

Interviews and Job Offers

Job Informational Interviews

There are two types of informational interviews. The first type, discussed in Chapter 2, **The Employment Action Plan**, is a way to research fields of work and the businesses/organizations in those fields. Once a specific type of job has been targeted, the second type, the job informational interview, is used to confirm that the job is what is really wanted and to network within the targeted field. Networking, which is discussed in detail in Chapter 4, **Job Search Techniques**, is simply the act of getting the names of companies and people who are knowledgeable about a field and talking to them (and, in the process, getting more names).

Informational interviews have fallen into disfavor among many very busy individuals who do not feel that they can spend the time involved when there is no immediate benefit for them or their company. It is always better to develop a personal relationship with someone before asking for the informational interview.

Make an appointment, either by telephone or letter, and state that the purpose is an informational interview and will not last more than 15 minutes. You should have a number of questions ready and something to write notes on. Bring a copy of your resume to the interview in case it is asked for. Remember two things — you are not asking for a job, and you promised to watch the time.

The questions you ask should depend upon your interests: the nature of the work, the type of problems encountered, the satisfying and frustrating parts of the job, hours, travel, and overtime. The most important question is “Could you give me the name and telephone number of other people that you believe would be helpful in giving me more information?”

After the interview, write a thank-you letter and follow-up on any leads.

Job Interviews

The job interview is the single most important part of the employment process — the deciding step in landing a job. Many job-hunters, thinking that their background and experience have prepared them for any

Informational Interview Questions

- What is your job title? Are there other titles that a person in your job might hold?
- What is the nature of your work (typical day, responsibilities, variety, problems, decisions)?
- What skills do you need to do this job?
- What is the title of the person you report to?
- How did you get to your current position?
- What excites or interests you about this work?
- How did you get interested in this type of work?
- What do you like least about this work?
- How free are you to do your work as you want to?
- Where do you spend most of your time in a normal working day?
- What types of problems are you likely to face in a day's time?
- What are the most satisfying/frustrating parts of your work?
- What type of person would enjoy your job?
- From what you know of my qualifications, could you describe any deficiencies in terms of this job? What would you recommend I do to become qualified?
- What hours do you normally work?
- Is overtime common?
- Is travel a factor in your job?
- What are the professional organizations in this field?
- How do these organizations serve their members?
- What pressures do you contend with?

interview question, feel confident that they can “wing it.” However, if you ask any interviewer, “Who gets the job?” the answer will be “The person who did his/her homework, who prepared for the interview.” If you are not an experienced interviewee, you might consult with a counselor or read materials on the subject. See also Chapter 1, **Introduction**, for information on FLO resources; Chapter 2, **The Employment Action Plan**, for a discussion of public and private career services; and Chapter 13, **Resources and Bibliography**, for a list of books on interviewing techniques.

Good Idea File

The USDA Graduate School, Northern Virginia Community College, and many local county continuing education departments offer workshops on the job interview, in which specific techniques and strategies are demonstrated and discussed. The OBC offers Employment Seminars that include interview preparation. The Women's Center in Vienna, VA also offers workshops in interviewing.

See Chapter 13, **Resources and Bibliography**, for addresses and telephone numbers of these organizations.

The job interview also can be the most unpredictable part of the job-search process. It is an intrinsically unnatural situation made more difficult by the fact that many interviewers are not trained in interview techniques. To be prepared, you should recognize the common types of interview situations and interviewers. Patricia Haskell, a career counselor, identifies the following, common interviewer types.

Target-Directed Interviewer. This person is abrupt, very direct, wants straight answers. No attempt is made to make you feel comfortable. As the interviewee, don't make assumptions; just know the right answers.

“All in the Family” Interviewer. This interviewer may overwhelm you in an attempt to create camaraderie. If you want to be part of this team, you will have to “get in the spirit,” but you will also have to pull out the specific answers — very little solid information will be given by the interviewer.

Thinking Person's Interviewer. This person sets up situations that you have to talk about. When answering this type of situation, do not give solutions; rather, talk about needs assessment and other information you will need to work on the problem. The thinking person's interviewer is very organized and has a list of questions. He/she is not interested in whether you have done something but how well you have done it.

“Make It Easy For Me” Interviewer. This interviewer is not prepared. He/she may have been asked to fill in at the last minute and, as a result, often will talk about irrelevant issues and ask dead-end questions. As the interviewee, you have to take over and make sure you give him/her information about your relevant skills and experience.

Panel Interview. This interview is conducted by a panel of from two to five people. Many feel this is the most intimidating interview situation. Remember, it is important for you to connect with each panelist — shake hands, make eye contact, direct answers to everyone — not just to the one who asked. Thank each person individually and send individual thank-you notes.

Screening Interviews

This special type of interview is used to determine if an in-depth interview is warranted. It is often done by telephone and is used to see if you have the basic job requirements. If you are asked to participate in such an interview, the following tips may be helpful:

- Choose a time and place where you can speak freely and without distraction.
- Remember that your communication skills are being judged in a telephone interview. Prepare as carefully as you would for a face-to-face interview.
- Even though you can't be seen, smile frequently. Your enthusiasm can be heard over the telephone.

Interview Types

Many companies structure interviews to see how applicants react to pressure. These interviews require even more preparation and rehearsal.

Behavioral or Competence Interview. The employer is looking for evidence of specific skills. Your answers should be as specific as the questions describing the situation, your actions, and the results. Questions could include the following:

- Tell me about a specific project that you brought to completion.
- Tell me how you solved a personnel conflict.
- Describe an instance when you took a leadership role.

The Case Interview. The employer will present a case study and ask you to work through it. For this type of interview, it is essential to know what the company does and how it does it. Some companies have information about case studies on their web sites. (See www.mckinsey.com for an example.)

The Stress Interview. Typically, in this type of interview, more than one interviewer will be asking questions to see how you handle a stressful situation. The important thing to remember here is to stay focused. If necessary, stop and take a deep breath.

Multiple Interviews

If you are applying for an executive or managerial position, it is not uncommon to have multiple interviews. One explanation is that the more people who “buy in” on a decision to hire an individual, the more vested they will be in assisting and supporting him/her. If you are scheduled for more than one interview, the following points may be helpful.

- If possible, find someone to guide you through the process — a networking contact, the person who recruited or first interviewed you, someone in the human resources department. Get as much information as possible about the company — its services, clients, projects – and about the people who will be interviewing you. (See below for information on **Research**.)
- Direct your questions and answers to the position of the interviewer. If you are meeting with a superior, focus on the big picture – the role you see yourself playing in the company’s overall strategic plan. If you are meeting with someone concerned with the day-to-day operations, you should be more specific and focused on the details of the projects you will encounter.

If given a choice, don’t go for an interview on Monday or Friday. Choose a morning time (Pat Haskell recommends 10:00 am) on Tuesday, Wednesday, or Thursday. If you know they will be interviewing candidates over several days/weeks, try to be one of the last. Go on as many interviews as possible even if you think you don’t want the job. Practice gives you more experience and confidence. Write out answers for common questions – not so you can memorize them, but so that the answers will come out cleanly and confidently.

Preparing for the Interview

Research the Company/Organization. You should find out everything you can about the job/field, the organization itself, and the competition. Request information from the personnel office, pick up public relations brochures from the lobby, read the annual report (especially the last page that talks about where the organization is going), and talk to competitive companies to find out strengths and weaknesses of the one that interests you. Check the company/organization web site. See Chapter 5, **The Washington Area Private/Non-Profit Sectors** for assistance in finding out about Washington area employers.

Make sure you know the following:

- The structure, size, special requirements of the company;
- The top people, company's future projects and predictions;
- Benefits, educational opportunities, and general employee satisfaction;
- The job title and the going salary for the position you are seeking;
- The name, role, and level of responsibility of the person or people who will be interviewing you.

Where to Go For Help

The public library is one of the best sources of information about companies. The library will have standard directories such as the *American Business Directory*, *Standard & Poor's Register of Corporations*, and *Hoover's Handbook of American Business*. Many company annual reports are also available. College and university career centers keep up-to-date information on companies for students and alumni.

The Internet is also a good resource especially for company home pages.

The Washington Post often profiles companies in their business section. Check www.washingtonpost.com.

Call the secretary in the office where you will be interviewing to find out as much as possible about the interview setup, to whom you will speak, the job itself, etc.

Know exactly how to get to the office where the interview will take place. Arrive early (not too early — 15 minutes is about right) and be prepared to stay late.

Try to be aware of current events. An article on the front page (or in the business section) of the newspaper may be discussed as an “ice-breaker” question.

What to Bring to the Interview.

Your Resume. Bring up-to-date copies of your resume, even if one was submitted earlier. The interviewer may not have read your resume before the interview. Your resume can stimulate questions and remind you to mention relevant skills and experience.

References. Bring a list of appropriate references and copies of letters of recommendation and commendation.

Choosing References

Your references should be carefully selected – pick those who can talk about your skills, experience, and accomplishments. Former supervisors and peer colleagues are good choices. Ideally, references should be leaders in an organization at the management or professional level. Friends are less important unless they are familiar with your professional career. You should contact a potential reference to get permission before submitting his/her name. (Sending them your current resume helps them remember your accomplishments.) Be sure you have current addresses and telephone numbers for your references. Try not to use references who are overseas or difficult to contact.

Don't forget to thank your references. You may need them again!

Portfolio. If appropriate, bring a portfolio of examples of your work (sketches, designs, etc.). If you are applying for a writing/editing position, clippings of published work are essential.

Employment History. You may be asked to complete an application form, so bring specific information such as exact dates of past employment, employers' names, salaries, and your Social Security number. Use a pen, and watch your spelling when filling out these important forms.

List of Questions. Make a list of important questions you would like to ask. Knowing you have a list will help you participate in the conversation and respond effectively. The list will also show that you are prepared and serious about the interview.

First Impressions

Experts say that interviewers decide in the first minute or two whether or not to hire you. The rest of the time is spent finding reasons to back up that initial decision. That is why first impressions are so important, and you should be very aware of proper dress, rapport, and nonverbal communication.

Dress. Part of your pre-interview research is to find out what clothes fit the company's image. You need to know what is appropriate attire (both in terms of style and color) for the environment in which you will be working. In the interview you do not want to draw attention to your clothing. Normally, clothing should be professional and conservative — a conservative business suit in black, gray, or navy for a man, a conservative suit or jacket dress for a woman. Women should also wear conservative accessories — no flashy, dangling earrings, no boots, no perfume, no furs. Men should not wear earrings or chains. Women should never wear trousers to an interview. Be very conscious of what is culturally appropriate — this is not the time to make a fashion statement (unless you are interviewing for a job in the fashion industry).

Eating/Smoking. Never eat or smoke during an interview even if it is offered. Smoking is often frowned upon in organizations and eating something while nervous could result in spills or worse.

Rapport. The key to a productive interview is the rapport that is established when an applicant enters the interview, offers a firm handshake, a warm smile, and establishes eye contact with the interviewer. To create rapport, think of the interview as a conversation and talk with, rather than at, the employer. Do not sit back and answer questions; rather, assume responsibility for leading the interview to where you want it to go.

You should present yourself as honest, assured, prepared, and energetic. You will want to stress how your skills and experience relate to the position and how you can provide valuable service to the organization. Convey your knowledge of issues and trends in the field. Properly used technical jargon can show expertise, although care should be taken not to be overbearing about your knowledge and skills. Don't pretend to have all the answers to the organization's problems — that can have a very negative effect. Let your personal confidence in your abilities and your enthusiasm for the job shine through. Be prepared to answer questions frankly, and don't pretend to know something you don't.

Never volunteer negative information about yourself and never deal in personalities (e.g., criticize a past supervisor or colleague).

Nonverbal Communication. Nonverbal communication is very important. Use appropriate body language — be relaxed, interested, attentive. Sit up straight; consider sitting on the edge of your seat — it indicates you are interested in what is going on. Don't be afraid to pause to consider your responses. Don't fidget or smoke. Show enthusiasm and warmth as well as confidence and sincerity. Listen in an active manner, and make comments that refer to the statements delivered by the interviewer (e.g.,

if tardiness is mentioned as a problem, assure them you will be punctual). Use humor appropriately to help put the participants at ease.

Good Idea File

If possible, have a videotape made of your practice interview. This should point out things which you may not be aware of — body language, inappropriate pauses, overuse of words (“well,” or “like”). The OBC’s Employment Planning Seminar includes a videotaped practice interview.

Interview Questions

Tom Jackson, author of many books on the employment search, makes the following suggestion:

“At the beginning of each interview (particularly interviews based upon unadvertised jobs), after the formalities, ask the recruiter this question: ‘Could you tell me in your own words what you are looking for in this position?’ and then listen. Most interviewers will give a description of what they are looking for. Pay attention, take mental notes. For the balance of the interview, feed back to the interviewer the things he/she has said he/she is looking for.”

In an interview, potential employers are trying to find out if your interests, skills, values, salary requirements, and desired level of responsibility match what they have to offer. The questions that they ask are their way of finding the answers.

Tell Me About Yourself. This is often the first question in an interview. It is asked to see how articulately you speak. Your answer can be autobiographical, work-related, or a combination. You should have this answer well-rehearsed. The 2-minute drill described below is a good way to shape what you wish to say.

The 2-Minute Drill

A. Early years (30 seconds)

Should have a purpose (e.g., “Since I grew up on a farm, I had to be self-reliant.” “Ever since I was a child, I loved working with numbers.”)

B. Education or life experience (30 seconds)

Discuss your education if it is pertinent to what you want to do. Discuss life experiences/skill acquisitions that have influenced where you want to go in your career.

C. Work History (30 seconds)

Discuss significant work experience — both paid and voluntary (do not distinguish).

D. Future (30 seconds)

Discuss future aspirations.

Good Idea File

When preparing for an interview, read over the materials used to make your application. See Chapter 9, **Applications and Resumes** for an exercise called “Recalling Your Accomplishments.” Many interviewers use variations of these questions to determine your qualifications.

Common Interview Questions

How did you hear about our organization?

Demonstrate a real interest in the organization. Cite specific examples of contact with employees, products, or customers.

What is it about this job that interests you the most? or Why do you want to work for us?

Use your research to target the answer — offer something that they want/need. Do not talk about benefits.

What background and experience do you bring to this job?

This is the chance to highlight relevant skills and experience from previous employment — paid and unpaid.

What did you like most about your last job? What did you like least?

Make a positive response. Even if you did not like your last job, give it a positive ring — (“I wanted more responsibility. . . a chance to use other skills . . .”)

What do you consider to be your outstanding achievements?

This question should be prepared in advance. Don’t be excessively modest.

What are your major strengths?

Use your self-assessment tools (see Chapter 2) to discuss your skills, interests, personal characteristics/values. If you are uncomfortable talking about yourself, say “My supervisors say that I am . . .”

What are your major weaknesses?

The reason for this question is to see how well you handle the question, not so much what you answer. There are differing opinions on how to answer this question:

- a. not at all related to the job (“bad backhand”);
- b. serious but not related to the job (“wish I had learned a second language”);
- c. something that you didn’t do well in previous work history but have corrected now (“I had difficulty supervising people until I took a supervisory course”).

What sort of money are you looking for?

Salary discussions seldom come up in first interviews. You should never ask. Your research should have given you some idea of salary range and if the interviewer asks you, give a general reply. (Salary negotiations are discussed in detail later in this chapter.)

Why did you leave your last job?

If the answer is, “My spouse was transferred,” the next question will be “When will he/she be transferred again?” Avoid a specific time frame (“I assume it will be at least 3 years or more.”)

What is your 5-year goal?

Be prepared to answer. It should be related to the work field in which you are being interviewed and it should mention advancement.

Can you get recommendations from previous employers?

This is the time to modestly give them your letters of recommendation and commendation.

Do you have any questions?

Always have three or four questions ready (They should be written in advance). Remember, you have to decide whether or not you want this job. Your questions should be designed to clarify working conditions, expectations (travel, overtime, weekend work, etc.). Do not ask about salary or benefits.

If the interviewer says you are overqualified, simply treat it as a compliment. Say “Thank you, I’m interested in using my skills and experience for your company.”

Interview Questions You Might Ask

- What kind of person would be the ideal candidate for this job? (Try to ask this question near the beginning of the interview.)
- Is this a newly created job? Why did the previous employee leave?
- How many people have had this position? Where have they gone in the organization? What is the potential for growth in this position?
- What challenges does this job offer?
- What are the major duties of the job as you see them?
- What are the organization’s primary goals and plans for the future?
- What recent achievement of your company makes you the proudest?
- What kind of supervision would I receive?
- How would you describe the management style of this organization?
- What traits do you value in an employee?
- What are the major strengths of the organization?
- What are the opportunities for training?
- How do you like working for this organization?
- When do you expect to make a decision about this job?

Note: Until you have an offer, never ask about salary, benefits, child care, flexitime, or potentially sensitive questions about age, race, or gender.

Illegal Questions

According to the Equal Employment Opportunity Commission, there is no such thing as an illegal employment question. The issue is whether the question is asked to discriminate against the applicant. For example, it is illegal to ask an applicant's religion if the purpose of the question is to exclude people of a certain religion. However, if the job is with a religious organization and one of the qualifications is that the applicant be a member of that denomination, the question is legal. A comparison of "legal" and "illegal" questions is included in this chapter. Usually, an interviewer asks an inappropriate question out of ignorance – although not always. You need to decide in advance how you will answer personal questions. If you want the job, you probably need to find some way to answer it. One suggestion is to give a flat, simple answer and then redirect a question to the job. "I have three children. Now, could you tell me a little more about the kind of presentations I would be expected to make?"

Note: A requirement or option that an applicant affix a photograph to an employment form at any time before hiring is illegal.

“Illegal” Pre-Employment Questions

The following questions are usually considered illegal.

- What race/color are you? Are you a minority?
- What is your religion? To which parish/church/temple do you belong? What religious holidays do you observe?
- What is your (or your relatives') lineage, ancestry, national origin, descent, parentage, or nationality?
- Are you male or female?
- Are you married? What are your living arrangements? What are your future marital plans?
- Are you pregnant? Do you plan to have children? Do you have the capacity to reproduce? Do you use any form of birth control?
- Where were you born? Where were your relatives born?

Legal vs. “Illegal” Questions

Legal Questions

Do you have relatives (other than spouse) already employed by this company? What are their names?

Do you have any commitments or responsibilities that could prevent regular work attendance?

This position requires X amount of travel/overtime. Would you be able to meet this requirement?

Do you have any impairments, physical, mental or medical, which would interfere with your ability to perform the job?

Have you ever been convicted of a criminal offense other than minor traffic violations? If yes, explain fully.

Have you ever worked for this company under a different name? Is any additional information about change of name, use of an assumed name or nickname necessary to enable a check on your work record? If yes, explain.

Are you 18 years of age or older?

Are you a citizen of the United States? If not, are you authorized to work in the United States? Can you verify U.S. citizenship or your right to work in the United States?

What languages do you speak and write fluently?

“Illegal” Questions

What are the names (addresses, ages, number, or other information) of your relatives not employed by this company?

Do you have children or plan to have children in the future? How old are your children?

Who would care for your children when you travel or work overtime? Would your spouse object if you traveled or worked overtime?

Do you have any disability or disease?

Have you ever been arrested?

What is your maiden name? Is the name on your application your real name?

How old are you? What is your birth date? Prove your age by submitting your birth certificate, baptismal record, naturalization papers, etc.

Of what country are you a citizen? Are you a naturalized or native-born citizen? When did you acquire citizenship? Can you produce naturalization papers or green card?

What is your native language? How did you learn to read, write, or speak a foreign language?

The Luncheon Interview

On occasion, you may be invited to lunch following an interview. If this happens, it is probably because the employer wants to see how you handle social situations. The important thing to remember is that you are still being interviewed and all the interview rules discussed above still apply. The following suggestions may be helpful:

- Be careful what you order to eat. It should not be the most expensive thing on the menu or an item that would be difficult to eat. Pay more attention to the conversation than the food. Do not order alcohol.
- Make sure your table manners are impeccable. If in doubt, watch your host.
- Do not smoke at the table or excuse yourself to have a cigarette.
- Do not volunteer personal information that is not appropriate to an interview.
- Do not get too friendly — remember this is a business meeting.

If you are not contacted within the specified time, telephone to repeat your interest and find out when a decision is expected. Reminding the employer of your interest may have a positive effect.

If you are not offered a job after an interview, you might ask why. This is easier if you have a networking contact in the company who can find out for you. Be sure you are prepared for the answer you will get.

**After
The Interview**

After the interview, thank the secretary or receptionist as you leave. Send a professional-looking thank you letter to the interviewer(s), reviewing those of your skills and experiences that meet the needs of the position. If you failed to mention some strengths, do it in this letter.

The Job Offer

The time comes when you receive a (or more than one) job offer. There are still a number of decisions you may need to make.

Why Qualified Applicants Do Not Get Hired

- Lack of initiative in researching the background of the organization
- Poor personal appearance
- Lack of interest and enthusiasm
- Failure to look at interviewer when conversing
- Being late to the interview
- Asking no questions about the job
- Having a “know it all” attitude
- Inability to express oneself clearly, poor voice, diction, grammar
- Lack of career planning, purpose, or goals

Decide if you really want this job. If you have done your homework, you know a great deal about the organization and its culture, the position, and the working conditions. After reviewing your interests, values, and skills, (see Chapter 2, **The Employment Action Plan**) you can determine whether this job will make you happy. If not, don’t take the job simply because it is offered.

Decide if you want to give your current employer a chance to counter-offer. Many employers appreciate knowing that their employees are considering another job, so that they have an option to make a counter-offer. Counter-offer negotiations must balance your needs for more challenge and compensation with the company’s need for your experience.

Decide if you want to wait for other offers. If you have been seriously interviewing, you may be in a position to receive more than one offer. Be honest with the first company and explain that you need more time to

make a decision based on other offers that you are receiving. Then contact the other organization(s) and diplomatically explain your situation.

Salaries

If you apply for a job in most government agencies, you will not discuss salary. The salary for any position is set by the grade established for that position and little negotiation is possible. However, if you apply for a position in private industry, you should be prepared to negotiate your salary and benefits package after you receive a job offer.

Premature Discussion of Money

In interviews, you should never raise the subject of money. Some potential employers use salary figures as a guideline to determine whether or not they want to continue the employment discussion. If you are asked about salary in a first meeting, you can avoid a direct response by saying that you expect compensation to depend on the responsibilities of the position. For many job opportunities, the employer may be tied to a certain salary range and he/she needs to know whether you are within that range. If this seems to be the case, you might ask, “If I told you what I am currently making, would that be adequate for the time being?” If so, respond by saying, “I expect my compensation this year will be in the range of \$ — to \$ —. To calculate this range, begin with your base salary, add expected performance incentives, the dollar value of benefits, your employer’s contribution to Social Security, and any bonus money. To provide a range, add 10 percent to the upper end on the assumption that you will be getting a raise during the year.

If the employer comments that the range is too high for the position, and you are still interested in the job, you can explain that your figures included total compensation. Or you can simply state that the question of compensation is negotiable.

Finding Out About Salaries

When it becomes obvious that the employer wants to hire you, a discussion of salary and benefits is appropriate. Before you get to that point, however, you should have researched the “going rate” for the position.

The following magazines annually publish salary figures for numerous positions. The magazines are available in the public library.

- *Business Week* (March)
- *Forbes* (May)
- *Fortune* (June)
- *National Business Employment Weekly*
- *Working Woman* (January)

Negotiating a Salary

When negotiating for a salary, the important thing is to try to get the employer to name a figure or a salary range first. If that range is suitable, go to the top end. If the range is too low, state a dollar figure or say that you need more money and ask, “What can we do about that?” If the employer cannot meet your figure, you might want to suggest some ways in which the position could be upgraded or you might negotiate a salary review after the first 90 or 120 days.

Once you have agreed on a compensation package, ask for written confirmation. Do not accept the offer on the spot. Find out when a response is required. After this written offer has been received, contact every other company in which you had at least one meeting. In each call, tell your contact: “Since I spoke to you last, I have received an offer and have [about ___ days] in which to make my final decision.” Express your continued interest in the company and close with a question: “What can we do to move our discussion forward?”

Benefits can also be put on the table when negotiating your compensation package. Large organizations often provide dozens of different benefit packages to middle and senior-level employees. Smaller companies may not have the packages but they should be willing to negotiate for some benefits (e.g., flexible office hours or extended vacations) that would cost the company nothing.

Leaving your Present Job

When you have accepted a new job, it is important that you leave your present position as gracefully as possible. You may want to work for that organization again in the future. Giving appropriate notice and making sure that you work to your full potential as long as you are on the job, will allow you to leave gracefully.

Give at least two weeks notice. If you are involved in a large or important project, try to arrange to finish it before you leave. Your new employer might be willing to let you have more time because you are demonstrating that you are reliable.

Compensation Packages

In addition to base salary, some or all of the following could be part of a compensation package. Ask about them.

Annual physical	Medical plans
Bonuses	Mortgage differential
Closing costs on home mortgage	Mortgage money
Club memberships	Office furniture
Commissions	Parking
Company car	Pension plans
Company purchase of home	Product discounts
Deferred compensation	Profit-sharing
Disability salary	Real estate brokerage
Employment contracts	Relocation agreements
Executive dining privileges	Severance and outplacement
Expense accounts	Short internal salary review
Extra vacation time	Short-term loans
Financial planning/tax preparation	Stock options
Legal assistance	Termination agreements
Life insurance	

Offer to train your successor. Do whatever you can to ease the transition. Leave extensive notes or offer to let the successor telephone you with questions.

Maintain a high level of performance during your last weeks. Work hard to try to finish as much as possible. Do not take long lunches or time off.

Maintain a positive attitude in your exit interview. You should be honest and discuss areas of dissatisfaction but this can be done in a positive way.