The OCR Guide to Employability

Version 1
This guide on employability has been produced by OCR to help you understand the skills and techniques you will need to develop, practise and use in progressing your career. This guide has not been written to accompany a specific qualification but focuses on employability skills that relate to many areas of both education and work environments. Other skills guides are available at www.ocr.org.uk.
What is ‘employability’?

In the modern job market employers not only look for qualifications but also a range of skills and personal qualities often referred to as ‘employability skills’.

Employability skills have been defined by the CBI (Confederation of British Industry) as “A set of attributes, skills and knowledge that all labour market participants should possess to ensure they have the capability of being effective in the workplace – to the benefit of themselves, their employer and the wider economy.”

Source: http://www.cbi.org.uk/media/1121435/cbi_uuk_future_fit.pdf - Page 8 of CBI report entitled ‘Future Fit’

More simply, employability skills are the knowledge, personal qualities, attitude and behaviour you need to:

• get work
• stay in work
• do your job well.

Why is employability important?

Employability is incredibly important because it affects your ability to realise your potential, both now and later, as you progress through education into your chosen career. It is an opportunity to apply your learning to real life contexts and to use your personal skills and qualities in the workplace. Employability is also likely to give you the capacity to move between jobs – or career areas – in order to remain employable throughout your life.

Employability and your career

In practice, the combination of knowledge, skills and personal qualities required by employers will vary according to your chosen career. Certain employability skills will be needed as you search for a career, submit a CV and get an interview regardless of your target industry. These skills should be developed and improved as you start your career and on an ongoing basis to help you perform well in your role and progress to more responsible and challenging roles. It is unlikely that you will stay in the same job within the same organisation for your entire working life so employability skills are key in helping you to manage your career.

Further skills can be acquired throughout your career. Lifelong learning will help you towards a fulfilling career – and is thought highly of by employers too as it shows an ability to be motivated, acquire new information and adapt to change.

Employability skills can also be referred to as transferable skills because skills developed in one area of your life can be transferred to other areas. In the context of career planning and development, they may be called career management skills.

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Employability

What are employers looking for?

Based on a number of surveys undertaken by Microsoft, Target Jobs, the BBC, Prospects, and other organisations, this is a summary of the skills which were most often deemed important.

Source: www.kent.ac.uk

Specific employability skills for working in a pre-school nursery include:

Spoken communication
- Able to express your ideas clearly and confidently in speech

Teamwork
- Work confidently within a group

Commercial awareness
- Understand the commercial realities affecting the organisation

Analysing and investigating
- Gather information systematically to establish facts and principles; problem solving

Initiative/self-motivation
- Able to act on initiative, identify opportunities and be pro-active in putting forward ideas and solutions

Drive
- Determination to get things done; make things happen and constantly looking for better ways of doing things

Written communications (Refer to study guide on producing documents)
- Able to express yourself clearly in writing

Planning and organising
- Able to plan activities and carry them through effectively

Flexibility
- Adapt successfully to changing situations and environments

Time management
- Manage time effectively, prioritising tasks and able to work to deadlines

Spoken and non-spoken communication:
- Body language – using it yourself and being sensitive to its use by others; for example, use of eye contact, gestures, head nodding, smiling
- Listening – accurately hearing what people are saying and showing interest
- Motivating and supporting – giving encouragement; giving thanks for praise or help; working well in a team
- Telephone skills – being brief and keeping to the point; think through in advance what you want to say
- Gathering information – ask open and probing questions to understand the views and feeling of others. Clarify and summarise what others say.
- Giving and accepting criticism – saying ‘sorry’ in a genuine way, when necessary; allow disagreements to be brought into the open; be constructive if criticising
- Persuading and negotiating – back up your points with facts and logic; be tactful to those you disagree with
- Presenting – use a logical structure, be clear and concise; encourage questions (see study guide presentation section of ‘documents’ for further information

Links to interactive exercises to further your understanding of terms relating to employability skills and to audit your skills and possible career path are given at the end of this guide.

Source: www.kent.ac.uk
Research a role that you are interested in and use the blank grid to identify aspects of that role that exemplify these employability skills.

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Other skills that were seen as important by employers include:

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<tr>
<th>Global skills</th>
<th>Able to speak and understand other languages, appreciation of other cultures</th>
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<tr>
<td>Leadership</td>
<td>Able to motivate and direct others</td>
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<td>Numeracy</td>
<td>Multiply/divide accurately, calculate percentages, use statistics and a calculator, interpret graphs and tables</td>
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<tr>
<td>Computing skills</td>
<td>Word-processing, using databases, spreadsheets, the Internet and email, designing web pages etc.</td>
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<tr>
<td>Self-awareness</td>
<td>Awareness of achievements, abilities, values and weaknesses and what you want out of life</td>
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<tr>
<td>Personal impact/confidence</td>
<td>Presents a strong, professional, positive image to others which inspires confidence and commands respect</td>
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<td>Lifelong learning</td>
<td>Continues to learn throughout life. Develops the competencies needed for current and future roles</td>
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<tr>
<td>Stress tolerance</td>
<td>Maintains effective performance under pressure</td>
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<tr>
<td>Integrity</td>
<td>Adheres to standards and procedures, maintains confidentiality and questions inappropriate behaviour</td>
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<tr>
<td>Independence</td>
<td>Accepts responsibility for views and actions and able to work under their own direction and initiative</td>
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<tr>
<td>Developing professionalism</td>
<td>Pays care and attention to quality of work; supports and empowers others</td>
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<tr>
<td>Action planning</td>
<td>Able to decide what steps are needed to achieve particular goals and then implement them</td>
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<tr>
<td>Decision making</td>
<td>Determine the best course of action; evaluate options based on logic and fact and present solutions</td>
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<tr>
<td>Interpersonal sensitivity</td>
<td>Recognise and respect different perspectives; open to the ideas and views of others</td>
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<tr>
<td>Creativity</td>
<td>Generate and applying new ideas and solutions.</td>
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Generic employability skills

Some skills sought by employers may seem rather daunting, at this point in your education, but below are some of the qualities you may have now which will be helpful in any job. Refer to the interactive exercises at the end of this guide to audit your skills and qualities.

A combination of the following qualities is likely to contribute to being professional in whichever career path you choose.

Displaying professionalism in any job is striving for excellence. Trying to put quality into everything you do is likely to separate the achievers, who make good progress in their career, from others.

Responsibility
Being able to say what you have done, how and why you have worked in a certain way. Owning your actions.

Integrity
Acting in a way that is open and honest; not being influenced by others to act inappropriately.

Punctual
Always being on time or having things ready on time.

Dependable
People know you will do the job and do it well.

Reliable
People can trust in you and in your work.

Hardworking
Taking care with your work and persevere to complete tasks.

Pro-active
Making things happen instead of waiting to be told what to do (sometimes referred to as showing initiative).

Enthusiastic
Showing real and genuine interest in a job.

Co-operative
Working well with others to get jobs done.

Independent
Not needing to rely on other people to get a job done.

Honesty
Acting truthfully at all times.

Fairness
Sticking to the rules without having a negative effect on others.
Problem solving

Problems can be opportunities as they allow you to see things differently and do things in an alternative way.

Source www.kent.ac.uk/careers

You solve problems on a daily basis, at school/college and in your day-to-day life, for example:
- Finding time to revise for module tests and exams – and hand in coursework on time
- Dealing with an awkward customer when working part-time in a shop or restaurant
- Working out why your printer won’t respond
- Developing a strategy to reach the next level of a computer game.

Any job will also bring problems to be faced and the ability to solve problems is valued by employers. You need to be able to:
- Evaluate information or situations
- Break them down into their key components
- Consider various ways of approaching and resolving them – and decide on the most appropriate of these ways.

Analytical and critical thinking skills help you to evaluate the problem and to make decisions. A logical and methodical approach is best in some circumstances, in other situations, using creativity or lateral thinking will be necessary to come up with ideas for resolving the problem and find fresh approaches. Sometimes you will need to be able to draw on your academic or subject knowledge to identify solutions of a practical or technical nature.

As not everyone has these skills in equal measure, team working is often a key part towards problem-solving. The most important thing is to get the job done properly, not to solve it all by yourself so ask for advice or help if you need it! Further skills, such as communication, persuasion and negotiation, are important in finding solutions to problems involving people.

The IDEAL model of problem-solving involves these steps:
- Identify the problem
- Define the problem
- Examine the options
- Act on a plan
- Look at the consequences.

The final stage is to put the solution you have decided on into practice and check the results.

Presenting yourself in a job application or CV

A CV is a marketing document in which you are marketing: you! You need to ‘sell’ your skills, abilities, qualifications and experience to employers. It is the most flexible and convenient way to make applications and you can put your personal details in a way that presents you in the best possible light.

Preparing your CV is an opportunity for you to audit your employability skills, include relevant ones in your CV and demonstrate others – especially in the way in which you communicate. Good business communication is concise and focuses on key facts and therefore your CV should try to reflect that. By selecting key points and making your CV fairly economical with words, it leaves scope to add further details during the interview.

You can also demonstrate attention to detail by choosing a font size and style that is easy to read, uses white space well and displaying the contents of your CV clearly, logically and accurately – with no spelling or grammatical mistakes.

When should a CV be used?
- When an employer asks for applications to be received in this format
- When an employer simply states ‘apply to’ without specifying the format
- When writing to an employer who has not advertised a vacancy but who you hope may have one. (This is a speculative application and an example of being pro-active.)

A CV can be used to make multiple applications to employers in a general career area but can also be adapted easily for more specific roles.

What should go in your CV?

There is no one ‘best way’ to construct a CV; it is yours to structure in the way you think best. A ‘quirky’ style may be appropriate for a job that involves creativity; a more traditional approach may be best for some roles. However it should include the following points:
- Your personal details, including contact information
- Education and qualifications
- Work experience
- Interests and achievements
- Skills
- References.

A personal profile is often provided at the start of a CV but, if used, it needs to be original and well written, focussing on the value you can bring to the organisation. Don’t just use a phrase such as “I’m a good communicator who works well in a team . . .”

What makes a good CV?

The best CVs tend to have a lean, mean and clean look with the use of every inch of space carefully considered, so don’t make your CV too busy: if in doubt, leave it out! An employer may have hundreds of CVs to read in a short period of time – and only going to select, for example, five interviewees. If your CV is hard work to read, unclear, badly laid out, contains irrelevant information and contains spelling or grammatical mistakes, they will just move on to the next CV.
Employability

Find a quiet place to fill out the actual form. Keep writing on the actual application form until you've completed a paper based application form. Proof read your draft – or get someone else to do so – to check for mistakes in spelling or grammar. DOs and don'ts – before you complete a paper based application form.

Applying online

Some employers may spend as little as 45 seconds skimming a CV before branding it “not of interest” (as they say in business). Don’t just write to the Managing Director or ‘to whom it may concern’! Decide which are most relevant and/or impressive functions.

Presentation

The form should be neat and tidy with no crossings out or correcting fluid. Try to fill all the space provided. Leaving too much blank space may make your application look as if you don’t have the required skills or can’t be bothered to include enough detail. Include a covering letter with your form to highlight your main skills and selling points. In the form, you feel there is not enough space to say all that you need, put these points in the covering letter too.

Presenting your CV

This is the reason that some large companies will not consider the highest exam grades first. Decide which are most relevant and/or impressive. How long should a CV be?

There are no absolute rules but, generally, have no more than two sides of A4 paper. Never back a CV, use a separate sheet of paper for each page. Put your name in the footer area so that it appears on each sheet. If you can fit all relevant details on to a single sheet, that is fine but take care not to leave out important items, to crowd the page or use a font that is too small to read comfortably.

If you are posting your CV, don’t fold it – put it in a full-sized A4 envelope so that it doesn’t arrive creased. It is important to attach a brief covering letter to your CV giving information about your suitability for the job and your availability. Find the name of the most relevant person in the company to write to. Don’t just write to the Managing Director or to whom it may concern!

Links to interactive exercises to further your understanding of CVs as well as examples of good and bad covering letters are given at the end of this guide.

Online application forms

Increasingly companies are using online application forms rather than paper-based ones. They make the job application more efficient and practical for you and the recruiter. However most of the same rules apply as for paper applications – it’s only the medium which is different – so learn good paper-based application skills first.

Applications are usually sent and handled securely so that only you and the employer have access to your details so normally you will have to register and make up a password.

Some applications allow you to view the whole form without filling it in. In which case, download it or print it so that you can make a rough draft first. Some questions may be compulsory and you may not be able to access the next page until you have filled them in. In either case, make sure you read the instructions carefully first so you know what you have to do.

Some forms expect you to complete it session and may ‘crash’ when you submit it, or before, so make sure you save your answers frequently. Others will be saving your answers as you go along, so you don’t have to start again if the system crashes. You may be able to save what you have done and can return to the form to complete at a later point.

You can cut and paste points from your CV or other applications. It’s a good idea to do this for longer applications – and you can re-use some points for use in further applications. Online forms may not have a spelling or grammar checker so use your word processor to allow you to do this. However, remember that spell checkers can’t find all mistakes so try to get someone else, with a high level of literacy, to check what you have keyed in.

Never use informal English, as if you were communicating electronically with friends! As with a paper application form use good quality English and give evidence to show relevant skills.

If a question specifies a maximum number of words for your answer, use the word count function of your word processor. Going over the word count suggests you can’t follow instructions – or are not able to make your answers concise.

Check the form carefully before you click ‘submit’. If you do accidentally submit an incomplete form, ring or email the company straight away and ask them to delete your application, so you can start again.

Employability
Interviews

Getting an interview is an achievement in itself. Only a small proportion of applicants are selected for interview so you've already made a positive impression to have been invited to an interview.

Selection tests

Some online applications also incorporate selection tests. These may be:

- aptitude tests – for example, multiple choice verbal and numerical reasoning tests
- personality tests – matching your responses with profiles of successful employees
- cultural fit tests – to see if your values match the organisation's culture.

There are links to some example aptitude tests at the end of this guide.

Targetjobs.co.uk has a great online simulator for trying out electronic application forms
www.selectsimulator.com

Questions about your CV or application form
Make sure you read these again carefully before the interview

Sell your USPs (unique selling points)
The skills and qualities that make you stand out from other candidates

Hypothetical questions
E.g. how would you deal with an angry customer

Competency questions
E.g. describe a situation where you worked in a team

Prepare carefully research
the job, industry and employer. Prepare answers to possible questions.

Dress smartly
This shows your interest in the job and commitment

Body language
Smile, make eye contact and shake hands

Have questions to ask
E.g. what training would I receive; how might I progress in this career?
Employability

Preparing for an interview

Research the employer too. From the company website, or using a search engine, find out things like:

- Size of the organisation
- How long has it been in business
- What are its future plans
- Who are its main competitors
- What sort of reputation or public image does it have
- What types of training and development does it have.

Re-read your application form as if you were the interviewer and try to anticipate questions that might be asked. Also think about any awkward points that might be picked on and how you’d handle them.

Take a small notepad and pen with you to jot down any points you are told during or at the end of the interview. After the interview, write down any difficult questions you were asked so you can think of better answers should you need to in the future.

Prepare some questions to ask the employer.

What to wear

Whatever the job, you want the interviewer to remember you for your personality and performance not ‘the one with the weird tie/the short skirt/the nose stud etc.’ If you look smart you will feel confident and make a good first impression. Once you have the job, you can wear whatever the employer approves of (many organisations have a dress code).

So the first rule of dressing for interviews is – you can’t go wrong by being boring and conventional!

You may well be interviewed by someone as old as your grandparents so ask them what they think of your choice of clothes for the interview rather than a friend of your own age.

Arriving for the interview

Plan how you will get to the venue – allow time for traffic jams or the bus/train being late. You could even try out the journey in advance? Aim to arrive about 10 minutes early. (Certainly arriving late will not display your employability to best effect!) Time waiting in reception can help you to prepare yourself. There may be publications about the employer or their industry to read and you’ll have chance to relax and focus before you go in. Be polite and friendly to everyone you meet, including receptionists and security staff.

First impressions

These are very important as they set the tone for the rest of the interview. Many interviewers will make a decision about the candidate within the first two or three minutes. Snap judgements may be made about your trustworthiness, attractiveness, likeability, competitiveness and aggressiveness and the rest of the interview will confirm or deny these opinions.

Interviewers may be put off by a weak handshake or lack of eye contact, by poor body language or by poor posture. For example, slumped shoulders suggest lack of confidence.

Smiling appears to be a central ingredient for successfully interviewing for a job.

During the interview

Shake hands firmly and warmly but wait to be invited to sit down. A firm handshake may communicate sociability and friendliness which are usually desirable qualities whilst weak handshakes may indicate being introverted or shy. As a handshake is at the start of the interview it sets a positive tone.

Smile and keep up good eye contact with the interviewer.

You may be offered tea or coffee. Accept this if you feel it will help you relax but it’s fine to refuse, politely.

Try to relax. Don’t perch on the edge of your chair but don’t slouch either. Try not to fidget.

Speak clearly and not too fast. Give yourself a moment to think before replying. Try to avoid phrases like ‘you know.’

There are no right or wrong answers to interview questions. The impression you give, is as important as what you say. Try to be yourself, if you have to put on a completely false act to get through the interview, will it really be the right job for you?

Links to interactive exercises to further your understanding of interviews are given at the end of this guide.
Employment legislation

There is a wide variety of employment legislation to protect your rights and safety at work, to ensure that you are treated fairly, receive a minimum wage and paid leave.

An employer must have policies and procedures to make sure that all employees are aware of their rights and responsibilities under these laws. This will normally be done through induction when you start work, your contract of employment and, depending on the employer, you will have a staff handbook so that important information is easily accessible to you.

It is also important to know what your employer expects of you, what you are entitled to in return for wages and the procedures you must follow to be safe at work and keep within the law. You should refer carefully to the documentation provided by the employer. If you’d like to find out more about employment legislation, see OCR’s skills guide on legislation, available from www.ocr.org.uk.

The Employment Rights Act 1996

This Act requires certain terms and conditions to be set out in a single written document which must be provided to employees within two months of starting work. The terms and conditions will include statutory rights – those protected by law – and contractual rights – those negotiated between the employer and the employee.

The written statement must include:

- the names of the employer and the employee
- the date on which employment began and when continuous employment began
- rate of pay, intervals of payment and any other benefits
- hours of work
- holiday entitlement
- place of work and the address of the employer
- the job title and a brief description of the role
- the period for which employment (if temporary) is expected to continue
- any collective agreements affecting terms and conditions, for example, employment issues pre-agreed between the employer and trade unions affecting all workers
- terms relating to sickness, notification of sickness, pay relating to this period and rules relating to statutory sick pay *
- pension arrangements
- length of notice that the employee is entitled to receive or required to give to terminate employment
- disciplinary rules and procedure as well as the appeals and grievance procedure. *
- additional details in working outside of the UK for more than one month.

* This information may be in a separate document so that it’s easy to access.

The above are the legal minimum terms and conditions but most contracts contain other items too such as method of payment, maternity entitlements and terms for altering or varying the contract.

Self-employed workers, some trainees and those working for less than a month are not covered by these provisions.

Employment Act (2008)

This Act strengthens, simplifies and clarifies key aspects of UK employment law and brings together parts of previous employment legislation.

It sets out details for resolving disputes between the employer and employee, makes changes to the enforcement of the national minimum wage and strengthens the powers of Employment Agency Standards inspectors.

Source: Department for Business, Innovation and Skills

www.bis.gov.uk

The Citizens Advice Bureau website gives information about ‘your rights at work’

www.adviceguide.org.uk/index/life/employment/basic_rights_at_work.htm
Ongoing training and development

Lifelong learning is one of the skills that employers have identified as being of importance to employability – for current and future roles. Enthusiasm and motivation to continue training, and learning, throughout your life using both formal and informal learning is likely to increase your employability and lead to a fulfilling career. Existing skills can be developed and improved and new skills can be acquired.

It is not sufficient to think that you have the skills - you have to be able to provide convincing evidence too. Deconstruct your social, study and employment activities to reveal and evaluate the skills that you regularly use. Make use of your existing involvement in extra-curricular activities, undertaking work experience, part-time work, volunteering and involvement in clubs or societies – or consider becoming involved in such activities. The knowledge and experience acquired will add to the skills acquired through academic study.

Employability skills mean that an employee adds value to the organisation and has the skills and qualities to help organisations move on in the face of continuous and rapid economic and technological change.

“Underpinning all these attributes, the key foundation must be a positive attitude: a ‘can-do’ approach, a readiness to take part and contribute, openness to new ideas and a drive to make these happen.”

Source: http://www.cbi.org.uk/media/1121435/cbi_uuk_future_fit.pdf - CBI report entitled ‘Future Fit’

Resources

Some of the following resources could be helpful to audit your employability skills and improve your CV, completing application forms and coping with interviews:

Moving On is a free resource from the BT Learning and Skills programme which offers easy-to-follow online modules to help young adults aged 14-19 to learn more about themselves, the skills they need in life and work and how best to develop and demonstrate these as they identify and apply for jobs that are a good fit for their personality, interests and skills. Available as an iPhone app too:


Personal Skills Journey consists of a series of twelve PDF downloads designed to provide young people with knowledge and skills to help in the transition from learning to the wider world:

www.btplc.com/Responsiblebusiness/Supportingourcommunities/Learningandskills/Freeresources/Personalskillsjourney/index.htm

Careersbox have worked together to identify seven fundamental stages of the interview process and presented them in fun and educational bite size levels:

www.careersbox.co.uk/films/level7/

Explore your skills and match them to work of work and training opportunities:

www.careersbox.co.uk/skillsexplorer/

The following resources are reproduced with permission of the University of Kent Careers Advisory Service www.kent.ac.uk/careers who own copyright.

What are your strengths?

www.kent.ac.uk/careers/Choosing/strengths.htm
Identify your work related interests:

www.kent.ac.uk/careers/Choosing/InterestsProfile.htm

Analyse your employability skills:

www.kent.ac.uk/careers/sk/skillsinventory.html

Which jobs will suit my skills?

www.kent.ac.uk/careers/sk/skillsjobs.htm

I want to work in …:

www.kent.ac.uk/careers/workin.htm

Skills game - Match the employability skills with their descriptions:

www.kent.ac.uk/careers/sk/cards5.html

CV quiz:

www.kent.ac.uk/careers/cvquiz.htm

Good and bad covering letters:

www.kent.ac.uk/careers/cv/goodbadcovlet.htm

General application form:

www.kent.ac.uk/careers/cv/exampleaf1.htm
Employability

Bad application form:
www.kent.ac.uk/careers/cv/badaf.htm

Difficult application form:
www.kent.ac.uk/careers/cv/difficultapplications.htm

Psychometric tests:
www.kent.ac.uk/careers/psychotests.htm

Interviews - Common questions and how to answer them:
www.kent.ac.uk/careers/interviews/ivquest.htm

Interview skills quiz:
www.kent.ac.uk/careers/ivquiz.htm

Body language quiz:
www.kent.ac.uk/careers/interviews/nvc.htm

Time management quiz:
www.kent.ac.uk/careers/sk/time.htm

CONTACT US

Staff at the OCR Customer Contact Centre are available to take your call between 8am and 5.30pm, Monday to Friday.
We’re always delighted to answer questions and give advice.

Telephone 01223 553998

www.ocr.org.uk