardly used, except by some (foreign) multi-national firms. The recruitment process tends to be long, up to three months. You should check carefully what kind of delay to expect for a response.

### The Curriculum Vitae

There are no strict rules for CVs in Italy. But a CV is best received when it is brief, about two pages long although CVs of four or five pages are not uncommon either and in chronological order Include in your personal details your date and place of birth, your nationality, your telephone number (including international access code) and your civil status. Hobbies are rarely mentioned in your CV. A photo is not

requested. Men should clearly indicate whether or not they have fulfilled their military service. (Please note that it is common to fulfil your military service before applying for a job.)

### **The Application Procedure**

The recruitment procedure usually consists of three to four interviews and some psychometric tests. Be prepared for questions about your motivation. As far as the qualities Italian employers look for are concerned, enthusiasm and dynamism are often quoted as being the most sought-after.

A fairly informal atmosphere is general, with each recruiting officer following his/her own, usually intuitive style. Only if the personality of the candidate is deemed apt, will the recruiter continue to look at his/her professional experience. Hence, the importance of establishing a good rapport during the interview. Pay a lot of attention to your appearance for the interviews; the way you are dressed is of significant importance for an Italian employer, it shows your true interest in the job! Salaries are rarely discussed at the first interview.

## **Portugal**

### **General advice on job hunting in Portugal**

Speculative applications, especially for recent graduates, are an important route to employment. Personal contacts are very helpful in this respect. For small and medium sized companies informal methods of recruitment (word-of-mouth, networking, speculative applications) are routine. For that reason a working holiday or a temporary job in, for instance, the tourist sector might be a good stepping stone to more permanent work.

Your temporary job will allow you to get acquainted with local people, who could help you in spotting employers that are likely to recruit in the near future. Employer information is otherwise difficult to trace. With speculative applications you are advised to telephone in advance. This will allow you to find out to whom to direct your application and thus, you are able to introduce yourself and show your interest in the company.

It is also possible to advertise yourself in the "situations wanted" columns of the newspapers, but the entry would need to be eye-catching to be successful!

### **The Application Letter**

Application letters can be either typed or handwritten. In the case of a speculative application, handwritten letters are most commonly used. A response to an advertisement however, is usually typed. The application letter is short and simple, the style conventional. In your letter try to emphasize the skills and experience that

make you a suitable candidate for the job. Copies of diplomas and testimonials from former employers are not requested at this stage. Do not send them to the employer, but bring them to the job interview.

The use of application forms is widespread in Portugal. There is a large difference between application forms. Some are very standardized, while others ask more about previous practical experience in unstructured (open) questions.

### **The Curriculum Vitae**

A Portuguese CV is usually in reversed chronological order. Several pages are not uncommon, with a maximum of three to four pages. A clear presentation is requested, numbering each section separately. Start with your personal details (name, date and place of birth, civil status, address and telephone number including the international access code).

In this section you can also mention whether or not you have a driving license, as well as your ID number and your religion. Continue with your education (including courses), professional training (a distinct category from university education), work experience, linguistic ability (mention the languages you are able to speak in order of fluency), and a separate section for seminars you attended. Computer skills, if applicable, should be listed separately. Emphasize all the professional training you have had, from seminars to full courses.

For Portuguese recruiters this means that your former employer thought you were outstanding enough to receive further training. Recent graduates should mention all courses undertaken at university in the section dealing with education and should mention seminars in a distinct section. Where work experience is concerned, it is important to mention all your former employers, including the tasks and responsibilities performed.

### **The Application Procedure**

Portuguese application procedures are less regulated than in some other countries. This openness often helps the mobile worker.

The most important part of the selection process are the interviews. Most emphasis is on professional experience and practical training. Usually the selection procedure consists of several interviews and some psychological and technical tests. Aptitude and psychometric tests are used for candidates up to middle level management. Graphology is sometimes used for senior appointments (no permission is needed beforehand).

## Spain

### **General advice on job hunting in Spain**

Personal contacts are the most important route to employment. For that reason a working holiday or a temporary job in, for instance, the tourist sector might be a good stepping stone to more permanent work. Your temporary job will allow you to make acquaintances with local people, who could help you in spotting employers that are likely to recruit in the near future. A speculative application is a logical next step. Often Spanish employers put general company advertisements in the media to which you can respond. Use a formal style for your letters and describe clearly which tasks or function appeals most to you. Relate your own skills and knowledge to this job and try to illustrate this with examples wherever possible.

Where small and medium sized companies are concerned informal methods of recruitment (word-of-mouth, networking, speculative applications) are most common. Be aware though of the regional differences in Spain, because, if you want to apply successfully for a job, you better realise that an application in the Spanish language might not even be read in Barcelona where the population speaks Catalan!

### **The Application Letter**

In Spain a CV is always accompanied by a typed application letter, translated and certified qualifications, copies of diplomas and sometimes a recent photo. Testimonials from former employers are hardly ever requested. The letter is short and in a direct, but formal style. In the letterhead you have to give the reference number of the vacancy (if it is a speculative application mention this in the letterhead).

You open the letter with a reference to the job you are applying for, in the second paragraph you mention your education and work experience relevant to this vacancy. You end the letter with a standard sentence, such as "En espera de sus noticias, les saluda atentamente" (Roughly, "Waiting for your reply, meanwhile my sincere regards"). Leave a 3 centimeters margin on the left hand side and a 2 centimeters margin on the right hand side. The recruitment process tends to be rather long. You should check how long it will take to get a response.

### **The Curriculum Vitae**

There are no strict rules for CVs in Spain. The most important thing is a well structured CV, no longer than two pages and with little spare space between the headings. Under the heading 'personal details' you also have to give your passport or ID number. Regarding work experience, it is important to mention all your former employers, including the tasks and responsibilities performed. If you have attended major seminars, stayed abroad sometime, written a publication, or followed an apprenticeship, do mention it under the heading "other activities", "Otras actividades". Application forms are widespread in Spain.

### **The Application Procedure**



Usually a short introduction interview is held, which is followed by psychological and psychometric tests. After passing this initial selection phase, the recruitment procedure consists of a series of interviews. The interview carries a lot of weight, since human qualities are judged more important than professional qualities in the assessment of the candidate.

Be prepared for questions about your motivation, which is quoted to be the most sought-after quality by Spanish employers. Usually interviews are held on a one-to-one basis. However, group discussions can also figure in the recruitment process, depending on the level of responsibility of the job. The number of interviews varies, but it is not uncommon to have as many as six interviews or even more.

Avoid raising the question of salary in the first interviews. This should not be introduced until the company has offered you the job.

## Australia

The Australian CV, more commonly called a resume, should be typed on no more than two to three pages in reverse chronological order - beginning with the most recent job.

The aim of your international CV should be to persuade the employer to invite you for a job interview. For that reason, your CV is a marketing tool, which should be customized to the market in which you intend to use it.

Begin your CV with your name, nationality and contact information including your telephone number with international access code. Often CV's are kept on file for long periods, so any contact details you give have to remain accurate in the long term. A daytime phone number and e-mail address are most important.

Describe in detail your college and/or university training, giving areas of study and degrees from each school attended. Include awards and honors, as well as educational qualifications, trade or recreational courses done either part time or full time, internships and membership in professional organizations. Also list any skills you may possess, e.g. if you have a commercial drivers license, how many words per minute you type, etc. Add positions of responsibility you held mentioning whether you were a president of a club or a football captain, etc.

List your work experience - whether you worked part-time or full-time. For each position provide starting and leaving dates, the name, location and focus of each company. Include concise details of what the job entailed your title and responsibilities emphasizing areas relevant to the position for which you are applying.

Australian employers are more interested whether if you are capable of doing the job then to which university or school you attended. The "right attitude" is very important to them as well as demonstration of what you have done with your talents instead to what you may do.

So, make your international CV more effective and emphasize what you have to offer to the employer. Use power words and action verbs to describe your achievements, such as contributed, organized, trained, managed, developed, coordinated, etc. Bullet point these at the start of a sentence for maximum impact.

Make sure that there are no "gaps" in your CV. However, if "gaps" exists, ensure to mention the reason and even report periods of unemployment.

Personal information includes such items as foreign language fluency with reference to the spoken and written levels, computer skills, hobbies and visa or resident status. Volunteer work, may also be mentioned. For references, list individuals with whom you have worked closely; give their names, titles and contact details - or state that the information will be supplied on request.

Finally carefully consider what to leave out of your CV and exclude anything that might give prospective employers a chance to discriminate against you. Nevertheless

- the age, graduation dates and marital status cannot legally be requested, but they are usually provided.

It is more common in Australia to apply for a job through the Internet. However, you should be aware that an electronic CV does not look the same as a standard cv / resume, so make your CV scannable by avoiding for example lines or italic fonts etc.

## Canada

Most Canadian employers accept computer applications.

In Canada the job application procedure is more commercial than in most other Western countries. In result both the cover letter and the resume (Canadians use *résumés* instead of CVs) should contain power words and action verbs that show accomplishment and action.

Be aware, there are some differences within the country itself. In English-speaking Canada applying for a job is very much like in the US - you have to actively sell yourself. But in the French part of the country it is more formal and a little less direct.

Type your international resume on no more than two to three pages, depending on the length of your work experience, in reversed chronological order - detailing your most recent activities first. Use concise and punchy sentences filled with action verbs and power words.

The aim of your resume should be to persuade the employer to invite you for a job interview. Therefore your resume is a marketing tool, which should be customized to the market in which you intend to use it.

Traditionally, the contact information with your name is centered at the top of each page with the page number on every page following the first one. In Canada resumes are kept on file for 3 to 6 months or longer, so any contact details you give have to remain accurate in the long term. A daytime phone number, with the international access code and e-mail are most important.

'Education' lists colleges and/or universities attended, dates of attendance, courses of study and diplomas or degrees. Also mention extra courses or training, internships, computer skills and foreign travel. Detail your linguistic abilities with reference to the spoken and written levels.

'Work Experience' specifies the firm names, your titles, dates of employment and responsibilities. State whether the work was temporary or part-time. If you have no job at the present, you should mention that fact also. Make your resume more effective by providing examples to prove your achievements. Use power words and action verbs to describe your achievements, such as contributed, organized,

managed, developed etc. Bullet point these at the start of a sentence for maximum impact.

Finally close your resume with “References available on request” or on a separate page write three references, with their titles and contact information, and attach it to your application.

Legally Canadian employers are not allowed to discriminate. Employment decisions based on attributes other than a person’s qualification to perform a job — e.g. race, color, gender, religion, personal associations, national origin, age, disability, political beliefs, HIV status, marital status, pregnancy, sexual orientation or family responsibilities etc. are prohibited. So, carefully consider what to leave out of your resume.

In Canada resumes are often scanned by employers, so make your resume scannable by avoiding for example lines or italic fonts.

## China

Generally, prepare both a Chinese and English versions of your international resume only if you are fluent in both languages. If you are submitting an English resume only, it is helpful to duplicate in Chinese your name, contact address and company names (if you already have some local work experience), unless you are certain that the recipient of your resume is an English speaker.

Type your resume on no more than two to three pages in length, depending on the length of your work experience. Usually resume is in reversed chronological order - detailing your most recent activities first.

The aim of your resume should be to persuade recruiters to invite you for a job interview. Therefore, your resume is a marketing tool, which should be customized to the market in which you intend to use it.

Under "Personal Information" list your name, address with contact information, date and place of birth, gender, marital status and number of children. Often resumes are kept on file for long periods, so any contact details you give have to remain accurate in the long term. A daytime phone number, with the international access code and e-mail are most important.

Then using power words and action verbs briefly state your “Job Objective”. In "Education," detail schools attended. Include names, locations, degrees and dates of attendance. Follow this with a “Specialized Training” listing extra courses, foreign language fluency skills with reference to the spoken and written levels and computer training.

The "Work Experience" section, should detail companies, they locations and focus, dates of employment and your job titles. Mention your responsibilities, starting with

the most important. Make your resume more effective; provide examples that fit the job, to illustrate your achievements. Use power words and action verbs to describe your achievements, such as organized, demonstrated, trained, managed, developed, coordinated etc. Bullet point these at the start of a sentence for maximum impact.

Applicants often list on resumes they interests in music, arts and sports. Include awards if you have any.

Discrimination laws are not as stringent in China as they are elsewhere in the world. It is not uncommon for employers in China to ask for specifics like gender, age, your photo, ID card number, expected salary etc. Many multinational corporations operating in the region adopts the same type of hiring practices, so carefully consider what to leave out of your resume.

At the end, simply state: "References available on request."

## Japan

### **Rirekisho**

'Rirekisho' is a Japanese traditional resume in a standard two-page form. It is more of a personal profile than a way to show your talents and what you can bring to the job. Rirekisho need to be completed, preferably in your handwriting and in Japanese language.

Based on a hand writing the Japanese recruiters can learn a lot about a person - this same as a graphology used in France. If you are unable to do this, then ask someone else to write it for you, but you must indicate this on the top of the form. Your photo should be attached.

### ***Japanese resume***

Present your Japanese resume in reverse chronological order - most recent activity first.

The aim of your resume should be to persuade recruiters to invite you for a job interview. So, your resume is a marketing tool, which must be customized to the market in which you intend to use it.

Start the international resume with your name, address and e-mail address. Often resumes are kept on file for lengthy periods, so any contact details you give have to remain accurate in the long term. A daytime phone number, with the international access code and e-mail are most important.

In one or two lines write the 'Summary of Qualifications'.

List in 'Academic Background' all schools you attended, dates of attendance and diplomas or degrees. Add honors received and special skills, such as fluency in specific computer applications and standard language test scores

'Work History' lists the companies' name, its location, your position and job title, dates, responsibilities, skills utilized and any accomplishments.

Make your resume more effective by providing examples to illustrate your achievements. Use power words and action verbs such as contributed, organized, demonstrated, trained, managed, developed, coordinated etc. Bullet point these at the start of a sentence for maximum impact. Occasionally hobbies and interests may complete your CV.

Close the resume with personal information on your sex, age, nationality and marital status. Carefully consider what to leave out of your resume and exclude anything that might give prospective employers a chance to discriminate against you. You can either include the names of referees with job title, address, telephone number and email or state that "References are available on request". Either way references should include one personal and one work or school reference. Referees should have known you for a minimum of two years.

## India

The CV should be typed on one to maximum two pages.

The aim of your international CV should be to persuade recruiters to invite you for a job interview. Therefore, your CV is a marketing tool, which should be adapted to the market in which you intend to use it.

Arrange and type your CV in a chronological order - starting with your first job and ending with your most recent position. Include your name, address, e-mail and phone number at the top, but never include place of birth, race or religion.

Often CV's are kept on file for lengthy periods, so any contact details you give have to remain accurate in the long term. A daytime phone number, with the international access code and e-mail are most important.

Follow with your 'Career Objectives' written in professional language with reference to the possible contributions you can make to the company. Mention your potential strengths that have relevance to the job and specify the level of responsibility you can handle.

Describe your 'Education'. Include examination grades giving dates of attendance, study emphases, diplomas and degrees. State additional courses or training and special skills such as computer programs in which you are proficient. Mention your native tongue and describe level of fluency for the other languages with reference to the spoken and written levels.

Continue with your 'Employment History'. List responsibilities you had in each job with dates, their locations and your titles. Add projects and any other activities you deem relevant. Make your CV more effective by providing examples to illustrate your achievements. Use power words and action verbs such as contributed, organized, demonstrated, trained, managed, developed, coordinated etc. Bullet point these at the start of a sentence for maximum impact.

Discrimination laws are not as stringent in India as they are elsewhere in the world. Carefully consider what to leave out of your CV and exclude anything that might give prospective employers a chance to discriminate against you.

It is more common in India to apply for a job through the Internet. However, you should be aware that an electronic CV does not look the same as a standard CV. CV's are often scanned by employers, so make your CV scannable by avoiding for example lines or italic fonts etc.

Never attach any official documents, like diplomas or testimonials to your application!

## United Arab Emirates

Write your international CV in a reverse-chronological - starting with what you have done most recently or functional order - information structured per item, emphasizing experience or knowledge of the Middle East.

The aim of your CV should be to persuade the employer to invite you for an interview. Therefore, your CV is a marketing tool, which should be adapted to the market in which you intend to use it.

Employers in the UAE want to see in great detail what you have done, who you've worked for, when you worked there and what your accomplishments were. The UAE CV that covers a work history of 15 years or more should easily be up to 4 or more pages long.

Begin the CV with your "Personal Details" listing name, address, contact information including your telephone number and e-mail address. Often CV's are kept on file for lengthy periods, so any contact details you give have to remain accurate in the long term. A daytime phone number, with the international access code and e-mail are most important.

Next write an "Objective" or "Summary" statement. Remember that this statement can limit the positions that you will be considered for. Write this statement wisely so, you may not be overlooked.

Follow with "Education". List the degree obtained, the major, the school, the city and the year the degree was granted. If you have more than one degree, list the highest degree first. Describe your level of oral and written knowledge of languages. Then, under "Professional Experience" detail the company name and the time spent at each particular position, your job titles and a thorough description of your responsibilities - emphasizing areas relevant to the position for which you are applying.

Make your CV more effective by providing examples to illustrate your achievements. Use power words and action verbs such as contributed, organized, demonstrated, trained, managed, developed, coordinated etc. Bullet point these at the start of a sentence for maximum impact.

After the above items you can have headings for things such as additional coursework or seminars, publications, special licenses, software, hardware, operating

systems, computer languages, personal information including nationality, marital status, date and place of birth, gender, military service, etc.

Discrimination laws are not as stringent in the UAE as they are elsewhere in the world. Subsequently, carefully consider what to leave out of your CV. If you are not married, it is not wise to mention that you “only” live together with a partner – it does not comply with the Muslim religion.

It is more common in the UAE to apply for a job through the Internet. However, you should be aware that an electronic CV does not look the same as a standard one. CV's are often scanned by employers, so make your CV scannable by avoiding for example lines or italic fonts etc.

Warning. Internet applications will not be processed unless photographs are scanned and attached to the application.

## South Africa

The terms CV and resume are often used interchangeably in South Africa.

The aim of your international CV should be to persuade recruiters to invite you for a job interview. Therefore, your CV is a marketing tool, which should be adapted to the market in which you intend to use it.

Because there are no strict rules for CVs in South Africa two types may be used.

Initially, it is acceptable to submit a “Brief Profile” in form of one page CV letter. This is a short summary of your full “Comprehensive CV” giving personal information, education and a chronological list of previous positions emphasizing your most recent or relevant position. Mention that a comprehensive CV is available.

The “Comprehensive CV” is best received when it is brief, about two pages long and in reverse chronological order. Although CV's of four or five pages are not uncommon either. In personal details include your date and place of birth, nationality, telephone number and civil status.

Often CV's are kept on file for lengthy periods, so any contact details you give have to remain accurate in the long term. A daytime phone number, with the international access code and e-mail are most important.

In “Education” section, list with dates schools attended, their locations, your majors, diplomas and degrees. South African employers think that post-school education is very important, so put stress on relevant courses and education programs. Briefly list extracurricular activities, leadership roles, awards, honors and any extra courses, training or relevant experience.

“Employment History” may be listed in chronological, reverse-chronological, or functional order. Use power words and action verbs to highlight your skills and experience. For each position, provide the name of your employer, the location and



specialization of the business, your titles and the dates of your employment. Describe your responsibilities, achievements and reason for leaving.

Make your CV more effective by providing examples to illustrate your achievements. Use power words and action verbs such as contributed, organized, demonstrated, trained, managed, developed, coordinated etc. Bullet point these at the start of a sentence for maximum impact.

In the final section, list professional affiliations, relevant volunteer experience and foreign languages with reference to the spoken and written level. Include the names of several references, with contact information. Also you may mention your hobbies.

Carefully consider what to leave out of your CV and exclude anything that might give prospective employers a chance to discriminate against you.

It is more common in South Africa to apply for a job through the Internet. However, you should be aware that an electronic CV does not look the same as a standard one. CV's are often scanned by employers, so make your CV scannable by avoiding for example lines or italic fonts etc.

## **New Zealand**

In New Zealand, a CV is called a resume and usually is written in reverse chronological order.

There is no set format for a resume in New Zealand.

The aim of your resume should be to persuade recruiters to invite you for a job interview. Therefore, your resume is a marketing tool, which must be adapted to the market in which you intend to use it.

Begin the international resume with your name, nationality and contact information. Often resumes are kept on file for lengthy periods, so any contact details you give have to remain accurate in the long term. A daytime phone number with international access code and e-mail address are most important.

Follow with your 'Objectives' written in professional language. Use short and punchy sentences filled with action verbs and power words. Describe the possible contributions you can make to the company. Include the function and the level of responsibility you would like to take.

Describe your college and/or university training. Include examination grades giving dates of attendance, study emphases, diplomas and degrees. State additional courses and special skills such as computer languages and programs in which you are proficient. Add awards and honors, as well as trade or recreational courses done either part time or full time, internships and membership in professional

organizations. Mention your native tongue and describe level of fluency for the other languages with reference to the spoken and written levels.

List your work experience. For each position, provide starting and leaving dates, the name, location and focus of each company. Include concise details of what the job entailed your title and responsibilities emphasizing areas relevant to the position for which you are applying.

Make your resume more effective by providing examples to illustrate your achievements. Use power words and action verbs such as contributed, organized, demonstrated, trained, managed, developed, coordinated etc. Bullet point these at the start of a sentence for maximum impact.

Carefully consider what to leave out of your resume and exclude anything that might give prospective employers a chance to discriminate against you.

Close your resume with references.

Often resumes include a 'Work Status' paragraph placed below 'Objectives'. In such a paragraph applicants state either 'require sponsorship to work in this country' or 'authorized to work in this country for any employer'

It is more common in New Zealand to apply for a job through the Internet. However, you should be aware that an electronic resume does not look the same as a standard one. Write an introduction that contains many power keywords and action verbs. Scanners that are programmed to select specific words notice these words, so make your resume scannable by avoiding for example lines or italic fonts etc.

## Israel

A C.V. must be written from the point of view of the reader. A description of you and your skills must be built up so that the employer wants to read until the end to find out as much as he can about you.

It is quite in order to have more than one C.V. - geared up for different jobs - but an initial C.V. especially one that is sent of "cold", should not be more than two pages. The more concise you can be, the better; a one page C.V. is the most effective - even the most educated person with the longest work history can achieve this. Imagine being the head of a personnel department or working in an employment agency where dozens of C.V.'s are received and must be read each day - the initial impact a C.V. makes is very important.

C.V.'s should include:

- Name, address and telephone numbers: (Home, Fax, Mobile and Work). Your e-mail address must be included.
- Age and where born: These questions may not apply in other countries, or may even be against the law, but this is Israel and although these are not

- critical they need to be stated - it can save a lot of unpleasantness and embarrassment in the future.
- Date of Aliyah, or time resident in other countries if Israeli born.
  - Marital Status: single/married etc. plus children.
  - Current Career Objective: A short description of the type of position that you are seeking and in what type of company/industry. (Do not just say that you are looking for "an interesting, challenging, rewarding job where your skills will be appreciated" - state clearly what niche you are seeking.)
  - Professional Experience: Start with your most recent job and work backwards. If you are still working the actual name of the company may be omitted - just state the type of enterprise. All previous jobs should state the name of the company. Include more detailed information on the most recent position you have had (this is likely to be the most senior). Remember to include the dates of each job. Each skill that you have need only be mentioned once (even if you did do the same thing in five different places!). Divide work experience into: Work in Israel / Work abroad / Work prior to Aliyah. For jobs abroad in addition to the name of the company give an outline of the type of business, position held and any special skills (not mentioned elsewhere) that you may have used.
  - Education: Only list the highest general Degrees and schooling, plus any that relate to the job for which you are applying. Also include courses that relate to the type of job you are seeking.
  - Languages: Remember this is a multi-language society. Indicate your Mother Tongue - it will be assumed that you have all the skills in this language: speak, read, write, compose/correct letters. Other languages can be described as like mother tongue (if they are). Follow this with your level of knowledge of other languages, e.g. spoken only; reading; writing; editing, etc.
  - Computer Skills: Programs, Internet, e-mail including word processing applications and Typing skills - speed and in which languages.

After writing your C.V. check it thoroughly, and make sure that all the relevant information is included and, at the same time, check that you have not repeated yourself. Check the spelling - you would be surprised how many mistakes we find in the C.V.'s of English-speaking applicants!



## **4. EMPLOYMENT RULES IN THE U.S.**

- **Employment**
- **Definition of employment**
- **On-campus employment**
- **Practical training**
- **CPT**
- **OPT**



## **EMPLOYMENT RULES IN THE U.S.**

**This information comes from the Office of International Student and Scholar's webpage (<http://www.ip.wsu.edu/oiss/students/F-1-students/employment.shtml>)**

**OISSs phone number: 335 – 4508**

### **Employment**

It is essential that you understand and comply with the Department of Homeland Security (DHS) restrictive employment regulations. Ignorance of the regulations does not excuse a student from the serious ramifications of unauthorized employment, which may in deportation. You must obtain appropriate employment authorization before you engage in any type of employment.

### **Definition of Employment**

"Employment" is any work performed or services provided (including self-employment) in exchange for money or other benefits or compensation (i.e. free room and board in exchange for babysitting).

### **On-Campus Employment**

If your I-20 was issued by WSU, you may work part-time (20 hours per week or less) on the WSU campus during fall and spring semesters. On-campus employment is "incident to status." If you are not in lawful F-1 status, you are not eligible for on-campus employment.

On-campus employment includes teaching and research assistantships; therefore, graduate students on half-time teaching or research assistantships may not be employed elsewhere on campus for additional hours. During annual vacation periods (i.e. summer break), students are allowed to work full-time on-campus. The State of Washington limits the total number of hours in a calendar year for temporary employees. Check with WSU Human Resource Services if you wish to work in excess of 20 hours per week during summer, winter or spring vacation to determine your eligibility.

## **Practical Training**

Practical Training authorization permits an F-1 student to be employed temporarily at a job related to the student's major field of study on-campus or off-campus. There are two types of practical training: *curricular* and *optional*. To be eligible for curricular and/or optional practical training, you must have been in lawful F-1 status for one academic year.

### **Curricular Practical Training - Internships (CPT)**

Curricular Practical Training (CPT) enables F-1 international students to engage in paid internships and other cooperative work experiences (on-campus or off-campus) which are required for either their degree completion or a for-credit course. Students must apply to OISS for CPT authorization in advance.

For part-time CPT (20 hours or less per week), students must be enrolled full-time. For full-time CPT (more than 20 hours per week), students do not need to be enrolled full-time, but are considered to be pursuing a full course of study.

### **Optional Practical Training (OPT)**

International students in F-1 status are eligible for one OPT per degree level upon degree completion. With an OPT authorization, which must be approved by the Immigration Services, students may engage in employment (on-campus or off-campus) within the major field of study listed on their I-20 for up to 12 months. Students must apply for OPT prior to degree completion. OPT workshops are offered by OISS twice per month. Doctoral students may use OPT authorization to pursue a post-doc position for 12 months.

The rules for OPT changes constantly. To obtain the current information visit the Office of International Student and Scholar's office in Bryan Hall or visit their website at <http://www.ip.wsu.edu/oiss>.

## **5. VISA REQUIREMENTS**

- **Australia**
- **Austria**
- **Belgium**
- **Brazil**
- **Canada**
- **China**
- **Denmark**
- **Finland**
- **France**
- **Germany**
- **Hong Kong**
- **Italy**
- **Japan**
- **Korea**
- **The Netherlands**
- **South Africa**
- **Singapore**
- **Spain**
- **Sweden**
- **Switzerland**
- **United Kingdom**
- **U.S**



## Visa Requirements in other countries

This information comes from “GoinGlobal,” at <http://www.goinglobal.com/countries>. The information below is mainly the general visa information.

### AUSTRALIA

Australian visa applicants must provide very detailed, exhaustive documentation of their individual and extended and multigenerational family background. In addition, a visa applicant must provide positive evidence of his or her character, education, work skills, licenses, trade skills, employment history, mental and physical health, and potential contributions to Australian society and economy. Applicants take a Points Test for many visa classes. This is especially true for the Skilled Migration Visa, a particularly difficult category of visa to obtain. For this class, individuals must be under 45, speak good English/Australian, match the Australian Skilled Occupations List, have more than a post-secondary education, and have the Australian assessing authority governing the occupational group approve the application.

### AUSTRIA

There are no restrictions for citizens of the European Union (EU) working in Austria. However, EU citizens must register with the local police department within three days of arrival in Austria.

For non-EU citizens living in Austria, the laws are rather strict. A visa (type D) is needed to live in Austria for three to six months. The visa may be extended at the end of the six months. The intended period of stay for business visitors may not exceed ninety cumulative days in any six-month period. The visa application must be filed before employment begins, preferably at an Austrian embassy or general consulate before arrival in Austria. Individuals who have a work permit application pending may enter Austria as visitors, but their activities must be limited to acceptable business-visitor activities.

### BELGIUM

Citizens of other European Union (EU) countries do not need work permits to work in Belgium. In addition, citizens of the EC community (the EU countries and Iceland, Norway, and Liechtenstein) are not required to apply for work permits.

Citizens of all other countries must have a temporary visa and a work permit before settling in the country. The employer, not the individual, files the work permit application. The application must be filed in Belgium, and it requires the approval of the local labor department. Before a work permit is granted, the employer must prove that no Belgium or European Union citizen in the local market is able to do the job. The residency visa is granted after the work has been approved.

## **BRAZIL**

A business or permanent residence visa is required for most foreigners. Visa applications can typically be processed within a few days. To obtain a visa, one must be the administrator, manager, or director of an established or new Brazilian professional or business corporation; be a foreigner who intends to remain permanently in Brazil and to invest foreign funds in productive activities; be a researcher or high-level specialist; be a retired foreigner, over 50, who will transfer the monthly equivalent of at least \$2,000 USD to Brazil; be married to a Brazilian citizen, or have dependent Brazilian offspring.

A Temporary V General Work Permit is required to work in Brazil and must be submitted by a Brazilian sponsor. The Brazilian Consulate will notify foreign nationals of their acceptance. It takes roughly two months to process the permit and is valid for two years. Requirements for the work permit mandate that the expatriate must receive at least a portion of the salary in Brazil and must pay the appropriate taxes within Brazil. The visa is granted following approval of the work permit.

## **CANADA**

Two options to work in Canada are to travel on a temporary visa and apply for a work permit (known as an employment authorization or EA), or to become a permanent resident of Canada. To obtain an EA, a visa applicant must have an offer to work in Canada validated by Human Resources Development Canada (HRDC). This means that the employer has to prove that a Canadian citizen or resident could not fill the position. The validation process is complicated unless the applicant is a software or IT professional, a member of the Youth Exchange Program, or the spouse of a Highly Skilled Temporary Worker.

## **CHINA**

There are strict procedures for foreigners who wish to obtain visas to live and work in China. The most important visa classes for foreign workers are the Business/Official Visit Visa, the Employment/Work Visa, and the Resident Visa. There are other classes of visas for airline pilots, mariners, diplomats, tourists, family visits, students, and journalists.

Business and work permits must be obtained prior to entry into China, and numerous documents are required for a work visa application. If a foreigner works without the proper employment permit, public security officials are authorized to terminate the employment and impose a fine on the worker. In serious cases, the public security officials will force the expatriate to leave the country.

Keep in mind that the Chinese government does not recognize dual nationality and that visa requirements for Hong Kong are different than those for the People's Republic of China. Foreigners staying to work in China longer than one year must submit a notarized health certificate.

## DENMARK

Citizens of the European Union (EU) and certain other European countries are allowed to live and work in Denmark without a visa or work permit. They must, however, apply for a residence permit at their local police station within three months of entry and provide proof of employment or income.

Citizens of non-EU countries must obtain both a residence visa/permit and a work permit before arriving in Denmark. Residence laws are very strict. Obtaining a residence permit is a very long and frustrating process (even for EU nationals). Residence permits for dependent spouses are even more difficult. It is highly advisable to arrange for accommodations prior to arrival, particularly in Copenhagen. Initial accommodations may be usually found through housing associations (boligselskaber), although there may be waiting lists for the most desirable quarters.

## FINLAND

If one resides abroad and has already found a job in Finland, then the future employer starts the process of obtaining a work permit and visa. The first step for the employer is to contact a local employment agency and apply for a statement of need to use foreign labor. The main criterion for a favorable statement is that there is a need for skilled labor in the field and area in question. The employer will then submit this statement for the applicant, and the individual can begin applying for the actual work permit. Visa applications should be addressed to the diplomatic mission (embassy or general consulate) of Finland in your country of permanent residence.

## FRANCE

Members of the EU have reciprocal working rights for France and need only to get residency papers in order rather than a visa. Non-EU citizens, however, must have a work permit and residency visa.

Employees can apply for one of two types of work permits. The *Detachment* work permit requires the applicant to be an employee of a foreign entity and be paid outside of France. His or her duties must demand and utilize knowledge and skills not available locally, usually involving technical skills, proprietary knowledge of company policies and procedures, standardization of practices and procedures, or training of French employees.

The *Introduction* work permit represents the permanent approval of a position to be filled by a foreign national. This permit applies to the employment, exceeding 18 months, of an individual at the executive level whose skills are not available in the local labor market and whose annual salary exceeds 3,835 EUR. The work permit requires labor market testing and the application should be submitted to the French Labor Ministry, Office des Migrations Internationales (OMI).

A residency visa (*carte de séjour*) in France is usually given once the work permit has been approved.

## **GERMANY**

All non-European Union (EU) citizens wishing to work in Germany must hold work permits. A residence visa is required for all stays of more than 90 days. It is highly recommended that the appropriate forms for these permits or visas be obtained and submitted before arrival in Germany. Permit and visa forms can be obtained from the German Embassy or Consulate in your country, or by download from the websites maintained by those diplomatic missions. The German authorities may take up to three months to process these forms. The following documents are required as part of the application: a valid passport; two passport photographs; an employment contract or, if a student, an admissions certificate from a German university; and proof that the individual will be able support himself or herself financially while staying in Germany.

## **HONG KONG**

Obtaining a Hong Kong work permit and visa is increasingly more difficult for foreigners in the face of increasing unemployment. Foreigners will require a special skill or knowledge to have a good chance of getting a visa for Hong Kong. It is almost impossible for low-skilled, non-skilled, or inexperienced workers to get a work permit or visa in this very competitive environment. A visa or entry permit is required to work, study, establish, or join in any business or to take up residence in the Hong Kong.

## **ISRAEL**

In order to work in Israel, a non-resident is required to obtain a work permit (usually B-1 visa) or hold a status other than "tourist". To obtain work permits, Israeli employers are required to apply to the Ministry of Labor and Social Affairs and, where applicable, to the Investments Center as well.

According to the "Law of Return", immigrants are entitled to a "permanent resident" status, or an A-1 visa, which grants the immigrant a "temporary resident" status.

## **ITALY**

E-mail information on a visa for Italy can be obtained at [visas@itwash.org](mailto:visas@itwash.org). To obtain work in Italy it is necessary to obtain both a residence permit and a worker registration card, rather than a visa. The Italian work permit application process must be begun by the company in Italy that hires the worker. The Italian work permit cannot be applied for by either the employee or a recruiting firm or a job agency.

## **JAPAN**

A working permit (work visa) is required prior to working in Japan. For the most part, working visas are issued without too much trouble. Working visas are good for a period of one to three years, and are renewable before expiration.

The method for determining whether one will receive a one- or three-year visa is rather subjective. It appears the immigration office bases its decision on the strength of the application.

Dependents and students require a different type of visa than a working visa, and in most cases are prohibited from working or changing their visa status while in Japan.

## **KOREA**

Obtaining a visa for business or work purposes for the Republic of Korea are quite straightforward, but the rules are tight. A visa is not required for most tourist, transit, or non-remunerative business stays up to 30 days. For longer stays for work, research, teaching, or extended family visits, longer-term work or other specified-purpose a visa must be obtained from a diplomatic mission in your home country prior to arrival in the Republic of Korea. To obtain a work visa, you must first obtain a work permit from your Korean employer.

## **THE NETHERLANDS**

Holland is a small country with a large population. Housing shortages and unemployment are particularly acute problems. The government wants to be able to guarantee that all foreigners admitted to the country will enjoy equal status and have the best possible chance of self-fulfillment. Admitting too many aliens would threaten those efforts. Therefore, only small numbers of foreigners are granted permission to stay in the Netherlands for a prolonged period.

EU and EEA nationals do not need a permit or visa to work or reside in the Netherlands. However, they do need the legal documents required to cross the border (such as a passport). Non-EU/EEA nationals (with the exception of a handful of countries) require an MVV (similar to a visa) to enter the country. This must be applied for with the Netherlands embassy or consulate in the home country before entering the Netherlands.

## **NORWAY**

Since 1975, immigration to Norway has been very limited and strictly regulated. As Norway's population ages, this situation is gradually liberalizing, but for the moment not all foreigners are permitted to move to or work in Norway. The principal rule is that a residence visa and work permit are granted only if there is a demonstrable need to live and work in Norway, such as family reunification, cultural exchange, study or research, or to fill a specific Norwegian labor need unavailable in the domestic work force. Nordic nationals do not need residence visa or work permit in Norway.

## **SOUTH AFRICA**

A visa is required for all foreign nationals, unless there is a treaty in existence between their country of nationality and South Africa. Currently, nationals of the United States of America, Canada, and the European Union do not require a visa to visit South Africa for bona fide tourism, business, or transit purposes. Applicants who require a visa should submit their completed applications to the South Africa Mission in their country of origin.

## **SINGAPORE**

All foreigners wishing to live and work in Singapore must have a work permit or an employment pass (like a visa), which must be obtained on their behalf by their employers. The work permit is for those whose basic monthly salary is \$2,500 S or less. To apply for an employment pass, the applicant must have a salary of more than \$2,501 S per month. The employer must also apply for a dependent's pass for the employee's dependents. Permission to live in Singapore is included in the employment pass and dependent's pass, rather than as a separate visa. Through various programs offered by the government, expatriates can apply for a permanent residence visa either before coming to Singapore or after starting work in Singapore.

## **SPAIN**

Spain, a European Union (EU) nation, permits European citizens to work in the country without a visa. The recently adjudicated EU Court equality principle governs work access for almost all EU workers, offers job opportunities, and frees professional movement.

Non-EU workers must have the following basic two documents: a work permit and a residence permit (similar to a visa).

Spain has recently announced a general amnesty for its many illegal immigrants. The number of applications for a work permit and residence visa has increased dramatically. Spanish authorities processing visa applications, a burdensome and lengthy process, are overloaded.

## **SWEDEN**

To obtain a work permit, the employer in Sweden must certify to Swedish immigration authorities that a suitable Swedish or EU/EEA candidate cannot be found for the position. The employer, not the employee, must handle this part of the process. An additional obstacle is that Sweden labor authorities cannot help non-Swedish job seekers find a job in the country; individuals must conduct their own job searches. A residence visa is usually granted once the work permit has been approved.

The employee must be fully prepared to leave the country when the term of employment is over.

## **SWITZERLAND**

Switzerland does not use the terms "work permit" or "residency visa" as used elsewhere in Europe. The very tightly controlled Swiss residence permit is a combination residence visa and work permit. This official Swiss Federal Government document states that you have a job with a Swiss employer or have been granted permission to live in Switzerland. The process for getting a residence permit is neither easy nor automatic. You cannot submit your application for a residence permit yourself; this must be done by your employer. In general, the process takes months to complete. Only when your prospective employer receives government approval to hire you should you begin seriously planning your move to Switzerland.

## **UNITED KINGDOM**

The United Kingdom has several types of visa, some of which allow the holder to work in the UK.

The UK is a member of the European Union, and all residents of EU member countries are eligible to work within the UK without a visa. Individuals who are married to EU citizens also have that right, provided they are coming to the UK with their spouses. Beginning in June 2002, citizens of Switzerland no longer need a work permit or visa to work in the UK.

Residents of Australia, New Zealand, South Africa, Canada, and Malaysia are eligible to obtain an ancestry or spousal visa for the UK if they have a grandparent or parent who holds a UK passport. This allows them temporary residency in the UK for a period of four years, during which time they are permitted to work on a temporary or permanent basis. The spouse of someone who has an ancestry visa is also eligible to apply for this type of visa.

## **U.S.**

See under "Employment."

## **6. HOW TO WRITE FOLLOW UPS**

- **Calling follow up**
- **E-mail follow up**



## **FOLLOW UP**

### **- How to follow up an application -**

#### **A Simple Script Comes in Handy**

If a follow-up phone call sounds intimidating, use a brief script. Here's an example:

This is \_\_\_\_\_ calling. A few days ago I applied for the \_\_\_\_\_ position in your company's \_\_\_\_\_ department/division. I'm calling to make sure you received my resume and to reiterate my interest in the position.

Be sure to practice your words until they sound unscripted before you pick up the phone.

#### **How You Follow Up Matters**

Most college students and recent grads who follow up with employers "call and say, 'I haven't heard anything,'" says Al Pollard, a career-development specialist at the University of North Texas who spent seven years working as a recruiter for Enterprise Rent-A-Car. "My thought is, 'you won't hear anything with that attitude.'"

Instead, let the person you're dealing with know "you sent a resume for the position of \_\_\_\_\_, and that you want to make sure your resume was received and check on when people might be contacted for interviews," says Linda Wyatt, director of the career center at Kansas City Kansas Community College.

#### **Follow Up Quickly on All Resumes You Send**

Follow up within three to five business days. You can follow up by phone or by email if replying to a blind ad or the ad specifies no calls.

When following up by phone, try saying something like, "Hi, my name is \_\_\_\_\_ and I submitted my resume for your \_\_\_\_\_ opening. I'm extremely interested in this opportunity, and I just wanted to touch base with you on how I can benefit your operation..."

If you are following up by email, your message should be brief. Here's an example:

Dear Name (or "Hiring Manager" if name is unknown):

I recently applied for your \_\_\_\_\_ opening, and I just wanted to follow up to make sure my resume was received. My strong background in \_\_\_\_\_, \_\_\_\_\_ and \_\_\_\_\_ appears to be an excellent match to the qualifications you are seeking, and I am very interested in your opportunity. I realize you may not yet be at the interview stage, but I am more than happy to answer any preliminary questions you may have, and I can be reached at \_\_\_\_\_. Thank you for your time and kind consideration.

Sincerely,

## **7. HOW TO EVALUATE A JOB OFFER**

- **Yourself**
- **Salary and benefits**
- **Job duties**
- **Company culture**
- **Growth opportunities**
- **Your boss**
- **Company location**

## Evaluating a job offer

This information comes from MonsterTrak ([www.monstertrak.com](http://www.monstertrak.com))

You've just been offered your first professional job in the real world. You breathe a sigh of relief: The search is over.

Unfortunately, it's not. In many ways, the real work, deciding whether this job is really the one for you, is just about to begin.

Looking for a job after college is difficult enough. Deciding on a job offer when it comes is often even more challenging. After all, you're not only talking about one, two, three years or longer of your life. You're talking about the launch of your career. A sound decision will make that launch a successful one. But a poor decision will likely turn the beginning of your working life into disappointment or worse.

How in the world do you decide whether a particular job offer is right for you? Here are a few of the main factors to consider:

- **Yourself.** Obvious? Perhaps. But it's too easy to fall into the trap of basing your accept/don't accept decision on someone else's desires. This is not the time to take a job because you think you're supposed to or because your parents want you to. This is the time when you have to consider your own wants and needs first, because, ultimately, you will be the one who has to invest your time and effort in the job.
- **Salary and Benefits.** This too might seem obvious, but many new college graduates have only a vague idea of what they want and need in terms of the money they'll earn in their first job. Now is the time when you need to define your ideas about what is a good or acceptable offer, both in terms of salary and benefits.
- **Job Duties.** Does the job you've been offered honestly sound interesting to you? Will it challenge you, or will it bore you to tears in short order? Will you be able to apply some of the experiences and skills you've learned in your courses and internships? You'll likely be spending more than 2,000 hours a year (assuming you'll be working full-time) on the job. Certainly you want that time to be stimulating and fun.
- **Company Culture.** What is this company or organization really like? For instance, do employees in the organization seem to like each other and work well together? Admittedly, this is very difficult to judge when you're still on the outside, but you've no doubt developed at least some sense of the corporate culture from your on-site interviews. If your head, heart or gut keeps whispering words of warning to you about the company culture, it's a very good idea to pay attention.
- **Growth Opportunities.** Will this job give you a chance to experience things you haven't experienced and learn things you don't already know? Are there any opportunities for you to receive additional training so you can learn a new

software program, for example, or an up-and-coming approach to Internet marketing? And does there seem to be a good chance that you'll be able to move up in the company or organization over time?

- **Your Boss.** Your direct supervisor has the power to make your first job a wonderful experience or an exercise in misery. If you have a sense that you'll be able to talk to your supervisor and learn from him or her, wonderful. But if you feel your supervisor is likely to be distant and unaccommodating, beware. If you and your supervisor aren't on the same page (most of the time, anyway), you might be in for a rough time.
- **Company Location.** Will you be working in a busy city even though your heart yearns to work in a smaller area? Will this new job force you to endure a long, dicey commute each day? If so, is that OK with you?

These are just some of the many factors you'll need to consider in deciding on an offer. If you find yourself overwhelmed, you're not alone. That's why it's a good idea to work with a campus career counselor if at all possible. But if you carefully examine these factors and others that are important to you and then, most critically of all, make sure you remain truthful with yourself, you will make the most informed decision you can.

## 8. U.S. JOB SEARCH SITES

## U.S JOB SEARCH SITES

[www.monster.com](http://www.monster.com)

[www.seattletimes.com](http://www.seattletimes.com)

<http://jobs.employmentguide.com/home>

<http://www.job.com>

<http://www.quintcareers.com/indres.html>

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

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

<http://www.idealist.org/career/morejobs.html>

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

<http://hotjobs.yahoo.com/>

<http://www.careerjournal.com/jobhunting/usingnet/>

## **9. NATIONAL LABOR MARKET ORGANIZATIONS**

- **Belgium**
- **Czech Republic**
- **Denmark**
- **Finland**
- **France**
- **Greece**
- **Ireland**
- **Iceland**
- **Italy**
- **Luxembourg**
- **The Netherlands**
- **Norway**
- **Portugal**
- **Spain**
- **Sweden**
- **England**
- **Germany**
- **Austria**
- **Australia**
- **Canada**
- **New Zealand**
- **The U.S.**

## NATIONAL LABOR MARKET ORGANIZATIONS

### **Belgium**

<http://vdab.be/>

### French

<http://www.orbem.be/>

### **Czech Republic**

<http://www.nvf.cz/estia/lab/labindex.htm>

### **Denmark**

<http://www.af.dk/>

### **Finland**

<http://www.mol.fi/Tyovoimapalvelut/Platser/>

### **France**

<http://www.anpe.fr/> (ANPE)

<http://www.apec.fr/servlet/AfficherInfodoc?origine=0&index=AfficherTableauOffre/>  
(APEC)

### **Greece**

<http://www.oaed.gr/>

### **Ireland**

<http://jobbank.fas.ie/>

### **Iceland**

<http://www.vinnumalastofnun.is/>

### **Italy**

<http://www.europalavoro.it/> ???

### **Luxembourg**

<http://www.adem.public.lu/>

### **The Netherlands**

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

### **Norway**

<http://www.aetat.no/cgi-bin/aetat/imaker>

### **Portugal**

[http://portal.iefp.pt/portal/page?\\_pageid=117,1&\\_dad=gov\\_portal\\_iefp&\\_schema=GOV\\_PORTAL\\_IEFP](http://portal.iefp.pt/portal/page?_pageid=117,1&_dad=gov_portal_iefp&_schema=GOV_PORTAL_IEFP)



**Spain**

<http://www.inem.es/>

**Sweden**

<http://www.ams.se>

**England**

<http://www.jobcentreplus.gov.uk/cms.asp?Page=/Home>

**Germany**

<http://www.arbeitsagentur.de/>

**Austria**

<http://www.ams.or.at/neu/>

**Australia**

<http://workplace.gov.au/Workplace/ESDisplay/0,1282,a0%253D0%2526a1%253D537%2526a2%253D663,00.html>

**Canada**

<http://jb-ge.hrdc-drhc.gc.ca/>

**New Zealand**

<http://www.workandincome.govt.nz/>

**The U.S.**

<http://www.ajb.dni.us/>

## **10. INTERNATIONAL GROUPS AT WSU**

- **African Friendship Association (AFA)**
- **Anthropology Club**
- **Chinese Students & Scholars Association**
- **Colombian Students Association**
- **Exchange Students Association**
- **Global Perspectives**
- **Hong Kong Students Association (HKSA)**
- **India Students Association (ISA)**
- **India Students Association (ISA)**
- **Indonesian Students Association (PERMIAS)**
- **International Business Club (IBUS)**
- **Japan Club**
- **Korean Students Association (KSA)**
- **Muslims Student Association (MSA)**
- **Pakistani Students Association**
- **Taiwan Students Association (TSA)**
- **Thai Students Association**
- **Vietnamese Students Association (VSA)**
- **International Student Center**

## INTERNATIONAL GROUPS AT WSUs CAMPUS 2005

International Registered Student Organizations				
Organization	Contact	Phone	Website	Email
African Friendship Association (AFA)	Khadar Ahmed	206-661-9658	<a href="http://cub.wsu.edu/afa">cub.wsu.edu/afa</a>	<a href="mailto:kahmed@wsu.edu">kahmed@wsu.edu</a>
Anthropology Club	For more information, contact the International Center	509-335-4223		<a href="mailto:isctr@wsu.edu">isctr@wsu.edu</a>
Chinese Students & Scholars Association	Miao Miao	509-432-5047	<a href="http://cub.wsu.edu/wsuchina">cub.wsu.edu/wsuchina</a>	<a href="mailto:miao@wsu.edu">miao@wsu.edu</a>
Colombian Students Association	Ismael Cifuentes	509-339-2070		<a href="mailto:isciso79@hotmail.com">isciso79@hotmail.com</a>
Exchange Students Association	Education Abroad	509-335-4508		<a href="mailto:isctr@wsu.edu">isctr@wsu.edu</a>
Global Perspectives	Lisa Zenno	509-335-4223		<a href="mailto:global_cougs@hotmail.com">global_cougs@hotmail.com</a> <a href="mailto:rzenno@mail.wsu.edu">rzenno@mail.wsu.edu</a>
Hong Kong Students Association (HKSA)	Simon Ku	509-335-4223	<a href="http://cub.wsu.edu/hksa">cub.wsu.edu/hksa</a>	<a href="mailto:kuyanyin@yahoo.com.hk">kuyanyin@yahoo.com.hk</a>
India Students Association (ISA)	Ram Bhuwan Pandit	Home: (509) 332-1191 Office: (509) 335-3018	<a href="http://cub.wsu.edu/isa">cub.wsu.edu/isa</a>	<a href="mailto:rbpandit@wsunix.wsu.edu">rbpandit@wsunix.wsu.edu</a> <a href="mailto:isapullman@hotmail.com">isapullman@hotmail.com</a>
Indonesian Students Association (PERMIAS)	Saut Sinaga	509-230-1080		<a href="mailto:sautsinaga@wsu.edu">sautsinaga@wsu.edu</a>
International	For more	509-		<a href="mailto:isctr@wsu.edu">isctr@wsu.edu</a>

Business Club (IBUS)	information, contact the International Business Institute	335-4223		
Japan Club	Shinji Kimura	509-334-0589	<a href="http://cub.wsu.edu/jclub">cub.wsu.edu/jclub</a>	<a href="mailto:makancougar@hotmail.com">makancougar@hotmail.com</a> <a href="mailto:japan_club@hotmail.com">japan_club@hotmail.com</a>
Korean Students Association (KSA)	Gee-Jin Lee	509-432-3164		<a href="mailto:glee@wsu.edu">glee@wsu.edu</a>
Muslims Student Association (MSA)	Omar Abdurrahman	509-539-0261	<a href="http://cub.wsu.edu/msa">cub.wsu.edu/msa</a>	<a href="mailto:ramo17@hotmail.com">ramo17@hotmail.com</a>
Pakistani Students Association	Daniel Pirzada	509-332-0717		<a href="mailto:thepirzada@yahoo.com">thepirzada@yahoo.com</a>
Taiwan Students Association (TSA)	Kevin Chang	509-333-4082		<a href="mailto:jyun-lyang@wsu.edu">jyun-lyang@wsu.edu</a>
Thai Students Association	Pailin Trongmeteerut	509-334-7707	<a href="http://cub.wsu.edu/wsuthaisa">cub.wsu.edu/wsuthaisa</a>	<a href="mailto:t_pailin@yahoo.com">t_pailin@yahoo.com</a>
Vietnamese Students Association (VSA)	For more information, contact the International Center		<a href="http://Cub.wsu.edu/~vsa">Cub.wsu.edu/~vsa</a>	<a href="mailto:vsaspirit@yahoo.com">vsaspirit@yahoo.com</a>

#### International Student's Council (ISC)

Executive Position	Contact	Phone	Email
International President	Hai Tran	509-338-0955	<a href="mailto:havitv@hn.vnn.vn">havitv@hn.vnn.vn</a>
Domestic President	Jeff Deeter	360-471-0591	<a href="mailto:jdeeter@wsu.edu">jdeeter@wsu.edu</a>
International Vice President	Yumiko Aramaki	509-595-1441	<a href="mailto:yumikoaramaki@gmail.com">yumikoaramaki@gmail.com</a>
Domestic Vice President			
Secretary	Brandon Baker		<a href="mailto:Bran_dawn@hotmail.com">Bran_dawn@hotmail.com</a>
International Finance Chair	Jia Le Xu		<a href="mailto:jiale.xu@gmail.com">jiale.xu@gmail.com</a>

Domestic Finance Chair

International Programming  
Chair

Anna Folger

[akfolger@wsu.edu](mailto:akfolger@wsu.edu)

Domestic Programming Chair Julie Carson

[xojuliexo@msn.com](mailto:xojuliexo@msn.com)

International Public Relations  
Chair Lily Liu

Domestic Public Relations  
Chair

Campus Involvement Advisor Dan Maher

[dmaher@wsu.edu](mailto:dmaher@wsu.edu)

International Programs  
Advisor

[Kristine\\_reeves@wsu.edu](mailto:Kristine_reeves@wsu.edu)

## **11. Fifty Standard Interview Questions**

## Fifty Standard Interview Questions

It is not enough to have solid answers only for the above questions. You need to be prepared for the full spectrum of questions that may be presented. For further practice, make sure you go through the required mock interview (see the "Competitive Interview Prep" Section) and for further review, look at some of the following questions:

1. Tell me about yourself.
2. What do you want to do with your life?
3. Do you have any actual work experience?
4. How would you describe your ideal job?
5. Why did you choose this career?
6. When did you decide on this career?
7. What goals do you have in your career?
8. How do you plan to achieve these goals?
9. How do you evaluate success?
10. Describe a situation in which you were successful.
11. What do you think it takes to be successful in this career?
12. What accomplishments have given you the most satisfaction in your life?
13. If you had to live your life over again, what would you change?
14. Would you rather work with information or with people?
15. Are you a team player?
16. What motivates you?
17. Why should I hire you?
18. Are you a goal-oriented person?
19. Tell me about some of your recent goals and what you did to achieve them.
20. What are your short-term goals?
21. What is your long-range objective?
22. What do you see yourself doing five years from now?
23. Where do you want to be ten years from now?
24. Do you handle conflict well?
25. Have you ever had a conflict with a boss or professor? How did you resolve it?
26. What major problem have you had to deal with recently?
27. Do you handle pressure well?
28. What is your greatest strength?
29. What is your greatest weakness?
30. If I were to ask one of your professors to describe you, what would he or she say?
31. Why did you choose to attend your college?
32. What changes would you make at your college?
33. How has your education prepared you for your career?
34. What were your favorite classes? Why?
35. Do you enjoy doing independent research?
36. Who were your favorite professors? Why?
37. Why is your GPA not higher?
38. Do you have any plans for further education?

39. How much training do you think you'll need to become a productive employee?
40. What qualities do you feel a successful manager should have?
41. Why do you want to work in the \_\_\_\_\_ industry?
42. What do you know about our company?
43. Why are you interested in our company?
44. Do you have any location preferences?
45. How familiar are you with the community that we're located in?
46. Will you relocate? In the future?
47. Are you willing to travel? How much?
48. Is money important to you?
49. How much money do you need to make to be happy?
50. What kind of salary are you looking for?

Do not just read these questions--*practice and rehearse the answers*. Do not let the company interview be the first time you have actually formulated an answer in spoken words. It is not enough to think about them in your head--practice! Sit down with a friend, a significant other, or your roommate (an especially effective critic, given the amount of preparation to date) and go through all of the questions. Make the most of every single interview opportunity by being fully prepared!



## 12. COUNTRY CULTURALS

*When we refer to the whole being more than the sum of its parts, we must be talking about the EU. The 15 member states comprise such a wealth of cultural, historical, national and traditional characteristics that it is very hard to know what is meant. The following guide to values, humor, communication and business culture across the EU will help you to put your best foot forward, from Helsinki to Rome...*

- **Austria**
- **Belgium**
- **Britain**
- **Denmark**
- **Ireland**
- **Finland**
- **France**
- **Germany**
- **Greece**
- **Italy**
- **Netherlands**
- **Portugal**
- **Spain**
- **Sweden**

## COUNTRY CULTURALS

### Austria



**Values:** hospitality, nostalgia, cleanliness, charm, traditions, love of nature and the outdoors, pessimism, insecurity, class consciousness, romance and style.

**Sense of humour:** self-deprecating and ironical.

**Hierarchy:** overstated respect is shown to (and expected by) one's superiors. Hierarchy is steep and structural.

**Most important factors influencing career:** knowing the right people.

**Business communication:** charming, emphasis on small talk, informality permitted if relationship firmly established otherwise use of titles essential.

**Meetings and negotiations:** Austrians are well-dressed and conservative, formal and respectful. More emotional than their German counterparts, they can be disagreeable if deadlocked in a deal. Tendency is to avoid confrontation and promise rather more than they can deliver. Short-term thinking a Viennese trademark and it will often be necessary to remind your Austrian counterpart of their obligations (at which point they will do their best to meet the terms of the agreement).

**Dos and Taboos:** do engage your Austria co-workers in lively and philosophical debate, take time to discuss personal topics and establish relationships with your Austrian connections. Don't discuss the Second World War and criticize Austria, or compare it negatively to other countries (particularly your own!).

### Belgium



**Values:** flexibility, respect for royalty, compromise, European-orientation, conservative, skeptical, love of 'the good life', reserve, democracy.

**Flemish:** less formal, flatter organizational structure, intellectual, consensus-oriented, practical, punctual.

**Walloon:** authoritarian, autocratic, hierarchical, status-conscious, decisive.

**Sense of humor:** critical and self-deprecating.

**Hierarchy:**

**Flemish:** delegation of authority, approachable superiors, short lines of communication.

**Walloon:** steep, hierarchical and formal, with a vertical structure and little delegation of authority.

**Most important factors influencing career:** formal education and connections.

**Business communication:**

**Flemish:** informal and factual.

**Walloon:** low-key, formal, and following hierarchical and official channels.

**Meetings and negotiations:** dress conservatively, in dark suits, pay attention to details such as polished shoes and good quality jewelers and accessories.

**Flemish:** non-assertive and looking for compromise. Pragmatic and calm style, adaptable and competent. Personal relationships follow business relationships.

**Walloon:** formal, conservative, and following the lead of the delegation head. Personal relationships precede business relationships. Initial meetings are generally for getting acquainted and developing trust.

**Dos and taboos:** avoid discussing personal matters or linguistic divisions with Belgians. Do not discuss business during a meal. Do praise Belgium and its many achievements.

**Flemish:** speaking French, making comparisons between the Flemish and the Dutch,

appearing arrogant or too assertive, and pulling rank are all taboo. Do be punctual and make sure you can substantiate business claims you may make.

**Walloon:** don't make comparisons between the Walloons and the French, do praise Belgian culture, particularly its cuisine. Do take your time in establishing relationships.

## Britain



**Values:** traditions, restraint, courtesy, democracy, stubbornness, eccentricity, politeness, humor, reason and logic.

**Sense of humor:** understated, subtle and clever, humor dominates most British interaction, and can be used self-deprecatingly, to cut through excessive formality or bureaucracy, to direct criticism against a colleague or superior or to put overly-serious topics in perspective.

**Hierarchy:** British organizations have varying degrees of hierarchy, ranging from a rather flat, consensus style of management to a steep, hierarchical, top-down structure. Formality between subordinates and superiors is common, and deference is usually shown to managers and leaders.

**Most important factors influencing career:** 'the old boy network' and 'the old school tie' are still very serious factors in a successful career in the UK.

**Business communication:** as self-appointed defenders of the English language, much of written business communication is unnecessarily pedantic and verbose (just to prove the point that they do this better than anyone else). Do not hesitate to ask for clarification of obscure issues, since these misunderstandings can be used to your disadvantage at a later date.

**Meetings and negotiations:** the British have an exaggerated sense of fair play: they will not appreciate receiving the impression they are being taken advantage of. Don't expect decisions to be made quickly, as they are traditional and like to have time to consider all aspects of a business deal. British negotiators can be smiling and agreeable, but also quite tough. They will always have a fallback position, which they will delay revealing as long as possible. Try to discover this position by being equally reasonable, smiling, modest and tenacious. The British often appear vague, and it is important to listen carefully to what they are saying.

**Dos and taboos:** do arrive at business meetings with a good supply of jokes and anecdotes, and be prepared to match your British counterparts in displaying wit and good humor. Don't appear to be overly serious, and do try to display logic and common sense.

## Denmark



**Values:** flexibility, tolerance, business acumen, lack of inhibitions, independence, international orientation, decisiveness and pragmatism.

**Sense of humor:** ironic and biting sarcasm.

**Hierarchy:** no clear hierarchical structure, leadership is by achievement and demonstrated technical ability. Leaders should be modest and frequently consult their colleagues to get their opinions.

**Most important factors influencing career:** qualifications, competence and results are key.

**Business communication:** try to maintain a modest and low-key approach. Remember the Danish motto "you can never know more than us or teach us anything". Communication with the Danes is generally informal and marked by humor and goodwill.

**Meetings and negotiations:** agendas are generally adhered to, and the Danes are punctual. They do not believe in hierarchy and will not respect it in their business dealings (indeed, this is the only area in which they refuse to compromise). They are easy-going, flexible and patient in negotiations, and are good listeners. They are known for their ability to secure good deals without making enemies.

**Dos and taboos:** introductions and handshakes may be formal, but the Danes quickly adjust to an easy-going informality. Do not use sexist or racist humor, and respect the Danish dislike of materialism or displays of individual achievement. Do show appreciation for the Danish love of hospitality and 'coziness', and make sure business events also include social activities.

## Ireland



**Values:** warmth, charm, love of land, church and family, romance and idealism, informality, vision, imagination, exaggeration, loquaciousness and love of literature, music and theatre.

**Sense of humor:** gentle irony and a love for hyperbole and story-telling make the Irish one of the most amusing peoples in Europe.

**Hierarchy:** don't be fooled by the warm Irish character: a distinctly feudal past has resulted in a hierarchical society that places emphasis on respect and obedience towards managers and leaders. Irish subordinates display little initiative and must be encouraged to participate fully in business dealings.

**Most important factors influencing career:** educational, religious and family background.

**Business communication:** the Irish are always warm and informal, and display a love of poetry and passion in their communication. Feedback can often be ambiguous, or can even appear to be devious.

**Meetings and negotiations:** meetings, while informal and friendly, can also be chaotic and confusing. They do not show great respect for agendas or schedules, and are fond of displays of enthusiasm and creativity.

**Dos and taboos:** do not compare Ireland with England, and be careful not to praise the British. Don't use sarcasm or act in any way snobbish or superior and never assume that the supposed rustic Irish country bumpkin is not a shrewd business adversary.

## Finland



**Values:** modesty, measured pace, honesty, reliability, traditions and customs, strength, silence, democracy, independence, pessimism, insecurity, resourcefulness, bravery, diligence, sensitivity and cleanliness.

**Sense of humor:** dry, understated and ironic.

**Hierarchy:** egalitarian business culture, where senior managers take care to treat their subordinates with respect. Even junior managers often have considerable independent decision-making authority. This informality facilitates the exchange of ideas within Finnish companies.

**Most important factors influencing career:** technical qualifications and a solid educational background.

**Business communication:** the Finns are not talkative, often avoid returning telephone calls and answering written correspondence and in general display a sense of inferiority in dealing with foreigners, caused in part by shyness. Their need for solitude is great, and they will not seek a great deal of contact with business associates. Silences are used in Finland as an accepted aspect of social interaction.

**Meetings and negotiations:** the Finns will be modest about their achievements, and you should do the same. Don't expect immediate feedback the silence indicates they are thinking about what you have said. Set clear goals, both in meetings and work strategy, and encourage your Finnish counterparts to work independently. The Finns display a great deal of initiative, discipline, stamina and accountability, and expect the same of their business associates. Body language is subtle and negotiating position often vague and understated. Once the Finns have made a decision, however, they will seldom change it.

**Dos and taboos:** do not praise the Swedes to your Finnish counterparts. Do be prepared to work independently and show self-discipline in your work. Display appreciation for Finnish culture, history, language and technology.

## France



**Values:** culture, manners, fashion and style, originality, love of argument and debate, formality, respect, philosophy, chauvinism, cynicism, suspicion, savoir vivre.

**Sense of humor:** cynical and ironic.

**Hierarchy:** formal, steep and rigid. Surnames and formal introductions are used, politeness is essential, and respect for authority must be immediate and complete. Decision-making is usually done by one person in the organization.

**Most important factors influencing career:** Grande echoless background, status and connections.

**Business communication:** in French, whenever possible. Keep the hierarchy in mind and always address your message to the appropriate person in the organization. Be clear, logical and factual.

**Meetings and negotiations:** well-dressed and formal, the meetings will generally be conducted in French. The French are cautious and precise, but you may expect personal views to influence negotiations and business dealings. Do not expect decisions to be made at meetings.

**Dos and taboos:** do not display familiarity or be overly friendly in business dealings with the French, and refrain from disclosing or asking for personal details to/from colleagues and business associates. Do compare France favorably to its neighbors England, Germany, Spain and Italy.

## Germany



**Values:** honesty, reliability, punctuality, formality, striving for perfection, love of law and order, sincerity, directness, criticism, lack of diplomacy, traditions and privacy.

**Sense of humor:** jokes are not appreciated in a business setting. German humor, introduced generally over a beer after the work day, can be somewhat leaden and unappealing to those unfamiliar with it. Try to enter into the spirit, however, and laugh along with your German hosts.

**Hierarchy:** rigid, fixed and outdated, hierarchy is a necessity in German business, resulting in great, even excessive deference and respect shown to one's superiors.

**Most important factors influencing career:** practical, on-the-job experience and demonstrating proven technical competence (supporting the requisite academic credentials).

**Business communication:** follows structured and vertical lines, usually limited to within one's own department. Avoid going over someone's head, or trying to shorten lines of communication by contacting someone else's subordinates directly. Small talk is not appreciated and considered pointless.

**Meetings and negotiations:** formal, well-dressed, disciplined, hierarchical, factual, logical, well-informed, well-prepared, seeking common ground, repetitious, decisive, sensitive, respectful, serious, sincere. They prefer to use their own language for negotiations, and will often reveal their emotions in body language or with facial expressions.

**Dos and taboos:** do show great respect for private property and possessions ('neither a borrower nor a lender be') and try to acknowledge and respect the German passion for order, conformity and perfection. German friendship, whether a business or personal relationship, is not as easily-given as its Anglo-Saxon counterpart, but is loyal, durable, and true.

## Greece



**Values:** freedom, democracy, thrift, family ties, business acumen, reason, a love of rational debate and of the sea.

**Sense of humor:** gregarious and charming, the Greeks like long, involved stories containing philosophical or moral elements. Difficult for foreigners to appreciate or understand.

**Hierarchy:** formal, structured and old-fashioned. Mastering the language is essential.

**Most important factors influencing career:** education, qualifications and intellect, as well as family connections and wealth.

**Business communication:** the Greeks are emotional, theatrical and intense. Eye contact is prolonged and occasionally aggressive. Be prepared to show emotion indicating your own involvement in the topic at hand, and also to be rational in your argumentation. Fluency in English or other European languages lags behind other EU states.

**Meetings and negotiations:** Greeks are seldom punctual, and meetings frequently run over scheduled time as discussion becomes animated (often about topics not covered in the agenda). They are serious negotiators, with the senior leader present dominating the discussion. They enter every negotiating session prepared to win, and are difficult to read since their body language is generally relaxed, and they are capable of smiling even when they are very angry.

**Dos and taboos:** avoid the topics of Cyprus or Turkey, Macedonia, or domestic Greek politics. Do socialize, often until late in the night, with your Greek

counterparts. Get to know details about their personal and family lives. They expect warmth and generosity from a business relationship.

## Italy



**Values:** loyalty, family values, intelligence, dignity, imagination, creativity, charm, flexibility, expressiveness and politeness.

**Sense of humor:** raucous, flirtatious and tinged with double entendre, jokes are often told loudly and excitedly.

**Hierarchy:** Italians adhere to a classic, steep southern-European hierarchical style, with absolute authority in the hands of superiors.

**Most important factors influencing career:** family connections, the right school, and region or origin. For foreigners, fluency in the Italian language and knowledge of Italian culture are essential.

**Business communication:** why use two words when twenty will suffice, seems to be the Italian motto. Italians find northern European communication style terse, distant and lacking in detail. In contrast, many other Europeans find the Italians are rambling, unclear and undisciplined in their communications.

**Meetings and negotiations:** rather than follow a fixed agenda, Italians like to introduce topics (seemingly) at random, and can return to re-discuss points that you may have considered were already settled. Emotion is acceptable, even required in business meetings, signifying passion and involvement. Often more than one person will be speaking at once, overlapping other discussion points.

**Dos and taboos:** do arrive at the bargaining table willing to negotiate, and remain flexible regarding legal and contractual obligations. Italians will borrow easily and expect you to be the same. Do try to emulate the Italian smoothness and charm.

## Netherlands



**Values:** honesty, directness, thrift, independence, ambition, hard work, equality, tolerance, informality, pragmatism, efficiency, international outlook, conservative and proper behavior, consensus-forming.

**Sense of humor:** subtle, often political, and based on sophisticated word-play.

**Hierarchy:** flat and egalitarian, managers depend on their subordinates to help in the decision-making process. Decisions are only made after lengthy consultation and consensus, the 'polder' model. Dutch employees are skeptical, and their loyalty and respect has to be earned by their leaders.

**Most important factors influencing career:** academic credentials, linked to a clear system of 'elite' schools in higher education.

**Business communication:** try to avoid emotional arguments or hard-sell tactics. Do not be pretentious or devious, and try to avoid sarcastic humor.

**Meetings and negotiations:** meetings begin and end promptly and follow a fixed agenda. Appointments are generally scheduled well in advance. Displays of emotion are frowned upon, and factual presentations are valued. Frank discussion is welcome, but confrontation is not acceptable. The Dutch enter negotiations to win, and will try to score on every point on the agenda. Once a decision has been reached, implementation will follow quickly. Contracts are considered to be 'written in stone' and penalty clauses play an important role.

**Dos and taboos:** do display patience and grace when dealing with the 'polder' model of consensus-forming and discussion. Do not be overly informal or too friendly as the Dutch will be suspicious of this approach. You may drive a bargain, but you must keep your promises. Be informative, informed and well prepared.



## Portugal



**Values:** flexibility, strategy, sophistication, demonstrativeness, warmth, imagination, friendliness, formality, cleverness and traditions.

**Sense of humor:** not particularly sensitive to national honor, religious or ethnic considerations, the Portuguese can laugh at themselves and show a marked sophistication about the rest of the world.

**Hierarchy:** heavy and structured, superiors expect to be obeyed, and subordinates expect explicit and direct instructions. Little independent action will be taken without direct orders. Management style is paternal rather than dictatorial, and conflict is avoided. Personal relationships are essential to doing business successfully.

**Most important factors influencing career:** family and personal contacts, relationships and networks.

**Business communication:** since clients are also seen as friends, their style is personal, eloquent and emotional. They are also keen negotiators, and place great importance on written communication, possibly in an effort to avoid uncertainty and ambiguity.

**Meetings and negotiations:** often called Europe's most skilled negotiators, the Portuguese will seldom be bested in a deal. They are quick, perceptive and opportunistic. They negotiate in small, close-knit teams and are friendly and charming. They may 'play dumb' to lull the suspicions of their adversaries. It is not unusual for them to change course dramatically during the negotiations, or to introduce a wildly unacceptable request to unnerve their opponents.

**Dos and taboos:** do not assume a relative lack of technical sophistication precludes the ability to carry out complex projects as the Portuguese are quick learners. Do pay them on time, and reciprocate their lavish and generous hospitality. Do not make comparisons between Portugal and Spain or France.

## Spain



**Values:** personal dignity, passion, involvement, romance, national honor, loyalty, tradition. Pay attention to distinct characteristics of Castilian, Galician, Basque, Catalan, Asturian and Andalusia cultures.

**Sense of humor:** making fun of the French and the Germans is very popular.

**Hierarchy:** formal, long lines of communication, personal relationships are of extreme importance. Overt shows of power and force by managers expected and desired.

**Most important factors influencing career:** An underlying egalitarianism belies the hierarchy of Spanish business the poor boy who overcomes all odds to rise to the top is a cherished Spanish success story. Be prepared to show how you have suffered to reach your present position.

**Business communication:** Spaniards are philosophers, and a convoluted, oratorical style characterizes their business communication. Knowledge of the language is essential.

**Meetings and negotiations:** Spaniards are not particularly punctual and the agenda plays little role in the meeting itself. The senior manager present will do most of the talking, and they are more interested in getting to know their future business partners than in listening to the formal business presentation. Meals and entertaining play an important role in Spanish business dealings. Be prepared to bargain, don't put your final price on the table in the beginning, and remember: maintaining pride and dignity is more important than time, money or practical considerations.

**Dos and taboos:** try not to generalize with the Spanish their region of origin is of



extreme importance in how you approach them. Pundonor, or point of honor, is a very important concept, and must be respected. Don't take yourself too seriously.

## Sweden



**Values:** honesty, caring, emphasis on education, efficiency, measured pace, conscientiousness, loyalty, tolerance, equality, love of peace and nature, cleanliness, kindness and modesty.

**Sense of humor:** extremely dry and subtle.

**Hierarchy:** egalitarian and loosely structured, the Swedes appreciate a high level of interactivity between levels and reward good ideas wherever they are generated in an organization. Management style is decentralized and democratic, but the consensus approach results in very slow business decisions.

**Most important factor influencing career:** the ability to work well in a team is highly valued, particularly when matched with a high degree of technical skill.

**Business communication:** a gentle approach must be used: overt displays of power, hierarchy or emotion are not condoned. Swedes like planning and procedures, and appreciate this in their communication.

**Meetings and negotiations:** a seemingly endless series of meetings is necessary to reach agreement on even minor points, due to the consensus-forming aspect of Swedish culture. Swedes often hide their true feelings, and the lack of a clear leader in meetings can result in confusion. They will often state their 'fair' price up front, and be unwilling to negotiate further. Strengths in Swedish business are quality, design and prompt delivery. They are often extremely informal in address, but display very little emotion in business dealings.

**Dos and taboos:** do display elements of honesty and integrity in your business dealings with the Swedes. Demonstrate patience and understanding in the long consultation process, and remember quality is of over-riding concern to the Swedes.