

**HOW TO CREATE AN EFFECTIVE CV
COMPOSE COVERING LETTERS
AND
LEARN INTERVIEW TECHNIQUES**

A guide from
Skilled People.com

Introduction

This guide has been produced to help anyone over age 50, who is looking for a new job, either through force of circumstance, or because they wish to embark on a career change.

It isn't definitive, because job application is an art, not a science. What it does, however, is provide good solid advice which will improve your chance of success in an ever competitive market place.

Apart from practical advice and examples, we have provided a separate template for you to map out your own skills and achievements. This will enable you to create a base CV, which can then be crafted to suit individual job descriptions or advertisements.

Once you have created your CV send it to us, together with the skills list you create and any specific job advertisement you are responding to, and we will provide you with constructive advice where we feel that improvements can be made.

If you have any questions about the content of this guide, or ideas for improvement, please e mail them to admin@skilledpeople.com and we will be happy to respond.

Best wishes for a successful job hunt from us all.

The Team at Skilled People.com

CREATING YOUR CV

Creating a CV

To get a new job, you have to sell yourself and stand out from the crowd.

Your CV is your personal Marketing document; it has to make an immediate impact on a busy recruiter who may have literally hundreds of applications for a single vacancy, and just 30 seconds to spend scanning each one before making a keep/discard decision. So learning some basic rules, and investing time in getting it right, is vital.

Recruiters will be looking for people who have a relevant track record, the right transferable skills, show a positive attitude and can communicate well – all attributes which you can get across in a well crafted CV.

So you need to create a document that makes you engaging, interesting, relevant, and worth inviting to an interview.

It could well be some time since you wrote your CV, so it will pay to spend a few minutes jotting down notes about yourself under basic headings such as: your achievements (with quantifiable examples), your skills and attributes, strengths and weaknesses, your aspirations etc.

It helps if you can run through these with an ex colleague or business acquaintance, because they will have an objective viewpoint, and could offer useful suggestions.

Inevitably, the over 50s will have had a long career, but when it comes to writing a CV, brief, concise and succinct is the objective.

It should go without saying, that the content should be truthful and accurate: employers do check, and we don't want to be embarrassed do we!

CV Formats

Over the years the acceptable format for CVs has changed, so you need to make sure that yours meets the needs of a busy modern day recruiter who wants the key information readily to hand, and may even use electronic scanning to find key words which match the advert or job description as a sifting method.

Whilst there is nothing inherently wrong with the conventional chronological CV, this layout tends to lead one towards detailing responsibilities, rather than skills and achievements. This doesn't portray you in the best light when recruiters are looking for transferable skills and abilities.

Modern CVs place the emphasis on skills and achievements under specific headings, such as Management skills, Presentation Skills, Technical skills, Communication skills etc. and link them to the jobs you have held.

The bottom line is that there is no definitive format; you have to find an approach which sells your skills and attributes to best effect. To help you do this, we will give you some basic rules to follow and, as part of this service, we will manually check and comment on the document that you produce.

CV Layout and Content

Your CV has to be easy on the eye. Fancy fonts, colour, outline boxes and other embellishments don't work – a crisp font like Arial, and plenty of white space does.

Use MS Word to compile your CV, and call the file by your name and a suffix e.g. Billsmith cv1, so that it can be easily identified.

All the key points must be on the first page, and the whole document should not exceed two pages in length. Employers are not interested in your life history – they just want enough detail to enable them to decide if you match their requirements.

Who are you?

At the top of the page, place your name and all of your contact details. If you have a unisex first name give the recruiter a clue with Mr, Mrs, Miss. Equally, include professional or other titles such as Dr etc.

Mr Hillary Smith

27, The Avenue ,
London,
TP1 TP2

Tel: 01234 567890
Mob: 07123 234567
Email: hsmith@mail.co.uk

About yourself – your profile

In the next section you must sell yourself to a busy person – give a brief but relevant description of what you have to offer in just a couple of paragraphs.

A qualified Chartered Engineer with proven management, communication and financial skills, I have managed large projects for national companies, such as Balfour Beatty and Ove Arup. My major achievements include bringing in a £100m construction project under budget and on time, re-engineering the support services within the Construction Division of Costain Group and successfully negotiating with HM Government on a number of large refurbishment projects

Your skills, attributes and achievements

Getting across your skills and attributes is important, but what a Recruiter really wants to know is how you have used them. What have you achieved, and what can you bring to the party. Remember an employer is looking for transferable skills.

Once you have completed your master CV, this is the section where you can craft alternate versions to include relevant examples and key words from the specific job adverts to which you are responding.

To create your master CV, you should include information about yourself under some, or all, of the headings below. Select the headings which are relevant to you, for instance if you are looking for a management role, you should include "Management Skills", but if you are seeking work as a receptionist or sales assistant this will probably not be relevant.

The main headings are:

- Management Skills
- Communication Skills
- Technical Skills
- Leadership Skills
- Presentation Skills
- Training Skills
- Employment
- Education
- Interests and Hobbies
- Aspirations

Just make sure that you give relevant examples, and quantify each point.

Include positive action words in your text e.g. controlling, transforming, accomplishing, negotiating, developing, training, achieving, launching etc.

Do not use negative words such as attempted, relinquished, nearly etc. Avoid jargon and abbreviations which may only be relevant to your current environment. Do not go into insignificant detail, or include non relevant experience – the objective is to impress the employer, not to bore them!

The following are examples of the type of content which should go under each heading. We have spread these across a number of skill sets, to show how adaptable this approach can be. We have also provided a separate template for you to complete with your own achievements.

Management skills

I have spent the last ten years operating at senior management level within major retail businesses. Notable achievements include:

- *implementing a downsizing project for Jones & Co which improved efficiency by 20%*
- *increasing sales income for Jones & Co by 45% over a two year period*
- *managing 150 staff spread across 7 locations for Household Name Ltd*
- *identifying and opening new retail outlets for Household Name with a targeted (and achieved) turnover of £700,000 per annum.*

Communication skills

In my role as Business Manager for XYZ Limited, I am required to liaise with a broad section of internal staff, and also senior managers in our suppliers and customers. Duties include:

- *running the quarterly staff liaison meetings,*
- *presenting at internal and external Conferences*
- *designing and implementing media training courses for the Group*
- *representing the company in the media on technical issues*

Technical skills

Throughout my career I have studied and attended courses which broaden my knowledge. For example:

- *passing the City & Guilds Electrical Engineering qualification exam Parts 1 & 2.*
- *gaining understanding of EU regulations which affect my role*
- *qualifying to run the nationally approved Electrical Apprenticeship training scheme for ABC Limited.*

Negotiation skills

I am responsible for negotiating contracts for stationery, IT services and other basic supplies. Achievements include:

- Centralising a number of disparate stationery supply contracts into a single relationship which saved £10,000 a year.
- Convincing senior management to introduce an incentive scheme for admin staff which improved productivity at break even cost.
- Negotiating with the Sales Manager an arrangement which ensured that sales reports were delivered on time resulting in improved customer satisfaction.

Presentation Skills

I have a thorough knowledge of Powerpoint, which I use regularly within my own department and at sales meetings.

I have represented the company at a number of Conferences, where I have presented a paper on "Back office savings for small business".

Training skills

I have a solid track record designing and implementing a wide range of courses. For example:

- designing and implementing induction and general training courses for the Administration Department.
- creating an administration module for Sales trainers
- participating in senior management training courses

Employment

I have held a number of administration roles:

2008 – to date	Administration Manager, Carpenters Ltd responsible for 30 staff
1995 – 2008	Administration Manager, Johnson Products Ltd responsible for 20 staff

Prior to these jobs, I held various administration posts in Local Government

Education

I attended the local Sixth Form College, then went on to train as a Personal Assistant at ICI. I have attended a number of IT courses at London Polytechnic

Interests and activities

I am a keen Photographer and Bird Watcher

CV Example 3

Richard Brian Smith

33, The Avenue,
London,
TP1 TP2

Tel: 01234 567891
Mob: 07123 234568
Email: rjsmith@mail.co.uk

I am an experienced Customer Service Assistant (CSA) leading a team of telesales people in a fast moving telephone sales centre. In this role with Amazonia, I am responsible for the day to day running of a sales team of eight people who consistently achieve monthly sales of £50,000 per head.

Leadership experience

I have managed both inbound and outbound telesales teams; always achieving, or surpassing, targets through a combination of the following:

- Demonstrating commitment to achieving team targets, by taking calls myself
- Recording calls, and discussing successes and failures with individual CSAs
- Holding daily meetings with the whole team to discuss progress to target
- Motivating the team by running competitions and holding social events

Communication skills

As a successful sales person, I have proved that I am capable of dealing with customers from all walks of life. In my role as Team Leader, I am responsible for ensuring that my team is fully motivated at all times. This involves:

- Running regular motivational sales meetings.
- Attending monthly meetings with senior management to report on achievements, and to receive feedback,
- Presenting at the Company's annual Sales Conference

Technical skills

I have attended a number of courses on selling skills, and am recognised within the business as a person who easily assimilates and retains technical knowledge about products. I am also familiar with:

- using Microsoft Office to analyse statistics, and to produce reports and presentations
- programming the Automatic Call Distribution system to distribute calls effectively.

Negotiation skills

As a successful salesperson, I am skilled at negotiating with customers to ensure that maximum sales income is achieved from each contact. For example:

- Upselling add-on products to 60% of callers against target of 30%
- Achieving sales person of the year award three times running
- Convincing senior management to improve the sales bonus scheme on a break even basis

Presentation Skills

I have attended a number of courses on Presentation Skills, and I am fully conversant with Powerpoint. I regularly make presentations to all levels within the business, including:

- Motivating my staff at the weekly team meeting
- Reporting results to senior management
- Participating in companywide pitches to large prospective business customers

Training skills

I regularly design and implement training courses for salespeople, including:

- designing and implementing induction and general training courses for CSAs
- Creating scripts for new products
- running people management courses for new Team Leaders
- organising specialist training for struggling salespeople
- assisting with Health and Safety Courses

Employment

2008 – to date	Senior Team Leader Amazonia, managing outbound and inbound sales of stationery supplies to businesses nationally
1996 – 2008	Sales Team Leader, Modern Mobiles, managing inbound sales for a mobile phone provider

Prior to this I was a CSA in the call centre of Western Gas

Building your CV

We have attached a separate file where you can jot down the major things that you have done over the last ten years or so, and what you achieved.

Write down as many items as you can at this stage, you can reduce them to the most pertinent ones when you create your CV. Just make sure that, wherever possible, your achievements are quantified per the examples in this guide.

Once you have completed this exercise you can use the information you have collated to build your CV, and send it to us for comment. We have provided a separate template for you to use, based on the following layout.

Your name

Street ,
Town
Postcode

Tel:
Mob:
Email:

Write a brief description here which really sells your transferable skills

Management Skills

Communication Skills

Technical Skills

Leadership Skills –interchangeable with Management skills depending on advertised role

Presentation Skills

Training Skills

Employment

Education

Interests and Hobbies

Aspirations – include only if applicable because you are changing career direction or you appear over-qualified for a job and need to explain your situation

WRITING COVERING LETTERS

The Covering Letter

When you send your CV to a prospective Employer, you will need to include a covering letter or email – this is a vitally important document, as many busy recruiters will decide whether to proceed with an application based solely on the content of this letter.

There are two types of Covering Letter - in response to a specific job role or Advert, or a speculative approach to an Employer.

Make sure that your letter is concise (not more than three paragraphs), articulate, and that the spelling and grammar are in order. Do not use fancy fonts – Arial (this font) is nice and crisp.

Include your contact details – home address, landline, mobile and e mail.

Advert or specific role response

Firstly, make sure that you match the criteria outlined in the advert – if an Employer asks specifically for certain experience or qualifications and you don't have them, don't waste your time, and theirs, by applying.

Make sure that your letter is correctly addressed to the designated person. Include their job title and any reference, as the Company may be recruiting for several positions.

Put the subject matter, usually the title of the specific job role, in bold text.

The first paragraph should simply state where you saw the advert, and that you wish to apply.

In the second paragraph, go on to highlight your skills and experience, making sure that you explain how you match the criteria set out in the advert. Don't just repeat what is in your CV, the covering letter should complement it.

In the last paragraph, refer to your enclosed CV, provide any other information requested in the advert e.g. availability for interview, thank them for their consideration, and say you look forward to meeting them.

If it would be necessary for you to travel a long distance, or to relocate, in order to do the job, confirm that this is acceptable in the final paragraph.

Re-read the advert, and your letter, to make sure that you have covered all of the relevant points, Check your spelling, as you will undoubtedly be judged on presentation and content.

Analysing the job description for key points to include in a covering letter

This section contains a number of genuine job descriptions, where we have highlighted the key areas to be addressed in a covering letter. You will see that the styles differ widely, some are actually quite long, but the principles of identifying key words and phrases hold good for all types.

Remember, the first thing you should do is make sure that you actually qualify for the role, so read the description carefully. If they ask for a graduate, the job is not for you! If they are looking for an experienced sales person, and you have no track record in sales, don't bother to apply etc.

Example 1 - Sales Consultant

Due to the high demand of our growing business we are looking to hire individuals who are **able to start as soon as possible.**

For the first 6 months this is a commission only role. However, we do offer significant commissions and bonuses. In addition, the more successful you are the more we are willing to offer you a highly attractive package. We are all about rewarding good work when we see it.

We are a consultancy specialising in revenue strategy for SMEs. We work with companies in the UK (focus London and home counties) across any sector who turnover between £500,000 to £10m - our consultants work with the MD, CEO, business owner or management team to **analyse the business** and then apply our specific, disciplined and proven system to drive revenue, profitability or grow the value of their company - 100% guaranteed. We have an excellent track record and profile and are proud to deliver outstanding results for our clients.

We are looking for **an experienced sales consultant who is proven in successfully selling professional services or consultancy programmes to SMEs.**

We will provide all support materials. However, you will need to work under our brand and you may not represent any other sales, marketing, revenue or business growth services provider during the term of working for us.

Paragraphs for covering letter

Sales Consultant

I would like to apply for the position of Sales Consultant, as advertised in the Daily News on 27th October.

I have extensive experience of analysing businesses and selling accountancy services to them, both as an employee, and as a self employed Consultant.

I am based in the Home Counties, have no other current agency appointments, and am available to start within a week. My CV is enclosed, and I can attend for interview at short notice.

Example 2 - Business Development Manager, West Midlands

We are the neutral and independent body that runs a comprehensive mediation scheme for injury claims. We have a unique and market-changing offering in the motor injury claims market that provides an ethical alternative to both the existing vehicle credit hire and injury claims processes, saving vast claims costs for insurers.

We are embarking on a well funded, rapid growth plan and are seeking Business Development Managers, nationwide, to drive the achievement of our plans.

Main responsibilities:

- To grow our business within the Insurance Broker, Claims Management and Automotive markets, in a defined area, through:

- New business activity
- Management & development of existing relationships
- Supporting key trading partner activity

- To achieve sales targets, and disciplines, as set by the National Sales Manager
- To contribute towards delivering the National sales teams budgeted targets
- To negotiate and agree new trading agreements without exceeding level of authority
- To professionally promote all of our products and services
- To provide training and coaching to business partners, as required
- To support key account activity
- To maintain and update referrer, and market, database
- Area planning
- Reporting
- Provide feedback on competitor activity
- Provide customer feedback
- To develop, and maintain, personal commercial and legislative awareness
- To maintain communication channels with internal departments

Key Skills:

- Field sales experience
- New business sales skills
- Account management
- Relationship building
- Self motivation
- Self disciplined
- Planning & organisation
- Adaptability
- High work ethic
- Communication skills
- Training/coaching skills
- Team player
- I.T. skills

Attributes:

- Experience of selling into insurance broker, automotive and claims management markets
- Demonstrable success within field sales
- Demonstrable history of new business generation
- Demonstrable history of building successful business to business relationships
- Demonstrable history of planning and working from home
- Preferred knowledge of the UK claims market, to include personal injury and credit hire sectors
- Preferred experience of selling insurance related products

Remuneration:

- Competitive basic salary, £50,000 OTE, Uncapped earning potential
- Company car
- Company benefits

Paragraphs for covering letter

Business Development Manager, West Midlands

I would like to apply for the above position which is advertised in today's Daily Planet.

I have worked for XYZ Ltd for a number of years, and as a result have extensive experience of selling products to your target markets. I am an experienced negotiator and trainer with a proven track record in sales and would like to meet with you to discuss how I can add value to your growing business.

My CV is enclosed for your consideration.

Example 3 - Administration Assistant (Connector Products)

1. Main purpose of job

To provide administration support for the connector assembly facility.

2. Dimensions (a) Subordinates (b) Money and Materials (ie. Turnover, Added Value, Budgets, Payrolls, etc.)

Complete transactions to facilitate transfer of information and materials and provide general administration support to Production Manager and Connector facility.

3. Significant internal and external relationships ie. Subordinates, Superior(s), other Contacts.

Superiors: Directly reporting to the Production Manager –Daily contact

Other Contacts:

Process Engineer, Team Leaders as required to assist in sourcing of data and logistics for inbound and outbound materials.

4. Knowledge

Essential Requirements

Good level of Written English Language skills

Numerate

At least 2 years Admin experience essential.

Professional and effective telephone manner

Good typing skills and Microsoft Office experience essential

Confident to communicate at all levels, self-motivated, methodical and thorough with an eye for detail. Well organised.

Highly Desirable Requirements

Experience of working in a manufacturing administration environment.

MRP-2 systems experience.

An Advantage

Spanish language skills

5. Main activities

Perform inventory transactions

End results achieved

Inventory levels are maintained.

Main activities

Perform schedule downloads

End results achieved

Product is manufactured in accordance with daily call off from customer.

Main activities

Update production status

1. Main activities
Organise inbound and outbound logistics
End results achieved
Materials arrive on time for production and customer receives goods on time.
Main activities
Prepare bar code labels for incoming materials
End results achieved
Traceability is maintained.
Main activities
General administration duties
End results achieved
Facility operates effectively

6. Context

- Operating environments
To provide admin support the Production Manager and other key staff.
Job challenges
- Time difference may impact information availability.
 - Reliance on remote location for information.
- Framework and boundaries
- Working within programmes for EHS, ISO9001 and ISO14001.

7. Remuneration and benefits

- Salary £14,200-15,200 p.a. (39 hours)
On target bonus 3%
25 days holiday
Private Health Care
Contributory Personal Pension Plan
Sickness Benefit Plan
Employee Assistance Programme
8.15 – 5.00pm Mon-Thurs & 8.15- 4.00pm Fri (45 minute lunch break)

Paragraphs for covering letter

Administration Assistant (Connector Products)

I would like to be considered as a candidate for the above role, as I have relevant administration experience in a manufacturing environment.

I am organised, literate and numerate, with good communication and IT skills . I have held a number of administration roles in both the public and private sectors, where I have been required to work on my own initiative, so have a well rounded experience.

I look forward to hearing that you would like to take my application further, and enclose my CV for your consideration.

Example 4 - Fundraising and Communications Director

WHEN APPLYING FOR THIS ROLE, PLEASE ENSURE THAT YOU COMPLETE A SUPPORTING STATEMENT, EXPLAINING HOW YOU MEET THE PERSON SPECIFICATION

We are looking to appoint to a new post, as part of our dynamic Senior Management Team, to secure long term and committed support from individual, corporate and community donors and charitable trusts, and provide leadership and guidance to our Fundraising Department.

Key objectives include:

- To secure long term and committed support as cost effectively as possible in line with agreed targets and using our 'friendraising' approach.
 - The development of a fundraising and communications strategy to ensure the continued growth of our income.
 - Maximising the public profile of our organisation to build awareness of its work and generate greater support.
- You will be expected to embrace our aims and objectives in fulfilling this role.

Who we are looking for:

The ideal candidate for this post will be an experienced fundraising professional, possessing excellent communication and media skills and an ability to operate at a senior management level. You must be willing to get 'stuck in' as part of a team, but you will also bring to the role aptitude and experience in analysis and planning. You must demonstrate a combination of the integrity, consistency and robustness required for a senior management post, and the flexibility and dynamism required in a smaller organisation.

You should be inspired by our mission to alleviate poverty sustainably whilst improving the environment. You will be committed to empowering families in some of the world's poorest countries to thrive, rather than just survive, through the sustainable use of trees for food, housing, medicines, energy and environmental improvement, and as a source of products that can be sold to pay for essentials such as schooling and healthcare.

Paragraphs for covering letter

Fundraising and Communications Director

I would like to apply for the above position, as I am an experienced and successful fundraiser who has spent the last twelve years in similar roles for 'Green' charities.

In these roles, I have been responsible for planning and implementing many successful fund raising campaigns and providing analysis of the results to the Board of Trustees. I have represented the Charities in the media as required, operated at Senior Management and Board level, and have the flexibility and dynamism that you are seeking.

The concept of using nature to empower underprivileged families appeals to me, and I am sure that I can add value to your excellent work in this area.

Example 5 - Senior Product Manager

Part of a FTSE100 group and with c. 10,000 staff, over 100 leading print and online brands, and c. 18 million unique monthly users, we are Europe's largest business media owner and are listed amongst the world's top-100 internet superpowers (top-5 in the UK).

The Role

Our Web Solutions Group is a team of c.180 staff incorporating Web Development, Product Management and Testing amongst others who collectively look after the development of our online portfolio in conjunction with the wider commercial stakeholder community within the business. We are currently seeking two additional Product Managers to join the team in order to oversee and roadmap the delivery of a number of exciting multi-million pound web initiatives within our global online portfolio.

Required skills / experience:

- Proven experience in the delivery of large and complex online / e-commerce products/projects in the capacity of Product Manager, Project Manager or similar
- Extensive experience in an Agile (esp. Scrum) development environment
- Demonstrable experience of creating technical strategies and roadmaps for an organisation or significant business unit
- Extensive experience working closely with development teams and an understanding of web development technology and practices
- Proven stakeholder management to senior management/board level within a major online/e-commerce business

In return we offer outstanding personal and career development opportunities within a lively, dynamic, supportive, and technically progressive FTSE100 environment where the focus is firmly on job satisfaction, fulfilling potential, and work-life balance.

Paragraphs for covering letter

Senior Product Manager

I would like to be considered for the above vacancy, as I am a professional Project Manager with extensive experience of the Agile development environment and web development technology.

In my career as a Project Manager within e businesses, I have developed technical strategies and roadmaps, worked with development teams on their implementation, and provided and presented reports to Senior Management and Board members.

I would very much like to meet with you to discuss my suitability for your vacancy.

Example 6 - Centre Accountant

We are the leading developer, owner and manager of designer outlet villages in Europe. The Group partners with the world's leading fashion and luxury brands, offering more than 75 million annual customers all-year-round discounts of 30-70% in attractive village environments. Currently, we have 19 designer outlets with 500,000 m2 of retail space. New schemes are also under way in Athens and Neumünster (Hamburg).

We now have a vacancy for a Centre Accountant, reporting to the UK Financial Controller.

Main purpose

Maintain and analyse company accounting records, prepare budgeting and forecasting information and provide timely and accurate financial reports to senior management to aid decision making, minimize business risk and protect profits.

Act as the main interface between the General/Centre Manager and the Finance team to facilitate the flow of information and review operational activities and feed-back observations to operational/project management.

Key Accountabilities

- Actively participate in Centre Management decision making through **provision of financial advice underpinned by strong commercial understanding**. Ensure that Centre Management teams receive accurate information regarding financial performance in a timely manner.
- Maintain the financial records of the relevant companies, including account management and reconciliation, in a timely and accurate manner ensuring integrity and compliance with statutory, regulatory, and corporate accounting policies and contribute to their interpretation to ensure quality of reporting and decision making.
- Produce VAT returns in a timely and accurate manner, and liaise with internal and external auditors and VAT inspectors to ensure queries are resolved and compliance with the statutory regulations is achieved.
- Actively manage leasing and management fees and any other re-payments and re-charges to ensure that they are correctly recorded, justified and settled on a timely basis and are balanced each month and cleared at the end of each month.
- Participate in, from a financial perspective, the budgeting and reforecasting process and facilitate the flow of information between end-users and the group in order to provide constructive advice to the centre teams so that targets can be set and trends defined for control of the business.
- Participate in treasury operations including cash flow management and carry out interest accruals on external finance and distributions to equity shareholders to ensure accurate and timely cash transfer and the protection of group assets at all times.
- Maintain good working relations with external accounting suppliers and coordinate the monthly reporting cycle to ensure the timeliness and accuracy of records and reporting.
- Constantly review the quality and clarity of management information and financial systems and procedures to meet the changing requirements and future needs of the business and target audience, and ensure that best practice is communicated across the Group to increase efficiency and effectiveness.
- Review the performance of the relevant operations feeding back observations to operational management/project managers and represent the Finance Department at Asset Management Reviews and Development Meetings to assist in decision making.

- Provide financial reporting and respond to ad-hoc requests from Centre owners to facilitate their decision making.
- Any other ad hoc work as requested.

Key Relationships

Internal External
 Purchase and Sales Ledger Auditors
 UK Accountants Tax Advisors
 UK Financial Controller
 Centre Managers
 Retail Managers
 Leasing Managers
 Marketing Managers

Competencies

1. Customer Focus
2. Results Focus
3. Communication and Listening
4. Influencing
5. Operational Efficiency
6. Teamwork
7. Initiative
8. Planning and Organising

Knowledge and Skills

- Qualified accountant or equivalent experience as per local country practices.
- Proven experience in finance in country
- Experience in industry or commerce rather than a practice, ideally gained in a retail or property environment.
- Ability to work under pressure and to deadlines
- Self-starter and motivator
- Problem solver
- Strong presentation skills
- IT Skills: Intermediate Word, PowerPoint, and Outlook; Advanced Excel
- MRI experience desirable

Benefits

25 days holiday per annum
 Pension – The Company contributes 10% of annual salary.
 Critical Illness Insurance
 Permanent Health Insurance
 Private Health Care (Individual + partner)
 Private Dental (Individual)
 Life Assurance
 Bonus Scheme – Discretionary performance related bonus up to 20% of salary
 Personal Fitness Allowance (currently £300 per year)

Paragraphs for covering letter

Centre Accountant

I would like to apply for the above position. I am a UK qualified Accountant with extensive experience in a retail sales environment.

I am currently responsible for the day to day financial management of a medium sized chain of High Street shops, and the formulation, interpretation and presentation of financial results to the Board; an experience which I believe makes me a suitable candidate for your vacancy.

I look forward to hearing when we can meet to discuss this matter further.

Example 7 - Field Engineer

MAIN PURPOSE OF JOB

Provision of installation training and support on our installation sites and site management of turnkey installations. Controlling contractors site activities to aid project managers in ensuring timely completion of projects within budget. To aid in providing a safe and healthy and environmentally sensitive work environment. Carry out site surveys and prepare risk assessments and job specific method statements

SIGNIFICANT INTERNAL AND EXTERNAL RELATIONSHIPS

Superiors: Directly reporting to Installations Manager, on a daily basis via phone, use of email to discuss a variety of site issues and or incidents.

Project Managers/Engineers, daily basis via phone and use of email to discuss a variety of project related queries and progress.

Others: On site interaction with customers and contractors.

KNOWLEDGE and EXPERIENCE

- REC approved climbing / safety course Preferred
- Good general level of literacy and numeracy essential,
- PC literate with knowledge of Microsoft office Essential
- Experience of MS Projects an advantage,
- Confident to communicate at all levels both within the organisation, with customers and contractors Essential
- Methodical, well organised and thorough with an eye for detail Essential,
- Able to work on own initiative, self motivated, resourceful and cope under pressure Essential
- Full driving licence, full Passport, (or able to apply quickly) Essential
- Presentable and professional appearance and communication skills for meeting customers and training contractors Essential
- Ability to work at height and climb high voltage power line poles and towers

Essential,

- Able to travel for extended periods of 4-5 weeks Essential.
- Understanding of EHS and CDM regulation requirements Essential
- Previous experience of power line work an advantage.

CONTEXT

OPERATING ENVIRONMENTS

Knowledge of installing Aerial and other types of Fibre Optic cable in a High Voltage or other environment as applicable and working at height, control of contractors with a wide variety of foreign cultures and attitudes

JOB CHALLENGES

Enforcing our safe working methods, procedures and policies
Meeting project deadlines
Maintaining accurate records
Communication with internal and external customers

FRAMEWORK AND BOUNDARIES

Company Environmental, Health and Safety policy
Company Standards
SkyWrap / ADSS and OPGW Installation Methods
ISO 9000 QA System
ISO14001 Environmental Management System

REMUNERATION

Salary: c£27k basic + allowances
Bonus: On target 3%
Personal Pension Plan
Life Cover
Private Health care
40 hour week
25 days holiday p.a. + bank holidays
Employee Assistance programme

Paragraphs for covering letter

Field Engineer

I would like to apply for the above vacancy, which I saw advertised in the latest edition of XYZ Engineering magazine.

I am currently employed as a Field Engineer in the electricity supply industry in the UK, and I have undertaken similar roles abroad. I have the relevant experience and industry qualifications that you require for this role, can communicate effectively, and I am able to travel abroad for extended periods if required.

I very much look forward to hearing that you would like me to attend an interview. My CV is enclosed.

Example 8 - Sales Consultant - Outlet Store

Sales Consultant

Do you want to work for an original retailer who focuses on offering a personal shopping experience that exceeds customer expectations?

Are you inspired by a product which is exclusively designed, made with beautiful, luxury fabrics with high quality finishing, unique prints in a myriad of colours? If so then we want to hear from you!

As a Sales Consultant you will **maintain exceptional visual merchandising standards** and deliver outstanding customer service that provides a unique shopping experience to our customer. You will **ensure the profitability of the outlet and drive sales**.

Principal Accountabilities

Service and Sales

- Provide a service to our customers that endeavours to meet their needs and exceeds their expectations.
- **Utilise selling techniques and product knowledge** to ensure that customer's needs are met within our outlet.
- Provide an inviting and welcoming atmosphere for our customers to experience our product in a relaxed and elegant environment.
- **Achieve sales targets and performance development goals** set individually and contribute to the outlet targets.
- Ensure that the after sales experience of our customers exceeds their expectations.

Product

- **Present the product to our customer**, utilising the visual merchandising guidance, in order to maximise sales opportunities with effective use of space and stock availability.
- Develop an in-depth knowledge of our product in order to aid our customers fashion needs.
- Promote the brand and product at all times.

Operations

- Effectively **process sales through the till system**, ensuring transactions are managed with due care and attention.
- **Adherence to the company's Stock control procedures**, supporting the 1% stock loss level.
- Ensure that all your duties are undertaken with care and consideration maintaining the health and safety of your colleagues, customers and contractors.

Paragraphs for covering letter

Sales Consultant – Outlet Store

I would like to apply for this position which I saw advertised in the Surrey Observer, and enclose my CV for your consideration.

I am presently employed as a salesperson in a niche clothes shop which has built its reputation by providing outstanding customer service and quality products. I assist the Manager in all aspects of running the shop - visual merchandising, stock control and achieving sales targets (which we consistently surpass).

I now feel the need to move into a larger and more challenging environment and believe that your vacancy is just the opportunity that I am looking for.

Example 9 - Store Manager Designate

The position of Store Manager is vital to the growth and future success of our business.

Reporting to the Regional Business Manager

Ultimate responsibility to ensure the smooth and efficient running of the store

Providing direction and leadership for all store personnel to ensure store achieves profitable growth against target and to fulfill all the duties detailed below

Customer Service

Constantly strive to provide high levels of customer service in line with Mystery shopping standards, to ensure that all personnel are appropriately communicated to and continuously promote and demonstrate the importance of 'good customer service'.

Selling Skills

Consistently 'lead by example', use 'open' questioning techniques to help identify customer needs. Bring sales opportunities to successful conclusions (closing).
Demonstrate equipment effectively, highlighting the features and benefits of different products.
Ensure teams are aware of all on-going promotions and services, e.g. website, catalogue, etc.
Actively pursue relevant product knowledge.
Maximise the sales of add-ons, warranties and all other more profitable lines and ensure the team are aware of targets

Team Working

Co-operate and ensure their availability to assist colleagues at all times.
Provide help and encouragement to colleagues when required.
Effectively communicate with all store colleagues
Professionalism
Have a positive approach to undertaking their tasks and responsibilities.
Embrace change, and respond swiftly to it.
Represent the Company in a positive light to both customers and colleagues.
Seek to promote the company at all times as a professional, cutting-edge retailer.
Maintain high standards of written and oral communication, appropriate to the recipient.

Self Development

Pursue and encourage store colleagues to seek relevant training opportunities and/or appropriate qualifications.
Raise awareness of company initiatives regarding learning and training interventions
Offer help and advice regarding promotion, and ensure that past mistakes are turned into learning opportunities through coaching sessions.
Seek opportunities for self development.
Ensure attendance at training sessions once arranged by the company.
Participate and carry out appraisals in accordance with the company's performance management system
Commercial Focus
Monitor competitor pricing and strategy and ensure that appropriate and timely responses are undertaken
Actively promote and encourage the exploitation of sales, offering advice and training to colleagues where standards are not met.
Ensure store targets are clearly displayed to all personnel and kept up-to-date and redisplayed where appropriate.
Take responsibility for store presentation and visual merchandising.

Planning and Organising

Ensure all administration systems are organised effectively and staff attendance is organised in advance. Take responsibility for operational issues, merchandising, health and safety, housekeeping, stock control, customer service and personnel issues, taking appropriate action whilst ensuring the area manager is aware

Provide direction and leadership for all store personnel.

People Management and Development

Adhere to all policies and procedures relating to the management of personnel

Ensure that all store personnel are appropriately trained and developed on an ongoing basis.

Demonstrate standards set in terms of personal grooming, appearance, attendance and conduct

Appropriately address issues or concerns relating to personnel

Ensure that the Team Leader is appropriately trained in order that they are able to run the store in the manager's absence.

Financial Management and Control

Maintain Company Standards & Procedures

Store Managers should also be prepared to carry out other reasonable requests from line management.

Benefits

Holidays: 22 working days per annum, plus statutory holidays

Pension: Opportunity to join Stakeholder pension following qualification period

Staff Discounts

Experience: 1-2 years

Skills:

Excellent customer service

Ability to close a sale

High standard of communication

Paragraphs for covering letter

Store Manager

I am currently Assistant Manager of a successful high street shop, and I am now ready to take the next step in my career. I, therefore, enclose my CV for your consideration.

In my current role, I am tasked with ensuring that a high level of customer satisfaction is achieved at all times by ensuring that staff are properly trained and work together toward common goals. I also assist the Manager with merchandising, planning and financial control.

I believe that I am now ready to take on a full management role and would very much like to attend for interview to discuss my suitability for your vacancy. My CV is enclosed for your consideration.

Marketing Controller

£55,000 - £65,000 plus Car, Bonus, Pension and Private Healthcare

We are chilled, fresh, natural food manufacturer with a £160 million turnover. We make and sell fresh food and drinks in five categories – fresh soup, fresh drinks, fresh fruit, chilled ready meals and hot eating traditional desserts. We own a number of leading brands

A vacancy has arisen for a Marketing Controller based at our site in Peterborough.

We are looking for a FMCG marketer who has experience of above the line TV advertising and proven abilities in growing existing brands and developing new brands.

MAIN PURPOSE OF JOB:

To develop the objectives, strategies, policies and plans for the marketing of the group brands to achieve the revenue and profit objectives approved by the board. Enhancing and increasing the value of the Group's existing brands and the development of new brands.

POSITION IN ORGANISATION:

Report to the Marketing Director and working closely with the Sales controllers and Development controllers

Liases with all functions within the Company and key external customers.

Manage Brand management.

SCOPE OF JOB:

Strategic Marketing Planning 10%

Brand Positioning Management 50%

Development of Effective Communication and Promotional Programmes 30%

Team Leadership and People Development 10%

Generic Management Responsibilities

DIMENSIONS & LIMITS OF AUTHORITY:

Manage budget as agreed each year and effect changes as and when required by marketing director.

Authorise expenditure in accordance with the Commitments and Authorities schedule.

Responsible for agency relationships.

Recruitment and management of teams.

To have experience of using digital media to grow brands and have the ability to create a five year plan for our brands and be able to deliver on this.

We require the successful candidate to be educated to Degree level and have **8/10 years brand management and marketing experience**. This is a full time position mainly based at Peterborough however travel is required to other sites across the business at least one day a week.

This role attracts various benefits including company car / private health cover / Pension and Bonus

Paragraphs for covering letter

Marketing Controller

I would like to apply for the above position, and enclose my CV for your consideration.

I am an experienced FMCG marketer with proven experience, gained in Agencies and commercial businesses, of developing and promoting branded products through a range of traditional and modern media.

In my current role with XYZ Ltd, I am responsible for controlling the marketing budget, recruiting and managing my own staff and implementing marketing plans presented to and approved by Senior Management. My experience matches your requirements, and I very much look forward to having the opportunity to discuss this further at an interview.

Speculative Letter

A speculative letter needs to be tailored towards why you wish to work for the organisation.

You must find the name of a specific individual to whom the letter will be addressed, so some homework will be required.

You can phone the company and ask for the relevant Manager's details - saying you want to invite them to a Function or Conference usually gets around the 'gatekeepers'! You can also look at the Company's website for details of suitable individuals.

In the body of the letter, you will need to outline what type of role you are looking for and why you believe that you would be of value to the organisation in such a position.

The final paragraph should be phrased to request a meeting for further discussion or, if there are currently no suitable vacancies, for your details to be held on file.

Example Speculative letter

Dear Mr Lookup

Business Development Manager enquiry

I have been watching with interest the growth of your business over recent months, and would like to enquire if you have a vacancy for an experienced Business Development Manager in the West Midlands.

I have worked for XYZ Ltd for a number of years in a similar capacity, and as a result have extensive experience of selling products to your target markets. I am an experienced negotiator and trainer with a proven track record in sales, and would very much like to meet with you or one of your colleagues to discuss how I can add value to your growing business.

My CV is enclosed for your consideration, and I look forward to hearing from you. Should you not have any suitable vacancies at the moment, will you kindly keep my CV on file for future reference.

Yours sincerely,

THE INTERVIEW

Preparing for the Interview

It could be a long time since you attended an interview – at least as the interviewee – so here are some basic things to bear in mind.

You may well feel some of these are glaringly obvious, but in the often tense situation of an interview, the basics can easily be forgotten - a reminder may just make all the difference between success and failure.

Do your homework

You are bound to be asked what you know about your prospective employer, so make sure that you have done your research.

Most businesses have a website, which is their sales window, so take a look and jot down the salient points - particularly those which are relevant to the position you have applied for e.g. if it is a sales job, what are their key products and target markets.

Use a search engine, such as Google, to pick up the latest news and reviews of the company or its products – especially helpful if the company's own website has not been kept up-to-date.

If the employer has public access e.g. retail outlets, visit their premises and see how they operate. You may even be able to open up a conversation with an employee, which could give you a feel for the ethos of the Company.

Use reference libraries and question any personal contacts who know the business. If you are being introduced by a recruitment agency, ask them for background on the Company, anything they know about your Interviewer, and why there is a vacancy.

Look at the Company's latest advertising, and find out who their competitors are.

In short, the more you know about a prospective employer, the more professional you look, the more impressed they will be, and the smoother the interview will go.

Prepare some relevant questions

You are bound to be asked if you have any questions. Based upon what you have learned about the Company, prepare one or two intelligent questions about the business and the markets in which they operate. Read carefully the job description of the role for which you have applied and, again, prepare one or two suitable questions about the role.

Whilst the questions should be relevant to some aspect of the business or role, be careful that they are not negative to the company, or phrased in a negative way.

Practise a two minute summary of yourself, and why you are a good candidate for the position, as this is a likely interview question or a good way to end your question session.

Example Interviewer's questions

It is impossible to second guess the format and type of questions which will come up, but there are certain topics for which you can forecast and prepare relevant answers .

Q. Tell me about your work experience.

A. *Highlight any skills and knowledge pertinent to their business, and/or the role. They will have your CV in front of them, so make sure that you enlarge on the points you wish to emphasise.*

Q. What do you know about the Company and its competitors?

A. *Keep it objective: highlight one or two aspects of their business that you feel are better than the competitors e.g. I understand that you are now selling more widgets than the rest of your competitors combined.*

Q. Why did you apply for this job?

A. *The job description really interested me, and I believe that I can use my experience to help you grow your business.*

Q. Why are you particularly suited to this role?

A. *I have read the specification carefully and I match up to all of your requirements, particularly*

Q What are your greatest strengths and weaknesses (nearly always asked). Strengths are easy, weaknesses somewhat harder, but we all have them! Just turn any weakness into a positive.

A. *I have been told that I can be impatient. This can be true in certain situations where things are not moving as quickly as I would wish, but I have learned to control myself in these circumstances.*

Q. Why are you leaving/why did you leave your last job?

A. *I was made redundant following a takeover of the Company. I was early retired, but feel that I still have a contribution to make to a business like yours.*

Q. What was the biggest challenge you faced in your last job and how did you overcome it?

A. *My biggest challenge was controlling our administration costs. I solved this by outsourcing some of the work to a third party, thereby only paying for the time I needed, and avoiding PAYE, NI costs and general staff issues.*

Q. What was your biggest achievement?

A. *The award for top salesperson three years running.*

Q. How do you handle stress and pressure?

A. *I don't become stressed easily, but if the pressure builds up I go to the Gym where I find that a good exercise session works it off.*

Q. Tell me about yourself.

A. *This one can be a trap and should be thoroughly prepared in advance. The interviewer isn't interested in your life story, they want to see how you impart information – keep your answer succinct and don't waffle on.*

Q. What is your pet hate? (assume in the work place, and qualify your answer to reflect this)

A. *Colleagues who send me questions in e mails, when they sit a few feet away and could just ask.*

Q. Where do you see yourself ...this time next year/ 3 years time/ 5 years time?

A. *You are over 50, so your answer needs to be realistic! e.g. Within a year I expect to be well established in my new role, and making a positive contribution to the business I still have ambition, so can see myself progressing to at least the next level, and hopefully beyond, within the timeframe you have outlined.*

Q. What motivates you?

A. *Achieving and surpassing my objectives, seeing my training and mentoring of junior employees pay off and receiving an adequate reward and recognition for my efforts.*

Q. Have you brought along some examples of your work?

A. *This is not always relevant, but if it seems appropriate to the advertised role you should be prepared with examples, stats or endorsements of your achievements in certain roles e.g. marketing material, copy writing, sales, training, PR.*

These are just examples of questions that may come up. It is worth spending some time anticipating possible questions and working out your answers. Then ask your partner, a family member or a friend to put you through a mock interview, so that you can practise delivering them.

If your CV shows that you have been unemployed at any stage, you should let them know the reasons and, if relevant, what you were doing during this period, such as charity work, studying...

Plan your visit

If you are not very familiar with the location of the interview invest some time in doing a dry run of the route and the timing. There is nothing worse than arriving hot, flustered and probably late – that's an immediate turn-off for any employer.

Look smart, be smart

Dress codes are becoming more and more difficult to judge in the 'dress down/smart casual' approach many businesses adopt today. However, for a formal interview we suggest that you adopt a smart, professional look that suits your age and personality.

First impressions count, and often stay with an interviewer longer than some of the conversations you have. Make sure yours is one you want them to remember – well turned out, business-like (appropriate to the role, of course), calm and competent.

Remember the key thing that people view as a window on your soul – clean shoes!

Arrive early

Make sure that you get to the interview location with ten minutes or so to spare. This allows you to sit down, relax (well just a little bit!), to run through any notes you have, and to absorb the atmosphere.

Many companies have press cuttings and award displays in reception – more background – and just listening to the switchboard, and people passing through reception, can reveal many things about your prospective employer.

If you need the toilet – ask – nerves can play havoc with a bladder! You need to be as comfortable as possible.

If by any chance you are going to be late, you must let the Company know - so remember to take their contact details with you.

When you arrive, turn off your mobile – even a vibrating phone can be off-putting. If you forget, and it rings, apologise and turn it off. Do not take the call and leave your Interviewer dangling while you chat!

Meeting your Interviewer

Once again, first impressions are the most important – take a few deep breaths, and start positively with a firm handshake, good eye contact, a smile and a friendly greeting. If you have been told in advance who will interview you, remember their name and greet them accordingly. Appear confident, but not arrogant or pushy.

The Interview

Most Interviewers will start with some small talk to put you at ease, but remember that they are still judging you. Don't respond with rambling answers – be relevant, and succinct.

Initial impressions tend to prevail; most Interviewers form an opinion of a candidate within the first few minutes. If this is negative, you will have an uphill struggle to get things back on track.

Listen carefully. Think before you speak, stay positive and never run down your existing or last employer. Speak clearly, keep the volume down and set a pace that allows the listener to hear and absorb what you are saying. Maintain eye contact and sit up straight – slouching signifies disinterest.

Make sure that you answer questions fully, but avoid chatting on unnecessarily. Keep to the point. Don't volunteer information that hasn't been asked for, unless you feel it especially relevant to the point or subject being discussed.

Sell yourself without being pushy – this can be a difficult, but important, balance to maintain, so just bear in mind the following.

Don't try to lead the interview

Don't talk too much

Do answer questions concisely, making sure that, where appropriate, you emphasise your relevant attributes. Its fine to be enthusiastic, but don't overdo it.

Don't get bogged down in technicalities, keep your comments at an understandable level.

Ask yourself - how would you feel if you were the Interviewer listening to you?

Be familiar with the structure and content of your CV, as this will probably form the basis of the interview. Remember it must be factual – what you are, not what you would like to be.

Make sure that when the Interviewer asks if you have any questions, you have something relevant to ask about the business or the job – a “not really” signals a lack of interest. On the other hand, don't ask too many questions, as you may come across as “difficult”.

You can also use this latter part of the interview to get across any points you wish to make about yourself, if the opportunity didn't occur earlier.

At the end of the interview, don't forget to thank your Interviewer, and to ask when you will receive some feedback. Above all leave on a positive note, with them thinking that you want the job. If you don't want it – tell them politely!

After the interview

It is courteous to write to the Interviewer, or to send an e mail thanking them for their time, and saying that you look forward to hearing from them.

If you are unfortunate enough to receive a rejection, ask the Interviewer if they would be kind enough to explain why you were unsuccessful, and to offer any tips on improving your interview technique. A positive response can be very helpful.

Building your CV

Now it's time to build your CV. We have attached a separate file where you can jot down the major things that you have done over the last ten years or so, and what you achieved.

Write down as many items as you can at this stage; you can reduce them to the most pertinent ones when you create your CV. Just make sure that wherever possible your achievements are quantified, as per the examples in this guide.

Once you have completed this exercise, you can use the information you have collated to build your CV under the relevant headings listed below. We have provided a separate template to help you do this.

Once your CV is complete, send it to us, together with the list of skills which you have created, and the covering letter for any specific job advertisement you are responding to. We will check it over for you, and provide constructive advice if we feel that improvements can be made.

Your name

Street ,
Town
Postcode

Tel:
Mob:
Email:

Write a brief description here which really sells your transferable skills

Management Skills

Communication Skills

Technical Skills

Leadership Skills –interchangeable with Management skills depending on advertised role

Presentation Skills

Training Skills

Employment

Education

Interests and Hobbies

Aspirations – include only if applicable because you are changing career direction or you appear over-qualified for a job and need to explain your situation

Some extra advice for the hard of hearing

If you are one of the 9 million people in the UK who suffer from hearing loss, a job interview may appear quite challenging. Before we explain how to better your chances of securing the job, you need to know that in the UK employers have an obligation to make reasonable adjustments based on your condition, and that hearing loss is a common condition which affects all age groups. The Royal National Institute for Deaf People (RNID), a charitable organisation working on behalf of those suffering from hearing loss, is reporting that 2.4 million hard of hearing are between the ages of 16 years old to 60 years old. This group is representative of the typical active job seeker market.

To improve your chances of a successful job interview, you will find the following advice helpful..

Amplification aids - there are a number of aids which are designed to amplify external sound, so that the sound is enhanced to a suitable level for you to hear it.

Hearing Aids - used for face to face or telephone interviews, hearing aids are available free via the NHS or may be privately purchased. The devices are micro-computers which can amplify external sounds and deliver those straight to your ear canal.

Amplified Telephone Aids - most telephones and mobile phones are used for telephone interviews are designed for the general public and offer basic amplification levels, often not loud enough for the hard of hearing. There are a number of aids which can amplify the sound of the phone. These are often called ALD or Assistive Listening Aids and include extra loud telephones, extra loud mobile phones and external amplifiers which fit your standard phone.

Coping strategies - these are designed to improve your chances of hearing the interviewer if your hearing loss does not require amplification aids but you suffer from some degree of hearing loss.

Ask for a written interview instead of a phone interview - nowadays a telephone interview is sometimes used by the employers to short list candidates before a face to face interview. If you are more at ease taking a written interview instead, you should disclose your hearing loss to the recruiter and ask for a written interview instead. Remember, employers have an obligation to make reasonable adjustments and often they will oblige.

Position yourself accordingly during a face to face interview - move closer and sit so that you are facing the interviewer as close as possible, but leaving enough personal space. Ensure that the room is well lit and you can see the interviewer clearly. Watch the speaker's face, lips and gestures for clues as to what's being said.

Deal with missing words - if you are concerned about hearing every single word, you should not be. People who do not suffer from hearing loss tend to miss words as well, but they cope with the situation by filling in words. The strategy of filling in words is designed so you understand the concept, rather than every single word. If you missed more than one word and you are concerned about what was said, you should ask the interviewer to repeat the question.

This information has been contributed by HearingDirect.com. If you wish to find out more about hearing loss you can read their guide to hearing and hearing loss at www.hearingdirect.com.

NOTES

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