



International
Labour
Organization

► How to organize my job search?

A step-by-step guide for job seekers
and those who support them



A guide in the
“Building my Future
at Work” collection

► How to organize my job search?

A step-by-step guide for job seekers and those who support them



Copyright © International Labour Organization 2021

First published 2021

Publications of the International Labour Office enjoy copyright under Protocol 2 of the Universal Copyright Convention. Nevertheless, short excerpts from them may be reproduced without authorization, on condition that the source is indicated. For rights of reproduction or translation, application should be made to ILO Publishing (Rights and Licensing), International Labour Office, CH-1211 Geneva 22, Switzerland, or by email: rights@ilo.org. The ILO and FAO welcome such applications.

Libraries, institutions and other users registered with a reproduction rights organization may make copies in accordance with the licences issued to them for this purpose. Visit www.ifrro.org to find the reproduction rights organization in your country.

How to organize my job search? A step-by-step guide for job seekers and those who support them

ISBN: 978-92-2-035523-7 (Print)

ISBN: 978-92-2-035524-4 (Web PDF)

The designations employed in ILO publications, which are in conformity with United Nations practice, and the presentation of material therein do not imply the expression of any opinion whatsoever on the part of the International Labour Office concerning the legal status of any country, area or territory or of its authorities, or concerning the delimitation of its frontiers.

The responsibility for opinions expressed in signed articles, studies and other contributions rests solely with their authors, and publication does not constitute an endorsement by the International Labour Office of the opinions expressed in them.

Reference to names of firms and commercial products and processes does not imply their endorsement by the International Labour Office, and any failure to mention a particular firm, commercial product or process is not a sign of disapproval.

Information on ILO publications and digital products can be found at: www.ilo.org/publns.

Cover illustration: Charlotte Design

Printed in Switzerland

This publication was produced by the Document and Publications
Production, Printing and Distribution Branch (PRODOC) of the ILO.

*Graphic and typographic design, layout and composition,
printing, electronic publishing and distribution.*

PRODOC endeavours to use paper sourced from forests managed in an
environmentally sustainable and socially responsible manner.

Code: CHD-REPRO-DISTR

► How to organize my job search ?

A step-by-step guide for job seekers and those who support them

from Mrs Sukti DASGUPTA

Chief of the Employment, Labour Markets and Youth Branch
International Labour Organisation (ILO – Geneva)

The COVID 19 pandemic has had a dramatic impact on the job market across the globe. In June 2021, the International Labour Conference adopted a Call to Action for a Human-centred Recovery from the COVID 19 crisis, to promote decent work in the recovery process.

In this context, the ILO has drawn up an Action Plan for Youth Employment 2020-2030, which aims to mobilize all energies to enable young people, girls and boys, to build a professional future corresponding to their aspirations. This guide is part of the "toolbox" for young people and those who support them, in particular in the Public Employment Services.

This is the second "step-by-step" guide in the "Building my future at work" collection. The first was devoted to developing your professional project: "How to choose my future profession?"

It is not easy to search for a job. The job market is competitive, it is governed by rules, customs, it uses specific tools ... All of this can be learned. The ambition of this guide is to give young people, all the keys, available instruments, to finding a job, so that they can build an effective strategy for their job-search.

This guide will help you in particular to make optimal use of digital tools in your job search (websites, applications, social networks). It will also prepare you to successfully integrate into the new place of work.

Finally, as we all know, working life spans several decades and during this long period we will all be faced with changes that may force us to look for another job or a new profession. Knowing how to look for a job is therefore a skill that will be useful to you all your life.

In a constantly changing world of work, we must be able to position ourselves as the driver of our career, and not just a passenger. It is important to remain attentive to the evolution of professions, to train throughout the life course and to develop an ability to bounce back on new opportunities in the labour market, to avoid being negatively impacted by these changes.

In addition to this guide, I advise you not to hesitate to seek the support, if necessary, of counsellors at your local employment agency. I wish you every success in your research.

When you leave school or university, after the end of an employment contract or following a professional break, for example to raise your children, you are looking for a job.

This situation that we all know at several times in our life, is often approached with stress and worry. This is understandable because it is a time of transition and uncertainty about the future. In addition, the situation as a job seeker most often coincides with a time of unemployment and financial insecurity. Finally, there is the fear of not knowing how to take the necessary steps, as the labour market can seem such a complex world, difficult to understand. But don't panic, knowing how to look for a job can be learned. This is also part of the skills that everyone must acquire to better manage their professional life.

A first guide from the ILO has accompanied you in choosing your future profession. This second guide will give you advice on how to organize an effective job search.

Six main steps:

- ▶ Me: identify what you have to offer an employer
- ▶ Tools: prepare the toolbox for your research
- ▶ Market: understand how the labour market works
- ▶ Internet: identify the steps to be taken on the Web
- ▶ Strategy: build your research strategy and implement it
- ▶ Integration: make a success of your first weeks in your new position.

By adopting this search method, you increase your chances of quickly finding the job that suits you. But don't look alone. Rely on your loved ones (family, friends, former colleagues ...), you will gain confidence and efficiency.

Finally, this guide is intended to be used at the global level, however, even if the internet has helped to standardize recruitment practices, there are still significant differences between regions and cultures. Find out about the specifics of your country and do not hesitate to seek advice from your employment agency.

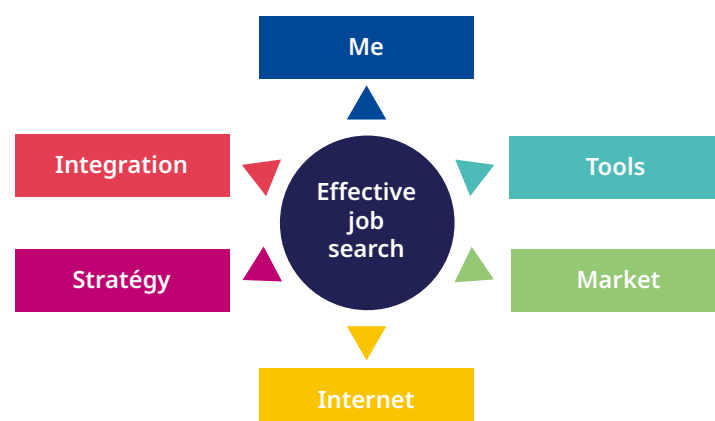
Good luck with the next steps in your professional life.

François DUMORA

Employment Services Specialist

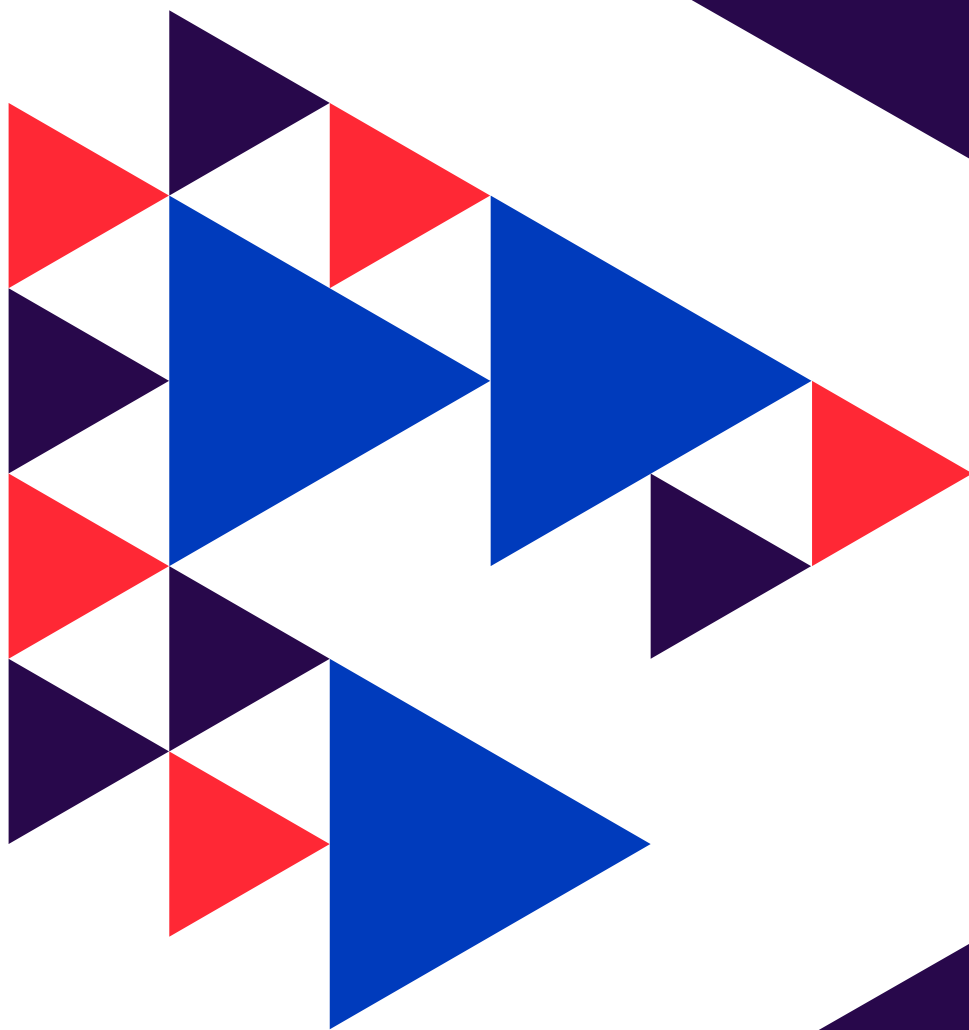
Career guidance focal point

International Labour Organization - Geneva - 2021



► Table of Contents

How to organize my job search? A step-by-step guide for job seekers and those who support them	iii
Introduction	iv
1 Creating my profile	1
1-1 Clarifying my career plan	2
1-2 Preparing my profile	3
1-3 Explaining what motivates me	4
2 Job-seeking tools and techniques	5
2-1 The CV	6
2-2 The cover letter	10
2-3 Preparing for the interview	12
2-4 Other tools across the world	15
3 Learning about the opportunities of the labour market	17
3-1 Open market/hidden market	18
3-2 How to enter the hidden market?	19
4 Finding work on the internet	21
4-1 Sites with labour market information	22
4-2 Sites which advertise jobs	24
4-3 Social networks	26
5. My job-seeking strategy	29
5-1 Identifying my market; identifying which companies to contact	30
5-2 Managing my actions – Organizing my time	32
6. I've had a positive response	35
6-1 Negotiating my contract and ensuring my rights	36
6-2 Integrating into the company	38





1 Creating my profile



Clarifying
my career plan

Preparing
my profile

Explaining what
motivates me

► 1-1 : Clarifying my career plan

What are we talking about?

- Before starting a job search, it is essential to be clear about your preferred profession. Define your target profession.
- You must be immediately employable for this profession. This means that you possess all the knowledge and skills needed to carry it out and that you are available to accept a position immediately.
- If your profile permits (training, experience...), your career plan may cover several professions you have found for which you are immediately employable. Our advice: be careful not to overextend yourself across too many professions. Prioritize a maximum of three on which to focus your searches.
- Important: This guide is not intended to give you advice on how to prepare your career plan. For that, you can use another ILO guide from the same collection entitled "How to choose my future profession?" (on ILO website)

My plan	Example	Profession 1	Profession 2	Profession 3
Title of profession	Chef			
Desired sector of activity or environment	On a cruise liner			
Geographical area	Sailing from Marseille			
Availability	Immediate			
Constraints (transport, child care, health ...)	No driving licence			

If you have trouble completing this table:

- ask the employment services for advice
- ask the opinion of your relatives and friends
- consult websites on the job market and professions
- use the 1st guide published by the ILO which will help you define your professional project.



► 1-2 : Preparing my profile

What are we talking about?

- What can you offer an employer?
- In the labour market, the contractual relationship between an employer and an employee resembles a business relationship. The company wants to purchase skills that will enable it to efficiently create products or services.
- Successful job seeking requires that you know yourself well and are ready to talk about yourself.
- The various job-seeking tools – CV, letters and others – will help you to communicate what you want to say. Before creating these tools, it is important to do some preparatory work by listing all the “bricks” that make up your profile.

Professional experience	Qualities	Results	Languages
Skills	Initial training	Software	Publications
Licences	Personal and social experience	Further training	Expertise
Knowledge	Achievements	Qualifications	Pastimes



Tips:

1. Find a quiet place, and consider which of the 16 categories are relevant for you.
2. Carefully note the information about yourself in a notebook or some other medium you can refer to later.
3. These notes will be valuable throughout your job search. Add to them as new facts come to mind. Thorough preparatory work now will save a lot of time in future.
4. When detailing your experience, write down your main activities, responsibilities, results and achievements. Don't forget non-professional 'informal' experiences that have contributed to your skills.
5. When noting your training, qualifications and experience be sure to include the relevant dates.

► 1-3 : Explaining what motivates me

What are we talking about?

- Your motivation is one of the issues that it is useful to clarify at this preparatory phase of your job search. It is important to be clear about your search objectives.
- This will enable you to target companies accurately, sort out the job advertisements to which you wish to reply, and prepare for your interviews.
- Question: What do you expect your future job to bring you?

Tips :

1. The table below lists the most common motivating factors
2. Tick those that correspond to you
3. Add your own ideas to the table
4. Then rank the factors in order of importance with respect to your current situation (1 being the most important).



What do I expect from my future job?	Y/N	Priority
Meeting my essential needs (food, housing, health...)		
Job security (stable and lasting employment and resources)		
Health (a job which suits my health situation or disability)		
Safety at work (physical safety/welfare)		
Raising my living standard through higher remuneration		
Balance between my work and my private life		
More time with the family (or the reverse)		
A good relationship with my colleagues/working environment		
Independence and responsibility at work		
To contribute to the company's projects and success, to feed in my ideas...		
To feel useful to society, my country, the company...		
To develop my skills, learn new things, create, innovate...		
To grow, do better, get results, overcome challenges...		
To be recognized and respected by others – to receive positive feedback...		
Have short professional experiences to discover various work environments.		

Write a sentence which summarizes your three main motivating factors: : _____

2 Job-seeking tools and techniques



The CV

The cover letter

Preparing
for interview

Other job-seeking
tools across the world



► 2-1 : The CV

What are we talking about?

- ✓ CV is the abbreviation denoting curriculum vitae, a Latin term which means “life path”.
- ✓ An indispensable tool in job seeking, the CV is intended to catch the attention of the recruiter so that he or she selects you for a job interview. The CV is a medium of communication.
- ✓ The CV must convince an employer that your profile matches the position which he or she is seeking to fill.
- ✓ A recruiter spends between 30 sec and 2 min reading a CV. It must therefore be clear, concise, easy to read and highlight only items that will make the employer want to meet you.
- ✓ To help you create your CV, you will find useful advice below on all aspects of form and substance. Of course, depending on the country and the culture, there will be differences to take into account.
- ✓ As to the content, you will draw on the profile features that you prepared in chapter 1.2, in your notebook.

The nine golden rules for an effective CV:

- 1. One position for one CV :** The CV must show the employer that your profile matches the position to be filled. It is thus essential to adapt the contents of your CV to each application. Identify the employer's expectations and ensure that your CV emphasizes aspects which correspond to them.
- 2. Use the key words from the job advertisement:** Take the important words from the text of the advertisement and use them in your CV to describe your profile and experience. Some employers use software to screen out CVs which stray too far from the text of the advertisement.
- 3. A clear heading :** At the top of the CV, state the position for which you are applying. Never write “CV” or “Curriculum vitae” as the heading.
- 4. A CV in your image :** Your CV must reflect you in its content and presentation, both of which must also be consistent with your profession.
- 5. No false or embellished information :** You are not obliged to say everything in a CV. The main idea is to include items which enhance your profile in relation to the position to be filled, but you must not lie. It is important to start your relationship with the employer on a solid and healthy basis.
- 6. Easy and pleasant to read :** The recruiter must be able to quickly identify the main sections and important information in your application. The layout should be appropriate, with not too many colours, and, especially, no spelling mistakes.
- 7. Reverse chronological order :** To make it easier for the recruiter to read, start with your most recent experience or training, then go back in time.
- 8. Length:** One page, maximum two for very experienced people.
- 9. CV by email or online :** Save your CV in pdf format with a file name that the recruiter will easily recognize: Surname, name, position for which you are applying.

Advice on each CV section

Some sections of a CV are indispensable (professional experience, training, contact information) while others can be included according to the country or the method used. For some years now, two sections have become increasingly prominent: Skills and Profile.

► Contact information:

- Name and surname (indispensable for establishing your identity, although some countries use anonymous CVs)
- More personal information (gender, age, marital situation or number of children) is unnecessary in a CV. The employer is not supposed to consider these, as it would contradict non-discrimination legislation.
- A photo is not obligatory. If you attach a photo to your CV, it must be compatible with the professional setting.
- Contacts: phone number, email, postal address. Ensure that the wording of your email and the absence message on your phone are compatible when it comes to communicating with employers (avoid frivolous addresses or messages). Make sure your contact details are always up to date.

► Experience :

- For each professional experience, state the following:
 - ✓ Starting and finishing dates (MM/YYYY)
 - ✓ Position occupied
 - ✓ Name of company
 - ✓ Location
 - ✓ Summary of activities, responsibilities, achievements and results, skills employed.
- Present your experience in reverse chronological order (start with the most recent).
- Provide greater detail of experience relating to the position which is to be filled.
- Less detail of experience which is older or unrelated to the position.
- You can also refer to experience gained outside work (e.g. responsibilities in community activities or sport) if it helps you to demonstrate qualities useful to your application for the position.

► Training and qualifications:

- Initial training, vocational training and/or university education:
 - ✓ Date and title of training and/or of the highest qualification gained in vocational training or at university. Name of training institution and location.
 - ✓ Same for any further training undertaken.
 - ✓ Date and title of school leaving certificate.

► Further training :

- ✓ This is training done on the job. Focus on emphasizing the most important and that which relates to the position for which you are applying.
- ✓ In particular, state any software or systems specific to your professional environment in which you have been trained.

► Skills :

- The skills-based approach involves going beyond qualifications and experience to highlight the skills and ability needed to act in a given situation.
- Devote a section of your CV to a list of the main knowledge, expertise and behaviours you have developed over your lifetime.
- 57 % of recruiters give priority to the behavioural skills mentioned in a CV. For example:
 - ✓ Ability to adapt.
 - ✓ Ability to organize oneself and prioritize tasks.
 - ✓ Self-reliance.
- In the section headed "Model CV" we show an example of how to present a skills-based CV.

► Profile :

- At the top of the first page, a CV generally contains a few lines summarizing your professional profile. This should be very brief, at the most 10-25 words.
- This section is optional. It has the advantage of giving the recruiter a clear idea of your profile.

► Other information: Other information can be useful in presenting your profile:

- Foreign languages: Always state your level of attainment.
- Driving licence and other specific licences.
- Proficiency in certain software programs.
- Pastimes: This section is not mandatory. What you do in your spare time can reflect aspects of your personality.

Different types and models of CV

You can choose different types of presentation and layout for your CV. You will find many examples on the internet. It is important that the presentation you choose matches your personality and your professional environment. Remember that a CV is a communication medium that must resemble you and highlight you.

The two examples presented below have almost the same content. The first presentation is classic, the second more modern. The advantage of the second example is that it makes it easier to highlight your skills.

You choose !



CVs across the world

The aim of a CV is virtually the same all over the world. The content and presentation tend to be similar. Nonetheless, there are still important differences according to the country.

- ▶ Germany: the CV is signed and dated at the bottom of the page.
- ▶ Japan: the CV is submitted as a two-page form, purchased off the shelf and filled in by hand
- ▶ Greece: the CV is accompanied by letters of recommendation and the telephone numbers of former employers
- ▶ Chile: When you reply to a job advertisement, you will be asked to state your salary expectations on your CV
- ▶ New Zealand: the CV is highly detailed and two or three pages long.

► 2-2 : The cover letter

What are we talking about?

- The CV is not the only written medium used in job seeking. In some countries, an advertising medium known as « calling cards » is used. These take the form of business cards or flyers which mount a sort of publicity campaign to make your profile known among potential recruiters. This method is well suited to certain occupations, the liberal professions, freelancers, craft workers, and others.
- The cover letter is the second most frequently used written medium in job seeking. Be careful not to confuse it with the spontaneous application which we discuss in a following chapter.
- The cover letter accompanies the CV to explain your application made in response to a job advertisement. When the employer reads it either before or after the CV, it must capture the attention and help to persuade him or her to offer you an interview.
- Be careful that the cover letter does not duplicate the CV. It must augment the CV by presenting points (experiences, achievements and results) to match what is required in the job advertisement.
- Basic rule: One job vacancy = one cover letter. On reading the letter, the employer must feel that it is unique, written especially for him or her in connection with the job being offered. Conversely, a generic cover letter which is not customized or adapted to the company is highly likely to result in your application being thrown into the rubbish bin.

Stage 1: Preparation

- **Inform yourself about the company :** In order to be convincing, your letter must integrate recent information about the company: activities, types of products, size, current events, results, projects... Nowadays, it is very easy to obtain information from the internet (watch out for fake news), local press archives and your personal and professional networks. Try to find the name of the company head or the person in charge of recruitment, to give your letter the personal touch.
- **Decipher the content of the job advertisement :** Study the text in detail. Underline every important word. Identify the skills expected and the criteria required.
- **Prepare your arguments :** Work in front of a mirror. For each important item in the job advertisement, find material from your profile to present to the employer (experience, achievements, results...), using the profile points that you listed in chapter 1.2 of this guide.



Stage 2: Writing your first draft:

- ▶ **Start with a blank page :** Don't try to copy formulas you have spotted in model letters or to adapt an old letter written for a former employer.
- ▶ **Introduction :** This should be a lead-in sentence which refers to the advertisement for which you are sending your application.
- ▶ **Main part of the letter: You / Me / Us:**
 - ✓ **You The company:** Show that you understand the company, its activities and projects, and that you have understood what the company requires from the position to be filled. Use language appropriate to the sector.
 - ✓ **Me Your profile:** Select important aspects of the advertised job and match them to your profile, using specific points (experience, skills, achievements, results...). Use action verbs.
 - ✓ **Us In summary,** explain what mutual benefits the company and you can derive from your collaboration. Emphasize what you can bring and what your motivations are.
- ▶ **Conclusion :** This is where you propose a meeting (face to face or remotely, by video) to present your profile in greater detail.

Stage 3: Presenting the letter:

- ▶ **An exercise in style :** The cover letter tests your ability to write formal correspondence. Begin with a formal address (Dear Sir/Madam) and end with a formal salutation (Yours sincerely). The rules of presentation differ according to the country. Find out.
- ▶ **Required fields :**
 - ✓ Your identity to the left: Name and surname, address and means of contact (telephone, email).
 - ✓ The identity of the addressee to the right: If the job advertisement states that the letter must be sent to a specific person, address it to that person.
 - ✓ The subject: This will state the title of the position for which you are applying and the reference number of the job advertisement if there is one.
- ▶ **Clear and concise: This letter portrays the image that you are giving to your future employer :**
 - ✓ One page maximum. A single font, not too small, not too large.
 - ✓ A well-spaced layout, clean, in paragraphs.
 - ✓ Check spelling and grammar: Computer spell-checks are not good enough. Carefully go over your writing several times or have it read by someone else in order to eliminate spelling mistakes, grammatical errors and typos. An application which is good but contains mistakes is rapidly discarded!

Errors to avoid :

- ▶ Using banal terms.
- ▶ Overselling yourself: there is no point in "talking up" your skills, as everything will be checked during the interview.
- ▶ Going over your career in detail: this is unnecessary because you are attaching your CV.
- ▶ Complaining about your difficult situation. Being negative ...
- ▶ Criticising your former company.
- ▶ Forgetting to sign.

► 2-3 : Preparing for the interview

What are we talking about?

- ✓ You've been asked to come for a job interview – well done. This means that your application (CV + letter) has caught the interest of the recruiter.
- ✓ The aim of the interview is to convince the employer to hire you rather than your rivals.
- ✓ For certain management positions, you may be asked to attend several successive interviews with different company individuals: the future N+1, the head of HR, the company head. The aim of the recruiter is to exchange points of view to ensure that sound choices are made when it comes to sensitive posts.
- ✓ Other tools which can be used in the recruitment process to complement the interviews include profiling tests, simulated case studies or group interview.
- ✓ You should also know that it is more and more frequent for recruitment interviews to be conducted remotely, by telephone, but also especially by videoconference.
- ✓ In this chapter, we provide essential advice on how to approach an interview under good conditions. We also provide a list of the most common questions, together with advice on how to respond to them.



Advice on how to approach an interview :

1. Understand what the position entails:

- ✓ Before sending your application (CV + letter), you will have read the job advertisement. Go through it again so that you thoroughly understand what is being offered.
- ✓ Ensure you identify the recruiter's expectations.
- ✓ Prepare to show the recruiter that you understand what the position entails.

2. Inform yourself about the company :

- ✓ Sources: internet, press, company employees.
- ✓ Take particular care to explore the company website and the social networks (LinkedIn, Viadeo, Facebook, Twitter).
- ✓ Company history, name of its head, activities, products, current events, projects.

3. Prepare your arguments :

- ✓ Reread the CV that you sent in.
- ✓ For each of the employer's expectations, prepare one or several responses based on your own experience, with arguments, figures, results, etc. ...

4. Practise for the interview :

- ✓ With a friend or family member, simulate the interview a few times.
- ✓ Some internet sites offer interactive simulation programs.

5. Locate the place :

- ✓ A few days before, make the journey to the location. This will prevent you getting lost or arriving late on the day. Otherwise, plan your journey in advance.
- ✓ If the interview is to be conducted by video, test the equipment beforehand.

6. On the day of the interview :

- ✓ Dress: clean, appropriate for the profession and the working environment.
- ✓ Give a good impression from the moment you arrive at Reception.
- ✓ From the start of the interview, be cordial, cheerful, polite, attentive, receptive.
- ✓ The recruiter often comes to a decision after the first few minutes of the interview.

The eight most common questions to prepare for : (formulations may vary)

1. Introduce yourself: (tell me about yourself ...)

- ✓ This question is almost always asked.
- ✓ Don't give a trite response by stating your marital situation.
- ✓ This is the time to show the employer that you have the desired profile. Summarize your career, focusing on the skills expected by the recruiter, without going into detail for the moment.
- ✓ Be efficient, concise and clear. Stay focused on professional matters. It is not necessary to talk about your private life.
- ✓ In conclusion, it is essential to prepare your presentation in advance.

2. Why did you apply to our company, for this position?

- ✓ Show that you know the company (activities, products, current events, projects).
- ✓ Show that you have understood the position and draw parallels with your profile.
- ✓ Demonstrate motivation.

3. Tell me about your experience

- ✓ Base yourself on your CV, without reading through it again.
- ✓ Talk about experience which relates closest to the position to be filled as well as your most recent experience. Emphasize your role, your responsibilities, the results obtained.
- ✓ Never speak badly of a former employer.

4. What are your qualities, your strong points? (What do your colleagues or managers say about you?)

- ✓ Present your main skills in relation to the position: technical competencies and knowhow
- ✓ Argue: illustrate each skill by a specific example taken from personal experience

5. How do you explain this gap in your CV?

- ✓ Don't lie
- ✓ Explain how you used this period to bounce back, to educate yourself...

6. Where do you see yourself in five years ?

- ✓ Show that you are capable of planning ahead and adapting...
- ✓ Show that you have identified development opportunities (vertical or horizontal) within the company.

7. What sort of salary are you looking for ?

- ✓ Inform yourself about the salary range for your profession in the region.
- ✓ Be able to suggest a salary level using arguments based on your profile.

8. Do you have any questions?

- ✓ This is often the final question in the interview.
- ✓ Use it to clarify any aspects of the position which remain unclear.
- ✓ Show curiosity about how the company is run, its projects...
- ✓ Show that you are already thinking ahead about your future employment.
- ✓ Find out about the next stage in the recruitment process.



Ask for
advice

► 2-4 Other job-seeking tools across the world

Job-seeking practices and tools tend to be similar the world over, especially given the growing prevalence of internet sites, smartphone applications and social networks. Nevertheless, cultural habits remain strong and practices differ according to the country. Here are some examples of practices to bear in mind.

Asking for references or recommendations

In some countries, the recruiter will routinely ask you to provide references from persons whom they can contact to discuss your profile.

Avoid including references in your CV. Prepare a list with the name, address and telephone number of two or three people who know your working capability and your abilities. You must obtain permission from these people before you give their names. Explain what kind of position you are applying for and the skills required.

You can ask the following people for reference: a former employer; a teacher; a person for whom you have done voluntary work...

These people may also provide you with a letter of recommendation.

The portfolio

Portfolios, or presentation folders, were formerly used mainly in the arts, graphic design and computer graphics. However, their use now extends to other fields.

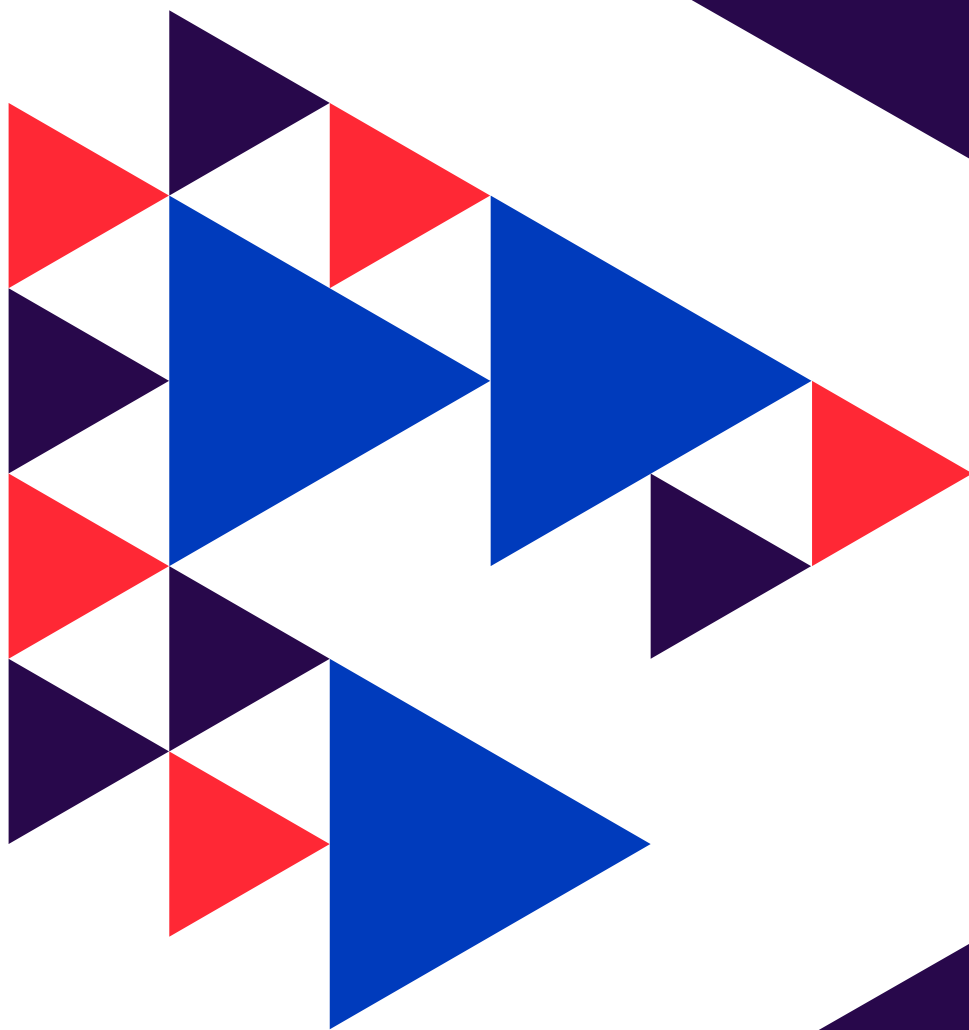
The portfolio sets out your achievements at work and in your personal life. These achievements help to prove to the employer that you have the skills required for the position concerned.

The portfolio can take paper or digital form and include not only text but also photos and videos. The interview is generally the best time to present a portfolio.

Tips:

- ✓ Adjust your portfolio to each interview. Only include documents which show your abilities in relation to the job for which you are applying.
- ✓ Bring together the documents (texts, displays, reports, files or photos) which best demonstrate your skills and testify to your achievements.
- ✓ Organize your documents in a structured manner.
- ✓ Test your portfolio by presenting it to someone for their opinion.
- ✓ Ensure that you review your portfolio before the interview and are fully familiar with its contents.



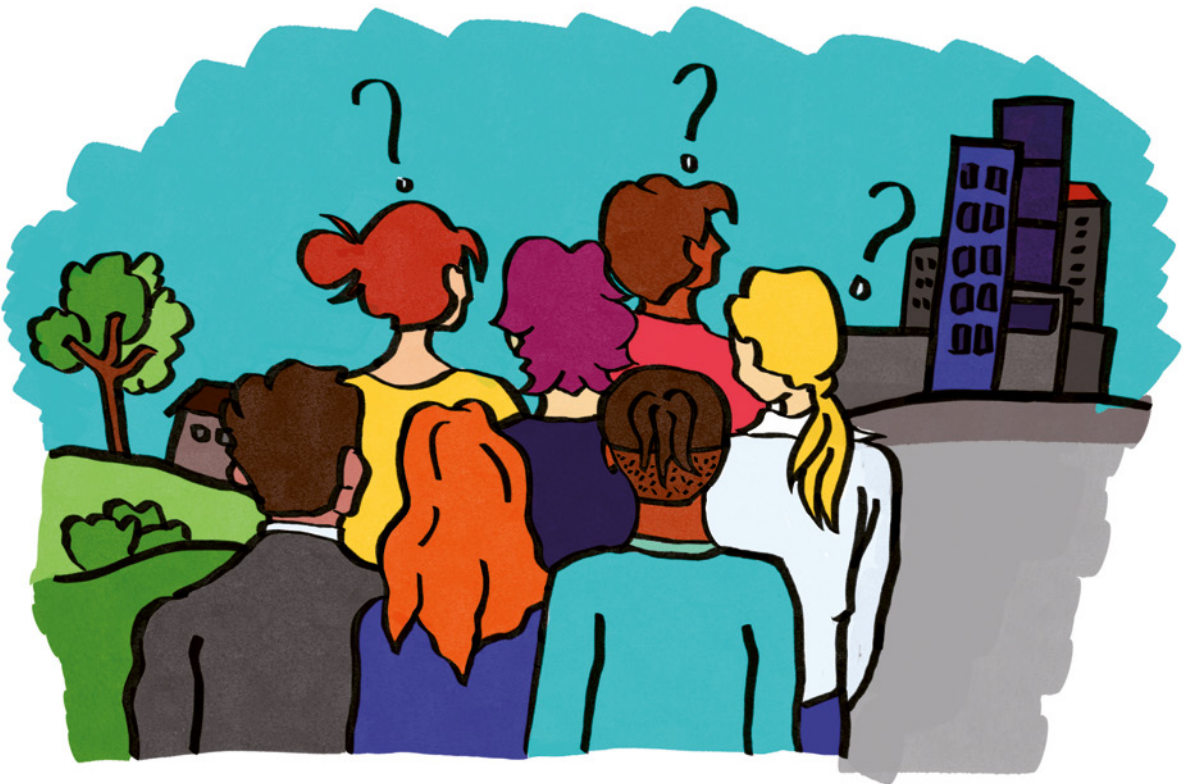




3 Learning about the opportunities of the labour market

Open market /
Hidden market

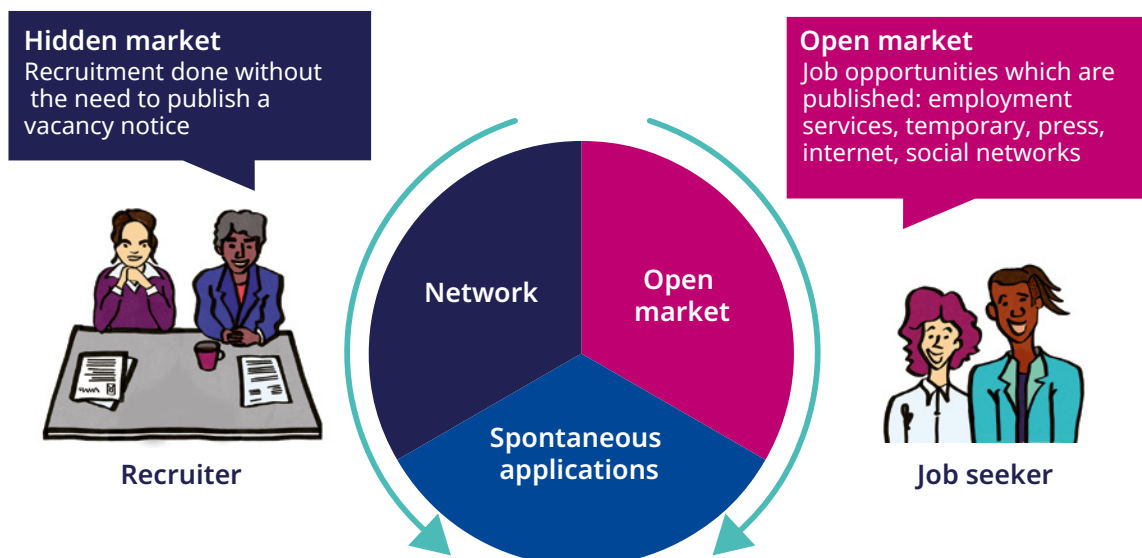
How to enter
the hidden market?



► 3-1 : Open market/Hidden market

What are we talking about?

- ✓ Imagine that you miss out on 70 % of the recruitment done in your profession!
- ✓ This is a reality. Of course, the figures vary according to the country and sector of activity, but it is estimated (variable according to the regions of the world) that only 30% of posts to be filled involve the publication of a job advertisement.
- ✓ **Definitions :**
 - **Open market :** This comprises all published recruitment needs, whatever the distribution medium: public employment service, private (temporary) employment agency, press and broadcast media, specialized media, internet sites, social networks...
 - **Hidden market :** Existing recruitment opportunities which have not been the subject of an openly published job advertisement.
- ✓ **Why?** If an employer does not make known its recruitment requirement by publishing a job advertisement, it is most often because it does not need to. Once a position is available at a company or an organisation (through job creation or a resignation), the information rapidly becomes known to all staff, who then divulge it to their network (family, friends). Profiles will probably be sent to the recruiter directly by its own employees or from within its network. The company head also regularly receives spontaneous applications, and has only to contact these individuals to find the right candidate. Thus, it is only when no direct application meets its requirements that a recruiter feels the need to advertise a job.



In the labour market, the job seeker and the employer often take different paths. If the job seeker confines him- or herself to the open market, he or she misses out on many job opportunities.

► 3.2 : How to enter the hidden market?

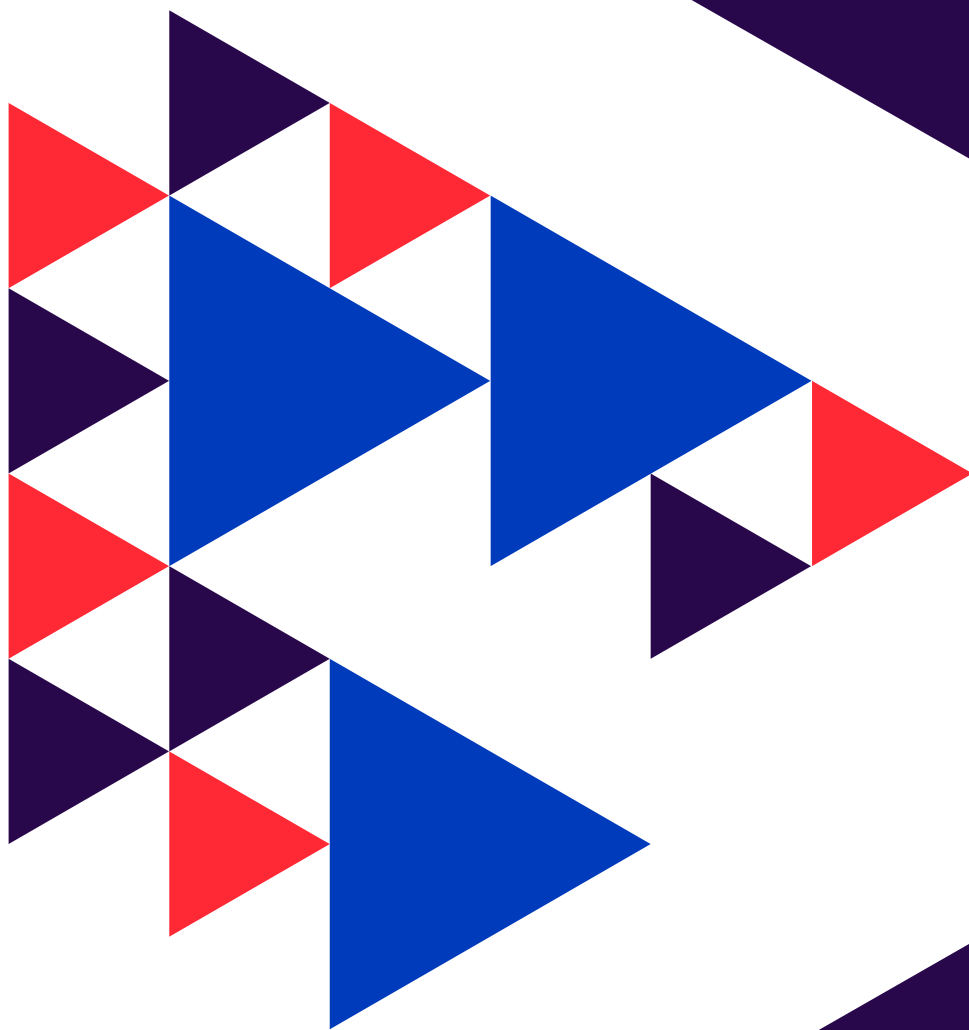
What are we talking about ?

- **About eighty per cent of job seekers operate only in the open market:** They are content to reply to published job advertisements and often even fail to use all the many sources of job advertisements. It is thus understandable that competition on the open market is very tough. By contrast, the hidden market offers far more recruitment opportunities to a much smaller number of candidates, and the result is weaker competition.
- **Make spontaneous applications :** In the geographical area that interests you, identify all the companies which are in the habit of recruiting profiles like yours (see chapter V). Send them your CV, accompanied by a letter very much like a cover letter. The spontaneous application can also be made by email, accompanied only by your CV. Take care to contact the correct person at the company and customize your application, taking into account the nature of the company.
- **Network :** Identify your network and use it to assist your job seeking. There is no shame in looking for a job. Everyone faces this situation several times in their life. Tell everyone in your immediate circle (family, friends, former colleagues and others) what you are looking for. Ask them to look out for you and to let you know of any opportunities. Develop your network, and make yourself known in your sector of activity by meeting new people at professional events such as trade fairs, seminars and exhibitions. Use social network (see next chapter).
- **Keep your eyes and ears open :** Search out information. Keep up with events in your sector and with local, regional and national events in your field. This will enable you to update your knowledge and to remain abreast of new opportunities such as the creation or expansion of a company.



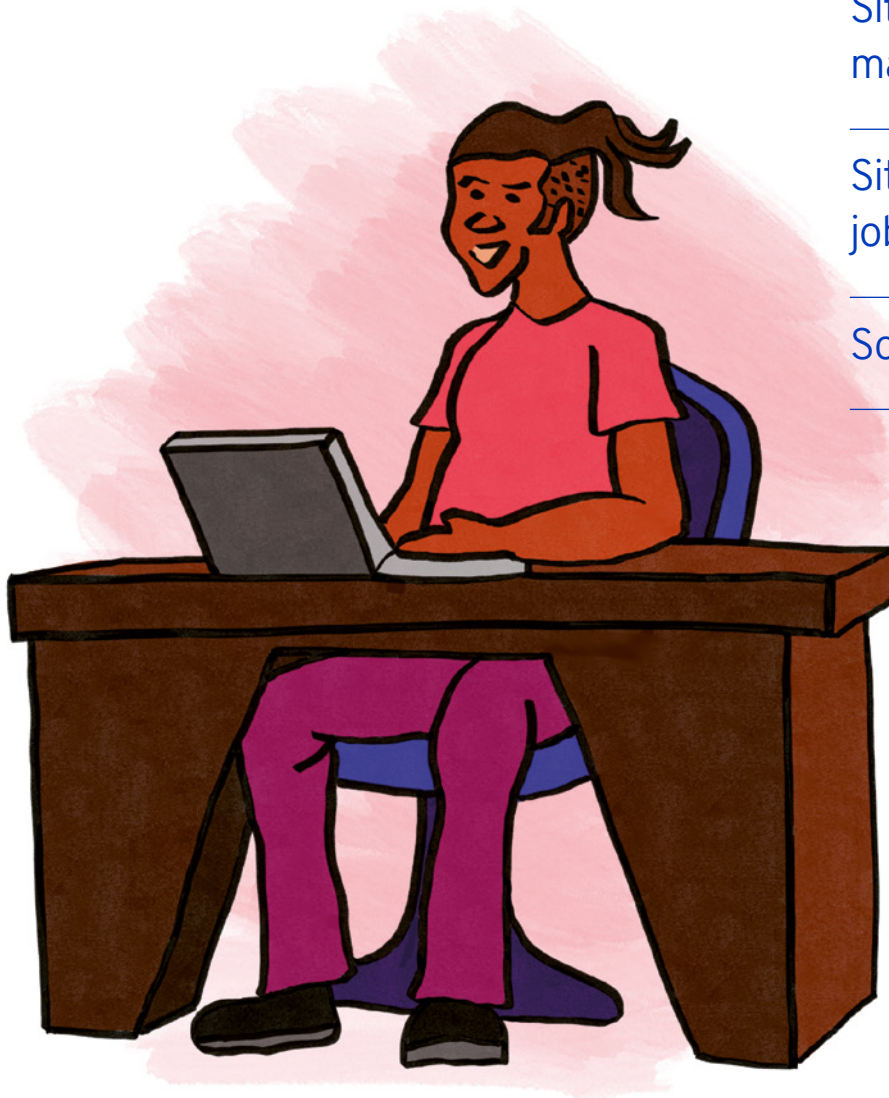
Ask for
advice







4 Finding work on the internet



Sites with labour
market information

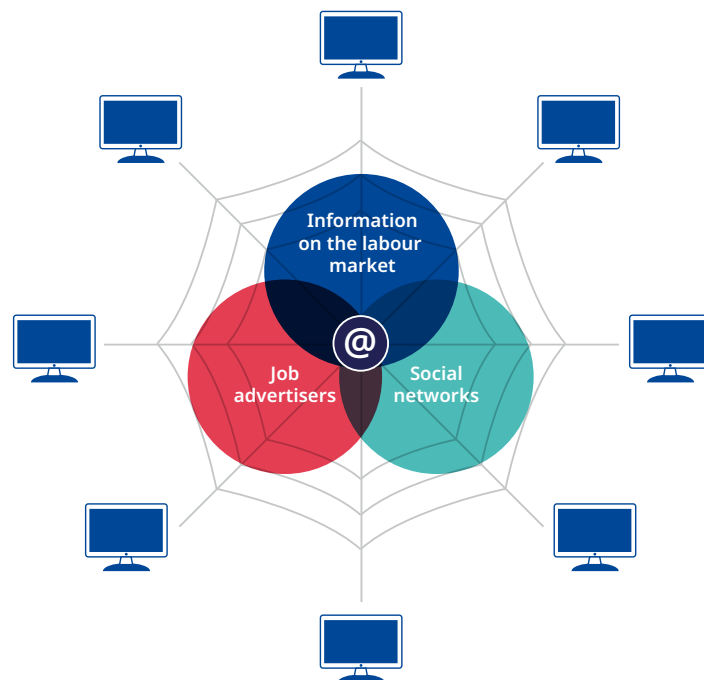
Sites which publish
job advertisements

Social networks

► 4-1 : Sites with labour market information

What are we talking about?

- ✓ The internet has radically transformed relations in the world of work, job seeking and recruitment practices. The ease of access to information, the instantaneous communication of requirements and the immediacy of contacts have accelerated certain recruitment procedures and greatly expanded the possibilities for coming into contact, especially by abolishing geographical barriers. The global COVID crisis has accelerated this trend.
- ✓ The internet offers the job seeker three essential features which he or she must make use of to avoid the risk of missing out on a large number of opportunities:
 - Finding information on the labour market
 - Finding job advertisements and applying
 - Building one's network and making oneself known.



► Labour market information sources

- ✓ Labour market information is often the responsibility of the public employment services, which act as labour market observatories and carry out statistical studies that are available on their websites.
- ✓ Chambers of commerce, trade unions and industry associations also publish useful data, especially on economic trends.
- ✓ Finally, the press and broadcast media, specialized or not, report regularly on trends in the various sectors of activity.

What use can the job seeker make of these?

- ✓ Keep informed of events in your profession and sector of activity. This is essential to your preparations for future recruitment interviews. Consult the specialized websites in your sector, watch videos on the various professions, sign up for newsletters, take part in discussion groups, follow online conferences or talks if they exist in your sector.
- ✓ Some public employment services publish summary information on professions. For example, you can find information on average salaries by profession and region, the labour requirement forecasts for each sector, seasonal recruitment factors and supply and demand ratios, which will help you to identify the professions where there are recruitment difficulties and vice versa.
- ✓ Company directories, generally based on mandatory declarations to consular chambers or the tax authorities, can help you to find out the name of a company's head, the size of the institution, its turnover, etc.
- ✓ Finally, specialized internet sites can also help you to strengthen your profile :
 - ▶ By enabling you to develop new skills (training)
 - ▶ By preparing you for an effective job search (interview simulation).

These sources of information are extremely rich, very useful, but sometimes difficult to use. Do not hesitate to seek advice from your employment office



Ask
for advice

► 4-2 : Sites which advertise jobs

What are we talking about ?

- ✓ Today, almost all job advertisements are published via the web. The internet is indispensable to job seeking.
- ✓ There are several types of website which advertise jobs.
 - The website of each country's public employment service. These are general sites designed to advertise the maximum number of jobs across all sectors, for all kinds of people. Some also act as aggregators, meaning that they have signed partnership agreements with other sites (often from the private sector) in order to relay their advertisements. In this way they enable the job seeker to have the maximum number of opportunities on a single site.
 - Company websites. Large national or international companies often have a "Recruitment" section on their website, where they publish all the job vacancies in their branches and subsidiaries as well as copious information on their professions and recruitment procedures. These business sites also often offer apprenticeship opportunities and internship offers.
 - Private, general or specialized sites (job sites, temporary employment agencies, recruitment agencies, press...). These are normally free of cost to the job seeker but often require payment from the recruiter.



Searching and applying for jobs ?

- ✓ **Access to job advertisements:** All sites are generally organized in the same way. They offer multiple search criteria based mainly on name of profession, geographical area and desired type of contract. Once the results are displayed, you can filter them by age of advertisement, contract type, and other features. You can also search more widely to see all the offers that exist in the geographical area that interests you, this will allow you to identify jobs that you would not have thought of and which nevertheless offer offers that may correspond to some of your skills. Indeed, many skills are transversal to several trades and sectors of activity.

✓ **Choose the jobs that best suit you.** Study the detailed description of the job, tasks, skills, conditions, salary, and so on. Check that it matches your profile, expectations and constraints. There is no point in applying for a job that is too far removed from your profile or expectations. It would only be a waste of time for you and the recruiter.

✓ **E-applications :** The application procedures are stated in the advertisement. Comply with them. Most offers these days ask candidates to apply electronically:

- ▶ either by filling in an online form to which you attach your CV. You will then often be asked to create your personal space on the site (see next chapter).
- ▶ or by sending in your CV by email to the address indicated. Take care! Your application email is the first impression that the recruiter will have of you.
 - ▶ Word your message carefully, pay attention to presentation, no spelling mistakes.
 - ▶ State the purpose of your email clearly (application for the position of...; advertisement reference).
 - ▶ Attach a CV in easily-opened format (pdf)
 - ▶ Don't use a frivolous address for professional exchanges.

Creating your personal space ?

All employment sites strongly encourage you to create your own personal space. This is a personal, secure space reserved for you on their site. The suggested functions are then more or less interesting.

Creating your space enables you to place your profile online by filling in sections suggested by the site. These sections are often very much like those in a CV. You can use this space to:

- ✓ Publish one or several CVs according to the professions for which you are qualified to apply.
- ✓ Sign up for vacancy announcements by setting up email alerts which are activated each time that a new job opportunity matching your profile is posted.
- ✓ Compile a database of profiles or CVs, so as to give recruiters the opportunity to view your CVs online and contact you directly.
- ✓ Take part in online recruitment fairs.

Tip: Regularly update your profile on the sites. Some employers sort through profiles by date and take out the oldest ones.

► 4-3 : Social networks

What are we talking about ?

In the virtual world, a social network (or social medium) is an internet site which brings its users into contact through criteria chosen by them, and allows them to exchange information. Each user must create a profile in order to post and view different content: text, photos, videos, links, etc. These vast shared spaces offer millions of people the possibility to interconnect, wherever they may live.

In 1929, the Hungarian Frigyes Karinthy put forward his theory of “six degrees of separation”. According to this theory, any person on the planet can be linked to any other through a chain of not more than six social connections. Since then, the creation of social networks has confirmed and even strengthened this theory: in 2016, Facebook calculated that 4.57 degrees of separation were needed to link two individuals chosen at random. The world is shrinking, which can help you in your job search. If you are in contact with 10 people, each of whom is in contact with 10 more, and so on, your potential for interaction is enormous.

Being part of a “professional” social network will enable you to:

- ✓ Have a presence in the market.
- ✓ Make yourself known and increase your network.
- ✓ Talk with peers, show your expertise, ask for recommendations.
- ✓ Gather information on events in the sector, professions, companies.
- ✓ Identify every new opportunity.

Examples of leading social networks for professionals: LinkedIn, Viadeo and Wizzbii (for younger persons). The wider public networks such as Facebook and Twitter can also be used for job seeking, but be careful to separate your professional life from your private life. Indeed, there is a risk in posting your private life and your personal convictions on networks which could be consulted by recruiters or your employer.



How do I set up a social network and manage it on a daily basis?

Create a full profile of yourself:

- ✓ Describe your career, taking care to be consistent with the CVs that you send.
- ✓ Specify your main skills.
- ✓ Write a short summary of your profile. Take care over the presentation and the spelling.
- ✓ Attach a photo taken in a working environment (profiles with a photo are 10 times more likely to be read).
- ✓ Link key words to your profile. This is essential so that it stands out when recruiters run multi-criteria searches.

Form your network :

- ✓ Start by finding the people in your immediate circle and sending them a message in order to join with their social contacts.
- ✓ Widen your network by identifying people that you know in your circle of friends and acquaintances.
- ✓ You will rapidly receive suggestions for people to include. Then you will receive contact requests from other people, known and unknown.
- ✓ Don't accept every contact request automatically. Choose the people you wish to have in your circle, or otherwise.

Be active :

- ✓ Put some life into your profile. A dormant profile, one that is not updated, gives a negative image of you.
- ✓ Publish articles, pass on information.
- ✓ Ask for recommendations from former colleagues or clients.
- ✓ Post your achievements, events in your life.
- ✓ Update your profile when you change job.

Take care of your e-reputation

Your e-reputation is your digital reputation.

It is estimated that 85% of recruiters research applicants online. The vast majority of recruiters try to find out more about the applicants they accept for interview, by contacting their former employers or conducting internet searches. It appears that 40 % of recruiters have already discarded an application after searching on social networks.

Keep private life separate from professional life:

- ✓ Configure your personal pages so that they are private and not visible to recruiters. Reserve access to your private pages for your friends and family.
- ✓ Avoid placing unfriendly comments or private photos on networks that are accessible to everyone.
- ✓ Create profiles intended only for your job seeking.
- ✓ Do some "housekeeping". Carry out a search on an internet site by typing in your name and surname, so that you can see what a recruiter is able to read about you. Delete photos and articles that might work against you and that you do not wish to see appear.





5

My job-seeking strategy



Identifying my market -
Targeting the companies
to contact

Planning my actions,
organizing and
following up.

► 5-1 : Identifying my market – Targeting the companies to contact

What are we talking about?

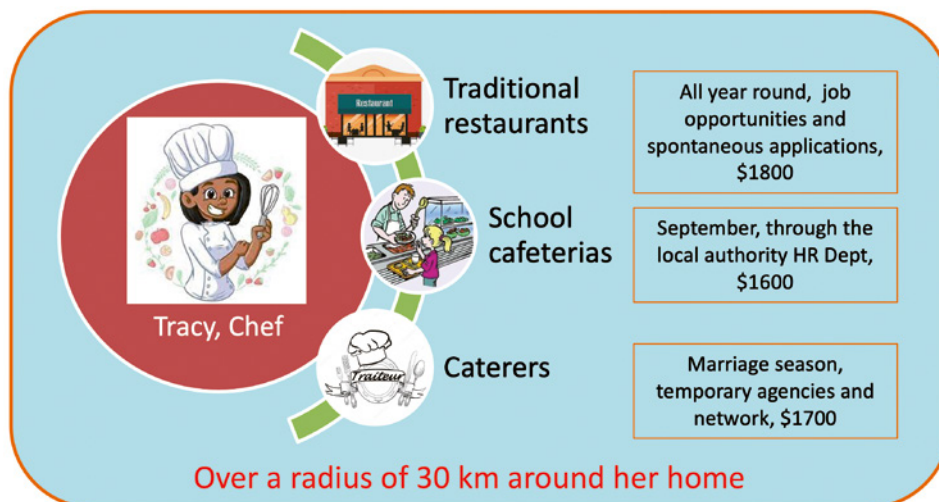
Remember the hidden market. It is estimated that 70% of recruitment is done without the job being advertised (these figures vary according to country and profession). You must therefore identify the companies likely to recruit a profile such as yours, in your market.

Define your job market

Your job market is the space including all the jobs that can correlate to you. It covers the following questions:

- ✓ In what geographical area can I work? Is it possible to work remotely?
- ✓ What types of company usually recruit in my profession?
- ✓ At what times of year does recruitment take place?
- ✓ How do the employers normally recruit (publication of advertisements, temporary agencies, networking ...)?
- ✓ What are the conditions (salaries ...)?

Example: the job market for Tracy, a chef



Like Tracy, ask yourself the questions above in order to identify all the recruitment possibilities open to you. Don't hesitate to share these thoughts with your immediate circle (friends, family); they may help you to identify recruitment leads that you have not considered.

Don't confine yourself to the usual scenarios! Your profession probably also exists in sectors of activity unfamiliar to you.

Target the companies to contact

Now that you have defined your job market, it is time to take concrete action by listing all the companies in your market that are likely to recruit you. Note that this does not mean sending an application to each one. You must choose. If there are 80 restaurants in her town, Sophie will probably not contact them all at the same time. She will prioritize.

Begin by making an exhaustive list

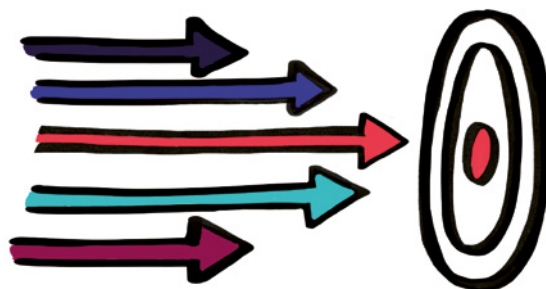
- ▶ Use internet telephone directories to locate all the companies in your market.
- ▶ By consulting specialized sites (legal and financial information registries) on the internet, you can find useful information on a company (name of its head, size, activities, turnover).

Make your choices

- ▶ On the basis of the information gathered, make your choices. Which do you want to contact? In what order of priority?
- ▶ How do you make your selection?
 - ▶ Use objective criteria in comparing the information that you have collected on a company (techniques and methods in use, types of products, customer base, projects ...) with your profile and skills.
 - ▶ Use more personal criteria as well: company image, values, working conditions, salaries offered. Ask advice from people who know the company.
- ▶ The aim is to end up with a useable list, neither too long (several hundred) nor too short (fewer than ten). The ideal is to have a list of a few dozen companies, varying by sector, profession, country, and other factors.

Formulate your action plan

- ▶ This involves defining your strategy and how you are going to implement it.
- ▶ Example: If your choices have left you with a list of 32 companies to contact, you must now decide when to contact them, in what order of priority, by what means, and whether to ask the support of people in your network.



► 5-2 : Planning my actions – Organizing my time

What are we talking about?

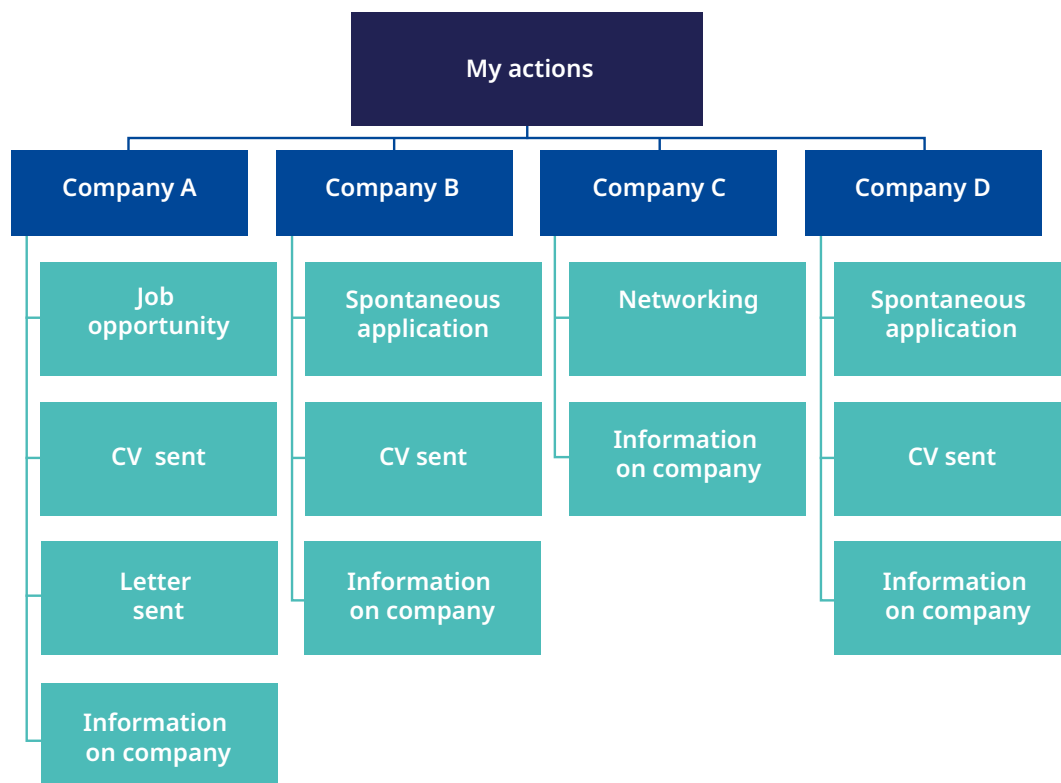
Job searching is an activity that requires a methodical approach and time. Here we offer you some tips on organization.

Managing my actions

If you find yourself replying to a number of job advertisements, sending off a lot of spontaneous applications and interacting intensively with your network, you risk losing track quickly of all your actions and not finding the relevant documents.

Let's imagine that the TOGARP company calls you this morning offering a recruitment interview in two days' time in response to your spontaneous application received three months ago. To prepare for the interview, you will need to find a copy of the letter that you sent them as well as the information that you gathered on the company at that time. How?

1 / We advise you to use a file plan for all your documents. Create a computerized sub-tree or paper files. Ideally, there would be one file for each target company. See the example below.



2 / We advise you to use a table to track your actions. The simplest way is to organize it by company – see the example below. It should be linked to your file plan and, of course, updated systematically with each action, contact, reply, etc. You can also find very useful Apps and tools on the internet to track your actions. One example is MEMO, developed by the *Pôle emploi* (French Government employment agency), which is available on its “Emploi store” portal.

Nom Entreprise	Rang de priorité / ciblage	Contact dans l'entreprise					Historique des relations							Contact Réseau	
		NOM	Co	Co	Co	Co	Offre date	CV + LM date	CV + LCS date	Relance éventuelle	Réponse	Entretien	Réponse	Nom Prénom	Date rencontre
YJOLF	2 nd rang	DUPONT	Martine	Directrice	dupont@	6581734	15. juil			30. juil	négative				
SARPOL	1 ^{er} rang	MARTIN	Frank	Directrice	martin@	9278559			12. juil	30. juil	0				
NURUG	1 ^{er} rang	FERNAND	Marie	DRH	fernand@	3695871			12. juil	31. juil	positive	09. août		CARE MJ	08. juil
VRAPICH	Non priorit	BERNARD	Jean	DRH	bernard@	7946858	28. juil	29. juil							
GALETOP	2 nd rang	CERISE	Reine	Directrice	cerise@	4979478			23. juil					DUPIN J	18. juil

Organizing my time

During a period of unemployment, it is very important to follow a regular lifestyle and to make plans, as if one was still at work. This has a positive effect on morale and makes searching more efficient. It is essential to allocate parts of every day to job seeking, as it takes time.

Example of how to plan a job seeker's day:

✓ Every morning :

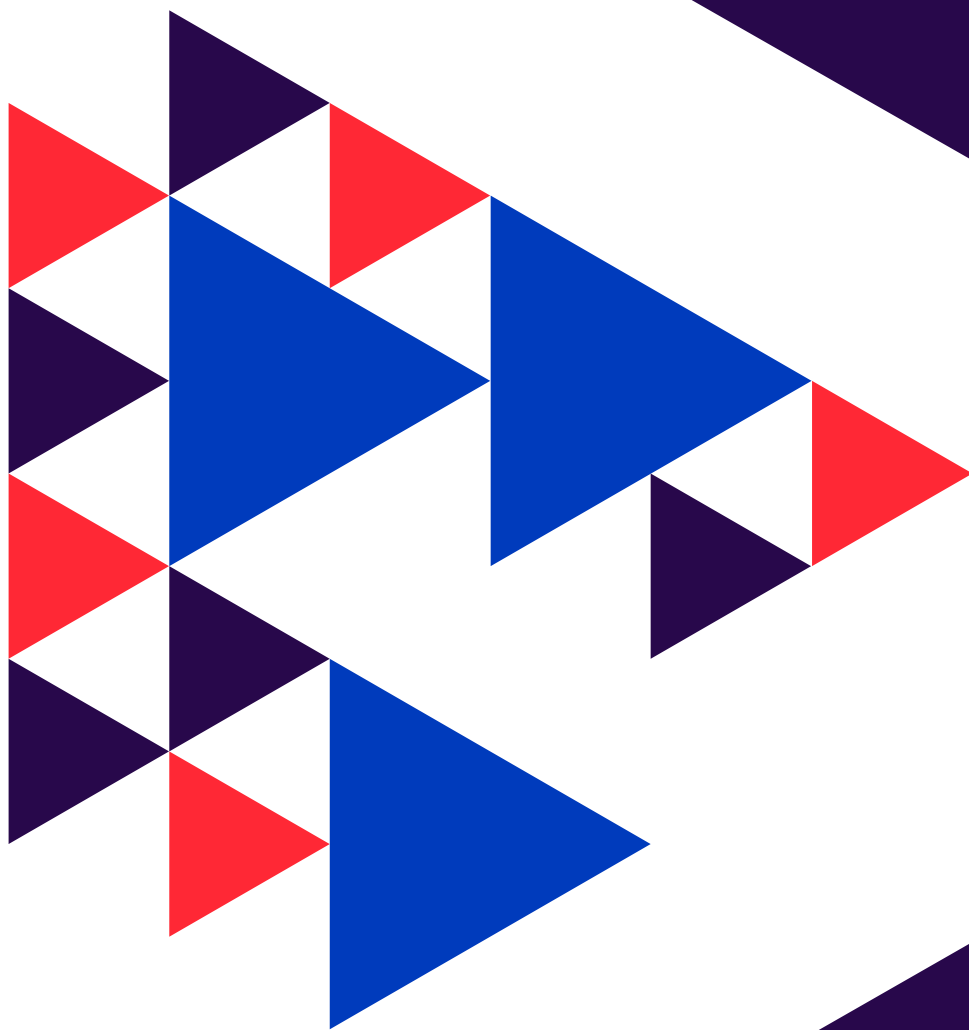
- ▶ Search for new job advertisements on all media and websites.
- ▶ Study the advertisements, find out about the companies, apply if they interest you.
- ▶ Prepare and send off spontaneous applications to targeted companies.
- ▶ Reapply to employers that have not responded after several weeks. A reapplication is often worthwhile if it is done within a reasonable period. It shows the employer that you have a genuine interest in the position to be filled.

✓ Every afternoon :

- ▶ Information monitoring: stay abreast of events in the sector: profession, companies, etc.
- ▶ Maintain a professional network: create social networks, make contact with people who can provide advice.

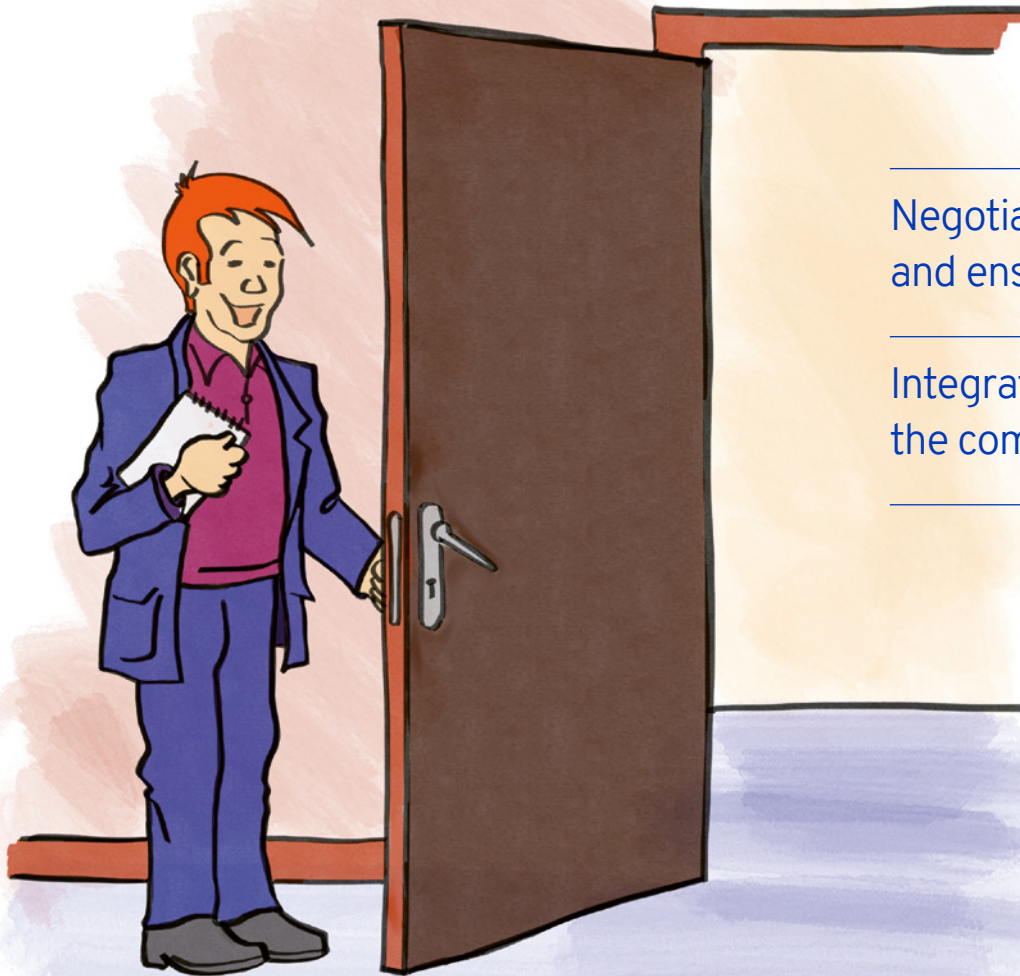
✓ Daytime, evenings, weekends:

Don't stay at home. Don't stay alone. Meeting people (family, friends, sport, hobbies) is important for morale and can help you obtain useful information.





6 I've had a positive response



Negotiating my contract
and ensuring my rights

Integrating into
the company

Congratulations !

Your efforts have been successful. You have managed to convince an employer who wants to recruit you. Now you need to complete the last step by negotiating a win-win contract and settling in successfully to your new position.

► 6-1 : Negotiating my contract and ensuring my rights

What are we talking about?

The salary and working conditions were probably brought up during the recruitment interview. That was the discussion stage. Now that the company has accepted your application and intends to recruit you, it will specify the conditions: type of contract, working hours, salary, bonuses, and so on.

If the proposed conditions are acceptable to you, great! If not, know that it's not only the company that can set terms, and you do have room to negotiate. The labour market, like all markets, functions according to the principles of supply and demand: the scarcer the product, the more expensive it becomes (and vice versa). Fortunately, there is labour legislation which regulates the market to prevent abuses and worker exploitation through working time limits, a minimum wage, collective agreements, and other instruments. Do not hesitate to seek advice from specialized services on labour law, state service, employee unions, associations ...



Preparation

Don't wait until you are presented with a contract and salary proposal for your consideration. It is important to know the value of your skills in the labour market.

► **Inform yourself of the regulations in force in your sector or profession:**

- Is there a collective agreement in force for the sector? (A document negotiated between the representatives of the employers and the employees to establish labour regulations for the sector).
- Salary levels in your region.
- Social protection system, health, retirement
- Types of benefits over and above salary that might be offered: variable incentives, help with transport, packed lunch (meal) allowance.

► **Inform yourself about the company's practices:**

- The salary stated in the vacancy notice.
- The salary scale, account taken of seniority.
- Bonuses and benefits.

► **Have a salary range in mind:**

- **The target salary** that you will request from the company on the basis of your profile and the market. Employers generally speak in terms of gross annual salary.
- **The minimum salary** that you are prepared to accept.

► **Prepare your arguments:**

- Identify one or several particular skills in your profile that are well suited to the position and that you can use to back up your claims.
- Imagine possible objections and practise responses to them.
- Check with the employment services to find out if there are any recruitment incentives, which could correspond to your profile and facilitate your hiring by the company.

Negotiating:

Negotiation is a dialogue intended to be constructive. Negotiating means adapting. Each party takes a step towards the other in order to reach a compromise that satisfies both. Know how to be convincing, but also flexible, calm and courteous.

► 6-2 : Integrating into the company

What are we talking about?

Taking up post in a new company constitutes an important step in a career, the start of a new adventure. For you and your new employer the challenge is to overcome the integration phase so that your collaboration becomes as fruitful as possible.

For a number of years, companies have placed increasing focus on new employee integration. The best-organized among them develop specific protocols involving various procedures:

- ✓ Welcome on the first day from Management and Human Resources
- ✓ A tour of the company
- ✓ Presentation to colleagues
- ✓ Induction booklet
- ✓ Designation of a colleague to advise or look after the new person (tutoring / mentoring)

Whether you join this type of company or one which does the minimum to welcome you, a large part of the integration effort rests on your shoulders. It's up to you to play the game.



The days prior to taking up post

- ▶ Carry out further research into the company, its organization, its clients and products.
- ▶ Gather all any information that will help you to understand the company culture, namely the set of values and behaviours that characterize the company, guide its practices and are shared by its staff.
- ▶ Check the time and day of your interview. Find out who is due to receive you.
- ▶ Choose clothes that are conservative and suited to your profession.

The first day and beyond

- ▶ Your successful integration will depend mainly on your attitude. Be open, attentive, observant, listen, watch, take notes, stay positive.
- ▶ Don't hesitate to ask questions of your new colleagues and your manager.
- ▶ Don't rush. Before taking action, make sure you have understood the instructions well and ask for confirmation.
- ▶ Try to identify the company's senior officials (organizational chart).
- ▶ Find out: Who is who? / Who does what?
- ▶ Try to make connections when staff come together: meals, coffee breaks...
- ▶ Avoid making comparisons with your previous company or practices.
- ▶ It is up to you to adapt to the new company, and not the other way round.

Be aware that the first months in a new job generally call for considerable personal commitment. You have to understand your job, learn new skills, organize your time and adapt to the company's ways of working and expectations.

Congratulations!

- ▶ You have followed all the steps in this guide. You are now well equipped to carry out an effective job search and build a new phase in your professional life.
- ▶ The world of work is fluctuating and rapidly evolving, putting each of us in the situation of having to find a new job at several points in our professional lives. Ideally, you should not be forced into it.
- ▶ Be in control of your career. Continue to learn, to train yourself, throughout your professional life, to update and broaden your skills in order to better manage your professional career.
- ▶ If you are bored in your current job or you want to move on to new activities or responsibilities, take charge of your future. Plan ahead for your job search.
- ▶ If you are currently unemployed, don't hesitate to seek guidance from the public employment service in your country. Employment advisers are there to listen and help you through this process.
- ▶ Finally, don't stay alone. As the guide says, a network provides powerful leverage for identifying job opportunities. Stay in regular touch with your family, friends and contacts.

Useful sources and links in English to be consulted:

- ▶ ILO : « My guide to employment - For young people in the Pacific »
https://www.ilo.org/suva/publications/WCMS_230942/lang--en/index.htm
- ▶ MALTA – web site of the Public employment service : Jobsplus
<https://jobsplus.gov.mt/job-seekers-mt-MT-en-GB/job-search-advice/job-seeking>
- ▶ Canada : Preparing for an interview : Job Bank :
<https://www.jobbank.gc.ca/findajob/resources/prepare-for-interview>
- ▶ USA : Create a job search plan : Careeronestop :
<https://www.careeronestop.org/JobSearch/Plan/create-a-job-search-plan.aspx>
- ▶ New Zealand : CV templates and tips : Work and Income :
<https://www.workandincome.govt.nz/work/cvs-and-cover-letters/cv-templates-and-tips.html>

Thanks :

Thank you to everyone who contributed to the development of this guide and particularly:

- ▶ At the ILO :
 - ▶ Khaled AL-QUDAH, from Beirut office
 - ▶ Mariela DYRBERG, from EMPLAB department
 - ▶ Pedro MORENO DA FONSECA, from SKILLS department
 - ▶ Michael MWASIKAKATA, head of SERVICES Unit
 - ▶ Felix WEIDENKAFF, from Bangkok office
 - ▶ Lena YAN XINYU, from YOUTH unit
- ▶ At Pôle emploi :
 - ▶ Céline COURT, head of the Performance Service; from French Guyana
 - ▶ Reine CHATENAY, head of agency, from French Guyana

What is the ILO?

The International Labour Organization is the first specialized agency of the United Nations.

The ILO brings together representatives of governments, employers and workers from 187 member States to set international standards, develop policies and design programmes to advance social justice and promote decent work for all women and men throughout the world.

Professional life seldom takes the form of a straight path without pitfalls. Getting from school to work is often a complex first step. Then being able to keep a job throughout one's life is difficult because of the economic environment, the evolution of professions or one's own aspirations. Life is made up of transitions that you have to know how to manage.

Changes in the labour market are accelerating:

- ✓ Many professions are experiencing transformations linked to digitization
- ✓ Other professions are disappearing or relocating owing to globalization
- ✓ New professions are being created to face the challenges of climate change, the need for a low-carbon economy or changes in lifestyles.

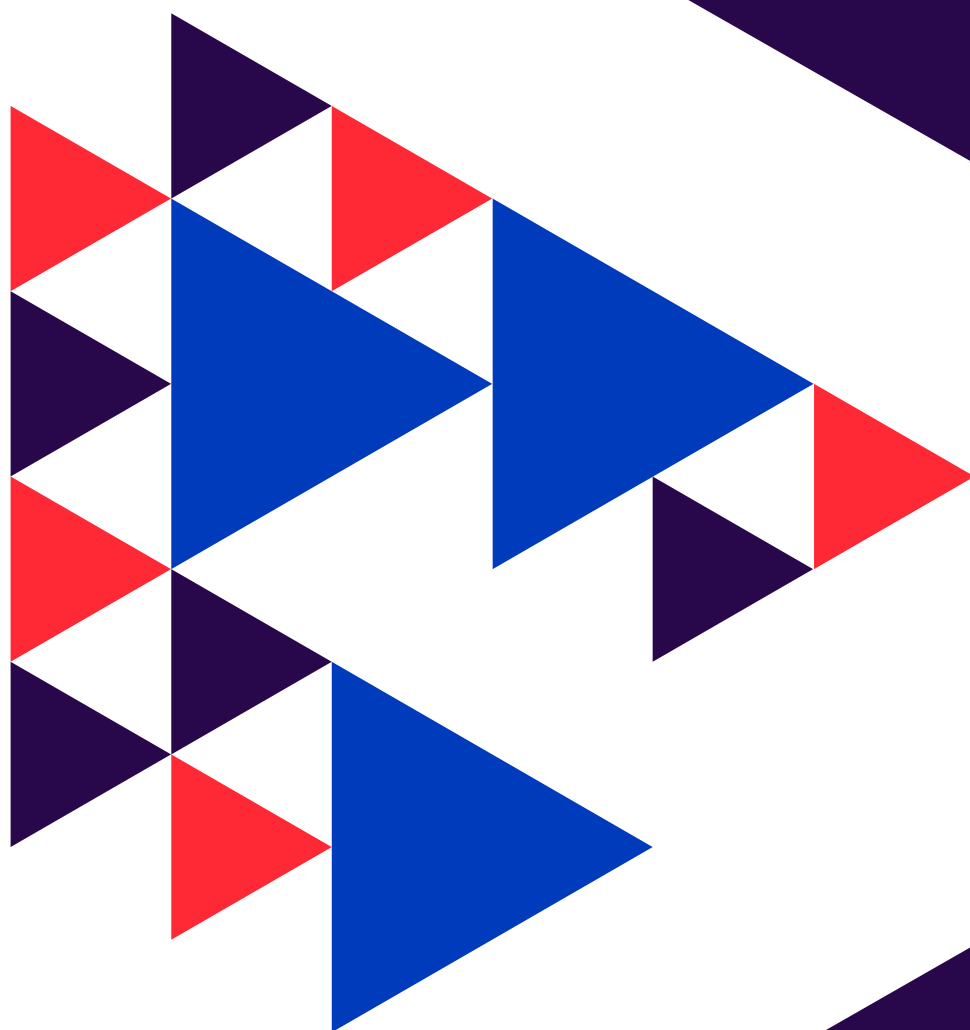
In its 2019 Future of Work report, the ILO calls for “investing more in the institutions, policies and strategies that will support people in future transitions to work.”

Every citizen of the planet must be able to orient and train throughout life so as not to suffer from the changes in their environment, but on the contrary to seize them as opportunities.

“Supporting individuals through these transitions will broaden their choices and provide them with the security they need to face change. This will allow them to shape their professional life. ”

This guide constitutes a concrete expression of the ILO's guidelines on supporting transitions.





ISBN 978-92-2-035523-7



9 789220 355237