

THE Quick Resume & Cover Letter Book

WRITE AND USE AN EFFECTIVE RESUME IN ONLY ONE DAY

More than 200,000 copies in print!

Fifth Edition

“This book is proof that Michael Farr is America’s number-one career planning and job search expert.”

—*Bill Warren, Executive Director, DirectEmployers Association; widely recognized as the founder of Internet recruiting and former president of Monster.com*

MICHAEL FARR



Much more than "just another resume book"—extras include

- Quick resume steps, plus detailed tips on writing a more sophisticated resume later
- 90 sample resumes by professional writers
- Advice for writing cover letters fast
- Current Internet resume, social media, and job search tips
- 7 steps to getting a good job fast, plus career planning advice

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The Quick Resume & Cover Letter Book, Fifth Edition

© 2011 by JIST Publishing

Published by JIST Works, an imprint of JIST Publishing

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Indianapolis, IN 46256-3923

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Visit our Web site at **www.jist.com** for information on JIST, free job search tips, book chapters, and ordering instructions for our many products!

Quantity discounts are available for JIST books. Please call our Sales Department at 800-648-5478 for a free catalog and more information.

Trade Product Manager: Lori Cates Hand

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Proofreaders: Laura Bowman, Jeanne Clark

Indexer: Kelly D. Henthorne

Printed in the United States of America

16 15 14 13 12 11 9 8 7 6 5 4 3 2 1

Library of Congress Cataloging-in-Publication Data

Farr, J. Michael.

The quick resume & cover letter book : write and use an effective resume in only one day / Michael Farr. -- 5th ed.

p. cm.

Includes index.

ISBN 978-1-59357-856-5 (alk. paper)

1. Résumés (Employment) 2. Cover letters. I. Title. II. Title: Quick resume and cover letter book.

HF5383.F32 2011

650.14'2--dc22

2010054486

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ISBN 978-1-59357-856-5

You Don't Have to Read This Whole Book!

Read Just the First Part and Get a Resume Today!

This is a big book, but you really don't have to read it all. Writing a resume doesn't have to be difficult. You can create a simple one in about an hour, and a few more hours will give you an even better resume. That's what part 1 is about: finishing an acceptable resume quickly. And that might be all the resume information you need.

Part 1 includes essential resume-writing information, along with some job search tips. The point is to help you get your resume done today, so that you can get started on your job search tomorrow—or this afternoon. After all, your goal is not to write a perfect resume—it's to get a good job.

But this book offers a lot more than resume-writing tips. After you've finished your resume, read the job search tips in part 5. These chapters give you brief but solid advice that can dramatically reduce the time it takes to get a good job.

Other sections provide lots of sample resumes (including electronic resumes) plus information on writing a superior resume, defining your perfect job, and much more. Review the Table of Contents to see what's inside, and read only those things that interest you.

So, yes, this is a pretty big book, but it can still help you find a job quickly. Good luck in your search!



Where the Sample Resumes Come From

I want to thank the many professional resume writers who contributed samples for this book. I've always believed that there is no one right way to develop a resume, so presenting resumes with different design and writing styles is the best way to give you examples for writing your own, in your own way, with confidence.

These people make their livings writing resumes and, more importantly, helping people with their job searches. The sample resumes reflect many approaches to accentuating the positive for all sorts of real people. The contributions make this book better. I've included the contributors' names on the sample resumes and their contact information in appendix B. I encourage you to contact them if you want professional assistance in writing your resume. Most of them are very comfortable working over the phone and e-mail, so don't hesitate to contact someone who lives in a different place than you do.

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Quick Tips on How to Use This Book



I don't expect you to read this book in order from cover to cover. Instead, I suggest you skip around and use only those sections you need most or that interest you. Here are suggestions on the best way to use this book to write your resume and find a good job:

1. **Read the table of contents.** This introduces you to the content of the book and its chapters so that you can start to select the parts most relevant to your needs.
2. **Complete a basic resume as described in part 1.** This section shows you how to put together a resume that's fine for most situations—and helps you do this in just a few hours. You might also want to review the sample resumes in part 3 for examples to follow for your own resume.
3. **Begin looking for a job.** Once you have a basic resume, read part 5 for a quick review of self-directed job search techniques. These techniques can reduce the time it takes to find a job because they are active rather than passive. Then go out looking for your next job.
4. **Complete the activities in part 2.** Besides being helpful in writing a good resume, part 2 provides activities and tips that will help you plan your career, handle interviews, and get a better job than you might otherwise.
5. **If you really need to, and as time permits, write a great resume.** Although it will take more time, you may want to revise your resume and create one that is even better. This book provides lots of good information and sample resumes to help you do this. But keep in mind that your priority is to get a good job and *not* to stay home working on your resume.

This book will help you get over the resume hurdle, get a resume done quickly, and go about the more important task of getting a job.

Preface



Amazon.com lists 1,500 books about writing resumes, a number that has more than doubled in the last several years. So you might ask why yet another is needed. The answer is that most resume books misrepresent themselves. They typically argue that the way to get a good job is to do the following:

1. Create an outstanding resume.
2. Put it in front of lots of people who have job openings.

But, if you take that advice (which seems reasonable enough), you will probably be making a big mistake.

The reason is that the logic is flawed. Those authors assume that you should conduct your job search in the traditional way by sending out lots of resumes to human resource (HR) offices, search firms, or hiring managers, in response to an available opening. And they assume that the resume, if it's done well enough, will help you stand out from the pile of resumes that employers get. It all seems to make sense, *but most of the labor market does not work this way anymore!*

The fact is that most jobs are filled by people employers know before a job is ever advertised. For the relatively few jobs that are advertised (and the research indicates that only about 15 to 25 percent are), half of these jobs are filled by people who never read the ads.

So, if you believe that the way to get a job is to send in your resume for an available job opening or to post it on an Internet job board, you are missing out on most job opportunities. Sending your “dynamite” resume in the conventional way or over the Internet will cause you to miss about 75 percent of the jobs—the ones that are never advertised at all.

You could, of course, send your resume to lots of employers and hope for the best—and this has worked for some people. Or you could put it on a couple of the popular Internet job boards and wait. But



you might be waiting a long time. There is a better way and that's what this book is about. Because you think you need a resume (and you probably do), the thing to do is to get one together quickly. This approach avoids the all-too-common problem of taking a week or more to work on your resume before getting started on your job search. Then, as time permits, you can work on writing a better resume.

That's how this book is arranged:

- Part 1 includes directions for creating and using a resume in a few hours, including an electronic version of your resume for posting or sending online.
- Part 2 provides a more detailed approach that helps you sort out your skills, job objective, and other details and provides a form of career counseling in a book. This part, of course, teaches you much more about writing a good resume.
- Part 3 provides sample resumes written by professional resume writers.
- Part 4 gives you information and examples of other job search correspondence such as cover letters and thank-you notes.
- Part 5 offers a quick review of job search methods that have been proven to cut the time it takes to get a job as well as tips on online job seeking.

This thoroughly updated fifth edition retains the successful approach of the preceding editions. Among its many changes and enhancements are the following:

- More than 80 revised sample resumes from professional resume writers.
- Up-to-date information on using the Internet in your job search, including how to incorporate social media into your strategy.
- Updated information on print and online resources for choosing a career direction and finding your ideal job.



But the real difference in this resume book is that I have spent more than 25 years studying, teaching, and writing about job-seeking skills, with an emphasis on techniques that work. For this reason, this book does something that few resume books do: It provides the facts about what a resume can and can't do. These facts are the following:

- A resume will not get you a job. An interview can.
- A resume is not a particularly good tool for getting interviews. Direct contacts and leads given to you by those you know—or can come to know—are far more important.
- A good resume can help you in your job search, but many people get good jobs without using a resume at all.
- A simple, error-free resume is a far more effective job search tool than an elegant one that you are working on while you should be out getting interviews.

I hope you like the book and, more importantly, that it helps you get the job you want.

Best of “luck” in your job search and your life.

Mike Farr



PART 1

Write and Send a Resume in a Day

This might be the only part of the book you'll need. It presents quick ways to create a good resume, along with tips on how to best use it to get a job in less time.

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CHAPTER 1

Quick Tips for Creating and Using a Resume

This chapter provides basic information on how to write and use a resume. It gives an overview of resumes and how to use them during your search.

This book's objective is to help you get a good job in less time. Creating a superior resume, however, will not get you a job. No matter how good your resume is, you still have to get interviews and do well in them before you will get a job offer.

So, a legitimate question might be "Why have a resume at all?" This chapter answers that question by presenting both sides of the argument as well as my own conclusions. I also give you an overview of guidelines for writing your resume and tips on how to use it.

All topics in this chapter are covered in more detail later. This chapter is an introduction that will help you understand the basics of writing and using a resume as one tool in your search for a new job.

What Is a Resume?

As a first step in creating a resume, examine what a resume is and consider what it can and cannot do. The word "resume" describes a one- or two-page summary of your skills, training, and employment history. Although resumes traditionally have been submitted on paper, they are increasingly sent in electronic form over the Internet. Whatever a resume's form, the idea is to highlight specific parts of your past that demonstrate that you can do a particular job well.



A resume presents you to prospective employers who, based on their response to the resume, may or may not grant you an interview. Along with the application form, the resume is the tool employers use most to screen job seekers.

Do You Really Need a Resume?

So, a resume is clearly a tool to use in getting a job, right? The answer to this is both yes and no.

Some People Say You Don't Need a Resume

For a variety of reasons, many career professionals suggest that resumes aren't needed at all. Some of these reasons make a lot of sense.

- **Resumes aren't good job search tools.** It's true: Resumes don't do a good job of getting you an interview. Other methods (such as networking) are much more effective. When you use your resume in the traditional way, it's more likely to get you screened out than screened in.
- **Some jobs don't require resumes.** Employers seeking to fill office, managerial, professional, and technical positions often want the details of your experience provided in a resume. But for many jobs, particularly some entry-level, trade, or unskilled positions, resumes typically aren't required. Often, completing an application—either on paper or at an application kiosk at the front of the store—is all that's required.
- **Some job search methods don't require resumes.** Many people get jobs without using a resume at all. In most cases, these people get interviews because they are known to the employer or are referred by someone the employer knows. In these situations, a resume might help; but the employer might not even ask for it.
- **Some resume experts call a resume by another name.** Many other names are used in place of the word "resume," including "professional profile," "curriculum vitae or CV," "employment proposal," and other terms. One resume book author, for example,



advises you not to use a resume. Instead, he advises you to use a “qualifications brief.” In all their forms, however, they are really various types of resumes.

Some Good Reasons to Have a Resume

Although there are some legitimate arguments for why a resume isn’t all that important, the reality is that most job seekers need to have a resume. In my opinion, there are several good reasons why.

- **Employers usually ask for resumes.** If an employer asks for a resume, why make excuses? If you can’t provide a resume, there are plenty of other applicants who can and will. This alone is reason enough to have one.
- **Resumes help structure your communications.** A good resume requires you to clarify your job objective; select related skills, education, work, or other experiences; and list accomplishments—and present all this in a short format. Doing this is an essential step in your job search, even if you don’t give the resume to anyone. If you’ve put some effort into writing your resume, you’ll find that you’re much better prepared to speak about yourself in networking situations and interviews.
- **If you use it properly, a resume can be an effective job search tool.** A well-done resume presents details of your experiences efficiently so that an employer can refer to them as needed. You can also use it as a tool to present the skills you have to support your job objective and to present details that are often not solicited in a preliminary interview. In other words, the resume helps you tell the employer what you want them to know about you, and often provides the employer with a starting point for interview discussions.

Everyone Thinks They’re a Resume Expert

A resume is one of those things that almost everyone seems to know more about than you do. If you were to show your resume to any three people, you would probably get three different opinions on how to improve it. And they would probably contradict one another.



One person might tell you that you really should have only a one-page resume (“And how come no references are listed?”). Another will tell you that you should list all your hobbies plus your spelling-bee victory from the sixth grade. The third may tell you that your resume is boring and that you should hand print it in red ink on a brown paper bag to get attention.

Few experts agree on the best way to prepare your resume. Even then, the advice differs depending on your particular situation. This means that *you* will have to become your own expert and make some decisions on how to present your qualifications.



QUICK TIP

Although the example of the brown-bag resume is a bit extreme, some professions (such as arts and design) allow for a bit more creativity in presenting your qualifications. Part 3 gives some examples of creative resumes that aren't too far out in left field.

Resume Basics—for Print and Electronic Formats

I've developed some basic guidelines for you to consider as you develop your resume. Although these aren't hard-and-fast rules, they are based on many years of experience and common sense.

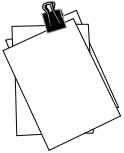
Many of these guidelines assume a traditional, printed-on-paper format rather than a resume submitted electronically (you can read more on resumes for the Internet and other electronic uses in chapter 4). But you will likely need a paper resume *and* an electronic resume, and this advice will help in either case.

Length: Make Every Word Count

Opinions differ on length, but one to two pages are usually enough. If you are seeking a managerial, professional, or technical position and have at least 10 years of experience, two pages is the norm. In most cases, a busy hiring manager will not read all of a resume that is longer than two or three pages. Shorter resumes are often more difficult to write than longer ones; but when you do them properly, they can pay off.



If you can't get everything on one page without crowding, you are better off going onto a second page. Just be sure that you fill at least two-thirds of the second page. You can use a bigger point size, narrower margins, and more spacing between sections to expand your text to fill the second page.



QUICK NOTE

Surveys have consistently shown that most employers and recruiters read resumes in only 10 to 30 seconds. That's all! The more unnecessary words you include in your resume, the more likely it is that the important information won't get read at all. So, keep your resume short and concise.

Write a long rough draft and then edit, edit, edit. If a word or phrase does not support your job objective, consider dropping it. Force yourself to shorten your resume to include only those words that build a case for why you should get an interview. You can start by putting down too much information to make sure you're not leaving anything out or shortchanging yourself. But then you need to boil it all down to the essential information.

HONESTY IS THE BEST POLICY

Some people lie on their resumes and claim credentials that they don't have, hoping that no one will find out. Many organizations now verify this information, sometimes long after a person is hired. There have been many high-profile cases of people losing their jobs over such lies, including the dean of admissions at MIT. So never lie on your resume.

But that doesn't mean that you have to present negative information! Make sure that everything you put in your resume is positive and supports your job objective in some direct way. If you really can do the job you are seeking, someone will hire you. You will sleep better, too.

Eliminate Errors

I am amazed how often an otherwise good resume has typographical, grammatical, or punctuation errors. Employers who notice will not think highly of you and your lack of attention to detail.



Even if you are good at proofreading, find someone else who is good at proofreading and ask this person to review your resume—carefully. If possible, wait at least a day (or longer, if you can) before reading your draft again to approach it with fresh eyes. A day's delay will allow you to notice what your resume says, rather than what you think it says.



QUICK TIP

An old proofreading trick is to read your resume backwards, starting from the end. You will notice misspelled words better when you're not distracted by the way the sentence flows.

Then, after you've read your resume, read it again to make sure you catch the errors. Then go over it again. Remember that spell-check can find misspelled words, but it won't find words that you've used incorrectly (such as "manger" instead of "manager").

Use Action Words and Stress Accomplishments

Most resumes are boring. So don't simply list what your duties were; emphasize what you got done! Employers want to know what you can do for them—how you can help them solve their problems, reach their goals, save money, make money, and edge out the competition. If you tell them only your basic past duties, you aren't distinguishing yourself from other job seekers. All resumes can start to sound alike. But, if you highlight accomplishments, you will set yourself apart from your competition by showing employers how you can add value. Like an interview, your resume is no place to be humble. If you don't communicate what you can do, who will?



QUICK TIP

Make sure that you mention specific skills you have to do the job, as well as any accomplishments and credentials. Even a resume put together quickly can include some of these elements.



The list entitled “Use Action Words and Phrases” in chapter 2 gives ideas on how to word your accomplishments, as do the sample resumes in part 3 and throughout the book.

Write It Yourself

Although I expect you to use ideas and even words or phrases you like from the sample resumes in this book, it is most important that your resume represent *you* and not someone else. Present your own skills and experience, and support them with your own accomplishments.

If you do not have good written communication skills, get help from someone who does, such as a professional resume writer. Just make sure that you are familiar with what’s in your resume and that it sounds like you wrote it.

Make It Look Good

Your resume’s overall appearance will affect an employer’s opinion of you. In a matter of seconds, the employer will form either a positive or a negative opinion. Is your resume well laid out? Is it crisp and professional looking? Is it easy to read?

Photocopy and Print with Quality

Almost all printed resumes are produced on high-quality laser printers with word-processing software such as Microsoft Word. If you don’t have a computer and printer that can produce high-quality print, have someone else print it for you. Your resume *must* be of the highest quality, so don’t even consider using an old printer that does not produce excellent print.

When you’re satisfied with your resume, you may want to print larger quantities than one-by-one on your computer printer. In that case, consider having a print shop make good-quality photocopies of your resume from a laser-printed original or your word-processing file. Most quick-print shops, including the national chains such as FedEx Office and PIP Printing, will do the word processing and printing for a modest fee, or you can pay an hourly rental fee to do it yourself on their equipment. Ask to see samples of their work and fees—and be willing to go to a few places to get the quality you want.



QUICK ALERT

Don't print too many copies of your resume at one time. Start with about 25 because you'll probably want to customize it for different jobs. You might be tempted to make hundreds of copies to do a large mailing, but resist that temptation. Mass mailings are usually not an effective job search method. It's better to target your resume to each specific position and employer you are interested in.

Use Good Paper

Never print your resume on cheap, thin paper like that typically used for photocopies. Papers come in different qualities, and employers can see the difference. Papers that include cotton fibers have a richer texture and feel that is appropriate for a professional-looking resume. Most stationery and office-supply stores carry better papers, as do quick-print shops.

Although most resumes are printed on white, off-white, bone, or ivory colored paper, you can also use other very light colors in shades of tan or gray, but I do not recommend red, pink, or green tints. Also avoid heavily textured, dark papers; they will not produce clean photocopies and will not allow the text to show up well if your printed resume is scanned into a company's database.

Once you've selected your paper, get matching envelopes. You may also find matching Monarch-size papers and envelopes. This smaller-sized paper ($7\frac{1}{4} \times 10\frac{1}{2}$ inches), when folded once, makes for an inexpensive and perfectly acceptable thank-you note.

Don't Waste Valuable Time Fretting Over Your Resume

Making contacts and getting interviews is far more important than having a "perfect" resume. So your task is to create a simple but acceptable resume quickly—then use it in an active job search. You can create a better resume later. For now, use your simple one to get started on your job search without delay.



Three Types of Resumes

To keep this simple, I'm going to discuss only three types of resumes. There are other, more specialized types, but these are generally the most common and useful types:

- Chronological
- Skills
- Combination

The Chronological Resume

The word “chronology” refers to a sequence of events in time, and the primary feature of this type of resume is the listing of jobs you've held from the most recent to the least recent. This is the simplest of resumes and can be an effective format if you use it properly. Many employers prefer it to other formats. Chapter 2 shows you how to create this basic type of resume.

The Skills, or Functional, Resume

Instead of listing your experience under each job, this resume style clusters your experiences under major skill areas. For example, if you are strong in “communication skills,” you could list a variety of work and other experiences under that heading. You would also include listings for several of your other major skill areas.

This format makes little sense, of course, unless your job objective *requires* these skills. So you must first determine the skills that are most important in the job and set up your skill categories to match.

A skills resume is often more difficult to write than a simple chronological resume. Also, most employers do not favor this type of resume because they think the candidate is trying to hide something. But if you have limited paid work experience, are changing careers, or have not worked for a while, a skills resume may be a superior way to present your strengths and avoid displaying your weaknesses.



Combination and Creative Resumes

You can combine elements of the chronological and skills formats in various ways to improve the clarity or presentation of your resume. You can start the resume with skills categories and end with a listing of your jobs and the dates you worked there. This is often a good compromise.

There are also creative formats that defy categorization but that are clever and have worked for some people. I've seen resumes laid out like newsletters; unusual paper colors, sizes, and shapes; resumes with tasteful drawings and borders; and lots of other ideas. Some of these resumes were well done and well received; others were not.

WEIRD RESUME FORMATS

For your entertainment, here are some resume formats and presentations that I have seen or know of. Please, if you ever credit me for this list, be sure to mention that I thought many of these were bad ideas. But, then again, some of them did work.

- A cluster of helium-filled balloons, each with a copy of the same resume attached and a note saying, "Please hire me!"
- A small gift bag containing a handwritten resume and a stuffed bear. The bear was holding the candidate's JIST Card (which you will learn about in chapter 3).
- A box of candy with a resume inside.
- A 24-x-24-inch box, shipped overnight, with a balloon and confetti inside. As the recipient opened the box, the balloon floated up and spread confetti around. This, of course, was intended to surprise and delight. But these days people are more likely to be frightened by an unexpected package from a stranger.
- And, yes, I really have seen a resume handwritten on a melon that was painted white.

I could keep going, but I don't want to encourage these types of resumes. They certainly get attention, and some people insist that they helped them land jobs. Such resumes might even make some sense in certain creative jobs such as marketing, graphic design, or sales—or in creative industries and organizations. But, for most situations, my advice is to stick to less outrageous approaches.



Your Resume Is Only as Good as How You Use It

You've probably gotten the message loud and clear that the way you use your resume is more important than how it's written. That is why I suggest that you focus on actively getting interviews right away instead of sitting at home working on your resume. As you have time later, you can develop an improved one.

Resumes Don't Get Jobs

Contrary to the advice of many people who write resume books, writing a "dynamite" or "perfect" (or whatever) resume will rarely get you the job you want. That will happen only following an interview, with just a few odd exceptions. So the task in the job search is to get interviews and to do well in them. Sending out lots of resumes to people you don't know—and most other traditional resume advice—is a waste of your time.

Tips on the Right Way to Find a Job

If you are particularly anxious to get on with your job search without delay, here are some basic tips on getting a good job that I have learned over many years.

- **Know your skills and their value.** If you don't know what you are good at and what difference you can make to an employer, how can you expect anyone else to figure it out? One employer survey found that about 80 percent of those who made it to the interview did not do a good job presenting the skills they had to do the job. If you don't know your skills and accomplishments and how they relate to a particular job, you can't write a good resume or perform well in an interview, and are unlikely to get a good job.
- **Have a clear job objective.** If you don't know where you want to go, it will be most difficult to get there. You can write a resume without having a job objective, but it won't be a good one. Part 2 helps you find jobs that are a good fit for you.
- **Know where and how to look.** Because three out of four jobs are not advertised, you will have to use other job search techniques to find them. Part 5 provides additional information on the techniques I recommend you use in your search for a job.



- **Spend at least 30 to 40 hours a week looking if you're unemployed and about 10 to 15 hours a week if you're currently employed.** Most job seekers spend far less time than this. As a result, they take much longer to find a new job than necessary. So, if you want to get a better job in less time, plan on spending more time on your job search.
- **Get two interviews a day.** It sounds impossible, but this *can* be done once you redefine what counts as an interview. Part 5 helps you do this and get those two interviews a day. Compare getting two interviews a day to the average job seeker's activity level of four or five interviews a *month*, and you see how it can make a big difference.
- **Present yourself well in interviews.** You are unlikely to get a job offer if you don't do well in this critical situation. I've reviewed the research on what it takes to do well in an interview and found, happily, that you can improve your interview performance relatively easily. Knowing what skills you have and being able to support them with examples is a good start. Part 2 includes a chapter on identifying your key skills and helps to prepare you for interviews—as well as for writing a superior resume.
- **Follow up on all contacts.** Following up can make a big difference in the results you get in your search for a new job. Parts 4 and 5 have tips for sending thank-you notes to anyone who helps you along the way.

No one should ever say that looking for a job is easy. But you can take steps to make the process a bit easier and shorter than it typically is. Getting your resume together is something that hangs many people up for entirely too long. Chapters 2 and 3 help you solve that problem.



CHAPTER 2

Write a Simple Resume in About an Hour

You can write a basic resume in about an hour. It will not be a fancy one, and you may want to write a better one later, but I suggest you develop the simple one first. Even if you decide to create a more sophisticated resume later, doing a quick one now will allow you to use it in your job search within 24 hours.

The activities in this chapter also prepare you to take better advantage of the material in other chapters. So don't resist—get out your pen and get to work.

Keeping things simple has its advantages. This chapter does just that by presenting information, examples, and an Instant Resume Worksheet to help you write a basic chronological resume in about an hour. It also includes tips to improve your basic resume that are worth a little more time.

A chronological resume is easy to develop, which gives this format a big advantage over other styles. The chronological format works best for those who have had several years of experience in the same type of job they are seeking now. This is because a chronological resume clearly displays your recent work experience. If you want to change careers, have been out of the workforce recently, or do not have much paid work experience related to the job you want, a chronological resume might not be the best format for you. In these instances, you might want to use a skills resume, which is presented in chapter 3.



Most employers find a chronological resume perfectly acceptable, as long as it is neat and has no errors. You can use it early in your job search while you work on a more sophisticated resume. The important point is to get together an acceptable resume quickly so that you can get out and look for a job instead of sitting at home worrying about your resume.

Two Chronological Resume Samples

Before starting your own chronological resume, you might find it helpful to see a couple of samples. Two sample resumes for the same person follow. Both use a chronological format. The first (figure 2.1) is a simple one, but it works well enough in this situation because Judith is looking for a job in her present career field, has a steady job history, and has related education and training. Note that she wants to move up in responsibility and emphasizes the skills and education that will help her do so.

One nice feature is that this job seeker put her recent business schooling in both the Education and Experience sections. Doing this filled a job gap and allows her to present recent training as equivalent to work experience. This resume also includes a Strengths and Skills section, where she presents some special qualifications and technical skills.

This same resume is then improved in the second example (figure 2.2). The improved resume adds a number of features, including a more thorough summary, an expanded Strengths and Skills section, and more accomplishments and skills. Notice, for example, the impact of the numbers she adds to this resume in statements such as “top 30% of class” and “decreased department labor costs by more than \$30,000 a year.”

You should be able to write a resume like the one in figure 2.2 with an hour or two of additional work over the one in figure 2.1. Most employers will be impressed by the additional positive information it provides.

Besides being fairly quick to create, these two resumes have an added benefit in an Internet-oriented world. If you plan to submit your resume to an online database or via e-mail, this format requires only minor modification. Fancier resumes with graphics, bullets, borders, and other special formatting must be stripped of their more decorative elements to become an electronic resume.

**FIGURE 2.1: A SIMPLE CHRONOLOGICAL RESUME.****Judith J. Jones**

115 South Hawthorne Avenue
Chicago, Illinois 66204
cell: (312) 653-9217
e-mail: jj@earth.com

SUMMARY

Administrative professional with eight years of experience in office settings. Responsible worker skilled at a variety of tasks.

EDUCATION AND TRAINING

Acme Business College, Lincoln, IL
Graduate of a one-year business program.

U.S. Army
Financial procedures, accounting functions.

John Adams High School, South Bend, IN
Diploma, business education.

Other: Continuing-education classes and workshops in business communication, spreadsheet and database applications, scheduling systems, and customer relations.

EXPERIENCE

XXXX–present—Claims Processor, Blue Spear Insurance Co., Wilmette, IL.
Process customer medical claims, develop management reports based on created spreadsheets, exceed productivity goals.

XXXX–XXXX—Returned to school to upgrade business and computer skills.
Completed courses in advanced accounting, spreadsheet and database programs, office management, human relations.

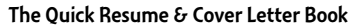
XXXX–XXXX—E4, U.S. Army.
Assigned to various stations as a specialist in finance operations. Promoted prior to honorable discharge.

XXXX–XXXX—Sandy's Boutique, Wilmette, IL.
Responsible for counter sales, display design, cash register, and other tasks.

XXXX–XXXX—Held part-time and summer jobs throughout high school.

STRENGTHS AND SKILLS

Reliable, hardworking, and good with people. General ledger, accounts payable, and accounts receivable. Proficient in Microsoft Word, Excel, and Outlook.



Judith J. Jones

115 South Hawthorne Avenue
Chicago, IL 66204

jj@earth.com
(312) 653-9217 (cell)

SUMMARY

Administrative professional with eight years of experience in private and public office settings, particularly in insurance and finance. Highly skilled in a variety of tasks, including office management, word processing, and spreadsheet and database program use.

EDUCATION AND TRAINING

Acme Business College, Lincoln, IL
Completed one-year program in **Professional Office Management**. Achieved GPA in top 30% of class. Courses included word processing, accounting theory and systems, advanced spreadsheet and database applications, graphics design, time management, and supervision.

John Adams High School, South Bend, IN
Graduated with emphasis on **business courses**. Earned excellent grades in all business topics and won top award for word-processing speed and accuracy.

Other: Continuing-education programs at own expense, including business communications, customer relations, computer applications, and sales techniques.

EXPERIENCE

XXXX—present—**Claims Processor, Blue Spear Insurance Company**, Wilmette, IL
Process 50 complex medical insurance claims per day, almost 20% above department average. Created a spreadsheet report process that decreased department labor costs by more than \$30,000 a year. Received two merit raises for performance.

XXXX—XXXX—**Returned to business school to gain advanced office skills.**

XXXX—XXXX—**Finance Specialist (E4), U.S. Army**
Systematically processed more than 200 invoices per day from commercial vendors. Trained and supervised eight employees. Devised internal system allowing 15% increase in invoices processed with a decrease in personnel. Managed department with a budget equivalent of more than \$350,000 a year. Honorable discharge.

XXXX—XXXX—**Sales Associate promoted to Assistant Manager, Sandy's Boutique**, Wilmette, IL
Made direct sales and supervised four employees. Managed daily cash balances and deposits, made purchasing and inventory decisions, and handled all management functions during owner's absence. Sales increased 25% and profits doubled during tenure.

XXXX—XXXX—**Held various part-time and summer jobs through high school while maintaining GPA 3.0/4.0.** Earned enough to pay all personal expenses, including car insurance. Learned to deal with customers, meet deadlines, work hard, and handle multiple priorities.

STRENGTHS AND SKILLS

Reliable, with strong work ethic. Excellent interpersonal, written, and oral communication and math skills. Accept supervision well, effectively supervise others, and work well as a team member. General ledger, accounts payable, and accounts receivable expertise. Proficient in Microsoft Word, Excel, PowerPoint, and Outlook.



QUICK NOTE

Chapter 4 has much more detail on writing and formatting your resume for use on the Internet. That chapter also discusses creating an online portfolio.

The Major Sections of a Chronological Resume

Now that you have seen what both basic and improved chronological resumes look like, it's time to create your own chronological resume. An Instant Resume Worksheet follows this section. I encourage you to use it to complete each part of your basic chronological resume. You may find it helpful to complete each worksheet section after you read its related tips here.

Heading

In the past you might have seen a resume that included the word "Resume" at the top, just in case the reader didn't know what it was. But these days, everyone will know what it is, so that heading is not necessary.

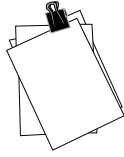


QUICK TIP

If you are employed now and don't want your employer to know that you're applying for other jobs, put "Confidential" near the top of your document. There is, however, no guarantee that the reader will honor your request for confidentiality.

Name

This one seems obvious, but you want to avoid some things. For example, don't use a nickname; you need to present a professional image. Even if you have to modify your name a bit from the way you typically introduce yourself, it's important to sound professional by using your full name.



QUICK NOTE

Refer to the appropriate chapter in part 2 for substantial additional information on handling specific parts of a resume. You can also look at the many sample resumes in part 3 to see how others have handled various situations.

Address

Most employers will contact you via e-mail, but you should still include a mailing address on your resume for official correspondence (such as an offer letter). Don't abbreviate words such as "Street" or "Avenue." Do include your ZIP code. If you move during your job search, ask a friend who lives in the new city whether you can have mail sent to them so that you appear to be settled there.



QUICK TIP

If you're looking for a job in another location and don't know anyone there whose address you could use on your resume, look into the option of having a drop box that gives a real street address rather than a post office box. These are available for a small fee through local office-supply shops and national shipping chains such as The UPS Store and Mail Boxes, Etc.

Phone Numbers and E-mail Address

An employer is more likely to phone or e-mail you than to contact you by mail, so giving an employer this contact information is essential.

Use a phone number that will be answered throughout your job search. Most people use their cell phone number so that they won't miss a call. Never include your current work phone number. Potential employers will see you as someone who takes advantage of company resources. Always include your area code. Because you often will be busy (at your current job or out looking for a new one), you must have a voice-mail service on your home phone if you include that number on your resume.



QUICK ALERT

Keep in mind that an employer could call at any time. Make sure that anyone who will pick up the phone knows to answer professionally and take an accurate message, including a phone number. Practice with these people if you need to. Nothing is as maddening as a garbled message with the wrong number—or no message at all.

Call your voice mail. Listen to what the outgoing message says, and how. If it has some cute, boring, or less-than-professional message, change it to one you would like your next employer to hear. You can go back to your old message after you get your next job.

As you look at this book's sample resumes, notice that some provide more than one phone number or an explanation following the number. For example, "555-299-3643 (messages)" quickly communicates that the caller is likely to be asked to leave a message rather than reach you in person. Adding "555-264-3720 (cell)" gives employers another calling option.

If you have an e-mail address, definitely include it. If you don't have an e-mail account, get one. Many services, such as Hotmail, Gmail, and Yahoo!, offer free e-mail. Even if you don't have Internet access at home, you can check your mail at a public library or on a friend's computer. Just be sure that if you do give out an e-mail address, you check it regularly to see whether you've received any mail.

Do It Now

Now, take a moment to complete the identification section in the Instant Resume Worksheet on page 30 (also available online at www.jist.com—search for 9781593578565).

Job Objective or Summary

Although you could put together a simple resume without knowing your job objective, it is wise to have one in mind. Doing so enables you to select resume content that directly supports your candidacy for the job you want. In a more advanced version of your resume, you might include a Summary of Qualifications section instead of an objective statement. For now, the objective will help you focus your thinking and create a targeted resume.



One good reason to include a summary rather than an objective is that a summary highlights what you can do for the company rather than what you want the company to do for you. For example, an objective that says “Interested in a position that allows me to be creative and that offers adequate pay and advancement opportunities” is not good. Who cares? This objective displays a self-centered, “gimme” approach that will turn off most employers. You should emphasize what you can do, your skills, and how you can help a company meet its objectives.



QUICK TIP

An objective statement is still useful on skills resumes (see chapter 3) because it quickly shows an employer your target job.

Carefully write your summary so that it does not exclude you from jobs you would consider. For example, if you use a job title like “administrative assistant,” ask yourself whether doing so would exclude you from other jobs you would consider. Look at how Judith Jones presented her summary in her basic resume (figure 2.1):

Administrative professional with eight years of experience in office settings. Responsible worker skilled at a variety of tasks.

This resume keeps her options open more than saying “administrative assistant.” And her improved resume’s summary says even more:

Administrative professional with eight years of experience in private and public office settings, particularly in insurance and finance. Highly skilled in a variety of tasks, including office management, word processing, and spreadsheet and database program use.

A good job summary allows you to be considered for more responsible jobs than you have held in the past, or to accept positions with different job titles that use similar skills.

Refer to the following examples of simple but useful summaries. Most provide some information on the type of job the candidate seeks as well as on the skills he or she offers. Many of them could be expanded with additional sentences describing specific key accomplishments.



SAMPLE SUMMARY STATEMENTS

Responsible general office professional with solid clerical and computer skills and three years of experience in a fast-paced, medium-sized organization.

Warehousing manager with excellent supervisory, problem-solving, and organizational skills.

Computer programmer/systems analyst position with an accounting-oriented emphasis.

Medical assistant/coordinator in a physician's office, hospital, or other health services environment.

Marketing professional with 10 years of experience and razor-sharp public relations, writing, and reporting skills.

Aggressive and success-oriented sales professional with strong record of exceeding goals, expanding markets, and winning customer loyalty through relationship management.

Flexible, well-organized office professional with an ability to interact with people at all levels of the organization.

The sample resumes throughout this book include summaries and objectives that you can review to see how others have phrased them. Browse them for ideas.

Do It Now

Jot down your own draft summary and refine it until it sounds right to you. Then rewrite it on page 30 of the Instant Resume Worksheet.

Education and Training

Lead with your strengths. Recent graduates or those with good academic or training credentials but weak work experience should put their education and training toward the top because it represents a more important part of their qualifications. More experienced workers with work history related to their job objective can put their education and training toward the end.



You can drop the Education and Training section if it doesn't support your job objective or if you don't have the credentials typically expected of those seeking similar positions. This is particularly true if you have lots of work experience in your career area. Usually, however, you should emphasize your most recent or highest level of education or training that relates to the job.



QUICK TIP

Drop or downplay details that don't support your job objective. For example, if you have a degree but it's not in the preferred field, tell employers what you do have. Include details of relevant courses, good grades, related extracurricular activities, and accomplishments.

Depending on your situation, your education and training could be the most important part of your resume, so beef it up with details if you need to.

Do It Now

Look at the sample resumes in part 3 for ideas. Then, on your computer or a separate piece of paper, rough out your Education and Training section. Edit it to its final form and write it on pages 31–33 of the Instant Resume Worksheet.

USE ACTION WORDS AND PHRASES

Use active rather than passive words and phrases throughout your resume. Here is a short list of active words to give you some ideas:

Achieved	Expanded	Organized
Administered	Implemented	Planned
Analyzed	Improved	Presented
Controlled	Increased	Promoted
Coordinated	productivity	Reduced
Created	(profits)	expenses
Designed	Initiated	Researched
Developed	Innovated	Scheduled
Diagnosed	Instructed	Solved
Directed	Modified	Supervised
Established	Negotiated	Trained



Work Experience

This resume section provides the details of your work history, starting with the most recent job. If you have significant work history, list each job along with quantified details of what you accomplished and special skills you used. Emphasize skills that directly relate to the job objective on your resume. Use numbers wherever possible.

Volunteer and military work experience are usually listed in separate sections after your paid civilian work history. You can, however, include volunteer work in the regular Work Experience section if you have limited paid work experience or if the volunteer work is highly relevant to your job objective. Similarly, you can include military experience in the Work Experience section if you consider your military experience to be a significant part of your career history.

Previous/Current Job Titles

You can modify the titles you've had to more accurately reflect your responsibilities. For example, if your title was sales clerk but you frequently opened and closed the store and were often left in charge, you might use the more descriptive title of Night Sales Manager. Always check with your previous supervisors to make sure they approve of this and will back you up when a prospective employer checks your references.



QUICK TIP

If you were promoted, handle the promotion as a separate job under the same employer heading, listing the dates that you held each position to show how you progressed within the organization.

Previous/Current Employers

Provide the organization's name and list the city, state, or province in which it was located. A street address or supervisor's name is not necessary—you can provide those details on a separate page of references if you are asked for them.

Employment Dates

If you have large gaps in employment that are not easily explained, use full years instead of including the months in which you started



and left. Doing so deemphasizes the gaps. Chapter 8 has additional information on handling this and other problems. If there was a significant period when you did not work, did you do anything that could explain it in a positive way? School? Travel? Raise a family? Self-employment? Even if you mowed lawns and painted houses for money while you were unemployed, that could count as self-employment. Employers will look on this more favorably than if you did nothing productive while unemployed.

Duties and Accomplishments

In writing about your work experience, be sure to use action words and emphasize what you accomplished. Quantify what you did and provide evidence that you did it well. Take particular care to mention skills that directly relate to doing well in the job you want now.

If your previous jobs are not directly related to what you want to do now, emphasize skills you used in previous jobs that could be used in the new job. For example, someone who waits on tables has to deal with people and finances—skills needed in many other jobs such as management and accounting.



QUICK TIP

Look up the descriptions of jobs you have held in the past and jobs you want now in a book titled the *Occupational Outlook Handbook (OOH)*. This book, which is available in most libraries, tells you the skills needed to succeed in the new job. Emphasize these and similar skills in your resume. (See chapter 7 for more about the OOH.) You can also access the OOH online at www.bls.gov/oco.

Do It Now

On your computer or on separate sheets of paper, write rough drafts of your employment experience and accomplishments that you will use in your resume. Edit it so that every word contributes something. When you're done, transfer your statements to pages 33–36 of the Instant Resume Worksheet.

Professional Organizations

This is an optional section where you can list your activities with job-related professional, humanitarian, or other groups. These activities



may be worth mentioning, particularly if you were an officer or were active on a relevant committee. Mention accomplishments or awards you earned during these affiliations. Many of the sample resumes in this book include statements about accomplishments to show you how to do this.



QUICK TIP

Emphasize your accomplishments! Think about the things you achieved in jobs, school, the military, and other settings. Make sure that you emphasize these things in your resume. It might seem like bragging to you; however, if you don't say nice things about yourself, who will?

Do It Now

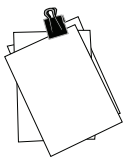
Go to page 36 in the Instant Resume Worksheet and list your job-related efforts in professional organizations and other groups.

Recognition and Awards

If you have received any formal honors or awards that support your job objective, consider mentioning them. You can create a separate section for your awards if you have at least two to list, or you can put them in the Work Experience, Skills, Education, or Personal section, whichever is most relevant.

Personal Information

Years ago, resumes included personal details such as height, weight, marital status, hobbies, leisure activities, and other trivia. Please do not do this. Current laws do not allow an employer to base hiring decisions on certain points, so providing this information can cause some employers to toss your resume. For the same reason, do not include a photo of yourself.



QUICK NOTE

International resumes, often called CVs or *curriculum vitae*, do include personal information such as marital status. In America, however, including this information is taboo.



Although a Personal section is optional, I sometimes like to end a resume on a personal note. Some resumes provide a touch of humor or playfulness as well as selected positives from outside school and work. This section is also a good place to list significant community involvements, a willingness to relocate, or personal characteristics an employer might like. But keep it short.

Do It Now

Turn to page 36 in the Instant Resume Worksheet and list any personal information that you feel is appropriate and relevant.

References

It is not necessary to include the names of your references on a resume. You can do better things with the precious space. It's also not necessary to state "references available on request" at the bottom of your resume, because that is obvious. If an employer wants your references, he or she knows to ask you for them.

Line up references in advance. Pick people who know your work as an employee, volunteer, or student. Make sure that they will express nice things about you by asking what they would say if asked. Push for negatives and don't feel hurt if you get some. Nobody is perfect, and it gives you a chance to delete references before they do you damage.

Once you know who to include, type a list of references on a separate sheet. Include names, addresses, phone numbers, job titles, and other details of why they are on your list. You can give this to employers who ask for references.

Be aware that some employers are not allowed to give references over the phone. I have refused to hire people who probably had good references but about whom I could not get information. If this is the case with a previous employer, ask the employer to write a letter of reference that you can photocopy as needed. This is a good idea in general, so you might want to ask employers for one even if they have no rules against phone references.

**QUICK TIP**

One way to give employers positive information from past supervisors is to include a short quote from a performance evaluation or other correspondence directly on your resume. Part 3 shows examples of resumes that include supervisor quotes.

The Final Draft

At this point you should have completed the Instant Resume Worksheet on pages 30–36. Carefully review dates, addresses, phone numbers, spelling, and other details. You can use the worksheet as a guide for preparing a better-than-average chronological resume.

Use the sample chronological resumes from this chapter as the basis for creating your resume. Additional examples of resumes appear in chapters 3, 4, 10, 11, and 12. Look them over for writing and formatting ideas. The sample resumes in chapter 3 tend to be simpler and easier to write and format than some of the more advanced samples found in chapters 10 through 12 and will provide better models for creating a resume quickly.

**QUICK TIP**

Most word-processing programs have resume templates that you can use as the basis for the formatting.

Once you have completed the Instant Resume Worksheet, you have the information you need for a basic resume. If you have access to a computer, go ahead and put the information into the form of a resume. If you do not have access to a computer, have someone else type and format your resume.

But whether you do the typing yourself or have it done, carefully review your resume for typographical or other errors that may have slipped in. Then, when you are certain that everything is correct, have the final version prepared.



Instant Resume Worksheet

Note: You can download an electronic copy of this worksheet at www.jist.com—search for 9781593578565.

Identification

Name _____

Home address _____

_____ ZIP code _____

Phone number and description (if any) () _____

Alternate phone number and description () _____

E-mail address _____

Your Objective

Your Summary Statement



Education and Training

Highest Level/Most Recent Education or Training

Institution name _____

City, state/province (optional) _____

Certificate or degree _____

Specific courses or programs that relate to your job objective _____

Related awards, achievements, and extracurricular activities _____

Anything else that might support your job objective, such as good grades _____

College/Post High School

Institution name _____

City, state/province (optional) _____

Certificate or degree _____

Specific courses or programs that relate to your job objective _____

Related awards, achievements, and extracurricular activities _____

(continued)



(continued)

Anything else that might support your job objective, such as good grades _____

High School

Institution name _____

City, state/province (optional) _____

Certificate or degree _____

Specific courses or programs that relate to your job objective _____

Related awards, achievements, and extracurricular activities _____

Anything else that might support your job objective, such as good grades _____

Armed Services Training and Other Training or Certification

Institution name _____

Specific courses or programs that relate to your job objective _____

Related awards, achievements, and extracurricular activities _____



Anything else that might support your job objective, such as good grades _____

Related Workshops, Seminars, Informal Learning, or Any Other Training

Experience

Most Recent Position

Dates: from _____ to _____
Organization name _____
City, state/province _____
Your job title(s) _____
Duties _____

Skills _____

Equipment or software you used _____

(continued)



(continued)

Promotions, accomplishments, and anything else positive _____

Next Most Recent Position

Dates: from _____ to _____

Organization name _____

City, state/province _____

Your job title(s) _____

Duties _____

Skills _____

Equipment or software you used _____

Promotions, accomplishments, and anything else positive _____

Next Most Recent Position

Dates: from _____ to _____

Organization name _____

City, state/province _____

Your job title(s) _____

Duties _____



Skills _____

Equipment or software you used _____

Promotions, accomplishments, and anything else positive _____

Next Most Recent Position

Dates: from _____ to _____

Organization name _____

City, state/province _____

Your job title(s) _____

Duties _____

Skills _____

Equipment or software you used _____

Promotions, accomplishments, and anything else positive _____

(continued)



(continued)

Any Other Work or Volunteer Experience

Professional Organizations

Personal Information

CHAPTER 3

Write a Skills Resume in Just a Few Hours

Although it takes a bit longer to develop a skills resume than it does a chronological resume, there are a variety of reasons to write one. This chapter shows you why a skills resume may be good to consider and how to write one.

What Is a Skills Resume?

In its simplest form, a chronological resume is little more than a list of job titles and other details. If you want to change your career or increase your responsibility, the chronological style can often be ineffective. This chapter helps you write a skills resume that highlights the skills you can use to transition to a new career or promotion.

Employers and recruiters usually look for candidates with a work history that fits the position they have to fill. If they want to hire a cost accountant, they look for someone who has done this work. If you are a recent graduate or have little experience in the career or at the level you now want, you will find that a simple chronological resume emphasizes your lack of related experience rather than your ability to do the job.



QUICK TIP

Be sure to read chapter 1 and do the activities in chapter 2 (particularly the Instant Resume Worksheet) before completing the skills resume described here.



A skills resume avoids these problems by highlighting what you have done under specific skills headings rather than under past jobs. If you hitchhiked across the country for two years, a skills resume won't necessarily display this as an employment gap. Instead, under a heading called "Market Knowledge," you could say "Traveled extensively throughout the country and am familiar with most major market areas." That could be very useful experience for certain positions.



QUICK ALERT

Because a skills resume can hide your problems, some employers don't like it. But if a chronological resume would highlight a weakness, a skills resume may help get you an interview (with an employer who doesn't dislike skills resumes) instead of getting screened out. Who wins? You do.

Even if you don't have anything to hide, a skills resume emphasizes your key skills and experiences more clearly. And you can always include a chronological list of jobs at the end of the resume, thus making it a combination of the skills and chronological formats. So everyone should consider a skills resume.

I recommend that you include a concise job title objective at the beginning of a skills resume. Otherwise, it's difficult for employers to quickly scan your resume and see where you fit in the organization.

A Sample Skills Resume

Following is a basic skills resume (see figure 3.1). The example is for a recent high school graduate whose only paid work experience is in fast food. Read it and ask yourself: If I were an employer, would I consider interviewing Lisa? For most people, the answer is yes.



QUICK NOTE

This resume is a good example of how a skills resume can help someone who does not have the best credentials. It allows the job seeker to present school and extracurricular activities to good effect. It is a strong format choice because it lets her highlight strengths without emphasizing her limited work experience. It doesn't say where she worked or for how long, yet it gives her a shot at many jobs.



Although the sample resume is simple, it presents Lisa in a positive way. She is looking for an entry-level job in a nontechnical area, so many employers will be more interested in her skills than in her job-specific experience. What work experience she does have is presented as a plus.

If you have more work experience than shown in this example, look at the sample resumes at the end of this chapter and at those in part 3. They are examples of skills resumes for people with more education and experience.



QUICK ALERT

You'll get the best results from a skills resume by using it when you have a referral to an organization instead of using it to apply cold or to an ad. Because the skills resume usually doesn't list specifics of work history, many employers will toss it out in favor of your competitors' resumes that do. So, stick with using the skills resume primarily when you're networking for a job.



FIGURE 3.1: A SAMPLE SKILLS RESUME.

<p style="text-align: center;">Lisa M. Rhodes 813 Lava Court • Denver, CO 81613 Home: (413) 643-2173 (leave message) Cell: (413) 442-1659 lrhodes@netcom.net</p>	
<p style="text-align: center;">Position Desired Sales-oriented position in a retail sales or distribution business.</p>	
<p style="text-align: center;">Skills and Abilities</p>	
Communications	Good written and verbal presentation skills. Use proper grammar and have a good speaking voice.
Interpersonal Skills	Able to get along well with coworkers and accept supervision. Received positive evaluations from previous supervisors.
Flexible	Willing to try new things and am interested in improving efficiency on assigned tasks.
Attention to Detail	Concerned with quality. Produce work that is orderly and attractive. Ensure tasks are completed correctly and on time.
Hardworking	Throughout high school, worked long hours in strenuous activities while attending school full-time. Often managed as many as 65 hours a week in school and other structured activities while maintaining above-average grades.
Customer Service	Routinely handled as many as 500 customer contacts a day (10,000 per month) in a busy retail outlet. Averaged lower than a .001% complaint rate and won the "Employee of the Month" award in second month of employment. Received two merit increases.
Cash Sales	Handled more than \$2,000 a day (\$40,000 a month) in cash sales. Balanced register and prepared daily sales summary and deposits.
Reliable	Excellent attendance record; trusted to deliver daily cash deposits totaling more than \$40,000 a month.
<p style="text-align: center;">Education</p>	
Franklin High School, 2007–2010. Classes included advanced English. Member of award-winning band. Excellent attendance record. Superior communication skills. Graduated in top 30% of class.	
<p style="text-align: center;">Other</p>	
Active gymnastics competitor for four years. Learned discipline, teamwork, how to follow instructions, and how to work hard. Ambitious, outgoing, and reliable, and have solid work ethic.	



Writing a Skills Resume

The skills resume format uses a number of sections similar to those in a chronological resume. This chapter discusses only those sections that are substantially different—the Job Objective and Skills sections. Refer to chapter 2 for information on sections that are common to both types of resumes. The samples at the end of this chapter give you ideas on skills resume language, organization, and layout, and how to handle special problems.

Don't be afraid to use a little creativity in writing your skills resume. You can break some rules if it will help you present yourself more authentically.



QUICK TIP

It is essential that your resume emphasize the skills you have that directly support your ability to do the job you want. You will benefit greatly from the skills-identification activities in chapter 4. These include lists of skills that are of particular value to employers.

Job Objective

Whereas a simple chronological resume doesn't require a Job Objective section, a skills resume does. Without a reasonably clear job objective, it is not possible to select and organize the key skills you have to support that job objective. It may be that the job objective you wrote for your chronological resume is good as is, but for a skills resume, your job objective statement should answer the following questions:

- **What sort of position, title, or area of specialization do you seek?** After reading the information on job objectives in chapter 2, you should know how to present the type of job you are seeking. Is your objective too narrow and specific? Is it so broad or vague as to be meaningless? If necessary, turn to chapter 6 to identify your job objective more clearly.
- **What level of responsibility interests you?** Job objectives often indicate a level of responsibility, particularly for supervisory or management roles. If in doubt, always try to keep open the possibility of getting a job with a higher level of responsibility (and,



often, salary) than your previous or current one. Write your job objective to include this possibility.

- **What are your most important skills?** What are the two or three most important skills or personal characteristics needed to succeed on the job you've targeted? These are often mentioned in a job objective.



QUICK TIP

Review the sample resumes at the end of this chapter and in part 3. Notice that some resumes use headings such as "Position Desired" or "Career Objective" to introduce the Job Objective section. Many people think that these headings sound more professional than "Job Objective." Choose the wording that works best for your situation.

The Skills Section

This section can be called Areas of Accomplishment, Summary of Qualifications, Areas of Expertise and Ability, or something else. Whatever you choose to call it, this section is what makes a skills resume. To construct it, you must carefully consider which skills you want to emphasize.

Your task is to feature both the skills that are essential to success on the job you want and the skills that you have and want to use. You probably have a good idea of which skills meet both criteria, but you may find it helpful to read chapter 5 on developing your skills language.



QUICK TIP

A good place to look for skills to feature is in the job posting or job description for the job you seek or jobs that are similar.

Note that some resumes in this book emphasize skills that are not specific to a particular job. For example, "well organized" is an important skill in many jobs. In your resume, you should provide specific examples of situations or accomplishments that show you possess such skills. You can do this by including examples from previous work or other experiences.



Key Skills List

Here is a list of skills considered key for success on most jobs. It is based on research on the skills employers look for in employees. So, if you have to emphasize some skills over others, include these—assuming you have them, of course.

Key Skills Needed for Success in Most Jobs	
Basic Skills <i>Considered the Minimum to Keep a Job</i>	Key Transferable Skills <i>That Transfer from Job to Job and Are Most Likely to Be Needed in Jobs with Higher Pay and Responsibility</i>
Basic academic skills	Instructing others
Accepting supervision	Managing money and budgets
Following instructions	Managing people
Getting along well with coworkers	Working with the public
Meeting deadlines	Working effectively as part of a team
Good attendance	Negotiating
Punctuality	Organizing/managing projects
Good work ethic	Public speaking
Productivity	Communicating orally and in writing
Honesty	Organizational effectiveness and leadership
	Self-motivation and goal setting
	Creative thinking and problem solving

In addition to the skills in the list, most jobs require skills that are specific to that particular job. For example, an accountant needs to know how to set up a general ledger, use accounting software, and develop income and expense reports. These job-specific skills can be quite important in qualifying for a job.



QUICK TIP

If you want to identify more of your job-specific skills, chapter 5 will give you a thorough workout. You can probably write a fine skills resume without chapter 5 and the other material in part 2, but try the activities if you need extra help.



Identify Your Key Transferable Skills

Look over the preceding key skills list and write any skills you have and that are particularly important for the job you want. Add other skills you possess that you feel you must communicate to an employer to get the job you want. Write at least three, but no more than six, of these most important skills:

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Prove Your Key Skills with a Story

Now, write each skill you listed above on a separate sheet of paper. For each skill, write two detailed examples of when you used it. If possible, you should use work situations; but you can use other situations such as volunteer work, school activities, or other life experiences. Try to quantify the examples by giving numbers such as money saved, sales increased, or other measures to support those skills. Emphasize results you achieved and any accomplishments.

Here's an example of what one person wrote for a key skill:

Key skill: Meeting deadlines

I volunteered to help my social organization raise money. I found out about special government funds, but the proposal deadline was only 24 hours away. So I stayed up all night and submitted it on time. We were one of only three whose proposals were approved, and we were awarded more than \$100,000 to fund a youth program for an entire year.



Edit Your Key Skills Proofs

If you carefully consider the skills needed in the preceding story, there are quite a few. Here are the most obvious ones:

- Hard work
- Meeting deadlines
- Willingness to help others
- Good written communication skills
- Persuasiveness
- Problem solving



QUICK TIP

You can use your proof stories to demonstrate in your resume and in an interview that you have the skills to do a particular job.

Review each proof sheet and select those proofs that are particularly valuable in supporting your job objective. You should have at least two proof stories for each skill area. Once you have selected your proofs, rewrite them using action words and short sentences. Write the skills you needed to do these things in the margins.

When you're done, convert these to bulleted accomplishment statements you can use in your resume. Rewrite your proof statements and delete anything that does not reinforce the key skills you want to support.

Following is a rewrite of the preceding proof story. Do a similar editing job on each of your own proofs until they are clear, short, and powerful. You can then use these statements in your resume, modifying them as needed.

Key skill: Meeting deadlines

On 24-hour notice, submitted a complex proposal that successfully obtained more than \$100,000 in funding.



You could easily use this same proof story to support other skills listed earlier, such as hardworking. So, as you write and revise your proof stories, consider which key skills they can best support. Use the proofs to support those key skills in your resume.

Tips for Editing Your Draft Resume into Final Form

Before you make a final draft of your skills resume, look over the samples that follow for ideas on content and format. Several show interesting techniques that might be useful for your situation. For example, if you have a good work history, you can include a brief chronological listing of jobs. You can place this jobs list before or after your Skills section. If you have a substantial work history, you could begin your skills resume with a summary of experience to provide the basis for details that follow.

When you have the content from the proof stories that you need for your skills resume, write your first draft. Rewrite and edit it until the resume communicates what you really want to say about yourself. Cut anything that does not support your objective. When you are done, ask someone to review it *very carefully* for typographical and other errors.

If you are having someone else prepare your resume, have someone in addition to yourself review the “final” copy for errors you might have overlooked. Only after you are certain that your resume contains no errors should you prepare the final version.

Your objective is to get a good job, not to keep working on your resume. So avoid the temptation to make a “perfect” resume and, instead, get this one done today. Then use it tomorrow. If all goes well, as I hope it does, you may never need a “better” resume.



QUICK TIP

Searching for jobs on the Internet requires a special resume format. Chapter 4 describes electronic resumes and provides information on modifying your resume for various online uses.



More Sample Skills Resumes (and JIST Cards)

Look over the sample resumes that follow to see how other job seekers have adapted the basic skills format to fit their situations. These examples are based on real resumes (although the names and other details are not real). I have included comments to help you understand details that might not be apparent.

The formats and designs of the resumes are intentionally basic and can be done with any word-processing software. Part 3 has many other skills resumes, including many with fancier graphics and designs. But remember that it is better to have a simple and error-free resume—and be out there using it—than to be at home working on a more elaborate one.

A JIST Card® precedes each skills resume. The JIST Card is a job search tool I developed many years ago. It is a mini-resume you can use in a variety of ways. You can attach JIST Cards to applications or resumes; give them to friends and other people in your network of contacts; enclose them in thank-you notes before or after an interview; and even put them on car windshields (really, this has been done, and with good results).

Employers like JIST Cards. The cards are short, are quick to read, and present essential information in a positive way. And the many, many people who have used them tend to have good stories about how well they work.



QUICK TIP

The more JIST Cards you have in circulation, the better they work. For more about JIST Cards, see chapter 14.

A JIST Card and Resume for a Career Changer

Figure 3.3 is a resume of a career changer with substantial work experience in another occupation. After working for an alarm and security systems company and at a variety of other jobs, Darrel went back to school and learned computer programming. The skills format allows him to emphasize his past business experience to support his current job objective. His resume includes no chronological jobs listing and no education dates, so it is not obvious that he is a recent graduate with little formal work experience as a programmer.



Darrel does a good job of presenting previous work experience and includes numbers to support his skills and accomplishments. Even so, the relationship between his previous work and current objective could be improved. For example, collecting bad debts requires discipline, persistence, and attention to detail—the same skills required in programming. And, although he is good at sales, his resume does not relate the skills required for sales to his new job objective of programming.

Darrel's job objective could be improved. If he wanted to use his selling skills *and* his programming skills in a new job, he could modify his job objective to include jobs such as selling technology or computer consulting services. Or, if he wants to be a programmer, I would suggest he emphasize other transferable skills that directly support his programming objective, such as his history of meeting deadlines. Still, this resume is effective in relating his past business experience to his ability to be a programmer in a business environment.

You will notice that a JIST Card is quite small (see figure 3.2). Darrel has to pack a lot of information in a very small space. This means that every word has to support his objective. Note, for example, that the first sentence does not mention he is a new graduate, but it indicates that he is very experienced. The next few sentences present his credentials, followed by the last line, which lists several key transferable skills.

FIGURE 3.2: DARREL'S JIST CARD.

Darrel Craig

(412) 437-6217
darrellITguy@comcast.net

Position Desired: Programmer/Systems Analyst

Skills: More than 10 years of combined education and work experience in business, data processing, and related fields. Proficient with Access, FoxPro, JADE, Oracle, and Microsoft SQL Server. Microsoft Certified Systems Engineer. Knowledge of various database and applications programs in networked PC and mainframe environments. Substantial business experience including accounting, management, sales, and public relations.

Dedicated, self-starter, creative, dependable, and willing to relocate.

**FIGURE 3.3: DARREL'S RESUME.**

Darrel Craig	
Career Objective	A challenging position in programming or related areas that would best use expertise in the business environment. Position should have opportunities for a dedicated individual with leadership abilities.
Programming Skills	Experience with business program design including payroll, inventory, database management, sales, marketing, accounting, and loan amortization reports. Knowledgeable in program design, coding, implementation, debugging, and file maintenance. Familiar with distributed PC network systems (LAN and WAN) and working knowledge of DOS, UNIX, BASIC, FORTRAN, C, and LISP, plus Access, FoxPro, JADE, Oracle, and Microsoft SQL Server.
Applications and Network Software	Microsoft Certified Systems Engineer familiar with a variety of applications, including Lotus Notes, Novell NetWare, and Windows 2003 Server network systems, database and spreadsheet programs, and accounting and other software.
Communication and Problem Solving	Interpersonal communication strengths, public relations capabilities, innovative problem solving, and analytical talents.
Sales	A total of eight years of experience in sales and sales management. Sold security products to distributors and alarm dealers. Increased company's sales from \$36,000 to more than \$320,000 per month. Organized creative sales and marketing concepts. Trained sales personnel in prospecting techniques and service personnel in more efficient and consumer-friendly installation methods. Result: 90% of all new business was generated through referrals from existing customers.
Management	Managed security systems company for four years while increasing profits yearly. Supervised 20 personnel in all office, sales, accounting, inventory, and installation positions. Worked as assistant credit manager, managing more than \$2 million per year in sales. Handled semiannual inventory of five branch stores totaling more than \$10 million.
Accounting	Balanced all books and prepared tax-return forms for security systems company. Four years of experience in credit and collections. Collection rates were more than 98% each year; was able to collect a bad debt in excess of \$250,000 deemed "uncollectible."
Education	School of Computer Technology, Pittsburgh, PA Graduate of two-year Business Application Programming/TECH EXEC Program—3.97 GPA Robert Morris College, Pittsburgh, PA Associate degree in Accounting, minor in Management
2306 Cincinnati Street, Kingsford, PA 15171 (412) 437-6217 DarrelITguy@comcast.net	



A Combination Skills/Chronological Resume (with JIST Card)

The resume in figure 3.5 combines elements of the chronological and skills formats. Thomas's resume breaks some rules, but for good reasons.

Thomas has kept his job objective quite broad and does not limit it to a particular industry or job title. Because he sees himself as a business manager, it does not matter to him in what kind of business or industry he works. He prefers a larger organization, as his job objective indicates. His education is near the top because he thinks it is one of his greatest strengths.

Thomas has worked with one employer for many years, but he presents each job there as a separate one. This allows him to provide more details about his accomplishments within each position and more clearly indicate that these were promotions to increasingly responsible jobs. His military experience, although not recent, is listed under a separate heading because he thinks it is important. Note how he presented his military experience using civilian language.

This resume could have been two pages, and doing so would allow him to provide additional details on his job at Hayfield Publishing and in other areas. The extra space could also be used for more white space and a less crowded look, although the resume works fine as is.

Figure 3.4 shows Thomas's JIST Card.

FIGURE 3.4: THOMAS'S JIST CARD.

Thomas Marrin

Cell: (716) 223-4705 • E-mail: tmarrin@techconnect.com

Objective: Business-management position requiring skills in problem solving, planning, organizing, and cost management.

Skills: Bachelor's degree in Business Administration and more than 10 years of management experience in progressively responsible positions. Managed as many as 40 people and budgets in excess of \$6 million/year. Consistent record of getting results. Excellent communication skills. Thorough knowledge of budgeting, cost savings, and computerized database and spreadsheet programs. Enjoy challenges, meet deadlines, and accept responsibility.

Willing to relocate.

Results-oriented, self-motivated, good problem-solving skills, energetic.

**FIGURE 3.5: THOMAS'S RESUME.****THOMAS P. MARRIN**

80 Harrison Avenue • Baldwin L.I., New York 11563

Cell: (716) 223-4705

tmarrin@techconnect.com

POSITION DESIRED

Mid- to upper-level management position with responsibilities including problem solving, planning, organizing, and budget management.

EDUCATION

University of Notre Dame, B.S. in Business Administration. Course emphasis on accounting, supervision, and marketing. Top 25% of class. Additional advanced training: time management, organizational behavior, and cost control.

PROFESSIONAL EXPERIENCE

Wills Express Transit Co., Inc., Mineola, NY (2004 to Present)

*Promoted to **Vice President, Corporate Equipment**—2010 to Present*

Control purchase, maintenance, and disposal of 1,100 trailers and 65 company cars with more than \$8 million operating and \$26 million capital expense responsibilities.

- Schedule trailer purchases for six divisions.
- Operated 2.3% under planned maintenance budget in company's second best profit year while reducing operating revenues 2.5%.
- Originated schedule to correlate drivers' preferences with available trailers, decreasing driver turnover 20%.
- Developed systematic purchase and disposal plan for company-car fleet.
- Restructured company-car policy, saving 15% on per-car cost.

*Promoted to **Assistant Vice President, Corporate Operations**—2006 to 2010*

Coordinated activities of six sections of Corporate Operations with an operating budget of more than \$10 million.

- Directed implementation of zero-base budgeting.
- Developed and prepared executive officer analyses detailing achievable cost-reduction measures. Resulted in cost reduction of more than \$600,000 in first two years.
- Designed policy and procedure for special equipment-leasing program during peak seasons. Cut capital purchases by more than \$1 million.

*Promoted to **Manager of Communications**—2004 to 2006*

Directed and managed \$1.4 million communication network involving 650 phones, 75 WATS lines, 3 switchboards, and 15 employees.

- Installed computerized WATS Control System. Optimized utilization of WATS lines and pinpointed personal abuse. Achieved 100% system payback six months earlier than projected.
- Devised procedures that allowed simultaneous 20% increase in WATS calls and a \$75,000/year savings.

Hayfield Publishing Company, Hempstead, NY

Communications Administrator—2002 to 2004

Managed daily operations of a large communications center. Reduced costs 12% and improved services.

MILITARY EXPERIENCE

U.S. Army—2nd Infantry Division, 2000 to 2002. **First Lieutenant and platoon leader** stationed in Korea and Ft. Knox, Kentucky. Supervised an annual budget equivalent of nearly \$9 million and equipment valued at more than \$60 million. Managed training, scheduling, supervision, mission planning, and activities of as many as 40 staff. Received six commendations and honorable discharge.



Another Combination Resume and JIST Card

Peter lost his factory job when the plant where he worked closed. He got a survival job as a truck driver and now wants to make truck driving his career because it pays well and he likes the work.

Notice how his resume (figure 3.7) emphasizes skills from previous jobs and other experiences that are essential for success as a truck driver. This resume uses a combination format—it includes elements from both skills and chronological resumes. The skills approach allows him to emphasize specific skills that support his job objective, and the chronological list of jobs allows him to display a stable work history.

The jobs he had years ago are clustered under one grouping because they are not as important as more recent experience. Also, doing so does not reveal that he is older. Yes, I realize employers are not supposed to discriminate based on age, but Peter doesn't want to take a chance because it's been known to happen.

For the same reason, Peter does not include dates for his military experience or high school graduation, nor does he separate them into categories such as Military Experience or Education. They just aren't as important in supporting his job objective as they might be for a younger person.

Unusual elements are comments about health and not smoking or drinking. These comments work for his objective. Peter figures that an employer will think that a healthy and sober truck driver is better than the alternative. Note how he presented his military experience as another job, with an emphasis on the truck driving and diesel experience.

Peter has another version of this resume that changed his job objective to include the supervision and management of trucking operations and added a few details to support this. When it made sense, he used the other version. If you are considering a promotion as one of your options, you can use this strategy, too.

Figure 3.6 shows Peter's JIST Card.

**FIGURE 3.6: PETER'S JIST CARD.**

Peter Neely	Messages: (237) 649-1234 Cell: (237) 765-9876 E-mail: petethetrucker@yahoo.com
Position: Short- or Long-Distance Truck Driver	
Background and Skills: More than 15 years of stable work history, including no traffic citations or accidents. Formal training in diesel mechanics and electrical systems. Familiar with most major destinations and have excellent map-reading, GPS, and problem-solving abilities. Track record of getting things done and handling responsibility.	
Excellent health, good work history, dependable.	

A Resume for a Recent High School Graduate

This resume (figure 3.9) uses a simple format with few words and lots of white space. It looks better than more crowded resumes. I would like to see more numbers used to indicate performance or accomplishments. For example, what was the result of the more efficient record-keeping system she developed? And why did she receive the Employee of the Month awards?

As a recent high school graduate, Andrea does not have substantial experience in her field, having had only one full-time job since graduation. This resume's skills format allows her to present her strengths better than a chronological resume would. Because she has formal training in retail sales, she could have given more details about specific courses she took or other school-related activities that would support her objective. Even so, her resume does a good job of presenting her basic skills to an employer in an attractive format.

Andrea's JIST Card (see figure 3.8) uses the same education and experience with more emphasis on the skills needed to make a transition to higher-paying marketing or sales jobs. She used it with a slightly refocused resume to apply for promotions.



FIGURE 3.7: PETER'S RESUME.

Peter Neely 203 Evergreen Road Houston, TX 39127 Messages: (237) 649-1234 Cell: (237) 765-9876 E-mail: petethetrucker@yahoo.com	
POSITION DESIRED: Short- or Long-Haul Truck Driver	
Summary of Work Experience:	More than 15 years of stable work history, including substantial experience with diesel engines, electrical systems, and driving all types of trucks and heavy equipment.
SKILLS	
Driving Record/Licenses:	Have current Commercial Driving License and Chauffeur's License and am qualified and able to drive anything that rolls. No traffic citations or accidents for more than 20 years.
Vehicle Maintenance:	Maintain correct maintenance schedules and avoid most breakdowns as a result. Substantial mechanical and electrical systems training and experience enable me to repair many breakdowns immediately and avoid towing and lost time.
Record Keeping:	Excellent attention to detail. Familiar with recording procedures and submit required records on a timely basis.
Routing:	Thorough knowledge of most major interstate routes, with good map-reading, GPS, and route-planning skills. Get there on time and without incident.
Other:	Not afraid of hard work, flexible, get along well with others, meet deadlines, excellent attendance, responsible.
WORK EXPERIENCE	
2009–Present	CAPITAL TRUCK CENTER, Houston, TX Pick up and deliver all types of commercial vehicles from across the United States. Entrusted with handling large sums of money and complex truck-purchasing transactions.
2005–2009	QUALITY PLATING CO., Houston, TX Promoted from production to Quality Control. Developed numerous production improvements, resulting in substantial cost savings.
1995–2005	BLUE CROSS MANUFACTURING, Houston, TX Received several increases in salary and responsibility before leaving for a more challenging position.
Prior to 1995	Truck delivery of food products to destinations throughout the South. Also responsible for up to 12 drivers and equipment-maintenance personnel.
OTHER	
Four years of experience in the U.S. Air Force, driving and operating truck-mounted diesel power plants. Responsible for monitoring and maintenance on a rigid 24-hour schedule. Stationed in Alaska, California, Wyoming, and other states. Honorable discharge.	
High school graduate plus training in diesel engines and electrical systems. Excellent health, love the outdoors, stable family life, nonsmoker, and nondrinker.	

**FIGURE 3.8: ANDREA'S JIST CARD.**

Andrea Atwood	Home: (303) 447-2111 andrea_a32@aol.com
Position Desired: A responsible position in retail sales or marketing.	
Skills: Two years of sales and marketing training including promotional writing, advertising design, and business processes. Computer skills in desktop publishing, graphic design, word processing, and Web page design. Good written and verbal communication skills. Experienced in dealing with customers, direct sales, and problem solving. Punctual, honest, reliable, and hardworking.	

A Combination Resume with Lots of White Space and Brief Copy (and No Dates)

Linda's resume (figure 3.11) is based on one included in David Swanson's book, *The Resume Solution*. This resume shows the style that David prefers: lots of white space, short sentences, and brief but carefully edited narrative that reads like promotional copy.

This is another skills resume that breaks rules. It uses a skills format but the skills are really ways to organize job-related tasks. Some skills include references to specific employers. So this is really a combination resume.



QUICK TIP

The design for this resume is based on a resume template from a popular word-processing program. Most programs offer several predetermined resume design options that include various typefaces and other simple but effective format and design elements. This makes it much easier to create a resume more quickly.



FIGURE 3.9: ANDREA'S RESUME.

ANDREA ATWOOD 3231 East Harbor Road Grand Rapids, Michigan 41103 Home: (303) 447-2111 andrea_a32@aol.com	
Objective: A responsible position in retail sales or marketing.	
Areas of Accomplishment	
<i>Customer Service</i>	<ul style="list-style-type: none">• Communicate well with people of all ages.• Interpret customer concerns to help them find the items they want.• Received six Employee of the Month awards in 3 years.
<i>Merchandise Display</i>	<ul style="list-style-type: none">• Developed display skills via in-house training and experience.• Received Outstanding Trainee Award for Christmas toy display.• Dress mannequins, arrange table displays, and organize sale merchandise.
<i>Inventory Control</i>	<ul style="list-style-type: none">• Maintained and marked stock during department manager's 6-week illness.• Developed more efficient record-keeping procedures.
<i>Additional Skills</i>	<ul style="list-style-type: none">• Operate cash register and computerized accounting systems.• Willing to work evenings and weekends.• Punctual, honest, reliable, and hardworking.
Experience:	Harper's Department Store Grand Rapids, Michigan 2007 to present
Education:	Central High School Grand Rapids, Michigan 3.6/4.0 grade-point average Honors Graduate in Distributive Education Two years of retail sales training in Distributive Education. Courses in business writing, computerized accounting, and word processing.



Linda's resume is short but presents good information to support her job objective. I would like to see some numbers or other measures of results, although it is clear that Linda is good at what she does.

Did you notice that this resume includes no dates? You probably wouldn't notice until you had formed a positive impression. Linda did this on purpose, to hide the fact that much of her work was as a self-employed freelancer. Linda is also a bit older. She thought these things could work against her in getting a job, so she left off the dates.

Linda's JIST Card is shown in figure 3.10.

FIGURE 3.10: LINDA'S JIST CARD.

Linda Marsala-Winston / Voice Mail: (415) 555-1519 / lmw@netmail.net

Career Objective: Copywriter or account executive in an advertising or public relations agency

Skills: More than seven years of experience in promoting various products and services. Advanced education and training in journalism, advertising, writing, design, psychology, and communications. Excellent written communication skills; several awards for writing excellence. Creative in solving problems and getting results.

Persuasive, innovative, meet deadlines.



FIGURE 3.11: LINDA'S RESUME.

Linda Marsala-Winston

6673 East Avenue
Lakeland, CA 94544
(415) 555-1519 (voice mail)
lmw@netmail.net

Objective: Copywriter or account executive in advertising or public relations agency

Professional Experience

Copywriter

Developed copy for direct-mail catalogs featuring collectible items, real-estate developments, and agricultural machinery and equipment.

Writer

Wrote many articles for *Habitat* magazine. Specialized in architecture, contemporary lifestyles, and interior design.

Sales Promotion

Fullmer's Department Store, Detroit. Developed theme and copy for grand opening of new store in San Francisco Bay area.

Fabric Designer

Award-winning textile designer and importer of African and South American textiles.

Other Writing and Promotion

News bureau chief and feature writer for college newspaper; contributor to literary magazine. Script writer for fashion shows. Won creative writing fellowship to study in Mexico. Directed public relations for International Cotton Conference. Summer graduate fellow in public information, United Nations, New York City.

Education

University of California, Berkeley
Bachelor of Arts Degree in English. Graduate study, 30 credits completed in Journalism.

California State University, Fresno
Master of Arts Degree in Guidance and Counseling.

Professional Membership

San Francisco Women in Advertising



A Two-Page Resume for a Candidate Without Recent Formal Experience

Figure 3.13 is based on a resume in a book by Richard Lathrop titled *Who's Hiring Who*. Although Richard calls it a “Qualifications Brief,” this is a pure-form example of a skills resume.

This resume is unconventional in a variety of ways. It clearly takes advantage of the skills format by avoiding all mention of a chronology of past jobs. There are no references to specific employers, to employment dates, or even to job titles. (The reason for this is that Sara was a stay-at-home mom who gained relevant skills and experience from running the household.)

This is a clever example of how a well-done skills resume can present a person effectively in spite of a lack of formal paid work experience—or cover other problems. Students, career changers, and others can benefit in similar ways.

Sarah's JIST Card is shown in figure 3.12.

FIGURE 3.12: SARA'S JIST CARD.

Sara Smith	(416) 486-3874 sarasmith@gmail.com
Job Objective: Program development, coordination, and administration	
Skills: B.A. degree plus more than 15 years of experience in management, budgeting, and problem solving. Good financial management skills including cost control, purchasing, and disbursement. Able to organize and manage multiple tasks at one time and meet deadlines. Excellent communication skills.	
Well organized, efficient; can delegate and accept responsibility.	



FIGURE 3.13: SARA'S RESUME.

Sara Smith
1516 Sierra Way • Piedmont, CA 97435 • (416) 486-3874
sarasmith@gmail.com

OBJECTIVE
Program Development, Coordination, and Administration
...especially in a people-oriented organization where there is a need to ensure broad cooperative effort through the use of sound planning and strong administrative and persuasive skills to achieve common goals.

MAJOR AREAS OF EXPERIENCE AND ABILITY
Budgeting and Management for Sound Program Development
With partner, established new association devoted to maximum personal development and self-realization for each of its members. Over a period of time, administered budget totaling more than \$1,000,000. Jointly planned growth of group and related expenditures, investments, programs, and development of property holdings to realize current and long-term goals. As a result, holdings increased twenty-fold over the period, reserves invested increased 1200%, and all major goals for members have been achieved or exceeded.
Purchasing to Ensure Smooth Flow of Needed Supplies and Services
Made purchasing decisions to ensure maximum production from available funds. Determined ongoing inventory needs, selected suppliers, and maintained a strong continuing line of credit while minimizing financing costs. No significant project was ever adversely affected by lack of necessary supplies, equipment, or services on time.
Personnel Development and Motivation
Developed resources to ensure maximum progress in achieving potential for development among all members of our group. Frequently engaged in intensive personnel counseling to achieve this. Sparked new community progress to help accomplish such results. Although arrangements with my partner gave me no say in selecting new members (I took them as they came), the results produced by this effort are a source of strong and continuing satisfaction to me. (See "Some Specific Results.")
Transportation Management
Determined transportation needs of our group and, in consultation with members, ensured specific transportation equipment acquisitions over a broad range of types (including seagoing). Contracted for additional transportation when necessary. Ensured maximum utilization of limited motor pool to meet frequently conflicting requirements demanding arrival of the same vehicle at widely divergent points at the same moment. Negotiated resolution of such conflicts in the best interest of all concerned. In addition, arranged four major moves of all facilities, furnishings, and equipment to new locations.
Other Functions Performed
Duties periodically require my action in the following additional functional areas: crisis management, proposal preparation, political analysis, nutrition, recreation planning and administration, stock market operations, taxes, building and grounds maintenance, community organization, social affairs administration (including VIP entertaining), catering; landscaping (two awards for excellence), contract negotiations, teaching, and more.
Some Specific Results
Above experience gained in 10 years devoted to family development and household management in partnership with my husband, Harvey Smith, who is equally responsible for results produced. *Primary achievements:* Daughter Sue, 12, a leading candidate for the U.S. Junior Olympics team in gymnastics; a lovely home in Piedmont (social center for area teenagers). *Secondary achievements:* Vacation home at Newport, Oregon (on the beach); president of Piedmont High School PTA, two years; organized successful citizen protest to stop incursion of Oakland commercialism on Piedmont area.

PERSONAL DATA AND OTHER FACTS
Bachelor of Arts (Business Administration), Cody College, Cody, California. Highly active in community affairs. Have learned that there is a spark of genius in almost everyone that, when nurtured, can flare into dramatic achievement.



CHAPTER 4

Develop an Electronic Resume in Less Than an Hour

More and more people are looking for jobs online and posting their resumes on the Web for employers to view. This technology requires you to have an electronic version of your resume so that you can make your credentials available to more employers online. Resumes on the Web are stored in electronic databases that are designed to save space and will be viewed by employers with many variations in computers and software. This means that most resumes are *not* stored as graphic images but, instead, as text files. Simple text files take up much less space than graphic files and can be read easily by any word processor or database program. Employers can also search text files for keywords, which are discussed later in this chapter.

Also, in the recent past, employers took paper resumes they received and scanned them into electronic form. This enabled employers to put resume information into their own searchable databases. Although the popularity of this method is waning, some companies still use it. Scanning can introduce text errors and odd formatting due to the imperfect science of scanning technology. What this means is that your resume's carefully prepared format and design elements get stripped out, reducing your resume to a simple text format. So, you are better off making the modifications yourself if you know your resume will be scanned, if you will be submitting it to resume banks, or if you will be e-mailing it.



Applying Directly to Employers Online

Employers may ask you to send them your resume online. Pay attention to their instructions, because they will probably specify whether they want you to send your Word file as an attachment to an e-mail, send a PDF (created with Adobe Acrobat), or transmit a plain-text resume via e-mail or their Web site.

Many employers enable applicants to put their resumes directly into their databases through the Web site. This saves them time and money. Larger employers get thousands of resumes, so it is impractical for them to store and retrieve paper resumes as jobs open up. Yet employers do want to retrieve resumes as positions become available, and, for specialized positions, they want to consider applicants who submitted resumes weeks or even months in the past.

Although some company Web sites may still ask you to copy and paste your resume file into a text box, many allow you to upload your resume file automatically. You can click the Browse button, find your resume file on your computer, and upload it. Look for instructions about which type of file the site will accept. Some will accept Word and PDF formats. For best results, though, upload your text-only resume.

A Sample Text-Only Resume

Look at the sample resume in figure 4.1, adapted from one by Susan Britton Whitcomb in *Résumé Magic*. This resume has had all formatting and graphic elements removed for submission in electronic form.

It has the following features:

- No graphics
- No lines (it uses equal signs instead)
- No bold, italic, or other text variations
- Only one easy-to-scan font (which is Courier)
- No tab indentations
- No line or paragraph indents
- Keywords are added

**FIGURE 4.1: A TEXT-ONLY RESUME.**

```

AMY RICCIUTTI
Greenville, ME
(203) 433-3322
aricciut@compuserve.com

PROFESSIONAL EXPERIENCE
=====

ROCKWOOD INSURANCE, Augusta, ME
10/98-Present

Independent agency specializing in commercial coverage for
transportation and lumber industries.

Underwriting Manager ...

Recruited by partner/sales manager to manage underwriting in support of
aggressive expansion/business development campaign. Liaison to five
agents and some 50 companies. Underwrite $6 million in renewal coverage
and $200,000 in new business on a priority basis (commercial and
personal lines). Collaborate with agents to protect loss ratios.
Aggressively process submissions to meet critical deadlines and offer
better premium to customers.

*** Contributions ***

+ Developed focus and structure for newly created position; established
underwriting and customer service infrastructure to support a projected
$500,000 increase in annual revenue.

+ Achieved new agency record for retaining renewal accounts.

+ Earned accolades from insurance companies for having "most complete
submissions."

+ Trained two Customer Representatives, equipping them with technical
knowledge to service complex accounts.

+ Designed and introduced Quote Worksheet and Agent Checklist to
standardize and streamline underwriting.

+ Diplomatically mitigated circumstances involving premium increases and
noncoverage of claims.

COAST INSURANCE SERVICES, Brunswick, ME
1995-1998

Senior Customer Service Representative ...

Accountable for policy maintenance, renewal retention, new business
submissions, claims, CSR training, and liaison work for independent
agency with $7 million in premiums.

```

(continued)



(continued)

*** Contributions ***

- + Assisted with AMS Novell network upgrade (resident expert for software installation, troubleshooting).
- + Took on several new books of business during tenure without need for additional support staff.

SUPPORTING SKILLS, INFORMATION

=====

*** Education *** INS 21 (Principles of Insurance). INS 23 (Commercial Principles of Insurance). Personal Lines (Property and Auto). Commercial Lines (Property). E&O Coverage. Employee Practices Liability. Property & Casualty Agent (# 760923)

*** Computer *** Windows 3.1. Windows 95 and 98. MS Works. MS Office. WordPerfect. AMS Novell. DOS and UNIX-based programs. Redshaw. OIS and FSC Rating Systems. PS4 Proposal System.

*** Affiliations *** National Association of Insurance Women. National Association of Female Executives. Volunteer, Marine Mammal Center.



Yes, this resume looks boring, but it has the advantage of being universally accepted into company or Web resume databases, whether pasted into the Web site, uploaded, or e-mailed.

Adapting Your Resume for Electronic Use

Louise Kursmark, coauthor of *15-Minute Cover Letter*, provides these steps for converting your resume to plain text:

1. Save your resume with a different name and select “text only,” “ASCII,” or “Plain Text (*.txt)” in the “Save As Type” option box.
2. Reopen the file. Your word processor has automatically reformatted your resume into Courier font, removed all formatting, and left-justified the text.
3. Reset the margins to 2 inches left and right, so that you have a narrow column of text rather than a full-page width. Adjust line lengths to fit within the narrow margins by adding hard returns.
4. Fix any glitches such as odd characters that may have been inserted to take the place of “curly” quotes, dashes, accents, or other nonstandard symbols.
5. Remove any tabs and adjust spacing as necessary. You might add a few extra blank spaces, move text down to the next line, or add extra blank lines for readability.
6. Consider adding horizontal dividers to break the resume into sections. You can use a row of any standard typewriter symbols, such as *, -, (,), =, +, ^, or #.

When you close the file, it will be saved with the .txt file extension. When you are ready to use it, just open the file, select and copy the text, and paste it into the online application or e-mail message.

Now test your electronic resume by e-mailing it to a friend or two. When you send it, paste the electronic resume into the body of the e-mail instead of sending it as an attachment. That way, they will be able to tell you how it looks when it shows up in their e-mail system and whether it is legible. After getting their feedback, make any adjustments necessary to fix it.



The Importance of Keywords

Creating an electronic resume is more than just putting it into a plain format. This is because employers look for qualified applicants in a resume database by searching for keywords, which are various skills and attributes that they seek (for example, *bachelor's degree*, *Microsoft Word*, and *general ledger*). Your task is to add keywords to your electronic resume so that your chance of being selected for appropriate jobs is increased.

Keyword Technology

When your resume is scanned into an employer's database, the database looks for specific keywords that the employer has defined ahead of time. The database extracts your relevant keywords and characteristics into a profile. The HR department then searches the profiles for the best matches. This allows an employer to search thousands of resumes to find the ones that meet very specific criteria.



QUICK NOTE

See the sites recommended at the end of chapter 16 for more on how to use electronic resumes effectively.

For example, an employer could start with major criteria such as only those with a job objective in human resources, four or more years of experience in the field, and a four-year college degree in a related area. From this group the employer could then sort for people with specific skills such as interviewing, benefits administration, grievance complaint handling, and EEOC policy compliance. The database would then search for profiles that met these criteria, overlooking others that did not specifically state these things (and, often, thereby passing over good applicants who did not include the right words).

So if you plan on putting your resume on the Internet or submitting it to employers electronically, revise it to include as many key skill words as you can. Many resumes in part 3 include a keyword approach that will make them more likely to be selected from a resume database. Some consist almost entirely of keywords organized into groupings. This does not make for a very readable resume for humans, but can result in high "hit rates" for employers searching a database for someone with specific skills.



QUICK ALERT

Avoid submitting a resume that contains lots of disjointed lists of keywords. The database might love you, but when a human tries to read your resume, it won't make much sense.

Quick Tips for Selecting Keywords to Include in Your Resume

You probably already have many terms in your regular resume that can be used in a keyword section in your electronic resume. Leave them where they are, but repeat some of the most important ones in a Key Skills section near the top of your resume. In addition to using words you already have, here are some keyword tips for you to keep in mind:

- **Think like a prospective employer.** Think of the jobs you want, and then include the keywords you think an employer would use to find someone who can do what you can do. Emphasize technical terms, specific equipment or software names, certifications, and other specific terms an employer might use to fill the position. The job ads you read on the Internet or in newspapers are great ways to figure out what keywords employers are looking for.
- **Review job descriptions from major references.** Read the descriptions for the jobs you seek in major references like the *Occupational Outlook Handbook* or the *O*NET Dictionary of Occupational Titles*. These and other references are described in chapter 7 and are available in both print and online formats. They will give you a variety of keywords you can use in your electronic resume.
- **Include all your important skill words.** When you complete the exercises in chapters 5 and 6, you will identify key skills that can help you develop keyword sections on your resume.
- **Look for examples of keywords in the sample resumes in part 3.**

Some of the sample resumes in part 3 contain keywords. These are often noted in the comments below the resumes. The resumes in chapter 12 were specifically designed to be easily scanned, e-mailed, or posted to Web sites. Some provide a list of keywords in a separate section, in addition to the many keywords used throughout the resume.



Look to them for inspiration on how to add more keywords to your own electronic resume.



QUICK TIP

Most people have two or more resumes—one that looks good to humans and another that e-mails and posts to Web sites well (but is still readable to humans). Having both, to be used in different situations, will give you a competitive edge.

Put Your Resume into Online Job Banks

Although uploading your resume to a job bank and waiting for someone to find it is a passive approach, you might as well do it. That way, if you find a job there for which you want to apply, your resume will be ready to submit with just a few clicks.

To get your resume into Monster.com's database, for example, you have three options:

- Copy and paste your resume.
- Upload your Word resume.
- Build a new resume in Monster's resume builder.

Generally the upload option is easiest. But if you don't have your resume in a format that the job board accepts, you can use the copy and paste option. If you don't have a resume at all, you can use the build option to make one.

Copy and Paste

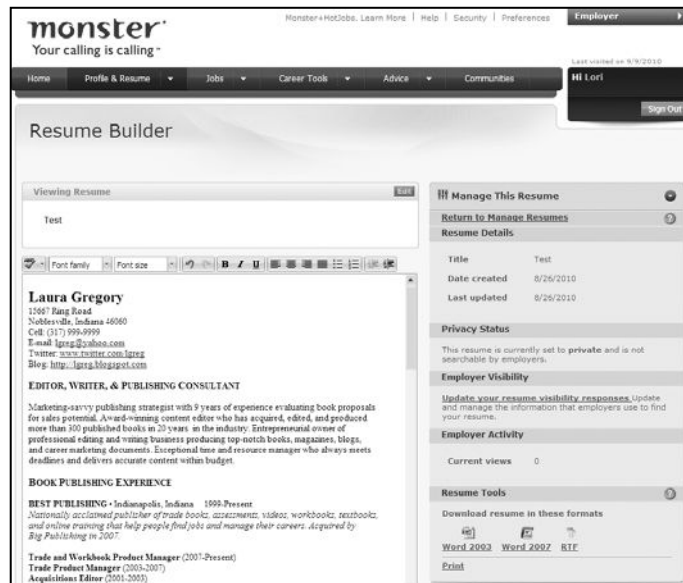
For this option, you will want to use your text-only resume. To copy and paste your resume into Monster.com's database, follow these steps:

1. Open your text-only resume file.
2. Go to the Profile & Resume tab on Monster.com and select Resume.



3. Click the Create Resume button.
4. Select Copy & Paste from the drop-down list.
5. Fill in a name for your resume (such as your name and a date) and your target job title.
6. If you are in an active and non-confidential job search, make sure the checkbox is selected to make your resume searchable for employers. You can make only one resume active at once, so you might decide later to change which one is active.
7. Click the Create button.
8. Go to Word, select your whole resume document (Ctrl+Shift+End), and copy it (Ctrl+C).
9. Go back to the Resume Builder window and paste your resume into it (Ctrl+V). (See figure 4.2.)

FIGURE 4.2: A RESUME PASTED INTO THE BUILDER.



10. Check the resume's appearance and add spacing and line breaks if needed.
11. Click Save & Continue.
12. Click No Thanks to skip any "special offers."



13. Click Return to Resumes, open the new resume, and see how it looks. Make adjustments and resave if needed.



QUICK TIP

At some point, you will be asked to fill out a detailed Resume Visibility page to help make your resume easier for employers to find.

The Upload Option

If you choose to upload your Word resume, follow these steps:

1. Click the Profile & Resume tab.
2. Select the Resume option.
3. Click Create Resume.
4. Select Upload from the drop-down list.
5. Search for your resume on your hard drive using the Browse button and click to upload it.
6. Skip any “special offers” by clicking No Thanks.
7. Click the Return to Resumes link, which returns you to the screen in figure 4.3. Check the formatting of your uploaded resume. If there are problems, you can fix them and upload a new version. Bullets and fonts usually convert correctly, but it doesn’t hurt to check the result.

FIGURE 4.3: THE MANAGE MY RESUMES PAGE.

Name	Visibility Status	Last Modified	Employer Views	Actions
Lori Cates Hand August 2010	Public	8/25/2010	0	[X]
Builder resume	Private	8/26/2010	0	[X]
Lori Cates Hand	Private	8/26/2010	0	[X]
19 Years in Book Publishing	Private	8/26/2010	21	[X]
Writer and Editor	Private	8/25/2010	0	[X]

You've saved 5 of 5 possible resumes.
To create a new resume, you must delete at least 1.



The Build Option

This is the most time-consuming option, but you might choose it because the prompts help you put your resume in a good order.

1. Go to the Profile & Resume tab and select Resume.
2. Click the Create Resume button.
3. Select Build from the drop-down list.
4. Click the links for each section and fill in the details.



QUICK ALERT

Don't just type text into the builder. Type it first in Word and spell-check it. Then paste it into the builder windows.

5. Add your skills and any other special sections that apply to you.
6. Click Save & Continue.

Using the Internet to Go Beyond the Resume

By Kirsten Dixon (www.kirstendixon.com) and Lori Cates Hand

Now that you've seen how you can use the Internet to effectively distribute your resume, it's also important to understand that others will be using the Internet to find and research you.

More and more, you will be googled in your job search. A Harris Interactive poll showed that 23 percent of people search for the names of business associates or colleagues on the Internet before meeting them, and 75 percent of recruiters are googling candidates. There are classes popping up for HR professionals on googling candidates, and people's Facebook profiles are even being reviewed in the recruiting process. It's clear that your online identity has an impact on your career.



Have you googled yourself? Try typing your first and last names into Google, and then try it in quotes (like, “Mike Farr”). When you do, you could discover one of the following:

- You don’t show up at all, making potential employers wonder how important you are.
- You have a common name and it’s hard to find anything relevant to you.
- There are negative results about you (arrests, firings, opinionated comments on non-professional blogs, incriminating Facebook photos and comments, or other unflattering information).
- Your personal blog or family Web site comes up high in the search results and it isn’t something that you would want potential employers to find as a first impression.
- There are quite a few professionally relevant and positive results about you, but these snippets of information make it difficult to get a comprehensive picture.
- You have a Web site that comes up highly ranked in the search results and paints a clear picture of your professional self.

You can guess from these scenarios that everything that you post online or that is written about you becomes a part of your online identity. You’ll want to consider the impact, positive or negative, that a comment on someone’s blog or online news articles, or a review on a shopping site, will have.

Your Own Blog

One of the easiest and most economical ways to get an online presence that is well-designed and search-engine friendly is to create a professional *blog*. With WordPress, TypePad, or Blogger, you don’t have to know HTML to start posting articles about your area of expertise. Just make sure that your posts are professional and relevant to your target audience. Use this vehicle to demonstrate your knowledge, experience, and current grasp on happenings in your industry. On your blog, you can make your resume available for download (include text, Word, and PDF versions), link to other relevant sites, and include your career bio on the “about” page.



FIGURE 4.4: A BLOG FOR CAREER MANAGEMENT.



Figure 4.4 shows the blog of job seeker Nina Burokas. Nina uses a blog as part of her career strategy because it sets her apart from other job seekers, demonstrates her skills, and helps establish her personal brand.

Twitter

You can establish another professional source of information about yourself online by joining Twitter and using it to tweet about professional issues. You can

- Share (retweet) the best tips from professionals in your field.
- Pass along links to news stories that are important developments in your industry.
- Tweet your own helpful job-related tips.
- Show just enough of your personality (20 percent of your tweets can be personal) to help people get to know you.
- Start conversations with people who tweet things that interest you.



Twitter conversations can also lead to in-person meetings with people who might be able to help you.

USING TWITTER FOR NETWORKING

You can still get a lot out of Twitter even if you don't send out a lot of tweets yourself. What makes Twitter unique is that you can follow strangers without them having to accept any requests from you. Then you can benefit from seeing the tweets of

- **People who work for the companies you want to work for:** Research particular people on the company's Web site and then search for their names by clicking the Find People link.
- **Employers who are hiring:** See Employers Recruiting on Twitter at <http://tinyurl.com/job-hunt-org-recruiting>.
- **Job search experts and HR people who give tips on how to land a job:** A good place to start is <http://tweepml.org/Twitter-Job-Search-Guide/>.
- **Services and people who tweet links to job postings that might interest you:** See the International Directory of 400+ Job Feeds at <http://tinyurl.com/400twitjobfeeds>.
- **Experts in your field whose knowledge can make you better informed for job interviews:** Try clicking the Browse Interests tab on the Find People page.

Of course, there's lots more to learn about using Twitter to find jobs. Check out *The Twitter Job Search Guide* for much more in-depth help.

Online Career Portfolios

To go beyond the blog and create a more comprehensive picture of who you are and what you have done, you can create an online career portfolio. A Web portfolio is the traditional paper portfolio concept reinvented for the online medium with links and multimedia content. Portfolios are more than Web-based resumes in that they *must* contain tangible evidence of your past performance, including work samples, testimonials, articles, video, photographs, charts, and so on.

Providing this depth of information earlier in the career search process weeds out jobs you're not qualified for and establishes virtual rapport with your interviewers. The portfolio concept also helps prove the



facts on your resume because it shows and not just tells. Prospective employers and clients want to see that you have solved problems like theirs.

If you say that you have strong presentation skills, show a video clip! Articles, awards, graphs, audio references, white papers, case studies, press releases, and schedules of appearances are just some of the options you have to prove your expertise.

FIGURE 4.5: A WEB PORTFOLIO.



Figure 4.5 shows the Web portfolio of Cindy Eng, Vice President and Editorial Director for Scholastic At Home. Says Cindy, “I landed a great new job as a direct result of a networking contact finding my portfolio and seeing that my background was a perfect match for a position that his executive recruiter was trying to fill. My Web portfolio made it easy to distribute my resume and show examples of projects during my interviews. My new colleagues told me that they were reassured by my qualifications when they googled me after the announcement of my hire. I like that when I’m googled, my portfolio is the first thing that is found.”

A site called VisualCV (www.visualcv.com) enables you to create a free online portfolio.



QUICK ALERT

Because most personal Web sites are not well executed, there has been some media backlash about using them for career marketing. Many Web-based career “portfolios” do look amateurish and are a risky mix of personal information (religion, politics, lifestyle, and so on), family photos, and career-related content. What this means for you is that you have a real opportunity to stand out by getting it right.

Maybe there will come a time where the Web career portfolio is as ubiquitous as the resume; but for now, there is a lot of opportunity to stand out from your competition and be extraordinary by having one. Of course, if the design and content of your portfolio is as unique as you are, that will further differentiate you. And, like any other Web site, there has to be a compelling reason to drive traffic to it. You must go way beyond the content that is in your resume.

The bottom line? You will be googled, and when the average job lasts only about 3.5 years, it certainly makes sense to constantly foster professional visibility both online and offline.



QUICK ALERT

Don’t get fired for blogging! What goes in a career-management blog? There are no rules, but common sense and good writing apply. There have been cases where people have been fired for blogging about proprietary corporate information or making unflattering remarks about their work environment. Ninety percent of your posts should be relevant to your professional target audience. Because blogs are expected to reveal your personality, you should occasionally write about your interests—but only the ones that you’d also include on a resume.

*Special thanks to **Kirsten Dixon** (www.kirstendixon.com) for lending her resume and cutting-edge technology expertise to the update of this section. Kirsten is a true pioneer in leveraging technology to help people increase their career success. She is the cofounder of the Reach Branding Club, a virtual coaching environment for personal branding. She and partner William Arruda are the authors of *Career Distinction: Stand Out by Building Your Brand* (Wiley). Kirsten also has served as the Technology Master for the Career Management Alliance.*



PART 2

A More Thorough Approach to Resume Writing and Career Planning

Each chapter in this part helps you build specific content for a powerful resume. While you are working on the activities needed to write a superior resume, you will also learn important things for your career and life planning. For example: What are you really good at? What sorts of things do you enjoy? What values do you need satisfied in your next job? What sort of job will you be looking for, specifically?

One big question you will have to answer in an interview is “Why should I hire you?” By completing the activities in this part, you will be able to better handle this essential interview question.

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CHAPTER 5

Develop a Powerful New Skills Language

This is an important chapter with some useful activities that are well worth your time. It provides a helpful list of skills to include on your resume. But this chapter is far more important than that. Knowing your skills is key to making good decisions about your future, interviewing effectively, and finding a job that matches what you do well.

Knowing what you do well is an essential part of writing a good resume. But it is also important to you in other ways. For example, unless you use skills you enjoy and are good at, it is unlikely you will be fully satisfied with your job.

Most people are not good at telling others what skills they have. When asked, few people can quickly say what they are good at, and fewer yet can quickly present the specific skills they have that are needed to succeed in the jobs they want. So knowing your skills and communicating them well will give you an advantage over other job seekers.

Surveys of employers have often shown that as many as 80 percent of the people they interview cannot adequately define the skills they have to support their ability to do the job. They may *have* the necessary skills, but they can't communicate them. It is problem number one in the interview process. So, this chapter is designed to help you fix that problem—on your resume and in an interview.



Three Major Types of Skills

Analyzing the skills needed to perform even a simple task can become quite complicated. A useful way to organize skills is to divide them into three basic types:

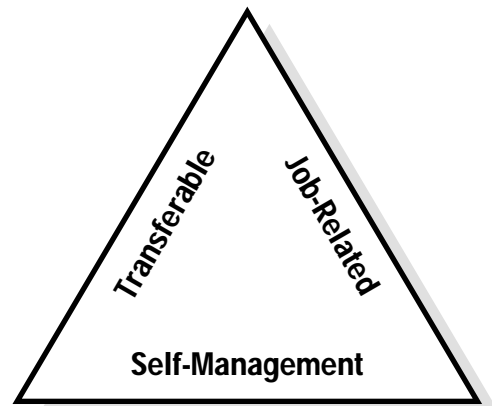
- Adaptive skills/personality traits
- Transferable skills
- Job-related skills

This is sometimes known as the Skills Triad. Figure 5.1 illustrates this system.

The system of dividing skills into three categories is not perfect because there is some overlap between the three skills categories. A skill such as being organized can be considered either adaptive (a personality trait) or transferable (a skill you can use on many different jobs). For our purposes, however, the Skills Triad is still a useful system for identifying skills that are important in the job search.

The following sections explain each skill type briefly. The rest of this chapter helps you identify your own key skills.

FIGURE 5.1: THE SKILLS TRIAD.



Adaptive Skills/Personality Traits

Adaptive skills are skills you use every day to survive and get along. They are called adaptive or self-management skills because they allow you to adapt or adjust to a variety of situations. Some of them also could be considered part of your basic personality. Examples of adaptive skills that employers value include getting to work on time, honesty, enthusiasm, and interacting well with others.



Transferable Skills

These are general skills that can be useful in a variety of jobs. For example, writing clearly, good math skills, and the ability to organize and prioritize tasks are desirable skills in many jobs. These are called transferable skills because they can be transferred from one job—or even one career—to another. As a result, these are skills that you need to focus on when you’re planning a career change. Your resume should emphasize them, and you should be able to give examples in interviews of how you have used these skills.

Job-Related Skills

Job-related skills are the ones people typically first think of when asked, “Do you have any skills?” These skills are related to a particular job or type of job. An auto mechanic, for example, needs to know how to tune engines and repair brakes. An accountant needs to know how to create a general ledger, use computerized accounting programs, and perform other activities related to that job.

KEEP UP YOUR COMPUTER SKILLS

If you don’t have up-to-date computer skills, you are at a great disadvantage in the job market because employers require computer literacy at all levels. If you have not kept up with computer skills related to your career area, consider taking some classes on the applications used most in the jobs you want. This might be word processing, spreadsheet, database, graphics, Web design, or some other type of program. Local adult education and community colleges often offer low-cost courses. You can also read computer-related Web sites, blogs, and magazines to familiarize yourself with the most current concepts, capabilities, and terms.

Identify Your Skills

Because it is so important to know your skills, this chapter includes checklists and other activities to help you identify the skills that are most important to highlight on your resume. Completing the activities will help you develop a skills language that can be very useful during interviews and throughout your job search—and your life.



Begin your skills identification process with the simple activity that follows.

Three Good Worker Traits

On the following lines, list three things about yourself that you think make you a good worker. Take your time. Think about what an employer might like about you or the way you work.

1. _____
2. _____
3. _____

The skills you wrote might be among the most important points an employer will want to know about you. Most (but not all) people write adaptive skills when asked this question. Whatever you wrote, these are key details to mention in interviews and to back up with examples of how you've demonstrated these skills. In fact, presenting these skills well—and the examples that provide evidence of them—often might allow a less experienced job seeker to get the job over someone with better credentials. It's simple, but this list may be the most critical element to remember from this whole book—but only if you learn how best to use the information.

Identify Your Adaptive Skills

Following is a list of adaptive skills that are important to employers. The ones listed as The Minimum are those that most employers consider essential for a person to keep a job. Employers usually won't hire someone who has problems in these areas. The remaining adaptive skills are important to employers for a variety of reasons. Look over the list and put a checkmark next to each adaptive skill that you have. Put a second checkmark next to those skills that are particularly important to use or include in your next job.



Adaptive Skills Checklist

The Minimum

- ☐ Follow instructions
- ☐ Get along with supervisor
- ☐ Get along with coworkers
- ☐ Good attendance
- ☐ Hardworking, productive
- ☐ Honest
- ☐ Meet deadlines
- ☐ Punctual

Other Adaptive Skills

- ☐ Able to coordinate
- ☐ Ambitious
- ☐ Apply new skills
- ☐ Assertive
- ☐ Capable
- ☐ Cheerful
- ☐ Competent
- ☐ Complete assignments
- ☐ Conscientious
- ☐ Creative
- ☐ Dependable

- ☐ Discreet
- ☐ Eager
- ☐ Efficient
- ☐ Energetic
- ☐ Enthusiastic
- ☐ Expressive
- ☐ Flexible
- ☐ Formal
- ☐ Friendly
- ☐ Good-natured
- ☐ Helpful
- ☐ Humble
- ☐ Imaginative
- ☐ Independent
- ☐ Industrious
- ☐ Informal
- ☐ Intelligent
- ☐ Intuitive
- ☐ Learn quickly
- ☐ Loyal
- ☐ Mature
- ☐ Methodical
- ☐ Modest
- ☐ Motivated

- ☐ Natural
- ☐ Open-minded
- ☐ Optimistic
- ☐ Original
- ☐ Patient
- ☐ Persistent
- ☐ Physically strong
- ☐ Reliable
- ☐ Resourceful
- ☐ Responsible
- ☐ Self-confident
- ☐ Sense of humor
- ☐ Sincere
- ☐ Solve problems
- ☐ Spontaneous
- ☐ Steady
- ☐ Tactful
- ☐ Take pride in work
- ☐ Tenacious
- ☐ Thrifty
- ☐ Trustworthy
- ☐ Versatile
- ☐ Well organized

(continued)



(continued)

Add Any Other Adaptive Skills That You Think Are Important Include here any adaptive skills that you included in your Three Good Worker Traits earlier, as well as any other skills that are important for your target job.	<input type="checkbox"/> _____	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____
	<input type="checkbox"/> _____	<input type="checkbox"/> _____

Your Top Three Adaptive Skills

Carefully review the skills checklist you just completed and select the three adaptive skills you feel are most important to tell an employer about or that you most want to use in your next job. The three skills you choose for this list are extremely important to include in your resume and to present to an employer in an interview.

- 1. _____
- 2. _____
- 3. _____

Transferable Skills Checklist—Skills That Transfer to Many Jobs

Following is a list of transferable skills that are important in a wide variety of jobs. In the checklist that follows, the skills listed as Key Transferable Skills are those that are most important to many employers. These key skills are also those often required in jobs with more responsibility and higher wages, so it pays to emphasize these skills if you have them.



The remaining transferable skills are grouped into helpful categories. Check each skill you are strong in; then check twice the skills you want to use in your next job. When you are finished, you should have checked 10 to 20 skills at least once.

Transferable Skills Checklist

Key Transferable Skills

- ☐ Accept responsibility
- ☐ Communicate in writing
- ☐ Control budgets
- ☐ Increase sales or efficiency
- ☐ Instruct others
- ☐ Manage money or budgets
- ☐ Manage people
- ☐ Meet deadlines
- ☐ Meet the public
- ☐ Multitask
- ☐ Negotiate
- ☐ Organize/manage projects
- ☐ Plan
- ☐ Prioritize
- ☐ Solve problems
- ☐ Speak in public
- ☐ Supervise others

Other Transferable Skills

Dealing with Things

- ☐ Assemble or make things
- ☐ Build, observe, inspect things
- ☐ Construct or repair buildings
- ☐ Drive or operate vehicles
- ☐ Operate tools and machinery
- ☐ Repair things
- ☐ Use complex equipment
- ☐ Use my hands

Dealing with Data

- ☐ Analyze data or facts
- ☐ Audit records
- ☐ Budget
- ☐ Calculate, compute
- ☐ Classify data

- ☐ Compare, inspect, or record facts
- ☐ Count, observe, compile
- ☐ Detail-oriented
- ☐ Evaluate
- ☐ Investigate
- ☐ Keep financial records
- ☐ Locate answers or information
- ☐ Manage money
- ☐ Negotiate
- ☐ Research
- ☐ Synthesize
- ☐ Take inventory

Working with People

- ☐ Administer
- ☐ Care for
- ☐ Confront others
- ☐ Counsel people
- ☐ Demonstrate

(continued)



(continued)

- ☐ Diplomatic
- ☐ Help others
- ☐ Interview others
- ☐ Insightful
- ☐ Kind
- ☐ Listen
- ☐ Negotiate
- ☐ Outgoing
- ☐ Patient
- ☐ Persuade
- ☐ Pleasant
- ☐ Sensitive
- ☐ Sociable
- ☐ Tactful
- ☐ Teach
- ☐ Tolerant
- ☐ Tough
- ☐ Trust
- ☐ Understand

Using Words, Ideas

- ☐ Articulate
- ☐ Communicate verbally
- ☐ Correspond with others
- ☐ Create new ideas

- ☐ Design
- ☐ Edit
- ☐ Inventive
- ☐ Logical
- ☐ Remember information
- ☐ Research
- ☐ Speak in public
- ☐ Write clearly

Leadership

- ☐ Arrange social functions
- ☐ Competitive
- ☐ Decisive
- ☐ Delegate
- ☐ Direct others
- ☐ Explain things to others
- ☐ Get results
- ☐ Mediate problems
- ☐ Motivate people
- ☐ Negotiate agreements
- ☐ Plan
- ☐ Run meetings
- ☐ Self-controlled

- ☐ Self-motivated
- ☐ Solve problems
- ☐ Supervise others
- ☐ Take risks

Creative, Artistic

- ☐ Artistic
- ☐ Dance, body movement
- ☐ Draw, sketch, render
- ☐ Expressive
- ☐ Music appreciation
- ☐ Perform, act
- ☐ Play instruments
- ☐ Present artistic ideas

Add Any Other Transferable Skills That You Think Are Important

Include here any transferable skills that you included in your "good worker traits" earlier, as well as any other important transferable skills that aren't listed.

- ☐ _____
- ☐ _____
- ☐ _____
- ☐ _____



Your Top Five Transferable Skills

List the five top transferable skills you want to use in your next job.

1. _____
2. _____
3. _____
4. _____
5. _____



QUICK TIP

If you are changing careers and want further help in discovering your transferable skills, you can take an assessment called the *Transferable Skills Scale (TSS)*. You can take and score this test on your own in about 25 minutes. In addition to identifying your skills, the TSS helps point out jobs that are a good match for your skills. Find out more about it from your career counselor or online at www.jist.com.

Identify Your Job-Related Skills

Many jobs require skills that are specific to that occupation. An airline pilot obviously needs to know how to fly an airplane. Thankfully, good adaptive and transferable skills aren't enough to be considered for that job. You might have gained your job-related skills in a variety of ways, including education, training, work, hobbies, or other life experiences. Chapter 6 reviews your education, work, and other experiences and helps you use them as a basis for identifying your key job-related skills, which you can then present in your resume and interviews.



THE TOP SKILLS EMPLOYERS WANT

Based on a variety of research studies, here are the skills employers consider most important in the people they hire. Note that all but computer literacy are adaptive or transferable skills because once a person has the minimum required job-related skills, these skills are the ones an employer looks for in making a hiring decision.

- *Analytical ability/critical thinking*
- *Computer literacy*
- *Communication skills*
- *Decision-making*
- *Dedication/hardworking/work ethic/tenacity*
- *Flexibility/adaptability/prioritization*
- *Honesty/Integrity*
- *Interpersonal skills*
- *Leadership*
- *Loyalty*
- *Motivation/initiative/enthusiasm*
- *Multicultural sensitivity/awareness*
- *Oral and written communication*
- *Organization/coordination/planning*
- *Problem-solving*
- *Professionalism*
- *Results-orientation*
- *Self-confidence*
- *Teamwork*
- *Time management*
- *Willingness to learn*

Source: Surveys by the U.S. Department of Labor and QuintCareers.com.



QUICK TIP

If you need further help in deciding which jobs to pursue, the book *150 Best Jobs for Your Skills* (JIST Publishing) has extensive lists and descriptions to help you match your skills with good jobs.



CHAPTER 6

Document the Details of Your Work and Life Experience

All employers require you to provide information about what you have done in the past. Employers use applications, resumes, cover letters, e-mail interaction, phone contacts, interviews, and other sources to collect this information. If you can present yourself well in these ways, you are far more likely to be hired than if you do poorly. This chapter helps you collect the basic information needed to create a resume. It also encourages you to consider your accomplishments, identify additional skills, and develop specific examples of when and where you used those skills. These additions to the dry facts can make your resume a much more powerful tool for presenting yourself well.

I admit that this is a tedious chapter, with lots of worksheets to complete. For that reason, you would be forgiven for not wanting to do them all. But the details this chapter asks for will help you recollect specifics that later will help you develop a superior resume and, more importantly, better handle interviews. So filling out the worksheets in this chapter is worth your time.

Quick Tips for Completing the Forms

Several forms in this chapter ask for information on your education, training, work and volunteer history, and other life experiences. Although you might have provided some of this information in part 1, the forms in this chapter are considerably more detailed. When filling out these forms, emphasize the key skills you identified in chapter 5. Those skills, as well as your accomplishments and results, are of particular interest to most employers.



Pay attention to experiences and accomplishments you really enjoyed; these often demonstrate skills that you should try to use in your next job. When possible, include numbers to describe your activities or their results. For example, “spoke to groups as large as 200 people” has more impact than “did presentations.”

In some cases, you may want to write a first draft on a separate sheet before completing the forms. Use an erasable pen or pencil on the worksheets to allow for changes. You can also access an electronic copy of these worksheets online at www.jist.com (search for 9781593578565). In all sections, emphasize the skills and accomplishments that best support your ability to do the job you are seeking.

The Worksheets

Following are three worksheets for organizing details of your work and life experience:

- Education and Training Worksheet (p. 90)
- Work and Volunteer History Worksheet (p. 94)
- Other Life Experiences Worksheet (p. 103)

Education and Training Worksheet

High School

This worksheet is an important source of resume information for recent high school graduates. For those with a little more experience but no college, it can still be helpful to emphasize highlights from this time, particularly those that support your ability to do the job you want now.

Name of school(s) and years attended _____

Subjects you did well in or that directly relate to the job you want _____



Extracurricular activities _____

Accomplishments/things you did well in or out of school _____

Related hobbies or recreational activities _____

Post–High School Training (Other Than College)

List any training after or outside of high school that might relate to the job you want. Include military and on-the-job training, workshops, and informal training, such as from a hobby.

Training/dates/certificates _____

(continued)



(continued)

Specific things you can do as a result _____

Specific things you learned or can do that relate to the job you want _____

College

If you graduated from college or took college classes, this information needs to be on your resume. If you are a new graduate, these experiences are especially important. Consider points that directly support your ability to do the job. For example, working your way through school proves that you are hardworking. If you took courses that specifically relate to your job, you can include details on these as well.

Name of school(s) and years attended _____

Degree _____

Major _____

Minor _____



Courses related to job objective _____

Extracurricular activities, including hobbies and leisure activities

Accomplishments/things you did well in or out of school _____

Specific things you learned or can do related to the job you want _____



Work and Volunteer History Worksheet

All resumes should include information on work you have done in the past. Use this worksheet to list each major job you have held and information related to it. Begin with your most recent job.

Include military experience and unpaid work. Both are work and are particularly important if you don't have much paid civilian work experience. Create additional sheets to cover all of your significant jobs or unpaid experiences as needed. If you have been promoted, consider listing each position with that employer as a separate job grouped under the listing for that employer.

Whenever possible, provide numbers to support what you did: number of people served over one or more years; number of transactions processed; percent sales increased; total inventory value you were responsible for; payroll of the staff you supervised; total budget you were responsible for; and other data. Think about any gauge you could use to measure your results on each job and, as much as possible, use numbers here, too.

This chapter includes four job worksheets, but if you need more, you can download another copy here: www.jist.com—9781593578565.

Job 1

Name of organization _____

Address _____

Employed from _____ to _____

Job title(s) _____

Supervisor's name _____

Phone number () _____

Machinery or equipment you used _____

Computer skills developed or used, including software _____



Data, information, or reports you created or used _____

People-oriented duties or responsibilities to coworkers, customers, others _____

Services you provided or goods you produced _____

Promotions or salary increases, if any _____

Details on anything you did to help the organization, such as increase productivity, simplify or reorganize job duties, decrease costs, increase profits, improve working conditions, reduce turnover, or other improvements. Quantify results when possible; for example, "Increased order processing by 50%, with no increase in staff costs."

(continued)



(continued)

Specific things you learned or can do that relate to the job you want _____

What would your supervisor say about you? _____

Job 2

Name of organization _____

Address _____

Employed from _____ to _____

Job title(s) _____

Supervisor's name _____

Phone number () _____



Machinery or equipment you used _____

Computer skills developed or used, including software _____

Data, information, or reports you created or used _____

People-oriented duties or responsibilities to coworkers, customers, others _____

Services you provided or goods you produced _____

Promotions or salary increases, if any _____

(continued)



(continued)

Details on anything you did to help the organization, such as increase productivity, simplify or reorganize job duties, decrease costs, increase profits, improve working conditions, reduce turnover, or other improvements. Quantify results when possible; for example, "Increased order processing by 50%, with no increase in staff costs." _____

Specific things you learned or can do that relate to the job you want _____

What would your supervisor say about you? _____

Job 3

Name of organization _____

Address _____

Employed from _____ to _____



Job title(s) _____

Supervisor's name _____

Phone number () _____

Machinery or equipment you used _____

Computer skills developed or used, including software _____

Data, information, or reports you created or used _____

People-oriented duties or responsibilities to coworkers, customers, others _____

Services you provided or goods you produced _____

Promotions or salary increases, if any _____

(continued)



(continued)

Details on anything you did to help the organization, such as increase productivity, simplify or reorganize job duties, decrease costs, increase profits, improve working conditions, reduce turnover, or other improvements. Quantify results when possible; for example, "Increased order processing by 50%, with no increase in staff costs." _____

Specific things you learned or can do that relate to the job you want _____

What would your supervisor say about you? _____

Job 4

Name of organization _____

Address _____

Employed from _____ to _____

Job title(s) _____



Supervisor's name _____

Phone number (____) _____

Machinery or equipment you used _____

Computer skills developed or used, including software _____

Data, information, or reports you created or used _____

People-oriented duties or responsibilities to coworkers, customers, others _____

Services you provided or goods you produced _____

Promotions or salary increases, if any _____

(continued)



(continued)

Details on anything you did to help the organization, such as increase productivity, simplify or reorganize job duties, decrease costs, increase profits, improve working conditions, reduce turnover, or other improvements. Quantify results when possible; for example, "Increased order processing by 50%, with no increase in staff costs." _____

Specific things you learned or can do that relate to the job you want _____

What would your supervisor say about you? _____



Other Life Experiences Worksheet

Use this worksheet to describe accomplishments or other significant information from hobbies, family responsibilities, family business employment, recreational activities, travel, and any other experiences in your life. Write any that are particularly meaningful to you, and name the key skills that were involved in these accomplishments. Make extra copies of this sheet as needed or download copies from www.jist.com (search for 9781593578565).

Situation 1

Details and skills used _____

Specific things you learned or can do that relate to the job you want _____

Situation 2

Details and skills used _____

(continued)



(continued)

Specific things you learned or can do that relate to the job you want _____

Your Most Important Accomplishments and Skills to Tell an Employer

Here are three questions to help you consider which items from your history are most important to include in your resume and to mention in an interview. Emphasize these skills in your resume and in interviews.

1. What are the most important accomplishments and skills you can tell an employer regarding your education and training? _____

2. What are the most important accomplishments and skills you can present to an employer regarding your paid and unpaid work experiences? _____

3. What are the most important accomplishments and skills you can present to an employer regarding your other life experiences? _____



CHAPTER 7

Identify Your Perfect Job and Industry

When writing your resume, you should always have a clear job objective in mind. Even a general objective helps you to select details for your resume that best support what you want to do. If you have a very clear job objective, you could skip ahead to the next chapter; however, this chapter shows you how to explore career and job alternatives you might not have considered. So it's worth your time to read it.

This chapter helps you do the following:

- More clearly identify the range of jobs you can target in your job search.
- Obtain more information related to jobs that interest you.
- Write your resume's summary statement and support it with skills and other details.
- Make good career decisions.

Why You Need a Job Objective

One of the worst things you can do with your resume is to try to make it work for “any” job. Although it is acceptable for you to consider a broad range of jobs, applicants who don't have a clear idea of what they want to do impress few employers. This means that you need to have a job objective. How you actually include or state this objective on your resume varies according to your situation (more on this later).



Another mistake many people make on resumes is not emphasizing skills that support their job objective. So, if you are not clear about what sort of job you want, it's difficult to present the skills you have to do the job.



QUICK TIP

As you may know, deciding on a job objective can be quite complicated. The U.S. Department of Labor defines about 1,000 job titles, and it would be impractical to consider all alternatives. You probably have some idea of jobs that either interest you or that you are most likely to consider. If you have no idea about what you want to do, you need to figure it out (or make it appear as if you have) before you write your resume.

This chapter helps you learn more about the job options available to you—and how to use career information sources in constructing your resume. If you are not sure what sort of job you want or are considering additional education or training, plan to thoroughly explore your career options and consider this chapter as an introduction to a more thorough process.

Consider Jobs Within Groups of Related Occupations

Most people overlook many job opportunities. They do this simply because they don't know about all the occupations that are suited to someone with their skills, interests, and experience. Most people go about their lives and their work with very little information about the universe of career and job possibilities. They may go to school and take courses that interest them, but later find jobs in a haphazard way. Their careers develop almost by accident.

But I think most people can do better. I am not suggesting that career planning is a simple process; however, you can do a few simple things to make better decisions. And, in this chapter, I present a few points that can be particularly helpful.

The first step is to look at several ways that labor market experts have organized jobs and information about jobs. Fortunately, the more than 1,100 job titles are a random collection. Someone has spent a lot of time arranging them into groups of related jobs (known as “career clusters”). Knowing these arrangements can help you identify possible



job targets, prepare for interviews, consider long-term career plans, and write a better resume.

The U.S. Department of Labor's *Occupational Outlook Handbook*

I consider the *Occupational Outlook Handbook* (OOH) one of the most helpful books on career information available. I urge you either to buy one or to access it online (at www.bls.gov/oco) throughout your job search because it is so useful in a variety of ways.

The OOH provides descriptions for about 290 of America's most popular jobs, organized within clusters of related jobs. Although that may not sound like many jobs, about 88 percent of the workforce works in these jobs.

The OOH is updated every two years by the U.S. Department of Labor and provides the latest information on salaries, growth projections, related jobs, skills required, education or training needed, working conditions, and many other details. Each job is described in a readable, interesting format.



QUICK TIP

Appendix A includes a job description from the *Occupational Outlook Handbook*. Although that particular job might not interest you, reading the description helps you understand how useful the OOH job descriptions can be.

Some Ways to Use the OOH

You can use the OOH in many ways. Here are some suggestions:

- **To identify the skills needed in the job you want:** Look up a job that interests you, and the OOH will tell you the transferable and job-related skills it requires. Assuming that you have these skills, you can then emphasize them on your resume and in interviews.
- **To find skills from previous jobs to support your present objective:** Look up OOH descriptions for jobs you have had in the past.



A careful read will help you identify skills that can be transferred and used in the new job. Even earlier jobs can be valuable in this way. For example, if you waited tables while going to school, you would discover that this requires the ability to work under pressure, deal with customers, and work quickly. If you are now looking for a job as an accountant, you can see how transferable skills used in an apparently unrelated past job can support your ability to do another job. If you are changing careers or don't have much work experience related to the job you want, describing your transferable skills can be very important.

- **To identify related job targets:** Each major job described in the *OOH* lists other jobs that are closely related. The description also provides information on positions that the job might lead to through promotion or experience. And, because the jobs are listed within clusters of similar jobs, you can easily browse descriptions of related jobs you might have overlooked. All of this detail gives you options to consider in your job search as well as information to include in the Summary section of your resume.
- **To find out the typical salary range, trends, and other details:** Although you should almost never list your salary requirements in a resume or cover letter, the *OOH* will help you know what pay range to expect and which trends are affecting the job. Note that local pay averages and other details can differ significantly from the national information provided in the *OOH*. You can get more localized salary information from sites such as www.careeronestop.org.
- **To get more specific information on this and related jobs:** If a job interests you, it is important to learn more about it. Each *OOH* job description provides helpful sources, including a cross-reference to the O*NET career information, related professional associations, Internet sites, and other sources.



QUICK TIP

You can access the *OOH* information online at www.bls.gov/oco.



A Complete List of the 289 Jobs in the Occupational Outlook Handbook

Following are the jobs in the current edition of the *OOH*, arranged in the same clusters used there. The clusters give you an idea of related jobs you might want to consider when writing your resume and conducting your job search.

Put a check mark by any job that interests you or that you have done in the past. Later, you can look up these jobs in the *OOH* and obtain additional information related to each.



QUICK TIP

A very useful book titled the *Enhanced Occupational Outlook Handbook* includes the complete text of each job description in the current *OOH* plus brief descriptions for more than 1,100 O*NET jobs and more than 6,000 more specialized job descriptions from the Dictionary of Occupational Titles. This approach allows you to quickly identify the many specialized job titles in a simple-to-use format.

List of Jobs in the *OOH* Within Clusters of Related Jobs

Management and Business and Financial Operations Occupations

Management Occupations

Administrative Services Managers
Advertising, Marketing, Promotions,
Public Relations, and Sales Managers
Computer and Information Systems
Managers
Construction Managers
Education Administrators
Engineering and Natural Sciences
Managers
Farmers, Ranchers, and Agricultural
Managers

Financial Managers
Food Service Managers
Funeral Directors
Human Resources, Training, and Labor
Relations Managers and Specialists
Industrial Production Managers
Lodging Managers
Medical and Health Services Managers
Property, Real Estate, and Community
Association Managers
Purchasing Managers, Buyers, and
Purchasing Agents
Top Executives

(continued)



(continued)

**Business and Financial
Operations Occupations**

Accountants and Auditors
Appraisers and Assessors of Real Estate
Budget Analysts
Claims Adjusters, Appraisers,
Examiners, and Investigators
Cost Estimators
Financial Analysts
Insurance Underwriters
Loan Officers
Management Analysts
Meeting and Convention Planners
Personal Financial Advisors
Tax Examiners, Collectors, and
Revenue Agents

Professional and Related Occupations

**Computer and Mathematical
Occupations**

Actuaries
Computer Network, Systems, and
Database Administrators
Computer Scientists
Computer Software Engineers and
Computer Programmers
Computer Support Specialists
Computer Systems Analysts
Mathematicians
Operations Research Analysts
Statisticians

**Architects, Surveyors, and
Cartographers**

Architects, Except Landscape and Naval
Landscape Architects

Surveyors, Cartographers,
Photogrammetrists, and Surveying
and Mapping Technicians

Engineers

Drafters and Engineering Technicians

Drafters
Engineering Technicians

Life Scientists

Agricultural and Food Scientists
Biological Scientists
Conservation Scientists and Foresters
Medical Scientists

Physical Scientists

Atmospheric Scientists
Chemists and Materials Scientists
Environmental Scientists and Specialists
Geoscientists and Hydrologists
Physicists and Astronomers

**Social Scientists and Related
Occupations**

Economists
Market and Survey Researchers
Psychologists
Urban and Regional Planners
Sociologists and Political Scientists
Social Scientists, Other
Science Technicians

**Community and Social Services
Occupations**

Counselors
Probation Officers and Correctional
Treatment Specialists
Social and Human Service Assistants
Social Workers



Legal Occupations

Court Reporters

Judges, Magistrates, and Other Judicial Workers

Lawyers

Paralegals and Legal Assistants

Education, Training, Library, and Museum Occupations

Archivists, Curators, and Museum Technicians

Instructional Coordinators

Librarians

Library Technicians and Library Assistants

Teacher Assistants

Teachers—Adult Literacy and Remedial Education

Teachers—Postsecondary

Teachers—Preschool, Except Special Education

Teachers—Kindergarten, Elementary, Middle, and Secondary

Teachers—Self-Enrichment Education

Teachers—Special Education

Teachers—Vocational

Art and Design Occupations

Artists and Related Workers

Commercial and Industrial Designers

Fashion Designers

Floral Designers

Graphic Designers

Interior Designers

Entertainers and Performers, Sports, and Related Occupations

Actors, Producers, and Directors

Athletes, Coaches, Umpires, and Related Workers

Dancers and Choreographers

Musicians, Singers, and Related Workers

Media and Communications-Related Occupations

Announcers

Authors, Writers, and Editors

Broadcast and Sound Engineering Technicians and Radio Operators

Interpreters and Translators

News Analysts, Reporters, and Correspondents

Photographers

Public Relations Specialists

Technical Writers

Television, Video, and Motion Picture Camera Operators and Editors

Health Diagnosing and Treating Occupations

Audiologists

Chiropractors

Dentists

Dietitians and Nutritionists

Occupational Therapists

Optometrists

Pharmacists

Physical Therapists

Physician Assistants

Physicians and Surgeons

Podiatrists

Radiation Therapists

Recreational Therapists

Registered Nurses

(continued)



(continued)

Respiratory Therapists

Speech-Language Pathologists

Veterinarians

Health Technologists and Technicians

Athletic Trainers

Cardiovascular Technologists and Technicians

Clinical Laboratory Technologists and Technicians

Dental Hygienists

Diagnostic Medical Sonographers

Emergency Medical Technicians and Paramedics

Licensed Practical and Licensed Vocational Nurses

Medical Records and Health Information Technicians

Nuclear Medicine Technologists

Occupational Health and Safety Specialists

Occupational Health and Safety Technologists

Opticians, Dispensing

Pharmacy Technicians and Aides

Radiologic Technologists and Technicians

Surgical Technologists

Veterinary Technologists and Technicians

Service Occupations

Health-Care Support Occupations

Dental Assistants

Home Health Aides and Personal and Home Care Aides

Massage Therapists

Medical Assistants

Medical Transcriptionists

Nursing and Psychiatric Aides

Occupational Therapist Assistants and Aides

Physical Therapist Assistants and Aides

Protective Service Occupations

Correctional Officers

Fire Fighters

Police and Detectives

Private Detectives and Investigators

Security Guards and Gaming Surveillance Officers

Food Preparation and Serving Related Occupations

Chefs, Head Cooks, and Food Preparation and Serving Supervisors

Cooks and Food Preparation Workers

Food and Beverage Serving and Related Workers

Building and Grounds Cleaning and Maintenance Occupations

Building Cleaning Workers

Grounds Maintenance Workers

Pest Control Workers

Personal Care and Service Occupations

Animal Care and Service Workers

Barbers, Cosmetologists, and Other Personal Appearance Workers

Child Care Workers

Fitness Workers

Flight Attendants



Gaming Services Occupations
Recreation Workers

Sales and Related Occupations

Advertising Sales Agents
Cashiers
Demonstrators and Product Promoters
Insurance Sales Agents
Models
Real Estate Brokers and Sales Agents
Retail Salespersons
Sales Engineers
Sales Representatives, Wholesale and Manufacturing
Sales Worker Supervisors
Securities, Commodities, and Financial Services Sales Agents
Travel Agents

Other Sales and Related Occupations

Counter and Rental Clerks

Office and Administrative Support Occupations

Financial Clerks

Bill and Account Collectors
Bookkeeping, Accounting, and Auditing Clerks
Gaming Cage Workers

Information and Record Clerks

Customer service representatives
Receptionists and Information Clerks

Material Recording, Scheduling, Dispatching, and Distributing Occupations

Cargo and Freight Agents
Couriers and Messengers

Postal Service Mail Carriers
Shipping, Receiving, and Traffic Clerks

Miscellaneous Office and Administrative Support Occupations

Desktop Publishers
Office Clerks, General
Secretaries and Administrative Assistants

Other Office and Administrative Support Occupations

Billing and Posting Clerks and Machine Operators
Brokerage Clerks
Communications Equipment Operators
Computer Operators
Credit Authorizers, Checkers, and Clerks
Data Entry and Information Processing Workers
Dispatchers, Except Police, Fire, and Ambulance
Eligibility Interviewers, Government Programs
File Clerks
Hotel, Motel, and Resort Desk Clerks
Human Resources Assistants, Except Payroll and Timekeeping
Interviewers, Except Eligibility and Loan
Loan Interviewers and Clerks
Meter Readers, Utilities
Office and Administrative Support Worker Supervisors and Managers
Order Clerks
Payroll and Timekeeping Clerks
Police, Fire, and Ambulance Dispatchers

(continued)



(continued)

Postal Service Clerks
Postal Service Mail Sorters, Processors,
and Processing Machine Operators
Procurement Clerks
Production, Planning, and Expediting
Clerks
Reservation and Transportation Ticket
Agents and Travel Clerks
Stock Clerks and Order Fillers
Tellers
Weighers, Measurers, Checkers, and
Samplers, Recordkeeping

**Farming, Fishing, and Forestry
Occupations**

Fishers and Fishing Vessel Operators
Forest and Conservation Workers
Logging Workers
Agricultural Workers, Other

**Other Farming, Fishing, and Forestry
Occupations**

Agricultural Inspectors
Graders and Sorters, Agricultural
Products

**Construction Trades and Related
Workers**

Boilermakers
Brickmasons, Blockmasons, and
Stonemasons
Carpenters
Carpet, Floor, and Tile Installers and
Finishers
Cement Masons, Concrete Finishers,
Segmental Pavers, and Terrazzo
Workers
Construction and Building Inspectors
Construction Equipment Operators

Construction Laborers
Drywall and Ceiling Tile Installers,
Tapers, Plasterers, and Stucco
Masons
Electricians
Elevator Installers and Repairers
Glaziers
Hazardous Materials Removal Workers
Insulation Workers
Painters and Paperhangers
Pipelayers, Plumbers, Pipefitters, and
Steamfitters
Roofers
Sheet Metal Workers
Structural and Reinforcing Iron and
Metal Workers

**Installation, Maintenance, and
Repair Occupations**

**Electrical and Electronic Equipment
Mechanics, Installers, and
Repairers**

Computer, Automated Teller, and
Office Machine Repairers
Electrical and Electronics Installers and
Repairers
Electronic Home Entertainment
Equipment Installers and Repairers
Radio and Telecommunications
Equipment Installers and Repairers

**Vehicle and Mobile Equipment
Mechanics, Installers, and
Repairers**

Aircraft and Avionics Equipment
Mechanics and Service Technicians
Automotive Body and Related Repairers
Automotive Service Technicians and
Mechanics



Diesel Service Technicians and Mechanics

Heavy Vehicle and Mobile Equipment Service Technicians and Mechanics

Small Engine Mechanics

Miscellaneous Installation, Maintenance, and Repair Occupations

Heating, Air-Conditioning, and Refrigeration Mechanics and Installers

Home Appliance Repairers

Industrial Machinery Mechanics and Millwrights

Line Installers and Repairers

Maintenance and Repair Workers, General

Medical Equipment Repairers

Other Installation, Maintenance, and Repair Occupations

Camera and Photographic Equipment Repairers

Coin, Vending, and Amusement Machine Servicers and Repairers

Musical Instrument Repairers and Tuners

Watch Repairers

Production Occupations

Assemblers and Fabricators

Food Processing Occupations

Metal Workers and Plastic Workers

Computer Control Programmers and Operators

Machine Setters, Operators and Tenders—Metal and Plastic

Machinists

Tool and Die Makers

Welding, Soldering, and Brazing Workers

Printing Occupations

Bookbinders and Bindery Workers

Prepress Technicians and Workers

Printing Machine Operators

Textile, Apparel, and Furnishings Occupations

Woodworkers

Plant and System Operators

Power Plant Operators, Distributors, and Dispatchers

Stationary Engineers and Boiler Operators

Water and Liquid Waste Treatment Plant and System Operators

Miscellaneous Production Occupations

Inspectors, Testers, Sorters, Samplers, and Weighers

Jewelers and Precious Stone and Metal Workers

Medical, Dental, and Ophthalmic Laboratory Technicians

Painting and Coating Workers, Except Construction and Maintenance

Semiconductor Processors

Other Production Occupations

Photographic Process Workers and Processing Machine Operators

Transportation and Material Moving Occupations

Air Transportation Occupations

Air Traffic Controllers

Aircraft Pilots and Flight Engineers

(continued)



(continued)

Motor Vehicle Operators

Bus Drivers

Taxi Drivers and Chauffeurs

Truck Drivers and Driver/Sales Workers

Rail Transportation Occupations

Water Transportation Occupations

Material Moving Occupations

Job Opportunities in the Armed Forces



QUICK TIP

If the information in the *OOH* is a bit too dry for your taste, you might prefer the *EZ Occupational Outlook Handbook* from JIST. It describes the same aspects of the same jobs, but it does so in a more entertaining style.

Other Important Sources of Occupational Information

There are a variety of useful career information sources. Here are the ones I consider most important.

*The Occupational Information Network (O*NET)*

The U.S. Department of Labor maintains an up-to-date database of occupational information. Called the O*NET, it provides detailed information for about 1,100 jobs. Although the *OOH* is more useful for most situations, the O*NET describes many more jobs (and more specialized jobs) and provides more details on each.

The O*NET database offers basic descriptions for each of its jobs, plus 450 additional data elements for each job. Keep in mind that the O*NET is a complex database and much of the detailed information it provides is not of much use for most job seekers—it is simply too much and too detailed if used in its database form.

Fortunately, career counselors have developed more helpful versions of the O*NET database. A book version published by JIST, *O*NET Dictionary of Occupational Titles*, was designed to provide the O*NET information of greatest value to most job seekers in an easy-to-use book format.



The job descriptions in this book are packed with information, including the following:

- **O*NET Number:** Allows you to cross-reference other systems using this number.
- **O*NET Occupational Title:** The job title most often used for this job.
- **Education/Training Required:** What it takes to prepare for the job.
- **Employed:** The total number of people who work in that job.
- **Annual Earnings:** The average annual earnings for people employed in the job.
- **Growth:** The projected percent of new jobs in the field each year.
- **Annual Job Openings:** The number of job openings per year projected for the job.
- **O*NET Occupational Description:** A brief but useful review of what a person working in that job would typically do.
- **GOE Interest Area and Work Group:** Cross-reference to related jobs.
- **Personality Type:** Tells you what personality type the job best fits into in the system used in Holland's Self-Directed Search or other interest inventories.
- **Work Values:** Lists any of the job's 21 work values with high scores in the O*NET database.
- **Skills:** Skills needed to perform the job.
- **Abilities:** Enduring attributes that influence a worker's job performance.
- **General Work Activities:** Lists the general types of work activities needed to perform the job described.
- **Physical Work Conditions:** Work setting, environmental conditions, job hazards, body positioning, and work attire.



- **Other Job Characteristics:** Includes several types of information such as error consequences, automation, and repetition.
- **Experience:** Lists the work or other experience the job requires.
- **Job Preparation:** Provides specific information on the training or education level the job requires.
- **Knowledges:** Knowledge required to perform the job successfully.
- **Instructional Programs:** A cross-reference to a system that provides information on the type of training and education typically required for entry into the occupation.
- **Related SOC Job:** Lists the related job title from the Standard Occupational Classification, a government job-classification system.
- **Related OOH Job:** Helps you find information on the same or similar job in the OOH.
- **Related DOT Jobs:** Cross references the job to an older classification system—the *Dictionary of Occupational Titles*.

The complete set of O*NET information is available on the Internet at <http://online.onetcenter.org>. I recommend, however, that you use the book version because it was designed for career exploration and job seeking.



QUICK TIP

Look up the OOH or O*NET description of a job you want and include keywords or skill sets for that job in your resume, cover letter, and interview. You will be much better prepared to target your presentation and give the specific strengths you have that are needed for the job.

Career Clusters and Pathways

Just before the 21st century began, the U.S. Department of Education's Office of Vocational and Adult Education developed a simple and powerful new way to organize the hundreds of occupations that make up America's economy. This framework defines 16 large career clusters and a more detailed set of 73 career pathways.



As you might imagine, based on the agency that created it, this scheme was originally intended to help people identify jobs with similar educational and training pathways. However, even if you're not planning on further education now, you will find this clustering scheme a useful way to identify jobs with similar skill requirements. In a quick and logical way, you can use the career clusters and pathways to narrow down hundreds of job possibilities to the dozen or so that most closely match what you want to do and are good at.

The 16 Career Clusters

Although some states and locales have modified the career cluster scheme to better match their local economies, this is the standard set of clusters:

- 01 Agriculture, Food, and Natural Resources
- 02 Architecture and Construction
- 03 Arts, Audio/Video Technology, and Communications
- 04 Business, Management, and Administration
- 05 Education and Training
- 06 Finance
- 07 Government and Public Administration
- 08 Health Science
- 09 Hospitality and Tourism
- 10 Human Services
- 11 Information Technology
- 12 Law, Public Safety, Corrections, and Security
- 13 Manufacturing
- 14 Marketing, Sales, and Service
- 15 Science, Technology, Engineering, and Mathematics
- 16 Transportation, Distribution, and Logistics

Career Pathways: A Quick Way to Find Related Jobs

Each of the 16 career clusters is broken down into several career pathways—specific groups of related jobs. This is a very helpful approach



because it allows you to quickly identify groups of jobs that are of most interest to you.

To show you how the clusters and pathways are organized, I've provided a sample listing of one cluster here: "03 Arts, Audio/Video Technology, and Communications." Under it, listed in bold text, are the various pathways for this cluster. In regular type following each career pathway name are several examples (not complete lists) of job titles from the O*NET that fit into each pathway. As you can see, this allows you to quickly find a career pathway that interests you and then review the job titles within that pathway. You can then consult the O*NET to read job descriptions for the jobs that interest you most or to get more details on the education, training, type of work, and other information for the jobs in that career pathway.

PATHWAYS WITHIN THE CLUSTER 03 ARTS, AUDIO/VIDEO TECHNOLOGY, AND COMMUNICATIONS

CAREER CLUSTER: 03 ARTS, AUDIO/VIDEO TECHNOLOGY, AND COMMUNICATIONS

Career Pathway: 03.1 Audio and Video Technology and Film

O*NET jobs: Archivists; Broadcast Technicians; Camera Operators, Television, Video, and Motion Picture; Film and Video Editors; Multi-Media Artists and Animators; Technical Directors/Managers

Career Pathway: 03.2 Printing Technology

O*NET jobs: Bindery Workers; Craft Artists; Desktop Publishers; Job Printers; Prepress Technicians and Workers; Proofreaders and Copy Markers

Career Pathway: 03.3 Visual Arts

O*NET jobs: Art Directors; Commercial and Industrial Designers; Craft Artists; Fashion Designers; Graphic Designers; Interior Designers; Photographic Process Workers; Set and Exhibit Designers

Career Pathway: 03.4 Performing Arts

O*NET jobs: Actors; Art, Drama, and Music Teachers, Postsecondary; Choreographers; Dancers; Music Composers and Arrangers; Musicians and Singers; Writers and Authors

**Career Pathway: 03.5 Journalism and Broadcasting**

O*NET jobs: Broadcast News Analysts; Copy Writers; Photographers; Radio and Television Announcers; Reporters and Correspondents; Sound Engineering Technicians

Career Pathway: 03.6 Telecommunications

O*NET jobs: Broadcast Technicians; Electronic Home Entertainment Equipment Installers and Repairers; Radio Mechanics; Radio Operators; Telecommunications Equipment Installers and Repairers, Except Line Installers

To explore the career clusters that interest you, you can go to the O*NET Online site, <http://online.onetcenter.org>. Under the heading Find Occupations, you can select Career Cluster. This takes you to the Browse by Career Cluster page, where you can choose any of the 16 clusters and see the pathways and, for each pathway, the occupations assigned to it.

Another site with relevant information is the State's Career Clusters Initiative page, www.careerclusters.org. Here you can download brochures that describe the clusters and pathways, among other resources.

Also Consider Industries in Your Job Search

Although much of this chapter is devoted to occupational choices, the industry you work in can be just as important. For example, an information technology professional with an interest in health and wellness might be happier working in an IT role at a hospital rather than in aircraft manufacturing or some other industry of lesser interest.

Look for an industry that interests you or that you know something about from your hobbies, family business, volunteer work, or other life experiences. Some industries also pay better than others for essentially the same work. Being clear about what industry you want to work in, and why, can give you a competitive edge over other job seekers who don't have a preference.



Following is a list of about 40 major industries in the *Career Guide to Industries* by the U.S. Department of Labor. This book is now available only on the Web, at www.bls.gov/oco/cg/home.htm. For each industry, it gives details on the nature of the industry, working conditions, employment opportunities, types of occupations it employs, training needed, earnings, outlook, and more.

40 Major Industries to Consider

Natural Resources, Construction, and Utilities

Agriculture, forestry, and fishing

Construction

Mining

Utilities

Manufacturing

Aerospace product and parts manufacturing

Chemical manufacturing, except drugs

Computer and electronic product manufacturing

Food manufacturing

Machinery manufacturing

Motor vehicle and parts manufacturing

Pharmaceutical and medicine manufacturing

Printing

Steel manufacturing

Textile, textile product, and apparel manufacturing

Trade

Automobile dealers

Clothing, accessory, and general merchandise stores

Grocery stores

Wholesale trade

Transportation

Air transportation

Truck transportation and warehousing

Information

Broadcasting

Motion picture and video industries

Publishing, except software

Software publishers

Telecommunications

Financial Activities

Banking

Insurance

Securities, commodities, and other investments

Professional and Business Services

Advertising and public relations services

Computer systems design and related services

Employment services

Management, scientific, and technical consulting services

Scientific research and development services

Education, Healthcare, and Social Services

Child daycare services

Educational services



Healthcare
 Social assistance, except child day care
Leisure and Hospitality
 Arts, entertainment, and recreation
 Food services and drinking places
 Hotels and other accommodations

**Government and Advocacy,
 Grantmaking, and Civic
 Organizations**
 Advocacy, grantmaking, and civic
 organizations
 Federal government
 State and local government, except
 education and health

Values, Preferences, and Other Factors to Consider in Defining Your Job Objective

Following is a brief review of points that others have found important in making career plans. Although this won't replace a thorough career planning process, you may find it helpful to consider a variety of issues that relate to deciding on a job objective, working on your resume, and making career plans.

Eight Quick Questions to Help You Define Your Ideal Job

If you were to develop a profile of your ideal job, what would it include? As you probably realize, this includes more than picking out a job title. I have selected questions that you should consider in defining your ideal job. Of course, this involves a bit of reality (and I have included some of these elements), but dreams can never come true if you don't have them. So, I present the following very important but sometimes overlooked issues for you to consider in planning your job objective.

1. What Skills Do You Have That You Want to Use in Your Next Job?

Review the skills lists you worked on in chapter 5. Think about the skills that you enjoy using and are particularly good at. Then list the five that you would most like to use in your next job.

1. _____
2. _____

(continued)



(continued)

3. _____
4. _____
5. _____

2. What Type of Special Knowledge Do You Have That You Might Use in Your Next Job?

Perhaps you know how to fix radios, keep accounting records, or cook food. You don't need to have used these skills in a previous job to include them. Write down the things you have learned from schooling, training, hobbies, family experiences, and other sources. One or more of them could make you a very competitive applicant in the right setting. For example, an accountant who knows a lot about fashion would be a very special candidate if he or she just happened to be interviewing for a job with an organization that sells clothing. Can you see the possibilities?

1. _____
2. _____
3. _____
4. _____
5. _____

3. What Types of People Do You Prefer to Work With?

It is unlikely you will be happy in a job if you're surrounded by people you don't like. One way to approach this is to think about characteristics of people that you would not want to work with. The opposite characteristics are those that you probably would enjoy. For example, if you don't like a boss or coworkers who are negative and constantly complaining, you can say that you prefer to work with people who are positive about their work and a boss who provides positive feedback. List the preferred characteristics of your supervisor and coworkers here.

1. _____
2. _____
3. _____
4. _____
5. _____



4. What Type of Work Environment Do You Prefer?

Do you want to work inside, outside, in a quiet place, in a busy place, in a clean place, or in a place with a nice view? For example, I like variety in what I do, so I want a work environment with lots of action and diversity—and a window. Once again, you can review what you have disliked about past work environments for clues on what you would most appreciate. Write those things that are most important to have on your next job.

1. _____
2. _____
3. _____
4. _____
5. _____

5. Where Do You Want Your Next Job to Be Located— in What City or Region?

This could be as simple as finding a job that allows you to live where you are now (because you want to stay near your relatives, for example). Or, you might prefer to work in an area near certain necessities or conveniences, such as one close to a child-care center. If you were able to live or work anywhere, what would your ideal community be like? List its characteristics here.

1. _____
2. _____
3. _____
4. _____
5. _____

6. How Much Money Do You Hope to Make in Your Next Job?

Many people will take less money if the job is great in other ways—or if they just need a job to survive. Think about the minimum you would take as well as what you would eventually like to earn. Realistically, your next job will probably be somewhere between your minimum and maximum amounts.

How much money do you hope to make in your next job? _____

What is the least you are willing to accept? _____

(continued)



(continued)

7. How Much Responsibility Are You Willing to Accept?

In most organizations, those willing to accept more responsibility are often paid more—there is typically a relationship between the two. Higher levels of responsibility often require you to supervise others or to make decisions that affect the organization. Some people are willing to accept this responsibility; and others, understandably, would prefer not to.

Decide how much responsibility you are willing to accept and write that here. _____

Also ask yourself whether you prefer to work by yourself, be part of a group, or be in charge. If so, at what level? Jot down where you see yourself, in terms of accepting responsibility for others, and in other ways within an organization. _____

8. What Things Are Important or Have Meaning to You?

What are your values? I once had a job where the sole reason for the organization's existence was to make money. Not that this is wrong—it's just that I wanted to be involved in something I could believe in. If money is the thing for you, fine. But some people prefer working to help others, clean up our environment, build things, make machines work, gain power or prestige, care for animals or plants, or many other possibilities. I believe that all work is worthwhile if it's done well, so the issue here is what is important to include in your next job, if you can. Write these values here.

1. _____
2. _____
3. _____
4. _____
5. _____



THE TOP TEN VALUES EMPLOYERS WANT

In completing some of these questions, it might help you to know the values that are most often cited in surveys of employers as being important in the people they hire:

1. Honesty/integrity/morality
2. Adaptability/flexibility
3. Dedication/hardworking/work ethic/tenacity
4. Dependability/reliability/responsibility
5. Loyalty
6. Positive attitude/motivation/energy/passion
7. Professionalism
8. Self-confidence
9. Self-motivated/ability to work with little or no supervision
10. Willingness to learn

Your Ideal Job

Use the preceding questions as a basis for defining your ideal job. Think about each question and select the points most important to you. You may want to include other issues not covered by the questions but that are particularly important to you.

You don't have to be practical here, nor do you need to write a job objective or summary as it might appear on your resume. Just dream.

Now, write the five to ten most important elements you would like to include in your next job—your ideal job, if only you could find it.

1. _____
2. _____
3. _____
4. _____
5. _____

(continued)



(continued)

6. _____
7. _____
8. _____
9. _____
10. _____

Write Your Job Objective

Now that you've worked to identify your ideal job, you have the ammunition you'll need to write your job objective. For many, this can be more difficult than it might seem. It assumes, for example, that you have a good idea of the type of job or jobs you want.

You might need to spend more time researching career alternatives before settling on one you can use as the basis for your resume. If that's the case with you, consider putting together a resume around a broad job objective that makes the resume acceptable for a variety of jobs. Even if you're not sure that these are the ones you want long term, doing this allows you to conduct a job search while researching alternatives. In some cases, a job may present itself that is acceptable to you, even though it might be in a field you were not sure of. It happens.

It is also acceptable to create more than one resume, each with a different job objective. This approach allows you to write your resume's content to support each job objective in a specific way.



QUICK TIP

If you still don't know what type of job you want, concentrate on what you want to do next. That might be working toward a long-term objective such as going back to school or starting your own business. In the meantime, you need to earn a living, so decide on a short-term job goal that you are qualified for and go after it. Make that short-term job goal the job objective for your resume.



FOUR QUICK TIPS FOR WRITING A JOB OBJECTIVE

Although the job objective you write should meet your specific needs, here are some things to consider in writing it:

1. **Avoid job titles.** Job titles such as “administrative assistant” or “marketing analyst” can involve very different activities in different organizations. The same job can often have different job titles in different places, and using a title might limit you from consideration for such jobs as “office manager” or “marketing assistant.”

It’s best to use broad categories of jobs rather than specific titles. You can then be considered for a wide variety of jobs related to your skills. For example, instead of “administrative assistant,” you could say “responsible office management, support, and coordination position.”

2. **Define a “bracket of responsibility” to include the possibility of upward mobility.** Although you may be willing to accept a variety of jobs related to your skills, you should include those that require higher levels of responsibility and pay. The preceding example keeps open the option to be considered for an office management position as well as clerical jobs.

In effect, you should define a “bracket of responsibility” in your objective that includes the range of jobs you are willing to accept. This bracket should include the lower range of jobs that you would consider as well as those requiring higher levels of responsibility, up to and including those that you think you could handle. Even if you have not handled those higher levels of responsibility in the past, many employers might consider you if you have the skills to support the objective.

3. **Include your most important skills.** What are the most important skills needed for the job you want? Consider including one or more of these as required for the job you seek. The implication here is that if you are looking for a job that requires “organizational skills,” then you have those skills. Of course, your resume content should support those skills with specific examples.
4. **Include specifics if these are important to you.** If you have substantial experience in a particular industry (such as “computer-controlled machine tools”) or have a narrow and specific objective that you really want (such as “art therapist with the disabled”), it is fine to state this. But realize that by narrowing your alternatives, you will often not be considered for other jobs for which you might qualify. Still, if that’s what you want, it just might be worth pursuing (although I would encourage you to have a second, more general resume just in case).



The Job Objective Worksheet

Use this worksheet to create a draft of your job objective. This worksheet includes questions and activities to help you decide what to include.

What Sort of Position, Title, and Area of Specialization Do You Seek?

Write the type of job you want, as if you were explaining it to someone you know. _____

Define Your "Bracket of Responsibility"

Describe the range of jobs that you would accept at a minimum as well as those you might be able to handle if given the chance. _____

Name the Key Skills You Have That Are Important in This Job

Describe the two or three key skills that are particularly important for success in the job you seek. Select one or more of these that you are strong in and that you enjoy using. Write it (or them) here. _____



Name Specific Areas of Expertise or Strong Interests That You Want to Use in Your Next Job

If you have substantial interest, experience, or training in a specific area and want to include it in your job objective, list that here. _____

What Else Is Important to You?

Is there anything else you want to include in your job objective? This could include a value that is particularly important, such as "A position that allows me to help families" or "Employment in an aggressive and results-oriented organization"; a preference for the size or type of organization such as "A small to mid-size business"; or some other consideration.

Finalize Your Job Objective

Look over the sample resumes in parts 1 and 3 to see how others have written their job objectives. Some don't include all the elements that are presented in the Job Objective Worksheet, and that's perfectly acceptable. Some are very brief, providing just a job title or category of jobs; others are quite long and detailed, providing a summary of skills and experience. Others don't include a Job Objective statement at all—it's just implied by the resume's content.

There are no rigid rules for writing your resume's Job Objective statement. You should include only information that is essential for an employer to know in considering you; this means that the objective should be brief. Each and every word should be important in some way.



Go ahead and write your job objective on the following lines just as you want it to appear on your resume if you plan to include it there. Edit it so that each word counts, and make certain that each word creates a positive impression.



CHAPTER 8

Highlight Your Strengths and Overcome Problems on Your Resume

In a perfect world, we would be considered solely on the basis of our ability to do the job. But the reality is that employers are subjective, and their personal feelings about someone enter into the hiring decision.

This chapter presents common resume concerns voiced by job seekers over the years and gives you a positive way to present problems to employers. Employers are people, too, and most are more understanding than you might think.

Never Highlight a Negative

A well-written resume often covers up a job seeker's weaknesses or flaws. That is precisely the point. All of the resumes in this book are based on real ones written for real people. These resumes follow a primary resume-writing rule: *Never highlight a negative*. Because everyone has less-than-perfect credentials for a given job, all resumes hide one thing or another to some degree. In some cases, notes on the sample resumes point out how the writers have handled job-seeker problems. Use these as examples of how to handle similar problems in your resume.

Although I couldn't list every dilemma job seekers face, what follows will help you handle problems that many people deal with during their job search. If you have a different issue, this chapter will help you figure out what to do.



Note that these often are not just resume problems. They are also problems to resolve when completing applications or in interviews. Although the solutions in this chapter relate primarily to handling the problems on a resume, you should gain some insight on how to approach the same problems in other situations as well.

Include Only Positive Content

A resume should present your strengths, so include only content an employer can interpret as positive. Try to think like an employer and exclude anything that *you* might interpret as a negative. Although you can't be dishonest, neither should you present negative information. In many cases, issues that concern or worry you may not be problems to employers at all.

If something does not support your job objective, you should eliminate it. No rule says you must include information in a resume that may not help you.



QUICK TIP

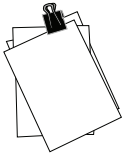
If you feel strongly that an employer needs to know something potentially negative about you, don't present it until you're in the interview. And even then, wait for the right opportunity to mention it and be sure to explain how you plan to overcome this negative.

Some Problems Are Sensitive Subjects

Just mentioning that the issues covered here might be "problems" will upset some people. For example, some will object to any mention that people over 50 might experience discrimination in the labor market. Individuals over 50 know, however, that their age makes it harder to get a good job. Others will resent the implication that employers would consider such issues as race, religion, national origin, child-care arrangements, membership in the cigar-and-steak-lover's society, and other "politically sensitive" matters in evaluating people for employment.



So, with the certainty of offending someone, I have included information that is a bit sensitive for some. But I think that job seekers need to accept reality and look for ways to overcome situations that some might consider to be problems. It can be done.



QUICK NOTE

It's well known that some employers are unfair. Some consider factors in their hiring decisions that should not be factors. For example, many older people do have a harder time getting jobs than younger ones. Many employers are interested in whether a young woman has children (or is planning to in the near future). People are sometimes unfair, and employers are people.

I realize that some of these things are controversial and that you may not agree with some of my advice. But it is better that you consider these matters in advance and have a way to respond to them if they come up—or if you think one or more of them could be an issue to a given employer.

General Guidelines for Handling Problems

Most employers are good people trying to do their jobs. They want to select people who will stay on the job, be reliable, and do well. That is usually why employers want to know as much as they can about you. Why, for example, are you new to this area? Do you plan on staying? If you are “overqualified,” are you likely to be unhappy and leave after a short period of time?



QUICK TIP

Employers want to determine whether they can depend on you. To find out, they want to know more about you. You can either help them to know that, yes, you are reliable (and greatly increase your chances for a job offer, in spite of their technically inappropriate questions) or tell them to jump in the lake (which will likely not result in a job offer). But if someone asks really inappropriate (and maybe even illegal questions), take that as evidence of what it would be like to work for this employer.



Employers want to understand your true motivations. This can involve understanding issues such as how likely you are to stay in the area and other matters that are not related to work.

Some of these points may arise when you're completing your resume, although they are often far more of an issue in an interview. In many cases, a cover letter provides additional details, but an interview is where you can best address most "problems." In that context, consider your situation in advance and be able to present to the employer that, in your case, the issue is simply not a problem at all, but an advantage.

In any case, an interview—and not a resume—is where you deal with problems. A resume is simply a preliminary piece of paper, and it should never, never present a problem of any kind. If yours does, you need to rework it until that problem is not evident.

In the interview, be truthful and present your problem as a potential advantage, should it come up. In that context, I hope that the following tips help you see that almost every problem has two sides. Here is my advice for handling a variety of problem situations on your resume.

Gaps in Work History

Many people have gaps in their work history. If you have a well-understood reason for major gaps, such as going to school or staying home to raise a child, you can simply state this on your resume. You could, in some situations, handle one of these gaps by putting the alternative activity on the resume, with dates, just as you would handle any other job.



QUICK TIP

Minor gaps, such as being out of work for several months, do not need an explanation. You can often simply exclude any mention of months on your resume. Instead, refer to the years you were employed such as "2008 to 2010."



Being Out of Work

Some of the most accomplished people I know have been out of work at one time or another. One out of five people in the workforce experiences some unemployment each year, and in recent years the percentage has been much higher. So you will be in good company. It's not a sin, and many people who are bosses have experienced it themselves, as have I. But the tradition is to try to hide this on the resume.

One technique is to put something like “(year you started) to present” on your resume when referring to your most recent job. This approach makes it look like you are still employed. Although this might be an acceptable approach in some cases, it may also require you to explain yourself early in an interview. This soft deception can start you off on a negative note and may not end up helping you at all. Another alternative is to write the actual month that you left your last job or to write some interim activity, such as being self-employed. Even if that means that you are working at a temporary agency, doing odd jobs, or helping a friend with his or her business, it's better than being deceitful.



QUICK TIP

A resume is the place for presenting positive information. If something might be interpreted as negative, do not include it. Use your judgment, and if you're in doubt, cut it out.

Being Fired and Other Negatives in Your Work History

There is no reason for a resume to include details related to why you left previous jobs—unless, of course, they were positive reasons. For example, being recruited away to accept a more responsible job is to your credit, and your resume can say this. If you have been fired, analyze why. In most cases, it is for reasons that do not have to do with your performance. Most often, people are fired as a result of interpersonal conflicts. Personality clashes are quite common and do not necessarily mean you will have the same problem in a different situation. If your performance was the reason, you may have to explain why that would not be the case in a new job.



The resume itself should present what you did well in previous situations. Leave the discussion of problems for the interview, and take time in advance to practice what you will say about them if asked.

Job History Unrelated to Your Current Job Objective

If your previous work experience was in jobs that don't relate to what you want to do next, your best bet is to use a skills resume. This resume format was presented in chapter 3, and you can see examples of it there and in part 3. In this situation, using a traditional chronological resume will display an apparent lack of qualifications for the job you want.

The advantage of the skills resume in this situation is that it allows you to emphasize the transferable skills that you have developed and used in other settings. If you carefully select skills that are needed in the job you want next, you can draw from work and life experiences to demonstrate that you have the needed skills. And, of course, you would emphasize any education, training, and other experiences that directly prepared you for the job you now seek.



QUICK TIP

Interview skills, including how to answer problem questions, are a topic of another book I wrote, *Next-Day Job Interview*. If you need more information on handling a problem that may come up in an interview, this book will help you handle most interview situations well.

Changing Careers

This is a situation related to the preceding one and would also be handled through a skills resume. A change in careers does require some justification on your part, so that it makes sense to an employer.

For example, a teacher who wants to become a real-estate sales agent could point to his hobby of investing in and fixing up old houses. He could discuss his superior communication skills and his ability to persuade students to do what they are told in a classroom. And he could describe the many after-hours activities he has been involved in as a sign of a high energy level and a willingness to work the nights and weekends needed to sell real estate.



Recent Graduate

If you have recently graduated, you probably are competing against people with similar levels of education but with more work experience. If you don't have a lot of work experience related to the job you want, you will need to emphasize your recent education or training. This might include specific mention of courses you took and other activities that most directly relate to the job you now seek.



QUICK TIP

Louise Kursmark, author of *Best Resumes for College Students and New Grads* (JIST), suggests that you look at a variety of school and life experiences for evidence of your abilities. For example, think about class/team projects, theses, research, clubs and organizations, summer jobs, volunteer activities, academic honors, travel, family background, and your own special skills and interests.

New graduates need to look at their school work as the equivalent of work. Indeed, school work is real work in that it requires self-discipline, completion of a variety of tasks, and other activities similar to those required in many jobs. You also may have learned a variety of things that are directly related to doing the job you want. A skills resume will allow you to present these experiences in the same way you might present work experiences in a chronological resume.

You should play up the fact, if you can, that you are familiar with the latest trends and techniques in your field and can apply these skills right away to the new job. And, because you are experienced in studying and learning new material, you will be better able to quickly learn the new job than someone who has been out of school for a while.

A skills resume also enables you to more effectively present transferable skills you used in other jobs (such as waiting tables) that don't seem to directly relate to the job you now want. These jobs can provide a wealth of adaptive and transferable skills that you can use, with some thought, to support your resume's job objective.

Too Little Experience

Young people, including recent graduates, often have difficulty in getting the jobs they want because employers often prefer to hire someone with more experience. If this is your situation, you might want to



emphasize your adaptive skills (see chapter 5) that tend to compensate for a lack of experience.

Once again, a skills resume allows you to present yourself in the best light. For example, emphasizing skills such as “hardworking” and “learn new things quickly” might impress an employer enough to consider you over more experienced workers. It happens more often than you might think.



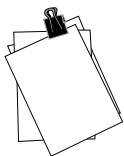
QUICK TIP

Also consider expressing a willingness to accept difficult or less desirable conditions as one way to break into a field and gain experience. For example, “willing to work weekends and evenings” or “able to travel or relocate” may open up some possibilities.

Look for anything that might be acceptable as experience and emphasize it. This might include volunteer work, family responsibilities, education, training, military experience, or anything else you might present as legitimate activities that support your ability to do the work you believe you can do.

Overqualified

It doesn’t seem to make sense that you could have too much experience, but some employers might think so. They might fear you will not be satisfied with the available job and that, after a while, you will leave for a better one. So what they really need is some assurance of why this would not be the case for you.



QUICK NOTE

If, in fact, you are looking for a job with higher pay than the one you are applying for—and if you communicate this in some way to an employer—it is quite likely that he or she will not offer you a job for fear that the company will soon lose you. And they may be right.

After a period of unemployment, most people become more willing to settle for less than they had hoped for. If you are willing to accept jobs where you may be defined as overqualified, consider not including



some of your educational or work-related credentials on a version of your resume—although I do not necessarily recommend doing this. Be prepared to explain, in the interview, why you do want this particular job and how your wealth of experience is a positive and not a negative.

Race, Religion, National Origin, or Sexual Orientation

There is simply no need to make this an issue on your resume. The most important issue is whether you can do the job well. For this reason, I discourage people from including details that refer to these issues.

Not Sure of Job Objective

As mentioned previously, writing your resume around a job objective is highly desirable. If you really can't settle on a long-term job objective, consider a short-term one. You can also develop several resumes, each based on its own job objective. This allows you to select information that will best support your various options.

Recently Moved

Employers are often concerned that someone who has recently moved to an area may soon leave. If you are new to the area, consider explaining this on your resume (or, better yet, in your cover letter). A simple statement such as "Relocated to Cincinnati to be closer to my family" or any other reasonable explanation is often enough to present yourself as stable. Giving a reason eliminates the concern for most employers.

No Degree or Less Education Than Typically Required

If you have the experience and skills to do a job that is often filled by someone with more education, take special care in preparing the Education and Experience sections of your resume.

If you have substantial work experience, you can simply not include an Education section. Although this has the advantage of not presenting your lack of formal credentials in an obvious way, a better approach might be to present the education and training that you do have without indicating that you do not have a degree. For example,



mention that you attended such-and-such college or program but don't mention that you did not complete it. Or retitle the section Training and list relevant on-the-job training, seminars, or conferences you've attended.

Several sample resumes in part 3 take this approach (see page 219 for an example). It helps you avoid being screened out unnecessarily and gives you a chance at an interview you might not otherwise get.



QUICK TIP

Note that I do not suggest you misrepresent yourself by overstating your qualifications or claiming a degree you do not have. That may result in you later being fired and is clearly not a good idea. But again, no law requires you to display your weaknesses. As I said earlier, the interview is where you can bring up any problems or explain any weaknesses.

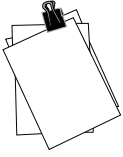
Too Young

Young people need to present their youth as an advantage rather than as a disadvantage. So consider just what aspects of your youth might be seen as advantages. For example, perhaps you are willing to work for less money, accept less desirable tasks, work longer or less convenient hours, or do other things that a more experienced worker might not. If so, say so.

Many employers prefer to hire workers with experience and demonstrated ability in jobs related to those they have available. Still, young people who present themselves effectively are often considered over those with better credentials.

Too Old

Older workers need to present their wealth of experience and maturity as an advantage. If that sounds similar to the advice I offered for being "too young," you're right. In all cases, you need to look for ways to turn what someone might consider a negative into a positive. Older workers often have some things going for them that younger workers do not. On a resume, stress your years of experience as a plus, emphasize your loyalty to previous employers, and list accomplishments that occurred over time.



QUICK NOTE

Companies are already seeing the importance of hiring and keeping older workers and persuading them to keep working after retirement age. So don't underestimate your value!

If you have more than 15 years of work experience, emphasize your more recent work experience. Once you have 10 or more years of work experience in a related field, you only need to write in your summary statement and cover letters “More than 10 years of experience in accounting,” rather than a more specific number that could be used to indicate your age.



QUICK TIP

If you are an older worker, select activities that best support your ability to do the job you are seeking and emphasize them on your resume. Unless it is clearly to your advantage, you don't need to provide many details on your work or other history from more than 20 years ago.

To avoid sounding “too old,” consider not including graduation dates or any other date that can be used to indicate your age. You can cluster earlier jobs into one statement that covers them by saying something like “Various jobs requiring skills in engineering.” In most cases, your more recent experiences are more important to an employer, anyway. Emphasize recent training, accomplishments, and responsibilities in your resume and include dates on these items as appropriate.

Family Status and Children

There is absolutely no need for your resume to mention your marital status or whether you have children. The employer doesn't need to know these details of your life, and by law is not allowed to ask. So don't volunteer this information on your resume.

In certain jobs, however (such as daycare provider or children's book editor), having raised kids can be an advantage. But it's probably still best to leave this information off your resume and mention it in your cover letter instead.



Physical Limitations and Disabilities

I assume that you will not seek a job that you can't or should not do. So that means you are looking for a job that you are capable of doing, right? And, that being the case, you don't have a disability related to doing this job at all.

For this reason, I see no need to mention any disability on your resume. Laws require employers to consider all applicants based on the requirements of the job and the ability of the applicant to do that job. This means that any disability you have is not supposed to be a limitation to being considered for a job that you are able to do.

Of course, employers are still able to use their judgment in selecting the best person for the job, and that means that people with disabilities have to compete for jobs along with everyone else. That is fair, so in interviews you will need to present to a prospective employer a convincing argument for why the employer should hire you over someone else. But on your resume, you should never mention a disability. Instead, focus on your *ability* to do the job.



QUICK TIP

For more advice on seeking, getting, and keeping jobs, see the federal government's site on employment for people with disabilities, DisabilityInfo.gov (www.disabilityinfo.gov).

Negative References

Most employers will not contact your previous employers unless you are being considered seriously for the job. If you fear that a previous employer will not give you a positive reference, here are some things you can do:

- List someone other than your supervisor as a reference from that employer—someone who knew your work there and who will say nice things about you. Consider a coworker or someone from a different department that you worked closely with. You might also consider including outside contractors and vendors you worked with.



- Discuss the issue in advance with your previous employer and negotiate what this person will say. If what the former employer agrees to say is not good, at least you know this and can prepare potential employers.
- Get a written letter of reference. In many cases, employers will not give references over the phone—or negative references at all—for fear of being sued. Having a letter in advance allows you to give a copy to a prospective employer, and this may help the employer in making a decision.



QUICK TIP

If you're worried about what your references are saying about you, ask a friend to pose as a prospective employer and call your references. Or, if you're willing to pay a fee to check on them, hire a service such as Allison & Taylor's My References (www.myreferences.com). If any negatives turn up, this gives you a chance to negotiate a more positive reference with a past employer, provide alternate references, or explain things in a positive way to a potential employer.

Criminal Record

A resume should *never* include any negative information about you. So if you have ever been in trouble with the law, do not mention it in your resume. Labor laws prevent an employer from including on an application such general questions as "Have you ever been arrested?" and limit formal inquiries to "Have you ever been convicted of a felony?" because convictions for minor offenses are not supposed to be considered in a hiring decision.

In most cases, your criminal record would never be an issue on a resume because you would not mention it. In this country, we are technically innocent until proven guilty, thank goodness, and that is why employers are not allowed to consider an arrest record in a hiring decision. Being arrested and being guilty are two different things.

A felony conviction is a different matter. These crimes are more serious, and employment laws allow an employer to ask for and get this information—and to use it in making certain hiring decisions. For example, few employers would want to hire an accountant who had been convicted of stealing money from a previous employer.



If you have an arrest or conviction record that an employer has a legal right to inquire about, my advice is to avoid looking for jobs where your record would be a big negative. The accountant in the example should consider changing careers. I would advise people in this situation to avoid jobs where they could easily commit the same crime, since few employers would consider hiring them for that reason. Even if they did get such a job because they concealed their criminal history, they could be fired at any time for lying about it. Instead, I might suggest the above-mentioned accountant consider selling accounting software, starting his or her own business, or getting into a career completely unrelated to accounting.



QUICK TIP

As always, your resume should reflect what you *can* do rather than what you can't. If you chose your career direction wisely and present a convincing argument that you can do the job well, many employers will, ultimately, overlook previous mistakes. So a criminal history really isn't an issue for a resume. Instead, it is a career planning, job search, and interview issue.

Other Items to Include (or Not Include) on Your Resume

Here are some other items to include or not include on your resume.

A Heading, Such as "Resume"

Few people would confuse a resume with something else, so using a header is not necessary. In some cases, this is done to make the resume appear more formal or, at times, just because the writer wanted it that way. But you really don't need to include this header.

A Way to Reach You by Phone or E-mail

Employers are most likely to try to reach you by phone or e-mail. For this reason, it is essential that you include a phone number and an e-mail address.



Phone Number Tips

Here are some essential things to consider for the phone number you include on your resume:

- **The telephone must always be answered.** In most cases, employers will call you during their regular business hours. If you are actively out looking for a job, you may be gone too often to reliably receive phone calls. The solution is to use a voice-mail service or a cell phone. Although some people don't like leaving messages, most are used to it and are likely to leave a message asking you to return their call. This is far better than someone not being able to reach you.



QUICK TIP

It's sometimes preferable to list your cell phone number on your resume. Just be sure to answer it professionally at all times if you don't recognize the incoming number. You might also consider letting the call go to voice mail if you are someplace where it would be difficult to conduct a professional conversation (such as around loud machinery, in a public place, or in front of your current boss).

- **The phone must be answered appropriately and reliably.** First impressions count, so make sure your phone is answered appropriately. If you are using your home phone, instruct anyone answering the phone during the day (when employers are most likely to call) to conduct themselves in a professional way. Make certain that anyone who answers the phone knows how to take reliable messages, including the name, organization, and phone number of the caller. And make certain your voice-mail greeting is professional and clear. Keep in mind that an employer will hear this message, so be sure it presents you positively.
- **Your telephone number must include an area code.** Always include the correct area code for your phone number, even if you don't want to move to another area. Resumes have a way of getting circulated widely and in ways that you might not expect. In some cases, you may get a call from an employer who lives out of your area (at a corporate office, for example), but who has the authority to offer you a job where you are.



QUICK TIP

Many cities now have multiple area codes. Also, many people use cell phones that they bought in another area code. So don't assume that someone will be able to guess what your area code is.

- **The phone number must remain the same throughout your job search.** Resumes can be filed for quite some time, which can result in an employer trying to reach you long after your resume was first put into circulation. So include a long-term phone number. If you are in the process of moving, you might consider using a voice-mail service or cell phone until you no longer need it.

In many situations, it is wise to include more than one phone number on your resume, and some resume examples in this book include two numbers. This allows you to use your home number (for example) as the primary place to reach you, as well as provide the employer an alternate number should the first one be unavailable, busy, or no longer in service. As you can see in the various sample resumes, you can simply indicate each phone number's type with words such as the following:

- | | | |
|------------------|---------------------|--------------|
| • Daytime | • Office | • Fax |
| • Messages | • Evenings | • Voice Mail |
| • Cell or Mobile | • Answering Service | • Home |

E-mail Address Tips

Many employers prefer to use e-mail instead of the phone because it takes less of their time. This is reason enough to include an e-mail address on your resume. In addition, people who don't include an e-mail address appear to be computer illiterate—not a good thing. Here are some tips on using your e-mail address to best effect:

- Handle your e-mail address just as you would your phone number, formatted in a similar way and placed near the top of your resume.
- If you don't want to use your personal e-mail address or if your regular address does not sound professional (like `snakelady@hiss.com` or whatever), set up a temporary address through a site such



as Yahoo! (www.yahoo.com), Google (www.gmail.com), or Hotmail (www.hotmail.com).

- Check your e-mail several times a day throughout your job search and respond immediately to any employers who contact you.
- Remember that your e-mail response creates an impression, so make sure it's a positive one. Keep your e-mail responses short, professional, and friendly. And check them carefully to eliminate spelling and grammar errors.

Blog, Social Media, and Portfolio Addresses

Writing a career-focused blog is a good way to enhance your online presence. If you have been keeping up a blog that relates directly to your field and positions you as an expert, consider adding the blog address at the top of your resume as you would an e-mail address. Just be certain that there is nothing in your blog that would reflect poorly on you.

Along the same lines, if you have been using Twitter as a way to share your expertise in your field, you can consider including your Twitter address at the top of your resume.

If you have developed an online portfolio of your work, by all means include a link to it on your resume. See chapter 4 for more on creating an online portfolio.

If you have developed a strong profile on a site such as LinkedIn or VisualCV, you can consider including those addresses as well. In general, however, try not to clutter up the top of your resume with too much information. Consider selecting your two best online links and using only those. Others could be worked into the body of the resume where applicable.



QUICK TIP

Avoid including a link to your Facebook page on your resume. (A rare exception would be if you have your own business and have created a fan page for that business. Sharing this link shows that you have business savvy and social media expertise.)



Alternate Addresses

In most cases, including your home address is enough. Just be sure to give your complete address and ZIP code. In rare situations, you might want to include either no address or an alternate one. For example, perhaps you don't consider your home address to be positive because it is in a "bad area," you live out of the area, or for some other reason. Before you exclude an address, consider asking someone reliable to accept your mail at his or her address and forward it to you.

If you are moving and know what the new address will be, you can list both the current and future locations. Add a statement like "After July 15" near the new address. This is not the best solution, but it can work.

Personal Information

There is no need to include personal information on your resume such as height, weight, or marital status. The reason is that these things have little or nothing to do with your ability to do the job. In addition, labor laws introduced in the past prevent an employer from considering many of these things in their hiring decisions. As a result, most employers will throw away resumes that include this sort of information, to reduce their chances of being sued for using the information in their screening process.

There are exceptions, of course: Some resumes do effectively include personal details that reinforce the person's ability to do the job or reflect positively on his or her personality or style. For example, mentioning certain leisure interests, hobbies, or volunteer activities may reinforce your ability to do the job in some way. But these same things may also harm you, so be cautious in what you include. For example, your mention of involvement in a social or political organization, or of being a fan of a particular sport or team, may help you with some employers but harm you with others.



QUICK TIP

If personal information does not directly support your ability to do the job, it is best left out of your resume. A better place for some personal information might be your cover letter. But still, be careful what you share.



Photographs

Unless you are applying for a position in modeling or the performing arts, never include your photograph with your resume. A photograph gives an indication of your age, gender, attractiveness, race, and other characteristics that an employer may later be accused of using in screening applicants. For this reason, many employers will not consider resumes that have photos attached.



QUICK TIP

A recent trend is a concept called video resumes. Candidates record two-minute videos of themselves talking about their credentials, post them online, and then send employers a link. Although this capitalizes on the popularity of Internet video and some employers like the idea of the convenience of it, others are concerned with discrimination issues. See www.interviewstream.com, www.workblast.com, and www.hirevue.com for more on video resumes and interviewing.

References

Some resumes include a statement such as “References Available on Request” at the bottom. Older resume books typically advise you to do this, but it is no longer necessary. Employers know they can ask for references if they want to check them out.



QUICK TIP

An option is to include on your resume one to three positive quotes from previous employers attesting that you are a valuable employee.

Although I don’t suggest you list your references on your resume itself, I do suggest that you create a separate list of references. Having your references available in advance allows you to get them quickly to those employers who ask and conserves valuable space on your resume for use in documenting more important information. And don’t forget to notify your references in advance that employers may be calling—and make sure they will have positive things to say about you.



A Final Few Words on Handling Problems

Thankfully, a variety of laws and regulations require employers to consider applicants on their ability to do a job rather than such personal attributes as race, religion, age, disability, gender, or other unrelated criteria. Most employers are wise enough to avoid making decisions based on points that should not matter. They are often just like you are (you know, intelligent, good looking, humble, and so on). They will try to hire someone who convinces them that they can do the job well.

For this reason, it is *your* responsibility to present to your next employer a convincing argument as to why he or she should hire you over someone else. Even if your “problem” does not come up in the interview, it may be to your advantage to bring it up and deal with it. This is particularly true if you think an employer might wonder about this issue or that it might hurt you if you don’t address it.

However you handle the interview, the ultimate question you have to answer is “Why should I hire you?” So provide a good answer, even if the question is not asked quite so obviously.



CHAPTER 9

Write a Better Resume Now

After completing chapters 5 through 8, you are ready to put together a “better” resume. By better, I mean one that is more carefully crafted than those you have already prepared, based on part 1.

This chapter helps you pull together what you have learned and create an effective resume. It also expands on the tips in part 1 on how to design, produce, and use your resume to best effect.

This chapter assumes that you have read and completed the activities in chapters 1, 2, 3, and 4. It also assumes that you finished a basic resume as outlined in those chapters and started using it right away while you worked on creating a “better” resume as time permitted.

If that information is not fresh in your mind, what follows won’t make much sense because it is supplemental to the information presented in the first four chapters. And if you’ve worked through chapters 5 through 8, the results from that material will help you work through this chapter more easily.

If You Aren’t Good at Writing a Resume, Get Some Help

I begin this chapter with some advice: If you aren’t particularly good at writing and designing a resume, consider getting help. The following sections offer several sources of assistance.



Professional Resume Writers

The fees that some resume writers charge are a bargain, whereas others charge entirely too much for what you get. Few regulations or requirements exist for setting up business as a resume writer, and the quality and pricing of services vary widely.

In reviewing a resume writer's capabilities, you need to have a good idea of the services you want and buy only those you need. For example, some resume writers have substantial experience and skills in career counseling and can help you clarify what you want to do. Helping you write your resume may be the end result of more expensive, time-consuming career counseling services that you may or may not need.

Most professional resume writers will ask you questions about your skills, experiences, and accomplishments so that they can use this information to improve your resume. This expertise benefits almost everyone. But, in some cases, the writer is essentially a keyboarder who takes the information you provide and puts it into a simple format without asking questions. This service does not have the same value and obviously should cost less.



QUICK TIP

Ask for prices and know exactly what is included before you commit to any resume-writing services. Many legitimate resume writers are happy to give you an upfront estimate.

Some resume writers provide additional services. These services include printing a number of resumes and matching envelopes, putting your resume on a computer disc (for future changes you can make), putting your resume into an electronic format for Internet posting, or posting your electronic resume on one or more Internet sites.



QUICK TIP

Several of the professional organizations for resume writers enable you to use their Web sites to search for a writer that meets your criteria. See the URLs in the following list.



As mentioned earlier, writing a good resume helps you clarify what you want to do in your career. That process is not simple, and you might benefit greatly from the help of a true career-counseling professional who also happens to be a resume writer.

A variety of excellent resume writers contributed the sample resumes used in this book, and you can find their contact information in appendix B. Local resume writers are listed under “Resume Service” and similar headings in the Yellow Pages (although be sure to check that they have credentials). And many Internet career and job sites sell resume services or provide links to them.

CHECK FOR PROFESSIONAL CREDENTIALS

There are six major associations of professional resume writers and each provides a Web site with links to professional writers:

- Association of Online Resume and Career Professionals (AORCP; www.aorcp.com)
- Career Directors International (CDI; www.careerdirectors.com)
- Career Management Alliance (The Alliance; www.careermanagementalliance.com)
- Career Professionals of Canada (www.careerprocanada.ca)
- National Résumé Writers' Association (NRWA; www.nrwa.com)
- Professional Association of Résumé Writers & Career Coaches (PARW/CC; www.parw.com)

Each of these associations has a code of ethics, so someone who belongs to these groups offers better assurance of legitimate services than someone who does not. Better yet is someone who has a designation such as Certified Professional Resume Writer (CPRW), Nationally Certified Resume Writer (NCRW), Master Resume Writer (MRW), or Certified Expert Resume Writer (CERW), which they earned by passing resume-writing competency tests.

Members of these associations wrote many of the sample resumes in part 3. As you can see, those writers are very good at what they do and will be happy to help you with your resume if you contact them.

In any situation, ask for the credentials of the person who will provide the service, get a clear quote on services included in their prices, and see examples of the person's work before you agree to anything.



Career or Job Search Counselors and Counseling Services

In your search for someone to help you with your resume, you may run into high-pressure efforts to sell you services. If so, buyer beware! Good, legitimate job search and career professionals are out there, and they are worth every bit of their fees. Many employers pay thousands of dollars for outplacement assistance to help those leaving find new jobs. But some career-counseling businesses prey on unsuspecting, vulnerable souls who are unemployed. Some “packages” can cost thousands of dollars and are not worth the price.



QUICK TIP

Reputable organizations that can refer you to a career counselor or job search coach in private practice include Career Management Alliance (www.careermanagementalliance.com), the International Association of Career Coaches (www.iaccweb.org), and the Career Coach Academy (http://careercoachacademy.com/coaching_find_coach.html).

I have said for years that many job seekers would gain more from reading a few good job search books than they might get from the less-than-legitimate businesses offering these services. But how do you tell the legitimate from the illegitimate? One clue is high-pressure sales and high fees. If this is the case, your best bet is to walk out quickly. Call the agency first and get some information on services offered and prices charged. If the agency requires that you come in to discuss this, assume that it is a high-pressure sales outfit and avoid it.



QUICK TIP

Low-cost services often are available from local colleges and One-Stop career centers (see www.servicelocator.org to locate one near you). These may consist of workshops and access to reading materials, assessment tests, and other services at a modest cost or even free. Consider these as an alternative to higher-priced services.



Print and Photocopy Shops

Some of these businesses offer substantial services, including resume design, resume copying and printing, and a selection of good paper and matching envelopes. Their prices are often quite reasonable, although few are capable of providing significant help in writing your resume.

Look in the Yellow Pages or online directories under “Photocopying,” “Copying & Duplicating Services,” or “Printing Services” for local services. Read their ads and call a few; you may be surprised at what they offer.

What Sort of Resume Will Work Best for You?

As you know, there are just a few basic resume types. But these types have many variations that could make sense for your situation. The basic resume types were covered in part 1, but here is a review, along with some additional information.

The Simple Chronological Resume

Chapter 2 provides examples of a simple chronological resume. As you know, this resume arranges your history in reverse-chronological order, beginning with your most recent work experience. Education and training may come before or after your work history, depending on how long you’ve been out of school and how relevant your degree is to your target job.

Because a chronological resume organizes information by your work experience, it highlights previous job titles, locations, dates employed, and tasks. This is fine if you are looking for the same type of job you have held in the past or are looking to move up in a related field. However, it’s less than ideal for some situations. For employers, the chronological resume presents a career progression and allows them to quickly screen out applicants whose backgrounds are not conventional or do not fit the preferred profile.

The chronological format is often not good for those who have limited work experience (such as recent graduates), who want to do something different, or who have less-than-ideal work histories such as job gaps.



CONSIDER A MODIFIED CHRONOLOGICAL RESUME

Although a basic, traditional chronological resume has limitations, you can add some information and modify its style in such a way that will help you. Here are some things you can do, depending on your situation:

- **Add a job objective.** Although a chronological resume might not include a job objective, yours certainly can. Although this has the disadvantage of limiting your resume to certain types of jobs, you should be focusing your job search in this way for other reasons. And including a job objective allows you to focus your resume content to best support that objective.
- **Emphasize skills and accomplishments.** Most chronological resumes simply provide a listing of tasks, duties, and responsibilities, but if you include a job objective, you should clearly emphasize skills, accomplishments, and results that support your job objective.
- **Expand your education and training section.** Let's say that you are a recent graduate who worked your way through school, earned decent grades (while working full time), and got involved in extracurricular activities. The standard listing of education would not do you justice, so consider expanding that section to include statements about your accomplishments while going to school.
- **Add new sections to highlight your strengths.** There is no reason you can't add one or more sections to your resume to highlight something you think will help you. For example, let's say you have excellent references from previous employers. You might add a statement to that effect and even include one or more positive quotes. Or maybe you got exceptional performance reviews, wrote some articles, edited a newsletter, traveled extensively, or did something else that might support your job objective. If so, nothing prevents you from creating a special section or heading to highlight these activities.

Some sample resumes in part 3 break the “rules” and include features that make sense for the individual. And that is one rule that really matters—that your resume communicates your strengths in an effective way.



QUICK TIP

I've seen many resume gimmicks, such as a dollar bill attached to a resume with a statement that this person would help the employer make lots of money. Some gimmicks work and you can try them, but I encourage you to stick to the basics: Write a resume that shows you deserve the interview.

The Skills or Functional Resume

Chapter 3 presents the basics of writing a skills resume. This resume style arranges content under major skills rather than jobs previously held. A well-done skills resume emphasizes skills that are most important to succeed in the job stated in the job objective. Of course, you should possess these skills. These resumes are sometimes called functional resumes because they use a functional design that is based on the skills needed for the job sought.



QUICK ALERT

A skills resume is often used in situations where the writer wants to avoid displaying obvious weaknesses that would be highlighted on a chronological resume. For example, someone who has been a teacher but who now wants a career in sales could clearly benefit from a skills resume that deemphasizes a lack of sales experience and emphasizes skills learned in teaching that are also important in sales.

A skills resume can help hide a variety of other weaknesses as well, such as limited work experience, gaps in job history, or lack of educational credentials. This is one reason some employers don't like skills resumes: They make it harder for them to quickly screen out applicants. Personally, I like skills resumes. Assuming that you honestly present what you can do, a skills resume often gives you the best opportunity to present your strengths in their best light.

The Combination Format

In a combination format, you might highlight your key skills related to your job objective and include a separate section that presents your work history in a conventional, chronological way. Some sample resumes in part 3 have successfully merged the skills resume and



chronological resume formats—a good idea for many situations (see pages 226–227, 234–235, and 236). Consider using this approach if it can present you well.

PORTFOLIOS AND ENCLOSURES

Some occupations typically require a portfolio of your work or some other concrete example of what you have accomplished. Artists, copywriters, advertising professionals, clothing designers, architects, radio and TV personalities, and many others know this and should take care to provide good examples of what they do. Examples can include writing samples, photographs of your work, articles you have written, sample audio or videotapes, artwork, a Web site you designed, and other samples of your work that support your job objective.

Curriculum Vitae (CVs) and Other Special Formats

Attorneys, college professors, physicians, scientists, and people in various other occupations have their own rules or guidelines for preparing a CV, Professional Vitae, or some other special format. If you are looking for a job in one of these specialized areas, you should learn how to prepare a resume to those specifications. These specialized and occupation-specific resumes are not within the scope of this book and examples are not included, but many books and Web sites provide information on these special formats. For example, MIT has some helpful CV tips at <http://web.mit.edu/career/www/guide/cv.pdf>.



QUICK TIP

In Europe, the term CV refers to just a regular resume. People in all professions in Europe use CVs, not just those in academic and medical fields.

Gather Information and Emphasize Accomplishments, Skills, and Results

Part 1 included activities and a worksheet designed to gather basic information for your resume. The first four chapters in part 2 provided more detailed information and activities to help you gather facts about yourself, identify key skills, and consider alternative ways to present what you want to include in your resume.



This chapter includes an expanded worksheet to help you gather the information that is most important to include in a resume. Some information is the same as that called for in the Instant Resume Worksheet in chapter 2; however, this new worksheet is considerably more thorough. If you complete it carefully, it will prepare you for the final step of writing a superior resume.

Comprehensive Resume Worksheet

Instructions

Use this worksheet to write a draft of the material you will include in your resume. Use a writing style similar to that of your resume, emphasizing skills and accomplishments. Keep your narrative as brief as possible and make every word count.

Use a pencil or erasable pen to allow for changes. You might find it helpful to use a separate sheet of paper for drafting the information in some worksheet sections that follow. When you have done that, go ahead and complete the worksheet in the book or download a copy from www.jist.com—9781593578565. The information you write on the worksheet should be pretty close to the information you will use to write your resume, so write it carefully. For some sections, you will probably need to refer back to the appropriate section of this book to find previously recorded information.

Personal Identification

Name _____

Home address _____

City, state or province, ZIP or postal code _____

Primary phone number _____

Comment _____

Alternate/cell phone number _____

Comment _____

E-mail address _____

Blog, Twitter, or portfolio URL _____

(continued)



(continued)

Job Summary Statement

Write your job summary or objective here, as you would like it to appear on your resume. Writing a good summary statement is tricky business and requires a good sense of what you want to do as well as the skills you have to offer. You can refer to the work you did in chapters 2 and 7 and review sample resumes in part 3 before completing this. _____

In Just a Few Words, Why Should Someone Hire You?

A good resume answers this question in some way. So, to clarify the essential reasons why someone should hire you over others, write a brief answer to the question in the following space. Then make sure that your resume gets this across in some way. _____

Key Adaptive Skills to Emphasize in Your Resume

What key adaptive skills do you have that support your stated job objective? Review chapter 5 to identify your top adaptive skills and list those that best support your job objective in the following spaces. After each, write the accomplishments or experiences that best support those skills—your proof that you have these skills. Be brief and emphasize numbers and results when possible. Include some or all of these skills in your resume.

Adaptive skill _____

Proof of this skill _____



Adaptive skill _____

Proof of this skill _____

Adaptive skill _____

Proof of this skill _____

Key Transferable Skills to Emphasize in Your Resume

Select your transferable skills that best support your stated job objective. Refer to chapter 5 as needed to help identify these skills and list them on the following lines, along with examples of when you used or demonstrated these skills. Use some or all of these in your resume.

Transferable skill _____

Proof of this skill _____

(continued)



(continued)

Transferable skill _____
Proof of this skill _____
Transferable skill _____
Proof of this skill _____
Transferable skill _____
Proof of this skill _____
Transferable skill _____



Proof of this skill _____

What Are the Key Job-Related Skills Needed in the Job You Want?

Refer to chapter 7 to learn how to identify the key job-related skills needed in the job you want. If you have selected an appropriate job objective, you should have those very skills. Write the most important job-related skills (and more if you know them), along with examples to support these skills—and include them in your resume.

Job-related skill _____

Proof of this skill _____

Job-related skill _____

Proof of this skill _____

(continued)



(continued)

Job-related skill _____

Proof of this skill _____

Job-related skill _____

Proof of this skill _____

Job-related skill _____

Proof of this skill _____



What Specific Work or Other Experience Do You Have That Supports Your Doing This Job?

If you completed the worksheets in chapter 6, you have plenty of information to draw on in completing this section. If you are writing a chronological resume, organize the following information in order of the jobs you have held (most recent first). If you are writing a skills resume, organize the information within major skill areas.

There is space for both of these arrangements, and I suggest you complete both sections. In doing so, write the content as if you were writing it for use on your resume. You can, of course, further edit what you write here into its final form, but try to approximate the writing style you will use in your resume. Use short sentences. Include action words. Emphasize key skills. Include numbers to support your skills, and emphasize accomplishments and results instead of simply listing your duties.

In previous jobs that don't relate well to what you want to do next, emphasize adaptive and transferable skills and accomplishments that relate to the job you want. Mention promotions, raises, or positive evaluations as appropriate. If you did more than your job title suggests, consider a more descriptive (but not misleading) title, such as "head waiter and assistant manager," if that is what you were, instead of "waiter." If you had a number of short-term jobs, consider combining them all under one heading such as "Various Jobs While Attending College."

You may need to complete several drafts of this information before it begins to sound right, so use your word-processing program or additional sheets of paper as needed.

Experiences Organized by Chronology

Most recent or present job title _____

Dates (month/year) from _____ to _____

Organization name _____

City, state or province, ZIP or postal code _____

Duties, skills, responsibilities, accomplishments _____

(continued)



(continued)

Next most recent job title _____

Dates (month/year) from _____ to _____

Organization name _____

City, state or province, ZIP or postal code _____

Duties, skills, responsibilities, accomplishments _____

Next most recent job title _____

Dates (month/year) from _____ to _____

Organization name _____

City, state or province, ZIP or postal code _____

Duties, skills, responsibilities, accomplishments _____

Next most recent job title _____

Dates (month/year) from _____ to _____

Organization name _____

City, state or province, ZIP or postal code _____



Duties, skills, responsibilities, accomplishments _____

Experience Organized by Skills

Look at the sample resumes in part 3 and you will see that some organize their experience under key skills needed for the job. These resumes often include statements regarding accomplishments and results as well as duties. They also often mention other skills that are related to or support the key skill as well as specific examples. These can be work-related experiences or can come from other life experiences.

Assume for now that your resume will organize your experience under key skills. Begin by listing the three to six skills you consider to be most important to succeed in the job you want.

There is space for up to six such skills in the worksheet. Once you have decided which ones to list, write examples of experiences and accomplishments that directly support these skills. Write this just as you want it to appear in your resume.

Key skill 1 _____

Resume statement to support this skill _____

Key skill 2 _____

Resume statement to support this skill _____

(continued)



(continued)

Key skill 3 _____

Resume statement to support this skill _____

Key skill 4 _____

Resume statement to support this skill _____

Key skill 5 _____

Resume statement to support this skill _____

Key skill 6 _____

Resume statement to support this skill _____



What Education or Training Supports Your Job Objective?

Chapter 6 includes a worksheet that organizes your education and training thoroughly. Go back and review that information before completing this section. In writing your Education and Training section, be sure to include any additional information that supports your qualifications for your job objective. New graduates should emphasize their education and training more than experienced workers and include more details in this section.

Use the space that follows to write what you want to include on your resume under the Education and Training heading.

School or training institution attended _____

Dates attended or graduated _____

Degree or certification obtained _____

Anything else that should be mentioned _____

School or training institution attended _____

Dates attended or graduated _____

Degree or certification obtained _____

Anything else that should be mentioned _____

School or training institution attended _____

Dates attended or graduated _____

Degree or certification obtained _____

(continued)



(continued)

Anything else that should be mentioned _____

Other Formal or Informal Training That Supports Your Job Objective

Other Resume Sections

If you want to include other sections on your resume, go ahead and write their headings and whatever you want to include. Examples might be "Summary of Experience," "Special Accomplishments," or others. See the headings of this kind among the sample resumes in part 3 for inspiration.



More Quick Resume Writing Tips

Part 1 covered the basics of writing a resume. Here are some additional tips and information you might find helpful.

As Much as Possible, Write Your Resume Yourself

I have come to realize that some people, even very smart people who are good writers, can't write or design a good resume. They just can't. And there is no good reason to force them to write one from start to finish. If you are one of these people, just decide that your skills are in other areas and don't go looking for a job as a resume writer. Get someone else, preferably a professional resume writer, to do it for you.

But, even if you don't write your own resume, you should do as much as possible yourself. The reason is that, if you don't, your resume won't be truly yours. Your resume may present you well, but it won't be you. Not only may your resume misrepresent you to at least some extent, you also will not have learned what you need to learn by going through the process of writing your resume. You will not have struggled with your job objective statement in the same way and may not have as clear a sense of what you want to do as a result. You won't have the same understanding of the skills you have to support your job objective. As a result, you probably won't do as well in an interview.



QUICK TIP

Although I encourage you to borrow ideas from this book's sample resumes, your resume must end up being yours. You have to be able to defend its content and prove every statement you've made.

Even if you end up hiring someone to help with your resume, you must provide this person with what to say and let him or her help you with how to say it. If you don't agree with something the writer does, ask the person to rework it until it works for you. However you do it, make sure that your resume is *your* resume and that it represents you accurately.



Don't Lie or Exaggerate

Some job applicants misrepresent themselves. They lie about where they went to school or say that they have a degree that they don't have. They state previous salaries that are higher than they really were. They present themselves as having responsibilities and titles that are not close to the truth.

I do not recommend you do this. For one reason, it is simply not right, and that is reason enough. But there are also practical reasons for not doing so. The first is that you might get a job that you can't handle. If that were to happen, and you fail, it would serve you right. Another reason is that some employers check references and backgrounds more thoroughly than you might realize. Sometimes, this can occur years after you are employed and, if you're caught, you could lose your job, which would not be a pleasant experience. So, my advice is this: Honesty is the best policy. However, some things are better left unsaid, and a resume should present your strengths and not your weaknesses.

Being honest on your resume does not mean you can't present the facts in the most positive way. A resume is not a place to be humble. So work on *what* you say and *how* you say it, so that you present your experiences and skills as positively as possible.

Use Short Sentences and Simple Words

Short sentences are easier to read. They communicate better than long ones. Simple words also communicate more clearly than long ones. So use short sentences and easy-to-understand words in your resume (like I've done in this paragraph).

Many people like to throw in words and phrases that are jargon. Some of this may be necessary, but too often I see language that is too specialized, which will turn off many employers. Good writing is easy to read and understand. It is harder to do but is worth the time.

If It Doesn't Support Your Job Objective, Cut It Out

A resume is only one or two pages long, so you have to be careful in what you do and do not include. Review every word and ask yourself, "Does this support my ability to do the job in some clear way?" If that item does not support your job objective, it should go.



Include Numbers

Many sample resumes in part 3 include some numbers (see pages 219, 239, and 257–258). Numbers can be used to refer to your word-processing speed, the number of transactions you processed per month, the percentage of increased sales, the dollar amount of costs you cut, or some other numerical measure of performance.

Numbers communicate in a special way, and you should include numbers to support key skills you have or that reflect your accomplishments or results.

Emphasize Skills

It should be obvious by now that you should emphasize skills in your resume. Besides listing the key skills needed to support your job objective in a skills resume, you should include a variety of skill statements in all narrative sections of your resume. In each case, select skills you have that support your job objective.

Highlight Accomplishments and Results

Anyone can go through the motions of doing a job, but employers want to know how *well* you have done things in the past. Did you accomplish anything out of the ordinary? What were the results you achieved? Chapter 5 includes many activities that will help you emphasize accomplishments and results from a variety of work and life situations.

The Importance of Doing Drafts

It will probably take you several rewrites before you are satisfied with your resume's content. And it will take even more changes before you are finished.



QUICK TIP

Writing, modifying, editing, changing, adding to, and subtracting from content are important steps in writing a good resume. For this reason, I suggest that you write yours on a computer if you can, where you can make changes quickly.



Edit, edit, and edit again. Every word has to count in your resume, so keep editing until it's right. This might require you to make multiple passes and to change your resume many times. But, if you did as I suggested and have created a simple but acceptable resume, fretting over your "better" resume shouldn't delay your job search one bit. Right?

Get Someone Else to Review Your Resume for Errors

After you have finished writing your resume, ask someone with good spelling and grammar skills to review it once again. It is simply amazing how errors creep into the most carefully edited resume.

More Tips to Improve Your Resume's Design

Just as some people aren't good at resume writing, others are not good at design. Many resumes use simple designs, and this is acceptable for most situations. But you can do other things to improve your resume's appearance, and this section covers some basics.



QUICK TIP

When looking at the sample resumes in part 3, note how some have a better appearance than others. Some have rules and bullets; others do not. Some include lots of white space, while others are quite crowded. Compromises are made in most resumes, but some clearly look better than others. Note the resumes you like best and try to incorporate those design principles into your own resume.

What to Do If You Don't Have a Computer or Design Experience

No problem. As I mentioned earlier, many people can help you with word processing and design. Just go out and have it done by a professional resume writer. At the beginning of this chapter, I provided referral services where you can find others to do your word-processing and design work.



QUICK TIP

If you are not familiar with how to use a computer and its related software, now is not the time to learn. You can waste lots of time trying to use a computer to do simple tasks such as laying out a resume or printing a letter. If computers are new to you, let someone else create your resume on his or her computer. Once you have your resume, you might have someone show you how to use the computer for tasks like correspondence. But avoid the fancy stuff. Trust me on this.

Increase Readability with Simple Design Principles

People who design advertising know what makes something easy or hard to read—and they work very hard to make things easy. Here are some things they have found to improve readability. You can apply these same principles in writing your resume.

- Short sentences and short words are better than long ones.
- Short paragraphs are easier to read than long ones.
- Narrow columns are easier to read than wide ones.
- Put important information on the top and to the left. People scan materials from left to right and top to bottom.
- Using plenty of white space increases the readability of the text that remains. And it looks better.
- Don't use too many (more than two) fonts on the same page.
- Use underlining, bold type, and bullets to emphasize and separate text—but use them sparingly.

Avoid Packing Your Resume with Small Print

Sometimes it's hard to avoid including lots of detail, but doing so can make your resume appear crowded and hard to read. In many cases, crowded resumes can be shortened with good editing, which allows for considerably more white space.



Use Two Pages at the Most

One page is often enough if you are disciplined in your editing and have less than five years of work experience. But two uncrowded pages are far better than one crowded one. Those with considerable experience or high levels of responsibility often require a two-page resume, but very, very few justify more than two.



QUICK TIP

If you end up with one-and-a-half pages of resume, add white space until it fills the whole two pages. It just looks better.

Use Fonts Sparingly

Just because you have many fonts on your computer does not mean you have to use them all on your resume. Doing so creates a cluttered, hard-to-read look and is a sure sign of someone without design skills. Good resume design requires relatively few, easy-to-read fonts in limited sizes. Look at the sample resumes in part 3. Few use more than one or two fonts and most use bold and different font sizes sparingly.

Consider Graphics

Part 3 includes some sample resumes that use graphic elements to make them more interesting (see pages 241 and 243). Although resumes with extensive graphic-design elements were not my focus for this book (this is a “quick” resume book), some resumes clearly benefit from this. Good graphic design is more important for those in creative jobs such as advertising, art, and desktop publishing.

Edit Again for Appearance

Just as your resume’s text requires editing, you should be prepared to review and make additional changes to its design. After you have written the content just as you want it, you will probably need to make additional editing and design changes so that everything looks right.

**QUICK TIP**

If someone else will help you with the design of your resume, show or e-mail this person copies of resumes you like as design examples. Be open to suggestions, but be willing to assert your taste regarding your resume's final appearance.

Select Top-Quality Paper

If you are sending a printed resume, don't use cheap copy-machine paper. After all your work, you should use only top-quality paper. Most print shops are used to printing resumes and will have paper selections. The better-quality papers often contain a percentage of cotton or other fibers. I prefer an off-white or light cream color because it gives a professional, clean appearance. Pastel colors such as gray and light blue are also acceptable, but avoid bright colors such as pink, green, or red.

Get Matching Stationery and Envelopes

Envelopes made of the same paper as your resume present a professional look. Select an envelope of the same paper type and color at the time you choose your resume paper. You should also get some blank sheets of this same paper for your cover letters and other job search correspondence. In some cases, you may also be able to obtain matching thank-you-note paper and envelopes.

Good-Quality Photocopies and Laser-Printer Copies Are Fine

Most photocopy machines now create excellent images, and you can use them to reproduce your resume—as long as you use high-grade paper. Check out the copy quality first. Most laser printers also create good-quality images and can be used to make multiple resume copies.

**QUICK ALERT**

Use your judgment here and don't compromise. If the printing quality doesn't look better than average, find a different way to get it done.



How Many Copies to Make

If you print your resume on your own printer, print enough to have extras on hand at all times. You just never know when you might need one. If you are photocopying your resume, make about 25 to 50 copies at any one time. You might want to make changes after you “field test” your resume, so don’t make too many copies up front. If you are having the resume offset printed, the big cost is getting the job on the press; additional copies done at the same time are often quite inexpensive.

The best use of your resume is to get it into circulation early and often—so have enough so that you don’t feel like you need to “save” them. Plan on giving multiple copies to friends, relatives, and acquaintances and sending out lots prior to and after interviews.



PART 3

A Stupendous Collection of Professionally Written and Designed Resumes

The resumes in this section were written by professional resume writers. As a result, they present a wonderful variety of writing and design styles and techniques. Each was written with great care and skill to present a real (but fictionalized) person in the best way possible.

There are many reasons to use different writing and design styles, and the resumes in this section show wide variety in all their elements. There are resumes for all sorts of people looking for all sorts of jobs. Some resumes include interesting graphic elements and others are quite plain. This variety will give you ideas for writing and creating your own resume. Feel free to experiment and use whatever style best suits you.

If you need help writing your resume—or with career planning or job search advice—I recommend you contact a writer whose work is included in this book (see appendix B for contact information).

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CHAPTER 10

Sample Chronological Resumes

The chronological resume is the most popular format among hiring managers because it makes it easy to see your employment history at a glance. Many people include a profile section at the beginning of the resume that highlights their skills; however, the focus in this type of resume is on employment experience.

The samples in this chapter are organized into clusters so that you can easily find ones that relate to your background or job objective. Categories covered in this chapter are the following:

- Business, management and executive, and finance (pages 185–189)
- Healthcare and medical (pages 190–195)
- Hospitality and culinary (pages 196–199)
- IT and engineering (pages 200–204)
- Students and new graduates with limited work experience (pages 205–208)
- Mechanical and skilled trades (pages 209–210)
- Media, information, and communications (pages 211–212)
- Sales (including retail) and marketing (pages 213–219)
- Education and training (pages 220–224)



One obvious way to use the samples is to turn to the section that seems most compatible with your career goals. Doing so enables you to see how others with similar experience or seeking similar jobs have handled their resumes. But I also encourage you to look at all the samples for formats, presentation styles, and content ideas to use in your resume. For example, some resumes have superior graphic design elements that may inspire you, even though your job objective is in a different area.

The notes at the bottom of the resumes point out features, provide information on the person behind the resume, or give other details. This unique approach gives insights into the strategies professional writers use.



JOHN J. MONLEY

236 Kings Hwy., Darien, CT 06820
203.655.2444 Res • 203.355.4323 Cell • jmonley@gmail.com

FINANCIAL SERVICES EXECUTIVE

Senior Managing Director with more than 30 years of consistent success in the highly volatile fixed-income markets. Excel in developing strategies and techniques to manage interest rate risk.

Recognized as Top 3 in production nationwide every year for 26 years.

Earned 100% client retention rate over 26 years by providing savvy guidance and market expertise.

Effective Strategist who blends technical acumen and market insight to develop effective hedging and investing strategies.

Honest, ethical leader with the highest level of integrity. Recognized for expert knowledge of regulatory rules and procedures.

PROFESSIONAL EXPERIENCE

MERRILL LYNCH ♦ NEW YORK, NY

1984–PRESENT

SENIOR MANAGING DIRECTOR, FIXED INCOME AND MUNICIPALS ♦ 1990–PRESENT

Successively promoted to positions of increased responsibility based on consistently exceeding goals and expectations.

- ***Started institutional practice*** targeting middle-market financial services firms. Assisted in developing client base through effective financial/portfolio analysis, tax swapping, trading, and investment strategies.
- Promoted to move to Chicago to run Institutional sales team (1990–2009). ***Increased Chicago sales revenue 100% for each of first 2 years.***
- ***Top 3 in production every year for 26 years.***
- ***Earned #1 rank for performance in 23 of 26 years.***
- Became co-national sales manager in 1998 to improve performance of national sales force of 20. ***Restructured organization and dramatically improved efficiencies*** and client communications for fixed-income accounts.
- Recognized for introducing techniques in structured products and hedging instruments to improve returns and management of risk.

LF ROTHCHILD ♦ NEW YORK, NY

1981–1983

ASSOCIATE

EDUCATION

BS, Banking & Finance

Saint John's University, New York
Won numerous awards for Economics & Finance

This senior executive needed a resume quickly to give to a recruiter who called unexpectedly, so the writer focused on key highlights and kept the resume to one page (submitted by Don Goodman).



SHONYELL JOHNSON

123 Palm Street, St. Petersburg, Florida 33710 ❖ (727) 555-1212 ❖ creativeone@email.net

CAREER PROFILE

RESULTS-ORIENTED BUSINESS MANAGEMENT PROFESSIONAL with 10+ years of solid experience with small business ownership, education, and human services. Polished professional with a proven track record of success in strategic business planning, operations, relationship-partnering, sales, and vendor and community relations. Expertise in event planning, leadership development, mentoring, and case management. Former honors student who worked full-time while attending college full-time and maintaining volunteer activities in the community. Consistently exceed expectations on all job performance evaluations.

PROFESSIONAL OBJECTIVE

Seeking to contribute to a company's growth and profitability as a Business Development Specialist.

COMPUTER SKILLS

*Windows Microsoft Office (Access, Excel, PowerPoint, and Word)
Microsoft Outlook Microsoft Outlook Express Internet Research
Proprietary Educational and Human Services Software*

EDUCATION

B.S., BUSINESS MANAGEMENT, ECKERD COLLEGE PROGRAM FOR EXPERIENCED LEARNERS, ST. PETERSBURG, FLORIDA (2011)

- ❖ G.P.A.: 3.6 / 4.0
- ❖ Worked full-time while attending college full-time.

COURSE HIGHLIGHTS

*Accounting Business Finance Ethics in Management Investment Finance
Management Leadership Marketing Microeconomics*

A.A., ST. PETERSBURG COLLEGE, ST. PETERSBURG, FLORIDA

- ❖ Worked full-time while attending college full-time.

PROFESSIONAL EXPERIENCE

CO-OWNER, EBONY GUESS, ST. PETERSBURG, FLORIDA, & ATLANTA, GEORGIA (2008 to present)

- ❖ Full profit & loss responsibility for a successful music sales business with revenue topping **\$300,000** annually.
- ❖ As co-owner, started the business and successfully grew it into a profitable venture in under one year.
- ❖ Handle all strategic planning, marketing, financial, and accounting duties associated with the business.
- ❖ Maintain extensive records of all business transactions and plan for conservative future growth.
- ❖ Thoroughly learned all policies, procedures, licensing, permit, small business regulations, requirements, and standards for opening a business.
- ❖ Joined the Chamber of Commerce and the Midtown Economic Development Council.

(continued)

The recently earned business degree is featured close to the top, even though she has more than 10 years of work experience. Prior experience in social services is relegated to page 2 (submitted by Sharon McCormick).



SHONYELL JOHNSON ♦ creativeone@email.net

Page Two

CHILD ABUSE PREVENTION ASSOCIATION (CAPA)**ST. PETERSBURG, FLORIDA*****Family Support Worker (2006 to Present)***

- ❖ Work as part of a nationwide organization with **400+** offices for a program considered to be the most successful child-abuse-prevention association in the United States.
- ❖ Work with several highly respected agencies including the *YWCA*, *Healthy Families Pinellas*, the *Department of Health*, and the *State of Florida*.
- ❖ Establish a trusting relationship with the parents of children considered at-risk for abuse and neglect to help them create healthier family environments.
- ❖ Create a **“Family Support Plan”** with specific goals, objectives, and activities in conjunction with the Program Supervisor.
- ❖ Assist in strengthening the parent/child relationship through improving parenting skills and meeting the basic needs of the family with the goal of community resource integration and self-sufficiency.
- ❖ Provide in-home visits with prenatal and postnatal parents every week and follow up with the family for up to five years.
- ❖ Enthusiastically teach parenting education to culturally diverse families with cutting-edge materials created by the national organization.
- ❖ Complete precise documentation per the program’s requirements and utilize the computer for case planning.
- ❖ Thoroughly learned extensive community resource information and make referrals as needed.
- ❖ Consistently **“Exceed Expectations”** on annual job performance evaluations.

PARENTS FOR CHILDREN PRESCHOOL, ST. PETERSBURG, FLORIDA***Assistant Director (2003 to 2006)***

- ❖ Performed human resources functions, including recruiting, hiring, coaching, supervising, disciplining, and terminating staff.
- ❖ Handled administrative office responsibilities for the preschool.
- ❖ Provided direct service to the children in classroom settings.
- ❖ Acted as a liaison for the children with professionals in the community as needed.
- ❖ Praised by parents for excellence in educational instruction with their children.
- ❖ Accepted more challenging position with the Child Abuse Prevention Association.

GREAT BEGINNINGS PRESCHOOL, ST. PETERSBURG, FLORIDA***Teacher (1998 to 2001)***

- ❖ Promoted a positive classroom setting for children by utilizing education and play activities.
- ❖ Prepared comprehensive lesson plans targeted toward different learning styles.
- ❖ Provided guidance, direction, understanding, and comfort to the children as needed.
- ❖ Accepted more responsible position at the Parents for Children Preschool.

VOLUNTEER EXPERIENCE

BROOKWOOD YOUNG WOMEN’S RESIDENCE, ST. PETERSBURG, FLORIDA***Volunteer (2010 to 2011)***

- ❖ Acted as a **Mentor** to **50** troubled teenagers for a local young women’s residential facility.
- ❖ Assisted with character-building and leadership-development activities for the teenagers.
- ❖ Praised by top management for communication and interpersonal skills with the residents.

LAKEWOOD HIGH SCHOOL, ST. PETERSBURG, FLORIDA***Volunteer (2009 to 2010)***

- ❖ Acted as a **Mentor** to teenagers at a local high school with **1,000+** students.



35 Sunderland Drive
Shrewsbury, NJ 07702

WILLIAM T. JOHNSON

wtjohnson@gmail.com

Home: (732) 530-5592
Mobile: (732) 530-6632

PLANT / OPERATIONS / GENERAL MANAGEMENT EXECUTIVE

Multi-site manufacturing plant/general management career building and leading high-growth, transition, and start-up operations in domestic and international environments with annual revenues of up to \$680 million.

Expertise: Organizational Development • Productivity & Cost Reduction Improvements • Supply Chain Management • Acquisitions & Divestitures • IPOs • Plant Rationalizations • Safety Performance • Customer Relations • Change Agent

CORE COMPETENCIES

Manufacturing Leadership—Strong P&L track record with functional management experience in all disciplines of manufacturing operations • Developing and managing operating budgets • Spearheading restructuring and rationalization of plants and contracted distribution facilities • Initiating lean manufacturing processes, utilizing SMED principles • Establishing performance metrics and supply-chain management teams

Continuous Improvement & Training—Designing and instituting leadership-enhancement training program for all key plant management • Instituting Total Quality System (TQS) process in domestic plants to promote the business culture of continuous improvement and leading the ISO 9001 certification process

New Product Development—Initiating plant-based “New Product Development Think Tank” that developed 130 new products for marketing review, resulting in the successful launch of 5 new products in 2003

Engineering Management—Oversight of corporate machine design and development teams • Developing 3-year operating plan • Directing the design, fabrication, and installation of several proprietary machines • Creating project cost tracking systems and introducing ROI accountability

PROFESSIONAL EXPERIENCE

BEACON INDUSTRIES, INC., New York, NY (2003–Present)

Record of continuous promotions to executive-level position in manufacturing and operations management despite periods of transition/acquisition at a \$680 million Fortune 500 international manufacturing company. Career highlights include

Vice President of Manufacturing (2006–Present)

Senior Operating Executive overseeing the performance of 7 manufacturing/distribution facilities for a company that experienced rapid growth from 4 plants generating \$350 million in annual revenues to 14 manufacturing facilities with revenues of \$680 million. Charged with driving the organization to become a low-cost producer. Established performance indicators, operating goals, realignment initiatives, productivity improvements, and cost-reduction programs that consistently improved product output, product quality, and customer satisfaction.

Accomplishments:

- Selected to lead corporate team in developing and driving forward cost-reduction initiatives that will result in \$21 million saved over the next 3 years through capital infusion, process automation, and additional rationalizations.
- Saved \$13 million annually by reducing fixed spending 11% and variable overhead spending 18% through effective utilization of operating resources and cost-improvement initiatives.
- Cut Workers’ Compensation costs 40% (\$750,000 annually) by implementing effective health and safety plans, employee training, management accountability, and equipment safeguarding. Led company to achieve recognition as “Best in Industry” regarding OSHA frequency and Lost Workday Incident rates.
- Reduced waste generation 31%, saving \$1 million in material usage by optimizing manufacturing processes as well as instituting controls and accountability.
- Enhanced customer service satisfaction 3% annually during past year (measured by order fill and on-time delivery percentage) through supply-chain management initiatives, inventory control, and flexible manufacturing practices.
- Trimmed manufacturing and shipping-related credits to customers from 1.04% to .5% of total sales in 2005, representing annual \$1.8 million reduction.
- Decreased total inventories 43% from 2000 base through combination of supply-chain management, purchasing, master scheduling, and global utilization initiatives.
- Rationalized 3 manufacturing plants and 6 distribution facilities, saving \$6 million over 3 years.

This manufacturing executive was in the same industry for his entire career. This resume helped him land a position at the senior VP level in another industry by focusing on his core competencies and outstanding achievements (submitted by Louise Garver).



WILLIAM T. JOHNSON • wtjohnson@gmail.com • Page 2

General Manager, Northeast (2003–2006)

Assumed full P&L responsibility for 2 manufacturing facilities and a \$20 million annual operating budget. Directly supervised facility managers and indirectly 250 employees in a multi-line, multicultural manufacturing environment. Planned and realigned organizational structure and operations to position company for high growth as a result of acquiring a major account, 2 new product lines, and 800 additional SKUs.

Accomplishments:

- Reduced operating costs by \$4.5 million through consolidation of 2 distribution locations without adverse impact on customer service.
- Accomplished the start-up of 2 new manufacturing operations, which encompassed a plant closing and the integration of acquired equipment into existing production lines for 2 new product lines without interruption to customer service; achieved 2 months ahead of target and \$400,000 below budget.
- Increased operating performance by 15% while reducing labor costs by \$540,000.
- Reduced frequency and severity of accidents by 50% in 3 years, contributing to a Workers' Compensation and cost avoidance reduction of \$1 million.
- Decreased operating waste by 2% for an annual cost savings of \$800,000 in 2 manufacturing facilities.
- Negotiated turnkey contracts for 2 distribution warehouses to meet expanded volume requirements.
- Maintained general management and administrative cost (GMA) at a flat rate as sales grew by 25% annually over 3 years.

ROMELARD CORPORATION, Detroit, MI (1990–2003)

Division Manufacturing Director (1999–2003)

Fast-track advancement in engineering, manufacturing, and operations management to division-level position. Retained by new corporate owners and promoted in 2000 based on consistent contributions to revenue growth, profit improvements, and cost reductions. Scope of responsibility encompassed P&L for 3 manufacturing facilities and a distribution center with 500 employees in production, quality, distribution, inventory control, and maintenance.

Accomplishments:

- Delivered strong and sustainable operating gains: increased customer fill rate by 18%; improved operating performance by 20%; reduced operating waste by 15%; and reduced inventory by \$6 million.
- Justified, sourced, and directed the installation of \$10 million of automated plant equipment.
- Implemented and managed a centralized master scheduling for all manufacturing facilities.
- Reduced annual Workers' Compensation costs by \$600,000.
- Created Customer Satisfaction Initiative program to identify areas of concern and implemented recommendations, significantly improving customer satisfaction.

Prior Positions with Romelard Corporation: Senior Manufacturing Manager (1996–1999), Manufacturing Manager (1993–1996); Plant Manager (1992–1993); Engineering Manager (1990–1992).

EDUCATION & PROFESSIONAL DEVELOPMENT

Bachelor of Science in Manufacturing Engineering
Syracuse University, Syracuse, NY

Continuing professional development programs in
Executive Management, Leadership, and Finance



ERICA CLAYTON

2625 Trancas St., Napa, California 94558 • (707) 257-1183 • eclayton@email.com

DENTAL ASSISTANT Knowledgeable • Experienced • Professional

PROFILE

Graduate Dental Assistant with chairside, scheduling, reception, and telephone experience in general and endodontic practices. X-ray certified. Experienced in composite and amalgam fillings, oral surgery, root canals, impressions, molds, and crown preparation.

- Tactful, patient, and courteous.
- Positive and enthusiastic.
- Professional telephone etiquette.
- Work well independently or as a team member.
- Punctual and responsible with a strong work ethic.

EMPLOYMENT

William Mahoney, D.D.S., Napa, CA
General Practice

11/10–present

Treatment & Case Coordinator, Chairside Assistant

- Manage appointment schedules for three dentists to maximize available treatment time.
- Interface with doctors to implement course of treatment and with patients to arrange payment schedules and appointments.
- Coordinate with labs, suppliers, and office staff to ensure that all elements are in place to meet patients' treatment needs upon arrival for appointment, for example, x-rays, impressions, prostheses, etc.
- Maintain supplies inventory to ensure consistent availability of all products.
- Provide patient education and encouragement.
- Assist dentists during treatment.
- Apply fluoride and sealant.

Samuel Rutherford, D.D.S., and Roger Ingram, D.D.S.
Napa, CA
Endodontia

7/08–10/10

Chairside Assistant & Front Office

- Assisted in all aspects of treatment and in preparation for treatment, including sterilizing instruments, setting up trays, preparing injections, taking impressions, and pouring molds.
- Educated patients on dental hygiene and post-op care.
- Maintained inventory and ordered supplies.
- Assisted front office with reception, scheduling, filing, and telephones.

Part-time Positions (as a student)

10/06–7/08

Hollywood Video	Glendale, CA	Assistant Manager & Trainer
Auntie Mary's Pretzel Palace	Northridge, CA	Shift Manager & Trainer
Runners, Inc.	Simi Valley, CA	Office Assistant

EDUCATION

Certificate in Dental Assisting, ROP, Glendale, CA

6/08

VOLUNTEER

Girl Scouts of America, Glendale, CA (summers)

8/95–8/00

- Designed, coordinated, and implemented fun-filled week-long programs for younger scouts.

COMPUTER SKILLS

Basic knowledge of MS Word and Excel, Internet, and e-mail.

The bullets in the Profile communicate the candidate's enthusiasm while the Employment section highlights chairside experience. Important formal training is listed in the Education section (submitted by Gay Anne Himebaugh).



SHAWNTA NICOLE MARION

789 Angel Lane, St. Petersburg, Florida 33733 ❖ (727) 555-1212 ❖ snm@yahoo.com

PROFESSIONAL OBJECTIVE

Seeking a position as a *Medical Assistant* for a Family or Geriatric medical practice that values compassion, dedication, integrity, and results.

EDUCATION

ST. PETERSBURG UNIVERSITY, ST. PETERSBURG, FLORIDA (2011)

DIPLOMA—Medical Assisting

- ❖ **EXTERNSHIP**, Palms Cardiology Practice, St. Petersburg, Florida
- ❖ Successfully attended college and never missed a day of class or externship.

COURSE HIGHLIGHTS

*Anatomy & Physiology ❖ Clinical Procedures ❖ Medical Office Procedures
Practical Procedures ❖ Health Care Automation*

NORTHEAST HIGH SCHOOL, ST. PETERSBURG, FLORIDA (2001)

DIPLOMA—General Studies

- ❖ Successfully attended high school and never missed a day of class.
- ❖ Worked **25** hours per week and sometimes up to **40** while attending high school full-time, by doing cleaning duties at Lakewood High School in St. Petersburg.
- ❖ Earned **As** and **Bs** while in high school.
- ❖ Volunteered with geriatric patients in the nursing department at *St. Anthony's Hospital* in St. Petersburg.
- ❖ Provided services to patients, such as helping them by ensuring their comfort and well-being, checking on them periodically, and bringing them beverages.
- ❖ Praised by management and patients for my communication, caring, compassion, and self-management skills.

EMPLOYMENT EXPERIENCE

PINELLAS COUNTY SCHOOL SYSTEM, LAKEWOOD HIGH SCHOOL, ST. PETERSBURG, FLORIDA

Plant Operator (2001 to Present)

- ❖ Have never called in sick or missed one day of employment in 10 years.
- ❖ Thoroughly cleaned 15 classrooms of 32 seats daily from 5:30pm until 10:30pm Monday through Friday.
- ❖ Used vacuum cleaners, mops, brooms, dust pans, and cleaning supplies to prepare rooms for next day's use.
- ❖ Utilized self-management skills to work independently every day.
- ❖ Consistently demonstrated personal pride, initiative, and drive to clean the classrooms to the best of my ability daily.
- ❖ Praised by two supervisors for my work ethic, dependability, and the quality control that I exhibit every day on the job.

COMPUTER SKILLS

*Microsoft Office (Excel & Word)
Windows
Microsoft Outlook
Internet Research
Proprietary Medical Practice Management Software*

This candidate successfully transitioned from janitor to medical assistant. She was hired full-time before even starting her externship! The bullets in the Employment Experience section point out her stellar work ethic (submitted by Sharon McCormick).



PAULINE E. SWINDELL, RN

333 Hidden Lane
Jackman, MO 00000

pswindell55@aol.com
Cell: (000) 000-0000

◆ EDUCATION ◆

Jackman City College of Nursing, Jackman, MO
Bachelor of Science in **Nursing**, May 2011
◦ Dean's List, three semesters
◦ GPA: 3.65/4.0, with honors

Lafayette Community College, Lafayette, MO
Associate Degree in **Psychology**, May 2003

◆ CLINICAL EXPERIENCE ◆

- | | |
|-------------|---|
| Spring 2011 | Bensen Hills Hospital , Jackman, MO
<i>Psychiatric Unit</i> <ul style="list-style-type: none">▪ Daily interacted with broad range of inpatient psychiatric clients to complete assessments and patient care planning. |
| Fall 2010 | Jackman City Hospital , Jackman, MO
<i>Med-surg Post-surgical Unit</i> <ul style="list-style-type: none">▪ Changed dressings, administered meds and IVs, and removed catheters.▪ Assisted with insertion of various drains used post-surgically.▪ Carefully assessed patient inputs and outputs.▪ Performed EKGs as ordered. |
| Spring 2010 | Phillip Rheims General Hospital , Bolton, MO
<i>Maternity</i> <ul style="list-style-type: none">▪ Trained new parents in proper care of newborns.▪ Performed postpartum assessments.▪ Assisted nurses during newborn assessments and birthing procedures.▪ Evaluated and observed diagnostic procedures during labor and delivery. |
| Fall 2009 | Saint Theresa Hospital , Plainville, MO
<i>Pediatric Unit</i> <ul style="list-style-type: none">▪ Administered all medications as prescribed.▪ Interacted with children during diversionary activities. |
| Spring 2009 | Saint Theresa Hospital , Plainville, MO
<i>Medications and IV Therapy</i> <ul style="list-style-type: none">▪ Prepared care plans and medications prior to administration.▪ Completed physical assessments on all patients. |

(continued)

Education is at the top because she is a fairly recent graduate. Heavy black lettering against lots of white space makes the resume appear clean, simple, and straightforward. The diamond motif helps establish a brand identity (submitted by Edward Turilli).

**Pauline E. Swindell**

Cell: (000) 000-0000

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Fall 2008

James L. Betts Retirement Home, Jackman, MO
PTs with ADLs

- Intermingled with PTs during group meals.
- Administered medications to PTs as required.

◆ RELATED EMPLOYMENT ◆

Jan 2009–
Present**Jackman City Hospital**, Jackman, MO
Mental Health Worker, Part-time

- Assess and complete BIWA withdrawal assessment sheets.
- Interview PTs to wrap up daily process notes.
- Complete observation sheets with appropriate levels of observation for each patient.
- Always maintain safe milieu appropriate for patient safety.
- Provide crisis intervention as needed.
- Readily interact with peers and colleagues in a positive, professional, and therapeutic environment.

Aug 2007–
Jan 2009**Lafayette Child and Family Services**, Lafayette, MO
Residential Counselor, Part-time

- Supervised residents' activities, recording daily personnel accountability.
- Administered prescription medication as prescribed.
- Daily interacted with peers to ensure safe and enjoyable environment.

◆ OTHER EMPLOMENT ◆

Summers
2005–2007**Lafayette Summer Recreation Center**, Lafayette, MO
Lifeguard, Swim & Safety Instructor

◆ CERTIFICATIONS / SKILLS ◆

- | | |
|--------------------|------------------------|
| ▪ Registered Nurse | ▪ Health Care Provider |
| ▪ CPR, First Aid | ▪ American Red Cross |
| ▪ Lifeguard | ▪ Crisis Intervention |

◆ VOLUNTEER ◆

- First Aid and Safety Member, U.S. Lifeguard Association
- Sylvan-Snyder Children's Care Center: Outpatient Services
- Jackman Youth Intervention Association



MARK FRIEDMAN

23 Plainview Road • Plainview, New York 11590 • (516) 273-9981
markfriedman@optonline.net

PROFILE

Physical Therapist who is able to work toward the restoration of function and the elimination of disability in individuals of all ages disabled by illness or an accident, or born with a handicap. Demonstrated skills working in hospitals and rehabilitation centers. Assist industry professionals in planning and directing patient care and preventative programs. Strongly motivated and dedicated to working with patients toward physical independence.

EDUCATION

Touro College • Bay Shore, NY
Bachelor of Science in Health Sciences, 9/11
Master of Science in Physical Therapy, 9/11

Long Island University at C.W. Post Campus • Brookville, NY
Bachelor of Science in Physical Education Non-School, 5/09
Concentration: Exercise Rehabilitation

CLINICAL ROTATIONS 6/11 to 8/11 Level IV

STONY BROOK UNIVERSITY HOSPITAL • Stony Brook, NY

Acute Care

- ~ Treated TKR, THR, CVA, and COPD diagnoses.
- ~ Provided D/C planning, evaluations, and exercise programs.
- ~ Associated with multiple disciplines in social work, nursing, and physician care.
- ~ Observed surgery: Hemiarthroplasty.
- ~ Participated in rounds and meetings.
- ~ Assisted Physical Therapists with patient care, exercise programs, and patient/family education.
- ~ Presented an in-service on Constraint Induced Movement Therapy.

1/11 to 3/11 Level III

PLAINVIEW PHYSICAL THERAPY • Plainview, NY

Outpatient Orthopedic

- ~ Evaluated, treated, and discharged patients with TKR, THR, ACL reconstruction, RC tear, shoulder impingement syndrome, sports/work-related injuries, LBP, and spinal orthopedic dysfunction; received experience in manual therapy.
- ~ Chronicled treatments on patients' charts; completed insurance forms.
- ~ Observed surgery: total knee replacement.
- ~ Presented an in-service on Total Knee Replacement.

(continued)

This resume uses a two-column format to make headings easy to find. Relevant experience before getting his degree is included later in the resume. Professional memberships show that the candidate is active in the PT field (submitted by Donna Farrise).



MARK FRIEDMAN

(516) 273-9981

- Page Two -

markfriedman@optonline.net

4/10 to 6/10**Level II**ST. CATHERINE'S HOSPITAL • Smithtown, NY**Inpatient Geriatric Rehabilitation**

- ~ Reviewed charts; evaluated, treated, and discharged geriatric patients.
- ~ Primarily treated patients diagnosed with CVA, TKR, and THR.
- ~ Treated patients with balance problems and assisted with wound care.
- ~ Presented a case study on a patient with Parkinson's Disease and Chronic Obstructive Pulmonary Disease (COPD).
- ~ Presented an in-service on "The Effects of Tai Chi on Balance in the Elderly Populations."

10/09 to 12/09**Level I**ST. MARY'S HOSPITAL • Brooklyn, NY**Outpatient Physical Therapy**

- ~ Evaluated, treated, and discharged adults/pediatrics from outpatient physical therapy.
- ~ Treated MS, CVA, BKA, AKA, patella tendonitis, bicep contractures, and Erb's Palsy diagnoses.
- ~ Observed wound care of amputated lower extremities.

**PROFESSIONAL
EXPERIENCE**
6/05 to 5/08

ALL CARE PHYSICAL THERAPY & REHABILITATION • Freeport, NY**Outpatient Rehabilitation Physical Therapy Aide**

- ~ Assisted with patient care, exercise programs, gym supervision, and application of heat, cold, electric stimulation, and ultrasound machines.
- ~ Educated patients and their families on treatment programs, care, symptoms, and potential complications.
- ~ *Designed a pool therapy packet for patients to be treated through aquatic therapy.*

CERTIFICATIONS Adult/Infant CPR & First Aid Certified, American Red Cross

**PROFESSIONAL
MEMBERSHIPS**

American Physical Therapy Association (APTA)
Orthopedic Chapter & Sports Physical Therapy Section Member

VOLUNTEER

Empire State Games, Garden City, NY (**25 hours**)
Nassau County Medical Center, East Meadow, NY
~ Outpatient Physical Therapy Department (**29 hours**)



MICHAEL R. BARKER

1411 Washington Street, Unit 3
Boston, MA 02118

(781) 264-4474

mikebarker@hotmail.com

FOOD AND BEVERAGE SALES AND DISTRIBUTION

Creative professional with technical credentials and a degree in food and hospitality looking to transition back into the hospitality industry. Highly motivated and creative with excellent written and verbal communications capabilities and strong interpersonal relationship skills. An analytical thinker with problem-solving skills and the motivation to succeed. A team player able to perform with minimal direction.

EDUCATION

BA, Hospitality Management—Johnson and Wales University, Providence, RI

AS, Hotel/Restaurant Management—Johnson and Wales University, Providence, RI

Microsoft NT—Sullivan and Cogliano, Waltham, MA

Microsoft Windows—Boston University, Boston, MA

PROFESSIONAL EXPERIENCE

Fidelity Investments, Boston, MA

2008–Present

Software Support Analyst

Provide PC and network support for 1,300 clients in the corporate office.

- Collaborated with engineers and software development to support the installation and integration of new enterprise applications.
- Acquired knowledge required to grow into a team leader.
- Coordinate teams to continually assess needs, identify resources, create schedules, monitor progress, and ensure resolution/fulfillment.
- Managed conversion teams to assist in migrating to new hardware and software systems.

Fresenius Medical Care North America, Lexington, MA

2005–2008

Senior PC Support Specialist

Supplied PC and network support for more than 600 users in the corporate office—including troubleshooting hardware and software issues—and provided additional support for dialysis clinics and warehouses throughout the country.

- Managed software license compliance and ensured hardware standardization to maintain quality control.
- Researched, evaluated, and recommended new technology and managed technology agreements with vendors.
- Collaborated in needs assessments for new operating systems; supported these programs to ensure the technology met staff efficiency goals and lowered operating costs.
- Performed routine ongoing analysis to ensure that planned and actual expenditures met approved goals for performance.
- Conducted training sessions to ensure the proper use of company systems.

(continued)

This candidate wants to transition from technical support to hospitality. The resume highlights transferable skills while deemphasizing specific technical capabilities. Education is placed near the beginning to highlight formal training in hospitality (submitted by Judit Price).



MICHAEL R. BARKER • mikebarker@hotmail.com

Page 2

CB Square Publications, Middletown, NY

2004–2005

Field Representative

Supported accounts and developed prospects for a firm that serves the strategic communications and information technology needs of school districts, not-for-profits, and small to medium businesses.

- Communicated with customers to advise on and resolve product-related issues.
- Updated and maintained company-managed websites.

Harrison Conference Services, Bank Conference Center, Waltham, MA 2003–2004
Account Manager/Operations Director

Directed the day-to-day operations of the facility. Managed a staff of 10 employees.

- Planned, coordinated, and delivered a range of conference activities.
- Contacted and qualified vendors, negotiated contracts, and provided oversight for all vendor service agreements.
- Recruited, hired, and trained the staff; processed payroll and benefit documentation; and produced weekly and monthly status reports for management review.
- Instituted employee incentive programs and encouraged formal meetings to identify and implement areas of improvement.

South Management Services, Harvard Law School, Cambridge, MA 2001–2003
Assistant Food and Beverage Director

Assisted in directing the food service operation. Responsibilities included personnel, office administration, marketing and sales, purchasing, security, and maintenance of the NCR system. Managed a staff of 35.

- Recruited, hired, and trained new employees.
- Managed all funds and processed all reports; designed software to track and monitor inventories to reduce waste, yet maintain adequate supplies.
- Developed an ongoing set of promotions and innovative programs that increased sales. “Theme days”—with special menus, décor, and music—were very well received by the patrons. Expanded liquor sales by 10–15%.
- Established a planning process to ensure available staff for off-peak high-volume occasions.

Sports Service, Fleet Center, Boston, MA

2000–2001

Assistant Food and Beverage Director, Luxury Suites

Supported all operational activities for the luxury suites. Managed a staff of 50.

- Directed all staffing schedules for the Bruins, Celtics, concerts, and other events.
- Organized all hot/cold food and beverage delivery schedules to ensure quality service.
- Managed all inventory, ordering, and receiving; monitored all beverages.
- Collaborated closely with the executive chef and the F&B director on cost control and food quality to ensure customer satisfaction.



François J. Boudreau

88 Harbor Place
Rock Cove, ME 00000

(207) 555-5555
francois@foodie.com

Assistant Chef/Sous Chef

Summary of Qualifications

- ✦ Associate degree in Culinary Arts with training in American and international cuisines.
- ✦ Restaurant experience includes broiler, grill, sauté, fryer, expo, breakfast, and salads.
- ✦ Able to handle a multitude of tasks at once, meeting deadlines under pressure.
- ✦ Demonstrated ability to respond with speed and accuracy in a highly productive setting.
- ✦ Work cooperatively and harmoniously with coworkers and supervisors.
- ✦ Dedicated to quality in service and product.

Experience

Broiler/Prep Cook	Jacques Restaurant , West Cove, Maine (2009–Present) 200-seat Four Diamond restaurant featuring an extensive menu of French and American cuisine
Fry Cook	The Lobster Net , Port Hancock, Maine (2007–2009) Indoor and outdoor dining, specializing in fresh lobsters and seafood; takeout and banquet service.
Fry/Prep Cook	The Weathervane , Rocky Coast, Maine (2007) Traditional New England seafood served in a casual setting.

Education

Associate in Culinary Arts: Newbury College, Brookline, Massachusetts (2007)
Curriculum and Training included

- | | |
|---------------------------|------------------------------|
| ✦ Soup, Stock, and Sauces | ✦ American Cuisine |
| ✦ Breads and Rolls | ✦ International Cuisine |
| ✦ Desserts | ✦ Garde Manger |
| ✦ Classical Bakeshop | ✦ Sanitation and Dining Room |

Good design, lots of white space, and few but well-chosen words make this an effective resume (submitted by Becky J. Davis).



ROGER P. BARNES

196 East Goldwater Road
Tempe, Arizona 85858
(555) 555-5555
roj2011@comcast.net

SUMMARY

Skilled Hospitality Manager with exceptional customer focus and organizational skills. Successful track record identifying niche markets, defining lounge/club concept, and implementing operating plan. Experienced in controlling costs, booking entertainment, and fostering repeat business with corporate clientele.

PROFESSIONAL EXPERIENCE

Jan. 2010–Present

Manager, Time Square Lounge; City, State.

Accountable for day-to-day operations and overall management of nightclub grossing \$50,000 monthly.

- Book live music and DJs to play salsa, merengue, and hip-hop.
- Plan and implement advertising and promotion for musical acts.
- Control inventory and purchase all liquor.
- Negotiate purchase agreements with suppliers; control pour costs.
- Supervise 27 employees, including security staff.
- Account for daily receipts, prepare bank deposits, and administer payables.

Major Accomplishments:

Increased gross revenues by more than 400%. Redefined club concept from Top 40 to salsa/hip-hop, successfully appealing to under-served niche market. Booked musical acts and designed promotional campaign to tout club's new focus.

Aug. 2008–Jan. 2010

Bar Manager, Marriott Hotel; City, State.

Managed lounge seating 500 and grossing \$60,000 monthly.

- Hired, scheduled, and supervised bartenders and wait staff. Controlled inventory and pour costs.
- Booked corporate parties.
- Developed special promotions; implemented promotional campaigns.

Major Accomplishments:

Increased bar gross revenues by up to 700%. Improved food revenues in lounge from virtually zero to \$2,500 per week.

July 2006–Aug. 2008

Bartender, Mesa Mountain Ranch; City, State.

Serviced lounge seating 150, plus 15 wait staff serving adjacent pool area.

- Developed rapport with customers and fostered cordial atmosphere.
- Up-sold patrons on food items, increasing overall revenue.
- Established corporate contacts that led to repeat business.
- Significantly reduced pour costs through negotiation with suppliers.

2003–2006

Waiter/Bartender, High Falls Grill; City, State.

Served lunch and happy-hour customers. Booked live entertainment and implemented promotions.

2000–2003

Room Service Supervisor/Waiter, Posh Resort; City, State.

Participated in the setup and launch of room service at this golf resort in suburban City, State.

- Hired, trained, and supervised room service staff.
- Trained in bartending.

EDUCATION

A.A.S., Marketing; City Community College (2003); City, State.

This resume lists diverse responsibilities in a space-efficient format. The Major Accomplishments sections are important to show his results (submitted by Arnold Boldt).



PAMELA FRENCH

STRATEGIC PLANNING ♦ TECHNOLOGY ♦ CUSTOMER RELATIONS

22 SE Sixth Terrace, Gainesville, FL 32654
352-789-9766 ♦ pamelafr french@aol.com

PROJECT MANAGER

Solving problems and delivering software solutions for healthcare companies.

- ♦ **Hands-on Management Experience:** Senior manager of remote monitoring and technical support teams servicing thousands of medical end users. Scheduled for PMP certification testing, July 2011.
- ♦ **Professional Services Background:** Project manager and product coordinator with Leffert Healthcare R&D and WebMD, supporting local and national clients.
- ♦ **Process Documentation and Metrics Focus:** Proactively documented and enforced processes; expert at preparing reports on short notice; skilled in making smart, timely decisions in managing crisis situations.
- ♦ **Fast-Track Success:** From customer service representative to product coordinator, software educator, and senior manager during 14 years of dedicated service in an atmosphere of frequent organizational change.
- ♦ **People, Process, and Operational Expertise:** Recruit right-fit employees; build sound and sustaining teams; and create order amid the chaos of dynamic, high-volume environments.

PROFESSIONAL EXPERIENCE

LEFFERT HEALTHCARE R&D, Tampa, FL

1996 to 2011

Subsidiary of UK-based software developer The Leffert Group, providing business management applications for small and mid-sized companies in diverse industries throughout the world; annual revenue \$425M.

Overview: Challenging roles during 14 years of frequent organizational change—2 mergers and 3 administrations (Medical Manager Corporation, WebMD, Leffert Software). Fast-tracked through customer service, product development, and program management to senior management.

Senior Manager, Development Support (2006–2011)

Planned, managed, and staffed day-to-day operations of division, combining level 3 development support and remote monitoring systems teams. Oversaw all personnel hiring, promotions, disciplinary actions, and releases. Supervised 15 direct reports (senior technical support engineers) responsible for providing support to 2 national groups of more than 150 level 2/enterprise site technical support staff members servicing 2,000+ customers with practice management and electronic medical records systems.

Operations & Staff Management

- ♦ Ensured team stayed current on all new product functionalities; standardized and streamlined workflow to ensure seamless operations for prompt resolution of customer issues.
- ♦ Created collaborative culture of cross-functional teamwork that was instrumental in meeting aggressive deadlines and resolving customer crises.
- ♦ Provided resources and managed tasks associated with noncrisis software implementations, upgrades and conversions, and database migrations associated with operating system platform changes.

Customer Support

- ♦ Managed several projects at any given time—established goals and timelines, acquired cooperation of multifunctional teams, and juggled company resources to meet project needs.
- ♦ Personally worked with software developers, support managers, field services managers, and implementation managers to manage escalations.
- ♦ Provided long-term solutions to customers via routine software upgrades, service packs, and hot fixes.

Projects

- ♦ **O/S Platform Migrations for Targeted Sites:** Provided oversight and resources for portion of the project that included negotiations with third-party consultants for data migrations over the course of 28 months.
- ♦ **Hot Fix Pilot Process Development:** Project leader for 4-month project to improve delivery of software hot fixes to specific sites. Identified and communicated with all stakeholders to successfully create and document seamless processes and workflow among multiple cross-functional teams.
- ♦ Supervised staff in providing more than 10 hot fixes (containing dozens of fixes) via new cost-saving, automated delivery system while triaging at least 30 issues each week across multiple product lines.

Continued

The Overview section explains the chronology of the company, which has gone through multiple leadership changes. Headings break up a lengthy list of accomplishments and help readers move quickly through the resume (submitted by Marjorie Sussman).

**PAMELA FRENCH**

352-789-9766 ♦ pamelafrench@aol.com

Software Defect Manager, Intergy Practice Management Software (2003–2006)

Created and managed a technical team specializing in product support to effectively eliminate backlog of defect reports from customers. Formed from the existing research phone team, the subteam was ultimately merged to become the development support team.

- ♦ Accelerated flow of service packs to customers by training phone team to move defect reports more efficiently to developers in a format that facilitated rapid delivery of solutions.
- ♦ Reduced backlog of customer defect reports 50% in 5 months; completely eliminated backlog in 12 months.
- ♦ Worked 2,271 issues across 8 products that required programming solutions and were included in service packs and new version releases.
- ♦ Resolved approximately 2,000 issues requiring no development intervention.

Product Coordinator, Intergy Practice Management Software (2001–2003)

Coached and supervised research phone team in conducting information-gathering interviews with users of the practice management software. Provided feedback to the CEO and development directors for use in product design and development.

- ♦ Participated as key member of project team, customizing and implementing call-tracking software.
- ♦ Produced 150+ conversational-style interview scripts and, using qualitative research software, stored each interview in a format allowing keyword searches and trend report generation.

Software Support Technician, Intergy Software Beta Program (2000–2001)

Provided support for 20 beta sites via remote connection and on-site visits. Conducted intensive training for regional staff on implementing the software.

- ♦ Developed informal method to track feedback from the sites and track all development code delivered.
- ♦ Provided rapid delivery and implementation to sites, significantly increasing customer satisfaction and leading to increased product endorsements and sales.

Customer Service Representative, Medical Manager Software (1996–1999)

Developed and conducted train-the-trainer sessions on Medical Manager software at local businesses and colleges in response to the software's growing popularity. Met the increasing demand for trained office workers to heighten customer satisfaction and expand brand recognition.

Earlier experience: Taught *Medical Manager Practice Management Software*, *Introduction to Computers*, and *Business English* at Career City College and Webster College, Gainesville, FL.

EDUCATION & PROFESSIONAL TRAINING**PMI Project Management Professional (PMP)**

July 2011 scheduled testing

University of Florida Leadership Development Institute**Project Leadership & Communications**, 2005**Project Management Tools & Techniques**, 2005**University of Florida at Gainesville****Ph.D.** in Counselor Education, 1998**B.S.** in Business Education, 1979

Proficient in Siebel; Work Management System; MS Word, Excel, Project, PowerPoint, Access.



Jennifer C. Wallach

73 Barbizon Lane • Woodstock, VT 05412
802.885.1111 • jcwallach@hotmail.com

Qualifications Summary

- Highly motivated and accomplished **Web Page Developer/Technical Communications Professional** with strong project management and implementation abilities; resourceful design and research/documentation specialist.
- Innovative and creative initiative taker with demonstrated expertise in all facets of Web page design, desktop publishing, and computer/Internet technologies; flexible and adaptable in positively responding to changing organizational needs.
- Effective problem solver with expert communications and editorial skills.
- Highly proficient with the following Web development and graphic tools/skills: HTML, JavaScript, DHTML, and XML; Microsoft Office Suite; Adobe Photoshop, Dreamweaver, Flash, and InDesign.

Professional Experience

- 2007–Present ARGON INTELLIGENCE GROUP, INC. (AIG) • Barnard, VT
Web Page Developer
- Broad range of creative/technical responsibilities includes development and ongoing product management for corporate Web site as well as sites for major clients; maintain corporate intranet and extranet with key responsibility for creation of product pages.
 - Corporate/client project scope entails maintaining excellent customer relationships, managing and executing monthly updates, and coordinating/supervising contract designers.
 - Successfully initiated, developed, and documented interface designs for company's first completely online HTML help system for retail systems product; implementation yielded substantial cost savings over paper production as well as enabled more timely releases/updates.
 - Graphic designer for corporate marketing materials; design/author user manuals for ancillary retail systems products; provide technical consulting on as-needed basis across all disciplines.
- 2006 DOBSON COMMUNICATION CORPORATION • South Woodstock, VT
Marketing/Public Relations Intern
- Managed production of three monthly newsletters; oversight responsibility included story idea selection (collaborating with market coordinators), story assignments/editing, liaison to ad agency regarding layout requirements and art specifications, and final prepress approval.
 - Developed and wrote internal as well as external communications including news releases, feature stories, and promotional feature pieces.
 - Implemented wide range of creative design assignments, from conducting a Web page competitive analysis and implementing a company recycling program to producing a competitive event for employees of eight branch stores and executing a customer essay contest.

- Education** NEW HAMPSHIRE COLLEGE • Manchester, NH
Bachelor of Arts Degree — Journalism/Public Relations (2006)
- Officer, Public Relations Student Society of America (2004–2006)
 - Member, Phi Beta Lambda (Professional Business Leaders)

Continuing development includes attendance at professional seminars/conferences and meetings complemented by subscriptions to professional journals.

- Affiliations** PUBLIC RELATIONS SOCIETY OF AMERICA
- Webmaster/Newsletter Editor
- HTML WRITERS GUILD
SOCIETY OF TECHNICAL COMMUNICATION

This candidate transferred her writing, marketing, and PR skills to a career as a Web page developer. Most of her resume focuses on communications strengths and the value she's brought to her employers (submitted by Jan Melnik).



BRENT D. BOATMAN

1836 Tameria Drive, Dallas, TX 75234 ♦ (214) 251-3415 ♦ bboatman@texas.net

GAME PROGRAMMER

C/C++	Open GL	Nintendo Wii
VisualBasic	3D Graphics	Sony PlayStation
Maya MEL	Windows API	Microsoft Xbox
Java	Console Development	iPhone Apps
Assembly	DirectX SDK	

PROFESSIONAL EXPERIENCE

2009–2011 **Koala Game Studio, Dallas, Texas**
Developer and publisher of entertainment software

Game Programmer

- ♦ Participated as a graphics programmer on a cross-functional development team that published a highly successful, leading-edge sports game for Nintendo Wii. Recognized for strong individual contribution and emerging technical leadership.
- ♦ Represented company on team partnered with Microsoft to successfully resolve software incompatibility issues inhibiting game development.
- ♦ Currently creating leading-edge graphics technology for next-generation platforms, including iPhone apps.

Manager's comments: "very hard worker" ... "goes above and beyond to meet schedule" ... "instrumental in creating Wii version of game" ... "very high-quality work."

2008–2009 **University of North Texas, Denton, Texas**
Computer Science Department

Student Intern

- ♦ Helped design and code an educational game under a research grant; incorporated graphics, sound, and network play into game.
- ♦ Assisted professor in innovative computer game development lab.

EDUCATION **University of North Texas, Denton, Texas**
Bachelor of Science, 2009
Major: Computer Science; Minor: Mathematics

Attended iPhone Apps Developers' Conference, 2010

This resume is distinguished by the box design that sets off key information—technical skills and manager's endorsements.



VIVIAN ROMANO

10 Mathews Drive ♦ Bridgeport, CT 06604 ♦ (203) 237-5345 ♦ vivromano@gmail.com

IT DATABASE SPECIALIST/SYSTEMS ADMINISTRATOR

☞ *Recognized “go-to” resource, quick learner, and eager teacher* ☞

Well-regarded IT specialist with broad-based background and extensive experience in administrative roles. Forward-thinking professional with a record of success in researching and implementing technology solutions to improve/automate processes and maximize operational effectiveness. Organized, effective leader with meticulous attention to detail. Adaptable, solution-oriented team player actively seeking to improve the status quo.

Core Expertise:

Database Processing / Database Analysis / Network Management / Systems Training
Training & Documentation / Problem Solving / Organizational Improvement

PROFESSIONAL EXPERIENCE

EMERGENCY SERVICES, INC., Clinton, CT

2003 to present

Systems Administrator

Serve as system administrator for 5,000-record work-order database system. Manage records, train end users, and create ad hoc reports. Maintain servers, computers, printers, and mobile phones used by employees in 5 locations. Monitor e-mail systems and identify/implement solutions to improve efficiency and productivity.

- Introduced new Corrigio database system to manage work-order requests in office that saw 300+ new work orders per month. Successfully transitioned company to paperless environment while improving efficiency.
- Trained internal and field staff in use of new system, creating customized training materials that included 6 separate training guides adapted to need and experience level. Facilitated development of training tools by acquiring and utilizing new screen-shot software to capture frame-by-frame views on handheld PPC phones.
- Developed well-received daily status reports for client, designing an intricate solution that drew information from 2 distinct databases before running a query that ultimately generated the required results.
- Created automated process for checking accuracy of data in 3,000 files by conducting comparison to master files. Identified Excel add-on tool that reduced processing time, allowing what used to be a 3-day manual process to be completed in 20 minutes.
- Facing need to rename hundreds of files, researched and implemented solution that simplified and automated what would have proven to be a very time-consuming process highly subject to errors.
- Gained justification for and implemented file backup, e-mail storage, emergency e-mail access, and e-mail spam filtering solutions.

EDUCATION

BA, University of Connecticut, Storrs, CT, 2000

COMPUTER SKILLS

Access, Excel, Corrigio, Word, PowerPoint, Project, Outlook, WordPerfect, Lotus

One job and one primary accomplishment—introducing a new database system—make up the bulk of this resume, which includes detailed achievements that show the value of the new database.



TREVOR HANK WHITE

810 Lake Shore Drive, Evanston, IL 60612 ■ 713-555-1984 ■ trevorbusiness@xlt.com

FOCUS Management Trainee—International Finance
Finance Degree with Spanish Minor and International Business Certificate

QUALIFICATIONS

- Focused, disciplined, and competitive individual who is goal-driven and welcomes challenges.
- Outgoing, friendly, charismatic; strong relationship-building and interpersonal skills.
- Effective team leader and team member who strives for excellence in any endeavor.

EDUCATION

Northwestern University, Evanston, IL

May 2011

Bachelor of Business Administration

- Major: Finance Minor: Spanish Certificate: International Business
- International Study Program: Madrid and Barcelona, Spring 2009
- Major GPA: 3.77/4.0 Cumulative: 3.84/4.0
- Presidential Scholar Award for Academic Excellence
- Valedictorian Scholar for Academic Excellence
- Student Scholarship for Academic Excellence
- World Class Scholarship for Academic Excellence

Evanston Academy of Learning, Evanston, IL

2007

- State of Illinois Scholar; National Merit Scholarship Finalist
- Academic All-State Scholar; Advanced Placement Scholar; Spanish Language Scholar
- Valedictorian Award—4.34/4.0 (weighted grades)
- Baseball Athletic & Academic Achievement Award
- Academic All-State Baseball Team Captain
- Varsity Baseball—Team Co-Captain & Captain; played baseball since age 8
- First Degree Black Belt—Tae Kwon Do Martial Arts
- Classical Pianist at local and state competitions

CAMPUS ACTIVITIES

Northwestern University:

- Finance Committee Student Representative—Northwestern Alumni Foundation
- Sigma Alpha Beta—Active Member; Greek Week Coordinator; Committee Chair
- Greek Council Association—University Student Representative
- Dance Marathon—Personally raised more than \$5,000 for Children's Hospital
- Northwestern Greek Council—Vice President of Operations

EMPLOYMENT

Illinois High School Athletic Association, Springfield, IL, Summers 2008–Present

- Certified Baseball Umpire for high school baseball games in central Illinois.

Delta Gamma Alpha, Evanston, IL, 2009–2011

- House Hand in charge of preparing, serving, and meal cleanup for 120+ members.

Evanston Insulation Incorporated, Evanston, IL, Summers 2007–2010

- Laborer involved in tear-off, installation, and repair of commercial roofing systems.

This is a clean, easy-to-read format—no frills, no fluff. The candidate has a well-rounded background and is well suited for various types of management trainee/entry-level positions (submitted by Billie Ruth Sucher).



Alfred David Burton

Current:

100 Harold Point Avenue
Warren, WA 00000
(444) 222-6666

alfreddburton@aol.com

Permanent:

222 Jonathan Drive
Midtown, OR 00000
(000) 000-0000

PERSONAL PROFILE

- ▶ Highly motivated to begin and achieve employment objectives in the criminal justice field.
- ▶ Proven experiences of working well under stressful conditions.
- ▶ Rule-oriented, fair, and disciplined in giving or carrying out orders.
- ▶ Dedicated, focused, and diligent in executing and maintaining the highest level of abilities to reach all planned objectives and goals.

EDUCATION

Stetson University, Warren, WA
Bachelor of Arts in **Administration of Justice** May 2011
Horton-Davis College, Lafayette, OR
Major in **Criminal Justice** (Transferred to Stetson University) 2007–2008
LaBelle Prep Academy, Midtown, OR
College Preparatory Diploma June 2006

Honors / Scholarships:

- ▶ Stetson University, Dean's Scholarship, \$6,000 per year
- ▶ Horton-Davis Scholarship, one year, \$8,000
- ▶ Horton-Davis Grant, \$1,000
- ▶ LaBelle Prep Academy College Scholarship, \$1,500
- ▶ Grade-point Average: 3.8/4.0 (*magna cum laude*)
- ▶ Dean's List, Horton-Davis College and Stetson University, three semesters
- ▶ Washington State Police Entrance Exam score: 90%
- ▶ National and Oregon State honor societies
- ▶ National Irish-American Honor Society

RELATED WORK EXPERIENCE

Department of Safety and Security, Stetson University, Warren, WA
Dispatcher 9/12/09–Present

- Dispatch vehicles to officers' campus beats and patrols.
- Capably relay emergency information to on-duty guards.
- Maintain day logs and incident reports.
- Keep professional radio contacts, serve as operator on emergency calls, and assist Warren Police with information on law violations.

(continued)

"Alfred's integrity, sincerity, career focus, and personal achievements mark him for high success in life."

—Brent Keenan, Guidance Counselor, LaBelle Prep Academy

This resume's language strongly promotes the candidate's high scholarship, leadership, and related memberships. The quote from his counselor adds weight to his candidacy. Targeted keywords/phrases of this young client's extensive criminal justice experience raise him above average entry-level job candidates (submitted by Edward Turilli).



Alfred David Burton

(444) 222-6666 ▪ alfreddburt@aol.com

Page 2 of 2

Washington Department of Environmental Management (D.E.M.), Warren, WA
Park Ranger, Lincoln Heights State Park—Level Three Supervisor

Summer 2010

- Confidently supervised and trained 12 new rangers, assigning patrols within 250-acre park.
- Accurately kept day logs, incident reports, and vehicle inspection sheets.
- Charged with first to respond, handle, and assist in medical emergencies and violations of law occurring in park while on duty.
- Served as eyewitness for Washington State Police and D.E.M. Enforcement.

Park Ranger, Lincoln Heights State Park—Level Two

Summer 2009

- Enforced and maintained park rules and regulations, reporting violations to a supervisor.
- Provided park rules of conduct and general information to 5,000 summer visitors.
- Monitored on-duty professional radio contact.
- Maintained and updated bicycle safety inspection sheets.

Svensen-Gustafson Investigative Services, Inc., Lafayette, OR

Security Guard

1/22/08–4/19/08

- Assisted Horton-Davis College Police with traffic control at large campus events.
- Ensured the safety of students and families during winter events and graduation.
- Patrolled designated college buildings for the well-being and safety of students and staff.

SKILLS _____

- Computer: MS Word, PowerPoint, Access, Excel, Internet search capability
- Experience with finance duties as ADJ club treasurer
- Excellent organizational and major project planning skills

ACTIVITIES / ACHIEVEMENTS _____

- ▶ Administration of Justice Club, Stetson University, Treasurer
- ▶ Student Ambassador, Stetson University
- ▶ Treasurer, Class of 2008, Horton-Davis College
- ▶ Student Ambassador, Horton-Davis College
- ▶ S.E.E.D.S. (Student Events Excluding Drinking Society) active committee member
- ▶ S.A.R. (Student Admissions Representative)
- ▶ Criminal Justice Book Club, Co-founder / President
- ▶ Division One Football Team, three years; Captain, senior year
- ▶ Division One Super Bowl Football Championship Award

“Rights that do not flow from duty well performed are not worth having.”

—Gandhi



School
Alexandra Tamburro '12
19 Crossroads Drive
Conway, SC 29526

Alexandra Tamburro

Atamburro12@coastal.edu

Home
21 Sugarloaf Drive
Sugarloaf, NY 12906
Cell: 845.867.5309

Objective: Internship Opportunities

Eager to learn first-hand about government operations and gain insight into corporate culture and the international arena

PROFILE

Energetic and career-minded individual with an academic record that reflects responsibility, leadership, and active involvement in the school community. Offering disciplined work habits, a high level of initiative, and a demonstrated ability to balance competing demands. Background also demonstrates a consistent effort to contribute to activities that require sound judgment, resourcefulness, and a significant amount of coordination.

EDUCATION

Coastal Carolina University, Conway, SC (Anticipated Graduation) **2012**

Candidate: B.S. in Political Science & Public Affairs (Current GPA: 3.56)

Minor: Spanish

Extracurricular and Leadership Activities

- ✦ Student Activities (Music & Interactive Chair)
- ✦ Student Activities Board Member
- ✦ Model United Nations Club, Public Relations Chair
- ✦ Spanish Club / JV Softball
- ✦ Gold Key Society (candidate)
- ✦ Big Events Volunteer Coordinator (2009/2010)
- ✦ Big Events Executive Board: Communications Chair

Academic and Leadership Involvement

- ✦ Judicial Board Representative (elected position)
- ✦ Study Abroad (six weeks in Peru)
- ✦ Presidential Scholarship Recipient
- ✦ Prospective Student Overnight Host
- ✦ Orientation Leader
- ✦ Resident Assistant (named RA of the Month, 9/10)
- ✦ Relay for Life Entertainment Chair

Frankfort High School, Poughkeepsie, NY

2009

NYS Regents Diploma

Academic Honors and Affiliations

- ✦ High Honor Roll / Honor Roll (2005–2009)
- ✦ Dean's List (2009)
- ✦ Spanish (three years)

Extracurricular Activities

- ✦ Freshman Senior Day Leader
- ✦ Art Club / Retreat Leader
- ✦ JV Softball (3 years) / Captain (2008)

ADDITIONAL EXPERIENCE

Coastal Carolina Ambassadors—Sophomore Coordinator

2009 to Present

Represent the college at local high schools (Dutchess & Ulster counties, NY) during college breaks. Deliver presentations to high school students, promoting academic offerings and discussing campus life. Contact schools, coordinate visits, prepare summary reports, and meet with head coordinator (senior-year representative). Position term continues through senior year and requires 10 hours of weekly work.

Students in Free Enterprise, Coastal Carolina University

2009 to Present

Team-oriented group that works on community-driven projects that promote free enterprise. Participate in regional and national SIFE competitions to present project results to numerous corporate executives. Current project, Edison Ethics, involves teaching high school students about business ethics.

Model United Nations Security Council High School Conference, Conway, SC

Spring 2010

Served as a high-school advisor/coach for this professionally run program that provides a realistic simulation of the UN's practices and procedures as well as the issues that it addresses. Worked with students to help them prepare for the conference by providing an understanding of the workings of the UN as well as the various implications of its actions. Gained experience as a Secretary-General, Parliamentarian, and Secretariat.

EMPLOYMENT

Herkimer Arts & Crafts, Herkimer, NY (Holidays & Summers)

2007 to Present

Coleman Staffing & Temp Service, Mohawk, NY

Summer 2010

VOLUNTEER

Socastee Elementary School, Socastee, NY (Tutor/Arts & Crafts Leader)

10/10 to 5/11

After-School Program: Worked with first, fourth, and fifth graders to help with homework and boost math and reading skills. Developed arts and crafts activities that were age-appropriate.

This resume for a college student seeking an internship showcases the fact that she is committed to her career and has the work ethic to back it up (submitted by Kristin Coleman).



Frank Taglione

203 Stonypoint Drive, Lewiston, ME 00000

■ (555) 555-5555 ■

frankietheplumber@email.com

Pipefitter/Plumber skilled in mechanical and electrical installations

- Experience with pipes constructed of carbon steel, stainless steel, copper, alloys and galvanized metal; plastic-lined pipe; and prefabricated piping assemblies, as well as all related fittings and joining compounds.
- Five years of practice in different industrial settings, ranging from a water-treatment plant to a pharmaceutical testing lab.
- Own specialized hand tools to measure, cut, bend, and thread pipe to precise specifications.
- Excellent safety record for operation of forklift, hydraulic jack, arc welding equipment, and acetylene torch.
- Able to read piping assembly drawings and wiring schematics with understanding of system operations.
- Can identify such problems as pipe assemblies constructed of the wrong material or with incorrect dimensions.

■ Employment ■

2008–Present

Pipefitter/Plumber

HYDROPURE SYSTEMS, INC.

Lewiston, ME

- Fabricate, assemble, and install the interior and exterior piping of large water-treatment units.
 - Plan material layout.
 - Assemble prefabricated piping in accordance with engineering drawings.
 - Size and build threaded piping systems, including rigid electrical conduits to motor-operated valves.
 - Make and install steel pipe supports.
 - Hydro-test the finished units.
- Commended by management with regard to excellence in attitude, attendance, productivity, and the ability to learn new tasks.

2003–2008

Pipefitter/Plumber

ADVANCED INDUSTRIAL MAINTENANCE

Portland, ME

- Assignments through this job shop included running water lines for new installations in laboratories and manufacturing operations at AllCan Plastics, Wamesco, and Ultran corporations.
- Kept plumbing in good working order at these facilities.

2002–Present, Weekends

Plumber

GUIDO TAGLIONE, PLUMBING CONTRACTOR

Auburn, ME

- Assist with installation and service of residential plumbing fixtures, piping, boilers, and water heaters. Mainly called on to measure and cut pipe and to form either sweat-soldered or threaded connections.

■ Training ■

Journeyman Pipefitter Certificate—2002

STATE OF MAINE DEPARTMENT OF EDUCATION

- Completed four-year apprenticeship and course in the plumbing and pipefitting trades at Auburn Technical and Vocational High School.
- Currently enrolled in state-sponsored asbestos-removal training course.

Frank's experience, safety record, and strong qualifications should open up opportunities despite the fact that he is not affiliated with a trade union. Many job-related skills are listed throughout, plus some very important adaptive skills (submitted by Melanie Noonan).



Michelle Gibson

842 N. Main ■ Menasha, Wisconsin 54952 ■ (414) 784-8752 ■ beauty@yahoo.com

Licensed Cosmetologist, State of Wisconsin

Summary of Attributes

- Enthusiastic professional with outstanding customer relations skills; upbeat, friendly, and genuinely care about providing good service.
- Strong sales techniques; consistently increase volume through additional product purchases.
- Carefully listen to clients to correctly address their needs/desires.
- Good business management aptitude; knowledgeable in all aspects of salon operation.
- Excellent technical skills evidenced through extremely loyal clientele and high referral rate.

Experience

The Ultimate Salon, Appleton, Wisconsin

Independent Hairstylist/Makeup Artist

2007–Present

- Provide full range of services, including precision haircuts, permanents, color, and styling.
- Conduct one-on-one makeup consultations, providing hands-on instruction, individualized color selection, and written guidelines.
- Manage all aspects of business, including inventory control, bookkeeping, price determination, and marketing.

Accomplishments:

- Conceptualized and publish a quarterly client newsletter, which contributed to an increase in client base and product sales.
- Specialize in creating unique images for bridal clients, incorporating various ornamentations into hairstyles.
- Researched and introduced a private-label makeup line.

A New You Salon, Menasha, Wisconsin

Hairstylist/Makeup Artist

2004–2007

- Performed hairstylist duties, including cuts, styles, color, and permanents. Functioned as an apprentice, 2004–2005.
- Lead makeup artist for special occasions and one-on-one demonstrations.

Accomplishments:

- Achieved retail sales of 31% compared to national average of 15%.
- Orchestrated salon-wide Cut-A-Thon to benefit United Cerebral Palsy, including public relations, donation solicitation, and raffle organization. Tripled donations over preceding year.
- Coordinated complimentary seminar to educate clients on new hair trends, products, and the benefits of various salon services.

Education

Northeast Wisconsin Technical College, Green Bay, Wisconsin

2004

Certificate of Completion; Cosmetology Training (included 400 hours of classroom instruction and 3,600 hours of on-the-floor supervised training)

Industry Involvement

Redken Symposium, Las Vegas, Nevada, January 2009

Redken Regional Seminar, Schaumburg, Illinois, 2007

- Assisted national and regional platform artists.

Aerial Hair Show, Stevens Point, Wisconsin, 2007

- Applied stage and runway makeup for models.

Packed with details, this resume's design and short statements keep it readable and effective. The statements in the Summary of Attributes section reinforce her strong business skills (submitted by Kathy Keshemberg).



Karen A. Librarian

000 Any Street • Anywhere, Michigan 00000 • (000) 000-0000 • infoscience@gmail.com

SUMMARY OF QUALIFICATIONS

More than 10 years of library and information science experience with 8 years at the supervisory level, maintaining a positive working environment. Possess excellent verbal and written communications skills and significant knowledge of reference materials. Conscientious and detail-oriented with ability to plan, organize, and direct library services and programs. Substantial computer experience, including Internet support.

PROFESSIONAL EXPERIENCE

Any Public Library—Anywhere, Michigan **2008–Present**

Assistant to the Director

- ✓ Supervise, instruct, and schedule 11 staff members, including entire faculty in director's absence.
- ✓ Automation Project Manager for interlibrary loans, book status, and budgeting.
- ✓ Administer reference and reader advisory services to patrons; provide outreach services to senior center, and schedule various meetings.
- ✓ Lead adult book discussions, including book selections, and conduct library tours.
- ✓ Assisted in library expansion, design, and construction (2008–2009).

Another Public Library—Anywhere, Michigan **2003–2008**

Assistant to the Director (2005–2008)

- ✓ Supervised, instructed, and scheduled 9 staff members.
- ✓ Maintained microfiche and microfilm storage.
- ✓ Handled bookkeeping responsibilities and routine operations of the library.

Children's and Young Adult Librarian (2003–2005)

- ✓ Selected books, periodicals, and nonprint material for collection development.
- ✓ Planned and implemented "Story Time" programs for preschool students, summer reading programs for grade school students, and "Computer Pix" for young adults.
- ✓ Updated reference and library materials to exhibit most current information.

Another Branch Library—Anywhere, California **2002–2003**

Reference Librarian (Temporary)

- ✓ Examined ordered resources for collection development.
- ✓ Assisted coworkers and patrons in Internet usage.
- ✓ Handled book reservations and answered reference inquiries.

Computer Experience

- ✓ Microsoft Word, Excel, and PowerPoint
- ✓ Michigan Occupational Information Systems (MOIS)
- ✓ Data Research Associates (DRA), Intelligent Catalog-Bibliofile, TDD, Magnifiers, RLIN, CLSI, OCLC, GEAC, ERIC Data Base, and Info Track—Magazine Index.

EDUCATION

Texas Woman's University—Denton, Texas

• Master of Library Science, 2002 • Bachelor of Library Science, 2000

This resume has a strong opening and an effective, space-efficient format (submitted by Maria E. Hebda).



Lizzy B. Wright

8888 Calla Lily Lane
Mountain View, CA 99999

lbwright@netcom.com
(650) 999-9999

TECHNICAL WRITER—Highly Skilled, Technically Savvy, Energetic

- Award-winning writer and editor of technical documentation (print and online) for Silicon Valley giant. Documents include manuals, guides, articles for trade journals, PR, proposals, course development, employee bulletins, and technical reports.
- Strong communication, training, and interviewing skills. Translate “engineer-ese” into users’ language with a clear and accurate writing style.
- Excellent cross-organizational skills and teamwork. Work closely with engineers, editors, other departments, and team members.
- History of learning applications with exceptional speed and handling multiple projects, from outline to finished product, within extremely tight schedules.

Systems: UNIX, Windows, Macintosh, VMS, Solaris, OpenWindows, All-in-One, NetWare

Applications: FrameMaker, FrameMaker+ SGML, Interleaf, MS Office, MS Project, Photoshop, Illustrator, Lotus 1-2-3, Sun’s workstation tools, FileMaker Pro

Web Skills: HTML, graphics design and layout, information mapping, content development

MAJOR SILICON PLAYER, INC., Computerville, CA 2007–Present

Technical Writer II

Promoted from Technical Writer I to Sustaining Project Lead, Illustration Project Lead, and Technical Writer II within a year. Produce documentation for online and print at all testing stages.

- Maintain document sets and all revisions for 4 mid-range servers and wrote section of Well-Known Hardware Platform Notes.
- Currently developing document set (hardware and software) for next generation of servers.
- Won *Touchstone Award* for Hardware Reference Category (one of three contributors) presented by Northern California Chapter of STC.

Global Project Coordinator

- Developed/maintained documentation and communications for 3 worldwide projects. Organized international team meetings and coordinated projects, including budget and metrics tracking.
- Designed award-winning intranet site. Served as webmaster and content developer for 50-page site containing Global Travel Policy (for 14 countries) and monthly Employee Newsletter.
- Designed user surveys, compiled information from hundreds of responses, and wrote 30–40-page recommendation reports used by Engineering in designing online tools.

PREVIOUS EMPLOYMENT

- Edited journal articles, wrote news releases and speeches, and coordinated press relations for various contract positions, 2001–2007.
- Fully computerized busy 6-doctor practice using Access database system, Medical Center of Northeast, 2000–2001.
- Developed information database used in health care reform initiatives, Regional Coalition for National Health Care, 1999.

EDUCATION

BA, Sociology (Vocal Performance), Oberlin College and Conservatory, Oberlin, OH

Pre-med Certificate Program, University of Massachusetts, Boston, MA

Information Architecture; Advanced Technical Communications, UC Berkeley Extension

C++ Programming, Foothill College, Los Altos Hills, CA

Languages: Conversational Spanish, French, Italian

This resume has a clean, disciplined format appropriate for a technical writer. Related training is highlighted before work experience. Pertinent accomplishments from previous jobs were moved near the end to avoid detracting from current accomplishments.



John Belmont

jbelmont@aol.com

978.555.8113

177 Washington Avenue • Boston, MA 95818

Sales Management

Delivering consistent and sustainable revenue gains, profit growth, and market-share increases through strategic sales leadership of multi-site branch locations. Value offered:

- ✓ Driver of innovative programs that provide a competitive edge and establish company as a full-service market leader.
- ✓ Proactive, creative problem solver who develops solutions that save time, cut costs, and ensure consistent product quality.
- ✓ Empowering leader who recruits, develops, coaches, motivates, and inspires sales teams to top performance.
- ✓ Innovative in developing and implementing win-win solutions to maximize account expansion, retention, and satisfaction.

Selected Career Achievements

RANFORD COMPANY • Boston, MA

1995 to 2011

As Branch Manager, reinvigorated the sales organization, growing company revenues from \$9M to \$45M, expanding account base from 450 to 680, and increasing market share 15%. Established new performance benchmark and trained sales team on implementing sales-building customer inventory rationalization programs.

- **Revitalized and restored profitability of 2 underperforming territories** by coaching and developing territory reps.
- **Penetrated 2 new markets** and secured a lucrative market niche in abrasive products. Staffed, opened, and managed the 2 branch locations with 22 employees in New Jersey—both sites produced \$19.5M+ over 3 years.
- **Initiated and advanced the skills of the sales force to effectively promote and sell increasingly technical product lines** in response to changing market demands.

Increased profit margins and dollar volume through product mix diversification and expansion. Created product catalogs and marketing literature.

- **Ensured that the company maintained its competitive edge in the marketplace** by adding several cross-functional product lines.
- **Led highly profitable new product introduction with a 40% profit margin** that produced \$100K annually in new business.

BERLIN COMPANY • Worcester, MA

1990 to 1995

As Account Executive, rejuvenated sales performance of a stagnant territory. Turned around customer perception by cultivating exceptional relationships through solutions-based selling and delivering value-added service. Recognized as a peak performer company-wide who consistently ranked #1 in sales and #1 in profits.

- **Positioned and established company as a full-service supplier** to drive sales revenues by translating customer needs to product solutions.
- **More than doubled territory sales from \$700K to \$1.6M** during tenure and grew account base from 80 to 125 through new market penetration. **Landed and managed 3 of company's 6 largest accounts** and grew remaining 3.
- **Captured a lucrative account and drove annual sales from \$100K in the first year to \$400K in 3 years**—outperforming the competition without any price-cutting.
- **Mentored new and existing territory reps** on customer relationship management, solutions-selling strategies, advanced product knowledge, and customer programs.

Education

B.S. in Business Management—Rhode Island University, Providence, RI

The Sales Management heading doubles as an adjective. Focus is on results rather than responsibilities. The industry is not mentioned so that the candidate can apply to jobs in different industries (submitted by Louise Garver).



Sam R. Wilson

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Cedarville, OH 45314

samwilson@yahoo.com

(937) 641-0018 (Home)
(937) 649-6889 (Cell)

SALES & MANAGEMENT

Food Industry

FOCUS

Management professional with a distinguished 16-year career that will benefit gross margin improvement, comparable-store sales, teamwork, productivity, and effective merchandising.

SALES & MANAGING EXPERIENCE

Operations Manager—*Pete's Meat Market*, Cedarville, OH 2010–2011

- Directed training, merchandising, and department sets.
- Category management of the entire market prior to opening.
- Directly responsible for \$290K in sales the first 2 months of business.
- Weekly sales increases the first 10 weeks of 2008.
- Established and cultivated positive vendor relations.

Store Manager—*Stop 'n' Go Market*, Cedarville, OH 2004–2010

- Increased wine sales 150% from 2005–2010.
- Increased net profits by 3% per annum beginning in 2004.
- Sales growth of 15% from 2006–2010.

Store Director—*Jerry's Food Markets*, Cedarville, OH 2003–2004

- Reduced backroom inventory \$100K in first quarter of 2003.
- Consistently exceeded company sales and gross profit objectives.
- Effectively supervised 8 department managers and more than 100 employees.
- Reduced labor costs from 8.1% to 6.1% to add to bottom-line profits.

Meat Department Manager—*Jerry's Food Markets*, Cedarville, OH 1995–2002

- Exceeded gross profit and labor objectives consistently.
- Highest-volume meat department with 10% sales increases annually.
- Acted as interim store manager in absence of market directors.

EDUCATION

- **Spartan Foods Training Courses 1996–2004:** “Wings of the Future,” “Sanitation,” “Positive Discipline,” “Effective Time Management,” “Leadership,” “Department Sales Growth,” and “Merchandising”
- **Zig Zigler “See You at the Top” Motivational Seminar**, 2002—graduated first in class

The Focus statement quickly summarizes the candidate's experience and tells how a company can benefit from hiring him. Job titles are easy to read due to use of boldfacing, indents, and white space (submitted by Terri Ferrara).



Mariah Masterson

9 Prospect Drive, Portland, ME 01069
mariahmast@yahoo.com ► (417) 834-1429 (c) ► (417) 665-4345 (h)

CAREER PROFILE

Highly motivated media sales professional seeking a challenging position where my skills and abilities will have maximum impact. Qualifications include

- Dedicated to superior customer service
- Proven track record of new business development
- High sales producer who consistently exceeds goals
- Resourceful problem solver with excellent organizational ability
- Outstanding communication, interpersonal, and self-management skills
- Strong team leader able to set high standards and motivate others to excel

EXPERIENCE

Account Executive, Time Warner Cable, Portland, ME (2007–present)

Customize campaigns for clients, sell airtime on 31 insertable cable networks, write scripts, traffic commercials as ordered, and keep all billing at net 30. Maintain and upsell current client base and manage aggressive new-business development.

Accomplishments:

- Named to President's Club for outstanding sales for first year with the company.
- Generated a 65% increase of new business on client list over the past three years.
- Met and exceeded monthly and annual sales goals: Exceeded first annual budget by 24%.

Account Executive, New World Media, *The Daily Planet*, Portland, ME (2004–2007)

Sold advertising space in four regional alternative newsweeklies. Daily tasks included face-to-face client presentations, booking space and designing ads, and gathering info from clients to meet space deadlines while maintaining the best collections in the office. Worked within clients' budgets to execute campaigns based on their needs cycle and balanced that with company policies. Represented *The Daily Planet* at various business and social functions.

Accomplishments:

- Managed a large client base and brought 55% more new business to the paper.
- Exceeded sales goals by average of 21% during tenure.

Account Executive, WHCN, Madison, WI (2001–2004)

Brought in new business as well as serviced and grew existing account base. Wrote commercial copy and produced spots; coordinated talent, effects, and input from clients. Kept collections current, routed traffic, and designed individual promotions and campaigns based on clients' needs and market research.

Accomplishment:

- Increased new business by 60% during tenure with the station.

EDUCATION

University of Wisconsin, Madison, WI (1998)
Bachelor of Arts: Business Management

Text is indented so that headings stand out to the reader. Bullets are used sparingly to keep from diminishing their impact. Accomplishments subheadings allow the candidate to showcase special contributions (submitted by Mary Hayward).



Al Marchano
**entry-level commercial
real estate professional**

25 Crane Road
Center, Alabama 36000
☎ 334.555.5555 (home) — 334.555.6666 (cell)
✉ almarsh1111@hotmail.com

WHAT I CAN OFFER ACME PROPERTIES

- ❑ The drive and skill to build and **maintain a pipeline of potential deals.**
- ❑ The **personal contacts** among **key decision makers statewide**, including bankers, mayors, city council members, and elected officials.
- ❑ The **vision to see** and **close deals** others have **overlooked.**

RECENT AND RELEVANT WORK HISTORY WITH EXAMPLES OF PROBLEMS SOLVED

- ❑ **Majority Owner**, Standard Builders, LLC, Centerville, Alabama Jul 09–Present
Standard serves the tri-county area building spec homes 1,800ft² and larger.

BUILDING RELATIONSHIPS WITH KEY PLAYERS IN COMMERCIAL REAL ESTATE

Used my personal contact to persuade a banker to extend a major capital venture loan. Overcame the lack of a professional track record in building and partner's limited credit scores to prove we were a good financial risk. **Payoffs:** Loan **approved** in just two months.

- ❑ Major, Alabama Army National Guard, serving in a variety of assignments with increasing responsibility in Alabama and Saudi Arabia Mar 94–Present

FINDING AND SERVING CUSTOMERS OTHERS HAVE OVERLOOKED

Turned around a product that customers didn't like—even though they were a captive market: a corporate newspaper. Recruited the right people to help me. Then went where our readers lived to see what they wanted. Finally, overcame management's resistance to change to roll out an entirely new product. **Payoffs:** **Increased circulation by 100 percent.** We were pressed to keep up with customer demand—the strongest it had been in years.

TURNING DIVERSE GROUPS INTO SOLID SUPPORTERS

Went beyond changing the group I was asked to lead from dissatisfied strangers into a smoothly running team. Listened carefully, and then built their trust through demonstrated fairness every day. **Payoffs: Retention grew 15 percentage points. Met my goals** in this area for **30 consecutive months**—a rare feat.

- ❑ **District Director and Campaign Manager**, Office of Congressman Conrad Morton, Montgomery, Alabama Mar 01–Dec 01 and Dec 06–Jan 07

BUILDING COALITIONS AMONG PEOPLE WHO DRIVE COMMERCIAL REAL ESTATE

Helped our candidate dominate the field by reaching out—personally—to mayors, city council members, and business leaders. Gave them clear and compelling proof

*More indicators of performance **Acme Properties** can use ...*

The results of each story are placed first. Bold print guides the reader's eyes to payoffs they can use. Subheadings let readers jump to the stories most relevant to their needs (submitted by Don Orlando).



Al Marchano **Entry-Level Commercial Real Estate Professional** 334.555.5555

that we were ready and able to meet their needs. **Payoffs:** Not only did we build solid support, we came across so powerfully that **not one competitor** from our party **entered the race.**

❑ **Executive Director**, Alabama Republican Party, Foley, Alabama Aug 02–Dec 03

PERSUADING BUSINESS LEADERS TO INVEST IN THEIR FUTURE

Found a better way to raise money that aligned our requirements with the business community's needs. Called on committees (sales forces) in every one of Alabama's 67 counties. Motivated each to ask businesses to donate goods and services in a fund-raising auction. Drove nearly 4,000 miles in just nine days to make these "warm calls." **Payoffs: From plan to results**—from \$100K in the red to \$110K in the black—in just five months.

EDUCATION AND PROFESSIONAL DEVELOPMENT

- ❑ **BS, Business Administration**, Troy University at Montgomery 96
Granted two leadership scholarships under a competitive program that recognized top performers. Earned this degree while working up to 20 hours a week and carrying a full academic load at night.
- ❑ **AS, Business Administration**, Alexander City Junior College, Alexander City, Alabama 91
Granted a one-year scholarship. Held down a 20-hour-a-week job. Served as both Student Government Association Treasurer and Class President.
- ❑ **"How to Generate Leads, Make Cold Calls, and Close Sales,"** Thomas Nelson, one week 09

COMPUTER SKILLS

- ❑ An expert in Word and Adobe Photoshop; comfortable with advanced Internet search protocols; working knowledge of Excel

LICENSES

- ❑ Alabama Real Estate License Granted October 09

COMMUNITY AFFILIATIONS

- ❑ Sigma Chi, Montgomery Chapter, Member and Treasurer 91–Present
- ❑ Centerville Rotary Club, Member 06
- ❑ Centerville Kiwanis, Member 00



ALLAN WILDER

212-476-0090

allanwilderpro@comcast.net

22 Rood Street
Bronxville, NY 11100

MARKET RESEARCH ANALYST

Fast-track professional with more than six years of experience in conducting market research and analysis on electronic products in international markets. Key strengths lie in brand labeling, strategic sales planning, and client relationship management. Technically proficient with Microsoft Office and DTP software. Fluent in Japanese and conversant in German.

Representative Achievements:

- ✓ Recognized by Japan's leading economic magazine, *Outstanding Business Practices*, by winning the 2004 New Business Plan Award for pioneering new-market penetration matrix.
- ✓ First and youngest-ever company representative to earn coveted MVP award for playing pivotal role in launch of a new hand-held data set that outperformed sales forecasts by 25%.
- ✓ Acted as liaison between Japanese headquarters and newly formed U.S. branch that enabled North American markets to exceed benchmark goals.

PROFESSIONAL EXPERIENCE

PROFILES PLUS, New York, NY

2005 to Present

Marketing Representative and Coordinator, North America (2008 to Present)

Conduct market research and analysis, including brand recognition and technology trends; determine marketing strategy for North American sector. Develop new sales channels in United States; establish pricing, planning, and sales promotion tools. Design advertisements and exhibitions with media agency publishers. Analyze market needs; serve as a liaison to Japanese headquarters.

- **Fast tracked to position as the most junior person in the company's history** to land promotion prior to completing five-year track at the assistant level.
- **Researched and uncovered new market segments that helped the company capture the #2 position** in the industry within only six months. Forged strong relations with new business partners that minimized competitive threat.
- **Created a branding strategy that enabled the sales force to tap into new marketplaces** and effectively positioned the subsidiary for triple-digit growth over a five-year period.

Sales & Promotion Marketing Assistant, International Division (2005 to 2008)

Created a unified user database for the overseas market and introduced a product modification plan that transformed hard-copy manuals into online references. Prepared presentation materials; organized Asian distributor meetings. Maintained meeting notes and agendas for distribution company-wide. Helped to analyze market trends and research new opportunities. Assisted with new product sales collateral.

- **Asked by senior management team to participate in a presentation on innovative marketing strategies** in international electronics markets.
- **Oriented and trained new marketing interns**, which resulted in the placement of four new professionals globally within eight months.

EDUCATION

INTERNATIONAL UNIVERSITY, Osaka, Japan — **Bachelor of Arts in Marketing**, 2005

The target job title is used as a heading for the profile section. Representative achievements show that this young candidate has already accomplished some impressive feats. Introductory phrases of each achievement are boldfaced to emphasize impact and scope (submitted by Jill Grindle).



NOAH S. THOMAS

1029 Joshkate Avenue • Cincinnati, Ohio 45231
(513) 598-9100 • nst@printedpages.com

Profile

Customer-focused manager with diversified experience in the retail/grocery/convenience store and restaurant industries, including stores that sell gasoline. Excellent analytical and problem-solving skills. Dependable and self-reliant; work equally well independently or as part of a team. Quick to learn procedures and assimilate new product knowledge. Core competencies: operations, ordering and inventory control, merchandising, employee scheduling and supervision, payroll, and record keeping. Excellent communication and interpersonal skills; proven ability to teach, lead, and motivate others.

Experience

SUPERSPEED USA, Cincinnati, OH

11/08–Present

General Manager

Total P&L accountability for gas station/convenience store operation (open 24/7). Hired, trained, and supervise 15 employees.

- ▶ Reduced shrinkage 42% by implementing improved internal controls (inventory, receiving) and loss-prevention initiatives.
- ▶ Increased gross margin by more than 2% by focusing on fast-food area.
- ▶ Earned an award for highest increase in fountain beverage sales (out of 100+ stores in the district), 2 consecutive quarters.

FAST FOODS, INC., Cincinnati, OH

9/04–10/08

Unit Manager, Danny's Burgers

Directed the activities of 20 Customer Service Representatives and 2–3 Assistant Managers in all aspects of restaurant operations.

- ▶ Turned around a failing store through a combination of retraining, encouraging teamwork, and controlling costs. Offset losses, producing \$7,300 profit the first month and consistent profits ranging from \$2,900 to \$10,000+ each month thereafter.
- ▶ Improved drive-through speed an average of 32%.
- ▶ Developed computer programs and spreadsheets to schedule employees and track sales by product category and vendor.
- ▶ Recognized as Manager of the Month several times.

Education

CLAREMONT COMMUNITY COLLEGE, Pigeon Forge, TN

2001–2004

Completed classes in data processing, accounting, marketing, and management.

Computer Skills

Proficient with MS Office (Word, Excel, Access), FoodSys, various Internet search engines, and e-mail programs.

Job duties are kept in paragraph form while accomplishments are bulleted for emphasis. Lack of a college degree is downplayed (submitted by Michelle Mastruserio Reitz).



ELIZABETH A. MOLINA

5 Thornton Avenue ♦ Rockville Centre, New York 11570 ♦ (516) 573-6288
emolina@msn.com

PROFILE

Former educator with a record of fostering academic learning and enhancing students' critical-thinking skills, *eager to return* to a **Social Studies Teacher** position. Utilize stimulating, artfully employed vocabulary to instruct students, and multisensory approach in presenting subject material. Versatile, solid experience with multiple-intelligence school populations. Organized, accurate, and detail-oriented time-management skills. Partner with community and business resources to enhance educational experience. Encourage strong inter-teacher cooperation and idea exchange. Maintain communication channels with parents.

CERTIFICATIONS

New York State Certificate of Qualification in Secondary Education Social Studies (7–12), 2005
New York State Extension Certificate (5–6), 2005
Red Cross First Aid Certification for Coaching / CPR for Coaching, 2005

PROFESSIONAL TEACHING EXPERIENCE

NORTH SHORE CENTRAL SCHOOL DISTRICT ♦ Sea Cliff, NY **1995**

Substitute Teacher / Social Studies, Grades 9 to 12 ♦ Assistant Varsity Track Coach

- Devised and implemented well-received lesson plans in Social Studies.
- Taught document-based questions.
- Established learning environments that met intellectual, social, and creative needs of all students.
- Encouraged an atmosphere of active student participation.
- Provided tutoring services for students needing extra help.
- Related to a wide range of students/administration crossing cultural lines.

OYSTER BAY–EAST NORWICH SCHOOL DISTRICT ♦ Oyster Bay, NY **1994**

Substitute Teacher / Social Studies, High School ♦ Assistant Football Coach

- Created and implemented innovative teaching methodologies, strategies, and instructional techniques.
- Formulated well-received lesson plans from the Civil War to World War II utilizing New York State Curriculum.
- Selected textbooks, videos, and research materials.
- Developed cooperative learning activities; evaluated unit exams.
- Provided tutoring for students needing extra help.
- Attended various faculty meetings and subject team meetings.

(continued)

More recent credentials are highlighted early in the resume. Older teaching experience comes before the current job because the candidate wants to return to teaching. Her legal career is downplayed (submitted by Donna Farrise).



ELIZABETH A. MOLINA

emolina@msn.com

Page Two

MANHASSET SCHOOL DISTRICT • Centereach, NY

1984 to 1985

Substitute Teacher / Social Studies, High School • Assistant Spring Track Coach / Head Winter Track Coach

- Formulated unit plans and taught Social Studies and Government classes.
- Encouraged a learning atmosphere of active student participation.
- Challenged students to develop their own solutions to political problems.
- Provided group instruction and designed tests to evaluate student performance.
- Utilized group dynamics in assessing students.
- Supervised hall duties, study halls, and cafeteria duties.
- Attended multidisciplinary and faculty meetings, and parent-teacher conferences.

PROFESSIONAL EXPERIENCE

O'HALLERAN, FRENCH, & WINTERS • Holtsville, NY

1995 to Present

Associate Attorney • 1998 to Present

Independently arbitrate, negotiate, and litigate all aspects of criminal, civil, family, negligence, and contractual cases. Areas of concentration include, but are not limited to, preparing all papers necessary for litigation, settlement, and processing of appeals.

- Perform client interviews; research information; draft affidavits, briefs, contracts, memoranda of law, and effect pleadings.
- Conduct discoveries, plan case strategies, and try jury trials to verdict.
- Analyze law sources; i.e., statutes, recorded judicial decisions, legal articles, treaties, constitutions, and legal codes.
- Supervise paralegal and legal secretarial staff.

Legal Assistant • 1995 to 1998

LICENSES

New York State Bar Association

MEMBERSHIPS / ASSOCIATIONS

American Bar Association
Suffolk Bar Association
New York State Bar Association
Association of Trial Lawyers of America (ATLA)

EDUCATION

New York University, New York, NY
Juris Doctor, 1998

St. John's University, Jamaica, NY
Bachelor of Arts in Liberal Arts, 1995



Andrea Charania

acharania@yahoo.com

3673 Bert Hill • Howell, Michigan 48844 • 810.229.6811

PROFESSIONAL PROFILE

Well-qualified professional with advanced credentials: skilled at teaching, training, presenting, and advocating learning initiatives. Proven results in productivity/performance improvement initiatives. Proactive member of district, county, and state committees and programs. Quick learner in both independent and team-driven environments; disciplined work ethic. Competencies include

- Strategic Planning & Leadership
- Project/Program Development & Management
- Training Trainers
- Public Speaking
- Public & Community Relations
- Library Science
- Reading & Learning Initiatives
- Educational Programming

Equally strong qualifications in general management, organizational development, research, and human resource affairs. Extensive hands-on expertise with success at identifying and resolving issues.

Recognized by peers and recipient of "Teacher of the Year" in the district, 2006.

EDUCATION & TRAINING

M.Ed. • 1998—Wayne State University

B.S. • 1985—Michigan State University

Certified Reading Specialist

Certified Auditory Verbal Therapist

Junior Class Learning of New Zealand

Trainer of Trainers

Developmental Examiner—Gesell Institute

Reading Recovery Training

Maintain certification through continuous education courses/programs

EXPERIENCE

BRIGHTON SCHOOL DISTRICT; Brighton, Michigan

Teacher • 1992–1999, 2001–present

Instructor for all subjects (general elementary education) in the first through fifth grades; coach special education (hearing-impaired) students.

Trainer/Presenter • 2002–2004

Led programs to train others in diverse learning strategies. Presented *Dimensions of Learning* program to professional teachers.

Teacher • 1985–1987

LIVINGSTON COUNTY (MICHIGAN)

Advocate • 2005–2006

Member of planning committee developing statewide initiatives for Michigan Literacy Program. Identify and support favorable actions. Trained trainers in the program.

Project Leader • 2005

Headed countywide summer reading program.

Other Experience

WAYNE COUNTY (MICHIGAN)

Supervisor • 1999–2001

Led Hearing Impaired Program; consulted on innovative reading initiatives.

Appointed to *STATE OF MICHIGAN GRANT COMMITTEE*; provided writing, reading, and rating for various grant proposals.

The Professional Profile paints a perfect picture of who she is and what she is qualified for. Training is included in the Education & Training section. Other Experience is highlighted to showcase the importance of the position (submitted by Lorie Lebert).



Paula Redford

1112 W. 73rd St., New York, NY 10023
 212-555-5555
 predford@xyz.com

SUMMARY

ESL/TOEFL Instructor with proven ability to teach adults at all levels of proficiency with varied educational and business backgrounds. Experience includes teaching conversational and written English. Knowledge of multiple cultures through travel and continuing contacts with people throughout Europe, Asia, South America, and Africa.

EXPERIENCE

ESL Instructor—New York Language Institute, New York, NY 1997–Present

- Teach ESL to private students and business executives; customize lessons according to occupation and level of English proficiency.
- Prepare students for the TOEFL exam.

ESL Instructor—Rutgers University 1997

Language Institute for English (L.I.F.E.) summer program at
 The Juilliard School at Lincoln Center, New York, NY

- Taught specialized program for international musicians to improve English proficiency.

ESL and TOEFL Instructor—Pace University, New York, NY 1994–1996

- Taught ESL classes, from beginner to advanced levels, to American immigrants.

Previous experience includes positions as medical administrator at hospitals and for research programs, also tour guide and museum docent.

EDUCATION

B.A., magna cum laude, Columbia University, New York, NY

Graduate Studies:

New York University, teaching methodology and applied linguistics
 New School for Social Research, language learning and teaching

License:

New York State Teacher's License #1234

Only the most recent and relevant jobs are included. Her graduation date is omitted. Would you guess that this candidate is 81 years old? The word "retirement" is not in her vocabulary (submitted by Wendy Gelberg).



COLE A. THOMES

8 Thornton Way, Chicago, Illinois 60626 ♦ 773-545-5555 ♦ cthomes@lsl.net

PROFESSIONAL GOAL & PROFILE

Financial Services—Training & Instruction

- ❖ Financial services experience of 20+ years in highly competitive markets. Areas of expertise:
 - Training / Instructing
 - Investment / Retirement Planning
 - Disability Income Replacement
 - Motivation of Sales Team / Agents
 - Sales / Marketing
 - Long-Term Care / Life Insurance / Annuities
- ❖ Valued by clients and colleagues for integrity, professionalism, and product knowledge.
- ❖ Effective in guiding others in investment vehicles, options, and choices to support desired goals.
- ❖ Readily earn the trust and confidence of others with “either / or” sales closing approach.
- ❖ Self-motivated and passionate in helping people feel good about where they invest their money.

EXPERIENCE

Investment Strategist, Major Market Investors, Inc.—Chicago, IL, 2009–Present

- ❖ Recruited by principals of this property casualty and group benefits agency to expand market growth.
- ❖ Developed strong business relationships with existing clientele, specializing in retirement and pension plans, predominantly in the transportation industry.
- ❖ Trusted by clients for the ability to manage money well in a down market.

Senior Investment Specialist, Investors Services, Inc.—Chicago, IL, 2002–2009

- ❖ Took agency from 49th-place ranking (of 57) to rank of #3 within a two-year timeframe.
- ❖ Received numerous Top Sales Achievement awards for variable annuities and mutual funds.
- ❖ Trained, educated, and motivated agents and sales representatives.
- ❖ Accountable for compliance with NASD and Securities rules and regulations.

Securities Manager, Financials, Inc.—Memphis, TN, 1996–2001

- ❖ Established solid client and agent relationships based on confidence and consistency in helping others generate additional income. Served on the National Board of Financial Advisors for four-year term.
- ❖ Trained, educated, and motivated agents in sales / marketing of investment products.
- ❖ Named Securities Manager of the Year four consecutive years.
- ❖ Contributed to the #1 Agency ranking for Investment Sales four consecutive years.
- ❖ Recognized and appreciated by agents for exemplary performance in investment sales field.

Stockbroker Account Executive, LBlythe Group, PC—Chicago, IL, 1994–1996

- ❖ Built a strong client following through face-to-face contacts. Marketed and sold a complete line of financial products and services to individuals known from prior business endeavors.

President, Thomes, Inc.—Chicago, IL, 1982–1994

- ❖ Founder and developer of a highly successful music retail chain called Rock 4Ever. Promoted music venues throughout the country hosting big-name feature attractions. Recruited by PlayIt Studios, Detroit, for collaboration with artists / producers / engineers on musical direction of new songs.

EDUCATION & INTERESTS

Vanderbilt University, Nashville, Tennessee, 1982

- ❖ **Bachelor of Business Administration** with Finance Emphasis—Music Minor
- ❖ NASD Series 7 & 63; Health & Life Insurance Licenses; Certified Instructor in Power Sales Training
- ❖ Interests: stock market, baseball, golf, music, and family activities

This job seeker got two call-backs within one hour of faxing his resume to employers! The Profile section shows lots of results (submitted by Billie Ruth Sucher).

CHAPTER 11



Sample Skills-Based and Combination Resumes

Just as in chapter 10, the resumes in this chapter are organized around various job categories, but be sure to browse all the samples for ideas, not just the ones that relate to your targeted job.

- Business managers and executives (pages 226–227)
- Career changers (page 228)
- Clerical and administrative (pages 229–235)
- Education and training (page 236)
- Entrepreneurs (page 237)
- Finance and accounting (pages 238–239)
- Healthcare, medical, and veterinary (pages 240–241)
- Hospitality (page 242)
- IT, engineering (pages 243–245)
- Mechanical and skilled trades, technology (pages 246–251)
- Media, arts, and communications (pages 252–255)
- Military-to-civilian transitions (pages 256–258)
- No degree/no college (pages 259–260)
- Sales (pages 261–262)
- Students and new graduates (pages 263–265)



KATIE N. ANDERSON

1456 Apple Blossom Drive • Savannah, GA 31401
(912) 123-4567 • knanderson@abc.net

OPERATIONS EXECUTIVE

Highly motivated executive with more than 20 years of experience in contract administration, quality assurance, and new product development. Principal customer industries: procedure trays; boundary product; examination gloves; and federal, state, and local governments. Adept at analysis and business re-engineering, increasing bottom-line revenues and gross profits. Proven performer in recruitment and management encompassing personnel, contract negotiations, and customer relations. Areas of expertise include

- Operations & Materials Management
 - Purchasing Operations
 - Cost Controls & Reductions
 - Sales & Marketing Management
 - Market Share Strategies
 - Vendor Management
 - Major Client Management
 - Organizational Development
 - Competitive Maneuvering
 - Staff Development
-

OPERATIONS MANAGEMENT ACHIEVEMENTS

- Directed streamlining of multiple production sites to ultimately reduce shipping costs and increase gross profit margins 45%.
- Recruited to “clean house” and begin again. Re-engineered production planning, procurement, quality assurance, distribution, and sales administration departments. Increased overall productivity by 20%.
- Created product management system, which accelerated pricing, contract negotiations, and distribution agreements; increased profits by 27% through cost reductions and control.
- Negotiated multibillion-dollar group contract, which had been suspended for three years. Developed pricing strategy and fee payment program that overshot the competing bid by 15% while maintaining 20% gross profit.
- Generated \$25M multiyear savings and accelerated productivity growth through development of private-brand products.

Page 1 of 2

This combination resume highlights functional skills and achievements on page 1. A brief summary of professional experience appears on page 2 (submitted by Tammy Chisholm).



Katie N. Anderson > kbanderson@abc.net

Page 2 of 2

PROFESSIONAL EXPERIENCE

Xidus Medical, Inc.—Savannah, GA

2002–2011

Ranked among the top medical manufacturers, offers broad spectrum of boundary and custom procedure tray products.

Vice President, Operations

Manage plant production and sales requirements while overseeing planning, scheduling, sales, quality control, and distribution. Direct 15 managers and 10 engineers with national P&L accountability.

Divad Custom Procedure Trays—Savannah, GA

1981–2002

\$1B leading national custom procedure tray manufacturer and distributor.

Director, Sales Administration (1998–2002)

Oversaw sales representative alignments, corporate account fee calculation/distribution, and product catalog. Developed cost reduction and gross profit acceleration system for slow-moving product, increasing sales 54%.

Manager, Marketing & Sales Services (1981–1998)

Directed 50 sales and customer service representatives. Managed and trained sales representatives in custom procedure tray contents and sterilization methods. Developed and implemented bid and analysis processes to maximize profit and revenue growth.

EDUCATION

Master of Business Administration

The Wharton School, University of Pennsylvania, Philadelphia, PA

Bachelor of Science in Business

Virginia Commonwealth University, Richmond, VA

ORGANIZATIONS

Executive Board, United Way

Vice Chairman, Savannah Habitat for Humanity Chapter

Board Member, Hanover County Red Cross and Zoning Commission



Stanley K. Larringer

176 Woodhaven Drive, Eatontown, NJ 07724
(732) 927-5555 • StanLarringer@aol.com

Web Applications Management
e-Commerce • B2B • Project Management

KEY QUALIFICATIONS

- ✓ **Technical Strengths:** Up-to-date, diverse training in e-Business Management coupled with years of experience in analytical, technical process engineering profession.
- ✓ **Project Coordination and Teamwork:** Highly productive in team environments as both team member and team leader. Efficient in handling multiple project priorities.
- ✓ **Communication:** Able to communicate technical information in an easily understandable way. Recognized for relationship building with team members and clients. An effective listener.
- ✓ **Personal Attributes:** Innovative problem solver. Committed to goal achievement. Dependable.

EDUCATION

- ✓ **Cybersoft Internet Professional**—CIP 1, Cybersoft, Inc., Woodbridge, NJ
Certified e-Business Architect, e-Business for Managers—December 2010
Certified Cybersoft Communications 1000—December 2008
Courses: Networking, Database, Web Development, Web Design, Multimedia, Internet Business
- ✓ **Bachelor of Science, Industrial Engineering**, Connecticut Institute of Technology

TECHNICAL SKILLS

e-Commerce: e-Business and B2B Infrastructures and Consumer Payment Protocols
Applications: ERP, e-Procurement, Selling Chain Management, Customer Relationship Management
Software Tools: MS Word, MS Excel, MS Access, HTML, FrontPage 2003, JavaScript
Operating Systems: Windows NT, Windows 7, Windows XP

PROFESSIONAL EXPERIENCE

ENGINEERING SYSTEMS, INC., Astro Space Division, Eatontown, NJ 1993–2010
Manufacturing Engineer, Production Engineering Department

Provided assembly documentation and engineering floor support throughout all phases of production flow, including fabrication, assembly, and test operations, for manufacturer of diverse satellite products contracted by major government clients (USSA and U.S. Air Force).

ACCOMPLISHMENTS

- Promoted to Team Leader for new equipment installation and upgrades. Performed research and analysis, and tested in production mode. Full authority to sign off fully tested equipment.
- Reduced cycle time by 30% through development of assembly and test tolling. Improved recycle characteristics and cut hazardous emissions into atmosphere by 40%.
- Collaborated with 60-person design engineering team to ensure that designs were producible in manufacturing environment. Provided cost-effective manufacturing recommendations.
- Trained 8 entry-level engineers in 4-month period to prepare efficient, labor-effective work plans for multi-line production floor in 80,000-square-foot facility.

After many years as a production engineer, Stan wanted to switch to IT. His Education section shows that he has the technical training to segue into Web applications. Accomplishments are given prime visibility in the Professional Experience section (submitted by Susan Guarneri).



Job Target Value Offered	<p>Kristina R. Hill 1228 Cedar Ridge Avenue ♦ White Marsh, MD 21162 (301) 555-5019 – Home ♦ (240) 555-2735 – Cell ♦ krh@msn.com</p> <hr/> <p>Receptionist ♦ Customer Service ♦ Office Support</p> <ul style="list-style-type: none"> ♦ Personable and friendly; good conversationalist, with excellent face-to-face and telephone communication skills. ♦ Active listener who demonstrates an innate ability to ask the right questions at the right time. ♦ Task oriented with an ability to balance strong interpersonal skills with need for efficiency. ♦ Down-to-earth and practical; place high value on following procedures. ♦ Patient, persistent, and diplomatic while providing explanations. ♦ Extremely attentive to detail and producing high-quality work. ♦ Methodical about gathering information and data to present logical and systematic approaches to completing tasks. ♦ Artistic and creative; keen sense of style, balance, and use of color. ♦ Computer literate with self-taught skills in Windows, Internet, e-mail, basic word processing, and keyboarding.
Employment History	<p><i>Gained cross-functional office and customer service experience through various short-term positions while raising family and maintaining household (late-1980s and 1990s.)</i></p> <ul style="list-style-type: none"> ♦ Supported business office operations for Rich Lighting. Managed incoming calls, assisted customers in selecting lighting fixtures, operated cash register, verified credit purchases, and tracked product inventory. ♦ Demonstrated and sold new and used cars for Bowman Chevrolet. Provided customers with information about vehicle features and benefits; completed extensive paperwork; set up and maintained account filing system; prospected for new business by phone and mail solicitation. ♦ Took over store management for Hagerstown branch of Carpet Town, including opening and closing responsibilities; customer service and sales; securing customer financing and calculating interest rates; office filing; and scheduling of installation projects. ♦ Answered phones, set up filing system, and helped organize office for a newly established restaurant/pub. ♦ Created and sold hand-drawn greeting cards. Designed and distributed monthly newsletter for Williamsport AmVets Post. Designed covers for high school graduation and baccalaureate pamphlets.
Education	<p>Graduate, Wye Mills High School, Wye Mills, MD Vocational Studies, Commercial Art, Career Studies Center, Wye Mills, MD</p>

This resume mentions the candidate's ability to learn computer applications on her own and explains the time she was out of the workforce to raise children (submitted by Norine Dagliano).



JULI STOLSON

824 BALSAM DRIVE, APEX, AZ 85365
(623) 972-0786 JSTOL@AOL.COM CELL: (623) 506-4679

PROFILE

Available to handle internal human resource, accounting, and payroll duties for a small to mid-sized company. Analytical, outgoing, and organized employee who learns quickly, works well under pressure, and is attentive to detail.

Strong analytical and mathematical aptitude. Motto of “get it done, and get it done right,” combined with high degree of accuracy and organizational talents. Outstanding communication skills used in answering questions/inquiries, doing research, and resolving issues. Demonstrate the spirit of helping others and “going the extra mile” when needed.

Excited by the challenge of learning new fields, procedures, and systems. Currently completing accounting degree.

Customer Service	General Accounting	Quality Assurance
Human Resources	Bookkeeping	Bank Reconciliations
Payroll Processing	Taxes	Financial Statements
New Hires	Invoice / Client Billing	General Ledger
Terminated Employees	Spreadsheets	Word Processing
Writing	Government Agencies	Project Management

PROFESSIONAL EXPERIENCE

SENIOR PAYROLL SPECIALIST
ADP CHECK PROCESSING

Phoenix, AZ (2007–Present)

Process client payrolls and resolve issues for this leading national provider of payroll, human resource, and benefits outsourcing solutions for small to medium-sized businesses. Manage more than 250 clients, processing weekly, bi-weekly, semi-monthly, and monthly payrolls worth more than \$6 million per month.

- ◆ Assist and advise clients with Human Resources issues, including paying terminated employees, new-hire paperwork (W-4, A-4, I-9, etc.), name changes and name formatting for the Social Security Administration (SSA), and helping identify illegal workers through the SSA.
- ◆ Write letters to federal and state government agencies (IRS, Department of Revenue, etc.) responding to penalty notices or federal identification problems. Coworkers often reference past letters for help in writing new letters.

(continued)

Strong fonts and aggressive writing indicate the candidate’s modern style and forward-thinking approach. The Profile states what she can do and who she can do it for. The three-column format draws the reader’s eye to her many talents (submitted by Gail Frank).



JULI STOLSON JSTOL@AOL.COM

PAGE 2

- ◆ Provide virtually error-free work; results are dramatically less than the company's maximum allowed number of free services to clients due to processing mistakes.
- ◆ Selected and trained to be backup "Taxpay Specialist" as an extra responsibility.
- ◆ Chosen as "Garnishment Specialist" due to high level of accuracy and understanding of wage garnishment procedures.
- ◆ Developed organizational spreadsheet that kept track of amended clients' complicated previous-quarter tax returns. It was adopted as the office standard.
- ◆ Earned 15 commendations from regional manager for excellent service above 90% as reported by clients on survey cards.
- ◆ Expedited a request, reprinted data, and hand-delivered a client's lost quarterly tax return package.
- ◆ Secured a 35% corporate discount for a client who confided business and financial troubles. Evaluated services client was using and recommended cuts for unnecessary charges.
- ◆ Completed pre-hire math test with a perfect score, when more than 90% of applicants fail the test.
- ◆ Passed year-long intensive training program ranked in the Forbes Top 100 Training Programs.

CUSTOMER CARE REPRESENTATIVE

I-PAY CHECK SERVICES

SCOTTSDALE, AZ (2005–2007)

Provided customer service for this check warranty company that approved checks for merchants such as Best Buy and Sears. Resolved customer issues for angry and upset customers who had just had checks declined at a merchant that used I-Pay.

- ◆ Answered more than 90 customer calls per day and resolved issues within the allotted 3-minute period. Assisted clients with returned checks and helped ensure future check acceptance.
- ◆ Earned 5 "Special Recognition" certificates for exceeding department standards.
- ◆ Received several complimentary letters from appreciative customers.
- ◆ Helped other order-processing departments with their workload. Deciphered detailed spreadsheets and ran complicated computer programs for deadlines.
- ◆ Volunteered for overtime during busy season; often worked 12-hour+ shifts.

EDUCATION & CERTIFICATIONS

GLENDALE COMMUNITY COLLEGE, Glendale, AZ; currently taking courses to complete accounting degree.

PASCO HIGH SCHOOL, Dade City, AZ; high school degree, 2005

- ◆ Graduated with honors.
- ◆ Awarded Merit scholarship, which covered 75% of college tuition.
- ◆ Won award for creative writing.



ROBYN L. WRYGHT

3673 Bay View • Canton, Ohio 44705
234.229.6811

OFFICE MANAGER / ADMINISTRATIVE ASSISTANT

Accounting — Payroll — Clerical Organization — AP/AR — Customer Service — Research & Writing

Experienced Business Office Administrator, exceptionally loyal and organized. Dedicated professional with proven administrative credentials. Demonstrate strong interpersonal and communication skills.

Professional Qualifications

- Ability to *communicate* with all levels of management and colleagues.
- *Management expertise* in all areas of office administration.
- Experience in situations demanding extreme *confidentiality*.
- *Interact professionally* with clients, salespeople, vendors, etc.
- *Execute* multiple tasks and *expedite* in an accurate, timely manner.
- Proficient in *prioritizing* projects and schedules with positive *decision-making skills*.
- Skilled at *organizing* and *coordinating* professional/personal calendars, and following up with appointments and schedules.
- *Computer skills* include Microsoft Word and Excel; Peachtree and other basic accounting applications; familiar with network environments and e-mail/Internet.

PROFESSIONAL EXPERIENCE

CHROMATECH; Canton, Ohio

Administrative Assistant • 2007 to Present

Provide all routine office assistance and functions in numerous cross-functional roles for international manufacturer of dies and pigments. Support sales team with correspondence needs, customer inquiries, and marketing materials.

- Function in all areas of accounting, accounts payable/accounts receivable, credit checking, and collections.
- Handle ordering of office supplies and purchasing of warehouse equipment as needed.
- Provide information and assistance to customers needing order/delivery and pricing help.
- Manage diverse special projects, presentations, and assignments.

CHEMCENTRAL; Columbus, Ohio

Assistant Office Manager • 1997 to 2007

Member of administrative team supporting one of the company's largest branches for national distributor of solvents and chemicals. Headed busy office with multiple cross-functional supervision and administration responsibilities.

- Oversaw accounting department clerks and activities to ensure accuracy and efficiency, including accounts payable and receivable, financial statements (monthly—yearly—taxes), payroll (attendance and hours for union—hourly—salary labor), journal entries, billing, and expenses.
- Assisted sales team and staff with research activities.
- Handled interoffice inquiries and internal conflicts to mutual resolution.
- Gave input on telephone systems and remodeling.
- Member of Quality Control Committee; investigated issues, gave advice, and resolved issues.
- Traveled to branch offices across the U.S. on special assignments.

This resume is a combination of chronological and functional formats. The headline notes her job targets. Education was omitted because of a lack of a college degree (submitted by Lorie Lebert).



LISA J. CARTER

185 Spring Lane ♦ Plantsville, CT 06479-1018 ♦ 860-555-2222 ♦ lisajcarter@hotmail.com

ADMINISTRATIVE PROFESSIONAL

PROFILE

Detail-oriented, accurate, and observant. Well-organized and proficient at multitasking. Excellent customer service aptitude. Outstanding interpersonal and communication skills. Quick learner who can rapidly retain information. Team player who easily establishes rapport and trust. Bilingual—English and Spanish. Computer skills include Microsoft Word, Excel, PowerPoint, and Outlook. Part-time student available for first and second shift.

CORE SKILLS

- | | | |
|--------------------------|-----------------------|--------------------|
| ▪ Administrative Support | ▪ Correspondence | ▪ Customer Service |
| ▪ Procedure Development | ▪ Research & Analysis | ▪ Record Keeping |
| ▪ Appointment Scheduling | ▪ Event Coordination | ▪ Reception |
-

EMPLOYMENT HISTORY

CONNECTICUT SAVINGS BANK Hartford, CT 9/07 to Present
Administrative Assistant—Mortgage Department

- ❑ Process and prepare correspondence and documents for department director.
- ❑ Organize new client files. Maintain and update existing files and records.
- ❑ Respond to clients' in-person and phone inquiries. Provide rate information.
- ❑ Conduct ongoing research on competitor products and services.
- ❑ Orchestrate administrative functions, including appointment scheduling, filing, and faxing.
- ❑ Arrange office promotional events, including Mortgage Education Night.
- ❑ ***Researched and wrote 27-page office procedure manual adopted for use by 10 branches.***

THE COFFEE STAND Waterbury, CT 5/95 to 9/07
Shift Supervisor/Sales Associate

- ❑ Oversaw activities, efforts, and training of 12 sales associates.
 - ❑ Coordinated assignments and work schedules. Addressed and corrected shift problems.
 - ❑ Assisted with processing customer orders, cleaning, and stocking.
 - ❑ Balanced cash registers and processed bank deposits.
 - ❑ ***Received 2004 Employee of the Year Award in recognition of 55% sales increase.***
-

EDUCATION

SOUTHERN CONNECTICUT STATE UNIVERSITY, New Haven, CT
Completing Master of Science (Part Time) ♦ Anticipated Date of Graduation—May 2013 (GPA 3.9/4.0)

UNIVERSITY OF CONNECTICUT, Storrs, CT
 May 2009 ~ **B.A. in History** (GPA 3.2/4.0)

The top third of Lisa's resume provides critical information about the skills she offers an employer. The employment history is easy to follow. Achievements are quantified and emphasized in boldface italics (submitted by Ross Primack).



NATALIE P. COLEMAN

20 Second Avenue ~ Hoboken, New Jersey 08873 ~ 201-963-8362 ~ npcoleman@hotmail.com

SUMMARY OF QUALIFICATIONS

Motivated Customer Service Professional with several years of experience providing optimum levels of service to both internal and external customers. Resourceful and organized with excellent phone skills and a talent for resolving customer/client questions and complaints in a timely and courteous manner. Innovative, creative, intelligent, and disciplined with a proven record of turning disorganization and discontent into order and customer satisfaction. Developed an impressive record of advancement and achievement in diverse positions due to diligence, drive, strong work ethic, and creativity. Adept at quickly learning and applying new concepts, technologies, processes, and procedures. Highly skilled in dealing effectively with diverse clientele, including demanding clients with very discerning taste, business owners, city officials, and patrons of casual and fine-dining establishments. Technical proficiencies include MS Office, Photoshop, Illustrator, and Quark.

CAREER HIGHLIGHTS

PLANNING ASSOCIATES

- ❖ Increased operational efficiency, communication, and employee morale by redesigning the entire work environment of one of the top 10 Urban Planners in the country.
- ❖ Added value to the firm's end product and increased revenue by creating original watercolor portraits of employer's designs for presentation to clients.
- ❖ Ensured a seamless operation by recreating the firm's image library that was lost in a corporate relocation.

BISTROT LEPIC

- ❖ Promoted from Hostess to Manager of this top-10 fine-dining establishment within six months of employment.
- ❖ Saved over \$13,000 in excess expenses as manager and increased clientele 50% after redesigning the interior to reflect a modern and aesthetically appealing atmosphere.
- ❖ Exceeded all expectations in this fast-paced, full-time position while balancing a full-time student course load.

THE DESIGN STUDIO

- ❖ Designed the Silver line of designer purses currently being sold in Saks Fifth Avenue, Bloomingdales, Neiman Marcus, and other high-end stores; designed the 12 purses in this line with an eye for detail and quality to suit the needs of discerning clientele.

THE PRINTING PRESS

- ❖ Promoted to Sales Representative as a result of ability to deal effectively with customers and provide suggestions to increase business.
- ❖ Worked with customers one-on-one to obtain their specifications and develop solutions that met their needs while remaining within their budget.
- ❖ Increased sales by translating marketing concepts into visually appealing materials; presented concepts via the use of various visual aids.

EMPLOYMENT EXPERIENCE

CHARLIE'S BAR AND GRILL, New York, New York Bartender

2010–Present

- ❖ Currently managing the bar of this popular eating establishment, working both independently and in a team capacity to serve up to 200 patrons and ensure customer satisfaction.

THE DESIGN STUDIO, New York, New York Purse Designer / Interior Decorator

2010

- ❖ Provided exceptional levels of customer service for customers of this high-end design studio.
- ❖ Designed home interiors according to customer specifications, providing appealing design options that suited their specific needs and budget while working in the Interior Design branch.
- ❖ Created contemporary purses with rich fabrics and colors to suit the needs and tastes of discerning clientele.

PLANNING ASSOCIATES, Hoboken, New Jersey Corporate Consultant / Image Coordinator

2007–2009

- ❖ Served as the front-line point of contact for new and existing customers of this top-10 urban planner; fielded a high volume of calls and requests from city officials, ensuring a smooth and efficient operation and maintaining the firm's professional image.
- ❖ Used Photoshop, Illustrator, Quark, and PowerPoint to edit images for client presentations.

The Career Highlights section takes information out of chronological order and places less emphasis on her current position. The Employment Experience section emphasizes customer service (submitted by Erika Harrigan).



NATALIE P. COLEMAN

201-963-8362

npcoleman@hotmail.com

PAGE TWO

BISTROT LEPIC, New York, New York

2003–2005

Manager

- ❖ Recruited as Hostess and promoted to Manager within six months of employment as a result of providing exceptional customer service.
- ❖ Learned all aspects of the business to ensure that the needs of both the kitchen and the customers were met and to ensure a pleasurable dining experience for all patrons.
- ❖ Ensured a seamless operation by supervising and scheduling a staff of 30 waiters and effectively managing employee conflicts.

THE PRINTING PRESS, Jersey City, New Jersey

2002–2003

Sales Representative / Design Coordinator

- ❖ Interacted heavily with customers over the phone to receive orders and resolve complaints for this full-service commercial printing company.
- ❖ Promoted to Sales Representative and charged with working one-on-one with customers to obtain their specifications and develop solutions that met their needs while remaining within their budget.
- ❖ Used Photoshop and Illustrator to design flyers, brochures, and other visually appealing marketing documents for customers.

FERRARI CONSTRUCTION, INC., Elizabeth, New Jersey

2000–2003

Personal Assistant

- ❖ Played an integral role in ensuring the success of this highly successful single-family home-building and masonry company by managing the billing, payroll, spreadsheets, and several other administrative details.

EDUCATION

PARSON'S SCHOOL OF DESIGN, New York, New York, 2003–2006

Studied Painting, Art, Graphic Design, and Textiles

- ❖ Commissioned by the college to represent the Mixed Media department by designing a statue.
- ❖ Created a piece of Color Theory artwork that was purchased by Newark Airport.
- ❖ Designed a mural currently located in the lobby of the Hoboken City Council.

COMMUNITY SERVICE ACTIVITIES

- ❖ Demonstrated leadership skills by donating more than 600 hours of community service.
- ❖ Served as Vice President of Walktoberfest and participated in beach sweeps, the Special Olympics, and tutoring mentally challenged individuals.



Anna Maria Gomez

414 Acorn Court, Lawrenceville, NJ 08648
(609) 771-5555 ■ annam@earthlink.net

Spanish Teacher at the Middle or High School Level

EDUCATION & CERTIFICATION

New Jersey Teacher's Certification, Spanish K–12

BA, Spanish Language & Civilization / Teaching (cum laude), Rutgers University, New Brunswick, NJ
✓ Two semesters at University of Valencia, Spain. Summer study at University of Madrid.
MBA, International Business / Marketing, Columbia University, New York, NY

PROFILE

- ☑ Fluent Spanish. Basic conversational Portuguese and good reading ability. Familiar with French.
- ☑ Experienced Spanish teacher with demonstrated track record of obtaining outstanding results, utilizing highly effective interpersonal and communications skills.
- ☑ Detail-oriented, analytical professional with proven organizational and problem solving abilities.
- ☑ Computer literate: Windows XP, MS Word, Excel, Outlook, Print Shop, and Internet Explorer.

PROFESSIONAL EXPERIENCE

TEACHING / COMMUNICATIONS

- Designed Spanish-language curriculum and taught one 2½-hour class weekly for The Princeton Community School. Used text, multimedia, and visual aids to make classroom learning relevant to adults. Resulted in high re-registration rate for following semesters.
- Trained small groups of end users on computerized banking services for Mercantile Banking and Trust Company. Conducted product presentations and consultative interviews with clients and prospects. Created and implemented marketing plans for corporate clients in Latin America.
- Consulted with clients of International Research Corporation to determine specifications for customized market / opinion research projects. Wrote proposals and translated textbook chapters and questionnaires from Spanish to English. Developed marketing collaterals and account relationship management techniques to ensure top-notch company image and service.

ORGANIZATION / PROJECT MANAGEMENT

- Coordinated complex, multinational research projects for Research Analysis and International Research Corporations. Led and trained project teams and ensured timely completion of projects within budget.
- Coordinated translations from Spanish to English for scholarly magazine, obtaining and evaluating board member input on editorial content, all while meeting strict publication deadlines. Streamlined procedures for foreign-language advertisement and order fulfillment (Medical Learning Systems).

EMPLOYMENT HISTORY

Director of International Marketing	International Research Corp., Somerset, NJ	2005–2011
Spanish I Teacher	Princeton Community School, Princeton, NJ	2004–2009
Field Administrator	Research Analysis Corp., Skillman, NJ	2003–2004
Coordinator—Latin American Services	Medical Learning Systems, Skillman, NJ	2002–2003
Senior Marketing & Sales Rep.	Mercantile Banking and Trust Co., New York, NY	previously

Transferable skills most relevant to teaching are highlighted under Professional Experience. The resume leads off with the Education & Certification section, which is most relevant to the new career she is pursuing (submitted by Lorie Lebert).



DOLORES SMITH

2092 Recreation Drive • Powell, Ohio 43065

Home: 614-890-4499 • Cell: 614-276-4544

E-mail: dolores@worthingtonma.com

COSMETIC ARTISTRY • COSMETIC SUPPLY SALES • PROFIT CENTER MANAGEMENT

Leading-Edge Cosmetology Techniques/Methods • Esthetics • Spa Profit Protocols

Customer-oriented cosmetology professional with valuable blend of business ownership and management experience combined with noticeable talent in esthetic skin care leading to enhanced appearance and well-being of customers; utilizing 25-year history as licensed **Cosmetologist, Manager, and Instructor** to propel all facets of client care, organizational management, and strategic planning agendas. Extremely well organized, dedicated, and resourceful with ability to guide operations and associates to **technique improvements, maximized productivity, and bottom-line increases.**

AREAS OF STRENGTH

- Relationship Building • Customer Service •
- Time Management • Creative/Strategic Selling •
- Follow-Up • Merchandising/Promotion •
- Relationship Management •
- Product Introduction • Inventory Management •
- Expense Control • Vendor Negotiations •
- Client Needs Analysis •

EDUCATION

FINER ACADEMY OF COSMETOLOGY ... Finer, Ohio
• Cosmetology • Manager • Instructor •
Licenses

FINER ACADEMY OF HAIR DESIGN ... Finer, Ohio
Graduate in Hair Design

SEMINARS & SPECIALIZED TRAINING

Continuing Education Units
(to meet requirements of 8 credits annually)
Certificate of Achievement for Advanced Basic
Esthetics and Spa Therapies, August 2009
Several seminars held by various cosmetics
associations

ADDITIONAL BACKGROUND

The Hair Artists ... Dublin, Ohio
Manager of Licensed Cosmetologists
(1998–2001)

Jean Bennett Salon ... Worthington, Ohio
Licensed Cosmetologist
(1995–1998)

PROFESSIONAL EXPERIENCE

STUDIO D@RENÉ....DUBLIN, Ohio (May 2001 to October 2009)
Full-service and independent customized hair, nails, and tanning boutique positioned in strip-mall setting (suburban locale); operations staffed by 5 employees, contractors, and technicians.

Owner/General Manager
Directed total operation while simultaneously contributing as cosmetologist in one of four-station salon; as single owner of small business, administered profit and loss, undertook all facets of decision-making, strategically guided salon operations and productivity, and assumed complete responsibility for revenue performance.

Management responsibilities included cosmetic and accessories sales, customer service, client management, accounting, finance, recruiting/hiring/training/scheduling, compliance, business/operations legal requisites, retail merchandising, advertising, inventory procurement/control, vendor relationships, contract negotiations, booth rental contracts, and leases to licensed cosmetologists and nail technicians.

- **Successfully conceived and launched full scale of operations** and guided business to strong reputation for quality output of product and services; consistently met challenges of market conditions and business atmosphere to persevere throughout 8 years of ownership.
- **Maintained operating costs at lowest possible point by reducing inventory and labor hours during seasonal periods;** also negotiated with vendors to secure better pricing for goods and services.
- **Facilitated revenue increase by bringing in cosmetic line to enhance product offering to clients.**
- **Recognized revenue opportunity** and spearheaded remodel of existing tanning space to provide for salon.
- **Expanded market visibility by becoming member of Powell Chamber of Commerce.**
- **Modified policies and procedures to ensure employee compliance with changing licensing regulations.**
- **Worked in concert with American Cancer Society to provide styling services to cancer patients** with aims at improving appearance, outlook, confidence, and self-esteem.

The candidate's name and expertise stand out in this bold presentation. The two-column format enables her to pack lots of information on one page (submitted by Jeremy Worthington).



CARLOS PEREZ

805-384-6397 ■ carpe4@aol.com

CAREER PROFILE:

Experienced professional with 18 years of experience in accounting, including responsibility for organizational budget oversight, reporting procedures systems, financial statements and analysis, audits, and payrolls. Proficient in MS Access, MS Excel, Quicken, Outlook, Lotus Notes, Smart Stream, SQL, and DB2.

AREAS OF EXPERTISE:

- P&L Management
- Budget Preparation / Administration
- Auditing / Compliance
- Reporting / Documentation
- Financial Management / Forecasting
- Business Valuations

EXPERIENCE:

Senior Accounting Manager

Amplex Corrugated Products, Inc., Manassas, VA (2002–Present)

Responsibilities include

- Management of monthly and yearly review of accounts receivable and payable for \$150M budget of midsize manufacturing company.
- Designed and implemented annual planning processes.
- Direct gathering and analysis of relevant financial data from seven departments to support annual planning process.
- Developed new accounts reporting system to streamline data-gathering and reporting, resulting in 20% increased efficiency.
- Implemented training for accounting staff in new MS Access software that reduced data-entry hours and errors.
- Supervise staff of 10, including hiring, training, and promoting.

Finance Manager

Springfield Garden Supply, Inc., Manassas, VA (1993–2002)

Responsibilities included

- Oversight of bank reconciliation, accounts payable, general ledger account review, and state and federal tax compliance.
- Designed general ledger procedure manual and provided staff training.
- Developed plan for comprehensive audit system while facilitating communication between internal and external auditors.
- Designed new system for year-end physical inventory, cutting time from 10 to 6 days.
- Recruited, trained, and supervised staff of 6.

EDUCATION:

Virginia Polytechnic University, Fairfax, VA

- Master of Science in Information Systems Management (2003)
- Bachelor of Science in Accounting (1991)

The contact information is offset so the candidate's name gets more notice. The Areas of Expertise heading maximizes the impact of the candidate's skills and expertise. Indented text makes the format easier to read (submitted by Mary Hayward).



Susan Danville

906 Riverview Road • San Ramon, CA 97786 • 974.588.9900
sdanville@cox.net

Professional Summary

Accounting/Finance Professional with expertise in general accounting, financial analysis and reporting, financial systems, budget preparation, and cash management. Currently pursuing MBA in finance.

- Well versed in accounting principles, practices, and systems, as well as business operations.
- Team player who performs at high levels of productivity in fast-paced environments without missing a single deadline.
- Effective communicator and relationship builder with management, customers, staff, and financial institutions.
- Recognized for leadership and problem-solving strengths, as well as thoroughness and accuracy.

Experience

THE LYDEN COMPANY, San Francisco, CA	1988–2011
Senior Accountant	1996–2011
Accountant	1992–1996
Accounting Technician	1988–1992

Promoted through progressively responsible positions in accounting department in recognition of consistent performance results. Accomplishments:

Accounting/Auditing

- Managed accounts payable disbursements totaling more than \$1.7 million annually, accounts receivable processing, and more than \$1 million in capital assets.
- Verified and maintained GL system. Developed and implemented accounting policies/procedures.
- Instituted internal control procedures, including suspense account reconciliations for premium collections, reducing write-offs by \$75,000 annually.
- Coordinated audits with internal/external auditors and regulatory agencies. Compiled financial data for auditors. Prepared internal audit reports.

Financial Analysis & Reporting

- Coordinated and prepared NAIC financial statements in accordance with SAP and premium tax return filings for more than \$1.8 million in 48 states.
- Prepared financial statements in accordance with GAAP for the Board of Directors and shareholders and semiannual SEC filings for 6 portfolios totaling \$1+ billion in net assets.
- Analyzed and prepared variance reports for all management levels throughout business unit.

Cash Management/Budgeting

- Performed cash management functions to meet investment objectives and prepared timely corporate cash-flow forecasts.
- Developed and implemented banking policies for accounting, premiums, commissions, and benefits.
- Coordinated \$35 million budget-preparation process for all departments within business unit.

Education

M.B.A. candidate in Finance • Anticipated May 2012
Stanford University • Berkeley, CA

B.S., Accounting
California State University • Sacramento, CA

To avoid repeating similar responsibilities, a skills-based format was used to group together the last three job titles with one recent employer. Current pursuit of MBA is emphasized. Bulleted areas under Experience focus on accomplishments (submitted by Louise Garver).



DIAMOND LIPTON
CERTIFIED NURSING ASSISTANT (CNA)

301-444-1234
dlcna@hotmail.com
5253 Hammond Ct.
Bowie, Maryland 20718

HIGHLIGHTS OF QUALIFICATIONS

- Completed CNA Certificate Program, 2010.
- Skilled CNA with three years of experience, successfully performing routine tasks under supervision of nursing staff.
- Provided administrative and secretarial support to technical services staff.
- Excellent communication skills, friendly and dependable.

PROFESSIONAL SKILLS

Patient Care Skills

- Provide patient care such as bathing, dressing, toileting, and feeding.
- Competent in collecting, measuring, and recording liquid output.
- Assist in care of patient with external or internal urinary catheters; nasogastric tubes; intravenous tubes; and oxygen therapy.
- Skilled in application of nonsterile dry dressings and bandages.

Vital Signs and Emergency Procedures

- Skilled at recording temperature, pulse, and respiration using various methods.
- Able to pinpoint and recognize signs and symptoms of distress and provide immediate temporary intervention.

Rehabilitative and Ambulatory Skills

- Assist in ambulating, using rules of body mechanics.
- Transfer and turn patients for comfort and safety.
- Assist in preventing the physical complications of inactivity.
- Promote individual activities using tools and techniques for healthy daily living.

RELEVANT WORK EXPERIENCE

01/09–03/10 Erickson Retirement Communities, Silver Springs, MD
02/09–09/09 Fairhaven Assisted Living, Sykesville, MD

EDUCATION AND TRAINING

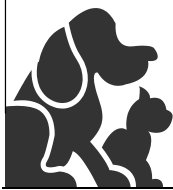
2009 Certified Nursing Assistant Training
Regional Occupational Program, Baltimore, MD

This resume follows a simple functional format. Recent certification is highlighted at the top, whereas skills are emphasized just below (submitted by Brenda Thompson).



PAULA MARTIN
VETERINARY TECHNICIAN
 pmartin@protypeltd.com

889 Westfield Street
 Agawam, MA 06001
 413.555.7644



Compassionate and competent **Veterinary Technician** with 6+ years of experience assisting veterinarians in medical and surgical procedures, ranging from routine to emergency and critical care. Recognized as efficient; skilled in multitasking; and dedicated to providing prompt, courteous service. Effective communicator who enjoys working with people and animals and is able to educate owners on protecting their companion animals' health and well-being.

PROFESSIONAL EXPERIENCE

VETERINARY TECHNICIAN

Harrington Animal Clinic, Agawam, MA

2005 to Present

Assist 5 veterinarians in providing comprehensive veterinary care. Skilled in performing the following:

Medical & Surgical Procedures

- Assist in all types of medical treatments (and with restraints), ranging from routine office examinations to critical care, emergency situations, euthanasia, and house calls.
- Set up all equipment and prep animals for surgery: shaving, intubating, inserting IV catheters, and administering intravenous/intramuscular drugs.
- Assist with surgeries, including spaying/neutering, exploratory, cystotomy, nasal scope, endoscopy, cruciate/luxating patella, abscess, declawing, and other procedures.
- Prepare and sterilize surgical packs in an autoclave; monitor anesthesia and patients' vital signs. Administer subcutaneous fluids. Perform complete dentistry.
- Accurately document anesthetic drugs used during surgery; handle post-surgical recovery: extubation, patient monitoring, and calling clients to provide follow-up/status reports.
- Prepare vaccines; refill/dispense medications; administer oral medications/vaccines under supervision and provide instructions to clients; assist with administration of chemotherapy.

Tests / Lab Work / Client Education

- Conduct heartworm, Feline Leukemia, and FIV tests. Take glucose and blood (including jugular) samples. Read results of urinalysis and fecal samples.
- Perform and develop radiographs as required. Assist specialists in restraining animals during ultrasounds.
- Educate clients on diseases/preventive care, home care (post surgery, diabetic discharges, and administering subcutaneous fluids and medications), grooming, diet, geriatric care, declawing alternatives, and other aspects of animal health care.
- Groom and bathe animals, including fungal baths, lion clips, and reverse sedation according to veterinarian's instruction.

Front Office / Administration

- Cross-trained to perform front office duties, including scheduling routine health exams and surgical appointments, invoicing/cashing out, providing estimates, and more. Greet clients and set up patients in exam rooms.
- Place orders for medications and various products per veterinarians' instructions. Sell products to clients.
- Utilize customized computer applications to process payments and enter patient records.
- Serve as resource to new technicians by answering questions on equipment, office, and other procedures.

EDUCATION / TRAINING

A.S., Veterinary Technician; BRIARWOOD COLLEGE, Springfield, MA

2005

Additional Training:

Completed intensive on-the-job 3-month training under guidance of licensed veterinarians at Harrington Animal Clinic.

The profile reinforces the diverse clinical and soft skills she offers that relate to her objective. Experience is organized within skill headings to reinforce the depth of her knowledge and capabilities (submitted by Louise Garver).



HERNANDO R. DIAZ

11 River Street, Apt. #3C
Chicopee, MA 01020

e-mail: hermandochef@verizon.net

Cell: (413) 229-4511
Home: (413) 227-1894

Career Focus: **CHEF de CUISINE**

PROFILE

- ✓ Food services professional with more than 9 years of progressive experience who enjoys experimenting with different flavors to create innovative dishes, with particular interest in Spanish, Italian, and Portuguese cuisines.
 - ✓ Trained and worked for 2 years in positions of increasing responsibility at a restaurant rated as one of the “Top 50 Restaurants in the Pioneer Valley” by *The Valley Advocate*.
 - ✓ Diligent and skilled at running a busy kitchen and staff while remaining calm under pressure at all times.
 - ✓ Natural passion and flair for cooking; grew up helping to prepare ethnic family dishes blended with an ongoing interest in continuing to learn new culinary skills.
 - ✓ Awarded a one-year scholarship to Holyoke Community College and won first place out of 14 high school teams with an authentic Spanish rice and braised beef dish in an *Entrees from Around the World Competition*.
-

PROFESSIONAL EXPERIENCE

RIVERA RESTAURANT, Springfield, MA
Sous Chef/Kitchen Manager

2006–Present

Took on increased responsibilities to become an instrumental member in running a small, family-owned restaurant. Organize and overlook kitchen tasks that include developing prep lists, assigning duties to staff, and ensuring appropriate inventory levels. Participate in creation of seasonal menus and provide feedback on success of newly introduced dishes.

- Created a Spanish fish dish with caramelized onions, roasted tomatoes, garlic, and potatoes in a red-wine sauce that became a popular menu addition. Developed other signature entrée dishes with authentic flavors.
- Helped to prepare desserts such as tiramisu, rum bread pudding, dark chocolate cake, and a pear-almond tart that won over a following of loyal customers.

NEVILLE BREAD COMPANY, Agawam, MA
Assistant Kitchen Manager/Bread Baker

2004–2006

Started out as an overnight baker, preparing breads and making pastries for wholesale and retail accounts. Ordered supplies and checked dry-goods stock. Later helped put together lunch menu with soups, salads, and sandwiches, and to-go suppers that included pasta dishes.

- Acted as resident expert on baking matters and taught others preparation methods.

JORGE'S ON THE GREEN RESTAURANT, Longmeadow, MA
Pantry Chef/Sauté Chef/Expediter

2002–2004

Landed a position as the youngest member of the kitchen staff for a regionally acclaimed restaurant featured in *The Springfield Republican*, *Greater Western Mass Fine Dining*, and *The Valley Advocate*. Performed basic kitchen tasks and later helped with food preparation. Learned how to make pasta from scratch and many fine arts of gourmet Italian cooking.

- Advanced rapidly in food handling and cooking responsibilities for demonstrating enthusiasm and natural ability to master complex food-preparation techniques.
-

EDUCATION & TRAINING

Coursework toward an Associate in Culinary Arts degree, expected completion by 2012

Certificate in Bread Baking & Pastry, 2005

Gained basic cooking knowledge from part-time jobs as Banquet Chef and Pantry Chef while in high school.

The Career Focus statement shows the level to which he aspires. The Profile highlights skills, experience, and achievements that build his candidacy for his job target. High school experience shows a pattern of interest in the field (submitted by Jill Grindle).



Sherry Gray

107 Pigeon Street ■ Oakville, Ontario ■ L5M 2R2
sgray789@hotmail.com

Mechanical Engineer & Applied Sciences Student



Technology

- ☑ CAD
- ☑ AutoCAD
- ☑ Maple
- ☑ MATLAB
- ☑ C++
- ☑ G-Code
- ☑ MS Excel

Processes

- ☑ Design Requirements
- ☑ Design Drawings
- ☑ Design Documentation
- ☑ Database Development
- ☑ Quality Assurance

Equipment

- ☑ Coordinates Measuring Machine (CMM)
- ☑ MasterCam
- ☑ Milling Machines
- ☑ Computer Aided Machining (CAM)

Qualifications Summary

Energetic, highly motivated, and organized mechanical engineering student with experience in design and development. Well-rounded research and organizational skills along with outstanding communication skills. Personable, independent, and committed to producing top-quality work and results. Positive and upbeat attitude; well liked and respected by peers. Attentive to detail; excellent analytical and problem-solving skills; proven self-starter with strong communication and interpersonal skills. Eager to learn new skills and gain valuable working experience.

Education & Training

University of Ontario, Toronto, Ontario—2008 to present

Bachelor of Engineering and Applied Science

Oakville District High School, Oakville, Ontario—2008

Ontario Secondary School Diploma (O.S.S.D.)

- Graduated with Honours

WHIMIS Safety Training—2010

Project Experience

- Led, motivated, and organized project team of 3 people in the conceptualization, design, and manufacturing of an electronic monorail system. Resulted in 4th place achievement in competition.
- Added value to students in the faculty and their learning experience through the revitalization of the Executive Committee and membership of the Mechanical Engineering Course Union. Promoted series of inspirational guest speakers that discussed "real-world" job opportunities and requirements for success; redesigned the website to be more informative and interactive; and facilitated meetings on a regular basis.

Volunteer Experience

University of Ontario, Toronto, Ontario—2010

Executive Member, Mechanical Engineering Course Union

The Kinsmen Club of Oakville, Oakville, Ontario—2010

Volunteer

Hospital for Sick Children, Toronto, Ontario—2010

Volunteer

Canadian Cancer Society, Toronto, Ontario—2010

Volunteer

An interesting and relevant graphic draws attention to the candidate's technology, process, and equipment experience. Project and extracurricular experience sets her apart from the competition (submitted by Denyse Cowling).



ROBERT M. SCHULTZ

2511 Rangeline Drive, Dallas, Texas 75999 • 452-555-5555 • rmschultz@evansresumes.com

SENIOR NETWORK MAINTENANCE / ADVISORY ENGINEER

Customer-focused technical professional with continual recognition for technical proficiency, leadership, and performance exceeding expectations. Characterized as a versatile networking Subject-Matter Expert with demonstrated mastery of broadband and data technologies, as well as ATM, frame relay, Cisco routing, Adtran/Alcatel equipment, and critical NOC engineering standards. *Additional expertise and success in*

- Inventory Management
- Staff Mentoring & Training
- Equipment Staging Approvals
- Project Coordination
- Technical Documentation
- Procedures Standardization
- Customer Requirements
- Shipping & Warehousing
- Equipment Troubleshooting

TECHNICAL BACKGROUND

Certifications: TP76300; Level 4 Installer; Cisco 8850/8250, Lucent CBX500, Alcatel/Newbridge 36170/36177/36060/7670, GX 550, and Cascade 9000 Frame Equipment
Hardware: Adtran TA3000/HDX DSLAM; Alcatel 7300 HD, LP-UD DSLAM, 7470/7670 ATM Switches; Cisco MGX-8850 ATM Switches, 2600 Routers/1900 Switches; Spirent 3577A CopperMax ADSL Test Head; RT DSLAM DC Power Plants
Software: Microsoft PowerPoint, Word, Excel; Remedy Ticket Systems
Networking: TCP/IP; ATM; Frame Relay; DSL; ISDN; T-1 Circuits; Network Protocol Analyzers

PROFESSIONAL EXPERIENCE

SUPERIOR TECHNICAL SOLUTIONS, INC. (division of MBC)

1989–Present

Senior Manager Maintenance Engineer, Richardson, TX, 2010–Present

Selected to fill elite technical advisory role, providing 24/7 network engineering services with oversight of 62 MBC central offices and 13-state area. Serve as Tier 2 support expert and first line of resolution for sophisticated network equipment preparation, testing, and installation. Collaborate with Tier 2 and 3 support groups, regional subject-matter experts, engineering staff, telephone companies, and network operation/data operation center staff to deliver reliable network functionality. Oversee and monitor staging testing to ensure appropriate supplier performance and consistent service quality. Mentor and train maintenance engineers.

Selected Accomplishments:

- Support 5,000 customers per switch, with responsibility for switches of up to 450G and \$1.4M in value.
- Exceeded or met all Ready for Service dates, working closely with implementation engineering, project management, vendors, and installation teams.
- Authorize equipment readiness with final word on testing verifications, serving as expert resource instrumental in preserving installation integrity.
- Verify workaround solutions implementation and manage staff coordination to audit fulfillment of high-profile customer requirements.
- Tested Alcatel, Adtran, RPATS, AI/CODCN platforms, and fiber, DDP panel, and FOT panel equipment. Tuned and tested ATM, frame relay, LAN/WAN, Newbridge, TCP/IP, DSL, and Cisco equipment/protocols.

Senior Maintenance Engineer, Richardson, TX, 2008–2010

Served as technical lead charged with 24/7 technical support; new service hardware and software deployment; and maintenance services for data and broadband technologies, including ADSL, frame relay, ATM, and routing. Key functions included supporting field engineers in network system diagnostics, on-site technical assistance, and project management for enhancements and installations.

Continued...

The summary section shows skills and areas of expertise. Certifications and hardware/software are placed in the prime spot on page 1. The education section demonstrates a good strategy for presenting some college without a degree (submitted by Laura Smith-Proulx).


ROBERT M. SCHULTZ rmschultz@evansresumes.com

PAGE TWO
Selected Accomplishments:

- Ensured 100% system availability with timely problem resolution, network problem troubleshooting, and implementation of emergency procedures.
- Worked with regional subject-matter experts to coordinate and implement all new products, FOAs, Engineering Complaints, Maintenance Engineering Flashes, and Product Change Notifications.
- Authored Maintenance Engineering Test & Acceptance procedures for Alcatel 7300 LP-UD DSLAM platform.
- Conducted technical reviews to identify and correct vulnerabilities and deviations from corporate standards.

Maintenance Engineer / Manager Technical Support, Irving, TX, 2006–2008

Promoted to oversee ATM switch installations, as well as preparation for shipping readiness, in close collaboration with Cisco, Alcatel, and Lucent. Served as main regional point of contact. Staged switches according to engineering requests, with full testing to meet industry standards, and inventoried components while maintaining equipment database. Coordinated deliveries with site management, documenting movement and tracking warehouse inventory. Provided monthly hardware failure rate reporting.

Selected Accomplishments:

- Supported department as senior subject-matter expert in Alcatel, Cisco, 7670 Multi-Shelf system, and all computer-related issues.
- Ensured timely replacement of defective equipment, initiating Return Material Authorizations with vendors.
- Supplied Tier 1 technical support to Dallas NOC Transport Technology Center, with TTC ISO 9000 team role critical to turn up, provisioning, maintenance, and upgrade process creation.
- Met 100% of project deadlines, working with diverse array of vendor equipment and keeping Methods of Procedures up-to-date.

System Technician, McKinney, TX, 1989–2006

Installed all special circuits in product line, including OC48 rings, and installed vast array of technologies, including fiber. Detailed crew responsibilities, training and mentoring project technicians. Repaired and implemented DSL equipment on customer premises, and installed and corrected flaws in 911, ARM, OCS, and LAN equipment.

Previous Experience: **System Technician, MAJOR TELEPHONE COMPANY, Dallas, TX**

EDUCATION & PROFESSIONAL DEVELOPMENT

General Studies • RICHLAND COLLEGE, Richardson, TX

Professional Training:

- | | |
|-------------------------------------|---------------------------------------|
| • Fiber Optics | • SONET Overview |
| • ATM Newbridge | • Digital Synchronization |
| • CCNA Boot Camp | • Ethics in the Workplace |
| • Disaster Recovery | • Planning and Organizing |
| • Hazard Recognition | • Digital Circuit Technology |
| • ISDN Installation and Maintenance | • Principles of Digital Transmission |
| • Data Communications Technology | • Network Data Link Lab and Protocols |

CIVIC AFFILIATIONS

Certification Candidate and Member, Community Emergency Response Team (CERT)



Juan Rodriguez

1221 Plymouth Road, Apt. 1305 ▪ Pembroke, ON K0K 4S1
j_rodriguez45@mail.com ▪ Telephone: 613-555-1010

Press Operator

Specialty: Snap-sets ▪ Letterheads ▪ Statements ▪ Cheques

- Skilled **Press Operator/Pressman** with 8 years of industry experience; capable of working in a fast-paced environment.
- Strong troubleshooting and mechanical aptitude: able to solve minor mechanical and electrical problems on equipment.
- Proficient in the use of a variety of printing machines:
 - ✓ 10-Colour Sand Velcron U.V. 22" & 28"
 - ✓ 5-colour 22" Diddie
 - ✓ 3-colour Sanden Variable
- Excellent people skills: good listener, express ideas clearly and concisely
- Respected by peers, supervisors, and customers for industry knowledge and experience.
- Self-taught operator who learned to use and troubleshoot printing machines.

EXPERIENCE

Pressman

DataForms Inc., Ottawa, ON

Aug 2003–Present

Joined company during start-up phase; observed machinery set-up and taught self to use equipment.

- Assisted with the design and layout of plant.
- Built workbenches and mastered trade through trial and error and observation.
- Regularly meet customers' deadlines.
- Read and interpret work-order instructions to ensure job is completed to customer's specifications.
- Operate machines with a capacity to run at 1,200 ft. per minute.
- Perform troubleshooting and maintenance on equipment—oil, clean, and make minor repairs.
- Constantly monitor machines to catch and correct production problems before they escalate.
- Examine samples to confirm that shades, colours, and brightness match customers' requirements.

EDUCATION & TRAINING

- **Pembroke Pines Secondary School** (2002)
- Specialized in Graphic Design & Printing

This resume highlights skills and experiences that were specifically mentioned in the job posting. The clean and simple format reflects the candidate's personality (submitted by Daisy Wright).



Dan T. Harper

265 Charlotte Street, Asheville, NC 28801
(828) 254-7893 *Home*, (828) 230-1421 *Cell*

Heavy Equipment Operator

"I could pick up an egg off the ground and not break it."

PROFILE

DEPENDABLE, PATIENT, HARD WORKER with 32 years of experience in aggregate business operating **Drag Line** (9 years), **988 Loader** (7 years), **Hydraulic Shovel** (5 years), **Crane** (3 years), **Bulldozer** (3 years), **Trackhoe** (3 years), **Off-Road Truck** (2 years), and **Jaw Crusher** (1 year). Experience on computerized equipment.

SUMMARY OF STRENGTHS

- At work 30 minutes early *always*.
- Willing to stay as long as it takes to get the job done.
- *Never* miss work.
- Willing to do whatever I'm asked.
- Machine-friendly—easy on equipment; keep it well maintained and clean. Often put on older equipment because I don't tear it up.
- Excellent record for safety of life and equipment.
- Friendly and even-tempered; get along very well with co-workers.
- Keep production as high as possible.
- Know the relationship to company bottom line.

WORK HISTORY

BOONE GRAVEL—Asheville, NC 1980—Present
Portable plant, a subsidiary of RA Julius Industries, Mooreville, NC

- Use crane to tear down rock crusher, conveyor belts, bends, loaders, and backhoes; transport plant to where it is needed and put it back up, as often as three times a year.
- Have worked on large and small projects all over North Carolina in all kinds of weather, including 7 degrees below zero.
- Projects include road and interstate highway construction (including pulling river stone out of rivers, crushing, and transporting to highway site), opening up new quarries (clearing land, removing overburden), and commercial construction.
- Train operators of trackhoe, loader, and off-road truck on safety and operation.

EDUCATION

City High School, Owensville, NC
High School Diploma, 1980

ADDITIONAL TRAINING

Hundreds of hours of training: North Carolina Safety courses (1-day annual refresher training).

The quote from the candidate himself speaks to his high skill level. The Summary of Strengths shows exactly how he contributes to company profits. Loyal and loved by his company, Dan has worked for the same employer his entire career (submitted by Dayna Feist).



KEN SANBORN

97 Moose Trail Path ■ P.O. Box 1020 ■ Soldotna, AK 99660
H: (907) 260-5987 ■ C: (907) 631-2701 ■ sanbornhunts@msn.com

PROFILE

Industrious and dependable professional with 2 years of oil field experience seeking position as a Driver, Technician, Roustabout, or Expediter. Safety conscious with a QHSE passport. Accustomed to working long hours with demanding schedules in harsh climates and under challenging physical and mental conditions. Solid employment references, strong work ethic, and levelheaded. **Qualifications include**

- ▶ Valid Class A CDL with HazMat, Tanker, Combo, and Air Brake endorsements and have a perfect driving record. Current N.S.T.C., Hazwoper, and H2S.
- ▶ 100% drug free, on random drug testing with Worksafe through the U.S. Coast Guard.
- ▶ No safety incidents during 2 years on the slope; traveled by helicopter daily in one work hitch.
- ▶ Certified in first aid and CPR with valid endorsements.
- ▶ Hold a 100 Ton Masters License from the U.S. Coast Guard and can operate other heavy equipment, including bulldozers, loaders, and backhoes.
- ▶ Knowledgeable about welding and can quickly learn new technical/mechanical skills.

HIGHLIGHTS OF WORK EXPERIENCE

- Completed 12-week hitches on the slope as both a Straw Boss and Helper in the past 2 years.
- Run a halibut charter service during the summers, logging 12–16 hours a day, 7 days a week.
- Currently serve as a Bear Guard and Wildlife Specialist and as a Big Game Guide.
- Raised and worked on family cattle ranch, performing tasks requiring physical strength and stamina.

EMPLOYMENT HISTORY

MOUNTAIN CAT ENTERPRISES, Helena, MN	2010 to Present
Bear Guard and Wildlife Specialist	
SCHLUTZ OILFIELD SERVICES, Fairbanks, AK	2010
Straw Boss	
ENERGY SERVICES CONTRACTORS, Anchorage, AK	2009
Straw Boss and Helper	
DEEP WATER FISHING, Seward, AK	2004 to Present
Charter Operator	
GREATER SOLDOTNA ALASKAN GUIDE SERVICES, Inc., Soldotna, AK	2002 to Present
Big Game Guide	
HALIBUT RUN CHARTERS, Juneau, AK	2003
Deckhand	
BIG BLUE WATERS CHARTERS, Ninilchik, AK	2002
Deckhand	
D-R-J RANCH, La Paz, CA	1997 to 2002
Ranch Hand	

The Profile section clearly notes which jobs he is interested in. Because of his diverse work history, often with short-term jobs, a functional format worked best for this candidate (submitted by Jill Grindle).



Susan R. Richards

6344 West View Road
Williamsport, MD 21795
(301) 555-5763

Professional Profile

Production and assembly worker with more than 20 years of manufacturing and pharmaceutical laboratory experience. Work independently in assembling detailed circuit boards and sensors while remaining focused on quality and productivity. Experience working with chemicals to mix materials and reagents. Able to meet tight production deadlines by anticipating needs. Maintain good working relationships with co-workers and managers. Possess basic computer skills.

Assembly Experience

Senior Assembler, Mole Productions, Martinsburg, WV 2001–2011

- Built, tested, potted, and finished sensors for flow meters used by domestic and international waste and clean water treatment facilities.

Mechanical Assembler, Smith Electronics, Inwood, WV 1978–1991

- Assembled printed circuit boards for communications equipment.

Skill Sets

- Used a variety of hand tools and equipment, including drills, sanders, Dremels, band saws, lathes, soldering guns, wiring cutters, and hot stamp machines.
- Mixed chemicals and poured molds for polyurethane and ceramic sensors, following written specifications.
- Followed blueprints and parts list to ensure correct assembly.
- Consistently adhered to procedures and guidelines established by ISO 9000 and Lean Manufacturing principles.

Laboratory Experience

Laboratory Technician, USDA, Kearneysville, WV 2000–2001

- Provided support and materials for research laboratories.

Senior Laboratory Assistant, Hardin Labs, Winchester, VA 1997–2000

- Worked as a member of the support group assisting with manufacturing vaccine.

Veterans Hospital, Martinsburg, WV 1992–1997

- Worked on a government contract supporting various research laboratories.

Skill Sets

- Wrapped and sterilized glassware for laboratory use.
- Operated autoclaves, dryers, and washers.
- Mixed chemicals to make media and reagents.
- Cleaned and maintained work area to cGMP (current good manufacturing practices) and GLP (good laboratory practices) standards.

Education

Currently pursuing GED, Washington County Board of Education, Maryland

The Professional Profile captures some of the candidate's interpersonal/transferable skills. The two experience sections delineate two possible career paths (assembly and laboratory) (submitted by Norine Dagliano).



DONALD JACOBS

Confidential Security Clearance

1200 Peninsula Square
Cleveland, Ohio 44122

Home: (216) 333-1234
djacobs01@yahoo.com

A dedicated Electronics Technician with more than ten years of hands-on experience, with the ability to lead and motivate a diverse crew. Experienced in the utilization of creative problem-solving and solution techniques, while exuding decisive and confident decision-making abilities. Skilled in information systems management, with emphasis in program management, and internal control procedures.

- *Computer Software*—Knowledgeable in MS Word and Excel. Understand C program language and able to perform some software program modifications.
- *Operator Mechanic*—Work closely with engineering personnel to assist in troubleshooting software and hardware using electronic schematics and technical procedures.
- *Quality Assurance*—Write quality reports for non-conformances and repairs conducted.
- *Test Planning*—Plan test environment using required equipment and documentation. Implement test plan with little or no supervision.
- *Troubleshoot and Repair*—Experience with troubleshooting mechanical, electrical, and electronic systems.

EXPERIENCE

AVTRON MANUFACTURING, Independence, OH (2009–Present)

Field Service Engineer

Write service orders, distribute new technical bulletins to the site, train on maintenance practices and scanner operations, coordinate troubleshooting/maintenance with other vendor companies when needed, and assist technical support group when special testing is being conducted.

COX COMMUNICATIONS, Cleveland, OH (2001–2009)

Operator Mechanic

Daily inspected all mechanical, electrical, and electronic equipment; analyzed chemicals for all water systems; performed preventative maintenance and repairs on plant equipment; and wrote work orders for discrepancies.

LINCOLN ELECTRIC, Cleveland, OH (2000–2001)

Mechanical Design Manufacturing Engineer

Designed in-house manufacturing equipment. Conceptualized equipment and tested the feasibility of the designs. Applied detailed analysis, design, fabrication, installation, debugging techniques, validation, and documentation. Used mechanical engineering theory and practice toward the design of all equipment.

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In this example of a combination format resume, skills are detailed up front, whereas chronological work experience is listed later (submitted by Brenda Thompson).



Donald Jacobs djacobs01@yahoo.com

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UNITED STATES NAVY, Norfolk, VA (1997–2000)

Nuclear Electronics Technician Second Class

Completed more than 4,000 hours of reactor operating time and more than 7,000 hours of logged maintenance and troubleshooting of electronic and microprocessor-based equipment. Duties included repair and maintenance technician, departmental technical librarian, and repair section supervisor of the ship's calibration lab.

EDUCATION

Cleveland State University, Cleveland, OH (2000–2006)

Major: Electrical Engineering

Credits: 64 college semester credits with an overall GPA of 3.68.

NAVY NUCLEAR POWER SCHOOL, Charleston, NC (1996–1997)

- Training consisted of a 24-week course in science and technology designed to provide theoretical background knowledge of nuclear power. It is presumed each officer has successfully completed at least one year of college-level physics and calculus, including integral calculus.

NAVY ELECTRONICS TECHNICIAN SCHOOL, Orlando, FL (1995–1996)

Certification: Electronics Technician

- A seven-month course concentrating on electricity and electronics, communications systems, digital logic, microprocessor-based equipment, and radar.
- Training consisted of the study of how to interpret schematic diagrams and use appropriate test equipment as well as hands-on experience on how to isolate and correct faults in both military and civilian electronic equipment.



<p>PETER BARISHNOVIC</p> <p>EXPERTISE</p> <p>Demonstrated proficiency in the development of unique circus arts techniques as well as educational program design, development, and management.</p> <p>TECHNICAL SKILLS</p> <p>International circus arts performer adept in</p> <ul style="list-style-type: none">juggling,balancing,hat manipulation,acrobatics,aerial acrobatics,trapeze,wire walking,teeterboard,rolling globe,unicycle,clowning, andmagic. <p>EDUCATION</p> <p>School for Ballet and Circus Arts, Volgograd, Russia</p> <p>Completed degree program in Classical Ballet, specializing in Acrobatic Skills</p> <p>AFFILIATIONS</p> <p>Actors' Guild of Variety Artists</p> <p>DUAL CITIZENSHIP</p> <p>United States Russian</p> <p>LANGUAGE FLUENCY</p> <p>English Russian French Spanish</p>	<p>678 MOUNTAIN VIEW ROAD SEATTLE, WASHINGTON 98101 206.555.5877 PETERB@PROTOTYPELTD.COM</p> <hr/> <p>INTERNATIONAL CIRCUS ARTS DIRECTOR</p> <p>CREATOR, INSTRUCTOR, AND DIRECTOR OF CIRCUS ARTS PROGRAMS IN EDUCATIONAL INSTITUTIONS AND CORPORATE ENVIRONMENTS WORLDWIDE.</p> <ul style="list-style-type: none">➤ Innovator of teaching methodology to maximize students' potential, strengths, and self-confidence.➤ Talented trainer and coach who has developed students of all ages.➤ Award-winning member of the Volzisky Troupe performing worldwide with the Brothers Benson Circus.➤ Invited as guest instructor and consultant at the renowned International Clown College to train future performers. <hr/> <p>ACCOMPLISHMENTS</p> <ul style="list-style-type: none">• Initiated and expanded circus arts education program at Washington University that doubled revenues in just 2 years.• Designed workshops, trained staff, and coordinated circus arts program for major corporations throughout the world.• Instructed and developed numerous students who achieved success as celebrated performers in international circus programs.• Created and performed peerless juggling acts, including "Unsupported Ladder" and Musical Drum Juggling, with internationally acclaimed Volzhskiy Troupe.• Directed development of the successful Big Top circus program, an annual event for the past 15 years.• Multiple award winner for "Best Performing Act" in the European World Circus Competition and Cirque Atarré. <p>PROFESSIONAL EXPERIENCE</p> <p>WASHINGTON UNIVERSITY • Seattle, Washington • 1994 to present <u>Assistant Director of Circus Arts Program</u></p> <p>Design and implement circus arts instructional programs at the university. Recruit, supervise, and train instructors, building department from a staff of 3 to 10. Plan and manage program's operating budget. Coordinate instruction schedule and related activities; maintain and purchase equipment. Initiated design and implementation of effective safety standards for program.</p> <p>SCHOOL FOR BALLET AND CIRCUS ARTS • Volgograd, Russia • 1985 to 1994 <u>Circus Instructor</u></p> <p>Created and instructed circus arts program for students ranging from 7 to 18 years old. Developed and advanced the careers of numerous students who subsequently performed internationally.</p> <p>CONSULTING EXPERIENCE: As consultant, provide expertise in the design and presentation of circus arts workshops. Develop in-house trainers in creating circus productions to develop individual skills and promote teamwork (1994 to present).</p> <p>PRIOR PERFORMING EXPERIENCE: International circus arts performer with the Volzhskiy Troupe, specializing in unique acrobatic/juggling acts.</p>
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A two-column format allows for easy review of the candidate's qualifications. The profile positions him for the director level. The Accomplishments section reinforces the depth of his competencies (submitted by Louise Garver).



KAREN B. EVERSLEY

9145 Ellicott Court, Manassas, VA 20111

Residence: 703-487-8541 ♦ Cellular: 703-458-7478 ♦ E-mail: keversley@yahoo.com

SENIOR EDITOR / WRITER

QUALIFICATIONS PROFILE

- **Internal & External Communications:** Ten-plus years of experience creating compelling articles, marketing materials, promotional documents and trade publications; recent experience in Web content / online editing.
- **Publications:** Prolific author with wide cross-section of articles and feature stories published in magazines, Web sites and industry journals.
- **Web Portfolio:** Visually appealing, interactive presentation of written work, including cutting-edge stories, news features and special projects at www.kareneversley.net.
- **Team Player:** Adept at building effective working relationships with content programmers, photo editors, promotion managers and publishing staff.
- **Technical Skills:** Mac, PC, Word, WordPerfect, QuarkXPress, Photoshop, Illustrator, Dreamweaver, Flash, Adobe Photoshop for Newspapers and Avid Xpress Pro.

EDUCATION & CERTIFICATIONS

MA in Interactive Journalism—American University, Washington, DC (2011)

BA in Public Communication—State University of New York College at Buffalo, NY (1999)

Federal Communications Commission (FCC) License (1994)

Hands-on experience and academic training in

- | | | | |
|-----------------------|---------------------------|------------------------|------------------------|
| • Advanced Editing | • Article/Feature Writing | • Public Speaking | • Print Media |
| • Marketing Materials | • Digital Storytelling | • Multimedia Reporting | • Newsletter Creation |
| • Press Releases | • Brochures | • In-depth Journalism | • Web Studio |
| • Layout/Design | • Web Content Creation | • Proofreading | • Online Publications |
| • Headline Writing | • Online Editing | • Promotional Copy | • Newspapers/Magazines |

PROFESSIONAL EXPERIENCE

Editor, America Online, Dulles, VA (2010 to present)

- Serve as copy editor for high-traffic interactive company Web site with approximately 20 million paid subscribers and hits from 35 million visitors daily.
- Revise and edit “raw” script content into concise, audience-appropriate copy for major topics and events, including health, entertainment, commerce and movies.
- Attend production and bimonthly network meetings to discuss upcoming promotions and special events; contribute unique story ideas to boost Web site readership.
- Support production managers to ensure smooth transition in Web content display and monitor deadlines.

Editor, American Newspaper Association, Vienna, VA (2008 to 2010)

- Translated broad information from wide variety of sources, including field experts and phone/e-mail questionnaires, into engaging feature articles for bimonthly trade publication, *Newspaper Marketing*, reaching 5,000+ readers.
- Compiled and reviewed submissions from freelancers, colleagues and other contributors to create editorial calendar; facilitated blue line, page count and final print production.
- Played key role in the upgrade and redesign of magazine from layout, color selections and font size; worked closely with senior vice president and creative services department.

The third bullet draws attention to a Web portfolio. Education is listed early because she has a new master's degree relevant to her job target. The resume addendum (page 3) lists her writing accomplishments and helps show that she has experience (submitted by Abby Locke).

(continued)



(continued)

KAREN B. EVERSLEY ▪ keversley@yahoo.com

PAGE TWO

PROFESSIONAL EXPERIENCE, continued

Marketing Coordinator, A+ Marketing Solutions, Fairfax, VA (2006 to 2008)

- Authored profile stories, "how-to" and trend feature pieces for international industry publications, *les nouvelles, esthetiques* and *DERMASCOPÉ*.
- Developed full range of marketing and publicity documents—media pitch letters, press releases, brochures, banners and direct mail; wrote copy for special events.

Communications/Events Director, Harpers Golf & Country Club, Sterling, VA (2004 to 2006)

- Managed corporate communications for community of more than 1,500 residents and club members.
- Launched monthly newsletter, *The Harpers Horn*, and grew publication from 4-page pamphlet to large size, 24-page color publication; enhanced publication with graphics and encouraged advertisements from local businesses.
- Contributed and wrote main articles; edited entire publication and oversaw entire print production process.

Public Affairs Assistant, Northern Virginia Association of Realtors, Fairfax, VA (2002 to 2003)

- Researched current industry events and issues, conducted interviews, and wrote relevant articles for monthly trade publication, *Realtor Keys*, which served more than 13,000 regional Realtors.

Corporate Communications Assistant, Fannie Mae, Washington, DC (1999 to 2002)

AFFILIATIONS & MEMBERSHIPS

The Online News Association
American Writers Association

Additional portfolio of writing samples available upon request.



KAREN B. EVERSLEY

9145 Ellicott Court, Manassas, VA 20111

Residence: 703-487-8541 ♦ Cellular: 703-458-7478 ♦ E-mail: keversley@yahoo.com

—Resume Addendum—

ONLINE ARTICLES / PRINT PUBLICATIONS

THE AMERICAN OBSERVER:

- House Bill, FBI Target Gang Violence
- Dentists Close Your Eyes
- Penny Pinching Turns Pastime

YOGA PARADISE:

- The Heavenly Stretch

NEWSPAPER MARKETING:

- Using Mobile Technology to Reach Young Readers, an International Perspective
- Are You Missing Out? The Rapidly Growing Hispanic Community
- Transformation of Advertising, Knowing and Understanding Your Competitor's Future
- Halt Declining Readership
- Audio and Video Streaming, Advanced Features Sure to Attract New Readers and Advertisers (cover story)

DERMASCOPE:

- Beat the Summer Slump
- Haircare 101

LES NOUVELLES ESTHETIQUES:

- A Little Advice, One Owner's Business Plan

CELEBRITY CUTS:

- Ellie.Ellie Salon, Star Treatment

M WOMAN:

- Wife Rights

THE NVAR UPDATE:

- Photo spread with captions
- How to Profit from International Real Estate (cover story)
- How to Become a Real Estate Mentor (sidebar)



DAVID A. JONES

85 Ellington Street • Groton, CT 06098 • (203) 437-6779 • daj39@aol.com

MAINTENANCE / MATERIALS / OPERATIONS MANAGEMENT

Transportation ~ Shipping Industry

"David is an exceptional planner, organizer, and innovative problem solver who has succeeded where others have failed ... he has exceptional operations expertise, strong leadership skills, and sound judgment."

—Bertrand Fisher
Commanding Officer

Management Professional offering 15+ years of experience in electronics equipment maintenance, materials, operations, and security.

- Promoted through increasingly responsible technical and supervisory positions based on expertise, demonstrated initiative, and contributions to operational efficiency.
- Effective trainer who develops and leads staff to peak performance.
- Expert in navigation and ship-handling operations and systems.
- Recipient of 15 achievement, commendation, and distinguished service awards throughout naval career.

RELEVANT EXPERIENCE & ACCOMPLISHMENTS

Maintenance & Materials Management

- Improved operations through aggressive materials improvement and equipment refurbishment programs that were subsequently instituted throughout the organization.
- Supervised electronics technicians in maintenance/repair of various communications, radar, and other electronics systems, ensuring peak efficiency and reliability.
- Led implementation of efficient purchasing and JIT inventory management system.
- Oversaw hazardous cargo certification requirements, equipment maintenance, and safety deadlines.

Operations Management

- Managed the daily planning, coordination, and supervision of 45 staff members, effectively ensuring stringent compliance with vessel safety standards.
- Developed and executed detailed operational review plans for command administrative inspection, resulting in timely problem identification and corrective actions.
- Recognized for instrumental role in achieving "excellent" ratings in all areas during plant inspections.

Staff Training & Management

- Trained more than 500 military and civilian personnel in maintenance procedures, navigation, firefighting, damage control, security, and other areas.
- Turned around an underperforming division to rank #1 in productivity by improving the training curriculum.

CAREER HISTORY

United States Navy • 1994 to Present

Patrol Boat Captain • 1992 to 1993; Legal & Administrative Officer • 1993 to 1994

Assistant Operations & Electronics Material Officer • 1991 to 1993

EDUCATION

B.E., Electrical Engineering, Connecticut College • New London, CT

Additional Training: Electronics Material Management Training Program

Boat Group Management Training Program, Military Justice Legal Training Program

The candidate was leaving the navy and wanted to apply his skills in maintenance, materials, and operations management in the private sector. His actual job titles are listed under Career History to help the reader understand his background (submitted by Louise Garver).



ARTHUR ANDERSON, JR.

2 Custer Avenue
Fort Riley, KS 66442
Home: 785-706-3100
arthuranderson1@yahoo.com

SUMMARY OF QUALIFICATIONS

Twenty-four years of experience in leadership, command, and senior staff positions in medium and large complex organizations. Versatile, dynamic leader and high achiever who communicates positively and effectively with people at all levels of an organization. Demonstrated record of success in creating highly effective teams, logistics management, strategic planning, increasing efficiency, and establishing strong organizational systems.

- **Logistics Distribution**
- **Leadership**
- **Strategic Planning**
- **Organizational Management**
- **Team Building**
- **Training**

ORGANIZATIONAL MANAGEMENT

Supervised all aspects of a large, complex organization of 6,000 personnel. Efficiently executed an annual budget of \$42M. Implemented aggressive management controls and cost-reduction initiatives that resulted in the savings of an average of \$1M per quarter. Maintained and operated facilities, complex equipment, and vehicles with a total value in excess of \$500M. Planned, prepared, and executed organizational oversight for task forces and peace support rotations. Used an active and positive After Action Report process to ensure task forces knew what happened, why it happened, and how they could fix problems.

TRAINING

Created an integrated team training approach to teach, coach, and mentor leaders of medium-sized organizations in all aspects of leadership and training. Prepared them to deploy to contingency locations to assist units as they complete preparations for war or peace. Created an environment where soldiers could focus on training to learn and gain confidence in their war-fighting skills while ensuring soldier and family readiness.

LEADERSHIP

Led and commanded small, medium, and large organizations of up to 6,000 personnel. Commanded a large multiservice organizational team of 6,000 personnel in Iraq and a medium organization of 1,000 in Bosnia. Coordinated the efforts and activities of army units, international humanitarian organizations, and nongovernmental agencies. Cited by General Officers for “always leading my soldiers from the front and never asking them to do anything I would not do myself” and “moving my command without regard for personal danger to ensure it was at the decisive point of the battle, at the right time.”

(continued)

This retiring army colonel had completed a successful command tour in Iraq and now was assigned to a staff leadership position in anticipation of his retirement. The writer chose to emphasize his skills in a functional format (submitted by James Walker).

(continued)



(continued)

ARTHUR ANDERSON, JR. • arthuranderson1@yahoo.com

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LOGISTICS DISTRIBUTION AND MANAGEMENT

Created and maintained a complex logistics distribution network with thousands of lines of supply both in the United States and Iraq. Aggressive leadership and planning ensured on-time delivery and minimal lag time. Implemented highly effective systematic maintenance procedures and user responsibilities in the supply warehouse, resulting in increased readiness rates and better asset visibility.

STRATEGIC PLANNING

Helped develop and execute the Fort Riley strategic training and logistics plans. Negotiated with numerous Iraqi and U.S. governmental officials and other foreign nationals in planning and implementing a regional strategy for reconstruction. Responsible for administering \$23.5 million in Iraqi reconstruction money. Effectively managed combat and civil affairs operations to support local governance initiatives as well as training for emerging Iraqi Security Forces.

TEAM BUILDING

Planned, funded, and constructed a series of bases in Iraq exceeding \$20M. Teamed with the Corps of Engineers, international contractors, and organizational units to complete the projects efficiently and effectively. Fostered a sense of cooperation and trust with rotational units that fed on my infectious enthusiasm and passion for learning how to lead, fight, and win. Created a command climate that was professional, healthy, stimulating, and extremely supportive for young officers and junior leaders.

EMPLOYMENT HISTORY

- Director for Operations and Logistics, U.S. Army, Fort Riley, KS, November 2009–Present
- Commander, U.S. Army, Iraq and Fort Riley, KS, June 2008–October 2009
- Commander, U.S. Army, Fort Carson, CO, June 2007–May 2008
- Training Director, U.S. Army, Heidelberg, Germany, June 2005–June 2006
- Commander, U.S. Army, Bosnia and Fort Bragg, NC, May 2003–May 2005

EDUCATION

- Graduate, Military Strategic Studies, 1 year, U.S. Army War College, Carlisle, PA
- Master of Science, Strategy, U.S. Army War College, Carlisle, PA
- Master of Arts, History, Temple University, Philadelphia, PA
- Bachelor of Science, Engineering, United States Military Academy, West Point, NY



MARC SCHMIDT

8709 Bay Vista, Venice, Florida 34668
727-815-1307

MSchmidt@hotmail.com
Cell 727-243-5800

PROFILE

General Manager/CEO with more than 25 years of extensive experience in the automotive and recreational vehicle field. Confident, aggressive, and responsible leader who motivates others and is results-oriented.

Consistent track record of improving bottom line and profitability through hands-on management of employees, marketing, service, parts, and inventory for new and used wholesale and retail vehicle sales. Independent turnaround specialist who can do it all. Laser focus on financial statements and profit-and-loss results.

Seeking business owner who needs a GM/GSM/CEO to take full responsibility for success. Must have the authority to bring about changes needed to improve the service and delivery process, and be able to hold employees accountable.

PROFESSIONAL EXPERIENCE

SALES MANAGER

LEISURE DAYS RV

2008-2011 Orlando, Florida

Challenge: Succeed at selling recreational vehicles despite no prior knowledge of the business, and add industry knowledge of this booming industry to portfolio of skills.

Results:

- Year 1: Selected as "Rookie of the Year"; achieved 400% of goal.
- Year 2: Achieved "Top 20" status within company.
- Year 3: "Top 10"; ranked #2 YTD 2011 of 158 salespeople.
- Currently travel with the American Coach travel team and as a member of the Leisure Days exclusive Crown Club team.
- Ranked as the #2 Fleetwood and the #2 American Coach salesperson.

GENERAL MANAGER/PARTNER

VEHICLE MAX DEPOT

2004-2008 Orlando, Florida

Challenge: Build startup used-car dealership with partner as an interim business venture.

Results:

- Built business from scratch to profitable level.
- Negotiated licensing and location contracts, bought vehicles, and started up business.
- Managed budget, purchasing, sales, inventory, service, and parts.
- Hired, trained, and managed employees.

(continued)

The Profile is written in a direct style. The resume follows the "Challenge" and "Result" format because Marc is a problem-solver and has results to back it up. The employer probably will not notice that the Education section is omitted (submitted by Gail Frank).

(continued)



(continued)

MARC SCHMIDT, PAGE 2

CEO/DEALER/GENERAL MANAGER

SCHMIDT CHEVROLET

1999-2004 Bentley, Georgia

Challenge: Increase dealership sales and profitability. Eventually secured financing and bought out dealership in 2001.

Results:

- Took dealership from \$20K/month loss to \$77K/month profit within 1 year.
- Hired, trained, and managed 40 employees.
- Handled all day-to-day operations, including service, parts, sales, inventory, accounting, body shop, and both new and used vehicle departments.
- Wrote, produced, and appeared in all TV advertising and managed all marketing efforts.
- Sold dealership in 2004 after significant area economic depression: 3 major manufacturing facilities closed and several natural disasters devastated the agricultural industry.

GENERAL MANAGER

ROGER COPELAND HYUNDAI

1997-1999 Houston, Texas

Challenge: Offered partnership and percentage of future profits to turn around this dealership that was losing money.

Results:

- Turned business around within 6 months. Changed from a loss of \$125K/month to profitable venture.
- Hired, trained, and managed 45 employees.
- Created, wrote, and directed TV advertising and ran all marketing efforts.
- Ran all business operations, including inventory, P/L, hiring and firing, and factory communications.

GENERAL SALES MANAGER/SALES MANAGER/SALES REPRESENTATIVE

RAYMOND AMC/JEEP

1994-1997 Stuart, Florida

Challenge: Hired to help this struggling dealership that needed sales and service turned around.

Results:

- Increased sales from 8 sales a month to 33 sales per month.
- Hired, trained, and managed 8 employees.
- Promoted to Sales Manager and then to General Sales Manager. The owner functioned as General Manager, so there was no more upward mobility.

AVIONICS ELECTRICIAN AND PLANE CAPTAIN

UNITED STATES MARINE CORPS

Maintained aircraft and worked with pilots training for air-to-ground control for Marine and Navy personnel.



811 66th Avenue North
Myrtle Beach, SC 29572

Kendall Rose

krrose@yahoo.com

Home (555) 555-5555
Cell (555) 555-5555

FOCUS: PHARMACEUTICAL SALES

Medical professional with a full understanding of the complexities of the healthcare field and insight into medical decision-making

Professional Profile

- Able to establish productive relationships and foster credibility with a variety of healthcare professionals.
- Skilled at documenting and communicating complex technical information in a nontechnical manner.
- Accustomed to a high-pressure work environment that demands careful and meticulous attention to detail.

Medical Knowledge / Qualifications

- Offering first-hand knowledge of clinical applications and a strong background in treatment-related medical services.
- Well-versed in treatment planning & medical terminology and exposed to a variety of medications and conditions.
- Demonstrated ability to quickly grasp scientific information and rapidly master new skills.

HIGHLIGHTS OF QUALIFICATIONS

- ➔ High-performance individual with a self-motivated working style and strong critical-thinking skills. Able to work independently and function effectively with multidisciplinary teams from all areas of an organization.
- ➔ Experience reflects a consistent record of success for anticipating problems and finding creative solutions while exhibiting superior judgment *and* a balanced, realistic understanding of issues.
- ➔ Competent and well-spoken with a confident professional presence, engaging interpersonal skills, and a proven ability to communicate effectively and persuasively with diverse personalities in various situations.
- ➔ Prepared to meet the expectations of the most demanding physicians through a highly accessible service orientation and rigorous followup. Capable of educating healthcare professionals about the efficacy and safety of medical products.

PROFESSIONAL EXPERIENCE

Grand Strand Hospital, Myrtle Beach, SC

1996 to Present

Medical Radiation Dosimetrist (2000 to Present)

Prepare and administer radiation treatment plans, which require the performance of simulations, dose calculations, and tolerance-limit determinations. Perform specific measurements and provide data for treatment plans, adhering to a quality-assurance program. Assist radiation oncologists during simulations to ensure appropriate treatment plans and calculate distribution of doses for radiation therapy treatments. Follow the most current protocol and utilize a treatment planning system. Review patient charts and inspect treatment records to ensure accuracy. Provide guidance and direction to treatment therapists.

Chief Therapist (1996 to 2000)

Supervised technical staff, patient treatment, patient simulation, simulation scheduling, and quality assurance. Accountable for dosimetry coverage, custom blocking, film approval, staffing, machine coverage, and payroll. Developed and documented new QA procedures and maintained services in accordance with hospital, state, local, and federal standards. Implemented other routine QA activities in the calibration of linear accelerators and dosimetry equipment.

(continued)

People skills are important for a pharmaceutical sales rep, so they are featured up front. Medical knowledge is also important in this profession. This resume emphasizes transferable skills because she is changing careers (submitted by Kristin Coleman).

(continued)



(continued)

Kendall Rose

krrose@yahoo.com

Page Two

PROFESSIONAL EXPERIENCE continued...

Mohawk Valley Community Hospital, Utica, NY

1993 to 1996

Chief Therapist / Department Supervisor

Responsible for the daily operation of the Radiation Oncology area, which included the overall supervision of clerical and technological staff. Maintained departmental policies and procedures, objectives, safety, environmental, and infection-control standards. Established and maintained the quality-assurance program. Served on the Radiation Safety committee and as coordinator of oncology nursing programs and continuing-education programs.

St. Agnes Hospital, White Plains, NY

1987 to 1989

Staff Radiation Therapist

Delivered prescribed and planned course of radiation therapy to patients, obtained patient history, answered questions, and explained procedure. Interfaced extensively with physician and radiation oncologist. Reinforced recommendations given to patient by the physicians regarding reaction to treatment, care of the radiated area, and local side effects.

Westchester Medical Center, Valhalla, NY

1986 to 1987

Staff Radiation Therapist

Provided skilled technical performance for delivery of radiotherapeutic treatments, as prescribed by the radiation oncologist. Accountable for patient treatments, simulation, filming, and student orientation/supervision. Acquired dosimetry experience.

EDUCATION / CREDENTIALS

University of South Carolina, Columbia, SC

Certification

Associate Degree in Radiologic Technology

AIDS

Licensures

Registered Radiation Therapist, American Registry of Radiologic Technologists
Certified Radiologic Technologist—Radiotherapy

PROFESSIONAL DEVELOPMENT

Clinical Equipment

- Various Simulators
- Varian Treatment Machines
- Siemens Treatment Machines

Clinical Treatment Planning Systems

- Eclipse
- Theraplan
- Render Plan

Professional Affiliation

- American Society of Radiologic Technologists (ASRT)



SHARON PARKER

2807 Sky Park Manor
Houston, TX 77082
sharonparker@aol.com
Cellular: 713-758-4587

CAREER OBJECTIVE: COUNSELOR — Advocacy • Family Services • Children & Youth • Women

Client-focused young professional with degree in Psychology, demonstrated leadership capabilities, and strong interpersonal communication skills qualified for entry-level position in individual, group, or family counseling. Displays high degree of professionalism and empathy when dealing with victims and general public; able to create positive and trusting environments. Sensitive to diverse cultural, ethnic, and social backgrounds.

Hands-on professional experience combined with academic training in the following areas:

- | | | | |
|------------------------|---------------------|-------------------------|------------------------------|
| ▪ Referral Servicing | ▪ Youth Development | ▪ Community Resources | ▪ Client Needs Assessment |
| ▪ Program Coordination | ▪ Public Speaking | ▪ Crisis Intervention | ▪ Advocacy & Linkage |
| ▪ Hotline Services | ▪ Data Collection | ▪ Research & Analysis | ▪ Client Coaching/Motivation |
| ▪ Goal Planning | ▪ Group Counseling | ▪ Self-help/Empowerment | ▪ Women's Group Work |

EDUCATION

Bachelor in Psychology with minor in Human Development & Family Studies
University of Houston, Houston, TX, 2011

Key Coursework: Introduction to Psychology, Social Psychology, Sociology, Abnormal Psychology, Personality Disorders, and Physiological Psychology

PROFESSIONAL EXPERIENCE / VOLUNTEER WORK / ACADEMIC INTERNSHIPS

Volunteer, Houston Area Women's Center (HAWC), Houston, TX (2011)

- Aid female residents and call-in clients with crisis-intervention services. Conduct client needs assessment and provide one-on-one phone counseling on issues of domestic violence and sexual assault.
- Present callers and clients with service information and public education, and make referrals to community resources and service providers.
- Extend additional support and assistance to other departments, including Childcare Advocate and Group Counseling.

Research Assistant, University of Houston, Houston, TX (2011)

- Part of research team collecting data and categorizing information for in-depth study of couples and their relationships. Study is sponsored by the American Psychological Association (APA) and will be available for national review.

Sales Lead Assistant, Worktree.com, LLC, Houston, TX (2006 to 2010)

- Provided daily database management, sales assistance, and client relations support for fast-paced recruitment agency serving more than 13,000 members.

Teacher's Aide (Internship), Human Development Laboratory School, Houston, TX (Summer 2008)

- Helped lead teacher with daily activities, instructional materials, curriculum development, and general classroom activities for 15 to 20 elementary students. Attended skill-development and Parent Advisory Board meetings.

Administrative Assistant, AG Edwards, Houston, TX (2005 to 2006)

- Coordinated seminars, lectures, and informational events for existing and potential clients. Scheduled meeting and client appointments for investment strategy/portfolio evaluation sessions with prospective clients.

Held additional positions in retail sales and office administration to finance college education.

MEMBERSHIPS / AFFILIATIONS

Artistic & Marketing Director—Urban Students Association
Treasurer, Fellow Mentors, Inc.

The keywords section is based on her volunteer, research, and teaching experience. Her leadership roles in student-based organizations show her well-rounded college experience and initiative (submitted by Abby Locke).



Angela L. Ferris

Permanent Address:

After May 2008
4190 E. Timberwood Drive
Grand Rapids, MI 49500

ferris@cedarville.com

Current Address:

Until May 2011
123 Main Street #3100
Cedarville, OH 45314

CURRENT FOCUS

INTERNSHIP: Four months of volunteer experience, serving people in need in an underdeveloped or developing country, preferably India. Have had a three-year calling to work with the poor and AIDS victims showing Christ's love by being His hands and feet. Eager to learn and serve in micro-financing.

SUMMARY OF ATTRIBUTES

- Passionate about serving the poor and AIDS victims in an underdeveloped country
- Able to achieve results independently and as a cooperative team member
- Caring
- Excellent time-management abilities
- Self-motivated and goal-driven to reach high achievement
- Good written, verbal, and interpersonal communications

EDUCATION

CEDARVILLE UNIVERSITY, Cedarville, Ohio
International Studies Major; Bible minor, Fall 2010 to present

GATEWAY COMMUNITY COLLEGE, New Haven, Connecticut
International Studies Major, Fall 2009 to May 2010

NORTHWESTERN MICHIGAN COLLEGE, Grand Rapids, Michigan
English classes, Fall 2008 to May 2009

GRAND RAPIDS CENTRAL HIGH SCHOOL, Grand Rapids, Michigan
Honor graduate, National Honor Society, graduated May 2009

EMPLOYMENT HISTORY

- Piano Teacher, *FOOTE SCHOOL*, September 2009 to April 2010, New Haven, CT
- Cook & Cashier, *CEDARVILLE UNIVERSITY*, September 2010 to May 2011, Cedarville, OH
- Customer Service, *AMON ORCHARDS*, May 2010 to August 2010, Grand Rapids, MI
- Server, *BOB EVANS*, March 2008 to September 2008, Grand Rapids, MI

ACTIVITIES

- Trained with YOUTH WITH A MISSION (YWAM)—Axiom, a nonprofit Christian missions organization, for a year, including five weeks in South Africa, working with AIDS patients and orphans. This was an important time, giving and setting a vocational foundation for the future: loving Christ by helping those who cannot help themselves.
- CEDARVILLE UNIVERSITY—Involved in Women of Vision/World Vision, Photography Club, Campus Congress, Intercollegiate Council, traveling, reading, writing, film, guitar, and discussions on poverty and development.

This college student is looking for an internship related to her major and her minor. College activities related to her internship target are included (submitted by Terri Ferrara).



JOHN U. HIGHSCHOOL

(410) 666-7777
juhschool@hotmail.com

333 Third Street
Baltimore, MD 21075

Retail Sales Clerk / Stockroom Helper

SUMMARY OF SKILLS

- Cashier experience
- Proficient in using computerized cash registers
- Accurate and careful in counting money
- Recorded daily cash activities
- Reliable, punctual, and steady worker
- Good customer service skills
- Honest and trustworthy
- Good attitude around customers, friendly and helpful
- Patient with ability to mediate stressful situations
- Courteous and confident

PROFESSIONAL HISTORY

McDonald's Restaurant, Baltimore, MD

2009–Present Cashier/Cleaner

- Greet customers and assist in order taking and menu translations.
- Provide excellent service in a high-quality, clean, friendly, and fun atmosphere.
- Prepare food and provide quality guest service.
- Recognized as Employee of the Month 2009, 2010.

Lifeguard, Baltimore, MD

Summer 2008

- Instructed children on rules and regulations of aquatic facility.
- Monitored pool area for violations and potential hazardous situations.
- Assisted in maintaining pool and recreation areas.
- Instructed summer swimming classes.

Child Care, Baltimore, MD

Summer 2007

- Provided child care for several families after school, on weekends, and during school vacations.

EDUCATION/VOLUNTEER

- Skyline High School, Baltimore, MD, Graduation pending June 2011, GPA 3.0
- Big Brothers Big Sisters
- Maryland Literacy Program

This resume for a graduating high school student demonstrates his strong skills and previous work experience (submitted by Brenda Thompson).

CHAPTER 12



Sample Electronic Resumes

The sample resumes in this chapter are formatted especially for use on the Internet—for pasting into Web forms or e-mails. Formatting is very simple and uses easy-to-read fonts. Page length is not as much of a concern for electronic resumes as it is for printed resumes, so it's common for them to be as long as three or more pages.

- Accounting (pages 268–269)
- Education (pages 270–271)
- Executive (pages 272–274)
- Human Resources (pages 275–277)
- Information Technology (page 278)
- Manufacturing (pages 279–281)
- Public Administration (pages 282–284)
- Sales (pages 285–287)



GREGORY LAWRENCE, C.P.A.
445 Sunset Lane, Vernon, New York 60194
555-555-5555 - greglawrence@msn.com

=====
CORPORATE ACCOUNTING * PUBLIC ACCOUNTING * TAXATION

Certified Public Accountant with a master's degree in accounting and taxation and business management experience. Versed in the different types of corporations, consolidations, and tax advantages. Proven analytical and financial management skills. Critical thinker and creative problem solver with excellent planning and organizational strengths. Technical skills: MS Office, JD Edwards, and Peachtree Accounting. Key Skills:

General Accounting ... Cost Accounting ... Financial/Business Analysis ... Asset and Liability Management Cost/Benefit Analysis ... Financial Modeling ... Auditing ... Risk Assessment ... Working Capital

=====
CAPABILITIES - ACCOUNTING/FINANCE

Education and training provided a solid foundation in

- * Setting up balance sheets, income statements, and cash-flow statements in compliance with GAAP.
- * Analyzing financial performance of business operations; tracking and analyzing costs; creating and implementing cost-control systems to achieve corporate objectives.
- * Developing and administering budgets; familiar with capital budgeting process.
- * Determining valuation of business assets, stocks and bonds prices, depreciation schedules, and pro forma statements. Creating capital asset pricing models and financial models.
- * Calculating P/E ratios, DCF, EPS, discounted cash flow, and beta for equity security analysis.
- * Devising portfolio asset allocation strategies and conducting risk assessments; developing business plans.
- * Developing financial management and investment strategies for both individuals and companies.

=====
EDUCATION

SIMMONS COLLEGE, NEW YORK, NEW YORK
M.S. in Accounting and Taxation, 2008
B.S. in Business Administration with concentration in Finance, 1983

Relevant Courses: Advanced Accounting, Intermediate Accounting, Managerial Accounting, Governmental Accounting, Auditing, Finance, Business Law, Cost Accounting, Tax Accounting

Certified Public Accountant - State of New York, 2006

The skills format maximizes contributions made to one employer over a 16-year tenure. Equal signs double as a separator line (submitted by Louise Garver).



=====

BUSINESS MANAGEMENT EXPERIENCE

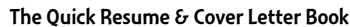
Value Stores, Inc., New York, New York (1995 to present)

Store Manager (1998 to present) / Assistant Manager (1995 to 1998)

Promoted to manage the financial and day-to-day operations of \$3 million business, including P&L management, sales, merchandising, customer relations, inventory, security, human resources, and training. Scope of responsibilities encompasses auditing financial records, processing payroll, managing cash, balancing drawers, entering inventory on computer system, adjusting inventory retail values, and managing bank deposits and bank reconciliations.

Accomplishments:

- * Significantly improved store's financial performance, bringing it from 10% under budget to 3% over budget within the first month as manager by
 - Assessing and realigning employee skills with appropriate tasks/functions.
 - Improving inventory levels and product mix on sales floor.
 - Reducing turnover, hiring and training quality candidates, and implementing a succession plan.
- * Boosted profits by 20% over prior year, sales by 4% annually, and budgeted profit forecasts by 6% per year.
- * Winner of 3 Paragon Awards out of 15 managers in the district for achieving excellence in customer service and exceeding profitability/sales targets. Tapped as mentor, developing and training 25 new store managers.

[illegible]

Demonstrated track record of improving and directing global education services programs that maximize instructor realization, curriculum quality, revenue growth, and profitability at technology organizations.

- M.B.A. and B.S. in Education, Springfield College, Springfield, MA

[illegible]

SIMTECH CORPORATION, CHICAGO, IL 2002 to present

As Education Services Manager, repositioned, upgraded, and transformed Education Services department from an underperforming training function to a profit-generating global organization. P&L management accountability for 12 global Customer Education Centers, team of 17 instructors, curriculum design, facilities management/leasing negotiations, and budget growth to \$4M.

- * Introduced and educated team on concepts of adult learning theory to better serve students. Turned around team morale from a low of 2 to an average high of 4 out of 5 as indicated by survey results.
- * Determined core product offering, set revenue mix and gross profit margin, and developed knowledge transfer process in collaboration with Product Management and Customer Support departments.
- * Established a consistent learning environment for all students globally that eliminated revenue delays and led unit's revenue growth from \$4M to \$10M in billable customer education during 12-month tenure.

A value statement—what you can do for the company—replaces a self-serving objective. Good spacing makes this resume easy for a person to read (submitted by Louise Garver).



- * Implemented ASP model for online registration and payment. Produced \$600K in additional revenue in first 3 months; achieved double annual quota in first 6 months; doubled revenues in 6 months.
- * Succeeded in creating additional revenue stream with multimillion-dollar potential where previous team failed after acquiring \$250K of software that could not be implemented.
- * Created multi-level certification programs with validation protocol for customers, partners, and employees using ASP model for less than \$50K. The certification program revenue potential is millions of dollars annually.
- * Took charge of and delivered new education class for applications product line in just 3 months despite failure of consulting team to produce program after 9 months of effort.
- * Enhanced company's ability to launch new product lines by designing and ensuring curriculum availability on all product lines by the rollout date. Created incremental education product updates for existing customers.

WORLDWIDE SOLUTIONS, NEW YORK, NY 1996 to 2002

As Operations Manager of Education Services, provided strategic planning and leadership effectiveness that drove Education Services revenue growth by 150% (\$5M to \$7M). Directed 12 instructors globally. Supervised curriculum development with team in Germany.

Achievements

- * Managed the training channel, created certification program, conducted Partner Certification programs, and ensured accreditation of internal resources and third-party delivery resources (partners and subcontractors).
- * Automated Education Services function and enrollment process using Access database, turning around employee morale and reducing customer calls from 500 a week down to just 25, while improving customer satisfaction.



David R. Cross
145 Commonwealth Avenue
Boston, MA 55555
davidrcross@gmail.com
(555) 555-5555

PROFESSIONAL SUMMARY
=====

SENIOR EXECUTIVE: PROFESSIONAL SERVICES

- * Document / Content Management Software
- * Service Sales, Management, and Delivery
- * Global Operations Start-up and Growth
- * Consultant Training and Development

Differentiated by:

VISIONARY LEADERSHIP OF TOP-FLIGHT PROFESSIONAL SERVICES ORGANIZATIONS

Resulting in:

MULTIMILLION-DOLLAR, LONG-TERM ENGAGEMENTS WITH INDUSTRY GIANTS

Goal-focused, value-driven management executive. Consistently tapped to open new markets and grow sales, profit margins, and market share. Increase efficiencies through expert design of standardized methodologies/processes. Deep cross-industry background in document/content management software markets. On-time/budget management of \$1+ million implementation projects.

MANAGEMENT HIGHLIGHTS
=====

VICE PRESIDENT & GENERAL MANAGER - NORTH AMERICA
Rightform Software - \$12 million global developer of document management software, Boston, MA (2008 to 2010)

Challenged with growing North American operations through direct sales/services management and business partner development. Formed organizational infrastructure and processes. Led all aspects of operations, including P&L control, budgeting, and staffing.

* Grew revenues from \$327,000 in 2008 to \$2.7 million in 2010 with a 38% profit margin.

* Strategized a North American marketing campaign that generated business partnerships and major sales contracts.

Key Clients: Prominent healthcare, insurance, and financial services firms.

SENIOR PRACTICE DIRECTOR - GLOBAL DELIVERY SERVICES, SOUTHEAST REGION
T-10 Technologies - \$400 million leader in business process software solutions, Tampa, FL (2007)

Top management authority for the Northeast Consulting Group: sales, delivery services, project development, and leadership of 12 direct/30+

Asterisks serve as bullets. Headings and important text are set off in all caps rather than boldface (submitted by Jean Cummings).



indirect reports in 3 locations. Refocused operations on a balanced mix of cost containment and profit growth.

- * Captured \$4 million in revenues and \$6.4 million in bookings in the first year.

- * Achieved a 50% increase in total revenues while maintaining 50+% profit margins throughout a period of downsizing.

- * Reached 125% of revenue and booking goals by developing a partnership arrangement with license sales staff.

- * Led turnaround of the product sales team by mentoring on business processes and developing individual action plans.

Key Clients: Leading companies in the travel, food, package delivery, technology, and banking industries.

VICE PRESIDENT - PROFESSIONAL SERVICES GROUP

ContentSystems Technologies - Document management software vendor, Tampa, FL (2004 to 2006)

Recruited to launch a U.S. presence and expand global operations for this UK-based software firm. Controlled \$11 million operating budget and \$21 million in revenues with a 52% profit margin. Managed 200+ direct and dotted-line reports. Participated in major sales initiatives in excess of \$1 million for ECM/CRM solutions targeting financial services and insurance Fortune 100 clients.

- * Transformed the group into a world-class organization through standardized processes and best-practices methodology.

- * Piloted operations and strategy for build-out of Web Services and Integration Services startup business units that generated in excess of \$1 million in revenue during the first year.

- * Grew group revenues from \$6 million to \$21 million in under 2 years; surpassed sales goals 7 out of 9 quarters.

- * Designed an implementation partners program composed of Big 5 and major ISVs to aid in closing and implementing mega-deal projects. Increased total revenue 35%.

- * Core member of the leadership team credited with transforming the company into an ECM/CRM vendor, guiding entry into new markets, and positioning for a successful buyout.

- * Increased staffing levels from 30 direct reports in a single location to 130 in 7 locations in less than a year.

Key Clients: Big brand companies in insurance and financial services.

SENIOR PRACTICE DIRECTOR - PROFESSIONAL SERVICES, EUROPEAN / U.S. OPERATIONS

Premier Technology - \$1 billion IT management software firm, New York, NY (2002 to 2004)

(continued)



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Recruited to build a startup professional services organization in the Eastern region of North America. Fast-track promotions through roles as Vice President of Professional Services in Europe and then the U.S. Far-reaching scope of authority, including a \$6.2 million operating budget, 200+ direct-reporting practice managers and consultants, and more than 500 indirect reports worldwide.

- * Partnered with product sales team to develop new clients and achieve rapid growth in new consulting business: startup in 1999; \$8 million in 2002; \$57 million in 2003.

- * Designed staffing infrastructure for the newly formed Professional Services organization, growing the organization from 2 to more than 1,000 in 2+ years. Built teams in South America, Europe, UK, and China.

- * Personally closed the largest deal in company history with a \$21 million contract for professional services.

- * Established outsource software factories in India, China, and Ireland to increase project profit margins to 40%.

- * Delivered solution-driven sales presentations and proposals to the C-suite within a client company, culminating in engagements for multiple trend-setting projects valued in excess of \$9.2 million.

Key Clients: Top companies in consumer products, farm equipment, big-box retailing, banking, healthcare, magazine publishing, auto rentals, and steel.

CONSULTING MANAGER - SOUTHEAST DIVISION

IntoSource - Specialty systems integrator, New York, NY (2000 to 2002)

Tapped to penetrate the commercial market in the Northeast region. Staffed and managed multiple concurrent project engagements valued in excess of \$500,000. Served as technical lead for development of project proposals, estimates, and staffing profiles.

- * New Century National Bank: Developed an overall project management approach and work plan to guide 150 developers in design, development, and on-time/on-budget rollout of a 5,000-user hybrid customer response system.

- * Universal Oil: Established guidelines for selecting and implementing a new IT system that fulfilled regulatory standards.

- * Telcom Mobility: Designed a multi-year project strategy to implement an enterprise-wide marketing information system.

Key Clients: Leading financial services, home-building, printing, hardware, telecommunications, and oil companies.

EDUCATION AND CERTIFICATIONS

=====

Bachelor of Science in Engineering - Baltimore Institute of Technology

Project Management Professional - Project Management Institute



SUSAN B. ALMANN
 355 Birch Drive
 Tarrytown, NY 90557
 (555) 555-5555
 Almann@aol.com

CAREER PROFILE

Strategic Human Resources Executive and proactive business partner to senior operating management to guide in the development of performance-driven, customer-driven, and market-driven organizations. Demonstrated effectiveness in providing vision and counsel in steering organizations through accelerated growth as well as in turning around underperforming businesses. Diverse background includes multinational organizations in the medical equipment and manufacturing industries.

 Expertise in all generalist HR initiatives:

Recruitment & Employment Management ... Leadership Training & Development ...
 Benefits & Compensation Design ... Reorganization & Culture Change ... Merger &
 Acquisition Integration ... Union & Non-Union Employee Relations ... Succession
 Planning ... Expatriate Programs ... Long-Range Business Planning ... HR Policies &
 Procedures.

PROFESSIONAL EXPERIENCE

MARCON MANUFACTURING COMPANY, Peekskill, NY

Vice President, Human Resources (2000-Present)

Challenge:

Recruited to create HR infrastructure to support business growth at a \$30 million global manufacturing company with underachieving sales, exceedingly high turnover, and lack of cohesive management processes among business entities in the U.S. and Asia.

Actions:

Partnered with the president and board of directors to reorganize company, reduce overhead expenses, rebuild sales, and institute solid management infrastructure.

Results:

- * Established HR with staff of 5, including development of policies and procedures; renegotiated cost-effective benefit programs that saved company \$1.5 million annually.
- * Reorganized operations and facilitated seamless integration of 150 employees from 2 new acquisitions within parent company.
- * Reduced sales force turnover to nearly nonexistent, upgraded quality of candidates hired by implementing interview-skills training and management-development programs. Results led to improved sales performance.

The “CAR” (Challenge, Actions, Results) format highlights achievements in a behavioral orientation (submitted by Louise Garver).

(continued)



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- * Recruited all management personnel; developed HR policies, procedures, and plans; and fostered team culture at newly built Malaysian plant with 125 employees.
- * Initiated business reorganization plan, resulting in consolidation of New York and Virginia operations and \$6.5 million in cost reductions.

BINGHAMTON COMPANY, New York, NY
Director, Human Resources & Administration (1996-1999)

Challenge:

Lead HR and Administration function supporting 1,600 employees at \$500 million manufacturer of medical equipment. Support company's turnaround efforts, business-unit consolidations, and transition to consumer products focus.

Actions:

Established cross-functional teams from each site and provided training in team building to coordinate product development efforts, implement new manufacturing processes, and speed products to market. Identified cost-reduction opportunities; instrumental in reorganization initiatives that included closing union plant in Texas and building new plant in North Carolina. Managed HR staff of 12.

Results:

- * Instituted worldwide cross-functional team culture that provided the foundation for successful new product launches and recapture of company's leading edge despite intense competition.
- * Led flawless integration of 2 operations into single, cohesive European business unit, resulting in profitable business turnaround.
- * Restructured and positioned HR organization in the German business unit as customer-focused partner to support European sales and marketing units.
- * Initiated major benefit cost reductions of \$3 million in year one and \$1 million annually while gaining employee acceptance through concerted education and communications efforts.

ARCADIA CORPORATION, New York, NY

Manager, Human Resources (1994-1996)
Assistant Manager, Human Resources (1993-1994)

Challenge:

HR support to corporate office and field units of an \$800 million organization with 150 global operations employing 4,500 people.

Actions:

Promoted from Assistant Manager of HR to lead staff of 10 in all HR and labor-relations functions. Established separate international recruitment function and designed staffing plan to accommodate rapid business growth. Negotiated cost-effective benefits contracts for union and non-union employees.



Results:

- * Oversaw successful UAW, Teamsters, and labor contract negotiations.
- * Established and staffed HR function for major contract award with U.S. government agency.
- * Introduced incentive plans for field unit managers and an expatriate program that attracted both internal and external candidates for international assignments in the Middle East.
- * Managed HR issues associated with 2 business acquisitions while accomplishing a smooth transition and retention of all key personnel.
- * Restructured HR function with no service disruption to the business while saving \$500,000 annually.

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EDUCATION

M.B.A., Cornell University, New York, NY  
B.A., Business Administration, Amherst College, Amherst, MA

~~~~~  
AFFILIATIONS

Society for Human Resource Management
Human Resource Council



BRANDON L. ANDERSON

1234 Beach Road
Savannah, GA 31401
Home: (123) 456-7891
Cell: (123) 456-7891
blanderson@email.com

IT SYSTEMS ANALYST

Highly motivated and dedicated professional seeking to utilize hands-on and educational experience providing innovative IT solutions. Expertise encompasses requirements gathering, systems analysis, application design, programming, testing, implementation, and project management. Talent for identifying and retaining emerging technologies to establish secure performance-driven systems. Active communicator with exceptional technical communication skills conveying end-user data management and training.

CORE COMPETENCIES & KEYWORD SUMMARY

Project Management, Test Development & Execution, IT Solutions Development, User Training & Support, Problem Resolution & Troubleshooting, System Design & Conversion, IT Storage Solutions, Backup & Recovery Strategies, Client Relationship Management

TECHNICAL PROFICIENCIES

Platforms: Windows NT/XP/7, Oracle 11g, UNIX
Tools: C++; Java; JavaScript; HTML; Perl; MS SQL Server, Exchange, Visio, Word, Excel, PowerPoint, Outlook, and Internet Explorer; Acrobat Reader
Hardware: IBM, Dell, Toshiba, HP, Printers, Scanners, Cisco Routers, Switches, Dell PowerEdge Series Servers, Compaq/HP ProLiant ML Series Servers

PROFESSIONAL EXPERIENCE

Sunset Communications, Inc., Savannah, GA 2009 – Present
Systems Analyst

Manage all aspects of system design, programming, development, and implementation, including performance test management and quality assurance. Identify and review business requirements, creating detailed system design specifications that include process flow and data mapping. Ensure disaster recovery backup preparedness. Support and educate end users, providing superior customer service.

Key Achievements:

* Designed and implemented new \$2M hardware infrastructure, improving system performance and reducing down time 25%.

EDUCATION

Master of Science in Information Systems Technology, University of Houston, Houston, TX
Bachelor of Science in Information Technology, University of Georgia, Atlanta, GA

This brief format works for a candidate with limited experience. A keyword summary is used to make the resume show up in employers' database searches (submitted by Tammy Chisholm).



Joseph M. Jackman
 71824 Haines Rd.
 Seattle, WA 82487
 845-994-2274 (h)
 845-995-3967 (c)
 jmjack@hotmail.com

PRODUCTION - SAFETY - MANUFACTURING

Global Manufacturing / Precision Materials
 Forward-thinking, performance-driven Production Management/Safety-Health Manager with more than 20 years in production management, quality control, safety programs, and staff retention. Expert in promoting quality, cost, and performance improvement across production and safety issues to improve internal processes and enhance bottom-line performance. Direct and coordinate human resource functions and quality control activities among departments. Natural communicator and proactive leader with the ability to motivate staff and create synergy among teams. Highlights include
 *Process Redesign & Performance Optimization
 *Safety & Environmental Programs
 *Behavioral-Based Plant Safety
 *Vendor Management & Outsourcing
 *Quality Control & Solutions Management
 *Team Training & Development

ACHIEVEMENTS IN DEPTH: SAFETY PROGRAMS - MANUFACTURING - HR MGMT

Safety Leadership, Quality Control
 Safety Programs & Initiatives, Safety Committee
 -Conducted job-related accident investigations, monitored accident trends, and recommended corrective actions to reduce workers' compensation costs.
 -Took on and managed an entire machine guarding program at the Seattle, Washington, facility, safeguarding all production equipment to OSHA standards within a 2-year time period and a budget of \$1 million. Supervised one employee who built and designed guards. Collaborated with production personnel to create guards that were practical enough for production equipment, yet offered the maximum protection to workers.
 -Led Safety Committee meetings; conducted safety audits and safety tours to ensure compliance with plant, corporate, and OSHA safety requirements.
 -Served as Radiation Safety Officer; properly stored materials and trained employees in the proper handling of low-level radioactive materials. Found alternatives for disposals that cut company costs and benefited the environment by recycling the materials. Reported findings to Washington State and to the NRC (Nuclear Regulatory Commission).
 -Created and implemented a "behavioral-based safety program" to run in conjunction with the existing safety programs.
 -Maintained all records and reports required by government agencies; established and implemented a Safety Management System (SMS) for ISO18001.
 -Coordinated and implemented Hazardous Energy Control Program and Machine Guarding Program.
 -Evaluated workstations, mitigated employee repetitive trauma disorders, and trained workers in ergonomics.
 -Managed all workers' compensation injuries at each facility; attended workers' comp hearings and cultivated relationships with key attorneys.
 -Teamed with P.I.s to investigate fraudulent claims. Remained in touch with employees on leave to keep lines of communication open.
 -Implemented the Hazard Communication Program and Emergency Contingency Plan.

Lack of white space is not crucial when a resume is put into an online database, but it makes a resume somewhat difficult for a person to read. A chronological listing of work history follows an extensive skills section (submitted by Erin Kennedy).

(continued)



(continued)

- Developed and implemented programs for plant safety training programs and Personal Protective Equipment.
- “Safety Recognition” from Corporate Safety Office for Outstanding Achievement, 2006.
- “Safety Acknowledgement” from National Safety Council of Washington for improvements to incident rate, 2000, 2001.
- “Safety Award” from National Safety Council of Washington for significant improvements, 1994.

Material Inventory, Plant & Environmental Safety

- **Inventory Control, Plant Safety, Safety Audits**
- Governed all phases of raw materials, tooling supplies, and outside vendors; schedule and govern inventory-control functions.
- Administered all environmental issues, including ISO 14001 management system.
- Revamped the “product on time” delivery from 65% to 85% within the first year at AP, Inc.
- Led plant hazardous waste, air, and water regulations and the Hazardous Materials Spill Team.
- Ran Phase II Environmental Site Assessments, including subsurface soil sampling and groundwater evaluation from bedrock aquifer.

Human Resources Management

- **Employee Selection, Training & Development, Staffing & Retention**
- “Neighbor of Choice Team Leader”; serve as organizational representative to the community.
- Promoted and encouraged positive and productive employee relations through an “open-door” policy, effective complaint resolution, and equitable/consistent policy application.
- Trained all staff-level management to support diversity in the workplace; ensured selection, training, development, and performance management of employees (hourly/salaried).
- Created new operating policies and procedures for management.

CAREER CHRONOLOGY

Aerospace Precision, Inc., Copenhagen, WA 2008 to Present

Materials & Safety Manager

Hired to manage all direct/indirect staff for this aeronautical manufacturing company. Serve as liaison for manufacturing, engineering, sales, and production schedules with customer requirements and streamline the facility and resources.

Bright Lights, Inc., Seattle, WA 1979 to 2007

Human Resources Manager (2002 to 2007)

Promoted to HR Manager to organize, direct, and evaluate all human resources activities for two facilities with more than 200 employees. Advised management on all state and federal employment regulations. Made recommendations to management about HR initiatives and how they related to business objectives and goals. Maintained HR policies and procedures for employees, including staffing and retention, labor relations, and wages/salaries. Conducted local wage surveys.

Safety and Environmental Specialist (1993 to 2002)

Coordinated and led all aspects of plant safety and environmental issues for all employees. Conducted job-related accident investigations, monitored accident trends, and recommended corrective actions to reduce workers’ compensation



costs. Developed and managed safety and environmental programs for multiple facilities.

EARLY BRIGHT LIGHTS CAREER (1979 to 1993)

Began Bright Lights career during college and took on increasingly responsible roles due to consistent successes. Gained valuable experience in safety and environmental management, corporate compliance, and employee relations. Known as the "go-to" person to get things done.

EDUCATION & TRAINING

BS, Industrial Technology, Western University, Brownstown, WA - 1990

AS, Electro Mechanical Technology, Eagle Eye Community College, Afton, WA - 1986

Examples of Training:

- Advanced Hazardous Waste/Hazardous Materials RCRA
- Powered Industrial Truck Trainer
- 24/8 Hour Emergency Response Activities
- ISO 9000 Quality Systems Auditing
- Behavior Management for Safety
- Managing Hazardous Waste in Washington
- Understanding & Implementing ISO 9001:2000
- Environmental Regulations
- Certified Trainer for ZengerMiller/AchieveGlobal
- Global 8 D Problem Solving
- Basic Accident Prevention & OSHA Compliance
- Safe Lift Truck Operations
- Asbestos Abatement for Supervisors & Contractors
- Occupational Ergonomics



JAMES SOMERS
432 Gillette Street - Torrington, CT 09987
(555) 555-5555 - james-somers@aol.com

TOWN MANAGER

Offering 13 years of leadership experience in town government as an elected chief administrative and fiscal officer. Key contributor impacting operational, budgetary, staffing and resource needs throughout the municipality. Extensive human resources and public speaking background. Effective communicator and team builder with planning, organizational and negotiation strengths, as well as the ability to lead, reach consensus, establish goals and attain results. Additional business management experience in the private sector.

> Competencies include

Management/Administration	Public/Private-Sector Alliances
Fiscal Management/Budgeting	Economic Development
Project/Program Management	Staff Development/Empowerment

PROFESSIONAL QUALIFICATIONS

TOWN OF NORTH GRANBY, North Granby, CT 1996 to Present
SELECTMAN

> Administration/Management - Proactive executive providing strategic planning and leadership direction to diverse municipal departments as one of 3 elected board members governing the Town of North Granby. As board member, direct multiple open town meetings, develop and oversee \$10 million budget, and administer various projects. Experience includes chairing Board of Selectmen for 6 years.

> Human Resources - Oversee recruitment, promotion, and supervision of town administrator, 10 department heads with up to 214 full- and part-time staff, as well as Department of Public Works and Police Department. Personnel functions also encompass recruitment, contract negotiations, benefits administration, employee relations, and policy development and implementation.

> Economic Development - Support strong public/private partnership toward diversified growth and prosperity. Source and negotiate with businesses, as well as secure agreements to retain and attract new businesses. Develop financial vehicles for public improvements.

> Regulatory Affairs - Develop and manage relationships, as well as advocate for municipal affairs, with federal and state regulatory agencies, local business executives, congressional members, and other legislators.

Angle brackets used as bullets point to the most important skills. Community affiliations are important for this job objective (submitted by Louise Garver).



> Public/Community Relations - Instrumental in the enhancement of Town's image and building consensus with all boards. Active participant in numerous annual community events; act as spokesperson to the media.

Achievements

- * Turned around employee morale and productivity, instituted training and employee recognition programs, and fostered interdepartmental cooperation, creating a positive work environment while restoring accountability and confidence in the administration. Town of North Granby is recognized by the state municipal association for having the "most responsive and best managed administration statewide."
- * Orchestrated multiple town revitalization projects, following failed attempts by prior boards:
 - \$2.9 million renovations to Town Hall and \$5 million public safety complex.
 - \$1.3 million public library project with state library grant offsets of \$200,000.
 - \$15 million sewer project with more than \$5 million secured in federal grant funding.
- * Effectively negotiated with company CEOs to relocate their businesses back to North Granby. Results led to construction of new plants for 4 companies employing 2,550 people combined and an agreement to expand employee base.
- * Instrumental in attracting and retaining businesses in the community by personally negotiating Tax Incentive Financing Agreements.
- * Spearheaded search for new providers and negotiated improved employee benefits program while avoiding any rate increase.

BUSINESS MANAGEMENT EXPERIENCE

MONROE & COMPANY, New York, NY	1983 to present
Regional Manager	2005 to present
District Manager	1993 to 2005
Account Manager	1991 to 1993

Promoted to manage \$23 million region that extends from the Northeast to Florida at a multibillion-dollar food processing manufacturer. Lead and motivate the direct sales team of 35 plus 5 broker organizations. Develop and execute sales and marketing programs. Manage \$2.5 million annual marketing/advertising budget.

Achievements

- * Created sales and marketing initiatives that turned around the region's ranking from #6 to #1 out of 8 regions nationwide. Consistently exceeded annual sales plan despite a declining industry.
- * Led the region's successful transition from a direct sales force to a productive food-broker network; efforts charted an entirely new

(continued)



(continued)

direction in the company and the new business model was adopted in all regions.

- * Drove expansion of existing account base while capturing 5 key accounts that generated \$10.5 million in annual business volume for the district.

- * Elected to the Leadership Club in 2000, 1999, 1998, and 1997 for consistently ranking among the top 10% of account managers in overall sales performance throughout company.

- * Renegotiated marketing programs with major customers that increased sales and profits while achieving acceptable dollar spends.

EDUCATION / PROFESSIONAL DEVELOPMENT

BENTLEY COLLEGE, Bentley, VT
M.B.A., Finance, 2002
B.S., Business Administration, 1998

Additional: Several seminars on municipal administration sponsored by Connecticut Municipal Association and Selectmen's Association

COMMUNITY AFFILIATIONS / LEADERSHIP

Selectmen's Association
Vice President, North Granby Rotary Club
Chairman, Conservation Commission



DUDLEY DORIGHT
 7000 Lexington East, #26A
 New York, NY 10028
 doright@nj.rr.com
 212.856.8781

SENIOR SALES EXECUTIVE

~ More than 15 years of success managing Sales and Reseller/Channel Relations ~

Hard-charging Sales Executive with more than 10 years of successful sales leadership in startup and territory expansion situations for some of the biggest names in consumer products: Samsung, Philips, and Maytag. Consistently earned top ranks in sales performance in every position by bringing revenues, profits, and market share to new heights.

- * DESIGNED AND EXECUTED SAMSUNG SALES STRATEGY TO GROW SALES FROM \$61M TO MORE THAN \$1B IN 4 YEARS.
- * REVITALIZED LOST ACCOUNT FOR PHILIPS AND DELIVERED \$105M IN SALES IN 2 YEARS.
- * CONSISTENTLY RANKED AS TOP TERRITORY MANAGER.

GIFTED SALES STRATEGIST AND TACTICIAN who excels in driving revenues through innovative and focused merchandising and sales force/channel development programs. Noted for pioneering program to share personal sales best practices with resellers that was subsequently adopted by all regions nationwide.

PRODUCT EVANGELIST AND SALES LEADER practiced in driving market enthusiasm through public speeches to press, analysts, and industry trade groups. Accomplished in turning mediocre performers into high-performance sales teams and managing and motivating sales-channel teams.

CORE COMPETENCIES

-
- * Strategic Market Planning
- * Business Development
- * Territory Management
- * Customer Acquisition & Penetration
- * National Accounts
- * Channel Sales Strategies
- * Sales Force Development
- * Merchandising & Promotions
- * Sales Best Practices

PROFESSIONAL EXPERIENCE

=====

NATIONAL SALES MANAGER, HOME APPLIANCE - AUG 2009 - SEP 2011
 SAMSUNG CONSUMER ELECTRONICS * RIDGEFIELD PARK, NJ
 A global leader in semiconductor, telecommunication, digital media, and digital convergence technologies with more than 90 offices in 48 countries.

Core competencies are highlighted in a bulleted list before formal experience. The emphasis on accomplishments shows that the candidate gets results (submitted by Don Goodman).



(continued)

Aggressively recruited to revitalize launch of the Home Appliance Division for Samsung Electronics in the United States. Challenged to jumpstart flailing efforts and build all-new sales distribution channel across 4 segments: Mass Merchant, Home Improvement, Club, and large Regional accounts. Worked with product and marketing teams to create product differentiation and gain competitive advantage. Served as Product Champion, evangelizing products to press, analysts, and industry trade groups. Oversaw staff of 5.

NOTABLE ACCOMPLISHMENTS:

- > Developed sales roadmap, which provides for +\$2B in annual sales by 2014 compared to \$61M in 2010. Analyzed existing sales-channel relationships and developed all-new sales strategy focused on market leaders who could drive sales and market presence.
- > Noted for driving 237% increased sales level in 2011.
- > Targeted Lowes, second-largest retailer of home appliances in the United States, and personally led sales charge. Credited with closing 5-year Alliance Partnership (1 of 2 appliance manufacturers with this designation) valued at \$75M in first year and \$1B in annual sales by 2014. Noted for leading all pricing negotiations and obtaining highly favorable margins. Developed national training program to educate 1,100 Lowes locations and more than 6,000 Lowes sales associates on products and sales best practices.
- > Exited relationships with Sam's Club and Menards and closed stronger, more profitable agreement with Costco, valued at \$30M in second year.
- > Listened attentively to customers and conceived launch plan to introduce revolutionary product in January 2012, bringing entire new category into market with projected sales of \$150M in first year.

NATIONAL ACCOUNT DIRECTOR - JUL 2006 - JUL 2009

PHILIPS CONSUMER ELECTRONICS * ATLANTA, GA

One of the world's top 3 consumer electronics companies, with a range of products based on world-leading digital technologies. Recruited by CEO to reestablish relations with recently lost Sears account. Challenged to rebuild severely tarnished relationships. Oversaw staff of 4.

NOTABLE ACCOMPLISHMENTS:

- > Led entirely new strategy designed to establish Philips as a value-added partner as opposed to a traditional supplier. Delivered detailed business plan identifying market opportunities and positioning Philips to deliver higher-margin business. Complemented strategy with comprehensive field operations plan, including product and sales training.
- > Closed agreement that delivered \$53.1M in sales for 2008 and \$105M in 2009.
- > Reinvented how sales team interacted with Sears by introducing team-selling concept. Increased SKUs by 340% and standard margins by 32% in 2009 by collaboratively shifting sales focus to high-margin items.
- > Designed and executed a 12-month merchandising and sales training program at the last 3 feet to create sell-through. Created special promotions (e.g., free home theater giveaway with the purchase of a big-screen TV) that resulted in SKU expansion and \$40M in increased category sales.
- > Received prestigious President's Award for dramatically exceeding goals and targets.



REGIONAL SALES MANAGER - JUL 1997 - JUL 2006

MAYTAG APPLIANCES * WASHINGTON, D.C.

One of America's most trusted appliance manufacturers.

Recruited to oversee 12 sales professionals and expand 3-state territory.

NOTABLE ACCOMPLISHMENTS:

- > Grew Washington, D.C., territory into third-largest domestic market (up from sixth) with 36% sales increase to \$19M.
- > Delivered 112% of region's revenues goal, producing \$64M in annual sales. Noted for increasing sales to National Accounts by 8.7%
- > Ranked as 1 of country's Top 5 Regional Managers.
- > Recognized as only 1 of 20 Regional Managers to develop and clearly communicate sales strategy and plan with defined performance metrics.
- > Pioneered program to share sales best practices with retail sales forces (audiences up to 200) from such retailers as Best Buy, Circuit City, and Sears. Successful program was subsequently adopted nationwide.
- > Credited for designing and executing new cooperative advertising newspaper insert program with Washington Post that increased exposure, reduced marketing costs, and caused Direct-Maytag retail store in DC to become second largest in U.S. Huge success resulted in being asked to execute program for entire East Coast.
- > Asked to develop and deliver national presentation, "The Pillars of Success," which demonstrated effective personal sales and marketing techniques. Personally delivered methodology at national sales meetings and was featured in corporate videotape.

EDUCATION

=====

BACHELOR OF SCIENCE, BUSINESS ADMINISTRATION * 1996

University of Nebraska * Lincoln, Nebraska



PART 4

Quick Cover Letters, Thank-You Notes, JIST Cards, and Other Job Search Correspondence

You will probably send out a variety of correspondence in addition to your resume. For example, the majority of employers expect candidates to send a cover letter along with their resume. But there are several other useful written communications that many job seekers overlook.

Thank-you notes, for example, can make a big difference if you use them well. JIST Cards, an innovative mini-resume format, are another powerful job search tool. These and other related forms of written communication to employers and your network are the focus of the two chapters in this section.

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CHAPTER 13

The Quick Cover Letter and How to Use It

You shouldn't send a resume to someone without explaining why. Whether you're mailing, faxing, e-mailing, or dropping off your resume in person, it's important to provide a letter along with it—a cover letter or cover e-mail. Even when you post your resume to a job bank or employer Web site, the site often has a place where you can upload or paste a cover letter. Depending on the circumstances, the letter should explain your situation and ask the recipient for some specific action, consideration, or response.

Entire books discuss the art of writing cover letters. Some authors go into great detail on how to construct “powerful” cover letters. Some suggest that a cover letter can replace a resume by providing information specifically targeted to the person receiving it. Although these ideas have merit, the objective here is to give you a simple, quick review of cover letter basics that will meet most needs.



QUICK TIP

Although most people think of a resume as one in printed form and a cover letter as a traditional letter on paper, increasingly these documents are sent as e-mail or an attachment.



If you think about it, you will send a resume and cover letter to only two groups of people:

- People you know
- People you don't know

Although this sounds overly simple, it's true. And this observation makes it easier to understand how to structure your letters to each group. Before you look at some useful and effective cover letter samples for both groups, let's first review some basics regarding writing cover letters in general.



QUICK TIP

Although many situations require writing a formal letter, a simple note will do in many instances (for example, when you know the person you are writing to). Chapter 14 gives additional information on writing informal notes.

Seven Quick Tips for Writing a Superior Cover Letter in 15 Minutes

No matter who you're writing to, virtually every good cover letter should follow these guidelines.

1. Write to Someone in Particular

Never send a cover letter to "To whom it may concern" or use some other impersonal opening. We all get enough junk mail, and if you don't send your letter to someone by name, it will be treated like junk mail. Make an effort to find out who the hiring manager is—call the company and ask, or do some research on their Web site. In the case of a "blind ad," however, where you don't even know what company you're applying to, you'll have to use a generic salutation.



2. *Make Absolutely No Errors*

One way to offend people quickly is to misspell their names or use incorrect titles. If you have any doubt, call and verify the correct spelling of the name and other details before you send the letter. Also, review your letters carefully to be sure they contain no typographical, grammatical, or factual errors.

3. *Personalize Your Content*

Don't use a form letter. Those computer-generated letters that automatically insert a name (merge mailings) never fool anyone, and cover letters done in this way can be a turnoff. Although some resume and cover letter books recommend that you send out lots of these "broadcast letters" to people you don't know, you will most likely find that doing so wastes time and money. Small, targeted mailings or e-mailings to a carefully selected group of prospective employers can be effective if you tailor your cover letter to each recipient.



QUICK ALERT

Check and double-check the address and salutation on your cover letter to make sure you don't accidentally put one person's name on it and then send it to another. Also, if you mention the company's name in the letter, be sure it's the same company you're sending the letter to. Employers report that they see mistakes like these often, and it's a huge strike against the candidate. Some employers say they automatically put such letters in the "no" pile.

4. *Present a Good Appearance*

Your contacts with prospective employers should always be professional, so buy good-quality stationery and matching envelopes for times when you'll be mailing or hand-delivering a letter and resume. Use papers and envelopes that match or complement your resume paper. The best colors are white, ivory, and light beige. The standard $8\frac{1}{2} \times 11$ paper size is typically used, but you can also use the smaller Monarch-size paper with matching envelopes.



Use a standard letter format that complements your resume type and format. Most word-processing software provides templates to automate your letter's format and design. I used such templates to create the formats for the sample letters in this chapter. And don't forget the envelope! It should be typed and printed carefully, without abbreviations or errors.

5. Provide a Friendly Opening

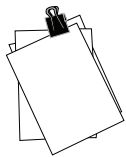
Begin your letter with a reminder of any prior contacts and the reason for your correspondence now. The examples later in this chapter give some ideas on how to handle this.

6. Target Your Skills and Experiences

To do this well, you must know something about the organization or person with whom you are dealing. Present any relevant background you have that may be of particular interest to the employer.

7. Close with an Action Statement

Don't close your letter without clearly identifying what you will do next. Don't leave it up to the employer to contact you; that doesn't guarantee a response. Close on a positive note and let the employer know that you desire further contact.



QUICK NOTE

Using a few simple techniques, it is possible to meet all sorts of people. Why waste time and money sending your resume or cover letter to strangers when it's relatively easy to make direct contact? Chapter 15 provides details on how to make contact with people you don't know.



Writing Cover Letters to People You Know

It's always best if you know the person to whom you are writing. Written correspondence is less effective than personal contact, so the ideal circumstance is to send a resume and cover letter after having spoken with the person directly.

For example, it's far more effective to first call someone who has advertised a job than to simply send a letter and resume. You can come to know people through the Yellow Pages or online company listings, personal referrals, and other ways. You might not have known them yesterday, but you can get to know them today.

So let's assume you have made some sort of personal contact before sending your resume. Within this assumption are hundreds of variations, but I will review the most common situations and let you adapt them to your own circumstances.

The Four Types of Cover Letters to People You Know

When sending cover letters to people you know, you will be in one of four basic situations described here. Each situation requires a different approach. This chapter includes sample cover letters for each situation.

1. **An interview is scheduled and a specific job opening may interest you.** In this case, you have already arranged an interview for a job opening that interests you. Your cover letter should provide details of your experience that relate to the specific job.
2. **An interview is scheduled but no specific job is available.** Chapter 15 explains in more detail why this situation is such a good one for you to set up. In essence, this is a letter you will send for an exploratory interview with an employer who does not have a specific opening for you now but who might in the future. This is fertile ground for finding job leads where no one else may be looking.



3. **You've already had an interview.** Many people overlook the importance of sending a letter after an interview. This is a time to say that you want the job (if you do) and to add any details on why you think you can do the job well.
4. **No interview is scheduled yet.** In some situations, you just can't arrange an interview before you send a resume and cover letter. For example, you might be trying to see a person whose name was given to you by a friend, but that person is on vacation. In these cases, sending a good cover letter and resume makes later contacts more effective.

The four types of cover letters illustrate an approach that you can use to get interviews, which is the real task in finding a job.

Sample Cover Letters to People You Know

The following are sample cover letters for the four situations. Look at the samples for each type of cover letter and see how, in most cases, they assume that personal contact was made before the resume was sent. Note that they use different formats and styles to show you the range of styles that are appropriate. Each addresses a different situation, and each incorporates all of the cover letter writing guidelines from the preceding section.

These samples should give you ideas on writing your own cover letters. Once you get the hang of it, you should be able to write a simple cover letter in about 15 minutes. Just keep in mind that the best cover letter is one that follows your having set up an interview. Anything else is just second best.

**FIGURE 13.1: SAMPLE COVER LETTER, PRE-INTERVIEW, FOR A SPECIFIC JOB OPENING.**

Comments: This writer called first and arranged an interview, which is the best approach. Note how this new graduate included a specific example of how he saved money for a business by changing its procedures. Although it is not clear from the letter, his experience with lots of people was gained by working as a waiter. Note also how he included skills such as “hard worker” and “deadline pressure.”

Richard Swanson
113 South Meridian
Greenwich, Connecticut 11721

March 10, 20XX

Mr. William Hines
New England Power and Light Company
604 Waterway Boulevard
Darien, Connecticut 11716

Dear Mr. Hines:

I am following up on the brief chat we had today by phone. After getting the details on the position you have open, I am certain that it is the kind of job I have been looking for. A copy of my resume is enclosed, providing more details of my background. I hope you have a chance to review it before we meet next week.

My special interest has long been in the large-volume order-processing systems that your organization has developed so well. While in school, I researched the flow of order-processing work for a large corporation as part of a class assignment. With some simple and inexpensive procedural changes I recommended, check-processing time was reduced by an average of three days. For the number of checks and dollars involved, this one change resulted in an estimated increase in interest revenues of more than \$35,000 per year.

Although I have recently graduated from business school, I have considerable experience for a person of my age. I have worked in a variety of jobs dealing with large numbers of people and deadline pressures. My studies have also been far more “hands-on” and practical than those of most schools, so I have a good working knowledge of current business systems and procedures. This includes a good understanding of various computer spreadsheet and database programs and the use of automation, and experience with cutting costs and increasing profits. I am also a hard worker and realize I will need to apply myself to get established in my career.

I am most interested in the position you have available and am excited about the potential it offers. I look forward to seeing you next week. If you need to reach me before then, you can call me at (973) 299-3643 or e-mail me at rswanson@msn.net.

Sincerely,

Richard Swanson

Enclosure



FIGURE 13.2: SAMPLE COVER LETTER, PRE-INTERVIEW, NO SPECIFIC JOB OPENING.

Comments: This letter indicates that the writer first called and set up an interview as the result of someone else's tip. The writer explains why she is moving to the city and asks for help in making contacts there. Although no job opening exists here, she is wise in assuming that there might be one in the future. Even if this is not the case, she asks the employer to think of others who might have a position for someone with her skills. Assuming that the interview goes well and the employer gives her names of others to call, she can then follow up with them.

ANNE MARIE ROAD

February 20, 20XX
Ms. Francine Cook
Park-Halsey Corporation
5413 Armstrong Drive
Minneapolis, Minnesota 56317

Dear Ms. Cook:

When Steve Marks suggested I call you, I had no idea you would be so helpful. I've already followed up with several of the suggestions you made and am now looking forward to meeting with you next Tuesday. The resume I've enclosed is to give you a better sense of my qualifications. Perhaps it will help you think of other organizations that may be interested in my background.

The resume does not say why I've moved to Minneapolis and you may find that of interest. My spouse and I visited the city several years ago and thought it was a good place to live. He has obtained a very good position here and, based on that, we decided it was time to commit ourselves to a move.

As you can see from my work experience, I tend to stay on and move up in jobs, so I now want to research the job opportunities here more carefully before making a commitment. Your help in this task is greatly appreciated.

Feel free to contact me at (834) 264-3720 if you have any questions; otherwise, I look forward to meeting with you next Tuesday.

Sincerely,

Anne Marie Road

Enclosure

616 KINGS WAY ROAD
MINNEAPOLIS, MINNESOTA 54312
(834) 264-3720
AMROAD@AOL.COM

**FIGURE 13.3: SAMPLE COVER LETTER, AFTER AN INTERVIEW.**

Comments: This letter shows how you might follow up after an informational interview and make a pitch for solving a problem—even when no job formally exists. In this example, the writer suggests that she can use her skills to solve a specific problem she uncovered during her conversation with the employer. Although it never occurs to many job seekers to set up an interview where there appears to be no job opening, jobs are created as a result of such interviews.

Sandra A. Zaremba

115 South Hawthorn Drive
Dunwoody, Georgia 21599

April 10, 20XX

Ms. Christine Massey
Import Distributors, Inc.
417 East Main Street
Atlanta, Georgia 21649

Dear Ms. Massey:

I know you have a busy schedule, so I was pleasantly surprised when you arranged a time for me to see you. Although you don't have a position open now, your organization is just the sort of place I would like to work. As we discussed, I like to be busy with a variety of duties, and the active pace I saw at your company is what I seek.

Your ideas on increasing business are creative. I've thought about the customer service problem and would like to discuss a possible solution. It would involve the use of a simple system of color-coded files that would prioritize correspondence to give older requests priority status. The handling of complaints could also be speeded up through the use of simple form letters similar to those you mentioned. I have some thoughts on how this might be done, too, and I will work out a draft of procedures and sample letters if you are interested. It can be done on the computers your staff already uses and would not require any additional cost to implement.

Whether or not you have a position for me in the future, I appreciate the time you have given me. An extra copy of my resume is enclosed for your files—or to pass on to someone else.

Let me know if you want to discuss the ideas I presented earlier in this letter. I can be reached at any time on my cell phone at (942) 267-1103. I will call you next week, as you suggested, to keep you informed of my progress.

Sincerely,

Sandra A. Zaremba

Enclosure



FIGURE 13.4: SAMPLE COVER LETTER, NO INTERVIEW IS SCHEDULED.

Comments: This letter explains why the person is looking for a job as well as presents additional information that would not normally be included in a resume. Note that the writer got the employer's name from the membership list of a professional organization, one excellent source of job leads. Also note that the writer stated that he would call again to arrange an appointment. Although this letter might turn off some employers, many others would be impressed with his assertiveness and be willing to see him. The card mentioned in this letter is a JIST Card (see chapter 14 for more on creating these).

<p style="text-align: center;">Justin Moore</p> <p>January 5, 20XX</p> <p>Ms. Doris Michaelmann Michaelmann Clothing 8661 Parkway Boulevard Phoenix, Arizona 27312</p> <p>Dear Ms. Michaelmann:</p> <p>As you may know, I phoned you several times over the past week while you were in meetings. I hope that you received the messages. Since I did not want to delay contacting you, I decided to write. I got your name from the American Retail Clothing Association membership list. I am a member of this group and wanted to contact local members to ask their help in locating a suitable position. I realize that you probably don't have an available position for someone with my skills, but I ask you to do two things on my behalf.</p> <p>First, I ask that you consider seeing me at your convenience within the next few weeks. Although you may not have a position available for me, you may be able to assist me in other ways. And, of course, I would appreciate any consideration for future openings. Second, you may know of others who have job openings now or might possibly have them in the future. Would you be able to refer me to someone else?</p> <p>Although I realize that this is an unusual request and that you are quite busy, I do plan to stay in the retail clothing business in this area for some time and would appreciate any assistance you can give me in my search for a new job.</p> <p>My resume is attached for your information along with a card that summarizes my background. As you probably know, Allied Tailoring has closed and I stayed on to shut things down in an orderly way. Despite their regrettable business failure, I was one of those responsible for Allied's enormous sales increases over the past decade and have substantial experience to bring to any growing retail clothing concern, such as I hear yours is.</p> <p>I will contact you next week and arrange a time that is good for us both. Please feel free to contact me at any time regarding this matter.</p> <p>Sincerely,</p> <p>Justin Moore</p> <p>Enclosures</p>	<p>8661 Bay Drive Tempe, Arizona 27317 827-994-2765 (cell)</p>
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SENDING COVER LETTERS BY E-MAIL

In general, you can use your printed cover letter as an e-mail cover letter by simply copying and pasting it into the body of an e-mail message. However, you might need to adjust it slightly before sending it:

- Leave off the date. All e-mail programs automatically include the date and time the message was sent.
- Do not include the inside address that is used on printed cover letters. This is simply not necessary.
- Move your return address to the bottom of the message.
- Add other contact information for yourself at the bottom, including phone numbers, e-mail addresses (even though the address you sent the message from is already shown automatically at the top), online portfolio address, blog address, Twitter handle, and so on (as long as all are professionally oriented).
- Consider shortening your message to about three paragraphs. If your original cover letter is quite long or contains special formatting, consider attaching the original Word file to the message along with your resume.

Writing Cover Letters to People You Don't Know

If it's not practical or possible to directly contact a prospective employer by phone or some other method, it's acceptable to send a resume and cover letter. This approach makes sense in some situations, such as if you are moving to a new location or responding to a blind ad that lists only a post office box number.

Although I don't recommend sending out "To Whom It May Concern" letters by the basketful, sending an unsolicited resume can make sense in some situations. There are ways to modify this "shot-gun" approach to be more effective. For example, try to find something you have in common with the person you are contacting. By mentioning this link, your letter then becomes a very personal request for assistance. Look at the two letters that follow for ideas.



QUICK TIP

Microsoft Word includes links to dozens of professional-looking letter templates and samples. Using one of these speeds up the process of formatting your letter and ensures that it looks nice. Just be sure to use the same fonts on your letter as you do on your resume.



FIGURE 13.5: RESPONSE TO A WANT AD.

Comments: This letter does a good job of outlining the candidate's credentials as relevant to the advertised position. The bullet points give the reader a quick overview of his qualifications. Then the letter provides more detail in case the reader wants to know more before turning to the resume.

GORDON STRAW		
straw@netzero.net		
3731 Honeysuckle Hill	Bellingham, Washington 98225-2006	(360) 731-5704

September 30, 20XX

Illusion Software, Inc.
Seattle, Washington

Reference ID: 2051-3
Project Manager

Throughout my Project Management career, I have provided the strategic and tactical leadership to accelerate revenue and earnings gains for high-growth, technology-based corporations. Highlights include the following:

- More than 15 years of top-flight project management experience with leading high-technology corporations.
- Extensive project management and business development in the U.S. and Europe.
- Strong technical qualifications and experience with mainframe, mid- to high-range technologies, global information networks, numerous operating systems, and virtually all leading software packages.
- Created the RUMBA Developer and Web-to-Host Editions.

I am direct and decisive in my leadership style, yet flexible in responding to constantly changing markets, economies, and competitors. I set and drive clear priorities and can work autonomously as well as part of a team. I built and led U.S. and multinational teams responsible for product development, marketing, sales, technical support, internal MIS, human resources, and administration. I possess outstanding qualifications in all facets of the project lifecycle development, from initial feasibility analysis and conceptual design through documentation, implementation, user training, and enhancement; my projects have always been completed on time (even while meeting tight deadlines) and within budget.

With a unique blend of MIS and general management experience, I have positioned each technology organization as a key partner to the operating management team, responding to their specific needs and recommending proactive systems solutions. Most recently, I transitioned my experience into nonprofits, providing them with competitive technologies to drive performance improvement.

Currently, I am exploring new professional challenges and opportunities. The enclosed resume shows that I meet most of your requirements for this position; therefore, I would welcome a personal interview to explore your needs for a strong and decisive project manager.

Thank you for your consideration.

Sincerely,

Gordon Straw

Enclosure

Submitted by Myriam-Rose Kohn.

**FIGURE 13.6: UNSOLICITED RESUME SENT TO OBTAIN AN INTERVIEW.**

Comments: This is an example of a person conducting a long-distance job search using names obtained from a professional association, which is a good strategy. This letter also explains why he is leaving his old job and includes positive information regarding his references and skills that would not normally be found in a resume. John asks for an interview even though there might not be any jobs open now. He also asks for names of others to contact.

July 10, 20XX

Mr. Paul Resley
Operations Manager
Rollem Trucking Co.
I-70 Freeway Drive
Kansas City, Missouri 78401

Mr. Resley:

I obtained your name from the membership directory of the Affiliated Trucking Association. I have been a member for more than 10 years and I am very active in the Southeast Region. The reason I am writing is to ask for your help. The firm I had been employed with has been bought by a larger corporation. The operations here have been disbanded, leaving me unemployed.

Although I like where I live, I know that finding a position at the level of responsibility I seek may require a move. As a center of the transportation business, your city is one I have targeted for special attention. A copy of my resume is enclosed for your use. Could you please review it and consider where a person with my background would get a good reception in Kansas City? Perhaps you could think of a specific person for me to contact?

I have specialized in fast-growing organizations or ones that have experienced rapid change. My particular strength is in bringing things under control and then increasing profits. Although my resume does not state this, I have excellent references from my former employer and would have stayed if a similar position existed at its new location.

As a member of the association, I hope that you can provide some special attention to my request for assistance. I plan on coming to Kansas City on a job-hunting trip within the next six weeks. Prior to my trip I will call you for advice on who I might contact for interviews. Even if they have no jobs open for me now, perhaps they will know of someone else who does.

I have enclosed a copy of my resume. Thanks in advance for your help.

Sincerely,

John B. Goode
Treasurer, Southeast Region
Affiliated Trucking Association

John B. Goode (315) 555-1212 jbg@aol.com
312 Smokie Way Nashville, Tennessee 31201



Additional Sample Cover Letters

Following are some additional cover letters that address a variety of situations. Although the formats are not fancy, they are acceptable and quick.

FIGURE 13.7: NO INTERVIEW IS SCHEDULED.

947 Cherry Street
Middleville, Ohio 01234

October 22, 20XX

Mr. Alfred E. Newman, President
Alnew Consolidated Stores, Inc.
1 Newman Place
New City, OK 03000

Dear Mr. Newman:

I am interested in the position of national sales director, which you recently advertised in the *Retail Sales and Marketing* newsletter.

I am very familiar with your company's innovative marketing techniques as well as your enlightened policy in promoting and selling environmentally sound merchandise nationwide. I have been active for some time now in environmental protection projects, both as a representative of my current employer and on my own. I recently successfully introduced a new line of kitchen products that exceeds federal standards, is environmentally safe, and is selling well.

The enclosed resume outlines my experience and skills in both sales and marketing in the retail field. I would like to meet with you to discuss how my skills would benefit Alnew Consolidated Stores. I will contact you soon to request an interview for current or future positions and may be reached at (513) 987-6543.

Thank you for your time and consideration.

Sincerely,

Robin Redding

Enclosure

**FIGURE 13.8: PRE-INTERVIEW, NO SPECIFIC JOB OPENING.****Linda M. Fletcher**

3321 Haverford Road
Baldwin, North Carolina
12294

E-mail: lfletcher@yahoo.com
Phone: 400-541-0877
Fax: 400-541-0988

March 15, 20XX

Mr. Howard Duty
WXLC TV
10212 North Oxford Avenue
Halstead, South Carolina 12456

Dear Mr. Duty:

Thank you for agreeing to meet with me at 3 p.m. on March 23 to talk about job opportunities for broadcast technicians. Although I understand that you have no openings right now, I'm enclosing my resume to give you some information about my training and background.

You will see that I have worked on both up-to-date and older equipment. Working part time for a small station, I've learned to monitor, adjust, and repair a variety of equipment including both the newer automated and computerized items as well as the older ones. Keeping a mix of older and newer equipment working smoothly has required me to learn many things and has been an invaluable experience. At Halstead Junior College, I have become the person to call if the new, state-of-the-art audio and video equipment does not perform as it should.

I look forward to graduating and devoting all my time and energy to my career. I greatly appreciate your help, particularly your invitation to spend more time observing field operations during your live election coverage.

Sincerely,

Linda M. Fletcher

P.S. I found your Web site and was *very* impressed that you did most of the work on it. You may be interested to know that I have created a Web site for our college TV station. If you have time, you can find it at www.halstead.edu/WNCSTV—I'd like your feedback!

Enclosure: resume



FIGURE 13.9: NO INTERVIEW IS SCHEDULED.

JANE MAEYERS
123 Alexandria Drive
Alexandria, Louisiana 71409
(318) 443-0101
jmaey@alexu.edu

October 23, 20XX

Attention: Ms. Brenda Barnes
Coordinator of Student Activities
Screening Committee
Coldgate University
Campus Box 7
Emporia, Kansas 66801

RE: Position as Coordinator of Student Activities
Organization & Special Events, or related position

Dear Screening Committee:

I have planned, developed, supervised, taught, and successfully completed numerous tasks assigned to me in my 10 years of experience as a recreation specialist. Now I'm ready to apply the same expertise and principles of hard work to starting a productive and challenging career as Coordinator of Student Activities Organization and Special Events, or related position, with your organization. Because this position matches my interests, qualifications, work, and education experience, I can be a productive and valuable director from day one.

The resume enclosed also outlines all the details of my career background as a recreation specialist. With these credentials and my belief in quality and hard work, I will make a significant contribution to Coldgate University.

I am looking forward to working with your organization and would appreciate the opportunity to discuss employment opportunities with you soon.

Sincerely,

Jane Maeyers

Enclosure

**FIGURE 13.10: NO INTERVIEW IS SCHEDULED.****ROBERT P. BARNES, CBCP***Certified Business Continuity Professional*

1434 Madison Boulevard
Orlando, FL 38917
Residence: 954-555-1212
Mobile: 954-444-1212
robertpbarnes@earthlink.net

April 8, 20XX

Samuel Ryan, CIO
Global Financial Services, Inc.
495 Central Avenue
Orlando, FL 38917

Dear Mr. Ryan:

Development of a comprehensive, state-of-the-industry business continuity program is critical to a company's ability to achieve its core mission. Employee safety, shareholder value, corporate reputation, revenues and profits, data integrity, and IT systems—these are some of the corporate interests that an effective business continuity program is designed to protect. My expertise is the ability to deliver, within a complex multinational organization, innovative business continuity plans that are integrated with overall corporate strategy and aligned with corporate goals.

In my work as Business Recovery Manager at Martin Summers Financial Services, I established just such a program. My groundbreaking thinking and writing promotes business continuity planning as a strategic, business-driven process in which IT plays a supporting role. My contributions helped ensure that the company would mitigate risk, survive potential disruptions, and recover in a timely manner. Achievements included the following:

- Developed and executed business continuity plans for an organization with \$176 billion in assets under management, 40 business units, 800 employees, and 19 different IT systems running 200 applications.
- Promoted my visionary concept of the role of business continuity planning throughout the organization and achieved buy-in for plan initiatives from 40 business units (including 6 IT business units) and 2 disaster-recovery vendors.
- Implemented a multifaceted employee-awareness program to help ensure that employees knew how to implement plans in the event of a business disruption.

I came up through the ranks as an IT professional and earned both my M.B.A. degree and my bachelor's degree in Business Computer Information Systems. As an experienced BCP manager who is a Certified Business Continuity Professional, I am well credentialed for assuming a leadership position in business continuity planning.

Please contact me if you are interested in my demonstrated ability to help a company mitigate risk and protect critical assets. I look forward to an opportunity to speak with you in person about your business requirements and will call you next week to set a mutually convenient time. Thank you.

Sincerely,

Robert P. Barnes

Enclosure

Submitted by Jean Cummings.



FIGURE 13.11: PRE-INTERVIEW, FOR A SPECIFIC JOB OPENING.

1768 South Carrollton Street
Nashville, Tennessee 96050
May 26, 20XX

Ms. Karen Miller
Office Manager
Lendon, Lendon, and Sears
Suite 101, Landmark Building
Summit, New Jersey 11736

Dear Ms. Miller:

Enclosed is a copy of my resume that describes my work experience as a legal assistant. I hope this information will be helpful as background for our interview next Monday at 4 p.m.

I appreciate your taking time to describe your requirements so fully. This sounds like a position in which I could make a significant contribution to your company. And my training in accounting—along with experience using a variety of computer programs—matches your needs.

Lendon, Lendon, and Sears is a highly respected name in New Jersey. I am excited about this opportunity and I look forward to meeting with you.

Sincerely,

Richard Wittenberg

Enclosure

**FIGURE 13.12: NO INTERVIEW IS SCHEDULED.**

Allan P. Raymond, CPA
29 Brookside Drive, Mystic, CT 06433
860.239.7671 • allanraymond@verizon.net

March 15, 20XX

Carol P. Graves, CPA
President, Graves & Andrews
254 Court Street
New London, CT 06320

Dear Carol:

I enjoyed our conversation at the recent CPA Society meeting and, as you suggested, I am forwarding my resume with this letter of interest in joining your firm.

You and I agreed that your clients deserve the best: the best accountants, the best strategies, and the greatest dedication to customer service. I am confident I can bring “the best” in both attitude and execution to your firm.

With more than ten years of accounting experience—the last five as a CPA and owner of an accounting firm specializing in tax—I have strong and well-proven professional skills. I thrive on the challenges and intricacies of tax accounting and stay up-to-date with tax code changes through both in-person and online training programs.

What satisfies me most in my professional life is the opportunity to help clients better manage, control, and benefit from their money. One of the keys to the good advice I give my clients is my deep understanding of the consequences of investment decisions on their tax situation. I have worked with businesses of all sizes—from one person to complex multimillion-dollar organizations—in diverse industries and have contributed strategies and planning recommendations as well as tax-related accounting services.

Having just concluded the sale of my business, I am eager for new professional challenges. I would like to explore my value as a tax accountant with your firm, and in pursuit of that objective I will call you next week to schedule a meeting. Thank you.

Best regards,

Allan P. Raymond
enclosure: resume

Submitted by Louise Kursmark.



FIGURE 13.13: NO INTERVIEW IS SCHEDULED.

4550 Parrier Street
Espinosa, California 94478

December 12, 20XX

Mr. Craig Schmidt
District Manager
Desert Chicken Shops
Post Office Box 6230
Los Angeles, California 98865

Dear Mr. Schmidt:

My resume (enclosed) outlines my four years of successful experience as a fast-food manager with a nationwide network of restaurants. I graduated from a Restaurant Management curriculum at Harman University with a 3.75 GPA in 2010.

I have been impressed with the rapid growth and exceptional quality of product and service for which Desert Chicken has become well known. This is the kind of organization I hope to work for now.

My experience includes positions as cook, night manager, assistant manager, and manager for my current employer.

I will call your office in a few days to see if we might schedule a convenient time to meet and discuss some areas of mutual interest.

Thanks very much for your consideration.

Sincerely,

Douglas Parker

Enclosure

**FIGURE 13.14: NO INTERVIEW IS SCHEDULED.**

Patricia R. Coleman
584 Glascott Avenue ❖ Bloomfield Hills, Michigan 48323 ❖ 248-555-9146

October 19, 20XX

Starboard Cruise Services
Attention: Human Resources
8052 N.W. 14th Street
Miami, FL 33126

Dear Recruiter:

Outgoing. Personable. Upbeat. Customer service-focused. Professional appearance. Youthful. Hardworking. Dynamic.

Aren't these just a few of the traits you look for in applicants for shipboard positions? If so, I hope you will review my credentials. I am extremely excited about this opportunity to apply for a position in a guest service capacity. My resume highlighting my extensive background in sales and customer service is enclosed.

I have been interacting with customers since I was 10 years old and began helping out in my parents' store. The work ethic I grew up with is now engrained in me. As you can see from my resume, the breadth of my experience includes customer service, retail store operations, and management. You will find that one of my greatest assets is the level of customer service I provide, not to mention my strong performance in sales. Additionally, I believe my personal attributes meet your expectations for crew members (I am single, 5'5", 120 lbs., and turn 21 this month).

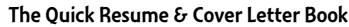
I am confident my background is a great match for your reputation in the cruise industry, and I am ready to meet the high customer care standards that you set. I will call next week to make an appointment to see you and share my enthusiasm for this position. Thank you for your time and consideration.

Sincerely,

Patricia R. Coleman

Enclosure

Submitted by Janet Beckstrom.



JASON R. GOODSON

1843 Lake Johanna Blvd. Roseville, MN 55112 651-555-6633 jrgood@gmail.com

August 31, 20XX

Mr. Robert McCarthy, Director of Personnel
Roseville Area Schools
1251 W. County Road B2
Roseville, MN 55113

Dear Mr. McCarthy:

Thank you for this opportunity to formally express my interest in the Athletic Director position. I appreciated Bill Murphy's suggestion that I apply, especially because Bill is familiar with my abilities through our collaboration on Roseville's football coaching staff last fall. I understand you have my resume on file.

My qualifications for this position closely match those listed in your posting:

<i>Desired Qualifications</i>	<i>My Qualifications</i>
<input type="checkbox"/> M.A. in Education or School Administration	<input checked="" type="checkbox"/> M.A. in Secondary Administration from U-M.
<input type="checkbox"/> Minimum 5 years of teaching experience	<input checked="" type="checkbox"/> Almost 10 years as classroom teacher.
<input type="checkbox"/> Outstanding leadership and personal qualifications	<input checked="" type="checkbox"/> Spearheaded drive for state-of-the-art health and fitness facility and monitored its construction. Developed and presented motivational program on interpersonal skills to high school students, families, and educators.
<input type="checkbox"/> Successful coaching experience at varsity level	<input checked="" type="checkbox"/> 9 years as varsity football coach. Led team to state semifinals. Received Tri-State Athletic League Coaches award as second-year coach.
<input type="checkbox"/> Excellence in organizational skills and problem-solving strategies	<input checked="" type="checkbox"/> Effectively balance roles as teacher, coach, and parent. Evaluated and implemented strategies to turn around poor-performing team to reach its first 7-consecutive-win season in 27 years.
<input type="checkbox"/> Mental/physical ability and stamina	<input checked="" type="checkbox"/> Actively participate in personal health and fitness plan to ensure peak performance.

Throughout my career as an educator and coach, I have recognized the importance of my position as a role model and motivator for students. But I also relate well to parents and humbly state that I have an excellent reputation among game officials and coaching peers within Ramsey County.

I welcome the chance to speak with the selection committee about this position so that I can elaborate on my enthusiasm and commitment to Roseville Area Schools. I will call next week to set up an interview. Thank you again for this opportunity.

Sincerely,

Jason R. Goodson

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**FIGURE 13.16: RESPONSE TO AN AD.****JILL LAFLEUR**

2101 Sweet Meadow Drive, Tampa, Florida 33624
813-687-6415 ♦ jlafleur@aol.com

RE: PHARMACEUTICAL SALES REPRESENTATIVE POSITION

July 1, 20XX

careers@pharmaceuticalrecruit.com
ATTN: Pharmaceutical Recruiters
4020 Green Mount Crossing Drive
Suite 330
Fairview Heights, IL 62269

Dear Hiring Professional:

In response to your search for an entry-level pharmaceutical sales representative, I am ready to start my career!

I have several years of experience in health care and am used to working with doctors and nurses in a busy, hectic hospital setting. I recently earned my bachelor's degree in Biology and am looking to combine my academic knowledge and love of learning with my interest in health care and my goal of becoming an outstanding pharmaceutical sales rep.

Here is how I meet/exceed your needs listed in the job posting:

- ♦ Diverse, dynamic professional: I've held a variety of jobs in and out of the health care field, coupled with a degree in Psychology.
- ♦ Verifiable record of achievement: My 5-year employment at St. Joseph's Women's Hospital and my excellent and respected standing as an employee show my ability to stick with a job, be reliable, and be goal oriented.
- ♦ Level-headed, competitive, assertive, self-motivated, one who works well independently, computer literate, and possesses a high energy level: People who have worked with me will state I am all these things. In fact, my positions as a Patient Care Technician and Certified Nursing Assistant have demanded these exact qualities.
- ♦ Call on physicians, hospitals, pharmacies, and other caregivers: I currently work in a fast-paced medical-care setting, where relationships have to be built and maintained. I use my relationship-building and persuasive skills daily with medical professionals and patients.
- ♦ Able to comply with legal and regulatory requirements governing the sale and promotion of the company's pharmaceutical products: Working in a hospital requires knowledge of and compliance with many different legal and bureaucratic policies and procedures. I am used to navigating myriad important requirements.

My resume provides further details of my accomplishments. I look forward to discussing a new career opportunity with you. If I don't hear from you sooner, I will contact you next week to arrange a meeting to discuss your company's needs in greater detail.

Sincerely,

Jill LaFleur

Enclosure

Submitted by Gail Frank.



FIGURE 13.17: CAREER CHANGER.

LISA ANN CRAMMER

3550 Sunglow Drive • Oroville, CA 96221 • 533-226-5896 • lisacrammer@yahoo.com

March 23, 20XX

Wendy Templeton, Human Resources Director
Northern California Regional Hospital
2801 Evergreen Way
Oroville, CA 96221

Dear Ms. Templeton:

After recently completing billing, coding, and medical terminology courses through the Meditec Support Services Training Program, I am currently exploring medical coding, billing, and records opportunities where I can utilize my strengths in program development, organization, and researching. After reviewing your company website, I have decided to contact you about possible job openings within your organization.

Two things really stood out and impressed me about your company. The first is your dedication to fostering positive relationships with both your patients and employees. Coming from a background in special education, I have always believed this to be the most essential goal for creating an environment where individuals can flourish and reach their fullest potential. The second thing that impressed me was your mission to provide personal and attentive care to every patient and his or her family. It is important to me to work for a company where patients' personal needs and well-being take top priority.

As you will see from my enclosed resume, I have completed my medical coding and billing training in the top tenth percentile of all students who have ever gone through the Meditec program. I am very detail oriented with strong research and analytical skills. As a resource specialist I utilized these skills on a daily basis. Through the detailed analysis of student work and test scores, I was able to create personalized learning experiences for learning-disabled students, which allowed them to learn important skills by maximizing their own unique learning capabilities.

These strengths will also be important for me to utilize in the medical support services area. As a medical support services employee, I will be committed to paying thorough attention to the details of my job, as I fully understand the importance of carefully examining all data when dealing with personal and confidential medical records and insurance forms. The ability to analyze data and extract the most specific and important information from coding references and other materials can greatly affect reimbursement payments and can have a significant influence upon compliance issues as well.

Should you have a need for someone with my qualifications and experience, please contact me at 533-226-5896. I look forward to hearing from you and will follow up next week by phone. Thank you for your time.

Sincerely,

Lisa Ann Crammer

Enclosure

Submitted by Carla Barnett.



CHAPTER 14

Thank-You Letters and JIST Cards

Much of the information in this chapter is often overlooked in resume books. That's too bad because thank-you letters are a very effective job search tool. So are JIST Cards®. Other related correspondence can also play an important part in a quick, successful job search.

This chapter gives the basic whys and hows of writing effective follow-up correspondence and handy JIST Cards for presenting your key credentials quickly.

The Importance of Thank-You Letters

While resumes and cover letters get the attention, thank-you letters often get results. Sending thank-you letters makes both good manners and good job search sense. When used properly, thank-you letters can help you create a positive impression with employers. So here are the basics of writing and using thank-you letters.

Three Times When You Should Definitely Send Thank-You Letters—and Why

Thank-you letters have a more intimate and friendly social tradition than other formal business correspondence. That's one reason they work so well—people respond to those who show good manners and say thank you. Here are some situations when you should use them, along with some sample letters.



1. Before an Interview

In some situations, you can send a less formal note before an interview, usually by e-mail (unless the interview is scheduled for a fairly distant future date). For example, you can simply thank someone for being willing to see you. Depending on the situation, enclosing a resume could be a bit inappropriate. Remember, this is supposed to be sincere thanks for help and not an assertive business situation. This also serves as a way to confirm the date and time of the scheduled interview and as a reminder to the recipient that you will be showing up at that time. Figure 14.1 shows a sample thank-you letter sent before an interview.

FIGURE 14.1: SAMPLE THANK-YOU LETTER SENT BEFORE AN INTERVIEW.

April 5, 20XX

Ms. Kijek,

Thanks so much for your willingness to see me next Wednesday at 9 a.m.

I know that I am one of many who are interested in working with your organization, but I'm confident that you'll find my qualifications are a good fit for the role. I've enclosed a JIST Card that presents the basics of my skills for this job and will bring my resume to the interview.

I appreciate the opportunity to meet you and learn more about the position. Please call me if you have any questions at all.

Sincerely,

Bruce Vernon

(111) 555-1212

bvernon@gmail.com



QUICK TIP

Enclose a JIST Card with your thank-you letters when sending your letter through the mail. You can find JIST Card samples later in this chapter and in chapter 3. JIST Cards provide key information an employer can use to contact you. They also list key skills and other credentials that will help you make a good impression. And the employer might forward the card to someone who might have a job opening for you.



2. After an Interview

One of the best times to send a thank-you letter is right after an interview. Here are several reasons why:

- Doing so makes a positive impression. It shows the employer that you have good follow-up skills—as well as good manners.
- It creates yet another opportunity for you to remain in the employer's consciousness at an important time.
- It gives you a chance to get in the last word. You get to include a reminder of why you're the best candidate for the job and can address any concerns that might have come up during the interview.
- If they have buried, passed along, or lost your resume and previous correspondence, a thank-you letter and corresponding JIST Card provide one more chance for employers to find your number and call you.

For these reasons, I suggest you send a thank-you letter right after the interview and certainly within 24 hours. Figure 14.2 is an example of such a letter.

FIGURE 14.2: SAMPLE THANK-YOU LETTER SENT AFTER AN INTERVIEW.

August 11, 20XX

Dear Mr. O'Beel,

Thank you for the opportunity to interview for the position available in your production department. I want you to know that this is the sort of job I have been looking for and I am enthusiastic about the possibility of working for you.

Now that we have spoken, I know that I have both the experience and skills to fit nicely into your organization and to be productive quickly. The process improvements I implemented at Logistics, Inc., increased their productivity 34%, and I'm confident that I could do the same for you.

Thanks again for the interview; I enjoyed the visit.

Sara Smith

*(505) 665-0090
ssmith@yahoo.com*



QUICK TIP

Send a thank-you letter by e-mail or mail as soon as possible after an interview or meeting. This is when you are freshest in the mind of the person who receives it and are most likely to make a good impression.

3. Whenever Anyone Helps You in Your Job Search

Send a thank-you letter to anyone who helps you during your job search. This includes those who give you referrals, people who provide advice, or simply those who are supportive during your search. I suggest you routinely enclose one or more JIST Cards in these letters because recipients can give them to others who may be in a better position to help you. Figure 14.3 is a sample thank-you letter sent to someone who helped in a job search.

FIGURE 14.3: SAMPLE THANK-YOU LETTER TO SOMEONE WHO HELPED IN A JOB SEARCH.

	October 31, 20XX 2234 Riverbed Ave. Philadelphia, PA 17963
 Ms. Helen A. Colcord Henderson and Associates, Inc. 1801 Washington Blvd., Suite 1201 Philadelphia, PA 17963	
 Dear Ms. Colcord,	
Thank you for sharing your time with me so generously yesterday. I really appreciated talking to you about your career field.	
The information you shared with me increased my desire to work in such an area. Your advice has already proven helpful—I have an appointment to meet with Robert Hopper on Friday.	
In case you think of someone else who might need a person like me, I'm enclosing another resume and JIST Card.	
 Sincerely,	
 Debbie Childs	



Eight Quick Tips for Writing Thank-You Letters

Here are some tips to help you write thank-you letters that get results.

1. Decide Whether E-mail or Snail Mail Makes More Sense

Consider the timing involved and the formality of the person and organization you're sending it to. If you need to get out a letter quickly because it has to arrive before an interview that's coming up soon, or if it's a thank-you letter after an interview and you know the employer will be making a decision soon, e-mail is your best bet. Use regular mail if there's no rush and if you sense that the other person would appreciate the formality of a business letter printed on nice paper and received in the mail.

2. Use Quality Paper and Envelopes

For mailed thank-you letters, use good-quality paper with matching envelopes. It's best to use the same paper that your resume and cover letter are printed on. Off-white and beige are the best colors.

3. Don't Handwrite It

Traditionally, thank-you letters were handwritten, but these days more are written on a computer and printed on resume paper. If you're sending a very quick note to someone you already know well, a handwritten note is acceptable. In all other cases, a formal, word-processed letter is better.

4. Use a Formal Salutation

Unless you know the person you are thanking, don't use a first name unless you've already met the person to whom you're writing and he or she has asked you to use first names, or if you're writing to someone in a more progressive or informal organization. Instead, use "Dear Ms. Smith" or "Ms. Smith," rather than the less formal "Dear Pam." Include the date.

5. Keep the Letter Short and Friendly

Keep your letter short and friendly. Remember, the letter is a thank you for what someone else did, not a hard-sell pitch for what you want. Make sure, however, that in a thank-you letter sent after an interview that you give a reminder of your skills or other qualifications that are relevant to the job. This lets the thank-you letter serve as an expression of appreciation as well as a chance to get the last word on



why you should be hired. The more savvy members of your competition will be doing this, so you should too.

Also, make sure your thank-you letter doesn't sound like a form letter. Put some time and effort into tailoring it for the recipient and the situation. Include specific details from any previous contacts you have had with the person.

As appropriate, be specific about when you will next contact the person. If you plan to meet soon, send a letter saying that you look forward to the meeting and say thank you for the appointment. And make sure that you include something to remind the employer of who you are and how to reach you. Your name alone may not be enough to be remembered.

6. Sign It

Sign your first and last names. Avoid initials and make your signature legible (unless you're being hired for your creative talents, in which case a wacky-looking, illegible signature could be a plus!).



QUICK TIP

Always send a letter or e-mail after an interview, even if things didn't go well. It can't hurt, and you might even be able to clarify some issues of concern for the employer.

7. Send It Right Away

Write and send your letter or e-mail no later than 24 hours after you make your contact. Ideally, you should write it immediately after the contact, while the details are fresh in your mind.

8. Enclose a JIST Card

Depending on the situation, a JIST Card is often the ideal enclosure with a printed thank-you letter. It's small, subtle, and provides your contact information, in case the employer wants to reach you. It's both a reminder of you, should any jobs open up, and a tool to pass along to someone else (see the next section for details on writing JIST Cards).



More Sample Thank-You Letters

Following are a few more samples of thank-you letters. They cover a variety of situations and will give you ideas on how to structure your own correspondence. Notice that they all contain very specific information and typically mention that the writer will follow up in the future—a key element of a successful job search campaign.

Also note that several of these candidates are following up on interviews where no specific job opening exists yet. As I've mentioned elsewhere in this book, getting interviews before a job opening exists is a very smart thing to do.



FIGURE 14.4: SAMPLE THANK-YOU LETTER TO SOMEONE WHO HAS BEEN HELPFUL.

Allan P. Raymond, CPA

29 Brookside Drive, Mystic, CT 06433
860.239.7671 • allanraymond@verizon.net

March 30, 20XX

Ellen Farmer
President, Sound Financial
112 Front Street
New London, CT 06321

Dear Ms. Farmer:

Thank you for taking the time to meet with me. Your ideas were excellent, and I have already reached out to both of the contacts you suggested. Like you, both Mr. Avenida and Mr. Stroman felt that my background makes me a great fit for a small- to medium-sized CPA firm that needs an experienced professional. I am vigorously pursuing all leads and hope that you will keep me in mind as you interact with various business leaders in the New London area.

To that end, I have enclosed a few JIST Cards that are a convenient way for you to pass along my credentials.

As a small way of returning the favor, I have given your name and business cards to two people I know who are in financial transition (Mary McCormick is getting a divorce, and Chris Taylor recently came into a small inheritance) and suggested they give you a call. From what you told me, your services would be a great fit for their special circumstances.

If I can be of further help to you, please let me know. And as you suggested, I will follow up with you from time to time to keep you informed of my progress. Thanks so much!

Best regards,

Allan P. Raymond

enclosures

**FIGURE 14.5: SAMPLE THANK-YOU LETTER WHERE NO OPENING CURRENTLY EXISTS.**

JANINE T. MCGUIRE		
(512) 349-1265	749-A Whistler Court, Austin, TX 78714	jtm@austin.rr.com
<hr/>		
March 30, 20XX		
Robert Smith Vice President of Operations Sanibel Systems, Inc. 4545 Round Rock Parkway Austin, TX 78710		
Dear Bob:		
The information you shared at our meeting today was extremely helpful, and I am very grateful.		
I appreciate that you will keep me in mind for a project leadership role with your company. I am quite willing to start on an interim, as-needed basis; I am sure I will be able to prove very quickly that I offer great value to your firm and your clients.		
In particular, Bob, your upcoming work for Bedrock Systems is very close to my experience with Apex. As you will recall, I led a reengineering project with the purchasing department to bring activities and initiatives in line with the company's strategic goals. The results were remarkable (\$4 million in cost savings in 18 months) and are directly related to Bedrock's current needs and challenges.		
I will keep in touch, Bob, and hope you will call on me if there is some way I can be of help.		
Most sincerely,		
Janine T. McGuire		



FIGURE 14.6: SAMPLE THANK-YOU LETTER REINFORCING THE CANDIDATE’S “FIT” FOR THE JOB.

March 30, 20XX

Dear Samantha,

I know how busy you are, and I am extremely grateful that you were willing to share some time with me on Monday.

I realize that you do not have an opening for me at this time, but I am very interested in joining the Armanda team. From my research, backed up by what you told me on Monday, it is a great fit for not only my skills and expertise, but my preferred work style as well. There is nothing that motivates me more than a tough challenge and a tight deadline!

As you suggested, I will touch base with you in about a month to see whether things have changed.

In the meantime, if there is any way that I can be of help to you, please let me know.

Sincerely,

Ryder Wilson

(555) 555-1212

rwilson@comcast.net

**FIGURE 14.7: SAMPLE THANK-YOU LETTER ASKING FOR THE JOB.**

Kathy Miller

2943 Hillside Street, Unit 2-B ■ Oakland, California 94624 ■ 510-245-7450 ■ kathymliller@verizon.net

March 30, 20XX

Steve Rostakoff
Western Regional Manager
NuTraders Network
9090 Mile High Drive
Denver, CO 80209

Dear Steve:

NuTraders has an exciting future, and I would like to help the Institutional Services division skyrocket to a market-dominant position in the West.

NuTraders' new offerings put the company in a short-term position of market advantage. To seize this advantage requires a "hit the ground running" sales approach. As we discussed, my experience with Schwab closely parallels your new Western Sales Manager position. I know the market... I know the key players... I know the industry and the products... and I have the experience and track record to deliver both immediate revenue results and sustainable long-term growth.

With the right person at the helm, the first-year goal of \$100 million in sales is easily reachable. I believe I am that person. I hope you agree.

As you requested, I am attaching a list of professional references, and I will follow up with you on April 6 to see whether you have any additional questions. Thank you for sharing so much time and information with me this week; I am inspired by your enthusiasm and am eager to play a part in building a strong Western Region for NuTraders.

Sincerely,

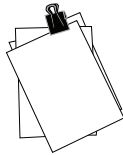
Kathy Miller

enclosure



The JIST Card®: A Mini-Resume and a Powerful Job Search Tool

JIST Cards are a job search tool that gets results. I developed JIST Cards many years ago, almost by accident, as a tool to help job seekers. I was surprised by the positive employer reaction they received back then, so I paid attention and developed them further. Over the years, I have seen them in every imaginable format, and forms of JIST Cards are now being used on the Internet, in personal video interviews, and in other electronic media.



QUICK NOTE

In case you were wondering, the word “JIST” is an acronym originally created for a self-directed job search program I developed years ago. It stands for “Job Information & Seeking Training.” The word JIST was later trademarked and has been used for many years in various forms (including JIST Publishing) to identify self-directed job search, career, and other materials.

Think of a JIST Card as a Very Small Resume

A JIST Card is carefully constructed to contain all the essential information most employers want to know in a very short format. It typically uses a 3-x-5-inch card format, but has been designed into many other sizes and formats, such as a folded business card, or as part of an e-mail.

Your JIST Cards can be handwritten, created with graphics and printed on special papers, or distributed in electronic formats. You should create a JIST Card in addition to a resume because a JIST Card is used in a different way.

JIST Cards Get Results

What matters is what JIST Cards accomplish—they get results. In surveys of employers, more than 90 percent of JIST Cards create a positive impression of the writer within 30 seconds. More amazing is that



about 80 percent of employers say they would be willing to interview the person behind the JIST Card, even if they did not have a job opening now. I know of no other job search technique that has this effect. And to have this effect in about 30 seconds is simply amazing.

How You Can Use JIST Cards

You can use a JIST Card in many ways, including these:

- Attach one to your resume or application.
- Enclose one in a thank-you letter.
- Give them to your friends, relatives, and other contacts—so that they can give them to other people.
- Send them to people who graduated from your school or are members of your professional association.
- Put them on car windshields.
- Post them on the supermarket bulletin board.
- Send them in electronic form as an e-mail.

I'm not kidding about finding JIST Cards on windshields or bulletin boards. I've seen them used in these ways and hear about more ways people are using them all the time.

JIST Card Paper and Format Tips

JIST Cards are most often used in paper formats. Many office-supply stores have perforated light card stock sheets that you can run through your computer printer. You can then tear them apart into 3-x-5-inch cards. Many word-processing programs have templates that allow you to format a 3-x-5-inch card size. You can also use regular-size paper, print several cards on a sheet, and cut it to the size you need. Print shops can also photocopy or print them in the size you need. Get a few hundred at a time. They are cheap, and the objective is to get lots of them in circulation.



USE YOUR JIST CARD AS AN E-MAIL SIGNATURE

If you're making a lot of contacts online, it doesn't hurt to put a condensed version of your JIST Card content at the bottom of your e-mail messages. This is called a signature. Here's how the JIST Card in figure 14.11 might look as an e-mail signature:

Richard Straightarrow
A.S., Electronics Engineering
Home: (602) 253-9678 / Cell: (602) 257-6643 / RES@email.com

Seeking a position in electronics installation, maintenance,
and sales.

- Four years of experience.
- Familiar with all major diagnostic and repair equipment.
- Customer service orientation, problem solver, self-motivated, dependable.

If you are using Microsoft Outlook 2003 to send e-mail, follow these steps to set up your e-mail signature:

1. Select Tools, Options, and the Mail Format tab.
2. Click the Signatures button.
3. Type or paste your text into the text box.
4. Adjust the fonts and formatting as needed.
5. Click the two OK buttons.

Now, whenever you send anyone an e-mail, your JIST Card information will be at the bottom. This is helpful not only for when you e-mail potential employers, but also for when you contact friends. You never know who might see it and realize that they have a lead for you.

Sample JIST Cards

The following sample JIST Cards use a plain format, but you can make them as fancy as you want. So be creative. Look over the examples to see how they are constructed. Some are for entry-level jobs and some are for more advanced ones. The content of the samples, and of your own JIST Card, can be adapted for use as e-mail attachments or signatures, as part of an online or other portfolio, and other formats. So be creative and adapt the idea to best fit your own situation.



QUICK TIP

JIST Cards are harder to write than they look, so carefully review the examples and use the content of your resume as a starting point for content. Once you have your own JIST Card, put hundreds of them in circulation. JIST Cards work, but only if they get to the people in your network.

FIGURE 14.8: SAMPLE JIST CARD FOR AN OFFICE WORKER.

Sandy Nolan

Position: General Office/Clerical

Cell: (512) 232-9213

E-mail: snolan@aol.com

More than two years of work experience plus one year of training in office practices. Type 55 wpm, trained in word processing, post general ledger, have good interpersonal skills, and get along with most people. Can meet deadlines and handle pressure well.

Willing to work any hours.

Organized, honest, reliable, and hardworking.

FIGURE 14.9: SAMPLE JIST CARD FOR A SYSTEMS ANALYST.

Joyce Hua

Home: (214) 173-1659

Message: (214) 274-1436

E-mail: jhua@yahoo.com

Position: Programming/Systems Analyst

More than 10 years of combined education and experience in data processing and related fields. Competent programming in Visual Basic, C, C#, Ruby, and Java, and database management. Extensive PC network applications experience. Have supervised a staff as large as seven on special projects and have a record of meeting deadlines. Operations background in management, sales, and accounting.

Desire career-oriented position; will relocate.

Dedicated, self-starter, creative problem solver.



FIGURE 14.10: SAMPLE JIST CARD FOR A CHEMIST.

Paul Thomas	Home: (301) 681-3922 Cell: (301) 927-9856 pthomas@chem.com
Position: Research Chemist, Research Management in a small-to-medium-sized company	
<p>Ph.D. in biochemistry plus more than 15 years of work experience. Developed and patented various processes with current commercial applications worth many millions of dollars. Experienced with all phases of lab work with an emphasis on chromatography, isolation, and purification of organic and biochemical compounds. Specialize in practical pharmaceutical and agricultural applications of chemical research. Have teaching, supervision, and project management experience.</p> <p>Stable work history, results and task oriented, ambitious, and willing to relocate.</p>	

FIGURE 14.11: SAMPLE JIST CARD FOR AN ELECTRONICS INSTALLER.

Richard Straightarrow	Home: (602) 253-9678 Message: (602) 257-6643 E-mail: RES@email.com
Objective: Electronics installation, maintenance, and sales	
<p>Four years of work experience plus a two-year A.S. degree in Electronics Engineering Technology. Managed a \$360,000/year business while going to school full time, with grades in the top 25%. Familiar with all major electronic diagnostic and repair equipment. Hands-on experience with medical, consumer, communication, and industrial electronics equipment and applications. Good problem-solving and communication skills. Customer service oriented.</p> <p>Willing to do what it takes to get the job done.</p> <p>Self motivated, dependable, learn quickly.</p>	

**FIGURE 14.12: SAMPLE JIST CARD FOR A WAREHOUSE MANAGER.****Juanita Rodriguez**Cell: (639) 361-1754
E-mail: jrodriguez@email.com

Position: Warehouse Management

Six years of experience plus two years of formal business coursework. Have supervised a staff as large as 16 people and warehousing operations covering two acres and valued at more than \$14,000,000. Automated inventory operations resulting in a 30% increase in turnover and estimated annual savings of more than \$250,000. Working knowledge of accounting, computer systems, time and motion studies, and advanced inventory management systems.

Will work any hours.

Responsible, hardworking, and can solve problems.

FIGURE 14.13: SAMPLE JIST CARD FOR A HOTEL MANAGER.**Deborah Levy**Home: (213) 432-8064
Cell: (212) 876-9487
E-mail: debbielevy@yahoo.com

Position: Hotel Management Professional

Four years of experience in sales, catering, and accounting in a 300-room hotel. Associate degree in Hotel Management plus one year with the Boileau Culinary Institute. Doubled revenues from meetings and conferences. Increased dining room and bar revenues by 44%. Have been commended for improving staff productivity and courtesy. I approach my work with industry, imagination, and creative problem-solving skills.

Enthusiastic, well-organized, and detail-oriented.



FIGURE 14.14: SAMPLE JIST CARD FOR A MANAGER.

Jonathan Miller

Cell: (614) 788-2434

E-mail: jonm@gmail.com

Objective: Management

More than 7 years of management experience plus a B.S. degree in business. Managed budgets as large as \$10 million. Experienced in cost control and reduction, cutting more than 20% of overhead while business increased more than 30%. Good organizer and problem solver. Excellent communication skills.

Prefer responsible position in a medium-to-large business.

Cope well with deadline pressure, seek challenge, flexible.

Other Job Search Correspondence

Besides thank-you letters and JIST Cards, you can send a variety of other items to people during your job search. Following are brief comments about some of these methods of communication.

Follow-Up Letters After an Interview

After an interview, you might want to send follow-up correspondence to solve a problem the employer mentioned or to present a proposal. The preceding section showed examples of letters that were sent following an interview. You can easily adapt the content for use in follow-up e-mails.

In some instances, a longer or more detailed letter is appropriate. The objective is to provide additional information or to present a proposal. The sample letter from Sandra A. Zaremba in figure 13.3 (in chapter 13) is an example of a follow-up letter that suggests a specific proposal.

In some cases, you could submit a much more comprehensive proposal that would essentially justify the employer creating a job for you. If a job opening is available, you can submit an outline of what you



would do if hired. In writing such a proposal, it is essential that you specifically tell an employer what you would do and what results these actions would bring. For example, if you propose to increase sales, how would you do it and how much might sales increase?

Enclosures and E-mail Attachments

In some cases, you may want to include items along with the correspondence, such as a writing sample. This can be appropriate, but don't send too much material unless the employer requests it. Never send originals unless you are willing to lose them. Assume, in all cases, that what you send will not be returned to you.

An easier option for the employer is for you to put these items into an online portfolio that the employer can access. That way, the employer can look at as much material as he or she wants, and you do not run the risk of losing your originals. (See chapter 4 for more on online portfolios.)

List of References

Once employers begin to get serious, they might want to contact your references as part of their final screening process. To make this easier for them, I suggest that you prepare a list of people to contact. This list should include the complete name, title, organization, address, phone number, and e-mail address for each reference. You should include information about how each person knows you. For example, indicate that Ms. Rivera was your immediate supervisor for two years.

Be sure to inform those on your list that they might be contacted and asked to provide references. Take the time to prepare them for the call by sending information on the types of jobs you now seek, a current resume, a JIST Card, and other details.



QUICK TIP

If you have any doubt about whether a person will provide you with a positive reference, discuss this in advance so that you know what the individual is likely to say about you. If it is not positive, drop this person from your list.



Letters of Reference

Many organizations fear lawsuits as the result of giving out negative information regarding an ex-employee. For this reason, it can often be difficult for an employer to get any meaningful information about you over the phone. I recommend that you request previous employers and other references to write a letter or e-mail of reference that you can submit to others when asked.

If the letters are positive, the advantages are clear. Even if the letter is negative, at least you now know that there is a problem with this reference. Depending on the situation, you might contact this previous employer and negotiate what he or she will say when called.

Unsolicited Letters Requesting an Interview or Other Assistance

Once more, I want to discourage you from sending out unsolicited letters or e-mail as a primary job search technique. Even though many resume books recommend sending out lots of unsolicited resumes, the evidence is overwhelming that this method does not work for most people. Doing the same thing on the Internet often results in the same outcome. The rare exception is if your skills are very much in demand.

Sending a letter or e-mail to people with whom you share a common bond, such as fellow alumni or members of a professional group, can be reasonably effective. This is particularly so if you are looking for a job in another city or region and you send a letter or e-mail asking someone to help you by providing names of contacts. Several of the sample cover letters in chapter 13 provide examples of this very technique. It can work, particularly if you follow up by phone and e-mail.



PART 5

How to Find a Job Fast

This could be the most important section in this book. It consists of two chapters focused on finding a good job quickly. It gives you all the tools you will need to conduct a quick and effective job search. Remember that a resume alone can't get you a job. That's why I'm providing this extra information—so that your job search will be as short as possible and that you will find the right job for you.

Chapter 15: Get a Good Job in Less Time 337

**Chapter 16: Quick Tips for Using the Internet
in Your Job Search** 365



CHAPTER 15

Get a Good Job in Less Time

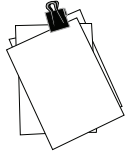
This chapter provides you with an overview of career planning and job seeking skills. It illustrates quick but helpful techniques that you can use to shorten the time it takes to get a job.

Hopefully you have jumped to this chapter after finishing one of the basic resumes in part 1. With resume in hand, you can set out to accomplish your real objective: getting a job.

Career Planning and Job Search Advice

Although a resume is a tool to help you get a job, few resume books provide good advice on job seeking. In fact, most resume books give bad advice. For example, they often tell you to send out lots of resumes and get them into the stacks on employers' desks. Then, if your resume (or cover letter) is good enough, employers will pick it out of the pile and ask you in for an interview.

This advice is old fashioned and downright harmful. It puts you at the mercy of some employer whose mindset is to screen people out. It encourages you to be passive and wait for employers to call you. And, worst of all, it assumes that the job search is limited to talking to employers who have job openings now and excludes all those who do not—but who might soon.



QUICK NOTE

If you are planning your career or need to know more about finding a job, I strongly encourage you to learn more. You can find more details in job search books such as *Job Search Magic* (Susan Britton Whitcomb), *Make Job Loss Work for You* (Richard and Terri Deems), *Eliminated! Now What?* (Jean Baur), and *I Found a Job!* (Marcia Heroux Pounds).

You can use job search techniques that are far more effective than the traditional ones. The best job search techniques are based on common sense. They encourage you to be clear about what you want and then to go out and actively look for it. It takes some nerve, but people who use the techniques presented in this chapter have proven that they do work. The techniques help you find better jobs in less time. And that's what job search should be all about, isn't it?

AVOID THE TEMPTATION TO JUST SCAN THIS MATERIAL— DO THE ACTIVITIES

I know that you will resist doing the activities included here. But trust me, completing them is worthwhile. Those who do them will have a better sense of what they are good at, what they want to do, and how to go about doing it. They are likely to get more interviews and to present themselves better in those interviews.

Interestingly, you will—after reading this section and doing its activities—have spent more time planning your career than most people. You will know far more than the average job seeker about how to go about finding a job. Although you may want to know more, I hope that this is enough to get you started.

Although this book will teach you techniques to find a better job in less time, job seeking requires you to act, not just learn. So consider what you can do to put the techniques to work for you. Do the activities. Create a daily plan. Get more interviews. The sooner and harder you get to work on your job search, the shorter it is likely to be.



Changing Jobs and Careers Is Often Healthy

Most of us were told from an early age that each career move must be up, involving more money, responsibility, and prestige. However, research indicates that people change careers for many other reasons as well.

In a survey conducted by the Gallup Organization for the National Occupational Information Coordinating Committee, 44 percent of the working adults surveyed expected to be in a different job within three years. Yet only 41 percent had a definite plan to follow in mapping out their careers.

Logical, ordered careers are found more often with increasing levels of education. For example, although 25 percent of high school dropouts took the only job available, this was true for only 8 percent of those with at least some college. But you should not assume this means that such occupational stability is healthy. Many adult developmental psychologists believe occupational change is not only normal, but may even be necessary for sound adult growth and development.



QUICK TIP

It is common, even normal, to reconsider occupational roles during your twenties, thirties, and forties, even in the absence of economic pressure to do so.

One viewpoint is that a healthy occupational change allows some previously undeveloped aspect of the self to emerge. The change may be as natural as from clerk to supervisor or as drastic as from professional musician to airline pilot. Although risk is always a factor when change is involved, reasonable risks are healthy and can raise self-esteem.

Whether you are seeking similar work in another setting or changing careers, you need a workable plan to find the right job. The rest of this chapter gives you the information you need to help you find a good job quickly.



Seven Steps for a Quick and Successful Job Search

You can't just read about getting a job. The best way to get a job is to go out and get interviews! The best way to get interviews is to make a job out of getting a job. I have identified just seven things you need to do that make a big difference in your job search. The following sections cover each of these steps.

SEVEN STEPS FOR A QUICK JOB SEARCH

1. Identify your skills.
2. Have a clear job objective.
3. Know where and how to look for job leads.
4. Spend at least 25 hours a week looking for a job—more if you're currently unemployed.
5. Get two interviews a day.
6. Do well in interviews.
7. Follow up on all contacts.

Step 1: Identify Your Skills

An effective career plan requires that you know your skills. Chapters 5 and 6 cover the basics of how to identify your key skills. If you have not spent time on this issue, I strongly suggest that you do. It's very important for both planning your career and presenting yourself effectively throughout your job search.

Most job seekers cannot answer the question, "Why should I hire you?" The consequence of not being able to answer that question, as you might guess, is that your chances of getting a job offer are greatly reduced. Knowing your skills, therefore, gives you a distinct advantage in the job search as well as helps you write a more effective resume.

If you have not done the skills-identification activities in chapters 5 and 6 or are not able to identify your key skills, review those chapters before you go on with your search for a job. Assuming that you have completed the activities in chapters 5 and 6, here are some reminder lists on your most important skills. Transfer your answers from those chapters to these lines.



A Skills Review

Your top three adaptive/self-management skills (from page 84)

1. _____
2. _____
3. _____

Your top five transferable skills (from page 87)

1. _____
2. _____
3. _____
4. _____
5. _____

Your top five job-related skills (from pages 165–166)

1. _____
2. _____
3. _____
4. _____
5. _____

Step 2: Have a Clear Job Objective

Having a clear job objective is not just an issue for your resume. I realize how difficult it can be to figure out the exact job you want; however, getting as close as you can is essential.



Too many people look for a job without having a good idea of exactly what they are looking for. Before you go out looking for *a* job, you need to first define exactly what it is you really want—*the* job. Most people think a job objective is the same as a job title, but it isn't. You need to consider other elements of what makes a job satisfying for you. Then, later, you can decide what that job is called and what industry it might be in.

Chapter 7 covers the basics of defining a clear job objective. That chapter also discusses the importance of considering your industry preferences. With that information, and additional study as needed, you should have a clearer sense of the job you want and the industry where you would like to work. So, if you don't have a clear job objective, I suggest you spend more time with chapter 7.

Here are a few points from chapter 7 to summarize the elements to consider in your ideal job. Transfer your answers from that chapter to these lines.

Your Ideal Job

What skills do you want to use? (from page 130)

1. _____
2. _____
3. _____
4. _____
5. _____



What special knowledge would you like to use in your ideal job? (from page 124)

What types of people do you like to work with or for? (from page 124)

What type of work environment do you prefer? (from page 125)

Where do you want your next job to be located? (from page 125)

(continued)



(continued)

How much money do you hope to make in your next job? (from page 125)

How much responsibility are you willing to accept? (from page 126)

What things are important or have meaning to you? (from page 126)

Describe your ideal job (from page 127):

Step 3: Know Where and How to Look for Job Leads

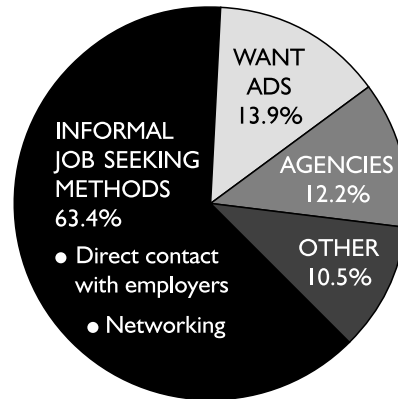
One survey found that about 85 percent of all employers don't advertise their job openings. They hire people they know, people who find out about the jobs through word of mouth, or people who happen to be in the right place at the right time. Although the Internet has changed how some employers find people, getting a solid lead is still too often a matter of "luck." But the good news is that, by using the right techniques, you can learn to increase your "luck" in finding job openings.



Traditional Job Search Methods Are Not Very Effective

Most job seekers don't know how ineffective some traditional job hunting techniques tend to be. For example, the chart on this page shows that fewer than 15 percent of all job seekers get jobs from reading the want ads.

FIGURE 15.1: HOW PEOPLE FIND JOBS.



Here is more detail on the effectiveness of seven of the most popular traditional job search methods:

- **Help-wanted ads:** Less than 15 percent of all people get their jobs through the newspaper want ads. Everyone who reads the paper knows about these openings, so competition for advertised jobs is fierce. You can get want ads through the Internet for most metropolitan newspapers—but so can everyone else. (Position advertisements on Internet job boards are discussed separately in chapter 16.) Still, some people get jobs through ads, so go ahead and apply. Just be sure to spend most of your time using more effective methods.
- **State employment services:** Each state has a network of local offices to administer unemployment compensation and provide job leads and other services. These services are provided without charge to you or employers. Names vary by state, so it may be called “Job Service,” “Department of Labor,” “Workforce Development,” “Unemployment Office,” “WorkOne,” or another name.



Nationally, only about 5 percent of all job seekers get their jobs here, and these organizations typically know of only one-tenth (or fewer) of the job openings in a region. You can find your local office and state job bank at www.careeronestop.org.

- **Private employment agencies:** Recent studies have found that staffing agencies work reasonably well for those who use them. But consider some cautions. For one thing, these agencies work best for entry-level positions or for those with specialized, in-demand skills. Most people who use a private agency usually find their jobs using some other source, making the success record of these businesses quite modest.

Private agencies charge a fee as high as 20 percent of your annual salary to you or to the employer. Because of the high expense, you can require that you be referred only to interviews where the employer pays the fee. Keep in mind that most private agencies find job openings by calling employers, something you could do yourself.



QUICK ALERT

Never work with a search firm or employment agency that charges you to get a job through them. Legitimate firms are paid only by the employer for whom they fill jobs. There should be no cost to you. (But don't confuse this advice with the fees you pay to private-practice career counselors or coaches; they provide coaching services for a fee and don't promise you a job.)

- **Temporary agencies:** These can be a source of quick but temporary jobs to bring in some income while you look for long-term employment. Temp jobs also give you experience in a variety of settings—something that can help you land full-time jobs later. More and more employers are also using these jobs as a way to evaluate workers for permanent jobs. So consider using these agencies if it makes sense, but continue an active search for a full-time job.



- **Sending out resumes:** One survey found that you would have to mail more than 500 unsolicited resumes to get one interview! Like other traditional approaches, use this method sparingly because the numbers are stacked against you.

A better approach is to contact the person who might hire you, by phone or via e-mail, to set up an interview directly; then send a resume. If you insist on sending out unsolicited resumes, do this on weekends and evenings and save the “prime-time” job-searching hours for more effective techniques.

- **Filling out applications:** Most employers use applications to screen people out. Larger organizations may require them, but remember that your task is to get an interview, not fill out an application. If you do complete applications, make them neat and error-free and do not include anything that could get you screened out. Never present something in a way an employer would see as a negative. For example, instead of saying you were “fired,” say “position eliminated due to corporate downsizing.” If the form asks for pay requirements, simply write in something like “flexible” instead of giving a specific number.



QUICK TIP

If necessary, leave a problem question or section blank on an application, or write “Will explain in interview.” You can always explain it after you get an interview.

- **Human resource departments:** Hardly anyone gets hired by interviewers in HR or personnel departments. Their job is to screen you and then refer the top applicants to the person who would supervise you. You may need to cooperate with the people in HR, but it is often better to talk directly to the person who is most likely to supervise you—even if no opening exists at the moment. And remember that many smaller organizations don’t even have HR or personnel offices.



The Two Job Search Methods That Work Best

About two-thirds of all people get their jobs using informal methods. These jobs are often not advertised and are part of the “hidden” job market. How can you find them?

There are two basic informal job search methods: networking with people you know (which I call warm contacts), and making direct contacts with an employer (which I call cold contacts). They are both based on the most important job search rule of all: **Don’t wait until the job is open before contacting the employer!**

Most jobs are filled by someone the employer meets before the job is formally open. So the trick is to meet people who can hire you *before* a job is available. Instead of saying, “Do you have any jobs open?” say, “I realize you may not have any openings now, but I would still like to talk to you about the possibility of future openings.”

Develop a Network of Contacts in Five Easy Steps

One study found that about 40 percent of all people found their jobs through a lead provided by a friend, a relative, or an acquaintance. Developing new contacts is called “networking,” and here’s how it works:

1. **Make lists of people you know.** Develop a list of anyone with whom you are friendly; then make a separate list of all your relatives. These two lists alone often add up to 25 to 100 people or more. Next, think of other groups with whom you have something in common, such as former coworkers or classmates; members of your social or sports groups; members of your professional association; former employers; and members of your religious group. You may not know many of these people personally, but most will help you if you ask them.
2. **Contact the people on your lists in a systematic way.** Each of these people is a contact for you. Obviously, some lists and some people on those lists will be more helpful than others, but almost any one of them could help you find a job lead.
3. **Present yourself well.** Begin with your friends and relatives. Call or e-mail them and tell them you are looking for a job and need their help. Be as clear as possible about what you are looking for



and what skills and qualifications you have. Look at the sample phone script later in this chapter for presentation ideas.

4. **Ask them for leads.** It's possible that they will know of a job opening that is just right for you. If so, get the details and get right on it! More likely, however, they will not, so here are three questions you should ask:
 1. **Do you know of any openings for a person with my skills?**
If the answer is no (which it usually is), ask the next question.
 2. **Do you know of someone else who might know of such an opening?** If your contact does, get that name and ask for another one. If he or she doesn't, ask the next question.
 3. **Do you know of anyone who might know of someone else who might?** Another good way to ask this is "Do you know someone who knows lots of people?" If all else fails, this will usually get you a name.
5. **Contact these referrals and ask them the same questions.** For each original contact, you can extend your network of acquaintances by hundreds of people. Eventually, one of these people will hire you or refer you to someone who will. If you use networking thoroughly, it may be the only job search technique you need.



QUICK TIP

If you're worried that you don't know enough people to network effectively, concentrate on going to group events where you'll have a large pool of people from which to develop contacts, rather than just meeting people one by one. Attend professional association meetings, lectures, classes, social functions, and anywhere that you can meet a lot of people.

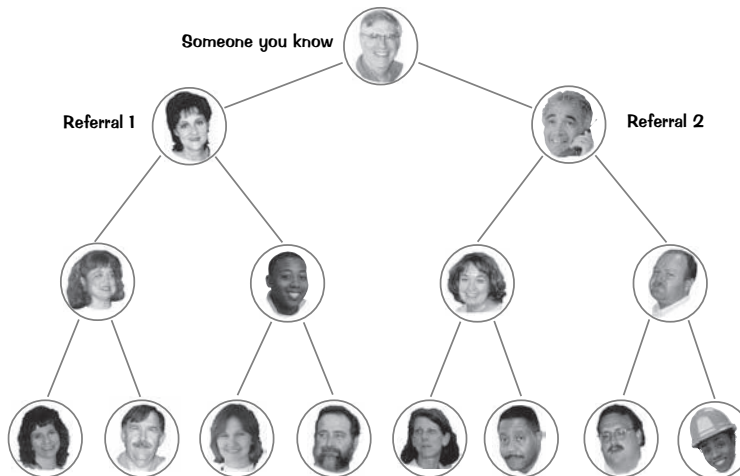
Networking is about much more than asking people whether they know of any job openings. The answer is likely to be no, so that question doesn't get you far. Instead, look at networking as a way to build relationships with people who know other people, who may know other people who know of jobs. Networking is also about getting advice about your search and insight into the organizations you're trying to break into.



QUICK TIP

An easy way to find networking contacts you might have lost track of is to join an online networking site such as LinkedIn (www.linkedin.com) to search for their names on the site. If they are also a member (and millions of people now are), you will find out where they work now and be able to connect with them online. Then you can easily see who's in their networks and can ask them to help you connect with others.

FIGURE 15.2: HOW REFERRALS CAN EXPAND YOUR NETWORK.



If you ask each referral for two names and follow through, your network will soon look like this:





Use Cold Contacts—Contact Employers Directly

It takes more courage, but contacting an employer directly is a variation on the networking idea and a very effective job search technique. I call these cold contacts because you don't know or have an existing connection with the employers. Following are two basic techniques for making cold contacts.

- **Use the Yellow Pages to find potential employers.** Online directory sites like www.yellowpages.com and others allow you to find potential employers anywhere, but the print version is best if you're looking for a local job. You can begin by looking at the index and asking for each entry, "Would an organization of this kind need a person with my skills?" If the answer is "yes," then that type of organization or business is a possible target. You can also rate "yes" entries based on your interest, writing an "A" next to those that seem very interesting, a "B" next to those you are not sure of, and a "C" next to those that don't seem interesting at all.

Next, select a type of organization that got a "yes" response (such as "hotels") and turn to the section of the Yellow Pages where they are listed. Then call the organizations and ask to speak to the person who is most likely to hire or supervise you. A sample telephone script is included later in this section to give you ideas about what to say.

The Internet provides a variety of ways to do the same thing in a different way. For example, Yellow Pages listings are available online for any geographic area of the country. And many businesses have Web sites where you can get information and apply for job openings. There are also databases of companies that you can search to develop "hit lists." Several of these databases are listed in chapter 16.

- **Drop in without an appointment.** Although building security has become increasingly tight in some locations, you can sometimes simply walk into many potential employers' organizations and ask to speak to the person in charge. This is particularly effective in small businesses, but it works surprisingly well in larger ones, too. Remember, you want an interview even if there are no openings



now. If your timing is inconvenient, ask for a better time to come back for an interview.

- **Use the phone to get job leads.** Once you have created your JIST Card (see chapter 14), it's easy to create a telephone contact script based on it. Adapt the basic script to call people you know or your Yellow Pages leads. Select Yellow Pages index categories that might use a person with your skills and get the numbers of specific organizations in that category. Once you get to the person who is most likely to supervise you, present your phone script.

Although it doesn't work every time, most people, with practice, can get one or more interviews in an hour by making these cold calls. Here is a sample phone script based on a JIST Card:

Hello, my name is Pam Nykanen. I'm interested in a position in hotel management. I have four years of experience in sales, catering, and accounting with a 300-room hotel. I also have an associate degree in Hotel Management, plus one year of experience with the Bradey Culinary Institute. During my employment, I helped double revenues from meetings and conferences and increased bar revenues by 46 percent. I have good problem-solving skills and am good with people. I am also well organized, hardworking, and detail oriented. When may I come in for an interview?

Although this example assumes that you are calling someone you don't know, the script can be easily modified for presentation to warm contacts, including referrals. Using the script for making cold calls takes courage, but it works for most people.

MOST JOBS ARE WITH SMALL EMPLOYERS

About 70 percent of all people work in small businesses—those with 250 or fewer employees. While the largest corporations have reduced the number of employees, small businesses have been creating as many as 80 percent of the new jobs over the past decade or so.

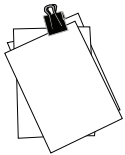
Smaller organizations are where most of the job search action is. Many opportunities exist to obtain training and promotions in smaller organizations, too. Many do not even have HR departments, so nontraditional job search techniques are particularly effective with these companies.



Step 4: Spend at Least 25 Hours a Week Looking for a Job

On average, job seekers spend fewer than 15 hours a week looking for work. The average length of unemployment varies from three or more months, with some being out of work far longer (older workers and higher earners are two groups who take longer, and everyone has a harder time during recessions). There is a clear connection between how long it takes to find a job and the number of hours spent looking on a daily and weekly basis.

The more time you spend on your job search each week, the less time you are likely to remain unemployed. Of course, using more effective job search methods also helps. Those who follow my advice have proven, over and over, that they get jobs in less than half the average time; and they often get better jobs, too. Time management is the key.



QUICK NOTE

Of course, if you are currently employed and looking for a better job, you would spend less than 25 hours a week looking—but the principles remain the same.

If you are unemployed and looking for a full-time job, you should look for a job on a full-time basis. It just makes sense, although many do not do so because of discouragement, lack of good techniques, and lack of structure. Most job seekers have no idea what they are going to do next Thursday—they don't have a plan. The most important thing is to decide how many hours you can commit to your job search, and then stay with it. If you are unemployed, you should spend a minimum of 25 hours a week on solid job search activities with no goofing around, and even more is better. The following worksheet walks you through a simple but effective process to help you organize your job search schedule.



Structure Your Job Search Like a Job

1. **Decide how many hours you will spend a week looking for work.**

Write here how many hours you are willing to spend each week looking for a job:

2. **Decide which days and times you will look for work.**

Answering the following questions requires you to have a schedule and a plan, just as you had when you were working.

Which days of the week will you spend looking for a job? _____

How many hours will you look each day? _____

At what time will you begin and end your job search on each of these days? _____

3. **Create a specific daily schedule.**

A specific daily job search schedule is very important because most job seekers find it hard to stay productive each day. You already know which job search methods are most effective, and you should plan on spending most of your time using those methods.

The sample daily schedule that follows has been very effective for people who have used it, and it will give you ideas for your own. Although you are welcome to create your daily schedule however you like, I urge you to consider one similar to this one because it works.

7–8 a.m.	Get up, shower, dress, eat breakfast.
8–8:15 a.m.	Organize workspace; review schedule for interviews or follow-ups; update schedule.
8:15–9 a.m.	Review old leads for follow-up; develop new leads (want ads, Internet, networking lists, and so on).
9–10 a.m.	Make networking or direct employer phone calls or Internet contacts; set up meetings and interviews.



10–10:15 a.m.	Take a break!
10:15–11 a.m.	Make more new calls and Internet contacts.
11–12 p.m.	Make follow-up calls and e-mails as needed.
12–1 p.m.	Lunch break.
1–5 p.m.	Go on interviews and networking meetings; make cold contacts in the field; conduct research for upcoming interviews.
5–8 p.m.	Attend networking events.

4. **Get a schedule book and write down your job search schedule.**

This is important: If you are not accustomed to using a daily schedule book or planner, promise yourself that you will get a good one today. Choose one that allows plenty of space for each day's plan on an hourly basis, plus room for daily "to-do" listings. Write in your daily schedule in advance; then add interviews as they come. Get used to carrying it with you and using it!



QUICK TIP

If a schedule book sounds a little too "old school" for you, you can manage your schedule with a smartphone or a calendar program on your PC. But if you're on a budget, you can pick up a spiral-bound organizer at an office-supply store for less than \$10.

Step 5: Get Two Interviews a Day

The average job seeker gets about five interviews a month—fewer than two interviews a week. Yet many job seekers using the techniques I suggest routinely get two interviews a day. But to accomplish this, you must first redefine what an interview is.

THE NEW DEFINITION OF AN INTERVIEW

An interview is any face-to-face contact with a person who has the authority to hire or supervise someone with your skills. The person may or may not have an opening at the time.



With this definition, it is *much* easier to get interviews. You can now interview with all kinds of potential employers, not just those who have job openings. Many job seekers use the Yellow Pages to get two interviews with just one hour of calls by using the telephone contact script discussed earlier. Others drop in on a potential employer and ask for an unscheduled interview—and they get one. And getting names of others to contact from those you know—networking—is quite effective if you persist.

Getting two interviews a day equals 10 a week and 40 a month. That's 800 percent more interviews than the average job seeker gets. Who do you think will get a job offer quicker? So set out each day to get at least two interviews. It's quite possible to do, now that you know how.

Step 6: Do Well in Interviews

No matter how you get an interview, once you're there, you will have to create a good impression...

- Even if your resume is one of the 10 best ever written.
- Even if you have the best of credentials.
- Even if you really want the job.



QUICK TIP

One study indicated that, of those who made it as far as the interview (many others were screened out before then), about 40 percent created a bad first impression, mostly based on their dress and grooming. First impressions count, and if you make a bad one, your chances of getting a job offer rapidly decrease to about zero.

The following sections give advice for making a good impression in job interviews.

Dress for Success

Although there is more to making a good first impression than your dress and grooming, this is fortunately something that you can control. So, for this reason, I have created the following rule:

**FARR'S DRESS AND GROOMING RULE:**

Dress the way you think the boss is most likely to dress—only neater.

Dress for success. If necessary, ask someone who dresses well to help you select an interview outfit. Pay close attention to your grooming, too.

How to Answer Tough Interview Questions

Interviews are where the job search action happens. You have to get them; then you have to do well in them. If you have done your homework, you will seek out interviews for jobs that will maximize your skills. That's a good start, but your ability to communicate your skills in the interview makes an enormous difference.

This is where, according to employer surveys, most job seekers have problems. A large percentage of job seekers don't effectively communicate the skills they have to do the job, and they answer one or more "problem" questions poorly. Trust me, this is a big problem. If you leave the interview without having answered one or more problem questions effectively, your odds of getting a job offer are greatly decreased.

Although thousands of problem interview questions are possible, here are just 10 that, if you can plan how to answer them well, will prepare you for most interviews.

TOP 10 PROBLEM QUESTIONS

1. Why don't you tell me about yourself?
2. Why should I hire you?
3. What are your major strengths?
4. What are your major weaknesses?
5. What sort of pay do you expect to receive?
6. How does your previous experience relate to the jobs we have here?
7. What are your plans for the future?

(continued)



(continued)

8. What will your former employer (or references) say about you?
9. Why are you looking for this type of position, and why here?
10. Why don't you tell me about your personal situation?

I don't have the space here to give thorough answers to all of these questions, and there are potentially hundreds of additional questions you might be asked. Instead, let me suggest several techniques I have developed that you can use to answer almost any interview question.

A TRADITIONAL INTERVIEW IS NOT A FRIENDLY EXCHANGE

In a traditional interview situation, there is a job opening, and you are one of several (or one of a hundred) applicants. In this setting, the employer's task is to eliminate all but one applicant.

Assuming that you got as far as an interview, the interviewer's questions are designed to elicit information that can be used to screen you out. If you are wise, you know that your task is to avoid getting screened out. It's not an open and honest interaction, is it? This illustrates yet another advantage of nontraditional job search techniques: the ability to talk to an employer before an opening exists. This eliminates the stress of a traditional interview. Employers are not trying to screen you out, and you are not trying to keep them from finding out the bad stuff about you.

The Three-Step Process for Answering Interview Questions

I know this might seem too simple, but the Three-Step Process is easy to remember. Its simplicity allows you to evaluate a question and create a good answer. The technique is based on sound principles and has worked for thousands of people.

1. Understand what is really being asked.

Most questions are really designed to find out about your self-management skills and personality. Although they are rarely this blunt, the employer's real questions are often directed at finding out the following:



- Can I depend on you?
- Are you easy to get along with?
- Are you a good worker?
- Do you have the experience and training to do the job if we hire you?
- Are you likely to stay on the job for a reasonable period of time and be productive?

Ultimately, if the employer is not convinced that you will stay and be a good worker, it won't matter if you have the best credentials. He or she won't hire you.

2. Answer the question briefly, in a non-damaging way.

Acknowledge the facts, but present them as an advantage rather than a disadvantage.

Many interview questions encourage you to provide negative information. The classic is the "What are your major weaknesses?" question that I included in my top 10 problem questions list. Obviously, this is a trick question, and many people are not prepared for it. A good response might be to mention something that is not all that damaging, such as "I have been told that I am a perfectionist, sometimes not delegating as effectively as I might." But your answer is not complete until you do the last step.

3. Answer the real concern by presenting your related skills.

Base your answer on the key skills that you have identified and that are needed in this job. Give examples to support your skills statements. For example, an employer might say to a recent graduate, "We were looking for someone with more experience in this field. Why should we consider you?" Here is one possible answer: "I'm sure there are people who have more experience, but I do have more than six years of work experience, including three years of advanced training and hands-on experience using the latest methods and techniques. Because my training is recent, I am open to new ideas and am used to working hard and learning quickly."



In the example I presented in Step 2 (about your need to delegate more effectively), a good skills statement might be “I have been working on this problem and have learned to be more willing to let my staff do things, making sure that they have good training and supervision. I’ve found that their performance improves, and it frees me up to do other things.”

Whatever your situation, learn to use it to your advantage. It is essential to communicate your skills during an interview, and the Three-Step Process gives you a technique that can dramatically improve your responses. It works!

Step 7: Follow Up on All Contacts

People who follow up with potential employers and with others in their network get jobs faster than those who do not. This is another principle that seems too simple to be so important, but it is true.

FOUR RULES FOR EFFECTIVE FOLLOW-UP

1. Send a thank-you note to every person who helps you in your job search.
2. Send the thank-you note within 24 hours of speaking with the person.
3. Enclose JIST Cards with thank-you notes and all other correspondence.
4. Develop a system to keep following up with good contacts.

Thank-You Notes Make a Difference

Within 24 hours of the interview, send a thank-you note or e-mail to each person you spoke with. This gives you a great advantage over all the competing job seekers who don’t take time to do this. Thank-you notes can be handwritten or typed on quality paper and matching envelopes or e-mailed. Keep your note simple, neat, and errorless. Following is a sample.

**FIGURE 15.3: SAMPLE THANK-YOU NOTE.**

April 16, 20XX

2234 Riverwood Ave.
Philadelphia, PA 17963

Ms. Sandra Kijek
Henderson & Associates, Inc.
1801 Washington Blvd., Suite 1201
Philadelphia, PA 17963

Dear Ms. Kijek:

Thank you for sharing your time with me so generously today. I really appreciated seeing your state-of-the-art computer equipment.

Your advice has already proved helpful. I have an appointment to meet with Mr. Robert Hopper on Friday as you anticipated.

Please consider referring me to others if you think of someone else who might need a person with my skills.

Sincerely,

William Richardson

wrichardson@gmail.com
(333) 555-1212

See chapter 14 for more examples of thank-you notes and letters.

Use Job Lead Cards to Organize Your Contacts

Use a simple 3-x-5-inch card to keep essential information about each person in your network. Buy a 3-x-5-inch card file box and tabs for each day of the month. File the cards under the date you want to contact the person, and the rest is easy. I've found that staying in touch with a good contact every other week can pay off big.



USE TECHNOLOGY TO ORGANIZE YOUR JOB SEARCH

You can take advantage of technology to help you manage your job search. Here are just a few of your many options:

- **Contact-management smartphone apps:** Contact-management apps are built into several smartphone types, and you can buy and download more sophisticated ones if you choose.
- **PC-based contact-management programs:** Programs such as ACT! enable you to create electronic “cards” for each contact and integrate them into your weekly schedule.
- **Contact-management social networking sites:** Plaxo (www.plaxo.com) is a social networking site that focuses on organizing contact information for your professional and other connections.
- **Spreadsheet programs:** You can create a spreadsheet with a program such as Microsoft Excel where you log your activity and keep details on each person and organization.
- **Free online calendar programs:** Both Yahoo! (www.calendar.yahoo.com) and Google (www.google.com/calendar) offer online calendar programs that you can use to set your schedule, get reminders of upcoming appointments, and more.
- **JibberJobber:** The JibberJobber Web site (www.jibberjobber.com) provides online tools for tracking your contacts and managing your job search. The basic level is free, or you can buy an upgrade with more features.

Here’s a sample card to give you ideas for creating your own if you use the index card method.

**FIGURE 15.4: SAMPLE JOB LEAD CARD.**

ORGANIZATION: <u>Mutual Health Insurance</u>	
CONTACT PERSON: <u>Anna Tomey</u>	PHONE: <u>317-355-0216</u>
SOURCE OF LEAD: <u>Aunt Ruth</u>	
NOTES: <u>4/10 Called. Anna on vacation. Call back 4/15. 4/15 Interview set</u>	
<u>4/20 at 1:30. 4/20 Anna showed me around. They use the same computers</u>	
<u>we used in school! (Friendly people.) Sent thank-you note and JIST</u>	
<u>Card, call back 5/1. 5/1 Second interview 5/8 at 9 a.m.!</u>	

The Quick Job Search Review

Here are a few thoughts to keep in mind as you go forward with your job search:

- Approach your job search as if it were a job itself.
- Get organized and spend at least 25 hours per week actively looking.
- Know your skills and have a clear job objective.
- Get lots of interviews, including exploratory interviews through networking.
- Have a good answer to the question “Why should I hire you?”
- Follow up on all the leads you generate and send out lots of thank-you notes and JIST Cards.
- Pay attention to all the details; then be yourself in the interview. Remember that employers are people, too. They will hire someone who they feel will do the job well, be reliable, and fit easily into the work environment.



- When you want the job, tell the employer that you want the job and why.
- Believe in yourself and ask people to help you.

It's that simple.



CHAPTER 16

Quick Tips for Using the Internet in Your Job Search

Now that you've gotten an overview of the quickest and most efficient job search methods, this chapter focuses on the Internet as one of those job search tools.

Career and job hunting resources are all over the Internet. Telling you all that it contains relevant to your search is just not possible. My objective is not to cover all there is to know about career resources on the Web. Instead, I want to help you make the most of this powerful tool in your search and avoid some of the common pitfalls.

The Internet as a Tool for Your Job Search

You probably use the Internet every day. But is it a good place for job seeking? Yes and no.

I say yes because people do get jobs through contacts they've made on the Internet, and the numbers that do are increasing. The Internet is another tool to use in your search for a good job. But you should also know that the Internet has its limitations.

The Dangers of Online Job Hunting

Although the Internet has worked for many in finding job leads, far more people have been disappointed. Online job hunting can seem like the greatest thing since sliced bread in that it's so easy. You put



your resume into a database such as Monster.com and sit back while it does all the work for you—24 hours a day. It's true that the Internet has made job searching much easier in a lot of ways, but using it is often not as effective as you might hope.



QUICK ALERT

Never give out your Social Security number on the Internet. The only exception is when you're applying for federal jobs through USAJOBS or directly with a government agency, in which case your SSN is required as part of your application. Even so, security breaches have left those numbers vulnerable to identity thieves.

It Makes You Too Passive

Many job seekers assume they can simply put resumes in Internet resume databases and employers will line up to hire them. It sometimes happens this way, but not often. This is the same negative experience that people have when mailing lots of unsolicited resumes to human resource offices—a hopeful but mostly ineffective, shot-in-the-dark approach that has been around since long before computers.

There's a Huge Amount of Competition

Many Web sites have millions of job seekers posting resumes and applying for jobs every day. So you have a lot of competition. The odds of your resume being the one that gets looked at are slim. You have to make sure your resume has the right keywords (as discussed in chapter 4) and then hope for the best. You are better off making real-world contacts and finding the hidden jobs.

It's Too Easy to Get Sidetracked and Waste Valuable Time

The temptations of the entire world are at your fingertips online. A quick check of e-mail or Facebook can turn into a wasted hour before you know it. All the other tempting videos, shopping, games, and other entertainment can distract you for hours on end. Even if you are dedicated and stick to job search activities, it's easy to spend a lot of time applying for jobs for which you have little chance of getting an interview.



A Threat to Your Personal Security

A major downside to online job hunting is the potential for personal security breaches, ranging from the annoying, as in unwanted spam mail, to the highly invasive, such as identity theft. Many job seekers opt for leaving their phone number and address off of their electronic resume—using only their e-mail address—to minimize the chances that criminals can track down their Social Security number or other personal data.

PHISHING AND SPOOFING

A warning from the U.S. Office of Personnel Management's Web site regarding fraudulent e-mails:

"Spam e-mail is such a common occurrence, you may think you know what to look for. But there are two types of e-mail scams that can be more difficult to identify, and that can be especially harmful if you fail to notice the warning signs: phishing and spoofing. Both practices concern fraudulent e-mail where the 'from' address has been forged to make it appear as if it came from somewhere, or someone, other than the actual source.

"Phishing e-mails are used to fraudulently obtain personal identification and account information. They can also be used to lure the recipient into downloading malicious spyware or malware programs. The message will often suggest there are issues with the recipient's account that require immediate attention. A link will also be provided to a spoof Web site where the recipient will be asked to provide personal/account information or download malicious software.

"Spoof e-mails often include a fraudulent offer of employment and/or the invitation to serve as a go-between for payment processing or money transfers. In most cases, the sender uses a program to auto-generate an e-mail list using random e-mail addresses. Like with phishing e-mails, the sender's address is often disguised."

There Are Many Ways to Use the Internet in Your Job Search

Job seeking on the Internet involves more than simply visiting job boards and posting your resume in resume banks.



Don't forget that in addition to posting your resume or browsing jobs, you can use the Internet in other ways in your job search such as research, networking, and identifying employers to contact directly. Here are some of the ways the Internet can help you in your job search:

- **Employer Web sites:** Many employers have Web sites that include substantial information plus a list of job openings and a way to apply for them. Some sites allow you to interact with staff online or via e-mail to get answers to questions about working there.
- **Information:** You can search for information on a specific employer or industry, get job descriptions that list skills and requirements to emphasize in interviews (and on your resume), find career counseling and job search advice, and look up almost anything else you need related to your job search.
- **E-mail:** Most employers accept resumes via e-mail, and many will correspond with you this way. Many resume database sites will send you e-mail notices or RSS feeds of newly added jobs that meet your criteria.
- **Specialty sites:** People in the TV industry have specialized associations and magazines, and the same is true of other fields. Your task is to find the Web sites that specialize in the jobs that interest you. Many have job postings, useful information, and access to people in the know. Also, many geographic-specific sites for cities and towns list local openings. A simple keyword search using a search engine like Google or Yahoo! can broaden your search.
- **Blogs:** Millions of people are writing articles every day for their own blogs (short for "web logs"). Many of these blogs can give you an idea of what it's like to work in a particular field or company, or they can even pass along job leads. You can search for relevant blogs at <http://blogsearch.google.com>.
- **Professional networking:** Online networking sites such as LinkedIn, ecademy, and Ryze enable you to build your network and leverage it to find job opportunities.



- **Personal networking:** More informal social networking sites such as Facebook enable you to find and keep tabs on your friends and family and let them know when you need help making business connections.
- **Researching and networking through Twitter:** Twitter is a unique networking site that enables people to share 140-character updates and links. Many people use Twitter to share relevant professional articles and job leads. You can learn a lot if you “follow” the right people.

The sites listed later in this chapter will help you find additional Internet resources. I encourage you to be creative in using these and other tools to conduct an active job search.

Seven Quick Tips to Increase Your Job Search Effectiveness on the Internet

You could get lucky putting your resume on the Internet and waiting for an employer to contact you. It does happen. But being passive on the Internet is often about as effective as using other passive job search methods, which is not very effective at all.

You can do far more on the Internet than simply posting your resume in one or more resume databases. The list of Internet sites later in this chapter gives you job search sites to visit, but here are some brief points to use in preparing:

1. **Be as specific as possible in the job you seek.** This is important in using any job search method, and even more so in using the Internet. The Internet is so enormous in its reach that looking for a nonspecific job is simply not an appropriate task. So do your career planning homework—reviewing chapters 5, 6, and 7 again, if needed—and be focused in what you are seeking.
2. **Keep your expectations reasonable.** The people who have the most success on the Internet are those who best understand its limitations. For example, those with technical skills that are in short supply will have more employers looking for these skills and more success on the Internet. Keep in mind that many listed



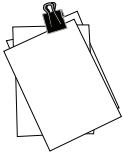
jobs are already filled by the time you see them and that thousands may apply to those that sound particularly attractive.

3. **Consider your willingness to move.** If you don't want to move, or are willing to move only to certain locations, restrict your job search to geographic areas that meet your criteria. Many Internet databases enable you to view only those jobs that match your geographic preferences.
4. **Seek out relevant sites.** Simply getting your resume listed on several Internet sites is often not enough. Many employers do not use these sites, or they use one but not another. Many professional associations post job openings on their sites or list other sites that would be of interest to that profession. Check out the resources available to people in the industries or occupations that interest you.
5. **Find specific employer sites.** Most employers have their own Internet sites that list job openings, allow you to apply online, and even provide access to staff who can answer your questions.
6. **Use the listings of large Internet browsers or service providers.** While thousands of career-related Internet sites exist, some are better than others. Many sites listed later in this chapter provide links to other recommended sites. Large service providers and news sites such as AOL (www.aol.com) and MSN (www.msn.com) offer career-related information and job listings on their sites and links to other sites. Most larger search engines give links to recommended career-related sites and can be quite useful.
7. **Don't get ripped off online.** Because the Internet has few regulations, crooks use it as a way to take money from trusting souls. Remember that anyone can set up a site, even if the person does not provide a legitimate service. So be careful before you pay money for anything on the Internet. A general rule is that if it sounds too good to be true, it probably is. For example, if a site "guarantees" that it will find you a job or charges high fees, I recommend that you look elsewhere.



The Most Useful Internet Sites

Thousands of career and job-related sites are on the Internet, and more are added every day. You can waste an enormous amount of time finding what you need. So, to help you save time, I have listed sites here that are among the most helpful. Since many of these sites provide links to other sites, I've listed only a few of the better sites in each category. You can find links to many other sites by starting with these. Among many other resources, JIST Publishing's site at www.jist.com has free career and job search information as well as links to other sites. Note that Web sites sometimes change addresses or shut down, so one or more of the sites mentioned here may not be valid in the future.



QUICK NOTE

Some of these listings come from *Best Career and Education Web Sites* by Anne Wolfinger. The book provides more details on each site than I could provide here, as well as on many other sites, organized into useful categories. But these will give you good places to begin.

Sites with the Best Links to Other Career and Job Search Sites

These sites describe and provide Internet links to other career-related sites. For example, some provide lists of sites by type of job, by employer name, by region, or by other useful criteria.

- **Career Resource Center (www.careers.org):** Provides thousands of links to career resources and job postings by region.
- **CareerOneStop (www.careeronestop.org):** Based on the Department of Labor's vision for America's Labor Market Information System, this site is a gateway to some of the best job listings and free career information sites on the Internet.
- **Job-Hunt (www.job-hunt.org):** More than 16,000 links to carefully selected career resources and employers by state.



- **JobWeb (www.jobweb.com):** Maintained by the National Association of Colleges and Employers. This site is aimed at new college graduates.
- **Quintessential Careers (www.quintcareers.com):** An outstanding site with vast resources and helpful links on all career planning and job hunting topics.
- **The Riley Guide (www.rileyguide.com):** One of the first comprehensive career sites on the Web and still considered one of the best.

Best Resume and Job Banks and Aggregators

These Web sites provide listings of job openings and allow you to add your resume for employers to look at. All allow you to look up job openings in a variety of useful ways including by location, job type, and other criteria. Most get their fees from employers and don't charge job seekers. These sites often provide features such as resume and job search advice, e-mail and RSS notification of new job entries that meet your criteria, and more. Aggregators collect listings from all over the Web, including the major job banks, and are a good time-saver.

- **CareerBuilder (www.careerbuilder.com):** Owned by Gannett Co, Inc., Tribune Company, The McClatchy Company, and Microsoft Corp., CareerBuilder offers a vast online and print network to help job seekers connect with employers. CareerBuilder.com powers the career sites for more than 9,000 Web sites, including 140 newspapers and broadband portals such as MSN and AOL.
- **CareerSite (www.careersite.com):** Includes a large network of professional resume writers in addition to the usual job listing service.
- **Employment Guide (www.employmentguide.com):** An easy-to-use, good, all-purpose site.
- **ExecuNet (www.execunet.com):** Lists job openings for top-level managers and executives and offers networking opportunities.



- **Indeed (www.indeed.com):** A job listing aggregator that bills itself as a search engine for jobs, allowing job seekers to find jobs posted on thousands of company career sites and job boards. You can cover a lot of bases by searching here and setting up e-mailed alerts for your job targets.
- **Job Central National Labor Exchange (www.jobcentral.com/index.asp):** A service of DirectEmployers Association, a nonprofit consortium of leading U.S. corporations, in alliance with the National Association of State Workforce Agencies (NASWA). This replacement for America's Job Bank lists openings from all 50 state employment services, plus gives employer-maintained listings and other services.
- **Jobfox (www.jobfox.com):** This up-and-coming site is the fastest-growing jobs site in America and is favored by career professionals. It uses a profile system to help you find the jobs that are the best fit for you.
- **Monster (www.monster.com):** One of the biggest and most well known job banks, with lots of features including browsing or keyword searches of the job database, employer profiles, career fair listings, and career information.
- **Monster+HotJobs (<http://hotjobs.yahoo.com/>):** Monster has gobbled up HotJobs and continues to maintain it as a separate site (at least for the time being).
- **Simply Hired (www.simplyhired.com):** A stripped-down site with the sole purpose of helping you search quickly for jobs in one of the largest online jobs databases in the world. Includes cell phone, e-mail, and RSS alerts as well as a tool that lets you interface with Facebook to leverage your social network in your job search.
- **USAJOBS (www.usajobs.com):** The primary source for federal government jobs and employment information, run by the U.S. Office of Personnel Management.



Best Sites for Occupational Information

These sites provide solid information on the skills, training, work environment, pay, and other important information on all major jobs. Use this to emphasize your most relevant skills and experiences in your resume or prepare for an interview by knowing in advance what skills and other characteristics are most important to an employer. You can also use these sites to identify many jobs that require your skills but that you might otherwise overlook in your job search.

- **Occupational Outlook Handbook** (www.bls.gov/oco): This is the primary source for detailed information on the top 270 jobs in the U.S. economy, held by more than 90 percent of the workforce.
- **O*NET Online** (<http://online.onetcenter.org/>): Also funded by the U.S. Department of Labor, this site provides descriptions for the 900 or so major jobs the government tracks, with sorts by skills required and other criteria.

Best Sites for Recent Grads or Students

Many good sites exist for students and recent graduates, and here are a few of the best. They provide information, links to other sites, and listings of internships and job openings.

- Campus Career Center (www.campuscareercenter.com)
- College Grad Job Hunter (www.collegegrad.com)
- CollegeRecruiter (<http://collegerecruiter.com/>)
- JobWeb (www.jobweb.com)
- Wall Street Journal Education (<http://college.wsj.com>)

Best Sites for College, Training, and Financial Aid Information

Many excellent sites provide information on education and training options. Some of the sites here link you to school sites packed with specific information about their programs.



- **College Board (www.collegeboard.org):** Information about the SAT and other standardized college admissions tests.
- **FastWeb (www.fastweb.com):** Matches student profiles with financial aid awards.
- **FinAid! (www.finaid.org):** Founded by the National Association of Student Financial Aid Administrators and now owned by Monster.
- **National Association of Colleges and Employers (NACE) (www.jobweb.org):** A collaboration between college career centers and major employers.
- **Peterson's Education Center (www.petersons.com):** Information on colleges, financial aid, internships, and more.
- **U.S. Department of Education's Financial Aid site (www.fafsa.ed.gov):** Allows you to look up and submit applications for various government financial aid programs.
- **U.S. News Education (www.usnews.com/sections/education/):** Includes school rankings, best college values, career tips, paying for college guide, and links to other sites.

Closing Thoughts: Remember Your Main Purpose

You could spend years browsing the Internet's career-related sites. Some people, in fact, have made a career of doing this—and writing books about it. But your task is to get interviews and job offers, not hang around working on your resume, or browsing the Internet, or whatever.

So, please, use the Internet in your search for a new job, but be active, not passive. Use other job search methods, too. Spend time every week and every day on the job search. And keep the faith.

One other thing: The Internet is open 24 hours a day, so keep your daytime hours open for contacting employers directly and use the Internet at night and on weekends.



APPENDIX A

Sample Job Description from the *Occupational Outlook Handbook*

The *Occupational Outlook Handbook* (OOH) is an important source of information about many jobs. Updated every two years by the U.S. Department of Labor, it provides helpful descriptions for about 290 jobs. These jobs are the most popular ones in our economy and about 90 percent of all people work in one of them.

Included here is the content from one job listed in the *OOH* as an example. I selected the description for school teachers because most people are familiar with this job. As you read the description for school teachers, understand that one or more similar descriptions are in the *OOH* for jobs that will interest you.

The *OOH* descriptions can be very helpful in a variety of ways. For example, as you read a description, you can circle key skills the job requires. This will help you to know which skills you should emphasize in your resume and in interviews. If you are interviewing for a job, reviewing the description in advance can help you to do a much better job in the interview.

Another way to use these descriptions is to look up past jobs to identify skills you needed for them. In many cases, those same or similar skills will be needed in the job you want now. You can cite your previous jobs to support your having the skills needed in the new job. For example, you will find that a school teacher needs to keep up with computer skills, which is a requirement in many other jobs.



As you review the sample description, note that it provides other important information such as salary ranges, education or training required, related jobs, and other details that can help you make career decisions as well as look for a job. Although the descriptions don't change much between editions, data on salaries and growth projections are typically several years old before they are published, so look for the most recent edition of the book.



QUICK NOTE

I feel strongly about the value of the *OOH* and encourage you to use it routinely throughout your job search. The book version is available in most libraries and bookstores, or from www.jist.com.

To help you use the *OOH* most efficiently to find information about jobs that interest you, I have added boxes that list the many job-related questions you will find answers to in each section.

Sample *OOH* Job Description: Teachers—Kindergarten, Elementary, Middle, and Secondary

Significant Points

QUESTIONS ANSWERED IN THIS SECTION:

- What are the most important things to know about this job?

Public school teachers must be licensed, which typically requires a bachelor's degree and the completion of an approved teacher education program; private school teachers do not have to be licensed but may still need a bachelor's degree.

Many states offer alternative licensing programs to attract people into teaching, especially for hard-to-fill positions.

Teachers must have the ability to communicate, inspire trust and confidence, and motivate students, as well as understand students' educational and emotional needs.

Job prospects are best for teachers in high-demand fields, such as mathematics, science, and bilingual education, and in less desirable urban or rural school districts.



Nature of the Work

QUESTIONS ANSWERED IN THIS SECTION:

- What is this job like?
- What would I do on a daily basis in this job?
- What tools and equipment would I use on this job?
- How closely would I be supervised on this job?
- What are some alternative titles for this job?
- What are some of the specialties within this job?

Teachers play an important role in fostering the intellectual and social development of children during their formative years. The education that students acquire is key to determining the future of those students. Whether in elementary or high schools or in private or public schools, teachers provide the tools and the environment for their students to develop into responsible adults.

Teachers act as facilitators or coaches, using classroom presentations or individual instruction to help students learn and apply concepts in subjects such as science, mathematics, and English. They plan, evaluate, and assign lessons; prepare, administer, and grade tests; listen to oral presentations; and maintain classroom discipline. Teachers observe and evaluate a student's performance and potential. They are increasingly asked to use new assessment methods. For example, teachers may examine a portfolio of a student's artwork or writing in order to judge the student's overall progress. They then can provide additional assistance in areas in which the student needs help. Teachers also grade papers, prepare report cards, and meet with parents and school staff to discuss a student's academic progress or personal problems.

Many teachers use a hands-on approach that utilizes props to help children understand abstract concepts, solve problems, and develop critical thinking skills. For example, they may teach the concepts of numbers or of addition and subtraction by playing board games. As the children get older, teachers use more sophisticated approaches, such as demonstrating science experiments or working with computers. They also encourage collaboration in solving problems by having students work in groups to discuss and solve the problems together. To be prepared for success later in life, students must be able to interact with others, adapt to new technology, and think through problems logically.

Kindergarten and elementary school teachers play a vital role in the development of children. What children learn and experience during their early years can shape their views of themselves and the world and can affect their later success or failure in school, work, and their personal lives. Kindergarten and elementary school teachers introduce children to mathematics, language, science, and social studies. They use games, music, artwork, films, books, computers, and other tools to teach basic skills.

Kindergarten teachers use play and hands-on teaching, but academics begin to take priority in kindergarten classrooms. Letter recognition, phonics, numbers, and awareness of nature and science, introduced at the preschool level, are taught primarily in kindergarten.



Most *elementary school teachers* instruct one class of children in several subjects. In some schools, two or more teachers work as a team and are jointly responsible for a group of students in at least one subject. In other schools, a teacher may teach one special subject—usually music, art, reading, science, arithmetic, or physical education—to a number of classes. A small but growing number of teachers instruct multilevel classrooms, with students at several different learning levels.

Middle school teachers and *secondary school teachers* help students delve more deeply into subjects introduced in elementary school and expose them to more information about the world. Middle and secondary school teachers specialize in a specific subject, such as English, Spanish, mathematics, history, or biology. They also may teach subjects that are career oriented. Additional responsibilities of middle and secondary school teachers may include career guidance and job placement, as well as following up with students after graduation. (Special education teachers, who instruct elementary and secondary school students with a variety of disabilities, and vocational teachers, who provide career and technical education, are elsewhere in the *Handbook*.)

In addition to conducting classroom activities, teachers oversee study halls and homerooms, supervise extracurricular activities, and accompany students on field trips. They may identify students who have physical or mental problems and refer the students to the proper authorities. Secondary school teachers occasionally assist students in choosing courses, colleges, and careers. Teachers also participate in education conferences and workshops.

Computers play an integral role in the education teachers provide. Resources such as educational software and the Internet expose students to a vast range of experiences and promote interactive learning. Through the Internet, students can communicate with other students anywhere in the world, allowing them to share experiences and viewpoints. Students also use the Internet for individual research projects and to gather information. Computers play a role in other classroom activities as well, from solving math problems to learning English as a second language. Teachers also may use computers to record grades and perform other administrative and clerical duties. They must continually update their skills so that they can instruct and use the latest technology in the classroom.

Teachers often work with students from varied ethnic, racial, and religious backgrounds. With growing minority populations in most parts of the country, it is important for teachers to work effectively with a diverse student population. Accordingly, some schools offer training to help teachers enhance their awareness and understanding of different cultures. Teachers may include multicultural programming in their lesson plans, to address the needs of all students, regardless of their cultural background.

In recent years, site-based management, which allows teachers and parents to participate actively in management decisions regarding school operations, has gained popularity. In many schools, teachers are increasingly becoming involved in making decisions regarding the budget, personnel, textbooks, curriculum design, and teaching methods.

Work environment. Seeing students develop new skills and gain an appreciation of knowledge and learning can be very rewarding. However, teaching may be frustrating when one is dealing with unmotivated or disrespectful students. Occasionally, teachers must cope with unruly behavior and violence in the schools. Teachers may experience stress in dealing with large classes, heavy workloads, or old schools that are run down and lack modern amenities. Accountability standards also may increase stress levels, with teachers expected to produce students who are able to exhibit a satisfactory performance on standardized tests in core subjects. Many teachers, particularly in public schools, also are frustrated by the lack of control they have over what they are required to teach.

Teachers in private schools generally enjoy smaller class sizes and more control over establishing the curriculum and setting standards for performance and discipline. Their students also tend to be more motivated, since private schools can be selective in their admissions processes.

Teachers are sometimes isolated from their colleagues because they work alone in a classroom of students. However, some schools allow teachers to work in teams and with mentors, to enhance their professional development.



Working Conditions

QUESTIONS ANSWERED IN THIS SECTION:

- What are the typical working hours for this job?
- What is the workplace environment for this job?
- What physical activities does this job require?
- How likely am I to be injured in this job?
- What special equipment would I need to know how to operate?
- How much travel does this job require?

Many teachers work more than 40 hours a week, including school duties performed outside the classroom. Part-time schedules are more common among kindergarten teachers. Although most school districts have gone to all-day kindergartens, some kindergarten teachers still teach two kindergarten classes a day. Most teachers work the traditional 10-month school year, with a 2-month vacation during the summer. During the vacation break, those on the 10-month schedule may teach in summer sessions, take other jobs, travel, or pursue personal interests. Many enroll in college courses or workshops to continue their education. Teachers in districts with a year-round schedule typically work 8 weeks, are on vacation for 1 week, and have a 5-week midwinter break.

Most states have tenure laws that prevent public school teachers from being fired without just cause and due process. Teachers may obtain tenure after they have satisfactorily completed a probationary period of teaching, normally 3 years. Tenure does not absolutely guarantee a job, but it does provide some security.

Training, Other Qualifications, and Advancement

QUESTIONS ANSWERED IN THIS SECTION:

- What training and education do employers prefer for this job?
- How long will it take to train for this job?
- What are the possibilities for advancement on this job?
- What skills, aptitudes, and personal characteristics do I need in order to do this job?
- What certification and licensing does this job require?
- What opportunities for continuing education does this job provide?



The traditional route to becoming a public school teacher involves completing a bachelor's degree from a teacher education program and then obtaining a license. However, most states now offer alternative routes to licensure for those who have a college degree in other fields. Private school teachers do not have to be licensed but may still need a bachelor's degree.

Education and training. Traditional education programs for kindergarten and elementary school teachers include courses designed specifically for those preparing to teach. Among these courses are mathematics, physical science, social science, music, art, and literature, as well as prescribed professional education courses, such as philosophy of education, psychology of learning, and teaching methods. Aspiring secondary school teachers most often major in the subject they plan to teach, while also taking a program of study in teacher preparation. Many 4-year colleges require students to wait until their sophomore year before applying for admission to teacher education programs. To maintain their accreditation, teacher education programs are now required to include classes in the use of computers and other technologies. Most programs require students to perform a student-teaching internship. Teacher education programs are accredited by the National Council for Accreditation of Teacher Education and the Teacher Education Accreditation Council. Graduation from an accredited program is not necessary to become a teacher, but it may make fulfilling licensure requirements easier.

Many states now offer professional development schools, which are partnerships between universities and elementary or secondary schools. Professional development schools merge theory with practice and allow the student to experience a year of teaching firsthand, under professional guidance. Students enter these 1-year programs after the completion of their bachelor's degree.

Licensure and certification. All 50 states and the District of Columbia require public school teachers to be licensed. Licensure is not required for teachers in most private schools. Usually licensure is granted by the state board of education or a licensure advisory committee. Teachers may be licensed to teach the early childhood grades (usually preschool through grade 3); the elementary grades (grades 1 through 6 or 8); the middle grades (grades 5 through 8); a secondary-education subject area (usually grades 7 through 12); or a special subject, such as reading or music (usually grades kindergarten through 12).

Requirements for regular licenses to teach kindergarten through grade 12 vary by state. However, all states require general education teachers to have a bachelor's degree and to have completed an approved teacher training program with a prescribed number of subject and education credits, as well as supervised practice teaching. Some states also require technology training and the attainment of a minimum grade point average. A number of states require that teachers obtain a master's degree in education within a specified period after they begin teaching.

Almost all states require applicants for a teacher's license to be tested for competency in basic skills, such as reading and writing, and in teaching and require teachers to exhibit proficiency in their subject. Many school systems are moving toward implementing performance-based systems for licensure, which usually require teachers to demonstrate satisfactory teaching performance over an extended period in order to obtain a provisional license, in addition to passing an examination in their subject. Most states require teachers to complete a minimum number of hours of continuing education to renew their license. Many states have reciprocity agreements that make it easier for teachers licensed in one state to become licensed in another.

All states now also offer alternative licensure programs for teachers who have a bachelor's degree in the subject they will teach, but who lack the necessary education courses required for a regular license. Many of these alternative licensure programs are designed to ease shortages of teachers of certain subjects, such as mathematics and science. Other programs provide teachers for urban and rural schools that have difficulty filling positions with teachers from traditional licensure programs. Alternative licensure programs are intended to attract people into teaching who do not fulfill traditional licensing standards, including recent college graduates who did not complete education programs and those changing from another career to teaching. In some programs, individuals begin teaching quickly under provisional licensure under the close supervision of experienced educators while taking education courses outside



school hours. If they progress satisfactorily, they receive regular licensure after working for 1 or 2 years. In other programs, college graduates who do not meet licensure requirements take only those courses that they lack and then become licensed. This approach may take 1 or 2 semesters of full-time study. The coursework for alternative certification programs may lead to a master's degree. In extreme circumstances, when schools cannot attract enough qualified teachers to fill positions, states may issue emergency licenses that let individuals who do not meet the requirements for a regular license begin teaching immediately.

Private schools are generally exempt from meeting state licensing standards. For secondary school teacher jobs, they prefer candidates who have a bachelor's degree in the subject they intend to teach, or in childhood education for elementary school teachers. They seek candidates from among recent college graduates, as well as from those who have established careers in other fields.

Other qualifications. In addition to being knowledgeable about the subjects they teach, teachers must have the ability to communicate, inspire trust and confidence, and motivate students, as well as understand the students' educational and emotional needs. Teachers must be able to recognize and respond to individual and cultural differences in students and employ different teaching methods that will result in higher student achievement. They should be organized, dependable, patient, and creative. Teachers also must be able to work cooperatively and communicate effectively with other teachers, support staff, parents, and members of the community. Private schools associated with religious institutions desire candidates who share the values that are important to the institution.

Certification and advancement. In some cases, teachers of kindergarten through high school may attain professional certification in order to demonstrate competency beyond that required for a license. The National Board for Professional Teaching Standards offers a voluntary national certification. All states recognize national certification, and many states and school districts provide special benefits to teachers who earn certification. Benefits typically include higher salaries and reimbursement for continuing education and certification fees. In addition, many states allow nationally certified teachers to carry a license from one state to another.

With further preparation, teachers may move into such positions as school librarians, reading specialists, instructional coordinators, and guidance counselors. Teachers may become administrators or supervisors. In some systems, highly qualified experienced teachers can become senior or mentor teachers, with higher pay and additional responsibilities. They guide and assist less experienced teachers while keeping most of their own teaching responsibilities.

Employment

QUESTIONS ANSWERED IN THIS SECTION:

- How many jobs are there in this occupation?
- What industries are the jobs in?
- What percentage of workers in this job are self-employed?
- How many people in this job work part-time?
- In what geographic locations are the jobs?

Kindergarten, elementary school, middle school, and secondary school teachers held about 3.5 million jobs in 2008. Of the teachers in those jobs, about 179,500 were kindergarten teachers, 1.5 million were elementary school teachers, 659,500 were middle school teachers, and 1.1 million were secondary school teachers. Employment of teachers is geographically distributed much the same as the population.



Job Outlook

QUESTIONS ANSWERED IN THIS SECTION:

- Will there be more jobs available in this career in the future, or fewer?
- What factors are likely to influence the number of available jobs in this field?

Employment is projected to grow about as fast as the average for all occupations. Job prospects are best for teachers in high-demand fields, such as mathematics, science, and bilingual education, and in less desirable urban or rural school districts.

Employment change. Employment of kindergarten, elementary, middle, and secondary school teachers is expected to grow by 13 percent between 2008 and 2018, which is about as fast as the average for all occupations.

Through 2018, overall student enrollments in elementary, middle, and secondary schools—a key factor in the demand for teachers—are expected to rise more slowly than in the past as children of the baby-boom generation leave the school system. Projected enrollments will vary by region. Rapidly growing states in the South and West will experience the largest enrollment increases. Enrollments in the Midwest are expected to hold relatively steady, while those in the Northeast are expected to decline. Teachers who are geographically mobile and who obtain licensure in more than one subject are likely to have a distinct advantage in finding a job.

The number of teachers employed is dependent on state and local expenditures for education and on the enactment of legislation to increase the quality and scope of public education. At the federal level, there has been a large increase in funding for education, particularly for the hiring of qualified teachers in lower income areas.

Job prospects. Job opportunities for teachers will vary with the locality, grade level, and subject taught. Most job openings will result from the need to replace the large number of teachers who are expected to retire over the 2008–18 period. Also, many beginning teachers—especially those employed in poor, urban schools—decide to leave teaching for other careers after a year or two, creating additional job openings for teachers.

Job prospects should be better in inner cities and rural areas than in suburban districts. Many inner cities—often characterized by overcrowded, ill-equipped schools and higher-than-average poverty rates—and rural areas—characterized by their remote location and relatively low salaries—have difficulty attracting and retaining enough teachers. Currently, many school districts have difficulty hiring qualified teachers in some subject areas—most often mathematics, science (especially chemistry and physics), bilingual education, and foreign languages. Increasing enrollments of minorities, coupled with a shortage of minority teachers, should cause efforts to recruit minority teachers to intensify. Also, the number of non-English-speaking students will continue to grow, creating demand for bilingual teachers and for those who teach English as a second language. Specialties that have an adequate number of qualified teachers include general elementary education, physical education, and social studies.

The supply of teachers is expected to increase in response to reports of improved job prospects, better pay, more teacher involvement in school policy, and greater public interest in education. In addition, more teachers may be drawn from a reserve pool of career changers, substitute teachers, and teachers completing alternative certification programs. In recent years, the total number of bachelor's and master's degrees



granted in education has been increasing slowly. But many states have implemented policies that will encourage even more students to become teachers because of a shortage of teachers in certain locations and in anticipation of the loss of a number of teachers to retirement.

Projections Data

QUESTIONS ANSWERED IN THIS SECTION:

- How fast is this occupation growing?

Projections data from the National Employment Matrix

Occupational Title	SOC Code	Employment, 2008	Projected Employment, 2018	Change, 2008–2018 Number	Percent
Teachers—kindergarten, elementary, middle, and secondary	—	3,476,200	3,944,900	468,600	13
Kindergarten teachers, except special education	25-2012	179,500	206,500	27,000	15
Elementary school teachers, except special education	25-2021	1,549,500	1,793,700	244,200	16
Middle school teachers, except special and vocational education	25-2022	659,500	760,600	101,200	15
Secondary school teachers, except special and vocational education	25-2031	1,087,700	1,184,100	96,300	9

NOTE: Data in this table are rounded.

Earnings

QUESTIONS ANSWERED IN THIS SECTION:

- How much money am I likely to make in this job?
- How will I be paid in this job—salaried, hourly, commissions, tips, piece rates, or bonuses?
- What other benefits might this job include?



Median annual wages of kindergarten, elementary, middle, and secondary school teachers ranged from \$47,100 to \$51,180 in May 2008; the lowest 10 percent earned \$30,970 to \$34,280; the top 10 percent earned \$75,190 to \$80,970.

According to the American Federation of Teachers, beginning teachers with a bachelor's degree earned an average of \$33,227 in the 2005–2006 school year.

In 2008, the majority of all elementary, middle, and secondary school teachers belonged to unions—mainly the American Federation of Teachers and the National Education Association—that bargain with school systems over salaries, hours, and other terms and conditions of employment.

Teachers can boost their earnings in a number of ways. In some schools, teachers receive extra pay for coaching sports and working with students in extracurricular activities. Getting a master's degree or national certification often results in a raise in pay, as does acting as a mentor. Some teachers earn extra income during the summer by teaching summer school or performing other jobs in the school system. Although private school teachers generally earn less than public school teachers, they may be given other benefits, such as free or subsidized housing.

Related Occupations

QUESTIONS ANSWERED IN THIS SECTION:

- What other jobs involve similar duties?
- What other jobs require similar skills, education, and training?

Kindergarten, elementary school, middle school, and secondary school teaching requires a variety of skills and aptitudes, including a talent for working with children; organizational, administrative, and recordkeeping abilities; research and communication skills; the power to influence, motivate, and train others; patience; and creativity. Workers in other occupations requiring some of these aptitudes include athletes, coaches, umpires, and related workers; child care workers; counselors; education administrators; librarians; social workers; teacher assistants; teachers—postsecondary; teachers—preschool, except special education; teachers—special education; and teachers—vocational.

Sources of Additional Information

QUESTIONS ANSWERED IN THIS SECTION:

- Where can I learn more about this job on the Internet?
- What are some of the professional associations for people employed in this job?

Disclaimer:

Links to non-BLS Internet sites are provided for your convenience and do not constitute an endorsement.

Information on licensure or certification requirements and approved teacher training institutions is available from local school systems and state departments of education.



Information on teachers' unions and education-related issues may be obtained from:

American Federation of Teachers, 555 New Jersey Ave. NW., Washington, DC 20001. Internet: <http://www.aft.org>

National Education Association, 1201 16th St. NW., Washington, DC 20036. Internet: <http://www.nea.org>

A list of institutions with accredited teacher education programs can be obtained from:

National Council for Accreditation of Teacher Education, 2010 Massachusetts Ave. NW., Suite 500, Washington, DC 20036-1023. Internet: <http://www.ncate.org>

Teacher Education Accreditation Council, Suite 300, One Dupont Circle, Suite 320, Washington, DC 20036. Internet: <http://www.teac.org>

Information on alternative certification programs can be obtained from:

National Center for Alternative Certification, 4401A Connecticut Ave., NW., Suite 212, Washington, DC 20008. Internet: <http://www.teach-now.org>

Information on National Board Certification can be obtained from:

National Board for Professional Teaching Standards, 1525 Wilson Blvd., Suite 500, Arlington, VA 22209. Internet: <http://www.nbpts.org>



APPENDIX B

How to Contact the Professional Resume Writers Who Contributed to This Book

The following professional resume writers contributed resumes to this book. I acknowledge with appreciation their well-written examples.

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Professional Associations for Resume Writers and Career Counselors

Contact these organizations directly or see their Web sites for recommendations of resume writers in your area.

Career Directors International

Phone: (321) 752-0442

Toll-free: (888) 867-7972

E-mail: info@careerdirectors.com

www.careerdirectors.com

Career Management Alliance

A Division of Kennedy Information, Inc.

1 Phoenix Mill Lane, Fl. 3

Peterborough, NH 03458

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Fax: (603) 924-4034

www.careermanagementalliance.com

National Résumé Writers' Association

www.nrwaweb.com



Professional Association of Résumé Writers & Career Coaches

1388 Brightwaters Blvd. NE

St. Petersburg, FL 33704

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Mike Farr has been teaching, writing, and developing his job search techniques for more than 25 years. He has written dozens of books that have sold more than 2 million copies. Mike emphasizes practical, results-oriented methods that have been proven to reduce the time it takes to find a job. His commonsense advice

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