# Essential Skills to Market Yourself at the Interview







This workbook was created by Literacy Link South Central. We are a regional network in Ontario that provides support to literacy programs. We are a partner in the Employment Ontario system. This series of workbooks is the result of a project called, "Connecting Literacy and Employment through Essential Skills." These resources have been developed for people who want to look for employment while strengthening their Essential Skills.

# Thank you to our project partners for their help in creating these resources. Our partners for this project include:

- Elgin, Middlesex, Oxford, Workforce Planning and Development Board
- Goodwill Ontario Great Lakes
- Literacy London Inc.
- London Employment Help Centre
- Pathways Skill Development & Placement Centre

A special thanks to the employment agencies, literacy programs, employers and Essential Skills experts who participated in this project. Their feedback was valuable in the development of this workbook series.



This project was funded in part by the Government of Canada's Office of Literacy and Essential Skills.

Content developed by Karen Farrar Design by Tracy Buchkowsky

These workbooks can be downloaded free of charge at <a href="www.llsc.on.ca">www.llsc.on.ca</a>. Organizations are encouraged to copy these materials; however, reproducing these materials for a profit is prohibited. All website links were accurate at the time of printing – May 2011.

### **Read this Part First**

### This workbook is for you if:

- You're looking for work.
- You have access to a computer with Internet.
- You feel comfortable using a computer and the Internet and you would like to practise and improve these skills.
- You want to build your Essential Skills.

### This workbook is one in a series of seven titles:

- 1. Essential Skills to Identify the Job Searcher
- 2. Essential Skills to Identify the Job
- 3. Essential Skills to Research Your Occupation
- 4. Essential Skills to Search for Jobs
- Essential Skills to Market Yourself with a Resume and Cover Letter
- 6. Essential Skills to Market Yourself at the Interview
- 7. Essential Skills to Maintain Employability

### What are Essential Skills? Why are they important to you, the job seeker?

Essential Skills are the skills you need for work, learning and life. Knowing your Essential Skills helps you to tell employers what you can do for them. It shows people that you have the skills to learn, that you adapt to change and that you can work well with others. A good employee has strong Essential Skills. When you practise and improve your Essential Skills, you increase your chances of finding a job.

### Why are these workbooks unique?

- These workbooks combine job search activities and Essential Skills resources. You can look for a job and improve your Essential Skills – at the same time.
- You can photocopy or download the copies you need they're free!
- The workbooks are self-paced. You can take as much time as you need and complete as many workbooks as you need.

### How you will use Essential Skills for job search

You will find that you use your Essential Skills for all of the job search activities in these workbooks. When you begin to read the content, you will notice that activities requiring Essential Skills are identified with icons and tips. The icons tell you which Essential Skills you will be using. The tips tell you how you will use the Essential Skill for a specific activity.

Essential Skills Icon	What It Means
	<b>Reading:</b> Understanding materials written in sentences or paragraphs  Example: Read a case study about job search.
	Document use: Using and understanding labels, graphs, signs and other similar materials  Example: Fill in a chart of job search contact information
	Numeracy: Using and understanding numbers  Example: Budget your monthly expenses.
	Writing: Writing text or typing on a computer  Example: Write a thank you note after an interview.
	Oral communication: Using speech to share thoughts and information  Example: Practise answering interview questions with others.

Essential Skills Icon	What It Means
(ii)	Working with others: Interacting with others to complete tasks  Example: Help to improve one another's interview skills.
(%)	<b>Thinking:</b> Reviewing information to make decisions  Example: Analyze how you spend your time during your job search.
<b>B</b>	Computer use: Using computers and other technical tools  Example: Use the Internet for research.
	Continuous learning: Participating in an ongoing process of gaining skills and knowledge  Example: Learn to maintain a positive attitude during job search.

### **Computer Skills**

As you work through the workbooks you will be practising your computer skills. You must have some basic computer skills in order to complete many of the workbook activities.

Can you do the following?

- **Use a mouse.** Can you open links by clicking on them? Can you double click on files?
- **Use a keyboard.** Can you type? Can you type in a web address? Do you know how to use command keys like Shift and Control?
- **Search the Internet.** Can you use a search engine like Google or Internet Explorer? Can you use key words to find a specific topic?
- **Search a website.** Can you use the menus, links and tabs to find your way on a website?
- Watch an online video. Can you open, play and pause a video? Can you adjust the sound?

If you are unable to perform these computer functions, you may wish to take some basic computer training before you use the workbooks.





### Tips for making the workbooks work for you

These workbooks have been designed for job seekers who want to look for work and improve their Essential Skills.

Here are some tips to help you get the most out of each workbook.

- ✓ Use the Essential Skills Checklist before and after you complete each workbook to see how your Essential Skills improve.
- Read the Job Search Terms so that you are familiar with the terms used in each workbook.
- For best results, work through all the workbooks. They follow the steps you'll take when looking for a job. But if you don't need the information in every workbook, you can just choose the ones with the content that is right for you.
- ✓ Try to work through the whole workbook and not just sections. This will increase your understanding of the content and help you practise your Essential Skills.
- These workbooks have been designed for clients in both employment and literacy agencies. If you get stuck, ask for help.
- As much as possible, work with your colleagues (other jobs searchers in your program). You will practise your Essential Skills when you share information and ideas.
- ✓ Remember that these are your workbooks. This means that you can write in them, underline, highlight, make notes anything that helps you to learn and get ready for work.

Improving your Essential Skills increases your chances of finding work. Good luck with your job search!



### Workbook Six

Take three extra job interview steps to climb to the top of a job interviewer's ranking:

- Educate yourself thoroughly about the organization
- Communicate effectively
- Have a plan for answering key questions

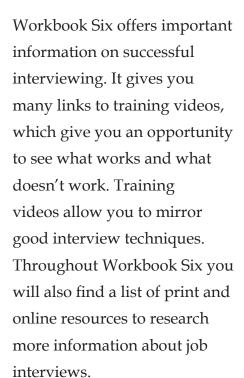
Success is often a by-product of taking these three actions.

(Fearless Job Hunting Knaus, Klarreich, Grieger & Knaus. 2010)

Many people find that the job interview is the most stressful part of their job search. So if you feel this way, you are not alone.

Fortunately, many of the interview resources available to you don't deal only with concrete details like interview questions and how to dress for success. They also deal with how to overcome, or at

least lower, your stress levels.





# In this workbook you will learn about:

# How to prepare for an interview

- Get ready for the phone call
- Practise interview questions, including the most popular interview questions
- Use the job description or want ad to prepare for the interview
- · Research the employer
- Know and use the Essential Skills Checklist

### Interview day

- Get there
- Make a good impression
- Bring what you need

### **Post Interview**

- Write a thank you note
- Continue your job search

The activities in this workbook will improve your interview techniques, which will help you to get the job you're applying for.

### **Using Your Essential Skills for a Job Search**

One of the benefits of using this workbook series is that as you prepare for employment, you also practise your Essential Skills. Essential Skills are the skills that enable you to carry out life and work tasks, including your job search. Practising and improving your Essential Skills will improve your job search techniques and materials and increase your chances of finding work that you want.

### In Workbook Six you will use the following Essential Skills:

- Reading
- Document Use
- Numeracy
- Writing
- Oral Communication
- Thinking
- Working with Others
- Computer Use
- Continuous Learning



You can evaluate your confidence and progress in using these skills by assessing yourself before and after you complete this workbook. Your self-assessment can show you the skills you feel confident in using and the skills you need to practise more. This is important information for your job search and your success as an employee.

- 1. Take a few moments to complete the self-assessment on page 11 before you begin the workbook activities. Assess your Essential Skills in the **Before c**olumn.
- 2. As you work through the activities, notice the icons and tips that help you to focus on particular Essential Skills.
- 3. When you have completed the workbook, return to the Essential Skills Checklist. You will be able to measure your improved job search abilities using Essential Skills by putting check marks in the **After** column.

## Job Search Terms

Term	Definition
Hiring checklist	This is a checklist of skills that an employer may use to help them in an interview.
Job profile	This is a description of a specific job including: main duties, average wages, skill requirements and outlook for job openings.
Mock interview	This is a practice interview that you take part in to help you improve your interview skills.
Visualization	This is the act of forming a mental picture of a scene or activity.
First impression	This is what people first think or feel about someone or something.

### **Essential Skills Checklist**

Use this Essential Skills Checklist to rate your increased confidence in using Essential Skills. **Before** you start the activities in this workbook, fill in the Before column. When you have finished the workbook, fill in the **After** column. Have your Essential Skills improved? Knowing what you do well can be important information to share when applying for jobs. Knowing what you still need to work on will help you to prepare for future job search success.

Using Essential Skills for Job Search		n not sure I can't I can do this yet is.						do	
	Before	After	Before	After	Before	After	Before	After	
Using Reading Skills I am able to:									
<ul> <li>Read information on voice mail and phone messages</li> </ul>									
Read about how to practise interview questions									
Read a list of top interview questions (Activity 3)									
<ul> <li>Read information about a corporation on its website (Activity 6)</li> </ul>									
<ul> <li>Read information on preparing for interview day</li> </ul>									
Read tips on what to do during an interview									
Using Document Skills I am able to:									
<ul> <li>Show others the sections of a phone message pad and practise using it (Activity 1)</li> </ul>									
<ul> <li>Use a chart as a voicemail checklist (Activity 2)</li> </ul>									
<ul> <li>Use a hiring checklist to rate my skills (Activity 8)</li> </ul>									
Use an interview checklist     (Activity 13)									

Using Essential Skills for Job Search	I'm not sure if I can do this.		I can't this ye		I can d with he		I can do this.	
	Before	After	Before	After	Before	After	Before	After
Using Numeracy (Math Skills) I am able to:								
Calculate when to leave to arrive on time for an interview (Activity 11)								
Using Writing Skills I am able to:								
Write down answers to difficult interview questions (Activity 3)								
Write out the skills and qualities the corporation values (Activity 6)								
• Reflect on my responses and record my thoughts (Activity 8)								
<ul> <li>Write out statements about my skills (Activity 9)</li> </ul>								
Write a thank you note to an interviewer (Activity 14)								
Using Oral Communication Skills I am able to:								
Explain clearly how to use a message pad (Activity 1)								
Leave a detailed phone message (Activity 2)								
Answer questions out loud in a clear voice, giving helpful information (Activity 3)								
Practise answering interview questions     (Activity 4)								
<ul> <li>Practise saving statements about my skills out loud to prepare for an interview (Activity 9)</li> </ul>								
Practise making a positive first impression (Activity 12)								

Using Essential Skills for Job Search	I'm not if I can this.		I can't this ye		I can c with he		I can d this.	lo
	Before	After	Before	After	Before	After	Before	After
Stage a mock (pretend)     interview (Activity 13)  Working with Others I am able to:								
Work with others to improve a voicemail message (Activity 2)								
Work with others on interview practice     (Activity 4)								
<ul> <li>Work with others to improve my first impression in an interview (Activity 12)</li> </ul>								
Work with my colleagues to help improve my interview technique (Activity 13)								
Using Thinking Skills I am able to:								
• Identify interview questions I'm having trouble with. Find solutions so that I can answer these questions (Activity 3)								
• Think of examples that show how I can support an employer's corporate qualities or skills (Activity 6)								
Find information to develop questions for a job interview (Activity 7)								
Visualize a successful job interview (Activity 10)								

sing Essential Skills for Job earch l'm not sure if I can do this.		I can't do this yet.		I can do this with help.		I can do this.		
	Before	After	Before	After	Before	After	Before	After
Using Computer Skills I am able to:								
Watch a youtube.com video								
on the importance of								
practising interview								
questions (Activity 3)								
<ul> <li>Search for and watch more</li> </ul>								
job interview videos for								
more tips								
Use the Ontario Skills								
Passport website								
(Activity 9)								
Using Continuous Learning								
I am able to:								
Learn to improve interview								
skills through input of								
colleagues (Activity 13)								

The interview can be divided into three parts: before, during and after. Your chances of success will increase if you know what to do during each of these time frames. As well, dividing your activities will help you to feel less stressed.

### Prepare for the interview

Once you have created a really good resume and cover letter, you might feel that you can sit back, relax and wait for things to happen. But as you have already discovered, job search is a full time job. Give yourself a pat on the back for creating the resume and cover letter because you deserve it. Then, get ready to prepare for an interview.

You may wonder what the point is in preparing if you are not yet certain that you will be called for an interview. If you have worked through Workbooks One through Five, you will know that the odds are in your favour, and eventually you will receive that phone call. The first step in interview preparation is getting ready for that all important call from the employer.

# Get ready for the phone call: What will the employer hear when he or she calls you for an interview?

Now is the time to think about:

- Who answers your phone and how
- Your voicemail message

Don't wait for a potential employer to call, only to have your pre-schooler pick up the phone and hang up without speaking. Also, if your voicemail message features your dog howling to your favourite country and western tune, you may want to change that right away.

If you have children, a partner or a roommate in the house, you will want to make sure that they answer the phone appropriately and that you get the message. Don't count on being the one who will answer the call for the interview! Step out of the house, close the door on the bathroom or take a huge bite of your sandwich and the phone is sure to ring. It's far better to spend a few minutes with your family members or roommate to let them know how important this call is and how they should answer the phone.

### Activity One: Give Instructions on How to Take a Phone Message



### **Essential Skills Tip: Oral Communication, Document Use**

- Explain clearly how to use a phone message pad
- Show others the sections of a message pad and practise using it
- 1. Gather together several pens or pencils. The pens should write with ease and the pencils should be sharpened. Put them close to your phones.
- 2. Either buy a phone message pad or copy the one on **page 17**.
- 3. Show your children what information belongs on the message pad.
- 4. Ask them to repeat the name and number of the caller to ensure that they have written the information correctly.
- 5. Role play for practice.



### Phone Messages

Date:	_	
Time:	_	
Name:		_
Company:		
Phone number:	_	
Message:		
	_	
Date:	_	_
Date:		-
Date: Time:		-
Date: Time: Name: Company: Phone number:		-
Date: Time: Name:		-
Date: Time: Name: Company: Phone number:		-
Date: Time: Name: Company: Phone number:		



### **Essential Skills Tip: Reading**

Read information about voice mail and phone messages

If you do not have children at home or you are confident that you or your voicemail will pick up the phone, here are a few tips.

The interview begins as soon as the employer makes contact. Even the employer might not know it, but he or she begins the interview process as soon as you or your voicemail answers the phone. Do you sound confident and positive? The employer is trying to decide whether or not you "sound right."

**Make sure that your voicemail message is very professional**. Here are the basic parts of a good voicemail message:

- Short greeting
- Your name
- Statement that you cannot take the call right now
- Invitation to leave a message
- When they can expect you to call back
- No longer than 20 to 25 seconds

**Speak clearly and smile**. Practise leaving a message in a confident and happy tone.

If you are not ready to answer, let voicemail pick up the message. Did the phone wake you up? Or do you have to run up two flights of stairs to get to a cordless handset? You may choose not to answer the phone. You want to sound energetic, keen and confident when you speak to a prospective employer. It might be a better option to let your professional voicemail take a message than for you to appear at a disadvantage – particularly if this is your first verbal contact with the employer.

When you are getting ready for a job interview, a phone call is usually your first verbal contact with the employer. By preparing ahead of time you stand a better chance of making a good first impression.

### Activity Two: Practise Leaving a Voicemail Message







# Essential Skills Tip: Document Use, Oral Communication, Working with Others

- Use a chart as a voicemail checklist
- Leave a detailed phone message
- Work with others to improve a voicemail message
- 1. Use a cell phone or home phone to record your professional phone message using the voicemail tips from the previous page.
- 2. Have a job search colleague or member of your job search network listen to the message. Give him or her the Voicemail Checklist (below).
- 3. Ask for suggestions on how you can improve your message.
- 4. If you are working with your colleagues, everyone should do this activity.

Voicemail Checklist	Yes	No
Short greeting		
Your name		
Statement that you cannot take the call right now		
Invitation to leave a message		
When they can expect you to call back		
No longer than 20 to 25 seconds		
Is the message clear?		
Does the voice sound happy and confident?		

### **Practise Interview Questions**



### **Essential Skills Tip: Reading**

Read about how to practise interview questions

Many people are stressed at the thought of being interviewed for a job. They have more confidence in their ability to do the job they are applying for than in their ability to make a good impression during the interview. For some job searchers an interview feels like an exam: they study but they're really not too sure what the questions are.

Many employment organizations and websites like Workopolis and Monster.ca have done research about common interview questions. If you can practise these questions, then you will feel increased confidence in your ability to get through the interview.

It is a good idea to research interview questions online and in print. You will find that there are many websites that give you a list of the top 10 (or 15 or 25...) questions and suggestions for how you might answer them.

Even though these questions can be applied to just about any kind of job, it is a good idea to practise answering as though you are thinking about the position you are applying for.

When the employer asks you questions, he or she is also thinking,

"...and how will it affect my business if I hire you?"

For example, if the employer asks,

"What unique qualities or abilities would you bring to this job?"

They really want to know,

"What unique qualities or abilities would you bring to this job **and** how will these affect my business if I hire you?"

The question,

"What is your major weakness?"

Really means,

"What is your major weakness and how will it affect my business if I hire you?"

Remember to answer the question hidden within each interview question. For example, if you have a tendency to sleep in, you will not want to mention this weakness during an interview because it will have a negative impact on the business. Instead, mention a weakness that you have worked on and improved. For example, "I have always found math very challenging, so I decided to do some upgrading, and now my math skills have really improved."



For more information about showing how hiring you will benefit the employer, check out **Workbook Five**.

### **Activity Three:** Read and Practise Answering Interview Questions











- Essential Skills Tip: Reading, Writing, Oral Communication,
  Thinking (Identify and Resolve Problems),
  Computer Use
- Read a list of top interview questions
- Answer questions out loud in a clear voice, giving helpful information
- Identify the questions you are having trouble with. Find solutions so that you can answer these questions
- Write down answers to difficult questions
- Watch a YouTube.com video on the importance of practising interview questions
- 1. Go to Quintessential Careers' top 15 interview questions. <a href="https://www.quintcareers.com/top-15">www.quintcareers.com/top-15</a> interview questions

OR

Type **quintcareers top 15 interview questions** in your search engine.

- 2. Answer each question out loud so that you practise speaking clearly. No one else needs to hear you.
- 3. Make a note of the questions that you have difficulty answering. You may find the question awkward or you may not know what to say. For example, question 7 is, "Tell me about a time that you failed at something, and what you did afterwards." You will want to think carefully about this and any other negative questions before your job interview.
- 4. Answer the difficult questions on paper. If you cannot come up with a positive answer, then try searching for websites that include interview questions and answers. Search <a href="http://jobsearch.about.com">http://jobsearch.about.com</a> for the article "Tough Interview Questions and Answers" for some tips and suggestions. Or go to:

http://jobsearch.about.com/od/interviewquestionsanswers/a/toughquest

- 5. Watch a YouTube video for more tips on answering difficult interview questions. Go to youtube.com and enter **Interview Skills Lesson 6**. This video is available at the following link: <a href="https://www.youtube.com/watch?v=OHnKwxfXYnY">www.youtube.com/watch?v=OHnKwxfXYnY</a>.
- 6. If you get stuck on one or more questions, get some help from an instructor or an employment counsellor.

Answering interview questions can give you much needed practice for the actual job interview. Once you are able to answer a series of common interview questions, you can work with your fellow job searchers to practise questions together.

Watch a YouTube video for more information on the importance of practising interview questions. Go to **youtube.com** and type in **Interview questions practice**. On the right side of your screen you will see a list of other related videos that you may choose to watch.



### **Activity Three:** Practise Interview Questions with Others



### **Essential Skills Tip: Oral Communication, Working with Others**



- Practise answering interview questions
- Work with others on interview practice

In a group of two or three, practise asking and answering interview questions. Help one another by noticing:

- Good responses, which answer the question clearly and use concrete examples
- Responses that need more information
- Responses that are unclear or unsatisfactory

Ask three questions and then switch roles. Use the table below to help you with this activity.

Interview Practice					
Question	Good response	Needs more info	Needs more work	Comments	

### Using the job description or want ad to prepare for the interview

Many interview questions can be asked for almost any job. To prepare for your interview, you will also want to practise job specific questions. Job specific questions are about the job or position you are applying for. For example, if you are being interviewed for a job as a florist assistant, you may be asked specific questions about roses. Job specific questions are often related to your experience. The interviewer will want to know how the experience you have will benefit their business.

One useful way to prepare for these questions is to review the job ad that you used when applying. As you saw in **Workbook Five**, job ads provide valuable information to help you discover what it is that the employer wants and needs. You can also use the job ad to find out what specific skills and experience the employer wants and to anticipate questions that they might ask at the interview.

For example, look at the job ad on page 27. A worker applying for this position would want to make sure that he or she paid close attention to the skills the employer has listed under

- Specific Skills
- Additional Skills
- Essential Skills

The worker would also want to pay close attention to the "Other Information" section. If employers take the time to include this section, it is usually because they have something to add that they think is important.



### **Activity Five:** Use a Job Ad to Develop Interview Questions



### **Essential Skills Tip: Document Use, Writing, Thinking**



- Make a job-related list of skills and experience
- Think of questions an employer might ask



Read the ad on page 27 or choose one that is closer to the kind of job you are looking for. You may wish to use <a href="www.jobbank.gc.ca">www.jobbank.gc.ca</a> and click on "job search" for a list of job ads.

Use the table on the next page to:

- 1. Make a list of the skills and experience that the employer is looking for.
- 2. Think of questions that the employer might ask you about specific skills and experience.

As an example, notice that the employer is looking for someone who can "Plan and prepare construction schedules and milestones".

The simplest question he or she might ask is:

"What experience do you have in planning and preparing schedules and milestones?"

The employer is also looking for someone with numeracy skills – working with numbers or money. He or she might ask for an example of how you have used your numeracy skills in other jobs.

3. Once you have developed the questions, answer them with specific examples from your work, volunteer or life history.

Title: Construction superintendent (NOC: 0711)

**Terms of Employment:** Permanent, Full Time, Day

**Salary:** To be negotiated

**Anticipated Start Date:** As soon as possible

**Location:** Gainsburg, Ontario (1 vacancy)

**Skill Requirements:** 

**Education:** Completion of high school

Credentials (certificates, licences, memberships, courses, etc.): Driver's License

**Experience:** Experience an asset

Languages: Speak English, Read English, Write English

Type of Establishment/Work Setting Experience: Residential construction,

Commercial construction, Industrial construction, Institutional construction

**Human Resources Responsibility:** 1 - 20

**Budgetary Responsibility:** 0 - \$100,000

**Specific Skills:** Plan, organize, direct and control daily operations, Plan and prepare construction schedules and milestones and monitor progress, Establish and implement policies and procedures for quality control

**Additional Skills:** Recruit, hire and supervise staff, Hire and supervise activities of subcontractors

**Essential Skills:** Reading text, Numeracy, Working with others, Job task planning and organizing

**Other Information:** Successful candidate will have strong organizational and people skills and experience with scheduling and reading construction drawings. Candidate must be assertive, self-motivated and keen.

Skill	Possible Employer Question	Your Response

If there isn't a job ad for the position for which you would like to be interviewed, you can still anticipate some job-specific questions. Use the National Occupational Classification (NOC) to research the job title you are looking for.



Not familiar with the NOC? You may want to have a look at **Workbook Two**, which demonstrates the value of knowing the NOC for your job search. The NOC can be found at: <a href="https://www5.hrsdc.gc.ca/noc/english/noc/2006/welcome.aspx">www5.hrsdc.gc.ca/noc/english/noc/2006/welcome.aspx</a>
OR

In your search engine type in NOC classifications. Click on **National Occupational Classifications (NOC) 2006**.





### **Essential Skills Tip:** Computer Use

Search for and watch job interview videos for more tips

You can search **job interview videos** with your search engine. You can also check out the two interviews below.

www.youtube.com/watch?v=NKmRfzGAyO8&feature=related

OR

Go to youtube.com and type in **Mock interview # 1**.

OR

www.youtube.com/watch?v=GChqPrLQGLs&feature=related

Go to youtube.com and type in **Interview to win your first job**.

This is a mock interview video that includes feedback to the applicant who is being interviewed.

Once you have practised your interview questions you will be feeling more confident about your upcoming interview. There is still more you can do to prepare. Next you might want to research the employer.

### Research the employer

In the "age of information" in which we live, researching a potential employer has become a vital step in the job search process. Many employers have websites that you can browse and labour market information is available through local boards.



For more information on labour markets and how they affect your job search, see **Workbook Three**.

What are the benefits of researching an employer?

You can find important information for your job interview. For example, a website will usually include:

- An overview of the business
- The mission statement
- The corporate structure

By reading through this information you will get a sense of the company's character and values specific to their organization. For example, the company may support a children's charity. If you know this ahead of time, then you could comment on it during your interview and mention that you support the same or a similar charity (if in fact you do).

More and more corporations are developing a unique character and values and demonstrating them on their website.



### **Activity Six:** Research an Employer Online







### Essential Skills Tip: Reading, Writing, Thinking (Critical Thinking)

- Read information about a corporation on its website
- Write out the skills and qualities the corporation values
- Think about examples that would show how you have or can support these qualities or skills
- Give written examples of how you have/support these skills or qualities
- 1. Go to the Tim Hortons website at www.timhortons.com/ca/en/index.html
- 2. Choose **Canada** and **English**.
- 3. Click on **JOIN OUR TEAM** and then click **Corporate Opportunities**.
- 4. Read the **Mission Statement** and **TDL Team Values**.
- 5. List seven skills or qualities that Tim Hortons values.

Skills and Qualities				
1.	5.			
2.	6.			
3.	7.			
4.				

Think about how you would talk about these during a job interview.

Example: Tim Hortons values "constant innovation and change". If you were applying for a job at Tim Hortons, how could you let them know that you support these values as well? You might say something like,

In my last job I was always looking for ways to improve our menu by making it more customer-friendly.

Choose three of the skills or qualities from your list on page 32. Give examples from your life to show how you support or have these skills or qualities.

Skills and Qualities	I know I have or can support this skill or quality because

Reading and researching company information also enables you to prepare your own interview questions. During an interview most employers will ask if you have any questions. This is not the time to stare at the ceiling and hope that you can think of something! By doing your research you can prepare several questions ahead of time. Your questions should let the employer know that you have done your research and are interested in their company.

Canadajobs.com suggests four questions you can ask at your job interview at <a href="https://www.canadajobs.com/articles/viewarticle.cfm?ArticleID=1259">www.canadajobs.com/articles/viewarticle.cfm?ArticleID=1259</a>.

OR

Type **Canadajobs.com** in your search engine. Click on **Articles**. Click on **Job Interviews** and then click on **Four Questions** to **Ask at a Job Interview**. Canadajobs.com has many articles related to job search.

### Activity Seven: Develop Questions to Ask the Employer



### **Essential Skills Tip: Writing, Thinking** (Find Information)



- Record questions you would like to ask an employer
- Find information to develop questions for a job interview

Use a local job ad for a position you are interested in and develop three questions that you would like to ask the employer. Try and do some research on the employer first both through the Internet and the local labour market.

Three Questions for the Employer During the Interview	
1.	
2.	
3.	

Careerbuilder.ca has an article that suggests a number of questions to ask at the job interview. Type **careerbuilder.ca** in your search engine and click on **Career Advice**. Then click on the article, "The Best Questions to Ask in the Interview."

From: www.careerbuilder.ca/Article/CB-203-Interviewing-The-Best-Questions-to-Ask-in-the-Interview/?sc extcmp=cbca 9203&cblang=CAEnglish&SiteId=cbca 9203

To find more questions, use your search engine and search **Questions to ask the employer during a job interview**.

Are you wondering what **not** to ask? Steer away from questions about pay and benefits. For example:

- How much does this position pay?
- Could I work from home?
- How many weeks off does the company offer?
- How much sick time do I get?

These types of questions tell the employer that you are less concerned about how you can help their business and more concerned about your own interests.



### Use the Essential Skills Checklist

In their hiring practice, some employers use a hiring checklist. Sometimes they will informally assess your Essential Skills during the interview. If you have been working through this workbook series, you may have an edge over other applicants who are less familiar with Essential Skills. As you are aware, you have been working on your Essential Skills while you have been doing the activities in this workbook series.

Your prospective employer may use an Essential Skills checklist to aid them in the hiring process. When you are preparing for an interview, it's a good idea to review your Essential Skills and think about how you will demonstrate them to an employer.

Not all employers use a hiring checklist, and they may not be familiar with Essential Skills. Even so, when you can speak confidently about your Essential Skills to an employer it benefits you in a number of ways.

- ✓ You are speaking a skills language the employer understands
- ✓ You are showing that you are aware of your own skills
- ✓ You are able to show how your skills can be transferred
- You can focus on the skills that you know the employer needs and wants



# Activity Eight: Use a Hiring Checklist to Evaluate Your Essential Skills



# **Essential Skills Tip:** Document Use, Writing



- Use a hiring checklist to rate your skills
- Reflect on your response and record your thoughts

View Human Resources and Skills Development Canada's (HRSDC) Hiring Checklist.
From Google, search HRSDC Hiring checklist.
Click on View Hiring Checklist to download a printable copy.
Or go to www.hrsdc.gc.ca/eng/workplaceskills/essential_skills/hiring_checklist.shtml
Print out a copy.
Read the "Suggested Statements" in the checklist and try rating yourself on the scale.
Do you think you have the Essential Skills that you need for the kind of job you are looking for?
Which Essential Skills do you think need the most improvement?

What steps do you plan to take to improve these skills?				

Human Resources and Skills Development Canada also has a number of online and downloadable tools to help you assess your own Essential Skills. You can find them by typing

HRSDC Essential Skills Toolkit in your search engine, or go to:

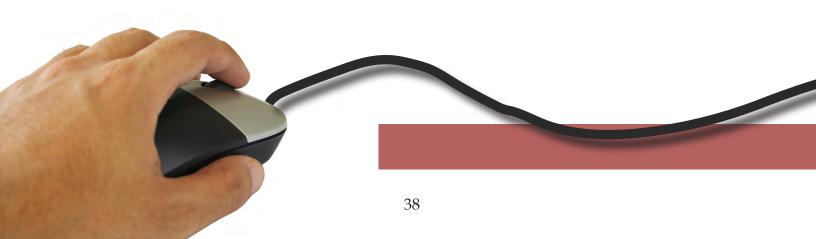
#### www.hrsdc.gc.ca/eng/workplaceskills/essential\_skills/general/toolkit.shtml

Many jobs require you to have some competency in all nine Essential Skills; however, most jobs tend to need some skills more than others. When you are aware of the skills the employer needs, you can focus on them in the interview. Refer to the Essential Skills Profiles to identify the "Most Important Essential Skills" for the position being filled.

In your search engine type HRSDC Essential Skills and then click on Search over 300 job profiles, or go to: <a href="https://www10.hrsdc.gc.ca/es/english/ES">www10.hrsdc.gc.ca/es/english/ES</a> Profiles.aspx.

For example, if you were applying for a job as a correctional service officer (NOC 6462), you could check the profiles and see that your Most Important Essential Skills are:

- Writing
- Oral Communication
- Thinking: Decision Making



## **Activity Nine:** Use a Website to Develop Skill Statements







## **Essential Skills Tip:** Computer Use, Writing, Oral Communication

- Use the Ontario Skills Passport website
- Write out statements about how you have used your skills
- Practise saying your statements out loud to prepare for an interview
- Use the Ontario Skills Passport to find the occupation you are interested in: Type Ontario Skills Passport into your browser. Click on Occupations and Tasks. You can search by NOC code or occupation title. Or you can go to: <a href="http://skills.edu.gov.on.ca/OSPWeb/jsp/en/introduction.jsp">http://skills.edu.gov.on.ca/OSPWeb/jsp/en/introduction.jsp</a>
- 2. Click on the NOC title for your occupation. A paragraph will appear that gives you a brief job description and the most important Essential Skills for this occupation.
- 3. List the Most Important Essential Skills needed for the occupation you have chosen.
- 4. Write out statements that illustrate how you have used these skills in your previous work.

Occupation:					
Top Essential Skills Essential Skill Statements					
#1					
# I					
#2					
πΔ					
#3					
#3					

## **Interview Day**



# **Essential Skills Tip: Reading**

Read information on preparing for interview day

You will have several things to think about besides the interview itself on interview day.

- Dressing appropriately
- What to bring
- Getting there

#### Dressing appropriately for the interview

Your outfit should make the right first impression and then get out of the way.

#### Youlookfab.com

Dressing appropriately for your interview will do three things.

- 1. It shows that you take your job search, and therefore your work, seriously.
- 2. It shows the employer that you will fit into the workplace. Your appearance will be familiar to the interviewer, like someone who is already employed by their organization.
- 3. It adds to your self-confidence. Have you ever had one of those dreams where you arrive at a place only to discover that you are missing some or all of your clothing? What we wear is very important to us at both a conscious and subconscious level. Even if you are feeling nervous and lacking confidence for your interview, dressing well can give you a much needed lift.

How do you know what to wear? It is a good plan to dress a little more formally than you would for the job. It isn't always necessary to wear a suit and tie or a suit and heels to an interview. If, for example, you are applying for a maintenance position in an industrial plant, you could wear dress pants and buttoned shirt or blouse. Jeans are not appropriate for job interviews. If you are worried that your look is too casual, you can always add a sports jacket or blazer which will add a professional touch to your appearance.

Don't own a suit or jacket? Check out your local thrift store if you don't want to invest in something new and expensive. For a very reasonable price (often less than \$20) and the price of dry cleaning, you will have a very useful piece to add to your interview wardrobe.

Personal hygiene is also important for the first impression you will create. You will be nervous, so be sure to use a good deodorant and mouthwash. Try and have a glass of water shortly before the interview. If you are a smoker, try not to smoke. Non-smokers are very sensitive to the smell of cigarettes, and this odour can be a real turn-off to non-smoking interviewers.

The Night Before: Pre-Interview Checklist	
Outfit is clean and ironed	
Shoes are clean and polished	
No spicy food or garlic within 24 hours of the interview	
Nails are cut and clean	
Alarm clock is set	

## What to bring

It is a good idea to bring:

- Two or three copies of your resume
- A prepared list of your references
- A notebook and pen

Often there is more than one interviewer. You will look professional and prepared if you have a spare copy of your resume to give a second or third interviewer. You may not need to give the employer a list of your references, but again, you will look professional and prepared if you have them ready. Finally, you will look organized and eager if you have a notebook and pen and are ready to take some notes during the interview. Be sure to make these brief. You don't want to be so busy making notes that you forget to look at or listen to the interviewer.

The Day of the Interview: Pre-Interview Checklist	
Hygiene Check: Showered, deodorant, teeth brushed, mouthwash	
<b>Document Check:</b> Resumes, your list of questions to ask, job ad application, notepad, pens, references	
<b>Mental Check:</b> Focus on giving yourself positive messages. Visualize yourself having a positive interview experience—shaking hands, making eye contact, smiling, being comfortable and professional.	
<b>Appearance Check:</b> Arrive early at your interview and use the restroom to do a last minute check.	

#### Visualization

Many elite athletes use visualization as part of their training. Visualization is what you do when you imagine how it looks and feels to achieve your goal. By imagining a scene, complete with images of a

**Visualization:** to form a mental image of a scene or activity.

previous best performance or a future desired outcome, the athlete practises stepping into that feeling. While imagining these scenarios, the athlete imagines how it feels to perform in the desired way.

You can use this tactic before the interview. Visualization is a kind of mental rehearsal of events. Rehearse your interview in your mind with the best possible outcome – you get the job!

Use as many of your senses as you can to get the benefits of visualization:

- **See** the smiles on the faces of your interviewers.
- Hear your voice as you answer your interview questions in a positive, confident style.
- **Smell** your freshly laundered clothing and your shower soap.
- **Feel** the warm handshake before and after the interview.
- Taste your minty mouthwash.

For more information on visualization, you can type How to Visualize into your browser.

# **Activity Ten:** Visualize Success



## Essential Skills Tip: Thinking (Reviewing Information)

- Visualize a successful job interview
- 1. Find a quiet place to visualize your successful interview.
- 2. Use all your senses.
- 3. Replay the images in your mind.
- 4. See yourself as confident and successful.

## **Getting there**

You have probably heard this piece of advice more than any other: arrive early. Few things are more likely to prevent you from getting the job than arriving late for your interview. To arrive early:

- ✓ Make sure you know exactly where you are going. An address isn't enough.
  Leave time for finding parking, an office, stairs or the elevator.
- Allow for traffic. If you are not familiar with the route, do a dry run at roughly the same time of the day as your interview is scheduled.

  Leave time for possible delays like construction or a traffic accident.
- Don't arrive too early. Arriving late makes you look disorganized.

  Arriving too early, that is, more than 15 minutes early, makes you look desperate. Park your car or get off the bus and go for a short walk to steady your nerves. If you're really early have a cup of coffee, but don't forget the breath mints afterwards!



## Activity Eleven: Practise time management to arrive early



## **Essential Skills Tip: Numeracy** (Estimate Time)

 Use your math skills to figure out when to leave to arrive on time for an interview

Omar, Julia and Steve are all applying for the same job. Omar's interview is scheduled for 9:00 am, Julia's for 10:00 am and Steve's for 11:00 am. Read the information below to figure out what time each job seeker needs to leave their home to arrive on time for the interview.

- 1. Omar is driving to the interview. He knows that it will take him about 20 minutes to get there from his house. Omar is a little worried about the parking. He is not sure where he will park his car during the interview. He wants to arrive 15 minutes early for the interview but he also needs to factor in some extra time for parking. Omar thinks he had better allow himself another 15 minutes to find parking.
  - a) What time is Omar's interview? \_\_\_\_\_
  - b) What time does he want to arrive for the interview?
  - c) What time should he arrive to find a parking space? \_\_\_\_\_
  - d) How long will it take him to drive to the interview? \_\_\_\_\_
  - e) What time should Omar leave his house? \_\_\_\_\_\_



2. Julia plans to walk to the interview. She will drop off her daughter, Rose, at a friend's house first.

Julia timed herself to walk from her apartment to the interview location and knows that it will take her about half an hour. Julia's friend lives in the opposite direction from the interview location. Rose is only three and she does not walk as quickly as her mom. Julia knows that it takes about 12 minutes to walk to her friend's house with Rose, and about eight minutes when she walks by herself. Julia wants to get to the interview 20 minutes early. It is a windy day and she wants to make sure that she has the time to tidy her appearance before she is interviewed.

a)	What time is	Julia's interview?	
----	--------------	--------------------	--

b) What time does she want to a	arrive?
---------------------------------	---------

- c) If Julia were going straight to the interview from her house, what time would she need to leave? \_\_\_\_\_
- d) It takes Julia \_\_\_\_ minutes to walk with Rose to her friend's house.

It will take Julia \_\_\_\_ minutes to walk back to her house without Rose.

How much extra time will Julia need to walk to and from her friend's house?

What time will Julia need to leave her apartment? \_\_\_\_\_\_



3. Steve needs to take the bus to the interview. It takes him five minutes to walk to the bus stop from his house.

The bus leaves every 15 minutes: on the hour, 15 minutes past the hour, 30 minutes past the hour and 45 minutes past the hour.

He took the bus to the interview location to check on the length of travel time. The bus ride was 20 minutes.

Steve wants to get to the interview location 15 minutes early so that he can take a short walk to calm his nerves.

What time does Steve need to leave the house?

Work backwards from the interview time.

a)	Steve's interview time is:

b)	He wants to	arrive 15	minutes	early,	which is:	
,				<i>J</i> ,		

c)	Steve will be on the bus for 20 minutes. What time is 20 minutes before the time
	that he wants to arrive?

d)	Does the bus leave from Steve's stop at this time?	
----	--	--

e)	Which bus will Steve	have to catch in	n order for hir	m to arrive 15 mi	nutes early? The
	one that leaves at:				

## Waiting

You'll probably be asked to wait in a reception area. Even if there is no one in the room with you, don't assume you can't be seen. Many organizations have video cameras in their workplaces for security.

If there is someone else in the room, be professional and polite. A receptionist may be asked to give his or her impression of job candidates to help in a hiring decisions. Don't waste your time in the reception area. The decor can give you a sense of the corporate culture that you are interviewing for. Are there sports prints on the wall or art reproductions? Has the employer received any awards? These are often proudly and publicly displayed and might give you a question opportunity. For example, "I noticed that you won a productivity award last year. What exactly was it for?"

## **First Impressions**

When you are really nervous you can forget the most basic actions. Remind yourself that there are six things you need to do when you first meet the interviewer.

- 1. Look your interviewer in the eye. Be warm and confident. Avoid the "deer in the headlights" stare.
- 2. Smile. You want them to know you are happy to be there.
- 3. Greet. Just a "hi" or "hello" will do.
- 4. Firm handshake. That's your whole hand and not just your fingers, somewhere between a bone crusher and a boneless chicken.
- 5. Introduce yourself. Use your full name. Don't assume you are the only John or Susan being interviewed for the job.
- 6. Tell them which job you are applying for. Don't assume that they are only filling one position.



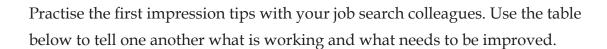
# Activity Twelve: Practise Making a Positive First Impression





## **Essential Skills Tip: Oral Communication, Working with Others**

- Practise making a positive first impression
- Work with others to improve your first impression



Did I	Yes	No
Look you in the eye?		
Smile?		
Greet you?		
Firmly shake your hand?		
Introduce myself?		
Tell you which job I'm applying for?		

## **During the Interview**



## **Essential Skills Tip: Reading**

Read tips on what to do during an interview

You've practised your interview questions. You got to the interview location 10 minutes early and you're dressed appropriately. You got through meeting the interviewer despite the fact that your tongue feels like it is double its size and sticking to the roof of your mouth. Now you're seated and the interview has begun.

**Listen actively**. Make sure you take the time to hear and understand the interviewer's question before you answer it. When you are listening, engage the interviewer by looking into his or her eyes. Smile or nod to show you understand and are interested in the question. Remember, too, that an interview is an exchange of information. Be sure to allow the interviewer to speak, and don't feel that you have to fill in all of the silence.

Be honest. Again, this may seem obvious. However, when you are under stress and eager to please, you may be inclined to stretch the truth a little. For example, you may notice a golf tournament plaque on the wall and the interviewer might ask you if you play. You think about the one time when you went out with a friend and his dad. It was a disaster. But you say "yes" because, clearly, the employer plays golf. Imagine getting the job and then discovering that you have been partnered with the boss during their annual golf tournament and picnic. It is far better to admit that you have played very little.

**Slow down**. When we are nervous, we tend to speak faster and less clearly than normal. If you need to, slow down and speak clearly.

**Breathe**. It's amazing how calming two or three deep breaths can be. When the interviewer is speaking, take a deep breath while you listen. Breathe through your nose.

Be aware of your body language, your posture and your hands. Watch this short YouTube video: <a href="https://www.youtube.com/watch?v=ckHT">www.youtube.com/watch?v=ckHT</a> omM R4&feature=related.

OR

Go to **youtube.com** and type in **Body Language Expert: Job Interview**.

Experts suggest that more than half of our communication takes place through body language, such as how we sit, move or fidget. During a job interview you should:

- Sit straight and lean slightly forward on the chair.
- Keep your hands still unless you are speaking (when it's okay to gesture) or taking notes.
- Smile or nod and raise your eyebrows slightly to show you are interested.

Be aware of your interviewer's body language. Apart from paying attention to your own body language, it's also important to notice how your interviewer is behaving. If he or she is smiling and leaning slightly forward, then the interview is probably going well. But the postures and movements of the interviewer can also serve as a warning at an early stage that the interview is not going well. For example, if an interviewer feels you are talking too much, they may show their irritation through their body language. If they shake their heads, sigh or fold their arms and lean back, you can take this non-verbal language as a sign of displeasure.

You may wish to look up **job interview body language** online or read the article at this site: <a href="https://www.people-communicating.com/job-interview-body-language.html">www.people-communicating.com/job-interview-body-language.html</a>

Look for clues in the office. Just as you looked around the reception area to give you a sense of your employer, you can do the same in the interviewer's office. Surroundings can give you information about the corporate culture and the personality of the interviewer. For example, if there are no personal pictures or items on or near the desk, this may indicate that the interviewer is "all business" at work.

**Thank the interviewer for their time**. Be sure to thank the interviewer for their time at the end of the interview. Use this opportunity to ask for a business card and to ask when you can expect to hear from them.

## Staging a Mock (Pretend) Interview

You have learned a lot about the job interview in this workbook. Why not stage a mock interview to put it all together? It's a good idea to stage a mock interview before the big day. Pick up some tips or get a sense of what to expect by watching a few interviews online. Go to youtube.com and search "job interviews" or check out the videos below:

www.youtube.com/watch?v=S1ucmfPOBV8&feature=related www.youtube.com/watch?v=xfdDqMI6dio&feature=related http://video.about.com/jobsearch/Job-Interview-Tips.htm

## **Activity Thirteen:** Stage a Mock Interview









# Essential Skills Tip: Oral Communication, Working with Others Continuous Learning, Document Use

- Practise answering interview questions in a mock interview situation
- Work with your colleagues to help improve your interview technique
- Learn to improve your interview skills from the input of colleagues
- Use an Interview Checklist to guide the mock interview process

Stage a mock interview with a career counsellor or a job search colleague. Try working with others who wish to practise their interview skills and interview one another. Follow the five steps below for your mock interview.

- 1. Arrange for your colleague or career counsellor to get a list of interview questions from a book or online.
- 2. Dress as you would for your real job interview.
- 3. If possible, record the mock interview so that you can see how you sound and act. This is especially important if you have had a few interviews recently but have not got the job. You may catch something on a video about your behaviour that is working against you.
- 4. Ask for help critiquing the interview from your career counsellor or your colleague. Give them the Interview Checklist on page 52.
- 5. Remember that it's your interview skills that are being critiqued, not you. Like other skills your interview technique will improve with practice.

# **Interview Checklist**

Makes a good first impression (introduces self, smile, firm handshake)
Seems relaxed, composed and in control
Has good posture (positive body language)
Has good eye contact (looks interviewer in eyes)
Shows confidence
Exhibits enthusiasm
Listens well
Uses examples to talk about skills
Volunteers information
Speaks clearly and loudly enough
Gives thoughtful answers to questions
Asks questions
Asks about "call back" — time and date
Closes interview nicely (thank you, etc.)
Comments:
(Adapted from jobbankusa com Interview Checklist www.jobbankusa.com/intcheck.html)

Practice is the key to interview success. Hopefully, if you have completed the activities in this section of Workbook Six, you will be feeling more confident about your interview. You may also choose to practise your interview skills more. Try exploring the websites below for useful tips and interview questions to help you practise.

- Job interview workshop <a href="http://susanireland.com/interview/">http://susanireland.com/interview/</a>
- Preparing for interview questions. Watch this video to prepare yourself.
   www.youtube.com/watch?v=JYqI0mAp2AY&NR=1&feature=fvwp
- More interview tips: <u>www.youtube.com/watch?v=Nr2bpcpNQWY&feature=related</u>

There are also many books available on interview techniques. Check out your local library. You may also choose to look for the books below, which have excellent interview tips and advice.

- What Color is Your Parachute? By Richard N. Bolles
- Can I Wear My Nose Ring to the Interview? By Ellen Gordon Reeves
- Monster Careers: Interviewing: Master the Moment That Gets You the Job By Jeffrey Taylor and Doug Hardy



#### After the Interview

In keeping with the understanding that job search is a full time job, there are still things to do when the interview is over.

#### Write a thank you letter

You have one more step in the interview process, and that is to send a thank you note. If the interviewer has included his or her email address on the business card, it is perfectly acceptable to send your thanks electronically. Otherwise, it's best to mail it.

Any correspondence between you and a potential employer should follow a standard business format and be free of any texting language or short forms. Type **Interview thank you letter** into your browser or check out the link below.

http://jobsearch.about.com/od/thankyouletters/a/samplethankyou.htm

OR

To get to this link go to **about.com** and type **thank you letter** into their site's search box.

It's a good idea to prepare some notes and a rough outline right after the interview while the information is still fresh. Why a thank you note? It shows that you have good manners, but more than that:

- It shows your enthusiasm for the job and tells the employer how much you would like the opportunity to work for them.
- It reminds the employer of why you are the right person for the job. Highlight the top two or three points you wanted to make.
- It allows you to add material you may have forgotten to mention. It can happen. You leave the interview and suddenly remember one of the key skills you would bring to the job. Never fear, you can include this information in the thank you note. Don't tell the interviewer you forgot. Rather, say something like, "I would like to add that..." or "I would also like to mention..."

## **Activity Fourteen:** Write a Thank You Note



#### **Essential Skills Tip: Writing**

Write a thank you note to an interviewer

Using your mock interview experience from Activity Thirteen, write a thank you letter to your interviewer that you could email or post. Include:

- A statement that confirms your interest in the job
- A reminder that you are the right person for the job and why. Briefly restate the top two or three skills you will bring to the job.
- A piece of information that did not come out in the interview

#### Continue your job search

It's tempting to take a few days off while the employer who just interviewed you is deciding on who they are going to hire. If it's you, why look any further? The obvious answer, of course, is that it may very well not be you that is hired. You may feel that you prepared as well as you could and that your interview went well. Nonetheless, someone else's interview might have gone just a little bit better.

So give yourself the rest of the morning off if you were interviewed in the morning, or the rest of the day if you were interviewed in the afternoon, but be ready to get back at your job search. If you are feeling a little bit flat, review the earlier workbooks in this series, and decide what it is that you should be working on now. Or if you prefer, move on to Workbook Seven, which is about your ongoing job search process.



# Remember to Check Your Skills

Take time to return to page 11 and fill in the Essential Skills Checklist. This checklist can help you keep track of the Essential Skills you use well and those that you have improved. It can also help you to highlight those skills that need more work and practice.

55

#### **Essential Skills for Job Search Success**

#### Workbook titles in this series include:

- 1. Essential Skills to Identify the Job Searcher
- 2. Essential Skills to Identify the Job
- 3. Essential Skills to Research Your Occupation
- 4. Essential Skills to Search for Jobs
- 5. Essential Skills to Market Yourself with a Resume and Cover Letter
- 6. Essential Skills to Market Yourself at the Interview
- 7. Essential Skills to Maintain Employability



**Literacy Link South Central** 

Email: <a href="mailto:literacylink@bellnet.ca">literacylink@bellnet.ca</a>

Phone: 519-681-7307

Web: www.llsc.on.ca

These workbooks can be downloaded free of charge at <a href="www.llsc.on.ca">www.llsc.on.ca</a>. Organizations are encouraged to copy these materials; however, reproducing these materials for a profit is prohibited. All website links were accurate at the time of printing – May 2011.