

launch your career

the ultimate handbook for graduate job seekers.



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foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

foreword.

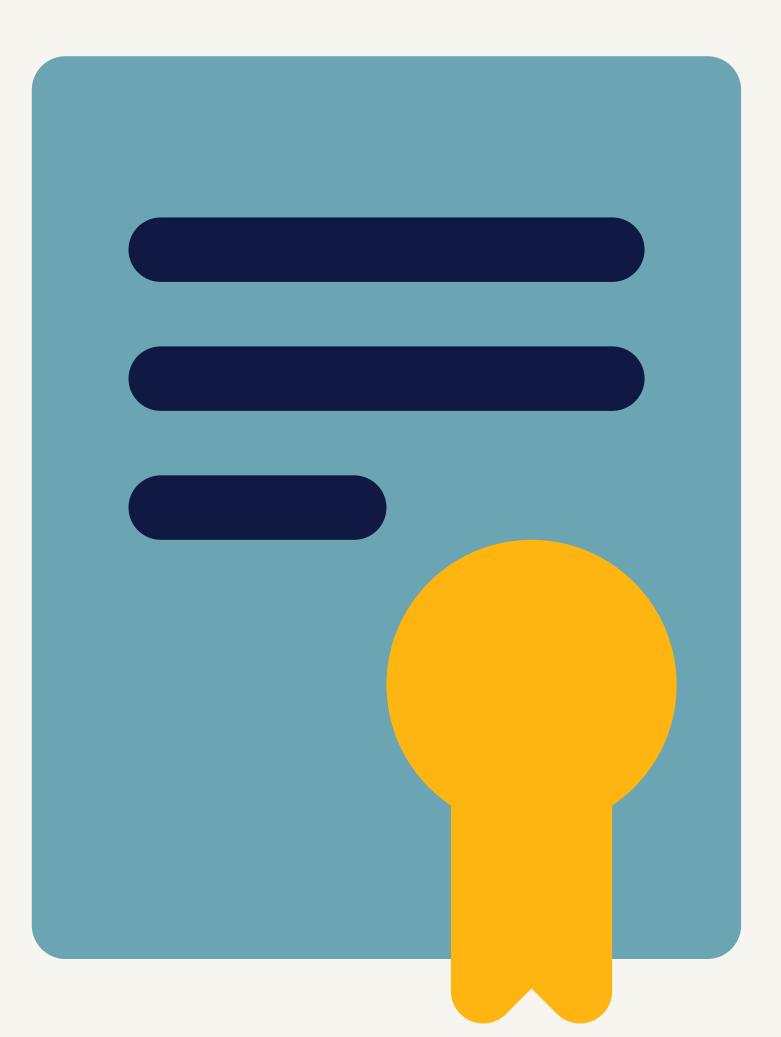
Congratulations! As a recent graduate, you're on your way to new and exciting opportunities in your career. The possibilities are limitless, and the rewards are many: financial, professional and personal. Best of all, starting out during one of the most dynamic and exciting times of the global economy means you'll have more choices than ever before to achieving meaningful professional goals.

For you and fellow graduates, receiving your certificate is but another milestone in a work life that may have begun even before the first day of class. Many students accumulate work and internship experience before their university days or graduation, and you may be among them. So as you head out into the world of work with degree in hand, there are many considerations to help you professionally, whether you have some work experience or yet to hold a job.

To help fulfill your career goals early on, we've compiled this handbook to help you on your way. Randstad's employment experts around the world provide the insights, practical advice and resources you need to boost your personal brand, seek out great opportunities and impress and win over the prospective employers you want to work for. Each chapter in this handbook will provide practical, step-by-step advice on how to find the right match for your skills.

Randstad has helped connect candidates and employers around the world for more than 50 years. As demand for skills, particularly digital ones, rises, we see unprecedented opportunities for today's graduates. We hope the advice contained in these pages will help you go down the right path toward a fulfilling and rewarding career. Remember it's a candidate's market, so go and find your perfect job!







foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

defining your

One of the biggest questions confronting graduates when they leave school is what do they hope to achieve professionally in the near and distant future? If your immediate answer is "Get a job," you're only half right. Finding employment is the imperative for most students, but before accepting any offer, consider a broader question: What are my professional goals?

You may have decided on these when you first entered university, but during your study years your goals may have shifted or changed all together. Your college major may have opened your eyes to specific disciplines within your field or a different field entirely. Internships and side jobs may have led to a re-examination of your professional aspirations and career desires. A lot can happen during your education, and your goals may change considerably in that time. Upon graduation, it's time to reassess what you hope to achieve.

"One of the challenges we see working with graduates is that they are often in a rush to find jobs with a well-known employer, but when we ask why they applied for a position, they can't specify the reasons. Often, it's because they see it as a competition with other grads who gravitate toward the same companies," said Rick van der Westen, commercial manager of trainees, marketing & communications, with Netherlands-based Yacht.



professional goals.

Yacht three years ago launched a graduate trainee program that enables participants over a two-year period to work at three different companies, giving them an opportunity to sample the work culture at various organizations. Van der Westen explains that graduates uncertain of their professional goals should look for opportunities where they are exposed to different businesses, cultures and ways of working. By doing this, you will better understand what you enjoy and dislike about various employment opportunities.

For some graduates, defining their career goals can be overwhelming. Once out of the academic setting, they are confronted with decisions that will significantly impact the direction they will go in, the remuneration they can expect and the companies they will work for. So how can you ensure the goals you've set align with your personal and professional desires?

understand your motivators

Van der Westen says he advises the trainees in his program to undertake a thorough selfassessment and identify the factors that inspire and motivate them. A common mistake many graduates make is that in their urgency to find work after finishing school, they fail to consider whether roles that come their way truly satisfy their professional desires. By taking the time to reflect on what makes you happy — for a type of role, with a specific company or at a specific location — you will be a far more engaged and satisfied professional in your pursuits.

identify strengths and weaknesses

The skills you learn at school can prepare you for a lifetime of challenges, but the time spent there can also help you identify your strengths and weaknesses as a worker. You may want to base your professional goals on a desire to shore up your deficiencies or to amplify your expertise. For instance, if you feel you have strong persuasive skills, you may decide to pursue a career in sales or business development. Similarly, if you lack experience in managing multiple projects, you may want to find work that helps you overcome those deficiencies. Most importantly, focus on soft skills that will be useful throughout your lifetime.



foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15



align professional to p

Being happy in life is difficult when you dread going to work everyday so make sure your professional desires are in line with your personal ones. Sacrificing one for the other is tolerable for a period of time, but long term you want a career that also meets your personal needs. You will be less likely to experience burnout or a feeling of dread.

Van der Westen advises graduates to be honest and clear about what they want to accomplish professionally. While many young people start out uncertain, he says self-reflection and work experience can help them quickly determine their goals and send them on their way to a happy and long career.

three tips to help you define career goals.

create realistic goals

Aspiring to greatness is laudable, but make sure you can envision a path forward. Whether you hope to be the next Steve Jobs or Jeff Bezos, it's not out of reach. Just be sure you have a step-by-step plan for achieving your goals.

turn to mentors

Whether your source of inspiration is a college professor, a mentor or even family or friend, you might want their input when defining your career goals. Having external input from a trusted advisor is always helpful and can help affirm your decisions.

think near- and long-term

Having lifelong goals is a great idea, but short-term ones will help you bridge the steps toward fulfilling your big aspirations. If you desire to be CEO, then set goals for entering the C-suite step by step, i.e. first strive to become a manager, then director, then C-suite. This will break up the task in sizeable, manageable parts.



foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

polishing your credentials

and experience.

Graduates often struggle with the eternal dilemma: how to get a job without experience and how to get experience without a job? Don't worry, in today's talent-scarce labor market, exacerbated by the digitalization of many industries, the current generation of graduates are better positioned than their predecessors to find work. However, start by polishing your credentials and emphasizing the professional experience picked up before and during your college years.

It seems difficult to boast about your credentials when you've only come out of school, but you have more to brag about than you think. Whether it's the internship you've completed, extracurricular activities undertaken or the part-time job you've held every summer for the past four years, each of these experiences contributes to your readiness for your professional life. The key to leveraging these roles is to focus on the skills acquired from them and explain how they help in the jobs you apply for. Furthermore, by focusing on the keywords recruiters look for when filling a role, you can attract the ntion of prospective employers.

Of course your academic achievements can also be an asset when impressing employers, especially when school work has led to application in the workplace. For example, if you contributed to research that has been





published in peer-reviewed journals, it carries enormous weight. Similarly, if your school work has been used commercially — i.e., in creative projects — you have a demonstrated track record of success.

Summarizing your key achievements should be at the top of your resume. Remember, composing your CV is one of the most important tasks in getting your career started, so make sure your resume captures attention quickly. Recruiters are estimated to s six seconds on a resume, giving you little time to waste. That means you need a dynamic summary and introduction emphasizing the standout work you've performed at and outside of school. Highlight key words specific to the companies and industries you want to pursue for maximum impact. Also, be specific about how you've applied a skill to solve a problem and achieve your desired outcome.

Giving examples of your problem-solving abilities can come from the work you've undertaken in internships, trainee programs, employment before and during college and even volunteer efforts, so consider all of your experiences as examples to share with prospective employers. Orinthia Marks, a senior career coach and resume writer with RiseSmart, says all job seekers including graduates should answer some critical questions when emphasizing their credentials. Such an exercise will help graduates to not only better write a resume summary but also anticipate the questions all employers will ask.





foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

"Knowing which accomplishments employers care about is critical to your entire job search strategy," she says. "An accomplishment is something that you personally did that improved a situation, solved a problem, and/or made a contribution either in value or substance. Jobseekers need to highlight contributions they've made that exemplify their skills as a problem solver. My advice is to really review all of your achievements and choose the ones most relevant to your field."

three tips for polishing your credentials.

solicit peer input

Sometimes it's the people around you who can be your best advocate. Ask them for input about your best qualities, your deficiencies and how to make improvements. A fellow graduate, instructor or even friend can offer practical advice for enhancing your personal brand.

ollow leading examples

We all can use a little inspiration sometimes. Look for best examples of CVs, and determine if the content and format work for you. Remember, you have a small window to flag the attention of recruiters so make sure your resume is impactful.

don't forget key words

Employers want specific examples of your skills that match their needs. If you are a talented developer, specify your competencies in languages such as Ruby on Rails, AngulaJS or others.



Aside from emphasizing your key accomplishments, remember to provide references who can confirm your contributions and achievements. Having former workers and managers who can further comment on your efforts will make you stand out even further among prospective employers.

Graduates may be starting from a clean slate in their careers, but it doesn't mean they lack practical working knowledge or skills. Make sure to thoroughly review all of your past work and achievements and bring attention to those that will make the best impressions on employers.



foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

enhancing your online

Now that you are launching your career, it's time to audit your online personality. That's right, the Facebook photos of you passed out drunk at a party may come back to haunt you when looking for a job. That's why a good scrubbing of embarrassing photos, offensive rants and other unflattering online postings can help prevent awkward questions from potential employers. At the same time, you can add positive indicators of your work and personal life across many channels that hiring manager and recruiter turn to when vetting your background. You just need to be diligent in your approach.

We all have an online presence, and some are more outsized than others. The good news is that laudatory moments, your academic awards, records of volunteer services and other positive evidence of your online presences are available for employers to find. The bad news is that all the embarrassing moments are also online forever so think twice before leaving a digital comment or posting that you might later regret. (According to Forbes, 1 in 3 recruiters pass on a candidate based on something negative found on a social media profile.)

Today's graduates have a larger digital footprint than those who left school a decade ago, so employers naturally have a more transparent view of your life. Facebook, Instagram, Twitter and other social media channels are your personal record keepers so be cautious about whom you friend or follow. Be especially careful in the area of politics, which in today's highly polarized environment can impact your career. You don't need to overly self-censor, but be mindful of the risks that come with social media and your professional online presence.

personality.



foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

The most important network for professionals remains LinkedIn, which boasts more than 500 million users globally. As a graduate, this is the most important networking tool you have. It's also a community to showcase your expertise, thought leadership and qualifications. Your primary goal on LinkedIn is to build a robust network and nurture relationships. The larger the network, the more access you have to different organizations and leaders there. Similarly, the stronger your LinkedIn relationships are, the more opportunities that may come your way.

"Graduates should devote significant attention to their LinkedIn presence because this is by far the most important professional network today. Profiles should come across as genuine, updated and relevant to the candidate's field of expertise. So if you are pursuing a career in electrical engineering, make sure to follow the appropriate networks. Also, consider authoring postings and sharing content to demonstrate that you are engaged and in tune to what's happening in your profession," says Jennifer Klimas, a director at Randstad Sourceright and a social media expert.

Your profile should be consistent across all your social media channels. If you describe yourself on LinkedIn as a passionate engineer, your other profiles should reflect this as your professional occupation. How much of your professional information you share in personal networks is strictly up to you, but you may want to think twice about oversharing personal information in your personal profiles. This can be used to disqualify you for positions that you would otherwise be a fit for. Also, make sure to monitor comments made to your postings and content shared to censor inappropriate replies.

You can further strengthen your online presence by creating a blog, following the employers you admire and participate in talent communities unique to your field. By demonstrating that you are an active member in your field, you demonstrate that you are likely an engaged employee interested in upskilling and staying informed about your profession.

One last tip: adhere to commonly observed online etiquette and develop your skills as a writer. Whether you're a java developer, a mechanical engineer or a warehouse worker, possessing great grammar and writing skills is never a detriment. Typos and run-on sentences will only hurt your personal brand. Furthermore, behaving like a troll in forums will also lead recruiters to question your ability to work on a team, so respect the online opinions of others.



three tips for enhancing your online presence.

monitor your brand

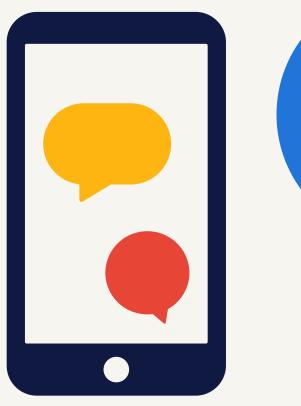
If what's being said about you on various channels is difficult to hear, consider how you can mitigate the chatter. Will severing digital ties with individuals help, or does it require more drastic steps? Try setting a Google alert using your name for regular updates and other ways to monitor your brand.

accentuate the positive

If you are unable to remove embarrassing content online, consider creating more positive content associated with your brand and help it to achieve a higher ranking. This way, recruiters performing screening might not find the damning evidence.

create consistency

Visually and in voice, make sure your online presence is consistent. Use the same profile photos and write in the same manner. This will help you become more recognizable, especially as you look to build a sought-after personal brand.







foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

finding the right opportunities.

If searching for the right job opportunities seems daunting, that's because it is. As graduation comes around, recruiters and employers are inundated with countless applications and CVs, and you are competing with classmates and students locally and those from around the world. Furthermore, with so many avenues in which to search for the right role, it can be a full-time job to find a full-time job. Don't worry because there are many shortcuts to minimize the aggravation and hours spent.

"Graduates are leveraging technology like never before toMore good news for today's graduates: search has nevernetwork, search and contact employers about opportunities.been easier or more powerful. And with a favorable market for
candidates, your chances for finding the right opportunity is
great. All it takes is some know-how, persistence and patience.At the same time, companies and recruiters are also using
automation and AI to help match workers to job openings, so I
advise graduates to spend extra time on crafting their resumes so
matching technology can lead them to the right jobs," according
to Ilonka Jankovich, venture partner at the Randstad Innovation
Fund.

The challenge of searching for jobs is the proliferation of job boards, which number in the thousands. Fortunately, you don't need to look through all of them. With the rise of aggregators or job engines such as Monster, candidates can search many job boards, career sites and classified ads at once. Aggregators have been around for a long time, but they are increasingly powerful and flexible, enabling jobseekers to narrow their search. Customized searches, email and text alerts and other functions make your task much easier.

What will further help you to find the ideal job is knowing what to look for. For example, if you are an engineering graduate looking to work in the life sciences industry, submitting a search using the terms "engineering" and "life sciences" might result in many unrelated jobs. However, you might have better luck by incorporating Boolean logic to narrow your search. Learning to use advanced search methodology can be a real time saver.

Searching a job aggregator by role can yield lots of promising opportunities, but what if your desire is to work for a specific organization like Google or Apple? Great employers offer great career portals that are easy to navigate, informative and optimized for desktop and mobile applications. Determine which companies you would like to work for and spend some time on their website to learn about their business, culture and people. You'll typically find this information within the portal, and a growing number of employer even offer an opportunity to post inquiries through chat functions.





foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

If online search isn't producing the results you desire, it may be time for some personal interactions. Working with a recruiter who specializes in your field may yield job leads that are better suited to your education, experience and goals. Whether through LinkedIn, a personal recommendation or from a previous job application, you'll find that recruiters who focus on a particular field can not only connect you to the right employment but also provide sage advice for choosing the right job.

Recruiters also want to nurture long-term relationships with candidates so consider them a resource you can turn to throughout your career. Also, don't limit yourself to a single recruiter because they work for the employer and not you. Working with multiple recruiters increases your chances to find the right opportunity.

Universities often hold job fairs, so take advantage of these events before you leave school. Not only will you hear about openings but it's a chance to network with companies that may be high on your wishlist of employers. Often, you can connect with alumni who can open additional doors and possibly management training programs that will fast-track your career. Furthermore, these gatherings will also open your eyes to other employers you may not have considered before.





Beyond school events, many employers, governments and economic development agencies hold similar fairs, allowing you to network with an even larger group of organizations. This can help you to target opportunities within a specific geographic location, types of companies or industries.

Searching for your perfect job can be challenging but knowing how to do it efficiently and the resources available to you can make the process quick, efficient and fruitful.

three tips for finding the right opportunities.

be clear about your desire

By clearly defining the type of role you seek, it will save you a lot of time and effort. Be specific about the work you want to undertake and reject anything that falls outside your requirement.

use your network

Referrals are often the way into an organization, so make sure your search includes following up with your contacts and asking them for help with finding your perfect job.

search is your job

Until you have found the role you want, consider search to be your full-time job. Approach it with rigor and discipline. Adhere to a repeatable process to ensure you are optimizing your efforts.



foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

vetting





employers.

Not every employer is a good fit, so how can you determine when the ideal company comes along? As in love, finding the right one may require kissing a lot of frogs, but with a career hanging in the balance, you can't afford to waste time working for an organization you dislike or one that is keeping you away from a better one. To make sure a prospective employer can meet your needs, do your homework and ask probing questions.

You have clear goals, know the type of role you want and have found opportunities that seem to match your professional requirements. All that's left is to emerge as the winning candidate, right? Before signing an employment contract or accepting an oral offer, take a moment to determine if the company you found is right for you. Stories of bad employers are plentiful, so avoid being a part of the statistics. You'll want to find out as much information about your prospective employer as possible before making a decision on whether you want the job.

Where should you start? In today's sharing economy, companies have never been more transparent. Through employer review sites such as Kununu and other professional networking channels, you can easily learn about a company, how its workers are treated and if it has responded to input. These reviews provide firsthand accounts of life at the employer and why you should or shouldn't work there. As with any other review site, you can see whether a critical review or flattering write-up is an exception or reflective of the general sentiment. Remember to also look to other sources for a list of top employers.

Beyond review sites, you can learn more about a company's involvement in corporate social responsibilities, workforce diversity and other issues through its own website and news alerts. When an employer demonstrates a continuous commitment to a cause or an issue, you'll be certain to find its efforts are well documented online. Similarly, if the organization has a track record of failing to comply with regulations or some other misconduct, you can easily unearth this information too. In essence, you should spend some time getting to know an employer and its business and labor practices. This will help set your expectations about a career there.

One of the most telling signs of how an employer cares for workers is its candidate experience, which is the way it manages the recruitment and application process for job seekers. The process should be straightforward and clear, well communicated and considerate of the applicant's time. Candidates should be provided with regular updates and



foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

its applicant is indicative of how employees are treated as well.

Many employers conduct regular employee satisfaction surveys, which indicates the satisfaction of its workforce. You can request to see the results of the most recent surveys, although your prospective employer is under no obligation to share this information. Companies that score poorly are less likely to share this information so refusal to disclose the data may provide some insight on how workers are rated.

Finally, research whether the employer provides learning and development opportunities. Companies that invest in their people tend to score higher in workforce satisfaction. Lorraine Quach, an HR business partner with Randstad Hong Kong, explains that graduates should inquire whether a prospective employer offers regular training or has a training calendar. This is especially important for younger workers who want to develop their skills on the job.

"With a regular training calendar, your employer will help you incrementally gain the skills that will accelerate your career. If training is done on an ad hoc basis, then you're not assured that you will gain those skills in a timely manner," she points out. "A great employer will make sure you receive the support to constantly improve your performance. Companies that don't help to upskill may not be a good fit for you."

three tips for vetting employers.

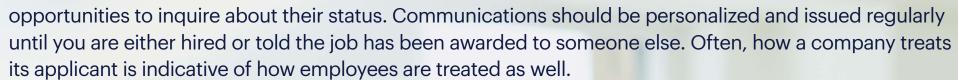
do your research thoroughly

Look into all aspects of a prospective employer — its business, its shareholder reports, what is said online about its treatment of employees — to gain a complete picture of its workforce practices.

look for indicators

There are many telltale signs that an employer is not a good fit. For instance, if retention is a persistent problem, it indicates the company may not be treating its workers well. You may want to ask for data on the average tenure of a company's employees.

Speak with current and even former employees about their experience. Great companies have many employer brand ambassadors who are open to sharing their stories.





foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

acing the

Few workers like job interviews. They turn your stomach into knots. You second-guess whether you performed well. And then the waiting afterward can seem like an eternity. But if you follow a few best-practice tips, you can easily ace your interview and emerge as a top choice among the slate of candidates.

As with anything else in life, the preparation requires the most work. To make sure you head into an interview confident and informed, undertake comprehensive research of the company you are interviewing for and the people you will meet with. This may include the hiring manager, the recruiter, HR and anyone else who may participate in assessing your fitness for the job. Look up their profile on LinkedIn and other online resources to get an understanding of their role within the company. This will prepare you to answer questions in a way they can best relate to. Also, their profile might reveal interesting aspects about their careers and personal life, allowing you to connect on a different level.

You should know the company intimately by the time you sit down for the interview. Read through its shareholder reports, its website, news coverage and any other relevant sources of information. Getting to know the business is critical because you need





foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

to explain how your skills and experience can contribute to its bottom line. Hiring managers want assurances that you are so interested in working for them that you've invested the time and energy to not only know what the business sells but also how you can help drive better outcomes.

As part of your research, also look into how competitors fare in the industry. Become knowledgeable about the employer's differentiating value proposition, and at the interview share ideas about how the company can overcome current and future market challenges. Make suggestions that demonstrate insights about the business and the industries in which it operates. You will definitely score big points by doing your homework.

Review your resume so you can recall specific milestones and achievements made during your years at school. Remember to emphasize the coursework and extracurricular projects that will make hiring managers take notice. Make sure not to confuse the interviewer by recalling the wrong dates and other information.

As you walk into the interview (or sit in front of a camera) with facts and ideas in head, you must now deliver a strong performance. Be emboldened by the confidence that your preparation has instilled in you. While it shouldn't require mentionioning, dress appropriately for the occasion. Formal attire is usually the case but not always. Body language says a lot about a person so sit upright and don't slouch. Project energy and enthusiasm but don't exaggerate. Remember to ask questions. Most importantly, be confident about your answers and don't backpedal. Nothing can ruin your chances more than being unsure.

According to Kimberly Schneiderman, the practice development manager and a careers expert at RiseSmart, the interview should be treated as a meeting rather than an inquisition. That means you need to listen as well as answer. By approaching it as a conversation, you take pressure off as being the sole presenter.

"Listen to what the interviewer says and how it's said. Take note of their body language, and listen for ways you can help them learn more about you. Regularly check that they are clear about how you responded to their question," she advises.

When the interview ends, you should inquire about the next steps in the process, offer to provide more time in person or over the phone and thank all those involved with a followup note. When you don't hear back after a week or more, gently inquire about the status of your application.

Job interviews are nerve-racking for most people, but by being well-prepared and having the right mindset going into the interview, you are setting yourself up for success.

three tips for acing the interview.

rehearse your sessions

Try rehearsing at home first by answering commonly asked practice question. Be sure to consider some questions that you might have for the interviewers as well.

sell yourself

Your opportunity here is to present yourself as the best candidate for the job so emphasize your strengths, acknowledge your weaknesses and give examples of how you have continuously looked for ways to improve your skills and knowledge.

be a gracious loser

Even of you are told you didn't get the job, be gracious and thank your interviewers. You might have been passed over for a particular role, but employment with this company is still possible in another capacity.







foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

choosing the

If you are lucky enough to have received a job offer, it's time to celebrate. Uncork the champagne and get ready to move out of your parents' basement. Or is it?

You definitely want to move out of the basement, but you might want to hold off on the champagne until you've weighed all your options. The tendency is for graduates to accept the first job offer they receive, but patience can lead to a better job with more perks and benefits. The question, then, is how do you know when to accept or pass on an opportunity?

As usual, doing your research can often yield the answer you seek, and when it comes to job offers, there are several factors to consider. These should also be kept in mind if you were to receive more than one offer because you may want to pass on all of them until the right one comes along. As a graduate, you're hungry for work, but it's more important to launch your career down the right path than just any path.

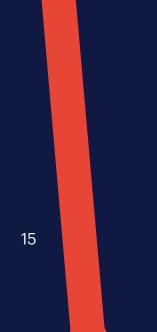
The first question you should consider is do you have all of the information to make an informed decision? Often verbal offers are made followed by a formal letter, but in both instances critical details may be missing. Are salaries and benefits clearly stated? Is the start date included? Who will you formally report to? Will relocation expenses be paid? If the position requires a contract, is the document included? Are there any special stipulations or requirements? What is the deadline for replying to the offer? If you are missing any critical details, you must clarify these with the prospective employer. If they aren't able to immediately respond, hold off on your answer until you are satisfied with having all the facts.

When you have information at hand, it's time to decide whether the offer is right for you. Salaries and benefits are the most important factor to most workers around the world, according to the Randstad Employer Brand Research. You'll need to determine if that's the case for you. If so, is the compensation offer acceptable? Before you answer, look to local salary guides to determine whether the offer is on par with your particular market. If not, negotiate for a stronger package.

right offer.







foreword.	2
defining your professionals goals.	3
polishing your credentials and experience.	5
enhancing your online personality.	7
finding the right opportunities.	9
vetting employers.	11
acing the interview.	13
choosing the right offer.	15

Aside from compensation, consider other benefits the employer may offer. The most important factor after money is whether the position is one you truly desire. Sometimes a job may be so intellectually rewarding that it may be worth sacrificing financial rewards for. Questions you should weigh include whether there is great potential for growth, if it leads to a more financially rewarding position later on and will it give you skills to raise your marketability. If the answer to all of these is yes, it's probably a role you should take on.

In such a competitive market, employers are also raising their game when it comes to company **perks**. You've seen many well-publicized benefits such as unlimited vacations, free on-site meals, concierge service and even lengthy paid maternity and paternity leave. As a recent graduate, prioritize which benefits are most important and try to monetize each of these. While the employer's salary may fall short of your expectations, corporate perks may help compensate for it.

Additional factors include the workplace environment, work-life balance, job security, convenience of the office and others. These intangibles are difficult to quantify as a value to you; only you can determine this. In the end, you will need to determine whether the offer's overall value proposition meets your requirements. In some cases, you may be able to negotiate some of the perks — more vacation days, for instance — but if the employer refuses to budge, you may want to keep searching.

Determining whether a job offer is a good choice for you shouldn't be rushed. Take time to do your research, weigh the offer and make your decision. While this may be your first job among many more to come, you still want to make a wise and rewarding choice that will launch your career in the right direction.



three tips for choosing the right offer.

look for flexibility

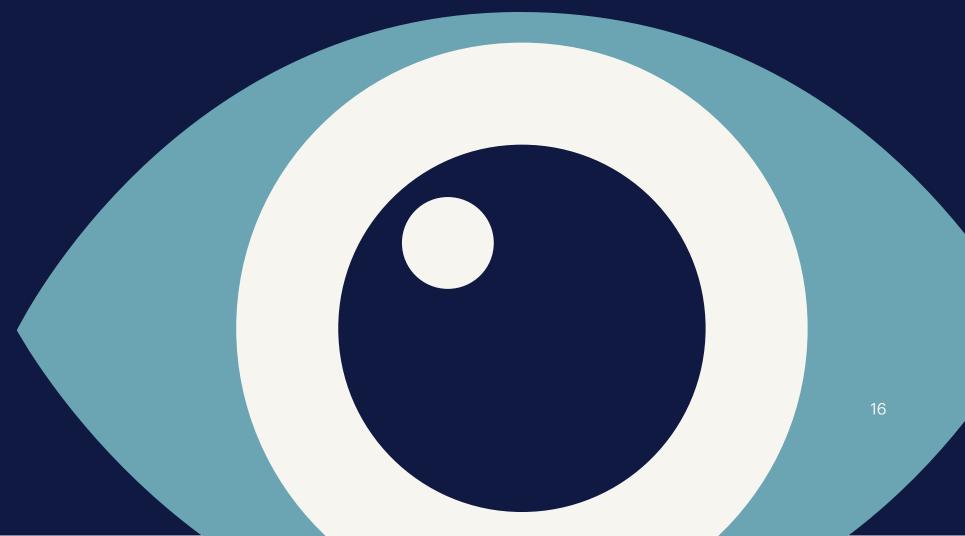
Offers are meant to be **negotiated** so don't assume you must accept the terms initially made. If the employer is truly interested in your skills, they will try to work with you to reach an amicable agreement.

know what matters

If you don't get everything you look for in a job offer, prioritize your needs and decide what is worth foregoing and what is mandatory. Make sure the offer meets the minimum you are willing to accept.

have no regrets

It's easy to second-guess yourself but don't. If you've conducted research, negotiated in good faith and diligently made your decision, it's the best you can do in accepting or rejecting an offer.





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