



The rpc Group of Companies
Executive Search and Selection Consultants
rpc search and selection
rpc international recruitment
rpc interim

Information Guide No. 13

Letters

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Letters

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1. INTRODUCTION

A well composed letter is a powerful tool; it is a vehicle for one-to-one communication and persuades the reader to respond in a positive manner.

Your letter should focus the reader's attention on the specific or even unique requirements of your target organisation, particularly those things not specifically emphasised in your CV. You may find that a letter is better than a CV in appropriate circumstances.

Letters should be used for a variety of purposes during your job search. In many instances, a letter will be the means of initiating an approach; it will convey that all important 'first impression'.

As well as setting the right 'tone', each letter you write should be composed to fulfil precisely defined objectives, for example:

- To respond appropriately and directly to the requirements stated in an advertisement.
- To encourage a personal contact or potential employer to agree to a meeting or interview.

Follow-up letters are also important, although the need for them is frequently overlooked or neglected. In addition to being an expression of courtesy, such letters also serve a useful purpose as a reminder of your existence and your interests.

The examples presented here represent 'models' designed to help you to compose your own letters. They are not intended to be copied verbatim, but the ideas that they contain, and even particular phrases, should provide helpful prompts.

It is essential, however, that every letter you write should be individual and bear the stamp of your personality. Communication by letter is one of the opportunities available in the job search to project confidence and achievements and belief in your abilities and attributes.

A high standard of presentation is also important, as it is an indicator of your professionalism.

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2. GENERAL RULES

Notepaper

Use good quality paper, of the same size, colour and texture as that of your CV. White A4 size paper, 100 gram per sheet, is recommended for both CVs and notepaper. The letter should have a printed address heading. Large envelopes, i.e 22cm x 11cm (rather than 16cm x 11cm) in matching paper and colour should be used.

Printing can be in colour however the recommendation is to go for Black. Remember coloured print and / or tinted paper does not photocopy well. Whilst you will provide only originals, the recipient may wish to circulate additional copies.

Typing

Type your letters, unless otherwise directed by the terms of an advertisement.

The type face should be crisp, clear and easily read. Avoid the use of some fancy styles in which some of the capital letters are virtually illegible.

Our recommendation is to use Arial font. It's considered straightforward.

Addressing

Always address your letter to a named person rather than to a functional title or to an advertisement. Check that you spell the addressee's name correctly, and you give their correct title. Not to do so is a failure of courtesy and respect and signifies lack of attention to detail.

Do include your telephone number(s) and full post code. The objective is to make yourself accessible and easy to contact.

Style

Each letter must be written in a style that reflects your personality. It must contain your words and your way of communicating. The examples that follow are merely guidelines to help you construct something that promotes you in a very positive way. Take these ideas and weave them into your own work.

Length

The general guideline is no more than one page. The exception may be an application letter, especially if no CV is enclosed.

Content

In all speculative approaches start your letter with some factor that connects you with the reader. This perhaps may be some recognition or appreciation factor, a reminder of some

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mutuality of interest, an introduction from a third party – or any other pertinent 'bridge' or connection between yourself and the person to whom you are writing.

Continue (in a new paragraph) by stating your case as clearly, concisely, and positively as possible. Avoid negative expressions.

Develop the tone of your letter according to its contents and your relationship with the reader; a formal approach is generally recommended; avoid any hint of aggression, or familiarity; don't try to be humorous, and don't impose or make presumptions.

Keep control by concluding with an indication that you will make a telephone follow-up. Avoid the aggressive 'I will telephone.' Use the softer 'Perhaps I could...'

'Perhaps I could phone your office in a few days' time to see whether a mutually convenient time can be arranged for a brief meeting'.

Signature

Always print your name under your signature. Inclusion of a first name rather than just initials is recommended.

Finally – you will find it saves time and temper if all important letters are roughed out in draft form before typing. If you use a PC, make certain that all alterations and amendments are correct before printing the final copy!

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3. TYPICAL LETTERS USED IN JOB SEARCH

3.1 Personal Contact Development Letters

- (i) letters to acquaintances, friends, business associates, colleagues etc – people who are already known to you – asking them for a meeting to obtain information, advice, ideas, opinions, further referrals, but never asking for a job.
- (ii) Letters to referrals, i.e. new contacts, who are not yet known to you and who might be able to increase your knowledge on a particular subject.

3.2 Speculative Letters to Executives and Target Organisations

To key executives and target organisations identified by means of your own market research.

3.2 Speculative Letters to Executive Search Firms and Recruitment Agencies /Consultants

To executive search firms and recruitment consultants.

3.3 Replies to Advertisements

- (i) Covering letters.
- (ii) Application letters.

3.4 'Per Pro' Letters

Written on your behalf by a third party

3.5 Follow-up Letters

For a variety of situations

Each of the above type of letters are detailed in the following pages of this guide along with a number of sample letters

3.1 Personal Contact Development Letters

The purpose of these letters is to seek a discussion with a contact to obtain advice, guidance, ideas, information, and suggestions etc, to help advance your research.

If you are to convince the people to whom you are writing that you are not making the approach in the hope that they will have, or know of, a specific job opportunity, it is imperative that you say so clearly; otherwise you risk rousing suspicions – and may induce resistance.

The basic ingredients of such letters should therefore be:

- BRIDGE** Start with a recognition factor, so establishing a bridge. The first few words should point to a mutuality of interest, and arouse a desire to co-operate.
- CASE** State your case – indicate the circumstances and purpose of writing, i.e to obtain advice, guidance, suggestions, by means of discussion.
- DEPRESSURISE** Remove the possibility of guilt complexes or resistance; it is unlikely that your contact will have or know of, a job opportunity – so make it clear you do not expect either.
- CLOSE** Wherever possible, use an open ending that will enable you to keep the initiative in your own hands and maintain control of events; leaving the initiative in the addressee's hands is to be avoided if at all feasible.

A LETTER TO A PERSONAL ASSOCIATE / FRIEND

You can either make the initial approach by letter or, if you know the person well enough, by phone (see *Information Guide on Telephone Techniques*)

Where a letter is required, the following structure and approach should be considered:

SAMPLE LETTER 3.1 (A)

Dear.....

- BRIDGE** I hope that things have been going well for you since our meeting a few months ago.
- CASE** As you are someone who knows the [*enter details of your industry*] in great depth, it would be very helpful for me to have the opportunity to discuss with you some ideas I am exploring in relation to my own career.
- DEPRESSURISE** I'm certainly not expecting you to know of any specific vacancies; I have a few ideas about the approach I want to adopt, but you may well have better suggestions and advice.
- CLOSE** I will telephone you sometime early in the week in the hope of arranging a get-together.

Yours sincerely,

NAME

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A LETTER TO SOMEONE TO WHOM YOU HAVE GAINED AN INTRODUCTION

SAMPLE LETTER 3.1 (B)

Dear.....

BRIDGE

Mr John Smith, of Petrofac International, recently suggested that I should get in touch with you as he believes you may be able to offer me some sound advice about the petrochemical industry.

CASE

As I explained to John, I am exploring a rather special sort of opportunity where I can apply my research and development skills and experience to special industrial uses. As my enclosed CV proves, I have played a major part in developing high-temperature and abrasion-resistant coatings for various applications, including drilling equipment. The petrochemical industry is an area where I believe my expertise could be of value. Your evaluation of my background would therefore be of great interest to me.

DEPRESSURISE

John *did* not imply – nor do I expect – that you will have, or know of, any immediate opportunities.

CLOSE

As you have considerable experience in the petrochemical industry, I would be most grateful if you would spare me a few minutes of your time to gain the benefit of your advice. To avoid unnecessary correspondence, I will phone you at your office soon in the hope of arranging a brief meeting.

Yours sincerely,

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SAMPLE LETTER 3.1 (C)

Dear.....

BRIDGE

Susan Jones of Brants & Co Ltd *suggested* that I write to you as she believes you to be particularly well qualified to advise me about my future plans in the industry.

CASE

I am seeking a rather special kind of opportunity, and would like to discuss my situation with a number of key executives in related industries.

DEPRESSURISE

Susan did not suggest you would have, or know of, any openings, but rather you might be willing to help me determine my best options.

CLOSE

I should be very grateful for a few minutes of your time to listen to advice or suggestions you may have. A summary of my background and experience is enclosed, and your comments would be appreciated. I will telephone your office towards the end of the week to see whether a brief meeting can be arranged.

Yours sincerely,

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OTHER OPENING VARIATIONS

- (i) Knowing of your familiarity with the industry, I would appreciate the opportunity of obtaining the benefit of your advice regarding my plans to relocate.
- (ii) Whilst talking at the XYZ meeting last week, I asked what might be my potential in the Industry for someone with my background..... did not think he was sufficiently well informed to give me the best assessment, but indicated that you were very well qualified to give me the advice I am seeking, and therefore suggested that I should drop you a line.
- (iii) Through our mutual friend, Adrian Stride of Industrial Marketing Ltd., I have learned of your possible interest in technical writers with special knowledge of laboratory equipment.

3.2 Speculative Letters to Key Executives and Target Organisations

When you have carried out your market research and decided on the type of company you wish to approach, you need a letter which 'sells' you to the reader. This is a 'mail shot' approach. We all receive letters of this type at home – selling life insurance, books, double glazing etc. Many go straight into the wastepaper basket. Your letter will get the same treatment if it is not carefully drafted. Therefore the first paragraph is all important.

The basic shape of your letter should be:

- | | |
|---------------|--|
| BRIDGE | From your research, find the link between the company's needs and what you have to offer by means of an opening that catches the reader's attention. |
| CASE | Highlight how you have obtained this special knowledge and what you have achieved. |
| CLOSE | Ask for a meeting to outline how you can help the company should they need your special skills. |

NOTES

- (i) In the case of speculative approaches, a 'depressurising' paragraph is not necessary, because you are hoping that the addressees may find use of you in their organisation.
- (ii) All such letters and their envelopes should be headed Private and Confidential.

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A LETTER TO A KEY EXECUTIVE IN A TARGETED COMPANY

SAMPLE LETTER 3.2 (A)

Dear.....

BRIDGE One of the most important ingredients in a successful marketing operation is detailed information on existing and potential customers, with sound administrative back up covering all aspects of the business. My experience is in this field.

CASE With a language degree and 5 years experience of marketing food products with Powell Foodservice Ltd followed by 2 years with a different company retailing flowers and plants through non-florist outlets, I have developed the necessary administrative skills to support a successful marketing operation.

CLOSE My CV, which is enclosed, outlines my experience in more detail. I would be most interested to meet you to discuss how I might fill a role as a marketing executive and assist in the growth and development of your organisation.

Yours sincerely,

NAME

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SAMPLE LETTER 3.2 (B)

Dear.....

BRIDGE

The growth in your range of logistics services is extremely impressive and has marked your organisation as a leader in the logistics sector. Innovative product development will have played a key role in your success.

CASE

I have been involved in the development of logistics services for a number of your competitors, which have earned revenue in the range of £5 - £20M per year. This work has been achieved both here and in Europe.

CLOSE

An outline of my career is enclosed. I should be pleased to meet you to discuss how my experience could be of value to your organisation. Perhaps I could telephone your office in the next few days to gain some feedback and to see if a meeting is possible.

Yours sincerely,

NAME

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SAMPLE LETTER 3.2 (C)

Dear.....

BRIDGE

Mr. Jones from Allways Productions Ltd has suggested that I write to you as he thought you may be interested in my knowledge and experience of Interactive Systems.

CASE

After five years developing systems to produce more efficient communications between production, marketing and consumers for I am exploring opportunities to transfer my skills into the retail sector. From my enclosed CV you can see what I have achieved in this area. I believe that, in view of the developments taking place within your company, I could make a valuable contribution to your future plans.

CLOSE

Perhaps I could contact you in a day or so to hear your reaction and see if a meeting would be mutually beneficial.

Yours sincerely,

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SPECULATIVE APPROACH PROMPTED BY YOUR RESEARCH

SAMPLE LETTER 3.2 (D)

Dear.....

Proposed Distribution Centre at Andover, Hampshire

BRIDGE

I read with interest the report in on about your plans for building a new distribution centre at Andover in Hampshire.

CASE

When Juggs Foods relocated to Abingdon, the project lasted for 12 months and created a number of challenges for the telesales and customer services departments.

My part in the exercise resulted in:

- All deadlines being achieved within budget
- No default in any business terms
- The successful transfer to a fully computerised sales and distribution system

With this project now complete, I want to explore the possibility of moving into general management where I can develop the skills that I have acquired during my business career. To give you a better idea of these, I enclose a copy of my CV.

CLOSE

There are other aspects of my experience that may be of interest to you and I would be pleased to elaborate on these at some mutually convenient time. Perhaps I could phone you over the next week to see whether a meeting can be arranged.

Yours sincerely,

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SOME LESS 'ORTHODOX' EXAMPLES

The following examples are less standard, but may suit your individual style.

SAMPLE LETTER 3.2 (E)

Dear.....

Do you need an experienced Director or General Manager with a proven record of success at senior level?

You will see from the enclosed summary of my career to date that I have demonstrated success in

- Motivating people
- Organising and planning for profitable growth
- Innovating concepts
- UK and international marketing
- General problem solving

I am writing to you as my ability and background could well help to solve any present problems and contribute to your future development plans; and as I am fully fit and very active, I am looking for a senior appointment to which I can apply my energies in the foreseeable future.

Should you be interested, I will be very willing to come and talk to you about the possibilities.

I shall telephone your office within the next few days to obtain your reaction.

Yours sincerely,

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SAMPLE LETTER 3.2 (F)

Dear.....

To spend a few minutes considering this letter may be beneficial to your company's development programme over the coming months as I feel my abilities and experience may be of use to you.

As you are aware continued growth can only be sustained by innovative approach to your product range, an aggressive approach to costs and the maintenance of good industrial relations. You will note from the attached career history my achievements in these areas have been significant and that they are relevant to your operations

I am particularly experienced in developing business with major accounts and in the management of capital expenditure projects in a fast moving environment where quality of products and service is of prime importance.

If you or one of your colleagues could suggest a time I will be very happy to meet you to discuss how I can help your future plans.

Yours sincerely,

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3.3 SPECULATIVE LETTERS TO EXECUTIVE SEARCH CONSULTANTS, RECRUITMENT AND EMPLOYMENT AGENCIES / CONSULTANTS

Letters to all of the above can use the same middle paragraph (Case) as the speculative letter. The Bridge and Close can be as follows:

SAMPLE LETTER 3.3 (A)

Dear

BRIDGE

Your organisation has been recommended to me by James Black of Logistics UK Ltd as one that has a record of success in placing Logistics & Supply Chain professionals. Currently I am seeking a new appointment as a DC General Manager.

CASE

With 14 years experience as an Operations Manager and DC General Manager after sound accountancy training, I have been responsible for the development and management of distribution centres for third party logistics providers.

CLOSE

An outline of my career to date is enclosed which I hope you will find of interest in connection with any relevant assignments you may be handling. I am prepared to work almost anywhere in the UK but with a strong preference for the South East. My salary range is £60k-£75k plus the usual benefits.

Yours sincerely,

NAME

NOTE

Any preference about location is worth including helping the Agency/Consultancy relate you to specific vacancies.

Letters to executive search consultants, recruitment and employment agencies can include information about your salary requirements. This is the only occasion when you should disclose this information from the start.

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SAMPLE LETTER 3.3 (B)

Dear

After more than ten years in management positions with increasing responsibility in project engineering in the oil industry, I am now seeking a new position

As you will see from my CV (enclosed), I am presently employed as a Project Engineer with the Amazon Oil Company in Aberdeen, Scotland. After some eight years with them, I would like to find a new position with greater responsibilities, where I can exploit the experience and skills acquired over the years.

My qualifications include a Master of Science degree in Process Engineering and a MBA. I have been involved in the design, manufacture and installation of heavy equipment for the petroleum industry. My achievements to date include:

- The introduction of project management techniques to increase productivity, reduce expenditure and improve efficiency.
- The management of plant installation, involving the integration of new with existing technology. This played a significant part in the completion of the 'Highlander' and 'Petron Ella' North Sea oil fields.
- I have been credited with an innovative 'Industry First' design and hold patents in the US.

I would be please to know whether my background and experience might be of interest to any of your clients and if I could meet with you, or any of your Associates, to discuss the matter further. I am single and prepared to relocate. My current salary plus benefits is in the region of £80k.

Yours sincerely,

NAME

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**TO RECRUITMENT CONSULTANTS OR ORGANISATIONS RECRUITING FOR OTHER
APPOINTMENTS IN YOUR FIELD**

SAMPLE LETTER 3.3 (C)

Dear

I notice from recent advertisements in the national press that you are currently seeking staff at various levels with experience in logistics and supply chain.

Whilst the appointments advertised do not exactly match my job objectives, my background, experience, qualifications, desired level of responsibility, or areas of expertise, I would like to acquaint you with my experience as it may prove interesting to the clients for whom you are currently handling assignments.

I accordingly enclose a copy of my CV for your consideration. I will be grateful if you would keep this in mind my availability and inform me of any possible interest among your Associates or clients.

Yours sincerely,

NAME

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3.4 REPLIES TO ADVERTISEMENTS

To obtain an interview for an advertised post, your reply must attract attention; it must be direct and to the point, clearly showing that you meet the stated requirements. Advertisers, whether they are Consultants or HR Managers, may use an Assistant to sift the replies and they need simple criteria to reduce the number of applications to a manageable level, as a preliminary to drawing up a short list. Therefore, if you do not match a high percentage of the stated criteria, the chances of your application getting on to the interview pile are slender.

Therefore we suggest the following actions:

- Analyse the advertisements and highlight the key points. Firstly highlight those that are essential requirements, for example, 'The successful applicant WILL have experience in...' The preferred requirements such as 'It would be an advantage to...' should then be noted.
- Ask yourself the following questions:

Can I meet most of the requirements stated as essential?

Am I prepared to work in the location given?

Does the style of the advertisement give me confidence in the company?

Are the requirements clear, or have I some doubt as to what the job really involves?
- If you do not meet the requirements but are still interested in the job, it may be worth while telephoning the employer contact or Consultant named in the advert to find out if there is any chance of you being considered.
- Alternatively, a speculative letter can be sent to the company, if it is named in the advertisement

Your reply to an advertisement can be formulated as Sample Letter 3.4 (A) shown overleaf:

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SAMPLE LETTER 3.4 (A)

Dear

Ref: MANUFACTURING MANAGER

In response to the advertisement for a Manufacturing Manager, which appears in the 'Daily Echo' of 3rd May 2009, a comparison of your requirements and my qualifications are set out below for your consideration:

REQUIREMENTS

Project management experience:

Commissioning experience:

Leadership qualities:

Degree qualifications:

Language knowledge:

MY QUALIFICATIONS

Completed several large (£1m+) engineering projects to tight schedules and cost targets;

Designed and constructed prototype pilot food procession plants and mechanical handlers;

Recruited and trained staff; lead various production teams;

BSc (Hons) Mechanical Engineering;
Chartered Engineer; MIME

French: Fluent;
German: working knowledge.

Other aspects of my experience have been highlighted in the enclosed CV; I would welcome a meeting with you to give you any further information you may require.

Yours sincerely,

NAME

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NOTES

If an advertisement demands an indication of 'salary required', add a paragraph (shown overleaf) to this effect:

'Whilst salary is naturally important, at this stage I am more interested in the prospects and potential offered by the position; depending on these, I am sure the salary can be satisfactorily negotiated'

To increase the chance that your reply will be considered, follow up with a telephone call 10 days after submitting your application if no acknowledgement has been received.

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APPLICATION LETTERS
(i.e. where a letter of application, rather than a CV, is invited)

SAMPLE LETTER 3.4 (B)

Dear

ACCOUNT MANAGEMENT APPOINTMENT, ESSEX

As a National Account Manager of a diversified international products company, I have initiated product improvement programmes which have helped reverse a declining trend in sales and increase profitability for 'lines' producing over £20m in sales per annum.

In particular, I have:

- Achieved a £1.5m (12%) sales increase by exploiting hitherto untapped channels of distribution
- Reduced national sales operating costs by introducing new packaging systems for 600 product lines
- Built customer confidence and increased sales by developing an advertising idea on which £2.5m has been spent to date
- Launched, or re-launched, 17 products over the past 8 years with combined sales values of £1.5m+

I would be please to have the opportunity, in a personal interview, to discuss these and other examples of my accomplishments.

Yours sincerely,

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3.5 'PER PRO' LETTERS

A letter along the following lines can be sent on your behalf by a third party (e.g. an ex-employer) when you agree that the initial approach is best made in this way.

It is important that you ensure that what the third party says on your behalf matches the type of approach that you yourself want to make.

SAMPLE LETTER 3.5 (A)

Dear

I am approaching you on behalf of Eddie Richards, who has been in our employ at our Group Headquarters for the last 6 years as Operations Services Controller.

As a result of a recent re-organisation, Mr Richard's department has been merged with the Supply Chain department, and his position, along with a number of others, phased out.

Unfortunately, there are no alternative positions of comparable responsibility that we can offer Eddie, who is therefore planning to leave the company to find a position commensurate with his abilities elsewhere.

Given that your organisation might be interested in Eddie Richard's outstanding logistics skills – or that you may be able to suggest other executives whom you consider it sensible for him to approach – I enclose a copy of his career résumé.

Eddie would certainly be very appreciative of any guidance you could give. For that reason, I suggested to him that he contact your office to arrange an appointment to see you some time.

Yours sincerely,

NAME

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3.6 FOLLOW - UP LETTERS

Where your approaches produce positive reactions, follow-up letters can play a vital part in consolidating what has been achieved.

An expression of thanks for an introduction or an interview in a follow-up letter will help to reinforce a favourable impression and will have the additional, significant advantage of maintaining the contact. A reminder in this form will foster a relationship that may continue to be productive in the future.

Follow-up letters should always be sent in the following situations:

- Where a contact is taking positive action to help you;
- After an interview that produced the names of further contacts;
- To report on the result of meeting referrals;
- After a job interview;
- To re-open a precious contact;
- To acknowledge receipt of, or to accept, a job offer.

Nearly every interview opens up the possibility of further progress. Your follow-up letter should therefore capitalise on every positive development and compensate for any missed opportunities or negative aspects.

Careful notes should always be made after an interview to assist the preparation of a follow-up letter.

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IN RESPONSE TO ACTION TAKEN BY A FRIEND

SAMPLE LETTER 3.6 (A)

Dear

Thank you for a most helpful letter. Your offer to provide the names of people you know in HR administration and management will be of great assistance.

Likewise, many thanks for your offer to get in touch with those of your contacts who you think may be interested in knowing of my availability and background. I would be most grateful if you would let me have a copy of such letters, or at least a list of those you approach, so that I can follow up appropriately.

As requested, copies of my CV are enclosed.

Yours sincerely,

NAME

AFTER AN INTERVIEW YIELDING NAMES OF ADDITIONAL CONTACTS

SAMPLE LETTER 3.6 (B)

Dear

Thank you for your positive reception yesterday, and for the time you spent discussing my CV and the type of opportunities I might usefully pursue.

Following your suggestions, I have already written to Andrew Flint and Allan James, and hope to arrange interviews in the near future. I will let you know what transpires.

Thanks also for offering to have a word with your contact in The White Company. As I shall be attending a number of meetings over the next few days, I will give you a ring at the beginning of next week as promised.

Yours sincerely,

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REPORTING ON REFERRAL MEETINGS

SAMPLE LETTER 3.6 (C)

Dear

The referrals you gave me were very helpful indeed.

Allan James saw me yesterday and told me about a number of local companies that are expanding their operations; he promised to make some enquiries which seem likely to lead to introductions to key executives.

The meeting I had with Andrew Flint was also very productive, and I am to meet some of his associates next week. Meanwhile, I have been given an introduction to his brother Colin in Wales.

Thank you very much for your help. I will let you know what happens in due course.

Yours sincerely,

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FOLLOW-UP AFTER JOB INTERVIEWS

The importance of these letters cannot be overemphasised. Capitalising on the impression you made at interview, restating your interest, rectifying any omissions or confusions, and giving yourself the opportunity of a further, uninterrupted presentation will serve to maintain remembrance of you fresh in the interviewer's mind, even when other candidates are being considered (*see also Information Guide on Interviews*).

The purpose of your letter is not only to convey thanks, which courtesy dictates, but – first and foremost- to confirm your continuing interest in the post. The example shown overleaf Sample Letter 3.6 (D) demonstrates the underlying principles and ideas, which can be adapted to your own use.

SAMPLE LETTER 3.6 (D)

Dear

THANK YOU	I very much enjoyed our meeting on Thursday last when you gave me a fair account of both the opportunity and the difficulties of the position which Fullers Engineering Co. Ltd is offering.
REVIEW	As I understand them, the objectives, duties and responsibilities of the position involve a rapid and significant increase in volume of sales, the reorganisation of distribution channels, the improvement of customer relationships and services – and all with an eye to cost consciousness.
RELATE TO REQUIREMENTS	My experience of servicing accounts for Johnson Electronics enabled me to liaise with production engineers to help overcome some of the technical problems consequent upon adaptations and refinements to standard products. My knowledge of the South Eastern area, which seemed of significance to you should prove useful in re-organising the distribution network.
NEW REQUIREMENTS	I think I should mention also that one of the areas in which I did most of my best work was in the selection and training of sales engineers. Many of these subsequently became outstanding performers within two years, thus helping to build up accounts and open up new ones.
CONSOLIDATION	I am very interested in the challenge that the post would offer. It is just the opportunity that I have been looking for, and I hope that we can meet again for a further discussion.

Yours sincerely,

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AFTER A 'TURN DOWN'

However disappointing it is to be turned down for a position, there is still something positive and constructive that can be done. The likelihood is that the interviewer will be feeling regret at having to turn down one promising candidate in favour of another; to act upon this feeling of regret, or even guilt, can still produce a positive outcome. Also, the possibility the person offered the post may turn it down should not be discounted.

SAMPLE LETTER 3.6 (E)

Dear

Thank you for your letter of (date) advising of your decision regarding the Financial Controller position.

I am disappointed not to have been selected, as I felt that the position offered opportunities in which I could have positively applied the knowledge and experience I have gained in the computer and data procession industry.

I do realise you had other candidates to consider, and so, of course I accept your decision.

Considering the rapport I felt we had established, and since you now have a fair knowledge of my capabilities and objectives, I would find it most helpful if you were to be able to suggest the name of any of your contacts in other companies, non-competitive, of course, whom you think it might be appropriate for me to approach.

Thank you for your consideration, and I hope there maybe an opportunity to meet in the future.

Yours sincerely,

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TO RE-OPEN A CONTACT

SAMPLE LETTER 3.6 (F)

Dear

It has been some time since we last discussed the financial management position in the international division of The White Company. You told me then that you needed to give the matter some further thought.

Perhaps the time is now right to talk again? I ask because several other interesting possibilities, which seem quite attractive, could be developing to a point of decision within the next couple of weeks.

(Alternatively) I wonder whether your reorganisation plans are now completed and whether it would be opportune for us to meet again?

My regard for The White Company is very high, and I would enjoy meeting the challenges and opportunities that the job will present. I would like to phone you, therefore, early next week to see if a further meeting is appropriate.

Yours sincerely,

NAME

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3. 7 ACCEPTANCE LETTERS

Though, strictly speaking, outside the remit of the job search, it is important that a successful job search should be brought to a proper conclusion with an appropriate letter of acceptance.

Details of the terms and conditions of appointment will normally be set out formally in the letter of appointment, and your letter of acceptance should make it clear that these are acceptable to you.

If however due to lack of time before commencing employment or because the information has been given piecemeal, perhaps in the course of more than one interview, it is prudent for you to summarise your understanding of the relevant terms and conditions.

Therefore in composing your letter of acceptance, you should consider each of the points, detailed below. Some of them should be included in every acceptance letter; others will serve to remind you of items that should have been considered and agreed. You will need to satisfy yourself that they have been adequately covered, and that there are no “gaps” or ambiguities.

- Confirmation of decision to accept
- Expression of pleasure- enthusiasm – challenge – contribution envisaged
- Description of key functional responsibilities and organisational relationships etc
- Confirm Job Title
- Indicate any preparations to take up duties
- Summarise your understanding of the key terms and conditions:
 - Base remuneration (and any increments if agreed)
 - Package /Benefits (Car, Pension, Private Health Insurance, Life Assurance, Death in Service etc)
 - Incentives (Bonuses, Commission Schemes, Profit Share etc)
 - Interim Arrangements (Relocation, Travel / Lodgings etc)
- Understanding the starting date and / or other arrangements

ALSO – If starting salary is lower than hoped for, lay the groundwork for the first review and increase

FINALLY - Conclude with a statement to the effect that you are looking forward to a “long association”, or to a “mutually beneficial” one, etc

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SAMPLE LETTER 3.7 (A)

Dear.....

It is a pleasure to confirm my acceptance of the position of Administrative Controller following our meeting last Tuesday.

I am pleased I will be reporting directly to you in the early phases, as this will facilitate decision making during the 'breaking-in' period. With regard to the anticipated problems and changes that we discussed, I have already given some thought to the union agreement problems, and I am preparing some suggestions for the proposed meeting in May.

As the terms of my employment were presented in the course of more than one meeting, I summarise my understanding of them thus:

Starting salary:	£XY, 000 per annum
Bonus:	up to 12½% with a minimum of £..... per year
Profit Sharing:	whenever distributed
Benefits Etc:	BUPA – family cover, Life Assurance (2 x salary); Pension (55 contributory)
Car:	Choice of 2.0 litre car or car allowance worth £6,000pa
Assessments:	Performance review after the first six months with a view to increasing both responsibilities and salary

Thank you for arranging reimbursement of temporary living and alternate weekend commuting expenses to Banbury until I can arrange relocation of my family to the local area. Your standard company allowance of £10,000 should cover actual moving costs.

I shall be arriving at the White Hart Hotel in Banbury on Sunday 30 April, and look forward to our 8:45am meeting at your Head Office on Monday.

I very much look forward to working with you, and hope that our association will be a long and enjoyable one.

Yours sincerely,

NAME

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