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Gallery of Best Resumes: A Collection of Quality Resumes by Professional Resume Writers
Fourth Edition

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Published by JIST Works, an imprint of JIST Publishing, Inc.

8902 Otis Avenue

Indianapolis, IN 46216-1033

Phone: 800-648-JIST

Fax: 800-JIST-FAX

E-mail: info@jist.com

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Gallery of Best Cover Letters

Gallery of Best Resumes for People Without a Four-Year Degree

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Trade Product Manager: Lori Cates Hand

Copy Editor: Gayle Johnson

Proofreaders: Linda Seifert, Jeanne Clark

Interior Designer: Debbie Berman

Page Layout: Toi Davis, Trudy Coler

Cover Designer: designLab, Seattle

Cover Photo: C Squared Studios/Photodisc Green/Getty Images

Indexer: Ginny Noble

Printed in the United States of America.

12 11 10 09 08 07 9 8 7 6 5 4 3 2 1

Library of Congress Cataloging-in-Publication Data

Noble, David F. (David Franklin), 1935-

Gallery of best resumes : a collection of quality resumes by professional resume writers /
by David F. Noble. -- 4th ed.

p. cm.

Includes bibliographical references and index.

ISBN 978-1-59357-365-2 (alk. paper)

1. Résumés (Employment) I. Title.

HF5383.N62 2007

650.14'2--dc22

2006035460

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ISBN 978-1-59357-365-2

Contents

Foreword	vii
Acknowledgments	viii
Introduction	1
How This Book Is Organized	2
This practical “idea book” of best resumes has three parts: Best Resume Writing Tips; a Gallery of 178 resumes written by 71 professional writers; and an Exhibit of 30 cover letters, together with tips for polishing cover letters. With this book, you have a treasury of quality resumes and cover letters that you can use as superior models for your own resumes and cover letters.	
Who This Book Is For	4
This book is for <i>any job seeker</i> who wants to know how the professionals write resumes. It’s for <i>active job seekers</i> who want top-notch ideas for creating a first-rate resume in today’s competitive job market. It’s for <i>all job seekers</i> who must have an ahead-of-the-pack resume—from <i>high school students</i> looking for their first jobs to <i>retirees</i> who want to stay employed. This book is also for <i>career changers</i> , those <i>terminated</i> by downsizing, and the <i>overqualified</i> , who must look in new directions and tailor their resumes in special ways. Because of the wealth of quality resume models in this book, it is for <i>anyone</i> who wants examples of top-quality resumes to create an outstanding resume.	
What This Book Can Do for You	4
This idea book can transform your thinking about resumes so that you have a better sense of what kind of resume is best for you and will help you schedule more interviews.	
Part 1: Best Resume Tips	5
<i>Best Resume Tips at a Glance</i>	6
Best Resume Tips	7
Best Resume Writing Strategies	8
In this section, you learn experience-tested resume-writing strategies, such as how to put the most important information about you as a worker near the top of your resume, how to highlight key information so that it is seen, and how to showcase your experience and skills.	

Best Resume Design and Layout Tips9

This section shows you effective design techniques, such as how to use *white space* for an uncluttered look; how to use choice phrases from reference letters as *testimonials* in a resume; how to make decisions about *fonts* and *typefaces*; how to handle capital letters, underlining, italic, and bold-facing; and how to use *graphic elements* such as bullets, lines, and shaded boxes.

Best Resume Writing Style Tips14

To help you make your resume error-free, you learn in this section practical writing tips, such as how to use *capital letters* in computer terms; how to use *hyphens* in words and phrases; and how to use *commas*, *semicolons*, *dashes*, and *colons* correctly.

Part 2: The Gallery19

The Gallery at a Glance20

How to Use the Gallery21

Resumes on Special Paper23

Special Paper Information41

Resumes Grouped by Occupational Fields

Accounting	43
Advertising/Promotion.....	51
Communications.....	59
Customer Service.....	69
Design/Architecture.....	75
Education/Training.....	83
Engineering.....	141
Finance.....	155
Healthcare.....	183
Hospitality.....	233
Human Resources.....	241
Information Systems/Technology.....	259
Law.....	283
Law Enforcement.....	293
Management.....	305
Manufacturing.....	331
Media.....	339
Sales and Marketing.....	347

Part 3: Best Cover Letter Tips363

Best Cover Letter Tips at a Glance364

Best Cover Letter Writing Tips.....365

Myths About Cover Letters.....365

Tips for Polishing Cover Letters	366
A quality resume can make a great impression, but that impression can be ruined quickly by a poorly written cover letter. This section shows you how to eliminate common errors in cover letters. It amounts to a <i>crash writing course</i> that you won't find in any other resume book. After you read this section, you will be better able to write and polish any letters you create for your job search.	
Using Good Strategies for Letters.....	366
Using Pronouns Correctly.....	367
Using Verb Forms Correctly.....	368
Using Punctuation Correctly.....	369
Using Words Correctly.....	373
Exhibit of Cover Letters	375
In this section, you learn how to evaluate 30 sample cover letters that accompanied resumes featured in the <i>Gallery</i> . After you study this exhibit, you will have a better feel for designing your own cover letters to make them distinctive and effective.	
Appendix: List of Contributors	409
Occupation Index	417
Features Index	422

Foreword

You just have to ask whether the world needs yet another resume book. There are hundreds of them out there, and each year there is a new crop. So a legitimate question is, “Why is this resume book worthwhile?”

After looking at hundreds of resume books, I can tell you that most people who write them really don’t know much about looking for work—and too few seem to know much about what makes a good resume. They often have backgrounds as personnel directors (who use resumes to screen people out, not in) or teachers (with little practical experience in actually looking for work). Nice people, I’m sure, but not all that well qualified.

Gallery of Best Resumes is different from most resume books for two reasons:

- The resumes have all been created by people who write resumes for a living.
- David Noble.

I think that these two reasons make this a more useful and important book. Let me explain.

While most books are based on one person’s opinion of what makes a good resume, *Gallery of Best Resumes* includes resumes written by dozens of professional resume writers. These people make their living helping others produce good resumes, and they sent us their best work. This approach allows for a wide range of writing styles, formats, and designs that just is not possible through any other approach.

But behind this extraordinary collection of resumes is the author, David Noble. Educated in the classics and a graduate of prestigious universities, he brings to this collection a discipline of thought and an understanding of good writing that are simply lacking in most resume books. When I asked him to explain how this book was developed, he used this analogy:

If Plato had been asked, “What is a resume?”, he would have asked the questioner what it was for, how it was used, and what it did. Plato would then have tried to imagine the ideal form that a resume should take to fulfill those functions. That, David explained, is deductive reasoning (an advanced form of intuition).

Aristotle, a pupil of Plato, responding to the same question, would have asked, “Who makes resumes?”, and he would have asked a number of those persons to show him examples. Aristotle would then have sorted through those examples and arranged them into types. From this, he would have determined what a resume is. That, David explained, is inductive reasoning (a scientific method).

Aristotle’s method is the one that David used to examine the question “What makes a resume a best resume?”

Apparently, some things make one resume stand out above others. Instead of just making assumptions, David examined hundreds of professionally written resumes. After careful analysis, he presented his conclusions in this book—along with lots of outstanding resumes.

One good thing about this book is that you don't have to read Plato or Aristotle to find out how to write a good resume. It's all here. You can examine carefully on your own the resumes presented in the *Gallery*, or spend some time learning from David the principles of resume writing and, more importantly, how to *use* a resume.

Michael Farr

(Mike Farr is the author of many career planning and job search books, including his own books on resumes, *Same-Day Resume*, *The Quick Resume & Cover Letter Book*, and *Best Jobs for the 21st Century*. Collectively, his books have sold more than two million copies.)

Acknowledgments

To all those who helped to make possible this fourth edition, I would like to offer my appreciation. Again, I am most indebted to all the professional resume writers who sent me many examples of their work for inclusion in this book and other books. These writers took the time—often on short notice—to supply fictionalized resume files attached to e-mails, and any other requested information.

I want to express my gratitude to Mike Farr for his Foreword to this book and to Lori Cates Hand for overseeing this project.

Introduction

Gallery of Best Resumes, Fourth Edition, is a new collection of quality resumes from professional resume writers, each with individual views about resumes and resume writing. Forty-two of the resumes and seven of the cover letters in this fourth edition are new. Some of the writers who contributed resumes to the first, second, and third editions are represented in this edition, but a few are not for various reasons (the writer has retired, become inactive as a resume writer, changed careers, and so on). Several contributors to earlier editions have works in this fourth edition after an absence, and it is good to welcome them back.

Unlike many resume books whose selections look the same, this book, like the first three editions, contains resumes that look different because they are representations of *real* resumes prepared by different professionals for actual job searchers throughout the country. (The writers have fictionalized certain information in the resumes to protect each client's privacy.) Even when several resumes from the same writer appear in the book, most of these resumes are different because the writer has customized each resume according to the background information and career goals of the client for whom the resume was prepared.

More than a decade has passed since the first edition, but the resumes in this fourth edition are still professional-looking. During the past 12 years the resume writing industry has continued to mature because of the following factors:

- The increase in the number of professional organizations for resume writers
- The ready sharing of ideas at these organizations' national conventions
- The easy access to e-mail and the World Wide Web
- The greater availability of higher-resolution, lower-cost printers (black-and-white and color) for PCs
- The increase in the number of books like this Gallery that display collections of quality resumes and cover letters by professional writers. Often these books serve as a source of ideas that emerging writers use as they develop their expertise. Susan Britton Whitcomb's *Résumé Magic* continues to offer professional resume-writing advice that other professional writers find useful.

Instead of assuming that one resume style fits all, the writers featured in this Gallery believe that a client's past experiences and next job target should determine the resume's type, design, and content. The use of *Best* in this book's title reflects this approach to resume making. The resumes are not "best" because they are ideal types for you to imitate, but because the resume writers interacted with their clients to fashion resumes that were best for each client's situation.

This book features resumes from writers who share several important qualities: good listening skills, a sense of what details are appropriate for a particular resume, and flexibility

in selecting and arranging the resume's sections. By "hearing between" a client's statements, the perceptive resume writer can detect what kind of job the client really wants. The writer then chooses the information that best represents the client for the job being sought. Finally, the writer decides how to best arrange the information for that job, often from the most important to the least important. With the help of this book—both in its advice and especially in many examples of resumes that were successful for clients—you can create this kind of resume yourself.

Almost all the writers of the resumes in this Gallery are members of the Career Masters Institute (CMI), the National Résumé Writers' Association (NRWA), the Professional Association of Résumé Writers & Career Coaches (PARW/CC), or Career Directors International (CDI—formerly the Professional Résumé Writing and Research Association). Many of the writers belong to more than one of these organizations. Each organization has programs for earned certification. For example, writers who have Certified Professional Résumé Writer (CPRW) certification received this designation from the PARW/CC after they studied specific course materials and demonstrated proficiency in an examination. Those who have National Certified Résumé Writer (NCRW) certification received this designation from NRWA after a different course of study and a different examination. For contact information for the CMI, NRWA, PARW/CC, and CDI, see their listings at the end of the Appendix (List of Contributors).

How This Book Is Organized

Like the first three editions, this edition has three parts. Part 1, "Best Resume Tips," presents resume writing strategies, design and layout tips, and resume writing style tips for making resumes visually impressive. Many of these strategies and tips were suggested by the resume writers who contributed resumes to the first three editions. From time to time, a reference is given to one or more Gallery resumes that illustrate the strategy or tip.

Part 2 is the Gallery itself, containing 178 resumes from 72 professional resume writers throughout the United States, Australia, and Canada.

Resume writers commonly distinguish between chronological resumes and functional (or skills) resumes. A *chronological resume* is a photo—a snapshot history of what you did and when you did it. A *functional resume* is a painting—an interpretive sketch of what you can do for a future employer. A third kind of resume, known as a *combination resume*, is a mix of recalled history and self-assessment. Besides recollecting "the facts," a combination resume contains self-interpretation and therefore is more like dramatic history than news coverage. A chronological resume and a functional resume are not always that different. Often, all that is needed for a functional resume to qualify as a combination resume is the inclusion of some dates, such as those for positions held. Almost all the resumes in this edition are combination resumes.

The resumes in this edition are presented in the following occupational categories:

- Accounting
- Advertising/Promotion
- Communications
- Customer Service
- Design/Architecture
- Education/Training
- Engineering
- Finance
- Healthcare

Hospitality
Human Resources
Information Systems/Technology
Law
Law Enforcement
Management
Manufacturing
Media
Sales and Marketing

Within each category, the resumes are generally arranged from the simple to the complex. Some of the resumes are one page, but most of them are two pages. A few are more than two pages.

The Gallery offers a wide range of resumes with features you can use to create and improve your own resumes. Notice the plural of “resumes.” An important premise of an active job search is that you have not just one “perfect” resume for all potential employers, but different versions of your resume for different interviews. The Gallery therefore is not a showroom where you say, “I’ll take that one,” alter it with your information, and then print 200 copies of your version. It is a valuable resource for design ideas, expressions, and organizational patterns that can help make your resume a “best resume” for each new interview.

Creating multiple versions of a resume may seem difficult, but it is easy to do if you have (or have access to) a PC and a laser printer or some other kind of printer that can produce quality output. You also need word processing, desktop publishing, or resume software. If you don’t have a computer or don’t know someone who does, most professional resume writers have the hardware and software, and they can make your resume look like those in the Gallery. See the List of Contributors in the Appendix for the names, addresses, phone numbers, e-mail addresses, and Web sites (if any) of the professional writers whose works are featured in this book. A local fast-print shop can make your resume look good, but you probably will not get the kind of advice and service that a professional resume writer provides.

In this fourth edition of *Gallery of Best Resumes*, a few resumes (such as a couple by Pat Kendall of Tigard, Oregon) were posted on the Web as e-resumes. Kendall is a recognized expert on e-resumes for the electronic submission of resumes or cover letters. Visit her Web site (see the Appendix for her contact information) to see more examples of e-resumes and to learn more about them. Many employers now encourage the electronic submission of job search documents because of timeliness and expediency in processing. Any of the resumes in this book can be modified for electronic transfer. If you intend to apply online for positions, be sure you follow the submission guidelines posted by the employer. If they are not clearly explained, phone or e-mail the company to inquire. You don’t want to be disqualified for a job that suits you well because you did not follow the steps for successful submission.

Part 3, “Best Cover Letter Tips,” discusses some myths about cover letters and gives you tips on polishing cover letters. Much of the advice offered here also applies to writing resumes. Included in this part is an exhibit of 30 cover letters.

The List of Contributors in the Appendix is arranged alphabetically by country, state or province, and city. Although most of these resume writers work with local clients, many of them work nationally or internationally with clients by phone or e-mail.

You can use the Occupation Index to look up resumes by the current or most recent job title. This index, however, should not replace careful examination of all the resumes.

Many resumes for some other occupation may have features that you can adapt to your own occupation. Limiting your search to the Occupation Index may cause you to miss some valuable examples. You can use the Features Index to find resumes that contain representative resume sections that may be important to you and your resume needs.

Who This Book Is For

Anyone who wants ideas for creating or improving a resume can benefit from this book. It is especially useful for active job seekers—those who understand the difference between active and passive job searching. A *passive* job seeker waits until jobs are advertised and then sends copies of the same resume, along with a standard cover letter, in response to a number of help-wanted ads. An *active* job seeker modifies his resume for a specific job target *after* he or she has talked in person or by phone or e-mail to a prospective interviewer *before* a job is announced. To schedule such an interview is to penetrate the “hidden job market.” Active job seekers can find in the Gallery’s focused resumes a wealth of strategies for targeting a resume for a particular interview. The section “How to Use the Gallery” at the beginning of Part 2 shows you how to do this.

Besides the active job seeker, any unemployed person who wants to create a more competitive resume or update an old one should find this book helpful. It shows the kinds of resumes that professional resume writers are writing, and it showcases resumes for job seekers with particular needs.

What This Book Can Do for You

Besides providing you with a treasury of quality resumes whose features you can use in your own resumes, this book can help transform your thinking about resumes. There is no one best way to create a resume. This book helps you learn how to shape a resume that is *best for you* as you try to get an interview with a particular person for a specific job.

You might have been told that resumes should be only one page long; however, this is not necessarily true. The examples of multiple-page resumes in the Gallery help you see how to distribute information effectively across two or more pages. If you believe that the way to update a resume is to add your latest work experiences to your last resume, this book shows you how to rearrange your resume so that you can highlight the most important information about your experience and skills.

After you have studied “Best Resume Tips” in Part 1, examined the professionally written resumes in Part 2, and reviewed “Tips for Polishing Cover Letters” and the cover letters in Part 3, you should be able to create your own resumes and cover letters worthy of inclusion in any gallery of best resumes.

1

P ♦ A ♦ R ♦ T

Best Resume Tips



Best Resume Tips at a Glance

Best Resume Tips	7
■ Best Resume Writing Strategies	8
■ Best Resume Design and Layout Tips	9
■ Best Resume Writing Style Tips.....	14

— Best Resume Tips

In a passive job search, you rely on your resume to do most of the work for you. An eye-catching resume that stands out above all the others may be your best shot at getting noticed by a prospective employer. If your resume is only average and looks like most of the others in the pile, chances are you won't be noticed and called for an interview. If you want to be singled out because of your resume, it should be somewhere between spectacular and award-winning.

In an active job search, however, your resume complements your efforts at being known to a prospective employer before that person receives it. For this reason, you can rely less on your resume to get someone's attention. Nevertheless, your resume plays an important role in an active job search, which may include the following activities:

- Talking to relatives, friends, and other acquaintances about helping you meet people who can hire you before a job is available
- Contacting employers directly using the yellow pages, the Internet, or business directories to identify types of organizations that could use a person with your skills
- Creating phone scripts to speak with the person who is most likely to hire someone with your background and skills
- Walking into a business to talk directly to the person who is most likely to hire someone like you
- Using a schedule to keep track of your appointments and callbacks
- Working at least 25 hours a week to search for a job

When you are this active in searching for a job, the quality of your resume confirms the quality of your efforts to get to know the person who might hire you, as well as your worth to the company whose workforce you want to join. An eye-catching resume makes it easier for you to sell yourself directly to a prospective employer. If your resume is mediocre or conspicuously flawed, it will work against you and may undo all your good efforts in searching for a job.

The following list offers ideas for making your resume impressive. Many of the ideas are for making your resume pleasing to the eye, but a number of the ideas are strategies to use for special cases. Other ideas are for eliminating common writing mistakes and stylistic weaknesses.

A number of these ideas came from the professional resume writers who submitted resumes for the previous editions of this book. Resumes that illustrate these ideas are referenced by their numbers.

Some of these ideas can be used with any equipment, from a typewriter to a computer with desktop publishing software. Other ideas make sense only if you have a computer with word processing or desktop publishing. Even if you don't have a computer, take some

time to read all the ideas. Then, if you decide to use the services of a professional resume writer, you will be better informed about what the writer can do for you in producing your resume.

Best Resume Writing Strategies

1. **Although many resume books say you should spell out the name of the state in your address at the top of your resume, consider using the state's postal abbreviation instead.** The reason is simple: it's an address. Anyone wanting to contact you by mail will probably refer to your name and address on the resume. If they appear there as they should on an envelope, the writer or typist can simply copy the information you supply. If you spell out the name of your state in full, the writer will have to "translate" the name of the state to its postal abbreviation. Not everyone knows all the postal abbreviations, and some abbreviations are easily confused. For example, those for Alabama (AL), Alaska (AK), American Samoa (AS), Arizona (AZ), and Arkansas (AR) are easy to mix up. You can prevent confusion and delay simply by using the correct postal abbreviation.

If you decide to use postal abbreviations in addresses, make certain that you do not add a period after the abbreviations, even before ZIP codes. This also applies to postal abbreviations in the addresses of references if you provide them.

Do not, however, use the state postal abbreviation when you are indicating only the city and state (not the mailing address) of a school you attended or a business where you worked. In these cases, it makes sense to write out the name of the state.

2. **Adopt a sensible form for phone numbers and use it consistently.** Do this in your resume and in all the documents you use in your job search. Some forms of phone numbers make more sense than others. Compare the following:

123-4567	This form is best for a resume circulated locally, within a region where all the phone numbers have the same area code.
(222) 123-4567	This form is best for a resume circulated in areas with different area codes.
222-123-4567	This form suggests that the area code should be dialed in all cases. But that isn't necessary for prospective employers whose area code is 222. Avoid this form.
222/123-4567	This form is illogical and should be avoided. The slash can mean an alternate option, as in ON/OFF. In a phone number, this meaning of a slash makes little sense.
1 (222) 123-4567	This form is long, and the digit 1 is unnecessary. Almost everyone will know that 1 should be used before the area code to dial a long-distance number.

222.123.4567

This form, resembling Internet addresses, is becoming more popular, particularly with people in computer and design fields.

Note: For resumes directed to prospective employers outside the U.S., be sure to include the correct international prefixes in all phone numbers so that you and your references can be reached easily by phone.

3. **Near the top of the first page, include a Profile section that is focused, interesting, and unique.** If your Profile fails to grab the reader's attention, he or she might discard your resume without reading further. A Profile can be your first opportunity to sell yourself. For examples of effective Profiles, see Resumes 79, 92, 101, 109, 116, 123, and many others.
4. **In the Experience section, state achievements or accomplishments, not just duties or responsibilities.** The reader often already knows the duties and responsibilities for a given position. Achievements, however, can be interesting. The reader probably considers life too short to be bored by lists of duties and responsibilities in a stack of resumes. See, for example, Resume 110.
5. **If you feel you must indicate duties, call attention to special or unusual duties you performed.** For example, if you are an accountant, don't say that you prepared accounting reports and analyzed income statements and balance sheets. That's like being a dentist and saying, "I filled cavities and made crowns." What did you do that distinguished you from other accountants? To be noticed, you need to stand out from the crowd in ways that display your individuality, work style, and initiative. See, for example, Resume 103.
6. **Instead of just listing your achievements, present them as challenges or problems solved, indicating what you did when something went wrong or needed fixing.** See, for example, Resumes 123 and 173.
7. **When your skills and abilities are varied, group them according to categories for easier comprehension.** See, for example, Resumes 34, 59, 80, 96, and 162.
8. **Consider including a Highlights section to draw attention to special accomplishments or achievements.** See, for example, Resumes 6, 12, 29, 82, and 94.
9. **Summarize your qualifications and work experiences to avoid having to repeat yourself in the job descriptions.** See, for example, Resumes 12 and 94.
10. **Create a prominent Expertise section that draws together skills and abilities you have gained in previous work experience.** See, for example, Resumes 84, 111, 112, 113, 132, and 141.

Best Resume Design and Layout Tips

11. **Use quality paper correctly.** If you use quality watermarked paper for your resume, be sure to use the right side of the paper. To know which side is the right side, hold a blank sheet of paper up to a light source. If you can see a watermark and read it, the right side of the paper is facing you. This is the surface for typing or printing. If the watermark is unreadable or if any characters look backward, you are looking at the "underside" of the paper—the side that should be left blank if you use only one side of the sheet.

12. **Use adequate white space.** A sheet of paper with no words on it is impossible to read. Likewise, a sheet of paper with words all over it is impossible to read. The goal is to have a comfortable mix of white space and words. If your resume has too many words and not enough white space, it looks cluttered and unfriendly. If it has too much white space and too few words, it looks skimpy and unimportant. Make certain that adequate white space exists between the main sections. For examples that display good use of white space, see Resumes 26, 27, 29, 37, 57, 96, 97, 139, and many others.
13. **Make the margins uniform in width and preferably no less than an inch.** Margins are part of a resume's white space. If the margins are less than an inch, the page begins to have a "too much to read" look. An enemy of margins is the one-page rule. If you try to fit more than one page of information on a page, the first temptation is to shrink the margins to make room for the extra material. It is better to shrink the material by paring it than to reduce the size of the margins. Decreasing the type's point size is another way to save the margins. Try reducing the size in your resume to 10 points. Then see how your information looks with the font(s) you are using. Different fonts produce different results. In your effort to save the margins, be certain that you don't make the type too small to be readable.
14. **Be consistent in your use of line spacing.** How you handle line spacing can tell the reader how good you are at details and how consistent you are in your use of them. If, near the beginning of your resume, you insert two line spaces (two hard returns in a word processing program) between two main sections, be sure to put two line spaces between all the main sections in your resume.
15. **Be consistent in your use of horizontal spacing.** If you usually put two spaces after a period at the end of a sentence, make certain that you use two spaces consistently. The same is true for colons. If you put two spaces after colons, do so consistently.

Note that an em dash—a dash the width of the letter *m*—does not require spaces before or after it. Similarly, an en dash—a dash the width of the letter *n*—should not have a space before and after it. An en dash is commonly used between a range of numbers, as in 46260–4312 or 2002–2004. If you use "to" instead of an en dash in a range of numbers, be sure to use "to" consistently in all ranges in your resume.

No space should go between the P and O of P.O. Box. Only one space is needed between a state's postal abbreviation and the ZIP code. You should insert a space between the first and second initials of a person's name, as in I. M. Jobseeker (not I.M. Jobseeker). These conventions have become widely adopted in English and business communications. If, however, you use other conventions, be sure to be consistent. In resumes, as in grammar, consistency is more important than conformity.

16. **Make certain that characters, lines, and images contrast well with the paper.** Your resume's printed quality depends on the device used to print it. If you use an inkjet or laser printer, check that the characters are sharp and clean, without smudges or traces of extra toner.
17. **Use vertical alignment in tabbed or indented text.** Misalignment can ruin the appearance of a well-written resume. Try to set tabs or indents that control this text throughout a resume instead of having a mix of tab stops in different sections.

18. **Try left- or right-aligning dates.** This technique is especially useful in chronological resumes and combination resumes. For examples of left-aligned dates, see Resumes 35 and 97. For right-aligned dates, look at Resumes 18, 21, 26, 98, 110, and 141.
19. **Use as many pages as you need to portray your qualifications adequately to a specific interviewer for a particular job.** Try to limit your resume to one page, but set the upper limit at four pages. No rule about the number of pages makes sense in all cases. The determining factors are your qualifications and experiences, the job's requirements, and the interviewer's interests and pet peeves. If you know that an interviewer refuses to look at a resume longer than a page, that says it all: You need to deliver a one-page resume if you want to get past the first gate. For examples of two-page resumes, see Resumes 22, 67, 80, and 115. For three-page resumes, look at Resumes 56, 84, 119, 127, and 133.
20. **Make each page a full page.** More important than the number of pages is whether each page is a full page. A partial page suggests deficiency, as if the reason for it is just that information on page 1 has spilled over onto page 2. Then it becomes evident that you don't have enough information to fill two pages. In that situation, try to compress all your information onto the first page. If you have a resume that is almost two pages, make it two full pages.
21. **If your word processor can compress or expand text to fit one or more pages, use that feature.** For example, if you use WordPerfect and your resume is 1¼ pages long, use the Make It Fit feature to put all your resume on one page. You can elect to alter margin width, line spacing, or font size (or any combination of these variables) to have WordPerfect compress your resume onto one page. Note that if your resume is 1¾ pages, you can use the Make It Fit feature to expand the document to two full pages. If you are a resume writer or write many letters, this feature is worth the program's cost.
22. **When you have letters of recommendation, use quotations from them as testimonials in your resume.** Devoting a whole column to the positive opinions of "external authorities" helps make a resume convincing as well as impressive. See, for example, Resumes 2, 12, 40, 56, 80, and 102.
23. **Unless you enlist the services of a professional printer or skilled desktop publisher, resist the temptation to use full justification for text (in which each line goes all the way to the right margin).** The price you pay for a straight right margin is uneven word spacing. Words may appear too close together on some lines and too spread out on others. Although the resume might look like typeset text, you lose readability. See also Tip 4 in the section "Using Good Strategies for Letters" in Part 3 of this book.
24. **If you can choose a typeface for your resume, use a serif font for greater readability.** *Serif* fonts have little lines extending from the tops, bottoms, and ends of the characters. These fonts tend to be easier to read than *sans serif* (without serif) fonts, especially in low-light conditions. Compare the following font examples:

Serif	Sans Serif
Century Schoolbook	Gill Sans
Courier	Futura
Times New Roman	Helvetica

Words such as *skill* and *abilities*, which have several thin letters, are more readable in a serif font than in a sans serif font.

25. **If possible, avoid using monospaced fonts, such as Courier.** A font is *monospaced* if each character takes up the same amount of space. For example, in a monospaced font the letter i is as wide as the letter m. Therefore, in Courier type iiii is as wide as mmmmm. Courier was a standard of business communications during the 1960s and 1970s because it was the font supplied with IBM Selectric typewriters. Because of its widespread use, it is now considered “common.” It also takes up a lot of space, so you can’t pack as much information on a page with Courier type as you can with a proportionally spaced type such as Times New Roman.
26. **Think twice before using all uppercase letters in parts of your resume.** A common misconception is that uppercase letters are easier to read than lowercase letters. Actually, the ascenders and descenders of lowercase letters make them more distinguishable from each other and therefore more recognizable than uppercase letters. As a test, look at a string of uppercase letters and throw them gradually out of focus by squinting. Uppercase letters become a blur sooner than lowercase letters.
27. **Think twice about underlining words in your resume.** Underlining defeats the purpose of serifs at the bottom of characters by blending with the serifs. In trying to emphasize words, you lose some visual clarity. This is especially true if you use underlining with uppercase letters in centered or side headings.
28. **Use italic carefully.** Whenever possible, use italic instead of underlining when you want to call attention to a word or phrase. You might consider using italic for duties, strengths, achievements, or company descriptions. For examples, see Resumes 55, 71, 121, 160, and 175. Be sure not to use italic too much, however, because italic characters are less readable than normal characters.
29. **If you have access to many fonts through word processing or desktop publishing, beware of becoming “font happy” and turning your resume into a font circus.** Frequent **font** changes can **distract** the reader, AND SO CAN GAUDY DISPLAY TYPE such as this.
30. **To make your resume stand out, consider using headings in unconventional type.** See, for example, Resume 56.
31. **Be aware of the value differences of black type.** Some typefaces are light; others are dark. Notice the following lines:

A quick brown fox jumps over the lazy dog.

A quick brown fox jumps over the lazy dog.
32. **Use boldfacing to make different job experiences or achievements more evident.** See, for example, Resumes 7, 17, 19, 26, 132, and many others.

33. **If you use word processing or desktop publishing and you have a suitable printer, use special characters to enhance the look of your resume.** For example, use curly quotation marks (“ and ”) instead of straight ones (‘ and ’). For a dash, use an em dash (—) instead of two hyphens (--) or a hyphen with a space on either side (-). To separate dates, try using an en dash (a dash the width of the letter *n*) instead of a hyphen, as in 2003–2004.
34. **To call attention to an item in a list, use a bullet (●) or a box (□) instead of a hyphen (-).** Browse through the Gallery and notice how bullets are used effectively as attention-getters.
35. **For variety, try using bullets of a different style, such as diamond bullets (◆), rather than the usual round or square bullets.** For diamond bullets, see Resumes 13, 67, 73, 84, 85, 95, 128, 140, 141, and 152. For other kinds of bullets, see Resumes 18, 20, 22, 39, 43, 47, 53, 60, 63, 77, 87, 117, 151, and 163.
36. **Make a bullet a little smaller than the lowercase letters that appear after it.** Disregard any ascenders or descenders on the letters. Compare the following bullet sizes:
 - Too small
 - Too large
 - Better
 - Just right
37. **When you use bullets, make certain that the bulleted items go beyond the superficial and contain information that employers really want to know.** Many short bulleted statements that say nothing special can affect the reader negatively. Brevity is not always the best strategy with bullets. For examples of substantial bulleted items, see Resumes 89 and 130.
38. **When the amount of information justifies a longer resume, repeat a particular graphic, such as a right-pointing arrow bullet or a filled square bullet, to unify the entire resume.** See, for example, Resumes 79 and 112.
39. **Use a horizontal line to separate your name (or your name and address) from the rest of the resume.** If you browse through the Gallery, you can see many resumes that use horizontal lines this way. See, for example, Resumes 13, 27, 39, 77, 104, and 162.
40. **Use horizontal lines to separate the different sections of the resume.** See, for example, Resumes 19, 20, 39, 58, 85, 94, 112, 140, and 146. See also Resumes 66, 93, and 129, whose lines are interrupted by the section headings.
41. **To call attention to a resume section or certain information, use horizontal lines to enclose it.** See, for example, Resumes 59, 76, 99, 132, and 152. See also Resumes 30, 117, and 144, in which one or more sections are enclosed in a box.
42. **Change the thickness of part of a horizontal line to call attention to a section heading above or below the line.** See, for example, Resumes 104 and 152.
43. **Use a vertical line (or lines) to spice up your resume.** See, for example, Resumes 6, 24, 50, 160, and 178.
44. **Use shaded boxes or headings to make a page visually more interesting.** See, for example, Resumes 18, 24, 30, 36, 44, 51, 62, 63, 143, 145, and 151.

45. **Try to make graphics match the resume's theme.** See, for example, Resumes 6, 36, 43, 44, 57, and 63.
46. **If possible, visually coordinate the resume and the cover letter with the same font treatment or graphic to catch the reader's attention.** See, for example, Resume 24 and Cover Letter 23, Resume 44 and Cover Letter 14, and Resume 64 and Cover Letter 9.

Best Resume Writing Style Tips

47. **Avoid using the archaic word *upon* in the References section.** The common statement “References available upon request” needs to be simplified, updated, or even deleted in resume writing. The word *upon* is one of the finest words of the 13th century, but it's a stuffy word at the beginning of the 21st century. Usually, *on* will do in place of *upon*. Other possibilities are “References available by request” and “References available.” Because most readers of resumes know that applicants can usually provide several reference letters, this statement is probably unnecessary. A reader who is seriously interested in you will ask about reference letters.
48. **Check that words or phrases in lists are parallel.** For example, notice the bulleted items in the Transitional Skills section of Resume 101. All the verbs are in the past tense. Notice also the bulleted list in the Executive Profile section of Resume 155. Here all the entries are nouns.
49. **Use capital letters correctly.** Resumes usually contain many of the following:
 - Names of people, companies, organizations, government agencies, awards, and prizes
 - Titles of job positions and publications
 - References to academic fields (such as chemistry, English, and mathematics)
 - Geographic regions (such as the Midwest, the East, the state of California, and Oregon State)

Because of such words, resumes are minefields for the misuse of uppercase letters. When you don't know whether a word should have an initial capital letter, don't guess. Consult a dictionary, a handbook on style, or some other authoritative source, such as an official Web site. Often a reference librarian can provide the information you need. If so, you are only a phone call away from an accurate answer.

Follow headline style in headings with upper- and lowercase letters. That is, capitalize the first word, the last word, and each main word in the heading, but not articles (*a*, *an*, and *the*), conjunctions (*and*, *but*, *or*, *nor*, *for*, *yet*, and *so*), and short prepositions (for example, *at*, *by*, *in*, and *on*) *within* the heading. Capitalize prepositions of five or more letters, such as *about*.

To create a heading with “small caps” (a Format, Font option in Word), first create a heading with upper- and lowercase letters. Then select the heading and assign Small caps to it by selecting Format, Font, Small caps. Original uppercase letters will be taller than original lowercase letters, which now appear as small capital letters.

- 50. Check that you have used capital letters and hyphens correctly in computer terms.** If you want to show in a Computer Experience section that you have used certain hardware and software, you may give the opposite impression if you don't use uppercase letters and hyphens correctly. Note the correct use of capitals and hyphens in the following names of hardware, software, and computer companies:

LaserJet III	Hewlett-Packard	dBASE
PageMaker	Microsoft	Microsoft Word
WordPerfect	NetWare	PostScript
EMACS	UNIX	AutoCAD
Windows	PowerPoint	CorelDRAW
QuarkXPress	Photoshop	QuickBooks

The reason that many computer product names have an internal uppercase letter is for the sake of a trademark. A word with unusual spelling or capitalization is more easily trademarked. When you use the correct forms of these words, you are honoring trademarks and registered trademarks and showing that you are in the know.

- 51. Use all uppercase letters for most acronyms.** An *acronym* is a pronounceable word usually formed from the initial letters of the words in a compound term, or sometimes from multiple letters in those words. Note the following examples:

BASIC	Beginner's All-purpose Symbolic Instruction Code
COBOL	COmmon Business-Oriented Language
DOS	Disk Operating System
FORTRAN	FORmula TRANslator

An acronym such as *radar* (*radio detecting and ranging*) has become so common that it is no longer all uppercase.

- 52. Be aware of the difference between an acronym and an abbreviation.** Remember, an acronym is a combination of letters making a word that you can pronounce. One kind of abbreviation, however, is a set of uppercase letters (without periods) that you can pronounce only as letters and never as a word. Examples are CBS (C-B-S), NFL (N-F-L), YWCA (Y-W-C-A), and AFL-CIO (A-F-L, C-I-O).
- 53. Be sure to spell every word correctly.** A resume with just one misspelling is unimpressive and may undermine all the hours you spent putting it together. Worse than that, one misspelling may be what the reader is looking for to screen you out, particularly if you are applying for a position that requires accuracy with words. The cost of that error can be immense if you figure the salary, benefits, and bonuses you *don't* get because of the error but would have gotten without it.

Your computer's spelling checker might catch many misspellings. However, remember that it can detect a misspelled word but cannot detect when you have inadvertently used the wrong word (*to* for *too*, for example). Also be wary of letting someone else check your resume. If the other person is not a good speller, you may not get any real help. The best authority is a good dictionary.

- 54. For words that have more than one correct spelling, use the preferred form.** This form is the one that appears first in the dictionary. For example, if you see the entry **trav•el•ing or trav•el•ling**, the first form (with one l) is the preferred spelling. If you make it a practice to use the preferred spelling, you will build consistency in your resumes and cover letters.
- 55. Avoid British spellings.** These slip into American usage through books and online articles published in Great Britain. Note the following words:

British Spelling	American Spelling
acknowledgement	acknowledgment
centre	center
judgement	judgment
towards	toward

- 56. Avoid hyphenating words with such prefixes as *co-*, *micro-*, *mid-*, *mini-*, *multi-*, *non-*, *pre-*, *re-*, and *sub-*.** Many people think that words with these prefixes should have a hyphen after the prefix, but most of these words should not. The following words are spelled correctly:

coauthor	microcomputer	minicomputer
coworker	midpoint	multicultural
cowriter	midway	multilevel
nondisclosure	prearrange	reenter
nonfunctional	prequalify	subdirectory

Note: If you look in the dictionary for a word with a prefix and you can't find the word, look for just the prefix. You might find a small-print listing of a number of words that begin with that prefix.

- 57. Be aware that compounds (combinations of words) present special problems for hyphenation.** Writers' handbooks and books on style do not always agree on how compounds should be hyphenated. Many compounds are evolving from *open* compounds (two different words) to *hyphenated* compounds (two words joined by a hyphen) to *closed* compounds (one word). In different dictionaries, you can find the words *copy-editor*, *copy editor*, and *copyeditor*. No wonder the issue is confusing! Most style books do agree, however, that when some compounds appear as an adjective before a noun, the compound should be hyphenated. When the same compound appears after a noun, hyphenation is unnecessary. Compare the following two sentences:

I scheduled well-attended conferences.

The conferences I scheduled were well attended.

For detailed information about hyphenation, see a recent edition of *The Chicago Manual of Style* (the 15th edition is the latest). You should be able to find a copy at your local library.

- 58. Hyphenate so-called *permanent hyphenated compounds*.** Usually, you can find these by looking them up in the dictionary. You can spot them easily because they have a long hyphen (–) for visibility in the dictionary. Hyphenate these words (with a standard hyphen) wherever they appear, before or after a noun. Here are some examples:

all-important	self-employed
day-to-day	step-by-step
full-blown	time-consuming

Note: *The Chicago Manual of Style*, 15th Edition, recommends that these hyphenated compounds should not be considered permanent, but should be written without a hyphen (or hyphens) when they appear after a noun (see Tip 57).

- 59. Use the correct form for certain verbs and nouns combined with prepositions.** You may need to consult a dictionary for correct spelling and hyphenation. Compare the following examples:

start up	(verb)
start-up	(noun)
start-up	(adj.)
startup	(noun, computer and Internet industry)
startup	(adj., computer and Internet industry)

- 60. Avoid using shortcut words, such as abbreviations like *thru* or foreign words like *via*.** Spell out *through* and use *by* for *via*.

- 61. Use the right words.** The issue here is correct usage, which often means choosing the right word or phrase from a group of two or more possibilities. The following words and phrases are often used incorrectly:

alternate (adj.)	Refers to an option used every other time. OFF is the alternate option to ON in an ON/OFF switch.
alternative	Refers to an option that can be used at any time. If cake and pie are alternative desserts for dinner, you can have cake three days in a row if you like. The common mistake is to use <i>alternate</i> when the correct word is <i>alternative</i> .
center around	A common illogical expression. Draw a circle and then try to draw its center around it. You can't. Use <i>center in</i> or <i>center on</i> as logical alternatives to <i>center around</i> .

For information about the correct usage of words, consult a usage dictionary or the usage section of a writer's handbook, such as Strunk and White's *Elements of Style*.

- 62. Use numbers consistently.** Numbers are often used inconsistently with text. Should you present a number as a numeral or spell it out as a word? A useful approach is to spell out numbers one through nine but present numbers 10 and above as numerals. Different approaches are taught in different schools, colleges, and universities. Use the approach you have learned, but be consistent.
- 63. Use (or don't use) the serial comma consistently.** How should you punctuate a series of three or more items? If, for example, you say in your resume that you increased sales by 100 percent, opened two new territories, and trained four new salespersons, the comma before *and* is called the *serial comma*. It is commonly omitted in newspapers, magazine articles, advertisements, and business documents. However, it is often used for precision in technical documents or for stylistic reasons in academic text, particularly in the humanities.

- 64. Use semicolons correctly.** Semicolons are useful because they help distinguish visually the items in a series when the items themselves contain commas. Suppose that you have the following entry in your resume:

Increased sales by 100 percent, opened two new territories, which were in the Midwest, trained four new salespersons, who were from Georgia, and increased sales by 250 percent.

The extra commas (before *which* and *who*) throw the main items of the series out of focus. By separating the main items with semicolons, you can bring them back into focus:

Increased sales by 100 percent; opened two new territories, which were in the Midwest; trained four new salespersons, who were from Georgia; and increased sales by 250 percent.

Use this kind of high-rise punctuation even if just one item in the series has an internal comma.

- 65. Avoid using colons after headings.** A colon indicates that something is to follow. A heading indicates that something is to follow. A colon after a heading is therefore redundant.
- 66. Use dashes correctly.** One of the purposes of a dash (an em dash or two hyphens) is to introduce a comment or afterthought about the preceding information. A colon *anticipates* something to follow, but a dash *looks back* to something already said. Two dashes are sometimes used before and after a related but nonessential remark—such as this—within a sentence. In this case, the dashes are like parentheses, but more formal.
- 67. Use apostrophes correctly.** They indicate possession (Tom's, Betty's), the omission of letters in contractions (can't, don't), and some plurals (x's and o's), but they can be tricky with words ending in s, possessive plurals, and plural forms of capital letters and numbers. For review or guidance, consult a style guide or a section on style in the dictionary.
- 68. Know the difference between *its* and *it's*.** The form *its'* does not exist in English, so you need to know only how *it's* differs from *its*. The possessive form *its* is like *his* and *her* and has no apostrophe. The form *it's* is a contraction of *it is*. The trap is to think that *it's* is a possessive form.

2

P ♦ A ♦ R ♦ T

The Gallery

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(11) 444-4444

PROFESSION
Management • Bus
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RELATED EDUCATION & TRAINING
Business Administration, Jersey City State College, Jersey City, NJ
CITY SCORE-Sponsored Program on Business Start-Up and Operation, Accounting, and Finance
County College, Tompkins River, NJ / Brookdale College, Lincroft, NJ
Cable Start-Up, Operation, and Promotion, Bellmans, Inc., Eugene, OR
Employee Supervision / Management, Problem-Solving, Leadership, Communication, and Finance

PROFESSIONAL EXPERIENCE
Management / Supervision

EMPLOYMENT
Employee Relations
Recruited to plan and set up
also provided ongoing business
Established
Hired technical
Completed daily productivity assessments
insured consistency with strong
Managed 20 technical and office support
departments throughout N.J. Managed
the operation of busy technology departments, during even
the most demanding periods. Provided training
and developed procedures for new employees.
Completed courses concerning equipment needs and operation
of equipment. Installed and maintained equipment.
Developed and implemented policies and procedures.
Provided training and supervision of staff.
Managed the operation of busy technology departments, during even
the most demanding periods. Provided training
and developed procedures for new employees.
Completed courses concerning equipment needs and operation
of equipment. Installed and maintained equipment.
Developed and implemented policies and procedures.
Provided training and supervision of staff.

The Gallery at a Glance

How to Use the Gallery.....	21
Resumes on Special Paper.....	23
Resumes Grouped by Occupational Fields	
■ Accounting.....	43
■ Advertising/Promotion.....	51
■ Communications.....	59
■ Customer Service.....	69
■ Design/Architecture.....	75
■ Education/Training.....	83
■ Engineering.....	141
■ Finance.....	155
■ Healthcare.....	183
■ Hospitality.....	233
■ Human Resources.....	241
■ Information Systems/Technology.....	259
■ Law.....	283
■ Law Enforcement.....	293
■ Management.....	305
■ Manufacturing.....	331
■ Media.....	339
■ Sales and Marketing.....	347

How to Use the Gallery

You can learn much from the Gallery just by browsing through it. To make the best use of this resource, however, read the following suggestions before you begin.

Examine the resumes on special paper at the beginning of the Gallery. These 16 examples show how quality paper can enhance a resume's appearance. The papers range in color from white to blue and include cream, tan, and gray. Some of these papers are watermarked, and all are laser-compatible. Most have a weight of 24 lbs. or more, which is widely used for resumes. Some of the paper samples have subtle differences in texture that you can sense by rubbing the surface and listening to the sound. Notice which colors are not included: orange, green, purple (the secondary colors), and darker values of any color.

Look at the resumes in the category containing your field, related fields, or your target occupation. Notice what kinds of resumes other people have used to find similar jobs. Always remember, though, that your resume should not be "canned." It should not look just like someone else's resume, but should reflect your own background, unique experiences, and goals.

Use the Gallery primarily as an "idea book." Even if you don't find a resume for your specific occupation or job, be sure to look at all the resumes for ideas you can borrow or adapt. You may be able to modify some of the sections or statements with information that applies to your own situation or job target.

Study the ways in which professional resume writers have formatted the applicants' names, addresses, and phone numbers. In most instances, this information appears at the top of the resume's first page. Look at type styles, size of type, and use of boldface. See whether the personal information is centered, spread across a line, or located next to a margin. Look for the use of horizontal lines to separate this information from the rest of the resume, to separate the address, phone number, and e-mail address from the person's name, or to enclose information for easier visibility.

Look at each resume to see what section appears first after the personal information. Then compare those same sections across the Gallery. For example, look at just the resumes that have a Goal or Objective as the first section. Compare the length, clarity, and use of words in these statements. Do they contain complete sentences, or one or more partial thoughts? Are some statements better than others in your opinion? Do you see one or more Objective statements that come close to matching your own objective? After you have compared these statements, try expressing *in your own words* your goal or objective.

Repeat this "horizontal comparison" for each section across the Gallery. Compare all the Education sections, all the Qualifications sections, and so on. As you make these comparisons, continue to note differences in length, the kinds of words and phrases used, and the content's effectiveness. Jot down any ideas that might be useful for you. Then put together similar sections for your own resume.

As you compare sections across the Gallery, pay special attention to the Profile, Summary, Areas of Expertise, Career Highlights, Qualifications, and Experience sections. (Most resumes don't have all of these sections.) Notice how skills and accomplishments are worked into these sections. Skills and accomplishments are *variables* you can select to put a certain “spin” on your resume as you pitch it to a particular interviewer or job. Your observations here should be especially valuable for your own resume versions.

After you have examined the resumes “horizontally” (section by section), compare them “vertically” (design by design). To do this, you need to determine which resumes have the same sections in the same order, and then compare just those resumes. For example, look for resumes that have personal information at the top, an Objective statement, an Experience section, and an Education section. (Notice that the section heads may differ slightly. Instead of the word *Experience*, you might find *Professional Profile*, *Employment*, or *Career Highlights*.) When you examine the resumes in this way, you are looking at their *structural design*, which means the order in which the various sections appear. The same order can appear in resumes of different fields or jobs, so it is important to explore the whole Gallery and not limit your investigation to resumes in your field or related fields.

Developing a sense of resume structure is extremely important because it lets you emphasize the most important information about yourself. A resume is a little like a newspaper article—read quickly and usually discarded before the reader finishes. That is why newspaper articles often have less-important information toward the end. For the same reason, the most important, attention-getting information about you should be at or near the top of your resume. What follows should appear in order of descending significance.

If you know that the reader will be more interested in your education than your work experience, put your Education section before your Experience section. If you know that the reader will be interested in your skills regardless of your education and work experience, put your Skills section at or near the beginning of your resume. In this way, you can help ensure that anyone who reads only *part* of your resume will read the “best” about you. Your hope is that this information will encourage the reader to read on to the end of the resume and, above all, take an interest in you.

Compare the resumes according to visual design features, such as the use of horizontal and vertical lines, borders, boxes, bullets, white space, graphics, and inverse type (white characters on a dark background). Notice which resumes have more visual impact at first glance and which ones make no initial impression. Do some of the resumes seem more inviting to read than others? Which ones are less appealing because they have too much information, or too little? Which ones seem to have the right balance of information and white space?

After comparing the visual design features, choose the design ideas that might improve your resume. You will want to be selective and not try to work every design possibility into your resume. As with writing, “less is more” in resume creation, especially when you integrate design features with content.

Resumes on Special Paper

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
1.	Corporate Facilities Manager	Facilities/Project Manager	25
2.	Operations Manager	Operations Manager	26
3.	Restaurant Manager	Not specified	27
4.	Assistant Manager/Floor Supervisor	Not specified	28
5.	Security Director	Not specified	29
6.	Tennis Professional and Coach	Tennis Professional and Coach	30
7.	Event/Program Coordinator	Not specified	31
8.	Cardiology Account Manager	Meeting Planner	32
9.	Commercial Airline Pilot	First Officer, Airline	33
10.	Esthetician	Esthetician	34
11.	Peace Corps Volunteer	Not specified	35
12.	Project Coordinator	Administrative Specialist	36
13.	Recording Engineer	Recording/Mixing Engineer	37
14.	Elementary School Teacher	Not specified	38
15.	Territory Sales Specialist	Pharmaceutical Salesperson	39
16.	Software Account Manager	Software Sales Manager	40

Cara Provalenko, CFM

5700 Main Street, Denver, CO 00000—caraprovalenko@email.com—303-000-0110

Facilities Manager—Project Manager—Strategic Planner with extensive experience in leading-edge facilities planning, design, and management.

- Exceptional results in fast-track, high-end capital construction, renovation, and relocation projects.
- Influential, team-building approach, conducting research, creating urgency, selling programs among cross-disciplinary teams, and driving results. Extensive professional network of industry leaders.

Experience

Corporate Facilities Manager, BOSTON MARKET CORPORATE OFFICE, Denver, CO, 1997–Present

- Developed and led a multidisciplinary project management team of 24.
- Provided strategic planning, site selection, lease negotiations, scheduling, construction budgets, and relocation of corporate headquarters to meet growth objectives.
- Designed and implemented an innovative office environment, achieving objectives for enhanced corporate image and improved communication, teamwork, and productivity.
- Negotiated contracts for utilities, telecommunications, and security services for 150 retail locations nationwide.

Project Manager/Space Manager, UNIVERSITY OF DENVER, Denver, CO, 1993–1997

- Managed facility utilization at a 3-million-sq.-ft. research campus. Directed, developed, and motivated professional staff and interns.
- Developed and administered a space management database for indirect cost recovery, asset tracking, and space utilization, increasing revenues by \$1.5 million annually. Authored long-range facilities master plan.
- Spearheaded the conversion of paper-based facilities documentation to AutoCAD. Negotiated contract with architectural firm with built-in incentives for accuracy, collaboration, and timely completion.
- Created and implemented community outreach and public relations campaign to ensure support for 25 concurrent major capital projects valued at \$200 million.

Facilities Designer/Project Manager, LOCKHEED MARTIN ASTRONAUTICS, Denver, CO, 1990–1993

- Functioned as architect, space planner, and project manager for a major aerospace contractor.
- Completed tenant-finish of research laboratories, high-security suites, and corporate offices. Developed scope of work, schedules, and budgets.
- Collaborated with purchasing departments in complex government-regulated bid development processes. Served as liaison to research scientists, corporate executives, and community members.

Education & Professional Activities

Bachelor of Science, Business Administration, University of Colorado at Boulder

Certified Facility Manager (CFM), Distinguished Member, International Facility Management Association

Combination. *Tracy Laswell Williams, Arvada, Colorado*

A horizontal line appears under the Experience heading, and another appears under the Education & Professional Activities heading. Adequate white space makes the layout easy to grasp at a glance.

David Foreman

555 Center Street
Grove City, Pennsylvania 16127

724.555.3333
dforeman@aol.com

MANAGER

Operations • Process Improvement • Training

Your hard work, superb preparation, and "can-do" attitude were noted with pleasure by Fleet Training Group personnel. Your flexibility to adapt to rapidly changing situations and your ability to work as a team member have established you as an integral member of *Implicit's* elite crew. Your dedication, knowledge, enthusiasm, and drive for excellence are second to none.

—R.T. Thompson
Commanding Officer, USS *Implicit*

[Foreman] placed upon himself the task of improving the layout of forward berthing temporary racks. Using exceptional skill and resourcefulness, [he] modified the format ... enlarging the living space and privacy, turning the temporary racks from the worst to the best in forward berthing. This provided a big morale boost for the personnel. [Foreman's] personal initiative is an example of the "can-do" spirit of "Iron Men in Wooden Ships!"

—A. G. Myers
Commanding Officer, USS *Enhance*

[Foreman's] performance is excellent. He has, without question, gained respect and confidence from his superiors for his depth of knowledge, sound judgement, and initiative. An exceptional leader routinely selected to train new personnel on MCM techniques. ... [Foreman] is not only an excellent leader but also a dependable manager and administrator.

—September 30, 1990

[Foreman] is thorough, gifted, and meticulous in his leadership skills. ... [He] has distinguished himself as one who will "take the ball and run with it."

—January 15, 1988

- Strong leadership, strategic planning, project management, and team-building expertise. Create enthusiasm and build confidence in others.
- Design innovative workflow planning/prioritization strategies, resulting in improvement in productivity, efficiency, inventory issues, and cost savings.
- Able to multitask and make decisions. Flexible to changing priorities.
- Adept at recognizing/launching steps needed to attain objectives. Thrive on challenges to overcome obstacles with solutions that are technically sound and financially feasible. Learn new skills rapidly.
- Exceptional interpersonal and communication skills (network, collaborate, negotiate); build positive, effective business relationships with people from diverse cultures and at all professional levels.
- Motivate team by recognizing high standards of performance. Give feedback to encourage people to be open and to foster sense of trust.

PROFESSIONAL EXPERIENCE

Foreman Construction and Repair—Flower Mound, Texas 1999–Present

OPERATIONS MANAGER

- Manage daily operations of construction company, specializing in commercial and residential remodeling projects. Supervise team of 7–15 on job sites. Prepare estimates and negotiate contracts.
- Carry out all management functions, i.e., hire and terminate personnel, purchase material and equipment, and direct logistics and scheduling of construction projects.

Owens Corning Fiberglass—Flower Mound, Texas 1994–1999

TRAINING AND SAFETY INSTRUCTOR

- Revamped in-house OSHA course curriculum and instituted regular class schedule.
- Taught OSHA standards to employees; trained team members on effective presentation of material. Significantly improved employee compliance with established safety standards.

United States Navy—Seattle, Washington, and aboard ships worldwide 1972–1994

NATIONAL TEAM TRAINER (1990–1994)

- Traveled nationwide to evaluate team performance in the field. Delivered weeklong team-training workshops to optimize performance of teams under emergency and stressful situations.

OPERATIONS MANAGER (1987–1990)

- Wrote and implemented logistics for operations and training for 15 ships and their personnel. Directly managed 50 personnel, assigning duties, training, and work schedules, and directing the Preventative Maintenance System (PMS).
- Appointed to #3 management position on nuclear cruiser during Persian Gulf War.

Prior to Honorable Discharge in 1994, experience included 8 years as Navigator. Held Secret Clearance.

EDUCATION / CONTINUING EDUCATION

B.S., Business, anticipated 2004, **current GPA 3.8**, American Intercontinental University

Commercial Plumber coursework, 1996–1998, Local 100

2

Combination. *Jane Roqueplot, Sharon, Pennsylvania*

Impressive testimonials, tip-bulleted skills, and a record of experience with major achievements help portray this worker as a recent graduate with an exceptional past.

Deborah C. Kerlind

1226 Elegy Avenue, Columbia, MD 21044
 (410) 997-5555 Home • deb_kerlind@hotmail.com

PROFESSIONAL PROFILE**Restaurant Manager / Food and Beverage (F&B) Manager**

Well-qualified professional with more than 7 years of experience in Restaurant Management for high-volume, fast-casual, and full-service restaurants. Consistently successful in raising service standards and quality operations. Expertise in hiring, training, coaching, customer service, labor and quality control, and FOH operations. Reputation for excellence, integrity, and leadership under pressure.

Core strengths include:

- | | | |
|--------------------------------------------------------------------|----------------------------------------------------------------|------------------------------------------------------|
| <input checked="" type="checkbox"/> Coaching & Staff Development | <input checked="" type="checkbox"/> Scheduling & Labor Control | <input checked="" type="checkbox"/> F&B Operations |
| <input checked="" type="checkbox"/> Regulatory & Safety Compliance | <input checked="" type="checkbox"/> Product & Quality Control | <input checked="" type="checkbox"/> Service Training |
| <input checked="" type="checkbox"/> Purchasing & Inventory Control | <input checked="" type="checkbox"/> Customer Service Delivery | <input checked="" type="checkbox"/> Cost Controls |

PROFESSIONAL EXPERIENCE

HENRY'S RESTAURANT CORP., Washington, DC (corporate headquarters) **6/1999–1/2006**
Manager in Charge of Service (9/2003–1/2006); Promoted from Floor Manager (1999–2003)
 Rotated through managerial positions in Boston; St. Louis; Chicago; Norfolk; and Columbia, MD (last position) for restaurant chain rated in Top 3 Casual Dining (*Consumer Reports*). Reported to General Manager. Chosen to serve as Motivational Ambassador to St. Louis and Chicago locations (Summer 2003) to boost staff morale and provide "best practices" service training.

Columbia, MD: Supervised 75 FOH staff in high-volume, 200-seat casual dining restaurant and bar. 100 employees. \$5 million/year revenues. Oversaw customer service, facilities management, special events, food service, purchasing & inventory control, staffing, scheduling, and labor control.

- **Daily Operations.** Played key role delivering 12% sales increase through superior performance against objectives in sales, profitability, customer service, operations, quality control, and staff development. Supervised 52 servers, 8 bartenders, and 15 front-door staff. Knowledge of OSHA, sanitation, and health regulations. Passed 2 health inspections in 6 months with perfect scores.
- **Staffing and Training.** Boosted staff performance through improved training and accountability. Hired 20 new employees and directed all staff training and development. Conducted daily orientations and performance reviews. Proactively launched motivational initiatives, such as coaching, developmental classes, weekly staff performance meetings, and daily shift meetings.
- **Labor Control.** Trimmed labor costs by eliminating 25 hours from front-door schedule. Maintained up-to-date and accurate labor plans for FOH and BOH staffing needs, overseeing \$20,000-per-week labor budget. Prepared schedules and ensured full staffing for all shifts.
- **Purchasing and Inventory Control.** Cost-efficiently managed \$2000-per-week bar budget and collaborated with General Manager in purchasing \$1700 per week in china and smallware.

EDUCATION & TRAINING

B.S., Hospitality & Tourism Management, University of Maryland, College Park—June 1999
 GPA in major 3.6 (worked 2 part-time jobs while attending college full-time)
 Internship, Walt Disney World (WDW), Orlando, FL—Summer 1997
 WDW Campus Rep (1997–1999) Arranged logistics and advertising for 36 recruiting events.

COMPUTER SKILLS

Windows 2003, MS Office Suite 2003 (Word, Excel, Outlook), Lotus, point-of-sale (POS) software

Combination. *Susan Guarneri, Three Lakes, Wisconsin*

The individual had seven years of restaurant experience. The writer summarized the work history, emphasizing management-level skills and listing keywords under Core Strengths.

Kendall Rose Coleman

76 Columbia Street
Poughkeepsie, NY 00000
555.555.5555

175 West 57th Street, Apt. E
New York, NY 00000
555.555.5555

Career Focus: Corporate Fashion / Fashion Merchandising

▶ **Profile**

Flexible and creative individual with organizational ability, a wide range of fashion industry knowledge and a good eye for trends in silhouette, color and fabric. Offering a high degree of motivation and maturity, plenty of energy, leadership aptitude, great communication skills and assertiveness. Proven ability to manage complex projects and collaborate with both creative and business teams. Combines an innate ability to forecast trends with solid academic preparation and extensive retail experience. Excellent interpersonal skills developed in fast-moving, customer-centric environments.

▶ **Highlights of Qualifications**

Retail Sales & Merchandising / Staff Management
Personalized Customer Service / Customer Relations
Computer Literate: Microsoft Word, Excel, PowerPoint

▶ **College Coursework**

Fashion History Design Principles
Psychology of Fashion Fashion Merchandising
Consumer Behavior Color & Design

▶ **Specific Areas of Knowledge, Insight & Experience**

Research & Trend Analysis	Product Development	Working with personal shoppers & upscale clientele
Concept Board Creation	Business-to-Business Sales	Sourcing, Supplier Evaluation and Vendor Assessment
Buying & Marketing	Multi-Cultural Markets	Up-to-date knowledge of fibers, yarns, fabrics & finishes

Internship Experience and College Work Project Highlights

Soho Designs, New York, NY Assistant—Product Development, Design & Merchandising

Fall 2001

Assisted the VP of Product Development of this novelty sweater manufacturer. Involved with developing and producing a product line from initial concept to reality with the challenge to forecast trends and translate them into profitable sweater designs. Evaluated sales patterns, researched fabrics and trims, and created complex business plans aimed at target customers. Also, created concept boards, met with suppliers and worked with technical designers, QA managers and internal teams.

Upscale Boutique, New York, NY Senior Sales Associate

Fall 2000

Involved with selling and merchandising high-end hosiery in this upscale Soho boutique. Acquired experience in dealing with personal shoppers and a discerning clientele. Expedited deliveries and handled specialty and high-volume accounts.

Victoria's Secret, Poughkeepsie, NY Sales Associate

Fall 1999

Dealt directly with customers and merchandised in-store displays. Made efficiency improvements and achieved high sales through a thorough knowledge of products and creative merchandising. Also managed cash and closed ending reports.

Education / Activities

B.B.A. in Marketing

Fashion Institute of Technology, New York, NY
Thesis: African-American Designers

Pre-Professional Activities

Fashion Club Member / Director, Annual Fashion Show
Dress for Success Volunteer / Earned 100% tuition & books

Employment History

Assistant Manager / Floor Supervisor Abercrombie & Fitch, Poughkeepsie, NY

2003 to Present

Hostess / Waitress City Street Café, Poughkeepsie, NY

1997 to Present

Store Manager Weathervane, Poughkeepsie, NY

2002 to 2003

4

Combination. *Kristin M. Coleman, Poughkeepsie, New York*

Ornamental, wavy lines enclosing the centered headings are distinctive. A profile, qualifications highlights, relevant courses, and knowledge areas are all put before experience.

John Raymond

111 West Annie Lane ♦ Ferrytown, VA 00000 ♦ 000-000-0000 ♦ user@cox.rr.com

Achievement-oriented professional with exceptional administrative skills

<u>Areas of Strength</u>		
<i>Written/Oral Communication</i>	<i>Biometric Technology</i>	<i>Background Investigation</i>
<i>Airport and Airline Security</i>	<i>Physical Assessment</i>	<i>Budget Administration</i>
<i>Resource Management</i>	<i>Cost Controls</i>	<i>Staff Development</i>
<i>Sales and Marketing</i>	<i>Forecasting</i>	<i>Team Leadership</i>

Professional Experience

Security Director, TransSecure Corporation 2001–present

- Coordinate the design and development of iris-recognition products and services from a security perspective.
- Act as liaison between company and airports/airlines to facilitate implementation of cutting-edge biometric security technology.
- Monitor all aspects of administration for budget of up to \$250,000 per project, and teams of up to 18 members, ensuring successful completion of projects within timeframe and cost constraints.
- Register fingerprints and irises of frequent flyers in U.S. and U.K., achieving reduction in planing and deplaning security checks and reducing customer security expenditures.
- Ensure all Federal Aviation Administration rules and regulations that govern airport and airline security are complied with at all times.

Operations Manager, Detailing Services 1987–present

- Maintain P&L responsibility for auto and boat detail center with 4 full-time employees.
- Handle all aspects of operations administration, including budgeting, bookkeeping, payroll, and report generation.
- Prepare and submit financial documentation to professional accountant for tax reporting.
- Manage employee benefits programs, including recent implementation of group health benefits.
- Monitor facilities and staff members for adherence to all applicable health safety guidelines.
- Remain in compliance with regulations of the Equal Employment Opportunity Commission.

RELATED EXPERIENCE

Metropolitan Police Department

Served 20-year tenure, fulfilling responsibility of the following positions:

Recruiting Investigator—2 years:

- Performed in-depth background investigations of both civilian and police applicants.
- Interviewed prospective applicants for both police and civilian positions.
- Initiated and conducted recruitment drives at colleges and universities.

Employee Management Specialist—8 years:

- Provided expert testimony and served as liaison to the Washington D.C. Superior Court, in matters relating to violations of uniform standards of conduct, general orders, and criminal acts, as well as informing officials as to how the act was performed.
- Offered recommendations for pay status of uniformed officers charged with violations, including administrative and sick leave, and benefits.
- Issued leadership handbook to first-line supervisors.

EDUCATION

Bachelor of Science in Administration of Criminal Justice—Western University

Training: Police Academy, Background Investigation, Personnel Management, Employee Relations, Dignitary Protection, Race Relations

Honors: Reduction of Crime—Presented by Chief of Police

Memberships: American Society of Industrial Security, Fraternal Order of Police

Keywords: Aviation, Personnel Management, Security Technology, Workplace Diversity, Biometrics

Combination. *Lea J. Clark, Macon, Georgia*

Strength areas of diminishing length are placed in a four-row, three-column table without lines. From left to right, the columns are in turn left-aligned, centered, and right-aligned.



Henry James

13 Windmill Lane, Huntington, NY 11743 • matchpoint@mail.com • (555) 555-5555

Experienced Tennis Professional & Coach

Beginners through National Champions
Children, Teens & Adults / Special-Needs Populations

PLAYER PROFILE

- At 16 years old, ranked #1 in California.
- At 18, ranked 20th in U.S. national standings.
- Four years as a varsity tennis player, University of California at Los Angeles (UCLA).
- In 2001, in the 35+ Division, competed in two U.S. national tournaments, reaching the semifinals.

EMPLOYMENT HISTORY

Senior Pro , NORTHPORT TENNIS ACADEMY, Northport, NY	1997–Present
Senior Pro , OLD WESTBURY TENNIS CENTER, Old Westbury, NY	1996
Head Pro , SANTA MONICA TENNIS ACADEMY, Santa Monica, CA	1990–1995
Head Pro , LONG BEACH TENNIS CENTER, Long Beach, CA	1983–1990

HIGHLIGHTS

- Provide skills instruction and motivational coaching in individual and group lessons, including men's, women's, and doubles leagues.
- Instill confidence and provide encouragement to all students with special attentive support to children. Set goals for future performance and monitor progress. Answer questions, provide feedback, and otherwise communicate with parents, as appropriate.
- Coach nationally ranked players on advanced skill development. Currently serve as a traveling coach to a 15-year-old student ranked 12th in the U.S.
- Manage summer camp program, overseeing six instructors for children's groups, ages 6–12.
- As a clinic coach, run drills for 2-hour group practices, several times per week.
- Teach children and adults with physically limiting conditions.
- Participated in the Senior Professional Tennis Clinics Circuit (1997–2000).

EDUCATION

Bachelor of Arts, Psychology. UCLA, Los Angeles, CA

PROFESSIONAL TRAINING

Certified Professional, 1995–Present
UNITED STATES PROFESSIONAL TENNIS REGISTRY

USA Tennis High Performance Coaching Program, 2003
UNITED STATES PROFESSIONAL TENNIS ASSOCIATION, College Park, MD

USA Tennis Teachers' Conference, 2002, 2001 & 2000
UNITED STATES TENNIS ASSOCIATION

Tennis Workshop for Coaches, 2001
SMITH TENNIS ACADEMY, St. Petersburg, FL

National Clinician Workshop for Tennis Instructors, 2000
USTA / UNITED STATES PROFESSIONAL TENNIS REGISTRY

Tennis Clinician Program, 1998
ROSSMAN TENNIS UNIVERSITY, Marco Island, FL

6

Combination. *MJ Feld, Huntington, New York*

The candidate was concerned about his age—around 40. The writer left off the graduation date but showed the person's 35+ Division achievement, continual tennis playing, and training.

MARILYN NOLAN

22 Meadow Lane ■ Chicago, IL 00000 ■ (555) 555-5555 ■ MNolan@media.net

■ **PROFILE****Conferences ■ Fund-raising ■ Trade Shows ■ Meeting Planning ■ Cultural Programs**

Creative professional with expertise in all aspects of successful event/program planning, development and management. Excel in managing multiple projects concurrently with strong detail, problem solving and follow-through. Demonstrated ability to recruit, motivate and build cohesive teams. Sourced vendors, negotiated contracts and managed project budgets. Superb written communications, interpersonal and presentation skills.

■ **SELECTED ACCOMPLISHMENTS****Special Events Management:**

Planned and coordinated conferences, meetings and events for companies, professional associations, arts/cultural, and other organizations. Developed program content and administered budgets. Arranged all on-site logistics, including transportation, accommodations, meals, guest speakers and entertainers, and audiovisual support. Coordinated participation and represented companies at industry trade shows. Recognized for creating and planning some of the most successful events ever held statewide.

- ◆ Created cultural events for an arts organization that boosted membership enrollment.
- ◆ Organized 5 well-attended conferences for 2 national professional associations.
- ◆ Designed successful community educational campaigns promoting safety awareness.

Fund-raising & Public Relations:

Created, planned and managed all aspects of several major fund-raising campaigns, resulting in a significant increase in contributions raised for each function over prior years. Recruited volunteers and developed corporate sponsorships. Generated extensive media coverage through effective promotional and public relations strategies. Created newsletters distributed to employees, customers and others.

- ◆ Co-chaired capital fund campaign, raising \$3.5 million for new facility.
- ◆ Coordinated 3 auctions, raising over \$140,000 for an educational institution.
- ◆ Initiated successful publication, generating \$25,000 to finance community programs.

Sales & Marketing:

Selected by management to spearhead opening of regional office, including all logistics, staff relocation and business development efforts. Designed and implemented creative sales and marketing strategies to capitalize on consumer trends and penetrate new market. Coordinated and conducted sales training.

- ◆ Developed and managed 17 key accounts generating \$10 million annually.
- ◆ Recognized for managing top revenue-generating program company-wide.
- ◆ Consistently exceeded sales forecast and led region to rank #1 out of 6 in profitability nationwide.

■ **EXPERIENCE**

Event/Program Coordinator, ARTS COUNCIL, BOTANICAL GARDENS & CULTURE EXCHANGE, Chicago, IL (1998–present).

Promoted from **Regional Manager, Account Executive** and **Financial Underwriter**, MARCON FINANCIAL SERVICES COMPANY, Chicago, IL (1988–2000).

■ **EDUCATION**

B.A. in Business Administration, Springfield College, Springfield, MA

Functional. *Louise Garver, Enfield, Connecticut*

The goal was coordinating museum events, originally an avocation, so the writer played up avocational activities. This resume generated a museum interview; the person was hired on the spot.

TATIANA STEVENS

77 East Neck Road Lake Success, New York 22222 (555) 222-0000 TStevens@mtgplanning.net

Meeting Planner

Highly motivated, energetic professional with more than 10 years of specialized experience in meeting planning services for major pharmaceutical clients across various disciplines of the medical industry. Articulate communicator with a proven ability to plan and synchronize the essential details of multiple meetings in an efficient and resourceful manner. Select qualifications encompass the following:

Key Account Management... Logistical Planning & Coordination... Vendor-Contract Negotiation... Client Relations... Site Selection and Management... Budget Tracking and Reporting... Billing... Print Materials... Participant Recruitment... Speaker Procurement... Staff Supervision... Windows 2000; MS Word, Excel, Outlook, Meeting Trak; Internet Research, Database Management

Master of Arts, Developmental Psychology, Stony Brook University, 1998
Bachelor of Arts, Psychology, State University of New York at Binghamton, 1995

Professional Experience

Medical Meetings, Inc., Farmingdale, New York 2000–present
 2001–present **CARDIOLOGY ACCOUNT MANAGER**
 2000–2001 Project Manager

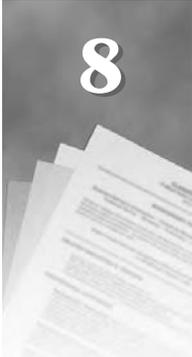
Exclusively manage the logistics and on-site management of more than 25 annual Advisory Board, Consultant, and Faculty Update meetings held nationwide for Jasper Pharmaceuticals.

- Orchestrate meeting planning services with a focus on needs assessment, vendor relations, cost analysis, set-up/audio-visual specifications, transportation, off-site entertainment, accommodations, and menu selection.
- Serve as direct point of contact for clients, vendors, and participants to ensure the smooth coordination of corporate events from early phases of planning to post-meeting support.
- Expertly consult on travel and entertainment options, employing information acquired during extensive business travels and advice from a cultivated network of DMC representatives across the country.
- Prepare, track, and summarize budgets for annual meetings and medical symposiums, and manage physician-participatory information utilizing an industry-specific database program.
- Diplomatically enforce negotiations with vendors to arrive at mutually agreeable, cost-saving solutions.
- Collaborate the efforts of creative teams and outsourced printers on the conceptualization and production of print material to facilitate the implementation of meetings.
- Effectively supervise meeting coordinators, exercising strong staff management and project leadership skills.

Homecare Medical Services, Inc., New York, New York 1993–2000
 1997–2000 **MANAGER, MEETING SERVICES**
 1996–1997 Program Coordinator, Visiting Faculty
 1995–1996 Assistant Program Coordinator
 1993–1995 Administrative Assistant

Promoted the planning, coordination, and management of 200 annual dinner meetings, as well as seminars, symposiums, and special events for a portfolio of leading pharmaceutical clients.

- Directed site evaluation and selection, vendor relations, budget management, participant recruitment, speaker procurement, creation and distribution of print materials, logistical planning, menu selection, audio-visual requirements, transfers, entertainment, and supervision of six meeting planners.



8

Combination. *Ann Baehr, Brentwood, New York*

Strong features are the shaded line above the name, the shaded Professional Experience heading, a profile (the paragraph under "Meeting Planner"), and expertise areas separated by ellipses.

JEFFREY JONES

Current Residence
5555 Kingman Blvd.
Las Vegas, NV 00000

SSN: 555-55-5555
Tel: (555) 555-5555

Local Contact
55-555 Poipounder Rd.
Honolulu, HI 00000

Seeking Entry-Level Position As...

FIRST OFFICER WITH PACIFIC AIRLINES

Profile: Experienced aviator with 9,000+ total flight hours, including 2,800+ hours of B737 time. Verifiable record of no FAA violations. Solid training record—have passed all commercial airline IOEs and check rides on first attempt. Continuous employment in aviation. Dependable employee—zero no-shows throughout career. Facilitate open communication and mutual respect among all workgroups.

Committed to Safety First • Firm Advocate of Crew Resource Management

RATINGS & CERTIFICATES

- Airline Transport Pilot: AMEL
- Commercial Privileges: ASEL
- Flight Engineer: TurboJet
- Flight Instructor: Instrument ASEL/MEL
- Medical Certificate: FAA Class I
- FCC Radio Operator Permit

FLIGHT HOURS

• Total	9,650	• TurboJet	2,952	• B737	2,846
• PIC	2,482	• TurboProp	4,122	• B727	103
• SIC	7,072	• MEL	7,288	• Instrument	734
• Stdnt. Hrs.	96	• SEL	2,361	• FE	379

OPERATIONAL EXPERIENCE*Commercial Airlines*

Oct 97–Present	Nationwide Airlines —Atlanta, GA First Officer: B737-300/500
May 96–Oct 97	West Coast Airways, Inc. —Los Angeles, CA First Officer: B727 / Flight Engineer: B727
Jan 93–May 97	Atlantic Airlines —Raleigh, NC First Officer: EMB-120, BAE J41
May 92–Jan 93	Scenic Air —San Diego, CA First Officer: DHC-6-300

General Aviation

Jan 92–Apr 92	Airtech, Inc. —Las Vegas, NV (<i>FBO and Part 135 on-demand charters</i>) Assistant Chief Pilot
Apr 89–Dec 92	Wallaby Aviation —Portland, OR (<i>FBO</i>) Chief Flight Instructor/Fire Patrol

EDUCATION

B.A. in Business Administration, University of Oregon

Combination. *Peter Hill, Honolulu, Hawaii*

This experienced pilot was facing the possibility of a furlough by a major airline. The goal, profile, and multicolumn lists position the pilot for a transition to a smaller carrier.

Attributes

Calm Demeanor
Well-Spoken
Perceptive Nature
Professional Appearance

Esthetic Skills

Skin Histology
Hydrotherapy
Massage Techniques
Customized Facials

Business Skills

Inventory Control
Merchandising
Customer Relations
Sales & Marketing

Qualities

Client Focused
Strong Sales Skills
Highly Organized
Keen Listener

Interests

Horseback Riding
Nutrition
Yoga (two years)

Olivia Isabella

76 Columbia Street ♦ Frankfort, NY 00000 ♦ 555.555.5555

Esthetician

Offering comprehensive esthetic training, a degree in fashion and proven sales skills. Ready to utilize knowledge, creativity, excellent communications and integrity to help to understand the “whole” person and provide the perfect environment to stimulate mental, spiritual and physical well being. Possess a sound understanding of the most advanced facial techniques and exposed to the latest in skin care procedures.

Education & Credentials

The Metropolitan Institute of Esthetics, New York, NY
Completed 600-hour training program

January 2003

AREAS OF SPECIFIC KNOWLEDGE

- ▶ Customized professional facial treatments
- ▶ Marketing and promoting a skin care center
- ▶ Balancing and controlling various skin conditions
- ▶ Maintaining healthy skin from teen to maturity

SPECIALIZED COURSEWORK

- ▶ Ionization / Pre- & Post-operative Care
- ▶ Aromatherapy / European Facial Massage
- ▶ Skin Analysis / Masque Therapy
- ▶ Bridal Makeup / Corrective Makeup

Oneida College, Utica, NY

Bachelor of Professional Studies in Fashion Merchandising

May 2002

GPA 3.2

SPECIAL PROJECTS, INFORMATION & VOLUNTEER ACTIVITIES

- ▶ Participated in the “Early Admission Program”—entering college as a high school senior.
- ▶ Assisted in creating visual displays for the Fashion Program (1999–2000).
- ▶ Volunteer Makeup Artist for Oneida’s annual Silver Needles Award show (April, 2000).
- ▶ Completed a comprehensive and lengthy “capping” project that received high praise and an “A.”

INTERNSHIP

SEVENTEEN MAGAZINE, NEW YORK, NY

Beauty Editor Assistant: Involved with “brainstorming” for article and cover ideas. Conducted research and assisted with actual article development/writing. Acquired considerable experience with facilitating focus groups that consisted of target readers. Gained insight into several aspects of the beauty industry. Also, attended team meetings, helped create promotional concepts and handled overall clerical duties.

Spring 2002

Employment

AVON SALON & SPA, NEW YORK, NY

1/03 TO PRESENT

Esthetician—Provide a variety of services in this upscale Aveda Concept salon. Experience includes waxing, customized facials and product sales. Receive extensive training at Aveda in Soho.

MARSHALL FIELDS DEPARTMENT STORE, POUGHKEEPSIE, NY

12/99 TO 2/00

Worked as a Skincare and Makeup Artist for Clinique with responsibility for promotions and direct sales. Dealt extensively with customers, opened and closed counter and assisted with product marketing.

Additional Information

Trade shows attended include Ex-Tracts, 2002; and Aromatherapy, Fragrance & Personal Care, 2002

Combination. *Kristin M. Coleman, Poughkeepsie, New York*

A distinctive light font ties together information in the left column with the contact information and side headings in the wide right column. The page border binds together the two columns.

Natasha Carer1111 6th St.—Local City, CA 90000—(111) 111-1111**Career Highlights:**

- Through education and employment/volunteer experience, have developed and demonstrated strong professional abilities in public/mental health and counseling services.
- Assignments have included peer, student, and rape victim counseling, and related programs. Knowledgeable regarding theories and approaches in working with adult and child personalities.
- Preferred employment will enable continuing education and opportunities to personally develop and implement relevant service programs with an emphasis on meeting client needs through quality care and attention to detail.

Skill Areas:

- Written/Oral Communications
- Basic Medical Protocols
- Ease of interactions with children and adults of varied age, ethnic, economic, social, political, and educational group levels
- Needs Analysis and Problem Resolution
- Resource Acquisition/Management
- Program Representation
- Staff Orientation/Supervision

Employment History:**1998–2006 Educational & Community Resource Volunteer—Peace Corps, Non-USA**

Trained to improve primary school education programs and adult programs designed to improve economic and educational statuses of people of varied ethnic and national identities. **Key Contributions:** • Surveyed needs and developed resources and services that involved cross-cultural adaptation. • Developed work plans and strategies for primary and secondary school projects. • Facilitated Peace Corps Non-USA governmental and nongovernmental working partnerships. • Aided in developing a permanent library site and secured book donations through Non-USA and Rotary Clubs. • Helped provide career guidance and HIV/AIDS information programs. • Consulted with primary schools implementing Non-USA's New Educational Act.

1996–1997 **In-Home Outreach Counselor**—Non-USA Intervention Program Team1995–1996 **Peer Advisor**—Educational Equity Program, CSU, Some City, CA1995–1996 **Child Care Worker**—Children's Denominational Homes of USA, Some City, CA1993–1994 **Psych Aide/Assistant Peer Group Counselor**—Good Care Clinic for Schizophrenics1993–1994 **Teacher's Aide**—Campus Child Development Center, Small City College**Education/Training:**

6/2005 M.P.A., California State University, Some City

6/1996 B.A., Psychology, California State University, Some City

Internship: Hotline Peer Counselor/Peer Counselor

Personal: References available. Able to travel and/or relocate.**Combination.** Nita Busby, Orange, California

An Employment History makes it possible to telescope limited work experiences before activity in the Peace Corps and to call attention to significant work experiences in that organization.

Emily Cho

(555) 555-5555
emcho@cho.com

113 Hickory Street
Cameron, CA 99999

PROFILE

*Conscientious, personable & energetic **Administrative Specialist** with 10 years of experience that encompasses Project & Document Management, Analysis, Marketing and Public Relations. Motivated self-starter who's earned a reputation for being proficient, hardworking and reliable.*

"You are a conscientious, dependable worker who is a definite asset to the company."

QUALIFICATIONS SUMMARY

Outstanding communications skills...Comfortable interacting with all organizational & cultural levels.

Highly Organized...Expert in multi-tasking & prioritizing. Skillfully manage large projects, start to finish.

Flexible & Adaptable...Assimilate quickly in transitions, switching roles as needed to maintain productivity. Embrace new concepts and methods.

Resourceful Problem Solver...Adept in anticipating & analyzing problems, then formulating solutions.

Detail-Oriented & Conscientious...Keen eye for errors and inconsistencies, striving for flawless output.

Computer Proficiency...MS Word, Excel, Access, PowerPoint; Visio.

"You have capably handled even the most challenging situations."

CAREER HIGHLIGHTS

- *Managed \$500,000 annual department budget; helped process grant proposals. (State U.)*
- *Wrote and helped revise departmental policies and procedures. (Biz Ink)*
- *Edited and proofread manuscripts and worked closely with publisher on 7 books. (Coopers & Brent)*
- *Monitored, organized and evaluated information submitted by more than 20 managers; from that raw data, created accurate workflow reports. (Biz Ink; Coopers & Brent)*
- *As Interstate Liaison, helped promote *Cops in Shops*, a program to deter underage drinking. (Pathways)*
- *Helped launch new programs, collaborating with PR firms and ad agencies to obtain media coverage. (Pathways)*
- *Facilitated successful establishment of in-house library by researching logistics and overseeing setup process. (Pathways)*
- *Served as Project Manager of department's *Client Appreciation, Biz 2003*. Coordinated activities for 125 clients attending annual company event. (Biz Ink)*

"You are appropriately decisive and have strong problem-solving skills..."

EMPLOYMENT HISTORY

Project Coordinator/Executive Administrative Assistant <i>Biz Ink—Cameron, CA—Payroll, Payroll-Tax & HRMS outsourcing company</i>	2002–Present
Executive Assistant <i>Coopers & Brent LLP—Crescent Hills, CA—Publishing & Creative Services Group</i>	2000–2002
Administrative Assistant <i>State University—Crescent Hills, CA</i>	1999–2000
Executive Assistant/Marketing Coordinator <i>Pathways—San Marino, CA—Non-profit national organization promoting public awareness and programs to deter alcohol abuse</i>	1994–1999

EDUCATION—Bachelor of Arts / Speech Communications / 1999—State University—Crescent Hills, CA

Comments above are excerpts from recent performance review.

12

Combination. *Gail Taylor, Torrance, California*

This candidate was relocating and looking for a challenging position with problem-solving responsibilities. Excerpts from performance evaluations support her quest.

202 Marley Avenue, Denver, CO 00000
(000) 000-0000

Deirdre Janovic

bandaide@waycool.com

CAREER INTERESTS

Recording/Mixing Engineer ♦ Staff Producer ♦ Studio Technician

PROFILE

- ♦ Knowledge of the music business developed through training in audio-video engineering, production assistance in a recording studio, and more than 6 years of experience in sales of musical equipment.
- ♦ Technical expertise with state-of-the art recording technology, as well as studio setup and basic maintenance.
- ♦ Good ear for music, with an understanding of the sound image desired by various performers.
- ♦ Ability to work comfortably under pressure and maintain a high energy level in an industry that emphasizes speed, flexibility, organizational skills, decisiveness, and effective interpersonal communications.

PROFESSIONAL EXPERIENCE

1999–Present

Niteglo Productions, Denver, CO

Engineer with a small recording studio specializing in hip-hop and R&B

- ♦ Started as an intern and was hired permanently after displaying initiative to take on various responsibilities in both the creative and business aspects of production.
- ♦ Operate a Mac-based console running Logic Audio Platinum program. Record and mix 32 tracks to produce master tapes.
- ♦ Set up and disassemble apparatuses such as instruments, mikes, and wiring for recording sessions in an efficient manner so that artists can make optimal use of scheduled studio time.
- ♦ From a library of more than a million samples, select sound effects that complement the music being recorded. Created the sound effects for more than 100 CDs.
- ♦ Participate in contract negotiations and meetings at major record labels to sell studio's productions.

1996–Present

Music Universe, Denver, CO

Sales Associate (part-time)

- ♦ Demonstrate features of various musical instruments and sound systems. Advise customers in selection of products best suited for their purposes.
- ♦ Prepare proposals that include all components necessary to equip a professional recording studio, with a breakdown of costs and alternative solutions.
- ♦ Generate approximately \$250,000 in annual business, in part through networking at clubs where new bands perform. Consistently ranked as one of the company's top salespersons.

EDUCATION

University of Denver

B.A. Communications, May 2000

Concentration in TV and Video Production

Major Projects (available on request):

- ♦ Promotional video for current employer, Niteglo Productions
- ♦ Electronic press kit for a band called "Concrete"
- ♦ CDs of various artists

Combination. *Melanie Noonan, West Paterson, New Jersey*

Strong diamond bullets guide the eye down the page as an incentive to read the whole page and not just the top third. The full view is that of an engineer with sales experience.

JANE TAYLOR

675 Route 537 • Allentown, NJ 08501 • taylor47@aol.com • 609.359.3467 (H) • 609.656.2356 (C)

Elementary School Teacher

- Strong practical and theoretical background in developing and selecting appropriate teaching materials.
- Successful and self-confident in classroom presentation; establish a positive social environment.
- Provide a warm, supportive environment for developing academic, social, and emotional growth.
- Implement a wide range of learning materials to appeal to student interests, maximizing participation and learning potential.
- Instill confidence, self-esteem, and an optimistic attitude in each child.
- High level of patience and commitment in working with children and young people.
- Analytic and versatile thinker, effective at developing and implementing creative ideas.

Core competencies include:

- | | |
|-------------------------|------------------------|
| • Organizational Skills | • Communication Skills |
| • Classroom Management | • Teaching |
| • Problem Solving | • Motivation Skills |
| • Interpersonal Skills | • Volunteer Work |

PROFESSIONAL EXPERIENCE

THE GODDARD SCHOOL, Marlboro, NJ 2002–2006

Head Teacher

Supervised a staff of more than 20 employees in addition to teaching a class of 16 children. Wrote daily lesson plans and prepared daily art and creativity lessons. Developed a daily “Circle Time” where students could exchange fresh ideas. Provided a variety of playtime activities that were fun but also geared toward learning, personal growth, and education.

THE DEIL SCHOOL, Hamilton, NJ 1985–1986

Head Teacher

Directed the activities of preschool children in a warm and caring manner.

EDUCATION**Bachelor of Science in Early Childhood/Elementary Education** 1984

TRENTON STATE COLLEGE—Trenton, NJ

Computer Skills:

Microsoft Word/Excel, Peachtree Accounting, e-mail, and Internet

ADDITIONAL WORK HISTORY

ASD PETROLEUM, Freehold, NJ 1986–2002

Vice President/Bookkeeper

Managed the daily operations of an auto service business, including payroll, purchasing, and bookkeeping.

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

Arrow-tip bullets point to desirable worker traits in what amounts to an opening profile of the candidate. A bulleted, two-column list of core competencies supports this eye-catching profile.

FOSTER PORTER

44 Smith Street
 Philadelphia, PA 11111
 Home Phone 222.222.2222
 Voicemail 333.333.3333
 XXXXX@XXXXX.XXX

PHARMACEUTICAL SALES

Outstanding sales record, proven ability to close new product sales.
 Strong public speaking ability, comfortable addressing large and small groups
 on pharmacology and sales topics.
 Excellent interpersonal skills.
 Competent in Word, Excel, Access, PowerPoint.

*Foster, your work at Wyeth has been outstanding. Staff trained by you become
 some of our best employees, and your sales numbers stay at the top.*

—Letter of commendation by supervisor, February 2002

PHARMACEUTICAL SALES EXPERIENCE

WYETH AYERST LABORATORIES, Radnor, PA 1998–Present
 (A division of American Home Products, Madison, NJ)

Territory Specialist

- Achieved ranking in the **top 5% during 2002–2003** in eastern Pennsylvania.
- Increased sales **25%, 2000–2001**.
- Attended a self-improvement course through Career Development to improve sales skills and performance. **Promoted 4/00**.
- Chosen to develop training program for new hires.
- Developed long-term relationships with pharmacists, hospital personnel, and physicians in areas of Rheumatology, Neurology, Psychiatry, Orthopedics, Primary Care, and OB/GYN.
- Organized and presented continuing education seminars for medical personnel.
- Worked closely with SAMA—Spanish American Medical Association, 1998–2001.

ADDITIONAL EXPERIENCE

Quality Advertising, Inc., Philadelphia, PA 1995–1998

Media Planner

- Maintained a current and competent level of knowledge for Estée Lauder, Inc., including Prescriptives, Clinique, and Origins.
- Prepared and maintained advertising budget for fiscal year.
- Placed client advertising on network television, cable television, consumer magazines, and radio.

EDUCATION

University of Philadelphia, Philadelphia, PA 1998
 ▪ Bachelor of Science, Communications/Business

Combination. *Ellen Mulqueen, Hartford, Connecticut*

This resume displays the individual's outstanding sales record in a highly competitive field. The excerpt from the letter of recommendation is positioned and enhanced to stand out.

STEVEN FULLER

stevenfuller@email.com

5555 Silverlake Avenue
Encino, CA 55555Residence 818.555.5555
Mobile 818.555.0000**SOFTWARE SALES MANAGEMENT***Special Expertise in Sales of Complex Software Solutions*

Accomplished sales and marketing management professional who excels in strategic planning, marketing, sales and support of advanced technology solutions. Keen presentation, contract negotiation and communication abilities. Track record of training, motivating and coaching top-performing teams.

—Core Management Qualifications—

Strategic Business Planning • Consultative / Solution Sales • Competitive Product Positioning
Sales Training • Team Building & Leadership • Communications, Presentations & Public Speaking
Business Development • Strategic Alliances & Business Partnerships

PROFESSIONAL EXPERIENCE

ABC SOFTWARE GROUP, Los Angeles, CA • 1999–Present

*Achieved fast-track promotion to positions of increasing challenge and responsibility.***Senior Software Account Manager** (2002–Present)

Charged with driving software revenue growth and increasing market share in Consumer Products Cluster. Lead and coach team of 12 account representatives. Articulate ABC's software strategies to executive-level customers.

- Attained **President's Club status** by achieving **114% of quota** (\$9.8 million).
- Closed **\$3.8 million** deal with American Consumer Products Company by establishing reputation as trusted advisor to executive management.
- Achieved YTY overall software revenue attainment of **115%** (2002 over 2001).
- Surpassed revenue objectives for five (5) consecutive quarters.
- Grew YTY software revenue target by **200%**, achieving key wins across product family.
- Recipient of **2002 Vice President's Award**.

Senior Software Specialist (2001–2002) / **Software Specialist** (1999–2001)

Sold software solutions to select Fortune 500 companies throughout Western Region. Completed extensive training in e-business application framework, Web-based applications, Web-to-host integration, Internet-based security, server-managed client environments and solution selling.

- Achieved **President's Club status** by selling **122% of quota** in 2000, **108% of quota** in 1999, and **128% of quota** in 1998.
- Established software sales training process; authored manual and trained new employees.
- Achieved **annual increases in revenue growth three consecutive years**.
- Forged strategic partnerships, capturing key wins at major companies.

EDUCATION

UNIVERSITY OF SOUTHERN CALIFORNIA, Los Angeles, CA

MBA—Concentration in Finance and Marketing; 1999**B.S. in Marketing;** 1997**COMPUTER SKILLS**

Proficient in popular applications, including Microsoft Windows, OS/2, Microsoft Office suite, Lotus SmartSuite. Strong knowledge of e-business software, including Business Integration, Foundation and Tools, Data Management and Analytics, Security and Systems Management and Collaboration SW.

16**Combination.** *Vivian VanLier, Los Angeles, California*

A high-achieving software sales professional was seeking a new opportunity. The emphasis is on sales management skills, sales achievements, an MBA degree, and computer skills.

Special Paper Information

The papers are arranged from warm to cool colors. Heavy textures are avoided because of their resistance to laser printing. Laser-printed characters on heavy textures tend to break up with frequent handling.

Besides comparing colors, compare subtle textures by rubbing the surface rapidly and comparing sounds. Compare weights by placing an edge of a sheet between your thumb and forefinger. Consider using 70-lb. paper for an executive's resume.

Resumes 1 and 2

Brand: Connoisseur
Parent company: Southworth
Color: Almond
Kind: Linen
Weight: 32 lb.
Contains: 100% cotton
Acid-free: Y
Watermarked: Y
Ink-jet-compatible: Y
Laser-compatible: Y
Copier-compatible: Y

Resumes 3 and 4

Brand: Colors and Textures
Parent company: Southworth
Color: Ivory
Kind: Wove
Weight: 24 lb.
Contains: 100% wood
Acid-free: Y
Watermarked: N
Ink-jet-compatible: Y
Laser-compatible: Y
Copier-compatible: Y

Resumes 5 and 6

Brand: Credentials
Parent company: Southworth
Color: Ivory
Kind: Antique Laid
Weight: 24 lb.
Contains: 25% cotton
Acid-free: Y
Watermarked: Y
Ink-jet-compatible: Y
Laser-compatible: Y
Copier-compatible: Y

Resumes 7 and 8

Brand: Connoisseur
Parent company: Southworth
Color: Ivory
Kind: Wove
Weight: 24 lb.
Contains: 100% cotton
Acid-free: Y
Watermarked: Y
Ink-jet-compatible: Y
Laser-compatible: Y
Copier-compatible: Y



Resumes 9 and 10

Brand: Credentials
Parent company: Southworth
Color: White
Kind: Antique Laid
Weight: 24 lb.
Contains: 25% cotton
Acid-free: Y
Watermarked: Y
Ink-jet-compatible: Y
Laser-compatible: Y
Color copier-compatible: Y

Resumes 11 and 12

Brand: Connoisseur
Parent company: Southworth
Color: White
Kind: Wove
Weight: 24 lb.
Contains: 100% cotton
Acid-free: Y
Watermarked: Y
Ink-jet-compatible: Y
Laser-compatible: Y
Copier-compatible: Y

Resumes 13 and 14

Brand: Connoisseur
Parent company: Southworth
Color: Gray
Kind: Wove
Weight: 32 lb.
Contains: 100% cotton
Acid-free: Y
Watermarked: Y
Ink-jet-compatible: Y
Laser-compatible: Y
Copier-compatible: Y

Resumes 15 and 16

Brand: Connoisseur
Parent company: Southworth
Color: Blue
Kind: Linen
Weight: 32 lb.
Contains: 100% cotton
Acid-free: Y
Watermarked: Y
Ink-jet-compatible: Y
Laser-compatible: Y
Copier-compatible: Y

Accounting

Resumes at a Glance

RESUME NO.	OCCUPATION	GOAL	PAGE
17.	Accounting Clerk	Junior Accountant	45
18.	Adjunct Instructor	Not specified	46
19.	Assistant Controller	Not specified	48
20.	Accountant	Accountant	50



JAMES PARKER

222 Corner Lane Road • Bay Shore, New York 22222 • (555) 777-0000 • jraccountant@financialweb.net

Full-time accounting student with related experience seeking a part-time position in the capacity of

JUNIOR ACCOUNTANT

- Currently enrolled in a four-year accounting program; excel academically while working part time.
- Well-rounded experience working in retail sales environments across foodservice and clothing industries.
- Analytical problem solver with a strong figure aptitude and ability to quickly grasp complex concepts.
- Disciplined with a strong character developed from extensive athletics and community involvement.
- Personable with innate relationship-building qualities; communicate effectively in English and Spanish.

EDUCATION

Bachelor of Science, Accounting, expected May 2005

LONG ISLAND UNIVERSITY, C.W. POST, Brentwood, New York

Honors: Phi Eta Sigma, Freshman Honor Society **Current GPA:** 3.9

Coursework: External Reporting, Tax and Business Strategies, Managerial Accounting, Corporate Finance, Principles of Accounting, Microeconomics, Macroeconomics, Calculus, Business Law, Marketing, and Statistics

WORK EXPERIENCE

► **Supermarket City, Riverhead, New York** 11/01–present

Accounting Clerk, Internal Audit Department, Corporate Headquarters

- Perform general accounting functions focused on high-risk audits of daily inventory for 47 stores, weekly disbursements of short-term payable accounts, and mandatory reporting activities for management review.
- Research, identify, and investigate over/under charges through review and analysis of vendors' aging reports for all store sites; and verify, reconcile, and approve payment for entry into network accounting system.
- Interface between major snack food and beverage vendors and Supermarket City's Accounts Payable/Receivable departments concerning invoice discrepancy issues and account billing cycles that include vendor discounts.
- Assisted Personnel during tax season to trace high-risk fraudulent employee activities for all store locations.
- Interviewed all levels of personnel to investigate incidents of false Social Security identifications and W-2 forms to cases of embezzlement, with a focus on bookkeepers, cashiers, and field auditors.

Produce Clerk, Produce Department

- Assisted in broad areas of customer service, sales, marketing, staff training, quality assurance, inventory control, delivery verification, stocking, vendor relations, catering services, and product merchandising.
- Selected to train four part-time clerks at another store location on daily produce department procedures.

► **Sales Representative, Garment Department, Discount Suits Corp., Riverhead, New York** 12/00–11/01

- Assisted in storewide functions, including sales counter and cashiering activities, part-time employee training, inventory control, stocking, merchandise display, purchasing, loss prevention, and problem resolution.

COMMUNITY INVOLVEMENT & AFFILIATIONS

Active Member, Accounting Society, Long Island University, C.W. Post

Co-founder and Chairman, Bay Shore Alumni Student Association

COMPUTER SKILLS

Windows 2000/OSX; Microsoft Word, Excel, and Access; electronic tax research; Internet research; install, configure, and troubleshoot various hardware and software components

Combination. *Ann Baehr, East Islip, New York*

A full-time accounting student wanted to become a part-time junior accountant. A strong summary of skills and good academic credentials appear before beginning work experience.

MARY W. Kingston—CPA, MBA

178 Stanton Drive

Cedar Park, Texas 78795

512-785-6857

mkingston@aol.com

PROFESSIONAL SUMMARY

Degreed Accounting Professional with over 25 years of progressively responsible experience in a detail-oriented, multi-functional setting. Key accomplishments include

- Led the audit of a multimillion-dollar** construction project.
- Developed and implemented** multiple **accounting training programs**.
- Implemented** the concepts and procedures for multiple computerized systems.
- Reduced processing time by 70%** of raw material contracts, receipts and payments.

Accounts payable	Collections
Payroll	Financial reports
General ledger	System debugging
Financial statement preparation	Legal compliance examination

PROFESSIONAL ACHIEVEMENTS

- Implemented payroll upgrades resulting in **increased payroll processing efficiency and accountability** by allowing department managers to input hours.
- **Corrected \$3 million in errors** through identifying and debugging problems with the purchasing and accounts payable invoice matching system.
- **Improved accuracy, efficiency and overall effectiveness** of accounting month-end journals by implementing computerized systems combined with complex Excel workbooks.
- **Enhanced interdepartmental communications** through the development and implementation of training guides and programs in support of non-accounting personnel, including engineers, planning/schedulers, clerks and managers. Topics included sales tax issues, construction in progress, fixed-asset additions and disposals.
- **Strengthened the auditing division** by applying procedures and experience gained in national accounting firms and various small businesses.

PROFESSIONAL EXPERIENCE

University of Texas, Austin, Texas

2003–Present

ADJUNCT INSTRUCTOR

- ❖ Teach college-level accounting classes: Intermediate II, Cost and Budget.
- ❖ Research, document and implement strategies for increased learning retention.
- ❖ Draft and present class content outline for College Dean approval.
- ❖ Lead students to master accounting concepts through formal and informal review/grading sessions.
- ❖ Incorporate “hands-on” industry application examples from professional experience.
- ❖ Mentor, counsel and guide students in career options that include the accounting profession.

18

Combination. *MeLisa Rogers, Scroggins, Texas*

A resume makeover. The original lacked visual appeal, and a career objective added little to the document. This revision draws immediate attention to a summary of centered key

MARY W. KINGSTON—CPA, MBA

—Page Two—

Brackenridge Hospital, Austin, Texas

2000–2002

DIRECTOR OF ACCOUNTING

- ❖ Managed a staff of seven direct reports, including an accounting supervisor and six administrative personnel.
- ❖ Planned, organized and directed the functions of the accounting department, including accounts payable, payroll, general ledger and financial statement preparation; set goals and objectives for the department at all levels; partnered with the Assistant Administrator of Finance and Administration on special projects; managed outside vendors and auditors.
- ❖ Converted all accounting worksheets from Lotus to Excel and implemented improvements.

Hays County Community Hospital, San Marcos, Texas

2000–2000

ACCOUNTANT and CFO

- ❖ Developed procedures to track business office collections, posting and balancing.
- ❖ Trained and coached staff in procedures designed to improve accuracy and efficiency.
- ❖ Prepared financial statements by developing Excel spreadsheets to document work.

TP Chemicals, San Marcos, Texas

1988–1999

ACCOUNTANT III

- ❖ Maintained financial books, prepared financial reports, mentored and coached accounting department personnel, provided support to Controller and enhanced the effectiveness and efficiency of the department.
- ❖ Supported, mentored, trained and delegated accounting activities to clerical help to expand their skills/abilities and to improve their self worth and value to the company.
- ❖ Developed concepts and procedures; analyzed, debugged and resolved general ledger interfaces with computerized work order/purchasing system and project accounting system.
- ❖ Prepared timely monthly accruals and reversals; posted interfaces, including inventories, work orders, construction in progress, fixed assets; closed timely the financial books, prepared and issued monthly financial reports for efficient and effective operation of the plant.

State of Colorado, Denver, Colorado

1986–1988

EXAMINER OF PUBLIC ACCOUNTS

- ❖ Performed financial audits and prepared financial statements for county school boards and county commissioners. Performed legal compliance examination for judges of probate, tax assessors and tax collectors.

EDUCATION and TRAINING

Masters of Business Administration, University of Texas, Austin, Texas, 1993

Bachelor of Science in Accounting, Cum Laude, University of Colorado, Denver, Colorado, 1974

Microsoft Word/Excel * WordPerfect * Lotus Quicken * Quick Books Pro * AS400 Query

AFFILIATES AND MEMBERSHIPS

Professional Association of Certified Public Accountants (PACPA)

CPA—Colorado and Texas

Texas Association of CPAs

Treasurer, Mission of Hope Recovery Outreach, Inc.

accomplishments and core abilities in a shaded box. Boldfacing makes additional professional achievements more visible. Unique compound diamond bullets unify the Professional Experience section. Centered section headings draw the eye downward through both pages.

PAUL KEENAN, CPA, CMA

Credentialed financial professional with expertise in GAAP and managerial accounting, excellent financial analysis skills, and a proven record in implementing effective cost-saving initiatives

PROFILE

Dynamic, results-oriented accountant with nearly ten years of experience that include five years as a controller in a manufacturing environment. Top-notch CMA with demonstrated expertise in cost accounting, financial analysis, and financial reporting. Hands-on leader with open management style who is effective at creating a team environment. Accomplished negotiator with excellent relationship-building skills. Strong track record in implementing initiatives that improve financial operations. Respected financial advisor schooled in the use of EVA™ metric system to guide corporate decision-making. Driven by challenge and the opportunity for development; thrive in diverse, fast-paced settings.

PROFESSIONAL EXPERIENCE

AFFILIATES OF AMERICA, New York, New York Jan 1998 to present
Assistant Joint Venture Group Controller

Brought on to integrate financial operations of four affiliated companies with revenues totaling more than \$800 million. Instrumental in building financial infrastructures and standardizing accounting procedures across all companies. Work closely with individual companies to prepare budgets and compile monthly and quarterly P&L forecasts. Coordinate monthly and yearly financial closing procedures.

- Served key role in the introduction, installation, and integration of new financial reporting system across four joint-venture companies. Successfully migrated existing data into new system while bringing books into compliance with general accounting standards.
 - Introduced computerized production reporting, establishing a perpetual inventory system.
 - Instituted procedures that standardized operational reporting, simplifying calculations such as ROI and allowing more accurate comparison between groups.
 - Identified best practices among units and incorporated them throughout affiliated companies.
 - Successfully lowered monthly closing time from 10 days to 3 days across all four companies through effective introduction and coordination of improved financial closing procedures.
 - Instituted use of FAS Asset Accounting software to manage all property, plant, and equipment (PPE) with aggregate value in excess of \$72 million.
 - Created policies for the management and disposal of all capital assets to ensure assets are accounted for and charged to appropriate cost centers. Established new tracking system to simplify asset accounting.
 - Effectively negotiated property and casualty insurance renewals with brokers, leveraging prior experience in the insurance industry to obtain the most favorable rates.
 - Reported financial results based on the EVA™ metric system, calculating and presenting findings on a monthly and annual basis to provide financial data to enhance corporate decision-making.
 - Working closely with Big 4 audit firm, prepared supporting documentation, flux analysis for sales and inventory, fixed assets, and accounts receivable and payable for both quarterly and year-end audits.
 - Routinely develop clear, cohesive financial reports that identify opportunities for cost savings throughout joint-venture companies.
-

5 SIDNEY ROAD • BRIARCLIFF, NEW YORK 10001 • (333) 333-3333
 pkeenan5@aol.com

19

Combination. *Carol A. Altomare, Three Bridges, New Jersey*

This resume displays two characteristics of executive resumes: smaller type and longer lines. These help pack more information on two pages and still provide adequate white space.

PAUL KEENAN

PAGE 2

JOHNSON GROUP OF NEW ENGLAND, Greenwich, Connecticut Nov 1997 to Jan 1998

Assistant Vice President

Acting as broker, worked closely with underwriters to negotiate acceptable financial terms for casualty insurance programs targeted towards Fortune 100 client companies.

- Negotiated programs for major clients, providing expert financial analysis related to loss-sensitive programs.
- Won major contracts through persistence and determined negotiating.

ACE INSURANCE CORPORATION, New York, New York Jan 1994 to Nov 1997

Account Executive—Actuarial Services

Serviced Commercial Property & Casualty accounts in the National Account Department. Assessed underwriting data, prepared insurance specifications, negotiated premium, and made presentations to clients.

- Served as key member of team that serviced insurance portfolio worth \$1 million.
- Developed financial models for loss-sensitive/cash-flow insurance programs and introduced spreadsheets to simplify data analysis.
- Designed computer training program for employees.

EDUCATION

YORK UNIVERSITY, New York, New York

Bachelor of Science Degree in Accounting with concentration in Economics, May 1993

Post Graduation Education:

International Finance, Securities Analysis, Risk Management and Insurance, CPCU-7 Legal Environment, C/C++ Programming

CERTIFICATIONS & PROFESSIONAL AFFILIATIONS

Certified Management Accountant (CMA), 2004

Certified Public Accountant, New York, 1995

Member, The Institute of Management Accountants, 2001 to present

COMMUNITY ACTIVITIES

Member of the Board of Trustees & Volunteer Treasurer, Gentry Steering Committee, Yonkers, New York

- Manage books for this not-for-profit housing organization.
- Installed QuickBooks to automate accounting.

KEYWORDS

Accountant, controller, assistant controller, financial management, financial analysis, cost analysis, budgeting, general accounting, cost accounting, financial accounting, GAAP, accounts payable, accounts receivable, auditor, financial reporting, asset management, CPA, certified public accountant, CMA, certified management accountant, Economic Value Added (EVA™) metric system, manufacturing

5 SIDNEY ROAD • BRIARCLIFF, NEW YORK 10001 • (333) 333-3333
pkeenan5@aol.com

Placing contact information in a footer on both pages makes room for important Profile information at the top of page one just below the person's name. Keywords near the end of the second page are useful in any online version. The individual got a call for an interview from every company he contacted.

James M. Olson

9803 Clinton Avenue ▪ Houston, TX 77068
(281) 000-0000 ▪ name@msn.com

ACCOUNTANT

Detail-focused, highly ethical accounting professional with a BBA in Accounting and work experience demonstrating consistent achievement of organizational and fiscal objectives and goals. Able to pinpoint discrepancies and errors to prevent continuing and potentially unnecessary cost expenditures. Willing to accept responsibilities beyond immediate job duties and take on special projects at management request. Proficient in Excel, Access, other MS programs, J.D. Edwards, and proprietary software. *Knowledge and skill areas include*

- Audits & Financial Statements
 - Accounts Receivable/Payable
 - Financial Reconciliations
 - General Ledger Accounting
 - Record/Systems Automation
 - Financial Research Projects
 - Strategic & Financial Analysis
 - Audit Review Procedures
 - Teamwork & Communication
-
-

Education

TEXAS UNIVERSITY, Houston, TX

Bachelor of Business Administration (BBA) in Accounting, 2000

Accounting G.P.A.: 3.5 / Member, Beta Alpha Psi—for Honors Accounting, Finance, and IT students

Relevant Experience

Accountant, CITY OF NAME, Anywhere, TX

2001–Present

Fully responsible for several core accounting functions within municipality of 200,000 residents, including preparing financial statements and monthly reports/reconciliations, analyzing expense reports, integrating technology to facilitate accounting tasks, and completing special research projects as needed. Assigned significant role in managing finances of WTMPA, organizing large bodies of financial data, and preparing all financial statements for 2001 and 2002 audits. *Selected Accomplishments:*

- **Records Analysis & Error Identification**—Researched, identified, and helped resolve several large discrepancies in receivables and payables, all favorable to City of Name:
 - *\$100,000 in A/R account for City of Name's power purchases;*
 - *\$20,000 underpayment for A/R in General Fund Account;*
 - *\$10,000 excess in A/P for Internal Service funds.*
- **Policy Development**—Played key role in development of new travel policy, with projected elimination of problems previously stalling productivity of accounting and internal audit functions.
- **Financial Analysis**—Compiled analysis of franchise fees subsequently used by Assistant City Manager in evaluating potential effects of pending legislation.
- **Audit Review Compliance**—Prepared cash flow and financial statements for external auditors on 13 Internal Service and 10 Special Revenue funds, with zero notes from auditors on review documents.
- **Teamwork & Collaboration**—Coordinated project with legal division that revived dormant accounts and ensured proper disposition. Worked with Chief Accountant to construct new reporting model.
- **Technology Improvement**—Changed automatic accounting instruction table in J.D. Edwards system, leading to correction of multiple unnecessary entries and subsequent cost/time savings.

Collection Agent, CITYBANK, Irving, TX

1997–1998

Trained new employees on account software; prepared detailed financial/customer reports for management.

Manager, TANNING SALON, Irving, TX

1996–1997

Managed A/P, A/R, payroll, and other financial functions in addition to general management activities.

20

Combination. Daniel J. Dorotik Jr., Lubbock, Texas

The area of interest is the Accountant information below the person's name and above the Education section. The pair of three-dimensional, horizontal lines works together as a frame to direct attention to the Accountant information. In the Relevant Experience section, shadowed square bullets, boldfacing, and italic call attention to selected accomplishments.

Advertising/ Promotion

Resumes at a Glance

RESUME NO.	OCCUPATION	GOAL	PAGE
21.	Wait Staff	Not specified	53
22.	Account Supervisor	Marketing/Advertising Director	54
23.	Vice President	Account Supervisor	56
24.	Cosmetic Technician	Events Planner	58



THOMAS DORAN**555 555-5555****EDUCATION**

BA in Advertising; Minor in Marketing ACADEMIA UNIVERSITY, Camary, Texas
17 hours Spanish

*Fall 2004***FOREIGN EXCHANGE PROGRAMS**

THE CENTER FOR BILINGUAL MULTICULTURAL STUDIES, Citalynda, Zapata, Mexico

Spring 2003

Studied Spanish six hours a day, five days a week. Lived with Mexican family and other foreign students, and traveled throughout Mexico learning of foreign culture and economics.

- Volunteered for Niños de la Calle.

HUSTER HASS SCHOOL, Don Hogg, Holland

Fall 2002

Studied international marketing and management and organizational management for six months. Also studied Dutch law. Lived in dorm environment, and traveled throughout Europe learning of foreign culture. Helped organize school functions and give new-student orientations.

RELEVANT PROJECTS

ADVERTISING COALITION 2003 NATIONAL STUDENT COMPETITION

Selected out of 21 members to serve on creative team of three members. Created a four-year integrated marketing communications plan book for auto dealership, manufacturer of products for the transportation industry. Researching and analyzing industry; writing creative brief; designing Web page and magazine ads; and targeting portfolio to financial opinion leaders, stock and shareholders, employees, and customers.

- Won second place at nationals.

CAMPAIGN BOOK FOR STATE LOTTERY COMMISSION

One of a group of five compiling proposals for awareness campaign for state lottery. Six-member group creating 13 advertisements to be presented to lottery commissioner.

WORK EXPERIENCE

Wait Staff, HOME COOKIN' CORNER, Bullnose and Camary, Texas

2002–Present

Provided standard wait-staff services and balanced out cash and tips each day. Transferred from full-time summer job in Bullnose to part-time position in Camary.

- Requested by regular customers.

Director, WeeCare After-School Program, WEECARE, Camary, Texas

2000–2002

Oversaw five staff members who coordinated activities for 80 children ages 5–12. Handled discipline issues with both staff and participants and dealt with collection issues. Facilitated complete program organization and facility readiness.

- Asked to return to director's position after study abroad.

Full-time Daycare Counselor, WEECARE, Bullnose, Texas

Summer 2000

Organized arts and crafts and play activities for children and created projects. Interfaced with parents and handled issues. Acted as mentor to children.

ACTIVITIES

- Member, State Advertising Federation
- Member and Social Chair, Kuptta Kai Fraternity
- Volunteer, Challenged Veterans Store
- Volunteer, Heart Saving Association

*2003**2000–Present**1999**1998*

5555 55th Street • Camary, Texas 55555 • tdoran@yahoo.com

21

Combination. *Edith A. Rische, Lubbock, Texas*

This student had relevant experience both abroad and in academic competitions. His goal was foreign advertising, so foreign language and exchange programs are highlighted. See Cover Letter 1.

Christopher Rollins

138 Redwood Drive • Burlington Township, NJ 08016 • 609.555.5555 • CsRollins@earthlink.net

MARKETING DIRECTOR / ADVERTISING DIRECTOR

Expertise in Competitively Positioning Brands, Products and Services

Creative professional with a proven track record of successful projects from initial concept through completion. High-energy, results-oriented leader recognized for innovative tactics and strategies. Talent for building cohesive teams with strong problem-solving skills, able to manage time-sensitive projects with multimillion-dollar budgets.

Combine passion for marketing with commitment to contributing to an organization's bottom line. Consistently successful in conceptualizing, developing and orchestrating internal and external marketing initiatives to support national and international sales organizations. Excellent communications and interpersonal skills.

Areas of Expertise:

- Strategic Brand Planning
- Comprehensive Advertising Campaigns
- Direct Response Programs
- New Market & Customer Development
- Business Analysis
- Project Management
- E-Media
- Brand Building Goals
- Business Marketing and Promotions
- Cooperative Marketing
- Evaluate Market Trends
- Market Research Analysis

Professional Experience

HARRIS & SMITH COMMUNICATIONS, Cranbury, NJ (1999–Present)

A full-service, strategically driven agency, with \$29 million in revenues and diverse capabilities in advertising, all forms of media promotions and public relations.

Account Supervisor

Lead the team responsible for Account Planning and day-to-day operations and management of key agency accounts. Responsible for setting budgets and forecasts, developing estimates and managing estimated vs. actual costs for all applicable clients. Hands-on involvement in each phase of client business, from campaign strategy through execution and program analysis.

- Conceptualized, designed and implemented programs ranging from brand salience to direct-response programs.
- Restructured underperforming accounts into profitable and successful client relationships.
- Created, planned and implemented programs ranging from strategic brand planning to direct-response campaigns for national and international brands including **Bank One/First USA, Nordica Skis, Fedders, Bank of America, Prince Sporting Goods, Yardville National Bank, SQN Banking Systems, and New Jersey Economic Development Authority.**
- Successfully planned, directed and launched the initial U.S. **ING DIRECT** campaign.

Continued

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

A page border on both pages ties together the two pages visually. After a profile, a pair of lines enclosing Areas of Expertise directs attention to them. To recognize the value of boldfacing,

Page Two

CHRISTOPHER ROLLINS

Professional Experience (Continued)**PMG VENTURES**, Narbeth, PA (1994–1999)

A \$25 million, 50-person international sports and entertainment marketing and management agency.

Director of Marketing (1997–1999)

Directed the design, creation and strategic planning for marketing campaigns for the Men's Worldwide Senior Tennis Circuit (WSTC), DiamondBack Racing, Limited Express Next Model Search and the Dave Schultz Wrestling Foundation. Developed integrated marketing programs with partners of the WSTC to maximize their sponsorship and achieve objectives. Some major accounts handled as sponsors were **Citi, Unilever, PricewaterhouseCoopers, Cadillac, U.S. News**, and **Circuit City**. Supervised and approved advertising media contracts for print, radio, TV and out of home. Successfully grew the company to 4 times its size in 5 years.

- Increased profits over a two-year period with budget reductions of 10%.
- Expanded WSTC sponsorships to record levels through innovative marketing concepts.
- Honored with the firm's "Man-of-the-Year" award for leading by example and for excellent performance.
- Trained and directed a staff of 10 regional marketing managers.
- Managed \$1.1 million marketing budget for all U.S. events on the WSTC.

Creative Services Manager (1994–1997)

Initiated, planned and managed the implementation of the Creative Services department. Hired free-lance graphic designers and illustrators and developed them into a cohesive team during the firm's rapid growth period. Assumed full responsibility for all printed advertising and promotional materials, including magazine, newspaper, out-of-home advertising, pop displays, sales brochures, direct mail, posters, capability brochures, corporate identification and proposals.

- Led negotiations with service bureaus and other vendors on all contracts.
- Charged with full P&L responsibility for the department's budget.

BARNES MARKETING & COMMUNICATIONS, Media, PA (1993–1994)**Graphic Artist**

Given creative control of the design and layout of numerous brochures, corporate newsletters, direct-marketing pieces and magazine and newspaper ads. Responsible for corporate identity on all media. Managed each project from concept through completion.

Education**ASHLAND UNIVERSITY**, Ashland, OH

BS, Visual Communications, with honors, 1993

BS, Business Administration, with honors, 1992

Honors and Activities

Current participant with AmeriCare, helping to rebuild homes in the Northeast
Outstanding Achievement Award; Association of Graphic Communications, New York, NY
Honors Award for Outstanding Leadership, Ashland University

References available upon request

look just for it and let your eyes travel through the two pages. What you see first is what the applicant and writer want you to see: key information that is relevant to the target position and that convinces the reader that this particular applicant is someone to interview.

Rachel Simms-Malfetti

8 Mountainside Road • Mendham, NJ 07748 • rachsm1@aol.com
908.475.5635 Home • 908.221.5935 Cell

Advertising & Marketing

Account Management ~ Supervision ~ Strategic Planning

Highly productive and innovative professional with a proven background in conceiving, designing, introducing, and implementing successful cutting-edge strategies to drive brand awareness and increase sales.

High-energy, results-oriented leader with a talent for building cohesive teams. Strong problem-solving skills. Able to manage time-sensitive projects with multimillion-dollar budgets. Excellent communication and interpersonal skills.

Adept at launching new brands and identifying methods that extend the life of existing brands. Combine a passion for marketing with a commitment to contributing to an organization's bottom line.

Competencies Include

- ◆ Product Advertising & Marketing
- ◆ Human Resources
- ◆ Leadership & Supervision
- ◆ Research & Analysis
- ◆ Relationship Management
- ◆ Pre- and Post-Awareness Testing
- ◆ Competitive Analysis
- ◆ Strategic Planning & Implementation
- ◆ Staff Training & Development
- ◆ Brand Awareness
- ◆ Account Budget Administration
- ◆ Bottom-line Financial Results

Professional Experience

Fritz Borg Myron, Parsippany, NJ (2000–Present)

Global provider of general and specialized health-care advertising with offices throughout Europe, Asia, North America, and South America

Vice President and Group Account Supervisor

Partner with clients including Schering Plough and Bering Products to develop strategic direction and innovative campaigns/programs that communicate strategy. Collaborate with Client, Executive Committee, Strategic Director, Account Executive, Art Director, and Copywriter in implementing advertising/marketing strategies. Interact with diverse Agency divisions, including Medical Education and Managed Care.

- Directed strategic direction for launch of Coldex, which achieved the #1 ranking among cold sore remedies in less than one year.
- Spearheaded the implementation of strategy driving Citrucel to the #1 recommended brand of fiber therapy. Currently collaborating with client to evolve positioning and launch campaign for two line extensions.
- Conceptualized and recommended strategy for calcium brands. Managed launch campaign for Tums Calcium, identifying an untapped market.
- **Recipient of Schering Plough Pyramid Award for outstanding service.**
- Led Agency team to win new business with Bering Products for Chlomin, resulting in additional new business within three months, as well as an invitation to pitch for new brands scheduled for launch in 2004.

Rumson Eastmer Gunn & Partners, New York, NY (1996–2000)

A Fifth Avenue-based advertising agency that implements brand essence to identify and sell rational attributes of a brand in an emotional manner that connects with today's consumers

Vice President of Business Development (1999–2000)

Identified new prospects and created dynamic presentations to win new business. Interacted closely with Executive Committee and members of senior management. Collaborated with PR firm to generate press for Agency.

- Played an integral role as a member of the Pitch Team in obtaining \$60 million in new business.
- Formulated and wrote responses to RFPs.

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

Horizontal lines draw attention to information enclosed within them, so the three lines help the reader see the opening profile and the bulleted, two-column list of Competencies.

Page Two

RACHEL SIMMS-MALFETTI

Account Supervisor—Hasbro (1996–1998)

Directed the development and implementation of advertising campaigns for new games, Planet Hollywood, and *TV Guide*. Maintained close interactions with Hasbro and Agency to develop and implement advertising/marketing campaigns for Adult Games category featuring actress Jane Henry.

- Analyzed Jenga's brand history and stacking game category dynamics to create a platform instrumental in new-brand positioning.
- Facilitated demographic research contributory to determining and recommending best targeting opportunities for Puzz3-D, which were accepted and implemented.

Crosby Peaves & Associates, Buffalo, NY (1995–1996)

A full-service advertising agency with a client list that includes national, regional, and local accounts from virtually every sector of the business world

Account Supervisor

Created and executed advertising campaigns for Wesley-Jessen and Pharmacia & Upjohn. Interacted closely with both companies to ensure advertising and marketing success.

- Played an integral role in landing the Wesley account. Gathered information to prepare a concise market overview used to implement an in-office campaign for FreshLook colored contact lenses featuring model Christie Brinkley.
- Devised short- and long-term plans for a pharmaceutical company that included a national sampling program for pediatricians. Conducted pre- and post-awareness tests, with results revealing a significant increase in unaided awareness and recommendations.

Hewlett-Brown, New York, NY (1991–1994)

One of the world's leading integrated brand communications organizations, operating in more than 130 countries

Vice President and Account Supervisor

Promoted from Account Supervisor to Vice President and Account Supervisor in 1993. Orchestrated the overall development, servicing, and satisfaction of assigned accounts, including American Home Products, Colgate Palmolive, and L'Oreal Hair Color. Collaborated with clients to conceive and design creative ideas for research testing.

- Spearheaded efforts to increase sales of Preparation H. Conducted media-heavy up-test in local markets, as well as a print and television campaign targeting heavy usage groups, resulting in increased sales.
- Created and introduced a competitive strategy that repositioned Aspirin-Free Anacin as a lower-priced brand, successfully increasing the brand's market share within the analgesic category.
- Led innovative development and research of print and television for the introduction of Casting hair color, achieving a 10% SOM within one year.
- Authored a year-end competitive analysis instrumental in assisting L'Oreal in developing their 1993 business plans.

Smith, New York, NY (1985–1991)

One of the top 10 largest communications companies in the world

Account Executive

Achieved fast-track promotions from Staff Assistant to Assistant Account Executive to Account Executive within four years. Successfully managed accounts for Fruit of the Loom, United Mint, and The Travelers Corporation. Incorporated media plans and assisted with creative development initiatives for advertising, direct mail, and POS. Administered domestic and international budgets for Agency, international agencies, and subsidiaries.

- Formulated a market briefing and rendered strategic recommendations for the introduction of Fruit of the Loom's new infants' wear line.
- Oversaw the development of a new creative campaign designed to defend Fruit of the Loom's position against a competitor in the Ladies Daywear market share. Increased brand's SOM and experienced a greater level of growth than competitor within nine months. Witnessed an increase in unaided awareness and intent to purchase within one year.
- Served as coordinator between Client, Agency, and five international markets regarding media placement, creative development, and production control.

Education**Bachelor of Arts in Communications and Public Relations**

UNIVERSITY OF BUFFALO—Buffalo, NY—Magna Cum Laude

In the Professional Experience section, both the names of employers and the employee's positions appear in boldfacing, as well as a prestigious award for outstanding service. Italic calls attention to informative descriptions of each employer. Bullets point to notable achievements.

AMY VESTAL

Target:

Events Planner

Profile:

Creative, detail-oriented person with planning, implementation, troubleshooting, and follow-up experience needed to orchestrate successful events. Proficient craftswoman with talent for providing finishing details that make nice presentations. Flower arranging, invitation and announcement designs, and color coordination make accessories festive, elegant, or just plain fun.

5555 55th Street
Flower, Texas 79000

avestal@aol.com

(555) 555-5555

Promotions and Value-added Projects

Increased sales by promoting Country Chic gift shop through teaching design and craft classes. Organized teas and brunches as well as acquired guest speakers on subjects such as quilting, gardening, and cooking. Planned showers from beginning to end for customers, to include invitations, decorations, food, etc.

Remodeled two-story residence to house gift shop.

Created sales brochures, advertising, crafty displays, and backdrops for unique photography studio that produced finished cut-out, stand-up photos mounted on wood.

Conceptualized and implemented plan to convert expensive laser cut-out process to a more cost-effective local operation with laser-like results.

Business Development and Revenue Growth

Restructured failing photo business, taking it from operating in the red to a profit-producing enterprise in only one year. Concentrated effort on marketing, networking, advertising, and recreating props and backdrops. Lowered overhead by researching less-expensive ways to cut out photos.

Utilized previous experience in retail sales and buying to conceive and launch gift-shop business. Used creative marketing ideas to attract customers.

Developed business savvy to keep expenses down while increasing profits. Areas of expertise include strategic planning, business proposals, budget projection and management, employee development, accounting, marketing, building a strong client base, and networking.

Additional Skills

- Able to relate at any level with people of varied beliefs and backgrounds
- Talent for building rapport and trust with clients
- Value organization and time management for efficiency and professionalism
- Use instructional communication style to relate information
- Friendly, personable, and approachable
- Focus on customer needs to ensure satisfaction
- Open to new ideas and enjoy brainstorming
- Solve problems effectively and make informed decisions

Employment History

Cosmetic Technician, Permanent Makeup, Flower, Texas	2002–2007
Substitute Teacher, Flower ISD, Flower, Texas	2000–2002
Sales Representative, ChemMate, Centerville, Texas	1999
Administrative Assistant, Northbrook Life Insurance, Ty, Texas	1998–1999
Owner, Stand-up Photography Studio, Centerville, Texas	1989–1998
Clothing Representative, Eastmart Wholesale, Ty, Texas	1989–1991
Jewelry Department Manager, Sammy's Dept. Store, Ty, Texas	1985–1986
Owner, Country Favorites, Poppy, Texas	1984–1987
Manager/Buyer/Designer, Elite Decorating, River Creek, Texas	1984
Manager, Golden Touch, River Creek, Texas	1980–1983

Education

Bachelor of Arts in Interior Design—Texas Vocational University 1989

Combination. *Edith A. Rische, Lubbock, Texas*

To de-emphasize many job changes, the writer presents a work history as just one-liners. Design elements of this unconventional resume reflect the applicant's creativity. See Cover Letter 23.

Communications

Resumes at a Glance

RESUME NO.	OCCUPATION	GOAL	PAGE
25.	Marketing Assistant	Marketing	61
26.	VP of Marketing	Creative Director	62
27.	Grant Writer	Not specified	64
28.	Public Information Officer	Web Content Manager	66
29.	Owner, Resume Service	Not specified	68



ARLENE STONE

AStone@email.com

500 West End Street #55
New York, NY 55555Residence (212) 555-5555
Mobile (917) 555-5555**MARKETING POSITION—FASHION PUBLISHING INDUSTRY**

Recent graduate with proven ability to produce results in a fast-paced environment with critical deadlines. Outgoing and articulate communicator who gets along well with public and coworkers at all levels. Works well independently as well as collaboratively in a team environment. Learns quickly and enjoys challenges. Computer skills include Microsoft Word, Excel, PowerPoint and Access. Experience includes

Writing • Research & Analysis • Media Kits • Presentations • Problem Solving & Troubleshooting.

EDUCATION

UNIVERSITY OF CALIFORNIA, Los Angeles, CA; May 2002
Bachelor of Arts in Communications; Minor in Marketing

PROFESSIONAL EXPERIENCE

STAR PUBLICATIONS—*MENS MONTHLY* MAGAZINE, New York, NY • 2002 to Present

Marketing Assistant

Relocated to New York after being accepted to position out of highly competitive applicant group from across U.S. Provide direct assistance to Advertising Director of prestigious men's magazine, gaining valuable hands-on experience. Day-to-day responsibilities vary and include the following:

- Prepare business proposals... Track competitive information... Run edit credits for various categories.
- Send out media kits to new clients, assemble presentations and manage contact card file. Collaborate with promotion department to organize databases for special events.
- Handle heavy phones, interacting directly with clients. Compose correspondence and memos, sort and distribute mail and manage complimentary subscription list.
- Track monthly expenses and coordinate travel arrangements.
- Organize weekly sales staff meetings and set up conference calls for outside offices.

MEDIA PRODUCTIONS, Hollywood, CA • Summer 2001

Production Assistant

Assisted in coordinating makeup and wardrobe for commercial and infomercial productions.

- Collaborated on identifying wardrobe theme; coordinated wardrobe selections with set decoration.

TOP SPORTS PUBLICATIONS / *FEELING GOOD* MAGAZINE, Woodland Hills, CA • Summers 1998 to 2001

Assistant / Intern

Worked closely with Editor-in-Chief, Fashion Editor, Beauty Editor, Senior Editor and Associate Editor of teen publication. Prioritized and coordinated multiple assignments, including transcriptions, research and follow-up. Contributed story ideas that resulted in publication, including the following:

- Assisted Fashion Editor at photo shoots. Contacted leading manufacturers to obtain sample merchandise; organized clothing for shoots; assisted with overall styling.
- Directly assisted in transforming and writing "Makeover" feature of magazine. Selected subjects; coordinated training with fitness instructors; arranged photo shoot; contributed to editorial staff meetings.
- Contributed ideas for retail accessories feature. Wrote captions, explaining new seasonal fashion trends.

Combination. *Vivian VanLier, Los Angeles, California*

Because the person's degree was only a year old and she graduated from a top-ranking university, education appears before professional experience. Bold italic emphasizes industry-related skills.

CARRIE M. FLAGER

507 SE 22nd Avenue
Portland, OR 55555

c_flager@yahoo.com

(000) 000-0000 Residence
(555) 555-5555 Mobile

Creative Director

Corporate Communications ■ Corporate Image Development and Protection ■ Special Events Coordination

PROFESSIONAL PROFILE

Dedicated Creative Director with 13 years of experience managing creative projects. Strong ability to think outside of the box. Recognized for discovering new and innovative ways of communicating sophisticated corporate image through top-notch presentation and development of traditions. Strong ability to set corporate image apart from average. Proven skill in developing high-impact marketing messages on meager budget. Flexible team player, fast learner, computer literate.

KEY STRENGTHS

- Develop high-impact customer communications pieces
- Design outstanding direct-mail campaigns
- Organize well-attended special events, including conferences
- Create and deliver unique presentations
- Prepare sales presentations / materials for trade shows
- Track and report marketing activities
- Develop company literature, design brochures, prepare proposals

RECENT ACHIEVEMENTS

- **Solely responsible for corporate image** of company that grew rapidly from managing 200,000 covered lives in 1996 to well over 4 million in 2002. Current clients include **Sara Lee, Southern Baptist University, the State of Alabama, Intel, and National Car Rental.**
- Designed company image of much larger corporation than actual six-employee home-based business that it was. Through use of top-notch technology and **development of sophisticated company image, company grew rapidly from \$200,000 in revenues in 1998 to projected \$4.5 million today.**
- **Saved company \$10,000 per year** by recommending that company drop dedicated fax lines for traveling regional employees and replace them with free online faxes so that any fax they received would go directly to their inboxes, no matter where they were.
- **Built a tradition that customers have grown to recognize and look forward to:** custom holiday cards that look like pharmacy benefit industry-related newsletters. Unique design stands out from rest of corporate holiday cards and **allows company to follow vision of doing things in a different way.**
- **Created company's most successful marketing piece:** puzzle holiday gifts. Clients must solve challenging puzzle for opportunity to win significant grand prize. **Result: Company is kept in clients' minds throughout the year.**
- **Organized conference that attracted twice as many attendees as hoped for,** broke even as desired, and was **rated extremely highly by attendees.** Designed all marketing materials, logos, communications, and conference materials. Sought sponsorship funding, managed all technical aspects of the speakers' presentations, and created opening presentation.

26

Combination. Jennifer Rydell, Portland, Oregon

The applicant remembered little about her two earliest jobs and had too many accomplishments to fit after her most recent job on one page of the resume. The writer therefore emphasized

CARRIE M. FLAGER

Page 2

PROFESSIONAL EXPERIENCE

NADIS, INC., Portland, OR

1997–Present

Vice President of Marketing (Creative Director)

Image / Process Development: Second employee hired for this former start-up pharmacy benefit consulting company with annual revenues of \$4.4 million and 30 employees nationwide. Developed sophisticated company image despite humble beginnings working out of residential basement. Managed several departments over the years. Developed processes that streamlined company procedures. Trained new employees on proper procedures with regard to marketing materials. Created top-notch presentation that has consistently impressed much larger companies.

National Corporate Marketing: Controlled overall company image in all marketing materials in print and electronic formats, including online. Designed all marketing materials, including presentations, invitations, and brochures. Developed themes and traditions through promotional products. Managed national corporate marketing efforts at conferences and estimated ROI with such ventures. Created multimedia presentations for sales team and conferences.

Teamwork / Coordination: Coordinated with Accounting, Client Services, Sales, and Information Services departments to ensure streamlined creative / marketing image. Negotiated with multiple external vendors for printing services. Acted as mentor and leader for other office employees while maintaining position as only marketing person employed at corporate office.

SPRINT, Dallas, TX

1995–1997

Marketing Coordinator

Produced and organized requests for proposal (RFPs). Coordinated corporate sales meetings. Developed presentation materials for sales team and tradeshow kiosks. Acted as corporate liaison between clients and corporate management.

QWEST COMMUNICATIONS, Waco, TX

1993–1995

Art Director

Prepared and tracked news releases. Produced monthly newsletter, including editorial and layout. Designed corporate forms. Coordinated marketing and advertising campaigns.

EDUCATION

Bachelor of Arts in Graphic Art, Baylor University, Waco, TX, 1993

Additional Professional Development Coursework:

Adobe Illustrator 9 Levels 1 & 2, New Horizons, 2003

Adobe Photoshop 6 Levels 1 & 2, New Horizons, 2003

COMPUTER SKILLS**Hardware Platforms:**

PC

Operating Systems:

MS Windows XP, 2000, and 98

Business Productivity Software:

MS Word; MS Excel

Presentation Software:

Astound Presentation 8.0; MS PowerPoint

Graphic Software:

Adobe Illustrator, Adobe Freehand; Adobe Photoshop;

Adobe ImageReady

Web Design Software:

MS FrontPage

on page one the applicant's key strengths and accomplishments and then put her job descriptions on page two. Notice the quantification of recent achievements whenever possible. Boldfacing helps make recent achievements stand out on page one; boldfacing helps guide the reader's eyes on page two.

EILEEN ANDREWS

Accomplished teacher, trainer and administrator with extensive leadership experience and a flair for public relations and communications

SUMMARY OF QUALIFICATIONS

- Wealth of experience, including 13 years in highly visible and demanding leadership roles.
- Skilled grant writer with strong understanding of fund-raising strategies.
- Critical thinker. Able to develop compelling arguments.
- Outstanding interpersonal skills. Easily build productive, enduring relationships.
- Recognized as effective spokesperson for departmental programs and interests.
- Skilled in creatively promoting new products and programs.
- Energetic and organized. Able to effectively handle the demands of multiple projects.
- Committed to ideals of excellence.

PERTINENT SKILLS AND ACCOMPLISHMENTS

Grant Writing/Communications

- Working as a freelance grant writer, wrote effective grant proposals for organizations such as the Girl Scouts, Special Olympics, and the Los Alamos Chamber of Commerce.
- In leadership roles for local school board, wrote grant proposals to gain funding for key programs.
- Actively promoted all ancillary educational programs in the community. Represented township in the community-at-large.
- Developed the role of Director of Education, serving as liaison between the board of education and the local community.

Policy Development and Administration

- Established standards and goals and set up new policies and procedures to support them, bringing new credibility to the school system.
- Worked as liaison in helping individual groups set up consistent policies and procedures.
- As a member of the Board of Regents of financially troubled school, developed policy to ensure financial stability and initiated capital campaign.

Management

- Supervised activities of 350 employees and 500 volunteers in providing for the education of 1,600 children.
- Oversaw education budget in excess of \$5 million. Hired and trained key employees.
- Stepped in as interim principal of troubled school and orchestrated its turnaround.
- Partnered with principal of struggling school and successfully facilitated the achievement of full-term accreditation.
- Effectively coached and mentored teachers and principals, helping them to hone their skills and motivating them to reach goals.
- Provided oversight function for district school.

52 YORK ROAD • READING, NJ 11111
HOME (222) 222-2222 • FAX (333) 333-3333 • E-MAIL andrews@aol.com

Combination. *Carol A. Altomare, Three Bridges, New Jersey*

The individual wanted to get out of education and was looking for anything that her background might qualify her for. The writer put together many versions of the person's resume.

Teaching and Mentoring

- Earned certificate in elementary education.
- Prepared training materials and delivered courses for students in all stages of life—children, college students, and adult learners.
- Initiated mentoring program for principals and entry-level teachers.
- Developed training and certification program for volunteer instructors.

Assessment

- Chaired 12 different visiting committees commissioned to evaluate schools and develop plans for improvement. Acted as resource to facilitate change.
- Assessed suitability of training materials for a given audience and program goal.
- Managed performance assessment of teachers and principals.

EMPLOYMENT HISTORY**Independent Contractor**

2000 to present

*Grant Writer***Los Alamos Board of Education, Los Alamos, NV**

1981 to 2000

Director of Education, 1997 to 2000

Responsible for coordinating the activities and personnel of various groups and articulating the educational goals of the Board.

- Served as liaison between schools and state and federal government, and between the Board and the community.
- Developed policy handbooks.

Superintendent of Schools, 1996 to 2000

Responsible for hiring, supervising, and evaluating principals and maintaining school standards across schools in the local district.

- Chaired committees to assess schools and recommend plans for improvements.

Principal, Los Alamos School, 1990 to 1996

- Provided direction and leadership while handling day-to-day management issues.

Classroom Teacher, 1986 to 1990

- Taught 2nd and 7th grade, as well as 5th- to 8th-grade English.

EDUCATION

Master of Education in Educational Administration, University of California, 1990

Bachelor of Science in Elementary Education, University of California, 1986

KEYWORDS: Grant writer, development officer, critical thinking, leadership, administrator, development, liaison, public relations, mentor, program developer, policies, procedures, organizational skills, effective communicator, implementation, facilitator

This particular version was very successful in getting the applicant interviews as a grant writer/development officer. She even got an offer sight unseen from a local community college; on the basis of her resume, it was assumed that she could write. Note the use of keywords at the bottom of page two.

Elizabeth M. Singh1775 Grover Street
Baltimore, MD 21201Home: 410-837-5555
lizsingh@verizon.net

PUBLIC RELATIONS / PUBLIC INFORMATION OFFICER

- **Award-winning public health information officer with bachelor's degree in journalism.** Track record of creating, editing and coordinating health information projects, web site content, press releases and press events both independently and as a team member for more than 20 years.
- **Web content manager.** Gained reputation as expert web content writer and editor after successfully collaborating in state department website overhaul, as well as launch or rewrite of more than 25 sub-websites since 2004. Relied on by Webmaster to screen, organize and write wide breadth of content.
- **Experienced communicator and public spokesperson.** Adept at clarifying and communicating complex topics in easy-to-understand written content and charts. Senior spokesperson for large state government department, with widespread media, intra-agency and community relationships.
- **Consistently dedicated, meeting short deadlines while managing multiple projects.** Work well under pressure, formulating and/or editing written copy for high-level state government policy-makers. Serve as communications liaison between State Commissioner, outside agencies and government officials, management and staff, community organizations, MD consumers and media representatives.

AREAS OF EXCELLENCE

- | | | |
|---------------------------------|---------------------|---------------------------|
| ■ Web Content Writing & Editing | ■ Writing & Editing | ■ Public Health Education |
| ■ Copyediting & Proofreading | ■ Press Releases | ■ Risk Communications |
| ■ Media & Community Relations | ■ Press Events | ■ Project Management |

PROFESSIONAL EXPERIENCE

MARYLAND DEPT. OF HEALTH AND SENIOR SERVICES (MDDHSS), Baltimore, MD 1987–present
Oversees public health and older-adult services statewide, including regulatory oversight of health-care institutions. \$5.4 billion agency with 3,200 employees.

Public Information Officer / Senior Spokesperson & Web Content Manager

Cover diverse topics, including public health and environmental services, senior services, health-care policy and research, minority and multicultural health and health-related aspects of terrorism. Subject matter expert for community cancer concerns, disease outbreaks, anthrax/bioterrorism and West Nile virus.

- **Web Project Management.** Co-led team that revamped DHSS web site, in collaboration with Abernathy Consultants, to increase usability for consumers and showcase information, resources and links. Created online survey to query web site visitors on usage patterns, information requested and needs.
- **Web Content and Web Policy Development.** Key contributor (organizing, writing, reviewing and editing) to primary and secondary multiple-page subsections of DHSS main web site (at least 25 since 2004). Researched and developed new DHSS policy on web links.
High-visibility projects included HealthLink, Bureau of Vital Statistics, Health-in-Schools, Community Health Centers, Education Campaign on Medicare Part D Drug Coverage, Patient Safety, Medical Milestones and Cultural Competency.
- **Press Releases and Events.** Prepare press releases, briefings, confidential memos and speeches, consulting with top policy-makers, scientists, physicians and Governor's Office. Organize press events that garner national, regional and statewide coverage. Publicize wide-ranging public health issues, including anti-tobacco initiatives and first major expansion of statewide Newborn Screening Program.
Major press events for 2005: Hospital Performance Report, PAAD/Senior Gold campaign, Minority Health Month, Cardiac Surgery Report, Discount Drug Program Expansion, Bariatric report, HMO report card and Zonolite health consultations.

28**Combination.** *Susan Guarneri, Three Lakes, Wisconsin*

This longtime state employee needed to “justify” keeping her job with an incoming administration and wanted to move from a typical public relations role to the designated Web Content

Elizabeth M. Singh

Home: 410-837-5555

lizsingh@verizon.net

Page 2 of 2

DHSS continued

- **Risk Communications.** Anticipate emerging media issues and advise Commissioner and key staff on response strategy. Collaborate with senior staff to prepare accurate responses, consistent with agency policy, to heavy volume of requests from state, national and international new organizations.
- **Health Information Project Management.** Given sole responsibility for high-visibility information projects, such as cardiac surgery report card, managed care report card and web-based report on hospital fines. Collaborate with reporters on long-term, multipart stories requiring special data runs and document requests. Associate Editor and coauthor of department accomplishments report.

MARYLAND DEPARTMENT OF EDUCATION, Baltimore, MD

1984–1987

Public Information Officer

- Spearheaded communications (press releases, press conferences/events) for Basic Skills Testing Program. Developed communications handbook adopted by school districts statewide. Authored op-ed articles and executive-level speeches, including annual budget testimony by Commissioner to Legislature.

NEWS REPORTER

1974–1984

Staff writer, reporter and broadcast writing covering education, health, courts and government affairs. Wrote for Gannett News Service, *USA Today*, *The Press* (Washington, DC) *The News Enquirer* (Norfolk, VA), *The Associated Press* (Cleveland, OH) and others. Received local news reporting awards.

EDUCATION & TRAINING**Bachelor of Arts, Journalism, University of Maryland, College Park, MD**

Graduated Phi Beta Kappa with 3.88 GPA

Internship, Washington Bureau, Knight Newspapers (bureau served *The Free Press*, *The New York Inquirer*, *Chicago Herald* and others)

Ongoing Professional Development

Terrorism Incident Reporting Structure, FEMA, Washington, DC—2006

TOBE 2005 (Top Officials Bioterrorism Exercise)—2005

MDDHSS partnered with United Kingdom, Canada, Connecticut and the U.S. Federal Government in largest bioterrorism exercise to date.

Maryland's Strategic National Stockpile Exercise—2004

Intra-agency simulation exercise regarding deployment of medications and medical equipment from the nation's stockpile to locations in Maryland.

Risk Communications, Center for Risk Management, Washington, DC—2003

Computer Skills: Windows XP, MS Office 2003 (Word, Excel, PowerPoint), Lotus Notes, Internet Research**PROFESSIONAL ASSOCIATIONS & AWARDS**

Federal Web Content Managers Forum—Member, National Public Health Education Coalition—Member

- Team Award: 2005 Gold Award for Excellence in Public Health Communications
National Public Health Education Coalition. Outsourced Information Campaigns for "Maryland's Rapid HIV-testing campaign." Key contributor to Rapid HIV testing web pages.
- Team Award: 2005 Bronze Award for Excellence in Public Health Communications
National Public Health Education Coalition. In-House, Thinking on Your Feet: Real-time Risk Communications for "Smallpox—First Case in the U.S. in 15 Years."

Manager. The writer relegated to the second page the individual's typical PR duties and previous journalism experience and put on the first page the applicant's Web management and Web content accomplishments. Boldfacing makes key phrases stand out.

CAROL A. YOUNG

3 TABBY DRIVE • FLEMINGTON, NJ 08822
OFFICE (908) 237-1883 • FAX (908) 237-2069 • CAA@WORLDCLASSRESUMES.COM

Credentialed résumé writer with a demonstrated commitment to providing superior products and top-notch service

SUMMARY OF QUALIFICATIONS

Independent, self-motivated, and conscientious professional with strong customer focus. Excellent writing skills with extensive experience developing marketing materials, customer communications, and job search documents. Able to draw on diverse experience to understand client needs and develop effective, targeted résumés.

PROFESSIONAL HIGHLIGHTS

- Opened résumé business, coordinating all aspects of start-up including creating and producing all business communications materials: brochures, business cards, flyers, and the company's Web site.
- Established proven record of accomplishment in writing winning résumés and other job search documents.
- With background that spans the fields of research, development, manufacturing, marketing, technical service, administrative customer service, career development, training and project management, successfully work with technical, administrative, and executive professionals at all levels.
- Competently draw out key information from clients to effectively market skills and abilities.
- Astute and analytical; always operate with the understanding that knowing and adapting to the audience is the key to effective communication.
- Recognized for leadership and commitment to quality improvement. Strong track record of providing outstanding customer satisfaction.

CERTIFICATION

Certified Professional Résumé Writer, Professional Association of Résumé Writers, 2001

EMPLOYMENT HISTORY

WORLD CLASS RÉSUMÉS, *Owner*, 2000 to Present

RESUME.COM, *Elite Writer*, 2000 to Present

LIBERTY LIFE, *Implementation Consultant*, Voluntary Benefits Group, 1999 to 2000

KAPLAN, *Prep Course Instructor and Tutor*, 1999 to 2001

YORK OIL CORPORATION, *Senior Research Engineer*, Fuels Marketing Support, 1995 to 1999

SPECIALTY CHEMICALS, INC., *Staff Engineer*, Petroleum Catalyst Group, 1990 to 1995

EDUCATION

STATE UNIVERSITY, Master of Education (Counseling Psychology), 1996

CITY COLLEGE, Bachelor of Science (Chemical Engineering), 1990

Combination. *Carol A. Altomare, Three Bridges, New Jersey*

Here is the resume writer's own resume. It is included in this Gallery to give an example of at least one professional resume writer's background. Note her degrees in science and psychology.

Customer Service

Resumes at a Glance

RESUME NO.	OCCUPATION	GOAL	PAGE
30.	Assistant Site Manager	Operations Manager	71
31.	Mary Kay Consultant	Corporate Position	72
32.	Operations Manager	Operations Manager	74



Ruben A. Rodriguez

2487 Coastal Bend Dr. Corpus Christi, TX 70376
 (H) 361-878-3452 (C) 361-552-6523 e-mail: rod23@earthlink.net

**RESULTS-ORIENTED
 OPERATIONS MANAGER**

Offers progressive inbound call-center operations experience defined by an aggressive promotional career path from agent to assistant site manager within four years, with current responsibility for customer-service call-center operations, staff development and budget forecasting. Extensive experience in the areas of customer service and quality assurance.

ACHIEVEMENTS

- Manage 150 Customer Service Representatives and 22 Manager/Support Staff with an average call volume of 10,000 customer-service calls per day.
- Managing direct customer-service programs for a variety of care products for Sirius Digicom.
- Creating financial models with forecasted revenue of \$1 million per month and a year-to-date 5% budget variance.
- Achieved a gross profit of \$4 million annually (2001).

PROFESSIONAL EXPERIENCE

SYRIUS DIGICOM—Corpus Christi, Texas

February 1999—Present

Assistant Site Manager—Operations

May 2000—Present

- Manage a supervisory team in regards to workflow allocation, performance appraisals, training, development and salary recommendations.
- Coordinate the daily operational objectives of performing departmental functions in an efficient, timely manner while meeting quality performance standards.
- Resolve customer and agent challenges through proactive investigation of issues in a liaison role, partnering with other departments, including the client.
- Implement and plan new projects and procedures as a result of a continuous review of current operating methods in relation to client/customer objectives.
- Budgeting and P&L responsibility.

Fraud Prevention Manager—Administrative Operations

February 1999—May 2000

- Developed and implemented fraud-prevention policy and procedures, which resulted in the lowest charge-back percentage among all Sirius Digicom call centers (half of one percent).
- Established customer-service guidelines in the Administrative Operations Department.
- Monitored the productivity of the Outbound Sales Department.
- Trained and managed 22 Fraud Prevention agents, 16 Administrative Operation agents and 3 Outbound Sales agents.
- Managed 2 Fraud Prevention Supervisors, 2 Administrative Operation Supervisors and 1 Outbound Sales Supervisor as well as functioned as an acting assistant site manager.

VTX TELESERVICES—Austin, Texas

1996—1998

Quality Assurance Supervisor

- Developed fraud-prevention guidelines.
- Responded to all charge-back issues.
- Managed customer complaint issues.
- Trained agents on quality assurance procedures.
- Supervised the call center on demand.

EDUCATION

Bachelor of Arts/Psychology
 UNIVERSITY OF TEXAS—Austin, Texas

1993—1996

Combination. *MeLisa Rogers, Scroggins, Texas*

The writer wanted to call attention to the applicant's achievements so that he could move to the next step of his career as a Call Center Site Manager. Note the lines, the box, and the shading.

ANNETTE M. STYLES

5555 Cox Road • Okemos, Michigan 55555
(555) 555-5555 • Cellular (555) 555-5555 • astyles@email.usa

PROFILE

Talented and resourceful individual offering a unique blend of cross-functional skills resulting from more than 10 years of active community involvement and providing excellent customer service to accommodate needs of home-based businesses. Self-starter who shows initiative and can conduct business in a professional manner. Highly proficient at building sound business relationships, determining customer needs. Possess good customer relations skills, presenting a positive company image.

- Strong interpersonal, listening, and rapport-building skills, with aptitude to effectively communicate with customers, coworkers, business associates, and management, maintaining a positive working environment.
- Experienced in general office business practices, answering customer inquires, addressing problems, and maintaining confidentiality. Receptive to and supportive of team efforts to ensure customer satisfaction.
- Proven ability to plan, organize, and manage fund-raising activities as well as work hand-in-hand with business owners, patrons, and the general public. To date, have successfully raised \$180K+ and donated funds to three renowned cancer institutes.
- Demonstrated ability to work well under stressful conditions while maintaining a sense of humor to see projects through to completion, skillfully combining wit and perseverance in time of crisis.
- Welcome new challenges, accept responsibility, enjoy working with people, value camaraderie, and benefit from a strong network of friends and colleagues.

EMPLOYMENT SUMMARY

MARY KAY COSMETICS, Okemos, Michigan, **1995–Present**

Consultant

Sales associate for this major cosmetic line company. Conduct one-on-one client consultations to identify skin care needs and answer questions regarding product line. Perform facials and makeovers as well as conduct open houses and Mary Kay parties upon request. Organize and manage client records.

XYZ TRANSPORTATION, Okemos, Michigan, **1985–1987; 1993–1994**
(Trucking Company)

Customer Service Representative

Answered and directed incoming calls, responded to customer inquires, managed customer and company files, and maintained high level of customer care and cooperative attitude, providing friendly service. Operated and maintained standard office equipment.

ABC GROUP, Richmond, Indiana, **1987–1992**
(Distribution Manufacturing Company)

Inside Sales Representative**31****Combination.** *Maria E. Hebda, Trenton, Michigan*

This individual didn't have a resume and wanted to return to the corporate world after being a Mary Kay Consultant and raising her children for the past 10 years. The writer emphasized the

ANNETTE M. STYLES

(555) 555-5555 • Cellular (555) 555-5555 • astyles@email.usa

Page 2

PROFESSIONAL AFFILIATIONS / COMMUNITY VOLUNTEER SERVICES**SMYTH ANNUAL GOLF TOURNAMENT****Cofounder, 1987–Present**

With team assistance, successfully plan, organize, and oversee all facets of tournament to raise funds to support the ABC Cancer Institute in memory of sibling. Develop and distribute event flyers, register and collect fees from 40–45 foursomes, solicit door prizes and food and beverage donations, and manage golf site setup/cleanup. Coordinate dinner event following completion of play, take event photos, and award trophies to winning players. Obtain and file required licenses and financial reports accordingly.

- Past fund-raisers and donations awarded to the Cure Cancer Institute and the Treat Cancer Society.

XYZ AMERICAN CLUB, Okemos, Michigan, 1994–Present**Elected Board Member, 2003–Present****Member, 1994–2002**

- Founded in 1994. Play an active role in the annual XYZ Festival to raise and donate funds for various charities and organizations, including the Scholarships for Children Association, which sponsors children from other countries to stay with an American family for six weeks. Since 1996, the XYZ American Club has presented 24 college scholarships totaling more than \$18K.
- Support efforts in constructing the XYZ American float, march in local parades, and serve as a sponsor in special events held year-round.

LOCAL ELEMENTARY SCHOOL, Okemos, Michigan, 1998–2006**Classroom Volunteer**

Assist teacher with organizing special class projects and help facilitate group/individual activities and routine class events, as well as class field trips. Interact positively with children, participate in student circle time, and enjoy helping children identify their individual strengths and ability to learn while having fun.

COMMUNITY INVOLVEMENT**WOMEN OF HOPE & FAITH, Okemos, Michigan, 1994–1996****Chapter Member**

Assisted with fund-raising to support churches, seminaries, Catholic missions, schools, scholarships, and diverse charitable causes.

Contributed to the common good of humanity, strived for the development of all that was best and truest in womanhood, and emerged in our communities as positive influences to uphold the high ideal of life and morals.

EDUCATION

Local College of Business, Okemos, Michigan
General Office Administration Course Work

applicant's positive communication skills, cross-functional talents, and transferable skills that would qualify her as an excellent candidate for a customer-service position. An extensive Profile Summary with detailed bulleted items describes her suitability for corporate work.

DAVID DELGADO

752 Oakwood, Unit 6, Houston, Texas 77039 phone: 713-685-4527 e-mail: dda5563@attbi.net pager: 887-524-8853

Bilingual Call Center Operations Manager offers extensive experience in a 24 / 7 inbound customer-service call-center operation with 100% management responsibilities of staff development / retention, budget forecasting, customer service, client management, quality assurance, product training, and performance management.

Professional Achievements

- Achieved a **\$4 million** annual gross profit for 2001.
- Demonstrated keen ability to successfully manage and lead 150 Customer Service Representatives and 22 Manager / Support Staff to handle 10,000 calls per day while **exceeding client quality standards**.
- Orchestrated successful customer-service programs for **multiple TSS products**.
- Created financial models with forecasted revenues of \$1 million per month and a year-to-date **5% budget variance**.
- Developed and implemented **fraud-prevention procedures** resulting in the lowest charge-back percentage among all TSS call centers of **.5%**.
- **Improved agent retention by 47%**.
- Spearheaded the development of interdepartmental communication avenues for the enhancement of **organizational performance**.
- Implemented client interfacing programs, resulting in increased **responsiveness to customer demands**.

Professional Profile

Business Results—financial forecasting, planning and budget adherence, strategy analysis for continuous improvement.

Environmental Control—maintain a safe, productive environment for associates, consisting of fair and equitable relations.

Operational Success—organizational policies / procedures, quality improvement programs, achieve performance management targets.

Client communications—nurture client relationships while uncovering opportunities for additional client support.

Resource Management—capacity management, telecom requirements, facilities management, staffing forecasting, workflow allocation.

Training and Development—improvement of product training and delivery through internal and external client / customer surveys.

Professional Call Center Experience

Triumph Satellite Systems, Inc.	Houston, Texas	1999–Present
Operations Manager, 2002–present		
Assistant Site Manager / Operations, 2000–2002		
Fraud Prevention Manager / Administrative Operations, 1999–2000		

Amicom Teleservices	Phoenix, Arizona	1996–1999
Quality Assurance Supervisor		

Education

Bachelor of Arts/Psychology, University of Arizona, 1996
National Honor Societies: Golden Key and Psi Chi.

32

Combination. *MeLisa Rogers, Scroggins, Texas*

Compare this resume with Resume 30. The writer altered information to protect the candidate's privacy and took the data in two different directions. Resumes 30 and 32 present the same information two different ways.

Design/Architecture

Resumes at a Glance

RESUME NO.	OCCUPATION	GOAL	PAGE
33.	Supervisor	Not specified	77
34.	Educational Coordinator	Design Artist/Production Assistant	78
35.	Architect	Architect/Project Manager	80



Alexander Parker

89 Toronto Drive • Mendham, NJ 07945 • 973.648.9604 • aparker@monmouth.com

GRAPHIC DESIGNER / DIGITAL PHOTO RETOUCHER / WEB DESIGNER

Creative professional with a proven track record of successful projects from initial concept through completion. High-energy, results-oriented leader recognized for innovative tactics and strategies. Reputation among peers for finding the most efficient way to facilitate a project or process without sacrificing quality. Possess strong problem-solving skills and an ability to manage time-sensitive projects.

Combine passion for aesthetics with commitment to contributing to an organization's bottom line. Excellent communications and interpersonal skills. Talent for writing and designing technical manuals and training programs. Comfortable working in Mac or Windows environments.

Areas of Expertise:

- Digital Graphic Design
- Brochure Design
- Web Design
- Project Management
- Multimedia Production
- Customer & Vendor Relations
- E-Commerce
- Digital Photography

Software Proficiencies:

- Photoshop CS
- QuarkXPress
- CorelDRAW
- Novell (Netware)
- Illustrator CS
- Final Cut Pro
- Adobe GoLive CS
- Windows NT, XP, OSX

Professional Accomplishments

HANIFI DEVICES, INC., Fair Lawn, NJ (1971–2006)

The eighth-largest manufacturer of electronic pressure and vibration sensors for industrial and defense applications, with facilities in the U.S., UK, France, Germany, and Italy.

Supervisor

- Assigned creative control of the design and layout of numerous single-page and multipage publications and corporate identity packages.
- Created eye-catching logos, product brochures, flyers, mailers, trade magazine ads, and other promotional media.
- Photographed products, company employees, customers, and models for use in advertising and promotional materials.
- Balanced imagination with solid technical skills to create web pages using digital software to optimize all visual images to enhance the effectiveness of the company's web site.
- Designed all training manuals and managed the training programs for new employees.
- Managed each project from start to finish, on time and within budget.
- Started with Hanifi as its third employee. Consistently given increasing responsibilities as process improvement suggestions increased efficiency and generated higher profits.
- **Presented with the company's first Process Improvement Award.**
- Streamlined product assembly operation into an efficient production-line process with fewer defects and a more attractive appearance.

Member of the Professional Photographers of America

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

After a profile, two side headings—Areas of Expertise and Software Proficiencies—introduce other qualifications. Note that work experience is titled Professional Accomplishments.

Teri Boyd

32 Parons Court
Oakland, NJ 07445

(555) 123-5459 (C)
(201) 123-7689 (H)
Teri@boyd.com

DESIGN ARTIST/PRODUCTION ASSISTANT

“Producing creative design solutions for the future”

PROFILE: Talented, resourceful artistic visionary who is skilled in translating abstract concepts into practical solutions using computer graphics and artistic design. Strong background in graphic and presentation design. Portfolio at www.teriboyd.com. Adept at planning and organizing events and exhibitions. Superb communication skills.

Computer Expertise

- Adobe Photoshop 6 & 7, Adobe Illustrator 9 & 10, Microsoft PowerPoint and Word, FileMaker Pro 5.0, QuarkXPress 4.1 & 5, Macromedia Dreamweaver 4.0, Macromedia Flash 5.0, Painter 7.0

KEY QUALIFICATIONS

Design/Artistic Skills

- Detail-oriented graphic artist with exceptional creative and follow-through abilities.
- Able to effectively analyze and communicate creative ideas with clients.
- Landed major account by designing on-the-spot solution after 20-minute discussion with client.
- Innovative weave textile designer. Created unique technical solution for woven fabric project that resulted in significant production cost reduction.
- Experienced graphic designer and Web designer.
- Accomplished artist and draftsman with paintings exhibited in 7 New York metro-area art exhibitions.

Organization/Production Skills

- Co-organized and presented 7 painting exhibitions that featured personal paintings and other painters.
- Coordinated and administered training program for computer and software sales and training company. Supervised multiple classrooms and oversaw activities of 4 freelance trainers. Designed and developed curriculum.
- Created graphics for marketing department using Photoshop, Illustrator, Quark, and MS Office products.
- Developed and wrote a 50-page business plan for opening a small studio to display and sell paintings.
- Created and implemented an efficient filing system for organizing and storing software and educational material.
- Produced spatial and construction solutions for store product displays.

Communication/Teaching Skills

- Received Rotary Club Scholarship based on communication skills.
- Certified Technical Trainer (CTT), Adobe Certified Expert (ACE) Illustrator 9.0, Adobe Certified Expert (ACE) Photoshop 6.0.
- Adjunct Professor at 4 different colleges teaching Drawing 1, 2D Design, and Art Appreciation.

Education

- MFA in Fine Arts, SUNY, Buffalo, NY, 5/02
- BA in Fine Arts, Syracuse University, Syracuse, NY, 5/96

34

Combination. Igor Shpudejko, Mahwah, New Jersey

This applicant had done many things but not in the field she wanted to get into: production design. To de-emphasize her many short-term jobs, the writer focused instead on her skills and

Teri Boyd

Page 2

EXPERIENCE SUMMARY

MAYWOOD COMPUTERS

Maywood, NJ

Educational Coordinator

2/01–3/06

Computer and software sales and training company. Taught desktop publishing classes consisting of 1–8 students for client companies. Supervised multiple classrooms and oversaw activities of 4 freelance trainers. Designed and developed curriculum.

WPF ASSOCIATES

Hackensack, NJ

Graphic Designer

8/00–1/01

Corporate presentation digital production studio. Developed MS PowerPoint and Adobe Photoshop and Illustrator designs for various types of presentations. Landed major account after designing graphic on the spot after short conversation with client.

JONES DESIGN STUDIO

Waldwick, NJ

Graphic Designer/Web Designer

1/00–8/00

Print and Web site production company. Prepared graphic designs for print and Web site using Dreamweaver, Photoshop, and Illustrator.

INGIS CORP.

Oakland, NJ

Weave Designer

2/98–1/00

Textile and design company. Analyzed textiles for redesigning to save manufacturing costs. Identified and corrected major technical flaw in one of the designs.

THE ARTWARE STORE

Mystic, CT

Store Manager

6/96–2/98

Ran art-supply store. Provided display solutions.

NORLELLEN STOKLEY INTERIORS

Ridgewood, NJ

Mural Artist

12/95–5/96

Produced murals, faux finishes, color compositions, and interior design surfaces.

Teaching Experience

Adjunct Professor, Drawing 1 and 2D Design Courses, Fall 99, Rockland Community College, Suffern, NY

Adjunct Professor, Art Appreciation and 2D Design, Fall 98, Bergen Community College, Paramus, NJ

Adjunct Professor, Art Appreciation, Fall 98, 99, Rockland Community College, Suffern, NY

Adjunct Professor, Drawing 1 and 2D Design, Spring 98, Purchase College, SUNY, Purchase, NY

Fine Art Exhibitions

Gallery of South Newark, Group Show, South Newark, NJ, Winter 01

Dactyl Foundation for the Arts & Humanities, Group Show, Soho, NY, Summer 00

Dactyl Foundation for the Arts & Humanities, Group Show, Soho, NY, Winter 98

SUNY Purchase Gallery, One-Woman Show, Purchase, NY, Spring 98

Paterson Museum, One-Woman Show, Paterson, NJ, Spring 97

Lena DiGangi Gallery, One-Woman Show, Totowa, NJ, Spring 96

Lena DiGangi Gallery, Group Show, Totowa, NJ, Winter 95

Bengert-Macrae Gallery, Group Show, Wyckoff, NJ, Spring 94

Catskill Art Society, One-Woman Show, Hurleyville, NY, Spring 92

put them on the first page. The applicant's key qualifications are grouped under three kinds of skills indicated in side headings. Boldfacing on the second page helps the reader see job positions and the art galleries where the applicant had exhibited fine art.

LINDA A. BUILDER

Licensed Architect

1227 Oak Avenue
Lantern, Texas 77391331 271-9952
facsimile: 331 271-9953

ARCHITECT / PROJECT MANAGER with experience in the planning, design, and construction of diverse project renovations (major and minor) and architecture projects such as institutional, recreational, and health care facilities. Extensive background in **urbanism** and all infrastructure directing all project phases, from design through completion of construction, coordinating the efforts of contractors; architectural, engineering, and landscaping consultants; and government agencies. Excellent technical qualifications complement an **innate sense of creativity** in the design of aesthetically attractive, architecturally strong, and utilitarian space. Highly organized and proficient in AutoCAD. Meticulous, detail-oriented, perfectionist; work well under pressure.

AREAS OF PROFICIENCY

Experienced in all phases of design from program definition through working drawing; expertise in

- Construction estimating, cost analysis, feasibility studies, and project budgeting;
 - Negotiation and contract administration;
 - Inspection and supervision of construction.
- ▶ Solid design and construction experience in commercial projects, including landscaping, office buildings, schools, churches, hotels, and restaurants.
 - ▶ Established a **regional reputation** for excellence and developed a loyal following. Highly successful for project profitability and investor ROI.
 - ▶ Strong **management skills**, including personnel and project scheduling, employee and subcontractor supervision, budgeting and finance, problem solving, client relations, and quality control.
 - ▶ Seasoned **sales and marketing skills**. Demonstrated ability to gain trust and confidence of prospects. Personable and highly ethical.
 - ▶ Proven **communications ability** that is straightforward, honest, and articulate, yet tactful and diplomatic. Sincere sensitivity to unique needs and aspirations of all segments of a community. Active listening and consultation skills with talent for respecting and responding to divergent opinions and interests. Strength in blending idealism with political reality, and devising new methods to improve procedural and system efficiency.
 - ▶ Computer literate: Microsoft PowerPoint, Adobe PageMaker, CorelDRAW, Harvard Graphics.
 - ▶ Fully bilingual: Spanish and English.

CAREER HIGHLIGHTS**ARCHITECT**

Planin Consultores, S.A., Caracas, Venezuela

- 2006 Designed, drafted, and supervised the building project for the new Emergency area for Adults and Pediatrics at the Hospital Clinico de Caracas.
- 2004 Remodeled living quarters on the second floor of the Caracas Hospital (4 models).

Combination. *Myriam-Rose Kohn, Valencia, California*

Contact information is presented in a balanced format and is separated from the rest of the resume by a double line. The first paragraph is a profile of the applicant. Boldfacing enhances

LINDA A. BUILDER

Page 2

- 2003 Designed individual family units for private owner. Participated in all project phases from initial client contact and presentation through conceptual design; production of contract documents; interface with engineers and outside planning consultants; and development of interiors, finishes, and specifications.
- 2003 Key member of design team responsible for the renovation of the Adult Emergency area at the Public (County) Hospital in Caracas (Hospital Universitario de Caracas). While work was in progress, intervened and adjusted the specifications to improve production.

ARCHITECT

G.P. Arquitectura, S.A., Valencia, Venezuela

- 2005 Assigned as architect in charge for the Main Control Room project at the Energia Eléctrica (Electrical Energy) of Venezuela (ENELVEN / CAUJARITO), approximately 1000 mt².
- 2003 Designed and drafted the remodeling of the main offices at the Investment Bank of Welles Orvitz. Served as director of field operations. Reviewed project specifications, researched previous designs, and prepared designs for customer presentation and approval. Maintained in-house library of design materials and references.

ARCHITECT

Faculty of Architecture, University of Apure, Cabimas, Venezuela

- 1999–2002 Supervising Architect on several relocation projects, among which were the communities of *El Hornito* (252 acres, \$300 million budget, 325 houses from 7 different models, church, elementary school, community center, clinic, and fishing processing center) and *Villa Hermosa*.

Reviewed development proposals for adherence to county zoning and other ordinances, and aesthetically based design guidelines. Dealt with

- | | |
|-------------------------------------|-----------------------------|
| - zoning administration | - community development |
| - site plan review and approval | - stormwater drainage |
| - subdivision regulation | - surface hydrology |
| - wastewater distribution | - parking lot design |
| - design ordinance administration | - environmental impact |
| - economic development | - public relations |
| - historic preservation | - urban redevelopment |
| - environmental impact and planning | - administrative management |
| - policy analysis | |

Directed and facilitated the design and construction of new development projects and improvements to transportation facilities, streets, sidewalks, and utility systems. Coordinated/supervised an interdisciplinary team of professional consultants and construction inspectors to meet individual project time and cost objectives. Analyzed impediments to project goals; quickly identified and implemented solutions.

Prepared graphic files for inspection and critical path schedules; analyzed construction schedules from contractors. Monitored project construction daily and represented the interests of client at progress meetings. Prepared design revisions when required by unknown field conditions. Analyzed requirements of plans and specifications to deny or justify claims by contractors for extra work. Facilitated public involvement in planning decisions by communicating merits of project(s), which in turn promoted community good will and continued support. Explained or modified construction activity to respond to public concern. Assisted with final project designs and construction drawings.

information of interest to the prospective employer. Boldfacing also highlights certain skills in the Areas of Proficiency section. The value of the applicant's bilingualism becomes evident in the Career Highlights section. Here and in the Education section, we may infer that Spanish is her native language and English her

LINDA A. BUILDER

Page 3

LANDSCAPE ARCHITECT

Faculty of Architecture / Agronomy, University of Apure, Cabimas, Venezuela

- 2000 Collaborated with horticulturist Carmen Avila (partner in El Guacamayo Company) on the design and development of the exterior landscaping at *La Cabana Hotel* (Aruba, Antilles). Ensured *El Guacamayo Garden* was executed in accordance with client specifications.

PATENTS AND PUBLICATIONS

Faculty of Architecture
Research Institute I.F.A., University of Apure, Cabimas, Venezuela

In collaboration with Carlos Fidere, Dean, School of Architecture:

- Authored and published **Informe Final**, Relocation Project of the community of *El Hornito*. Presented material in Barcelona, Spain (1996).
- Authored, designed, and published **Memoria Descriptiva**, Relocation Project of the community of *El Hornito*, which became permanent reference in the library at the Faculty of Architecture.

EDUCATION

Diploma, **Architect**, University of Apure, Cabimas, Venezuela.

Completed highest level of English courses at Santa Fe University, Santa Fe, NM
Introductory computer and English courses, University of Apure, Cabimas, Venezuela
Courses in Excel for Windows, Beginning and Advanced AutoCAD.

second language. As you read the Career Highlights section, you learn quickly that an architect's activities are essentially achievements because of the creative nature of those activities. The variety of projects and the section on Patents and Publications are impressive.

Education/Training

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
36.	Pre-Kindergarten Teacher	Not specified	85
37.	Student Teacher	Not specified	86
38.	Substitute Teacher	Not specified	87
39.	Substitute Teacher	K-8 Elementary School Teacher	88
40.	Substitute Teacher	Not specified	89
41.	Pre-Kindergarten Teacher	Not specified	90
42.	Kindergarten Teacher	Elementary Education Teacher	91
43.	Kindergarten Instructor	Not specified	92
44.	Elementary Teacher	Elementary School Teacher	94
45.	Elementary Teacher	Not specified	96
46.	Elementary Teacher	Not specified	98
47.	Student Teacher	Special Education Teacher	100
48.	Part-time Spanish Instructor	Full-time Teaching Position	101
49.	Student Teacher	Full-time Teaching Position	102
50.	Student Teacher	Special Education Teacher	104
51.	Customer Service Associate	Secondary Ed. Instructor/Coach	105
52.	School Teacher	History Teacher	106
53.	Student Teacher	History Teacher	108
54.	Math Teacher	Full-time Teaching Position	110
55.	Pre-Kindergarten Teacher	Full-time Teaching Position	112
56.	Visual Arts Teacher	Visual Arts Teacher	114
57.	Student Teacher	High School Teacher/Coach	117
58.	Principal Intern/Math Specialist	Instructional Administrator	118
59.	Turnkey Trainer	Early Childhood Specialist	120
60.	Adjunct Instructor	Psychology Professional	122
61.	Recent Graduate	Full-time Teaching Position	124

(continued)

(continued)

62.	Peer Education Teacher	Psychology Teacher	126
63.	Training and Documentation	Corporate Trainer Specialist	128
64.	Math Teacher/Cheerleading Sponsor	Corporate Trainer	130
65.	Personal Trainer	Personal Training	132
66.	Co-Director of Education	Not specified	134
67.	Adjunct Instructor	Historical Researcher	136
68.	Principal, Middle School	Principal, New Middle School	138
69.	Graduate School Supervisor	Not specified	140



**AMANTHA
MCLAUGHLIN**

Pre-kindergarten Teacher

454 Swordfish Drive • Brentwood, NY 55555 • (555) 555-0000 • no1teacher@planet.edu

“Did you hear the good news? Samantha McLaughlin wants to teach on Long Island!”

CERTIFICATION New York State Permanent Certification in Elementary Education, K–6
New York City Permanent Certification in Early Childhood Education, Pre-K–6

EDUCATION **Master of Science, Elementary Education**
LONG ISLAND UNIVERSITY AT C.W. POST, Brentwood, NY

Bachelor of Arts, Elementary Education
ENGLEWOOD COLLEGE, Englewood, NY

**TEACHING
EXPERIENCE**

1997–present

Pre-kindergarten

9/99–present

First Grade

1998–1999

Kindergarten

1997–1998

PRE-KINDERGARTEN TEACHER
John Kennedy Elementary School, P.S. 18, Jamaica, NY

- Manage a structured, stimulating classroom with responsibility in all areas of teaching, assessment, behavior modification, and coordination of academic and social activities.
- Create a fun, warm, and exciting atmosphere where children play and learn while strengthening skills in areas of fine/gross motor development, math, reading, and writing readiness, and acclimate to daily routines and the school environment.
- Plan, develop, and institute educational activities that promote quality teaching in accordance with New York State teaching standards and Bloom’s Taxonomy.

Thematic Units/Differentiated Lessons

Jungle Habitat, Farm Animals, Growth of a Seed, Shapes & Colors, Dental Hygiene, Martin Luther King, Self-expression, The Four Seasons, and Ocean Life

Employ an integrated approach towards teaching, utilizing the following methods:

<i>Charts/Diagrams</i>	<i>Learning Centers</i>	<i>Poetry/Reading</i>	<i>Compare/Contrast</i>
<i>Writing/Big Books</i>	<i>Cooperative Learning</i>	<i>Story Mapping</i>	<i>Five Senses</i>
<i>Sentence Strips</i>	<i>Group Discussions</i>	<i>Brainstorming</i>	<i>Bulletin Boards</i>
<i>Sight Vocabulary</i>	<i>Games/Puzzles</i>	<i>Role Playing</i>	<i>Cooking Projects</i>

- Proactively communicate with parents to acknowledge superior work and areas of concern through discussion, newsletters, progress reports, telephone calls, home visits; and encourage parent involvement/volunteer assistance throughout the school year.
- Collaborate weekly with musicians to provide children with basic music appreciation through exposure to a diverse range of musical instruments and lyrics.
- Successfully use enrichment activities and behavior-modification techniques as a motivator for completing projects, following rules, and maintaining classroom conduct.
- Encourage group participation, and develop students’ character exercising a strong respect for self, others, the community, and diversity.
- Recognized as the only teacher to attend PTA meetings in three years, attend Parent-Teacher Conferences, and coordinate Meet the Teacher Night and monthly field trips.

1993–1997

PRE-KINDERGARTEN TEACHER
St. Agnes Head Start, Bay Shore, NY

1992–1993

PRE-KINDERGARTEN TEACHER
Lutheran Elementary School, Massapequa, NY

1979–1992

PRE-KINDERGARTEN TEACHER
Hauppauge Freedom Day Care Center, Hauppauge, NY

36

Combination. *Ann Baehr, East Islip, New York*

The writer made the resume fun for a teacher who was changing districts. She displayed a catchy statement at the top and used a custom logo for the name. Note the strong teaching experience.

Sheilah J. Curtis

email@email.net

21 Grove Place
Ridge Township, MA 00000

Phone: (555) 555-5555
Alternative: (555) 555-5555

Lesson Planning / Student Evaluation / MCAS Preparation / Program Development & Implementation

EDUCATION / CERTIFICATION

Michigan State College, Township, MI
Bachelor of Science, Education, 2003
Majors: Elementary Education / Natural Science & Mathematics
Elementary Teaching Certification Grades 1–6

Alpha Phi Chapter of Alpha Upsilon Alpha, the honor society of the International Reading Association

Tri Beta Life Sciences Honor Society

Who's Who Among Students in American Colleges and Universities, 2003

QUALIFICATIONS

- Plan and develop daily lessons for up to 24 students in multicultural classrooms.
- Interact with mainstream special education students.
- Develop and implement learning units to integrate unique learning models.
- Championed innovative program-development project “**Words on Vacation**,” a communication skills-based strategy utilized to prepare students for MCAS testing.
- Expand learning styles, IEPs, and educational plans through design and development of hands-on, inquiry-based techniques.
- Establish and demonstrate interdisciplinary thematic units on subjects including biodiversity, biographies, and rocks and minerals.
- Actively participate in parent conferences, student evaluations, core meetings, and grade and departmental team meetings.

STUDENT TEACHING EXPERIENCE

Potter Road Elementary School , Framingham, MA Grade 4 Classroom	2/04–Present
Longfellow School , Cambridge, MA Grade 6 Classroom	9/03–12/03
Johnson Elementary School , Natick, MA Grade 1 Classroom	5/02–12/02
Hemenway Elementary School , Framingham, MA Grade 4 Classroom	12/98–4/02

PROFESSIONAL MEMBERSHIPS

International Reading Association
Massachusetts Marine Educators Association
Massachusetts Reading Association

Professional Portfolio Available

37

Combination. *Rosemarie Ginsberg, Altamonte Springs, Florida*

This recent college graduate was entering the field of education. Education/Certification, honors, and Qualifications are put at the top. Only student teaching experience is put lower on the page.

Cheryl M. Stayton

732 Riverside Blvd., Beaumont, Texas 77403 703-584-5483 or 703-735-5425 cmstay1@aol.com

Enthusiastic new graduate with a Bachelor of Science degree in Sociology / Psychology brings a mature and solid background of organizational and analytical skills to the job market.

Excellent Customer Service
Excellent Communications Skills
Multi-task Oriented
Exceptional Organizational Ability

Highly Efficient
Dependable / Reliable / Flexible
Project Focused
Results Oriented

EDUCATION

Bachelor of Science—Sociology/Psychology

Baylor University—2002

ACHIEVEMENTS

- ***Awarded the highly recognized status of Order of Omega Honor Society*** as a result of achieving a 3.0 GPA as a student at Baylor University.
- ***Committee Coordinator of the Juvenile Autism Foundation*** 5K-walk fund-raiser and serve the organization as an active contributor.
- ***Managed a statistical research project*** with a focus on the analysis of social effects of individual behavior as it relates to certain factors affecting their likelihood to be concerned with health-related issues in today's society.
- ***Managed 100% of college career*** through occupational research, course selection, and financial management through part-time employment.

EMPLOYMENT EXPERIENCEBeaumont Independent School District—Beaumont, Texas

August 2002—present

Substitute Teacher—Grades K-5

- Manage classroom activities.
- Provide substitute teaching services with minimal disruption to daily curriculum.
- Implement creative activities to ensure assigned learning goals are met.

Comfort Day Spa—Waco, Texas

January 2002—July 2002

Administrative Assistant

- Managed and directed telecommunications and personally handled visitors to the spa.
- Managed and completed clerical tasks such as filing, reporting, data entry, and document processing.
- Administered customer service for both internal and external customers.

MAXCO, Inc.—Waco, Texas

May 2001—December 2001

Receptionist

- Managed and directed telecommunications, visitors, and vendors of the company.
- Administered customer service for both internal and external customers.

PROFESSIONAL ORGANIZATIONS AND TRAINING

Memberships in the following affiliations:

- Order of Omega Honor Society
- Pre-law Society
- Sociology Club

Proficient in MS Excel, MS Word, Keyboarding, Medical Terminology, and general office equipment.

Combination. *MeLisa Rogers, Scroggins, Texas*

The applicant wanted to work in the city where she graduated so that she could work on her graduate degree. The writer pitched the resume to general as well as professional positions.

AMANDA L. O'BRIEN

3397 Ashland Road, Broomfield, CO 80044
(555) 555-5555 ♦ aobrien_azy334@maillink.net

K-8 Elementary-School Teacher
Classroom Experience ★ BA Degree

HIGHLIGHTS OF QUALIFICATIONS

- ★ Recent classroom-education experience (K-8) for the Denver Public School District.
 - ★ Several strong letters of recommendation.
 - ★ BA degree in Psychology.
 - ★ Proven motivator. Favored by students, colleagues, and parents.
 - ★ Trustworthy and reliable. Accustomed to the responsibility of 1000s of lives daily.
 - ★ Fun and outgoing personality. Enjoys reaching out to children and making an impact.
 - ★ Athletic. Coached a girls' basketball team for two years.
 - ★ Computer skills include Windows, Microsoft Word, and Internet.
-

EDUCATION

Bachelor of Arts Degree—Psychology, 2001
Colorado State University, Fort Collins, CO

Key Courses:

Teaching the Special Child Developmental Psychology
Educational Psychology Adolescent Psychology

WORK EXPERIENCE

DENVER PUBLIC SCHOOL DISTRICT, Denver, CO **2002-2007**

Substitute Teacher—Davidson Elementary

Full-time classroom teacher for students in grades 1-3, and Learning Disability (LD) students in grades 4-6. Enjoyed teaching a second-grade classroom for two weeks.

- ★ Reversed scores on Language Arts test from failing to 83% average.
- ★ Instructed LD students in math and reading.
- ★ Divided students into small, focused groups of six or fewer students.

UNITED AIRLINES, Denver, CO **1990-2001**

Flight Attendant
Customer Service Agent

- ★ Obtained annual CPR certification and FAA-security clearance. Trained flight attendants.
 - ★ Calmed in-flight crises and situations; remained the "go-to" problem solver for emergency issues, including heart attacks. Served as PR spokesperson on Frontier Airlines flights.
-

VOLUNTEER

Girls' Basketball Coach
Pike's Peak Academy, 1999-2000
Coached and mentored 7th- and 8th-grade girls.

Combination. *Matt Thompson, Seattle, Washington*

Evident energy and enthusiasm helped this candidate land a kindergarten teaching position. Phrases in the Highlights of Qualifications were chosen to avoid clichés such as "works well with people."

"Mr. Johnson is an excellent role model for students and they do enjoy his classes. He has excellent people skills and his prior background as a manager of people for a food store has helped sharpen his people skills. Your school will be obtaining an excellent instructor who has unlimited potential for the field of teaching."

Joan White,
Interim Principal
La Crosse East
Middle School

"Mr. Dave Johnson has taught in the area of physical education [and] demonstrated a knowledge and sincere desire [for] working with students at this level. They respect him even though the position of substitute teacher can be rather difficult. [He] has demonstrated an ability to effectively carry out lesson plans and handle discipline, in whatever unit he has been asked to instruct, with professional assurance."

Bill M. Wolfe
P.E. Dept. Chair
La Crosse East
Middle School

DAVID E. JOHNSON

2345 Mountainview Court
La Crosse, Wisconsin 55555
Home: (608) 652-9090 / Office (608) 383-5252

PROFILE

Dynamic and results-oriented teaching professional with superior interpersonal communication skills and 12+ years of experience in training, coaching, and motivating. Demonstrated capabilities in the following areas:

- Classroom Management
- Curriculum Development
- Parental Participation
- Instructional Materials
- Special Events Management
- Consultative & Group Instruction

TEACHING EXPERIENCE

LA CROSSE SCHOOL DISTRICT—WISCONSIN 1999 to Pres.
Substitute Teacher (Grades 1–8)

Taught a varied curriculum at 8 elementary schools within the district. Specifically requested by faculty to fill in and remembered by students for interesting and creative teaching methods. Experience in team teaching and adapting curriculum for special-needs students.

LA CROSSE EAST HIGH SCHOOL—WISCONSIN 1985 to 1986
Substitute Teacher & Asst. Coach (Grades 9–12)

Taught in all classrooms and served as Assistant Cross-Country and Track Coach for Varsity and JV teams.

LA CRESCENT SCHOOL DISTRICT—MINNESOTA 1983 to 1985
Substitute Teacher (Grades K–12)

Prepared lesson plans and developed units for physical education curriculum.

BUSINESS MANAGEMENT EXPERIENCE

GOLDMAN FOODS—LA CROSSE, WISCONSIN 1996 to Pres.
Store Director 1985 to 1995

Recruited to turn around unprofitable grocery store. Developed "back to basics" approach and built a team environment among 57 employees. Created an effective action plan, delegated responsibilities, and delivered sales growth of 8%, labor reductions of 1½%, and substantial increases in customer counts (+500/week).

EDUCATION

MARQUETTE UNIVERSITY—MILWAUKEE, WISCONSIN 1983
B.S. Education—Physical Education Major (4-year athletic scholarship)

CERTIFICATIONS

Wisconsin 43 Substitute (current)
Wisconsin 530 Physical Education (current)

INTERESTS

Distance running, softball, and soccer.

Combination. Michele J. Haffner, Glendale, Wisconsin

The applicant was transitioning to teaching after many years as a successful business manager. Strong testimonials offset a lack of teaching experience other than substitute teaching.

Elizabeth Swanson

3461 N. Drake Ave. #324

Chicago, IL 60624

773-555-2166

Respected **Early Childhood Educator** with proven leadership skills both in and out of the classroom. Committed to creating a positive atmosphere that influences students' attitudes toward future learning and provides a solid foundation to help them reach their potential. Adept at cultivating parental involvement in the classroom. Possess early childhood training.

Professional Experience

IMMACULATE CONCEPTION CATHOLIC SCHOOL • Chicago, Illinois • 1988–2006

Pre-Kindergarten Teacher

- ◆ Taught all-day pre-kindergarten program to approximately 24 students from diverse ethnic and socioeconomic backgrounds; created environment to effectively meet students' cognitive, social, emotional and physical needs.
- ◆ Developed and implemented early childhood curriculum; adapted instructional delivery to accommodate students' individual learning styles and functioning levels. Ensured complete preparation for promotion to kindergarten.
- ◆ Supervised teacher aides; solicited and coordinated parent volunteers in the classroom.

Extracurricular Activities (current and past)

- | | |
|----------------------------------------------------------------------------|-----------------------------------------------|
| ◆ Service Learning Liaison with Chicago Public Schools | ◆ Principal Search Committee (1994) |
| ◆ Faculty Representative to Immaculate Conception School Board (1990–1997) | ◆ Boys & Girls Night Out (originated program) |
| ◆ Public Relations Committee | ◆ Yearbook Committee |
| ◆ Primary Department Chairperson | ◆ Cheerleading Coach (7th–8th grade) |
| ◆ Cochair of PTA | ◆ Staff Social Director |
| | ◆ Garden Club Facilitator |
| | ◆ Art Teacher for Summertime Days |

Related Experience

CHICAGO PUBLIC SCHOOLS • Chicago, Illinois • 1981–1988

Playtime Regional Director (1983–1988)

- Interviewed, selected, trained, managed and evaluated 32 leaders for summer Playtime programs.
- Contributed to program planning and organization; planned and conducted workshops.
- Interviewed and placed 250–300 program workers each summer.

Adult Education Instructor (1982–1983)

- Taught basic education to mentally and emotionally impaired adults.

Playtime Leader and Assistant Leader (1981–1982)

Education

ILLINOIS STATE UNIVERSITY

Bachelor of science (1988)

- Child Development major/Chemistry minor

LOYOLA UNIVERSITY

Liberal arts course work (1981–1983)

Continuing Education

XAVIER UNIVERSITY

Performance Learning Systems (1993)

- 10 graduate hours

CHICAGO STATE UNIVERSITY

Early Childhood Planned Program (1989–1992)

- 20 graduate hours

Certification

- ◆ Illinois Elementary Teaching Certificate
 - Early childhood–qualified

Affiliation

- ◆ National Association for the Education of Young Children

41

Combination. Janet L. Beckstrom, Flint, Michigan

This applicant had to seek other work because of a personality conflict with new management. The writer emphasized with diamond bullets the applicant's vast experience and potential. See Cover Letter 8.

Melody J. Courtney

87211 Jennywood Lane • Sherwood, Oregon 97140

555-555-5555 cell

home 777-777-7777

Elementary Education Teacher

Pre Kindergarten–5th Grade

Motivating students to explore the world around them, carefully guiding them through necessary and diverse situations to formulate questions and develop strategies with which to answer those questions, offering freedom in thought processes and learning.

Professional Profile

Success-driven recent graduate and ambitious **Elementary Education Teacher** with expertise in developing an intuitive connection with students, tuning in to their specific learning needs, and providing clear, concise, and complete hands-on exercises. Experienced in developing and implementing an appropriate curriculum and planning highly effective lesson plans. Able to immediately grab students' attention, provide a strong presence, and command mutual respect. Possess outstanding communication skills with students, staff, and parents. Highly adaptable, multi-disciplined, organized, competent, and loyal. Strong team player with effectiveness in promoting school policies and practices. Additional expertise includes **Health and Psychology** with emphasis in **Sports Coaching**.

Education

Bachelor of Science • Early Childhood / Elementary Education • 2006

Western Oregon University • Monmouth, Oregon

• Honor Roll student with emphasis in **Health and Psychology**

Early Childhood Education • Oregon State University • 2001–2003

History of Employment

Kindergarten Teacher • Columbus Elementary • McMinnville, Oregon • 2006

Student Teacher • Fourth Grade • Columbus Elementary • McMinnville, Oregon • 2005–2006

Caregiver • High Lookee Lodge Assisted-Living Facility • Warm Springs, Oregon • 2005

Tenant care including administering medications. Provided cleaning, food service, and ground work for facility.

Membership Services Supervisor • Salem Boys and Girls Club, Swegle Branch • Salem, Oregon • 2004–2005

Oversaw orientation of new members. Verified arrival and departure of 200 members daily. Supervised equipment check-outs and returns. Informed parents and members of upcoming events.

Concierge & Marketing / Sales • Eagle Crest Resorts • Eagle Crest, Oregon • 2003–2004

Arranged hundreds of guest reservations daily. Advised businesses and traditional guests of local features to visit. Notified visitors of a variety of sales options being offered. Corresponded with guests, aiding in their vacation preparations.

Volunteer Activities

• Neighborhood Watch Co-Chairman • Preschool teacher's aide (Fall 2004) • Bible school teacher (Summer 2003)

Combination. Rosie Bixel, Portland, Oregon

A beginning mission statement in italic is followed by a Professional Profile with boldfacing to make Elementary Education Teacher, Health and Psychology, and Sports Coaching conspicuous.

Monique Agree



555 Taqueria Lane

Tampa, Florida 33629

(813) 555-7518

More than 6 years of experience teaching kindergarten. Outgoing, creative and ambitious professional who loves children and pushes for positive growth. Experienced with both gifted and emotionally handicapped students. ESOL certified. Functions well in a variety of settings. Volunteers for everything!

EDUCATION, CERTIFICATIONS, & TRAINING

University of Tampa	B.S. in Elementary Education	1998
University of Tampa	B.S. in Early Childhood	1999
Hillsborough County Schools	ESOL certified	2001

TEACHING & DEVELOPMENT EXPERIENCE

Kindergarten Instructor

DeCroes Elementary School Tampa 2001-2004

Focus on determining each child's individual educational needs and developing a curriculum based on school's objectives.

- ☑ Developed improved curriculum to enhance the learning of the letters and sounds of the alphabet.
- ☑ Created a "center-based" atmosphere to encourage learning through play.
- ☑ Initiated multiple interactive activities to ensure that each child learned at their individual development level.
- ☑ Created stimulating and active learning environment with the addition of live animal pets in the classroom: an iguana, a rabbit, hamsters, birds and fish.
- ☑ Crafted a *Big Buddy* program and matched students with fifth-graders. Held parties and reading sessions, and did mutual projects.
- ☑ Communicated verbally and/or in writing with parents daily to update them on social and emotional development.
- ☑ Member of national award-winning team that created an exhibit titled *Under the Sea*. Project was an outgrowth of *Wading Through Florida*, a lesson and arts-and-crafts project created for kindergarten classes.
- ☑ Chosen as Teacher Liaison/board member for the PTA due to reliability, candor and sensitivity.

43

Combination. *Gail Frank, Tampa, Florida*

This kindergarten teacher was energetic, enthusiastic, assertive, creative, and fun-loving. She wanted a resume that would make these characteristics evident so that she could find a

Monique Agree page 2

- Volunteered as Social Committee Chairman in order to improve social interaction and sharing among adult school staff.
- Solicited and secured local business support, donations and funding as a key member of Business Partnership Committee.

Intermediate Summer Instructor

Fins Elementary School Tampa Summer 1999

- Developed a hands-on program to prepare 4th-grade summer-school students for the 5th grade.

Gifted Summer Instructor, primary

Fins Elementary School Tampa Summer 1998

- Collaborated with a group of teachers to enhance the gifted curriculum, resulting in *Junior Detectives Go to the Zoo*.

Emotionally Handicapped Instructor, K-3

Reynolds Elementary School Tampa Spring 1997

- Worked with individual emotionally handicapped students. Goal was to enhance their problem-solving skills in order to control their emotional impulses.

Kindergarten Instructor

Gianni Elementary School Tampa 1999-2000
Bayfront Christian School Tampa Fall 1998

PROFESSIONAL ORGANIZATIONS

- Hillsborough County Classroom Teacher Association (FTP/NEA)
- Hillsborough County Math Council
- Hillsborough County International Reading Association

ACTIVITIES

- | | | |
|---------------------------------------------------------------------|--------------------------|--------------|
| <input checked="" type="checkbox"/> Junior League of South Tampa | Monthly volunteer work | 1999-present |
| <input checked="" type="checkbox"/> Social Committee member | School staff events | 2001-present |
| <input checked="" type="checkbox"/> PTA member | Participate in events | 2001-present |
| <input checked="" type="checkbox"/> Girl Scout/Brownie Troop leader | Lead troop in activities | 2000-present |

principal who was comfortable with them. The playful nature of the font and layout helps communicate her enthusiasm. The apple graphic, plenty of white space, check-box bullets, and triple horizontal lines sustain interest across two full pages.

BETHANY MITCHELL

619 Winston Terrace Longwood, CA 99999 Teachkids@cc.com (888) 000-0000

Elementary School Teacher—Grades K–5



PROFILE

-  Energetic, insightful, resourceful teacher dedicated to helping children identify and enhance their unique potential for academic and personal achievement.
-  Diligent educator who blends innovative and traditional methods to produce a solid foundation for lifelong learning.
-  Combine challenge and fun to create a stimulating learning environment. Promote scholastic and social development by
 - Determining individual student interests, traits, and needs
 - Applying a variety of methods to fulfill the needs of diverse abilities and circumstances
 - Establishing trust by applying discipline with fairness and consistency
 - Developing problem-solving and critical-thinking skills by presenting challenges that boost self-esteem and performance
 - Promoting the concept of equality, regardless of racial, cultural, or economic differences
 - Reinforcing positive behavior by encouraging efforts and praising accomplishments

EDUCATION

Bachelor of Science, Elementary Education (K–8) Westfield University—Westfield, OK	1993
Certificate of Completion in Child Development & Elementary Education Longwood Community College—Longwood, CA	1986
Cross-Cultural Language in Academic Development (CLAD) Certification	2003

PROFESSIONAL TEACHING EXPERIENCE

Elementary Teacher—Combination Classes—Grades 1–2 & 2–3 Washington Elementary School—Longwood, CA	2001–Present
First-Grade Teacher Pearson Lane Elementary School—Perris, MI	1999–2001
First-Grade Teacher (Third Grade, Jan.–May 1995) Rosa Parks Elementary School—Sonoma, OK	1995–1999
Substitute Teacher, Grades K–5 Sonoma Public Schools, Education Service Center	1994
Preschool Teacher Great Beginnings Preschools—Crestview, CA	1993–1994

ACHIEVEMENTS

- Met with every student's parent(s) or guardian for Parent-Teacher Conferences (2000)
- Created a well-received First-Grade Orientation Night for Parents (2001)
- Site Chair Representative, K–3—Sonoma, OK (1996–1998)

Combination. *Gail Taylor, Torrance, California*

This teacher worked with young children, so the writer wanted to illustrate the teacher's character, understanding, dedication, caring, and creativity. The Profile and Rewards sections make

BETHANY MITCHELL

PAGE 2

SEMINARS/WORKSHOPS ATTENDED

- Creating a Balanced First-Grade Program: Teaching Skills & Literacy
- Practical Literacy Center: Strengthening Reading & Writing Instructions
- Maximize Your Students' Growth in Writing & Reading

PROFESSIONAL AFFILIATIONS

California Teachers Association ■ National Education Association ■ Michigan Education Association

REWARDS

[To Ms. Mitchell]

"I am going to miss you. You are my heart and my moon." ~ Ronnie, 1st-grader

"You are the best ever."

~ Bridget, 1st-grader



"Thank you for making Bridget's 1st-grade year wonderful and for everything you have given her."

~ Bridget's Mom

"Your continued support, assistance, and caring were big factors in getting us all through....A final thank you for all that you taught this year."

~ Mr. & Mrs. Banuelos, Parents



these characteristics evident from beginning to end. The crayons graphic at the end echoes the same graphic at the beginning. Shading for the headings helps make evident the resume's sections. Testimonials in the last section make the resume's ending strong and convincing.

Judy Cassidy
123 Main Street
Anytown, USA 19000-0000
(555) 555-5555

PROFILE

ELEMENTARY EDUCATOR with more than 20 years of experience fostering academic learning and enhancing critical-thinking abilities. Incorporate effective cooperative learning techniques and unique classroom management style to establish creative and stimulating classroom environment. Dedicated, resourceful teacher skilled in building rapport and respect with students and student teachers.

Honored with **New Teacher Mentor Award** for Outstanding Service (2004)

“Miss Cassidy is an exceptional teacher. She is respectful to and of her students, and that respect is reciprocated. Using a variety of materials and techniques, Miss Cassidy challenges her students to excel. Her classroom is a warm, nurturing atmosphere where children are called to be their best selves.” A.F., School Administrator

EDUCATION AND CERTIFICATIONS

Instructional II—Permanent Certification, State of Pennsylvania (2002)

Master of Arts—**ANY UNIVERSITY** (1994)

B.S., Elementary Education—**ANY STATE COLLEGE** (1988)

SELECTED CAREER HIGHLIGHTS

- Successful in developing and executing **Everyday Math Program** at John Smith Elementary School (1999). Implementation of program resulted in overall math grades improvement by 180 points in 2002 (*versus previous-year scores*) along with instituting greater math awareness and mathematical thinking among all students. Participated in ongoing staff development and district training sessions to ensure utilization of hands-on, cooperative learning approach along with reinforcement and assessment techniques.
- Selected to serve as **Middle States Team Evaluator** for Brooklyn Diocese School System (1998). Collaborated with four colleagues in accreditation process comprised of interviewing teachers, meeting with committee, writing evaluation report, and creating recommended action plan. Conducted comprehensive academic assessment in similar capacity as **Catholic Elementary School Evaluator** for Diocese of Camden (1995).
- Directed and facilitated **Multidisciplinary Learning Project** at John Smith Elementary School to meet promotional requirements for students graduating to fifth grade (1999–2002). Through intensive interaction, students developed research, writing, and computer skills to accomplish long-term school project (*with City Year members*) and effectively strengthen individual student knowledge, pride, and enthusiasm with 90% passing rate.

PROFESSIONAL TEACHING EXPERIENCE

Metropolitan Public School District

1999–Present

ELEMENTARY TEACHER—Fourth Grade

Four years of experience at John Smith Elementary School. Plan, implement, and evaluate various curriculum areas. Encourage cooperative learning and peer interaction, and increase achievement levels among disadvantaged and challenged students. Appointed by principal as Grade Chairman and Mentor (2000–2003).

45

Combination. *Darlene Dassy, Sinking Spring, Pennsylvania*

The applicant had been a nun serving the Catholic community for more than 15 years. Nuns are moved around a lot, and she didn't want her resume to give the false impression that she was a

Judy Cassidy
Page Two

PROFESSIONAL TEACHING EXPERIENCE (continued)

Sacred Heart School 1995–1998

ELEMENTARY TEACHER—Third Grade

Three years of experience instructing students in subject areas of reading, integrated language arts, religion, and social studies. Coordinated and implemented language arts program for first- to fourth-grade students.

State Area Parochial School System 1989–1995

ELEMENTARY TEACHER—Third and Fourth Grade

- Saint Joseph Regional School
- Blessed Sacrament School
- Our Lady of Perpetual Help

Metropolitan Parochial School System 1978–1988

ELEMENTARY TEACHER—First and Second Grade

- Immaculate Heart of Mary School
- Our Lady of the Holy Souls School
- Saint Timothy School

TEACHING TESTIMONIALS

“Judith has, from the outset, displayed a level of professional competence and a striving for professional development which has benefited her students, our staff, and the entire school community in concrete ways. She introduced and implemented a variety of innovative classroom management strategies, such as Workshop Way and Integrated Language Arts, having been the first to pilot such a program in our school. She has challenged and motivated students to achievement and activities which have not only developed each child’s personal gifts and talents, but also developed cooperative learning strategies to foster collaboration and interaction among her students.”

G.S., Principal

“Judy’s professionalism, enthusiasm, and talent as a teacher are evident on a daily basis. Judy employs a thematic approach, and the varied learning experiences the children have to showcase their talents are not just one-time activities but related to all curriculum areas. Judy is comfortable with and flexible in following many different styles of administration and has been recommended to assume leadership roles many times during her career.”

F.B., School Administrator

PROFESSIONAL DEVELOPMENT COURSES

Attended and participated in various courses from 1998–2004, including

- The Middle Years Literacy Framework
- Middle Years Balanced Literacy
- Academy of Reading Program
- Bringing Curriculum to Life
- Accelerated Reading Program
- Professional Education for Central-East AAO
- Rigby Guided Reading & Literature Circles
- Improving Decision-Making/Values Clarification
- Improving Ability to Communicate Mathematically
- Everyday Math Program & PowerPoint for Educators

FORMAL REFERENCES AND CONTACT INFORMATION AVAILABLE UPON REQUEST

“job hopper.” The writer therefore focused on the applicant’s accomplishments, credentials, and teaching testimonials so as not to draw attention to dates of employment. The administrators’ testimonials near both the beginning and the end are tributes to the candidate and the quality of her teaching.

KELLY MINOGUE

60 Maple Court • Princeville, New York 55555 • (222) 222-2222 Phone/Fax

Creative, high-energy teacher with excellent communication skills, a strong classroom presence, and a passion for helping children learn and grow

SUMMARY OF QUALIFICATIONS

- Candidate for State Teacher Certificate in June 2004 with nearly a year of teaching experience through the alternative licensing route program.
- Strong knowledge of effective teaching pedagogy and assessment methods.
- Extensive background in guiding children. Skilled in planning and coordinating appropriate learning experiences for children that are both fun and valuable.
- Demonstrated sensitivity to the needs of children from all backgrounds and ability levels.
- Team player with recognized leadership ability. Proven role model for children.
- Resourceful problem-solver with solid classroom management skills.
- Outstanding ability to build rapport and work cooperatively with others.
- Assertive and self-confident. Go-getter who thrives on new challenges and is motivated by the desire to instill strong values and love of learning in children.

CLASSROOM EXPERIENCE

CANTERBURY SCHOOL, Rosemont Park, New York

Sep 2003 to present

Elementary Teacher—Grade 5

Teach 5th-grade students, implementing all aspects of the academic curriculum in math, social studies, and language arts. Participate in parent-teacher conferences and HSA functions. Coach cheerleading squad.

- Successfully planned and taught thematic units on creative writing and world geography.
- Incorporated computer and art activities into the curriculum to expand learning opportunities.
- Effectively reinforced learning activities for classified students.
- Participated in technology training classes, introducing lessons to other teachers in unit.
- Led Varsity Cheerleading Team in competition, gaining first-place trophy and spirit award.

RELATED EXPERIENCE

COUNTRY DAY CAMP, Monroe, New York

Jun 1999 to Sep 1999

Senior Camp Counselor

Oversaw all group activities for 25 five- and six-year-old boys. Supervised junior counselor.

- Won Best Counselor Award as first-year counselor, effectively handling group generally acknowledged as one of the most difficult in camp.

SELF-EMPLOYMENT, Fog Harbor, Maine

Jun 1997 to Sep 1997

Live-in Nanny

Entrusted with the care of four children aged 5 through 12.

- Attended to all four children's needs around the clock, six days a week.
- Earned respect and cooperation of youngest boy, a difficult, undisciplined child, through empathetic consideration and effective interaction.

JILL'S KIDS, West Port, New York

Jun 1996 to Sep 1996

Swim Instructor

Planned and conducted swimming classes for 15 to 20 youngsters.

- Effectively planned lessons that provided appropriate instruction for children at all skill levels.
 - Staged well-received swim show for the benefit of parents.
-

46

Combination. *Carol A. Altomare, Three Bridges, New Jersey*

The applicant got a good response from this updated version of an earlier resume done by the same writer. A two-line profile in italic fills a spot traditionally occupied by an Objective

KELLY MINOGUE

PAGE 2

PROFESSIONAL EXPERIENCELAKES PRIVATE LEDGER, Santa Rosita, California

Jan 2001 to Feb 2003

Advisory Operations Specialist

Served as liaison between account representatives and portfolio managers while handling range of portfolio support activities.

GLAVIN & ASSOCIATES, INC., Harper Point, New York

Sep 1999 to Jun 2000

Asset Manager

Assumed full range of asset-management responsibilities while participating in all phases of real estate advisory business. Monitored and evaluated 500 to 600 properties.

EDUCATION

Bachelor of Arts Degree, State University, Brunswick, New York, 1999

Activities:

Rho Zeta Tau Sorority, 1996 to 1999 (Held several leadership roles, including president.)

State University Varsity Cheerleading Squad, 1995 to 1997

CERTIFICATIONS

State Certification in Elementary Education (K-8), expected August 2004

Safety Clinic Coach Certification

COMPUTER SKILLS

Microsoft Word, Excel, PowerPoint, Explorer, Outlook, Netscape Navigator.

References Gladly Provided upon Request

statement. A well-developed Summary of Qualifications sells the applicant's merits. In the Experience sections, prose statements under the job title indicate responsibilities. Bulleted items indicate achievements. A number of professional writers use this effective duties-achievements format.

Allie L. Rees

alrees@yahoo.com

Home Address: 30 Summit Trail ▼ Sparta, New York 12345 ▼ 555.123.4567

School Address: 26 East State Street ▼ The Plains, Ohio 45780 ▼ 740.797.0000

“... Wow! Very attractive and engaging materials ... love to see students ‘beg’ to learn using her created materials for the Learning Center ... confident and positive; her students’ self-esteem was enhanced by this ... exhibited an excellent knowledge base and understanding of the nature and needs of students with special needs ... she will be an asset in any educational environment.”

~ Excerpts from Student Teaching Evaluations

OBJECTIVE

Special Education Teacher

Enthusiastic and creative educator offering a solid educational background, including B.S. in Education with a major in Special Education. Successful student-teaching experience and observations as evidenced by excellent evaluations from supervising teachers and university professors. Skilled in meeting the needs of special-education students—experienced in working with IAT, MFE, and IEP planning and implementation. Additional experience in testing and assessment.

EDUCATION & HONORS

OHIO UNIVERSITY, Athens, Ohio (June 2004)

Bachelor of Science in Education Major in Special Education, Mild Moderate

Education GPA: 3.52/4.0 ▼ Overall GPA: 3.24/4.0 ▼ Successfully passed PRAXIS exam

Kappa Delta Pi Education Fraternity ▼ Dean’s List ▼ POWER (Nationally Certified Peer Health Educator)

Computer Skills

Computer proficient—experienced in use of various forms of assistive technology, PowerPoint, Microsoft Office 98/2000/XP, Internet and e-mail functions

RELATED EXPERIENCE

Student Teacher—MORRISON ELEMENTARY SCHOOL, Athens, Ohio (January–March 2004)

- ▼ Developed and implemented lesson plans in K–4 Resource Room in conjunction with supervising teachers.
- ▼ Established attainable educational goals for students, which promoted personal and educational growth.
- ▼ Participated in IAT, MFE, and IEP planning sessions with parents, teachers, and administrators.
- ▼ Tailored educational curriculum to IEPs for children with a variety of disabilities.
- ▼ Gained experience utilizing the Stevenson program for presenting phonic patterns and testing.
- ▼ Created an entire learning center based on IEP goals—used Pokemon theme to significantly increase children’s interest and participation.

Field Experience—MORRISON ELEMENTARY, Athens, Ohio (Spring 2003)

Field Experience—THE PLAINS ELEMENTARY, The Plains, Ohio (Fall 2002)

- ▼ Gained valuable experience observing a variety of teaching techniques and implementing daily lesson plans in diverse settings (K–6 classrooms).
- ▼ Served as a classroom aide and assisted with tutoring and assessing/teaching groups of 1–14 students with mild to moderate disabilities.
- ▼ Participated in data collection for the Positive Behavior Supports program implemented at Luke Middle School in Luke Valley, Ohio.

Child Care Counselor—WILLOWGLEN ACADEMY, Newton, New Jersey (Academic Breaks 2000–2002)

- ▼ Counseled children with severe behavior disorders.
- ▼ Gained experience working with autistic children while serving as a teacher’s aide and working in group homes.

COMMUNITY INVOLVEMENT

- ▼ Tri-County Mental Health and Counseling—Volunteered with patients and planned recreational activities.
- ▼ Good Works—Volunteered at this temporary homeless shelter.

47

Combination. *Melissa L. Kasler, Athens, Ohio*

A challenge with education resumes for college graduates with the same credentials and experience is to separate an applicant from the competition. Quotations from evaluations can do just that.

Lara Carson

Home: 555.555.5555 • Mobile: 555.555.5555

555 South Hill Road • Los Angeles, CA 55555

E-mail: laracarson@hotmail.com

Professional Endorsements:

"Lara has been teaching Spanish to my children for the past year and is an exceptional teacher. She has boundless energy and patience, and the children respond to her with incredible enthusiasm. They are extremely motivated to learn Spanish because that is Lara's language, and they love anything having to do with her."

Private Client

"Lara has the ability to teach both the complex and simple aspects of Spanish quickly and efficiently. She understands how to use conversation about everyday subjects to get across vocabulary and grammar. Her empathy and sense of humor coupled with professional bearing make her an exemplary teacher."

Colleague

"Lara kept us wanting to learn more and looking forward to the next class. I am excited to take another class."

Student

"Lara is enthusiastic about teaching and energizes her class. She is fantastic and gave me great skills to continue on with."

Student

TEACHING PROFESSIONAL — SPANISH LANGUAGE

Creative, enthusiastic and dedicated native-speaking instructor who skillfully uses play, art, music and other tools to engage students in the language-learning experience.

- Excellent lesson planning, organizational and presentation strengths.
- Skilled in teaching a range of students, from children to adult learners.
- Able to tailor instruction to individual learning needs and assist students in reaching their learning goals.

EXPERIENCE

INTERNATIONAL LANGUAGE INSTITUTE, Los Angeles, CA

Private language school that offers World Language, ESOL (English for Speakers of Other Languages) and ESOL Teacher Certificate programs. Accredited by the Council for Continuing Education and Training.

Spanish Instructor (2004 to present)

- ▶ Provide language instruction to nonnative speakers, including business professionals and other adult learners at a language-based institute.
- ▶ Use multiple teaching techniques, focusing on speaking, pronunciation and listening in a learner-centered and participatory environment.
- ▶ Effective at teaching students of different skill levels and creating a positive, engaging learning experience.

Private Spanish Instructor, Los Angeles, CA (2003 to present)

- ▶ Develop instructional materials and teach Spanish to private students of varying abilities.

MEMORIAL HOSPITAL, Los Angeles, CA

Medical Records — Office Volunteer (2002 to 2004)**PRIOR TEACHING EXPERIENCE**

UNIVERSITY OF MEXICO CITY, Mexico City, Mexico

Instructor (1992 to 2002)

- ▶ Developed curriculum and taught courses in the cytology program at a major health institute.

EDUCATION

B.S. in Cytology (U.S. equivalent), 1992
National Institute of Medicine, Mexico City, Mexico

Additional: Completed intensive teaching training at the International Language Institute.

Combination. Louise Garver, Enfield, Connecticut

This part-time Los Angeles teacher wanted a full-time position in Florida. The writer included glowing quotations. The applicant got an offer from every school she applied to. See Cover Letter 2.

NICOLE DILORENZO

89 Link Avenue • Belford, NJ 07718
E-mail: nDiLorenzo@aol.com • 732.351.8213

ELEMENTARY SCHOOL TEACHER***K–8 Instruction / Middle School Social Studies***

Special Needs ~ Gifted & Talented ~ Science & Technology Background ~ Certified Lifeguard

Enthusiastic, warm, and caring educator who works to create an atmosphere that is stimulating, encouraging, and adaptive to students' emotional needs. Readily establish rapport with a wide range of people, from students and parents to administrators and teachers.

Present material and course work to ensure complete comprehension by students. Recognize opportunities for outreach; develop and implement related programs.

Encourage creative expression among students. Foster teamwork with paraprofessionals and building staff. Proven track record and ability to provide structure, support, and special interventions to help children succeed academically and socially.

Key Competencies:

- Teaching & Counseling
- Strong Parenting Skills
- Urban Classroom Settings
- Teacher Tutor
- Administering Specialized Testing
- Creative Lesson Planning
- Classroom Management & Discipline
- Community Involvement
- Multicultural Populations
- Special-Needs Students
- Possess Patience and Compassion
- Child Study Team Collaboration

Use of Educational Programs:

- Guided Reading in Everyday Math
- Terc Math Program
- Inquiry Approach for Science
- Success for All
- 100-Book Challenge
- Responsive Classroom Techniques

PROFESSIONAL EXPERIENCE

LINCOLN ELEMENTARY SCHOOL—Trenton, NJ; **STUDENT TEACHER**, Spring 2005

Created and implemented educational lesson plans using appropriate core curriculum content standards while adapting to each child's learning style. Developed specialized reading lessons based on the Success for All program guidelines. Monitored and supported NJ Ask test preparation and test administration. Managed students by establishing an appropriate classroom climate and earning respect through efficient leadership techniques. Designed behavior plans to achieve a more cohesive and cooperative learning environment. Cultivated a successful working relationship with the cooperating teacher. Maintained effective communications with staff and parents.

Selected Accomplishments:

- Assembled a full unit on the rainforest in an open-space learning environment, as well as an Abbott school district.
- Prepared for CAPA review by consulting with state guidelines for public education under the No Child Left Behind Act, achieving improvements in both classroom and instruction.

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

Various formatting features make this resume distinctive and strong. A bold thick-thin page border appears on both pages and ties them together visually. Headings are centered throughout

NICOLE DiLORENZO

Page 2

Professional Experience, Continued

JOHN BAKER ELEMENTARY SCHOOL—Hopewell, NJ; **STUDENT TEACHER**, Spring 2004
Assumed all teaching responsibilities under the leadership of classroom teacher, working in conjunction with partner teacher on a full-time basis for two weeks. Designed and facilitated weekly lesson plans and activities in all subject areas. Utilized Everyday Mathematics Program to develop mathematics lessons. Initiated multiple responsive group techniques to achieve effective classroom management. Guided morning meeting.

Selected Accomplishment:

- Developed a 10-lesson culminating unit on the Mountain West Region of the United States, including library resources, hands-on learning, technology, and a research project.

ADDITIONAL EXPERIENCE

THE MENTOR NETWORK—Somerset, NJ, 2005–Present
SEARCH DAY PROGRAM—Wanamassa, NJ, Summer 2004
ANGEL'S WINGS DYFS SHELTER—Trenton, NJ, 2004
LAKEVIEW CHILD CARE CENTER—Lawrenceville, NJ, 2002–2004

EDUCATIONAL BACKGROUND

Bachelor of Science in Elementary Education; Minor in Sociology (2005)

THE COLLEGE OF NEW JERSEY—Ewing, NJ
Member, Kappa Delta Pi (Education Honor Society)
Member, Alpha Kappa Delta (Sociology Honor Society)
Dean's List, Scholar Athlete

Graduate of MAST, Specialized High School for Science & Technology (2001)—Sandy Hook, NJ

Currently enrolled in Master's in Education Program through Kean University
Concentration: Special Education, Teacher of Students with Special Needs

Certifications:

Anticipated Middle School Social Studies, CEAS, State of New Jersey (Spring 2006)
Elementary School Teacher, CEAS, State of New Jersey (2005)
Substitute Teacher, Monmouth County, State of New Jersey (2004)
CPR (1998) & Lifeguard and First Aid Certification (1998)

Professional Development:

New Jersey Education Association (2004–2005) ~ Workshop on Gang Awareness (2005)
100-Book Challenge Workshop (2005) ~ DYFS Shelter (2004–2005)
State of New Jersey Education Association Conference (2004) ~ Gifted Children's Conference (2004)
Workshop on ADD and ADHD and Teaching with Different Behaviors

Excellent references and class work portfolio presented upon request

the resume, except for Selected Accomplishments, which, as a side heading, appears twice at the left margin. Partial horizontal lines on each side of the main section headings point to the headings. Italic is used effectively as an alternative font enhancement throughout the resume.

<p>CERTIFICATIONS: Elementary N-6 Special Ed. K-12</p>	<p>Alexandra Stack</p>	
	<p>931 Columbia Street • Poughkeepsie, NY 00000</p>	<p>(555) 555-5555</p>
<p>Objective</p>	<p>Secondary Special Education Teaching Position <i>Believe that society benefits when all individuals are able to achieve their maximum learning potential.</i></p> <p>Spirited, optimistic, and reflective individual with an outstanding attitude and a strong motivation to develop a caring learning community where students with exceptionalities can more fully participate. Offer positive interaction skills and the creativity necessary to accommodate unique needs. Respect a broad range of instructional methodologies and prepared to take collaborative approaches to teaching.</p> <ul style="list-style-type: none"> → Capable of making sound educational judgments (formed by theory, research, and best practices) → Eager to promote understanding/respect for individual differences and unique learning needs → Skilled at gaining the trust and respect of youth and conveying confidence in their abilities → Possess a sound understanding of developmental issues and exposed to a wide range of disabilities 	
<p>Education</p>	<p>Union College, Troy, NY May 2006 <u>B.A. in Psychology / Special Education / Elementary Education</u> GPA 3.49</p> <p>Herkimer Community College, Herkimer, NY January 2002 <u>A.A. in Liberal Arts and Science—Humanities and Social Sciences</u></p>	
<p>Student Teaching</p>	<p>Connor Stevens High School (Westchester CSD) 1/06 to 3/06 <u>Reading I & Reading II (Special Education)</u></p> <p>Formulated intensive reading lessons, incorporating multiple modalities and engaging <i>all</i> students—inviting them to listen, share, explore, and reflect. Utilized Orton Gillingham methods and devised creative approaches to integrating literacy and technology. Established well-organized classroom routines, set appropriate academic expectations, and provided positive experiences to build self-esteem.</p> <p>Titusville Elementary School (Mohawk CSD) 4/06 to 5/06 <u>Sixth Grade (Inclusion Class)</u></p> <p>Structured a positive and supportive environment that maximized student participation and success. Commended on effectiveness in teaching both small and large groups. Created integrated math and science lessons and made appropriate adaptations to address individual learning styles.</p> <p>Freedom Plains Elementary School (Hyde Park) 9/05 to 12/05 <u>Preschool (3 & 4 year olds)</u></p> <p>Developed age-appropriate centers that incorporated proactive social-skill activities. Developed lessons that focused on reading and math readiness and incorporated enrichment activities. Utilized many hands-on activities, manipulatives, and discovery learning to develop large motor skills.</p>	
<p>Additional Areas of Experience</p>	<ul style="list-style-type: none"> ■ Devising developmentally appropriate lessons ■ Structuring a positive, encouraging environment ■ Cross-disciplinary coordinated service delivery ■ Establishing clear expectations and class routines ■ Lexia Learning Systems/phonics-based programs ■ Adapting instruction based on ability levels 	
<p>Volunteer Experience</p>	<p>Titusville School, Cafeteria Aide / Playground Monitor 2003 to 2004 Mohawk Elementary School, Parent Helper, Kindergarten 2001 to 2002 Pine Plains School, Lunchroom Aide / Playground Monitor 1997 to 1998</p>	

Combination. *Kristin M. Coleman, Poughkeepsie, New York*

This resume may look difficult to create, but it can be done as a three-column table in which the first column has the headings, the second is narrow for space, and the third is wide for the information.

TRAVIS KENSETH

9803 Clinton Avenue ■ Lubbock, TX 00000 ■ (000) 000-0000 ■ name@ntws.net

FOCUS & OVERVIEW

Career Target: Secondary Education Instructor & Coach

- **Profile**—Enthusiastic, dependable teaching candidate with solid knowledge base/skills in instruction and coaching-related functions that include instructional strategies, scouting, student relations, special populations, and professional ethics.
- **Evaluations**—Earned recognition from university professors and supervisors in employment positions for consistently meeting and exceeding expectations.
- **General Traits**—Effective communicator and multi-tasker; adapt readily to changing circumstances. Value diversity within school groups; favor student-centered teaching.
- **Specific Skills**—Proficient in MS Office suite ■ First-Aid Certification—Responding to Emergencies ■ Strong knowledge in and advocate of functionalism theory in sports.

EDUCATION

Teacher Certification Program ■ NORTHLAND COLLEGE, Northland, TX

- Expected completion in 5/04 for secondary education certification program.
- Engaged in combination of lectures, class assignments, and formal observations.

BS in Kinesiology, 2001 ■ UNIVERSITY OF TEXAS, Austin, TX

Key Courses & Projects:

- Administrative Theory/Practice in Athletic and Sport Regulatory Organizations**—Analyzed process for securing professional position within sports industry; examined ethical, legal, philosophical, and professional development issues.
- Facilities, Equipment, and Budget for Athletics**—Created and presented plan to class for construction of sports facility, including blueprints, materials, and cost analysis. Utilized software, Internet research, and phone calls to local businesses.
- Movement for Special Populations**—Worked one-on-one with disabled student in locomotor and object control activities, followed by creation of adapted physical education lesson plan. Gained insight into mainstreaming of special ed. students.
- Coaching Football**—Sent on assignment to scout TCU-UTEP football game. Applied extensive prior study of scouting techniques and proper formats to follow in charting plays, analyzing individual performances, and summarizing findings.

Additional Upper-Level Courses:

Sociology of Sports ■ Coaching Football ■ Motor Behavior ■ Psychology of Sports
Physiological Bases of Exercise & Sports ■ Coaching Individual Sports

AA & AS Degrees, 1998/1997 ■ WEATHERFORD COLLEGE, Weatherford, TX

WORK EXPERIENCE

Customer Service Associate ■ HOME DEPOT, Austin, TX (1998–Present)

- Recognized frequently by customers for providing solutions to meet individual needs, leading to repeat/referral business and requests for personal service.

Courier ■ TEXAS BANK, Austin, TX (1996–1998)

- Managed multiple tasks effectively in deadline-driven environment. Delivered inter-office mail, transferred daily deposits, and prepared supplies for all branches.

Customer Service Representative ■ RENTER'S CHOICE, Austin, TX (1995–1996)

- Maintained excellent record of resolving problems and handling stressful situations that involved collection activities and challenging customers.

Combination. Daniel J. Dorotik Jr., Lubbock, Texas

The applicant's work experience was unrelated to his career target, so the writer emphasized skills and school-related project work. Shading helps distinguish headings from the information.

*Meets Federal Highly Qualified Teaching Standards**Available for relocation***CARLTON MARNER**

214 Central Street • Montgomery, Alabama 36100 • cm200@sss.com • ☎ 334.555.5555

WHAT I CAN OFFER YOUR SCHOOL AS A **HISTORY TEACHER** _____

- The **character** to establish and maintain classroom discipline.
- The **academic background** to make my subject come alive for your students.
- The **tact** to establish strong “partnerships” with peers, parents, administrators, and students.

EDUCATION AND RELEVANT INSERVICE DEVELOPMENT _____

- **Masters of Education in History Education**, Corona State University, Montgomery, Alabama, Aug 01
Earned this degree while working 40 hours a week by day and carrying a full academic load at night. GPA: 3.75.
- **B.S., History**, Mark State University – Montgomery, Montgomery, Alabama, Aug 99. *GPA 3.95+, Dean’s List. One of very few college students to be inducted into two national honor societies for academic achievement.*
- More than 32 hours of the following **inservice training** over the last two years alone:

DAT Inservice	Special Education Issues	Bullying Issues
Writing Assessment	Gifted Characteristics	Co-operative Discipline
School Safety	Yes, We Can Get Along	SAT 10
Special Education Team Development	SAT Testing and Interpreting Scores	Integrating Technology in the Classroom
7 th Grade Writing Assessment	Effective Classroom Management	ESL
Teacher Mentorship Program		
- “Guidance Counseling,” U.S. Army, five weeks, 85. *Selected by senior decision makers for this course. One of very few to have experience requirements waived.*

RECENT WORK HISTORY WITH EXAMPLES OF PROBLEMS SOLVED _____

- **School Teacher**, Tether Middle School, Montgomery, Alabama, Aug 01–Present
Tether has an average total enrollment of 760, of which I teach five classes averaging 30 students per class, including mainstreamed special education students. AY is nine months.

Turned around, gently but firmly, a disruptive special education student whose behavior had thwarted other teachers for months. Parents had become so frustrated that they sued—and won—to keep him enrolled. **Outcomes:** He met every class’s academic standards and passed—a great confidence builder for him.

More indicators of performance your school can use **52****Combination.** *Don Orlando, Montgomery, Alabama*

This writer successfully presents fresh approaches in resumes. Information other than the candidate’s name is at the top of the first page. A phone symbol signals the phone number. “What I

Carlton Marner

History Teacher

334.555.5555

Took on a challenge others shied away from: teaching a failing student whose parents had pulled him from school. Volunteered to work closely with school counselors to cover the entire curriculum at his home, after normal hours. **Outcomes: He's now learning at his grade level.**

Stepped in smoothly when an influx of Korean students, with nearly no proficiency in English, were mainlined throughout the school. With my wife's volunteer help, soon gave the newcomers confidence to learn to their potential. **Outcomes: Every Korean student getting straight "A's" — after only one year with us.**

Joined with one other faculty member to take on the additional duty of guiding the Student Council. Took the lead to reestablish close ties with community leaders. **Outcomes: Students raised nearly \$5K for needy children over the last two years.**

- Full-time student. Completed **B.S., History and Masters in Education, 97-01**
- *More than 20 years of experience in positions of increasing responsibility as a non-commissioned officer in the U.S. Army, serving in these capacities from 76 to 97:*

Overhauled an education program I inherited that wasn't giving our team members the skills they needed to reach high school students. **Did the needs analysis and then built the right curriculum. Outcomes:** In three months, our group turned in its **best performance ever.** All done without spending an extra dime.

Reached out to faculty and administrators in local minority schools. Found a way to **equip their guidance counselors** with a **comprehensive assessment instrument** and the training they needed to use it well. Sponsored career days. **Outcomes: Demand** for our participation **grew steadily.**

LICENSURE _____

- Certified 6th- through 12th-grade history teacher, State of Alabama, expires 06.

COMPUTER LITERACY _____

- **Expert** in proprietary program that **matches people to jobs** and **assesses student values and aptitudes.**
- Fully proficient in PowerPoint, Excel, Word, Internet Search Methods, Harvard Graphics.

SKILLS USEFUL TO A DIVERSE STUDENT BODY _____

- Working knowledge of Korean language and culture.

Can Offer..." introduces the first main section. Comments in italic appear throughout the resume. Solutions to problems narrated in prose paragraphs are indicated as "Outcomes," with key information enhanced with boldfacing—a novel way to present achievements.



BRYSON CARSON

265 Charlotte Street
Cookville, NC 00000

(555) 000-7893 home
(555) 111-7893 cell
bcarson@hometown.net

HISTORY TEACHER

North Carolina License, Social Studies 9–12

PROFILE

Strengths

“A page of history is worth a volume of logic.”—Oliver Wendell Holmes

Proactive, uncompromising focus on improving reading, writing, and critical-thinking skills. Use flexibility, resourcefulness, and organizational and interpersonal skills to assist that learning through a positive, encouraging environment.

- Capable teacher thoroughly grounded in U.S., Middle East, World, and European history.
- Rapport-builder with parents (they think they’re all alone out there), able to gain their involvement, trust, and respect in creating a participative environment.
- Adept, available, and adaptable classroom manager—combine discipline plan with effective procedures and varied lessons to attract the inattentive and enforce student accountability.
- Student motivator—can use cooperative learning, jigsaw, and other student-directed, process learning techniques to foster a team spirit and build teamwork and goal-setting skills.
- Develop useful daily lesson plans and instructional resources.
- Friendly, interactive, dependable.
- Some fluency in Spanish (can read Spanish newspaper).

EDUCATION

Coursework

Student Teaching

“I teach skill in asking questions through my skill in asking the right questions....”

Honors & Affiliations

Cited by department faculty for original, critical thinking....

B.A., History, Magna cum Laude, December 2006
North Carolina University, Polk, NC

- U.S. History, Medieval Europe, Politics of the Middle East, Political Science, Chinese History (Revolutionary China), Afro-American History, Human Rights & International Politics, Humanities. Dean’s List every eligible semester.
- Hall High School, spring and fall 2006—11th-grade college-prep classes in U.S. history. Selected to teach AP U.S. history class due to knowledge of material.
 - Contributions included judging senior projects, proctoring end-of-course tests, and sponsoring the fledgling Debate Club.
 - Because my co-op was on the school improvement team, was able to observe planning and goal-setting functions in the effort to meet constantly changing requirements.
 - Participated positively in parent-teacher conferences.
- Selected for Phi Alpha Theta History National Honor Society (high GPA and faculty recommendation).
- Selected by History Department faculty for the Mike Bolson History Scholarship as a promising student in the field of history, despite being on an education track.
- Participant, NCU History Association.
- Alpha Phi Omega National Service Fraternity—Chapter President; as Vice President of Service, initiated projects involving boys’ and girls’ clubs; fund-raising for pediatric brain tumors; highway beautification; food bank.

Combination. Dayna Feist, Asheville, North Carolina

The applicant was a man in his 50s whose previous careers were in the Navy, fishing, and manufacturing. When his manufacturing job moved to Mexico, he returned to college for a degree

bcarson@hometown.net ▪ 111-7893 cell ▪ 000-7893 home

BRYSON CARSON**Prior Education**

Diploma, Welding (one-year program), 1980
WNC Technical Community College

Coursework in Anthropology, Biology, Spanish, 1973
University of Massachusetts—Boston

**PRIOR
EXPERIENCE**

BOILER OPERATOR: Culverton Textiles, Foster, NC—1981–2002
Operated steam and electric generating utility for largest textile mill of its kind in the world, on 10 acres, with its own waste-treatment and water-filtration system; a self-contained mini-city, it generated much of its own power. Member of 2-man team: managed electrical control room, maintenance, welding, machinery repair, pipefitting.

ENGINEER: 100-foot Bluestocking fishing boat, Gloucester, MA—1971–1980

MACHINIST MATE: United States Navy—1967–1971
Served on the U.S.S. *Georgetown* (traveled to Mozambique Civil War, the Indian Ocean, and Havana, Cuba) and U.S.S. *Severn* (oil tanker refueling ships at sea in the Mediterranean). Trained Navy personnel (including firemen and 3rd class petty officers) to work with tools and operate equipment.

**COMMUNITY
REINVESTMENT**

- Coached Roller Hockey for boys' and girls' clubs, ages 13–18, in league competition.
- Tutor, Afterschool Club, Salvation Army.
- Big Brothers/Big Sisters, 1981–1983. Mentored 7-year-old boy (gardening, movies, sports, homework). He moved to another state.
- Member of church Inquiry Committee—answer questions to assist one in deciding whether to join the church; prepare lesson plans and curriculum for those interested in doing so.

under a special teachers' program to teach history. His goal was a highly competitive position at the school where he student-taught. The resume writer sought to show how this individual will bring "an interesting mixture of authority, geniality, and intelligence to the classroom."

Nalini Patel

55 Shoreline Drive
Bridgewater, MA 00000

555-555-5555
npatel@email.net

TEACHER, K-8

Energetic, enthusiastic teacher with unyielding commitment to educating children. Experience includes teaching at the elementary and middle school levels in multicultural and inclusion classrooms. Proven ability to create trusting, cooperative environment that fosters academic, social, and emotional growth. Skilled in the design of challenging, enriching, and innovative activities that engage students and address their diverse interests and needs. Recognized for excellent interpersonal, organizational, and classroom management skills.

*“...a master teacher...a creative, organized, and dynamic person
who motivates and inspires students and makes a difference in their lives.”*

*Hong Zheng, Principal
John F. Kennedy Middle School, Brockton, MA*

SELECTED ACHIEVEMENTS

- Developed theme-based units that tie together different subject areas to reinforce learning of key concepts.
- Created a year-long, multidisciplinary “adopt-a-tree” lesson in which students regularly visited a local park and wrote poems about a tree (reading), estimated the number of leaves (math), and described seasonal changes (science).
- Introduced a “peace table” strategy to assist students with conflict resolution and encouraged them to take responsibility for behaviors and their consequences.
- Encouraged interest in reading by having students dress up as their favorite book characters during Book Fair Week, an idea subsequently adopted by the entire faculty.
- Engaged in school-wide activities: directed spring variety show; volunteered to chaperone week-long overnight trip for older students; participated in Home School Association that focused on school’s long-range fiscal planning needs.
- Participated in Core Evaluations and design and implementation of IEPs; adapted curriculum to accommodate a wide variety of special needs.
- Selected midyear to take charge of unfocused classes in transition following teacher’s departure; successfully managed behavior problems and directed children’s energy toward new learning activities.
- Participated in scoring the Early Childhood writing samples for the Massachusetts Teachers Test.
- Prepared 7th graders for Massachusetts Comprehensive Assessment exam in urban middle school; student scores exceeded average scores for the district.

54

Combination. *Wendy Gelberg, Needham, Massachusetts*

This applicant had a number of short-term jobs because of various budget cuts, not performance issues. The writer focused instead on the teacher’s exceptional creativity. A combination

TEACHING EXPERIENCE

7th Grade Math Teacher—Kennedy Middle School, Brockton, MA 2002–present
Teach math to three classes ranging in size from 25–27 students, including several receiving special-education services, in urban, lower middle class, multicultural school setting. Incorporate writing exercises into math lessons as part of school’s mission to foster literacy. Prepare students for statewide testing. Provide after-school academic support in reading for 6th grade and tutor an 8th grade student in all subject areas.

Kindergarten Teacher—St. Mary’s School, Brockton, MA 2001–2002
Taught full-day class of 20 kindergartners from multicultural backgrounds in private parochial school. Developed and implemented curriculum in all subject areas, assessed student development, and made recommendations to implement services from outside sources when necessary.

Kindergarten Teacher—South Street School, Hyde Park, MA 2000–2001
Hired to take charge of full-day kindergarten class during teacher’s extended absence. Established order and planned and taught lessons in all subject areas. Maintained ongoing communication with students’ families.

Grade 2 Teacher (Clinical Practicum)—M.L. King School, Boston, MA Fall 1999
Taught an inclusive, multicultural second grade classroom. Prepared lessons in reading, language arts, math, science, and social studies, using whole group and small group activities and tailoring curriculum to meet individual needs. Implemented objectives identified in IEPs.

Grade 3 Teacher (Provisional Practicum)—O’Brien School, Boston, MA Spring 1999
Planned and implemented curriculum for reading, language arts, math, social studies, and science for students of varying abilities in multicultural setting.

Substitute Teacher—Boston and Chelsea Public Schools 1997–1999

EDUCATION/CERTIFICATION

M.A.T., Early Childhood Education, Simmons College, Boston, MA
B.A., Psychology, Wheaton College, Norton, MA

Certification: Standard, Early Childhood Education (K–8).

format brings together many innovative and effective lesson plans, classroom management strategies, and other activities all in one section to demonstrate the teacher’s effectiveness. The principal’s quotation introduces that notion, and the achievements reinforce it.

LAURA COLBOURN

45 Leicester Court, Apt. 5 • Matawan, NJ 07747 • lcolbourn@aol.com
732.566.6883 Home • 732-566-6723 Cell

EARLY CHILDHOOD EDUCATION ~ PRIMARY GRADE SCHOOL ~ PRE-K *Classroom Teacher ~ Teacher Mentor ~ Literary Teacher*

Gifted teacher with 13 years of knowledge and experience teaching pre-K and early childhood education in multicultural classroom settings. Stellar reputation for developing and implementing classroom management and lesson plans promoting individuality, student growth, and positive reinforcement. Served as teacher-mentor and professional supervisor. Enjoyed sharing creative endeavors with colleagues and working as part of an educational and community team for children in the district. Detailed professional possessing compassion, enthusiasm, excellent listening and communication skills, a love of children, and a sense of humor and delight in students' day-to-day activities. Committed to professional ethics and standards of practice.

Educational Competencies:

- | | | |
|--------------------------------|--------------------------------|------------------------------|
| ▪ Classroom Instruction | ▪ Artistic Expression | ▪ Supervision |
| ▪ Parenting Skills | ▪ Family Involvement | ▪ Literacy in the Classroom |
| ▪ Classroom Management | ▪ Public & Community Relations | ▪ Team Building & Leadership |
| ▪ Setting & Implementing Goals | ▪ Organization | ▪ Research |
| ▪ Administrative Management | ▪ Grant Writing | ▪ Problem Solving |

Curriculum & Assessment Tools:

New Jersey Core Curriculum	Educational Standards & Expectations
Whole-Language Approach	Success for All Curricula
Journey to Math Computer Curriculum	Curriculum Enrichment
Individualized Instruction	Looping Program
ELAS Assessment	Standardized Testing

PROFESSIONAL EXPERIENCE

TEACHER, PRE-KINDERGARTEN, 2002 to Present

TEDDY BEAR PRESCHOOL CENTER, EDUCATION EARLY CHILDHOOD CONSORTIUM,
METUCHEN BOARD OF EDUCATION—Metuchen, NJ

Teach in a special program implemented in Metuchen, helping children explore interests, develop talents and independence, build self-esteem, and learn how to function with others in a child-centered environment. Implement curriculum designed to stimulate children's physical, emotional, intellectual, and social growth. Assess children to evaluate their progress and discuss with parents their involvement in the educational and developmental process. Work with ELAS Assessment Tool.

Selected Achievements:

- Chosen to participate in both the standard and pilot Looping Program as the result of extensive teaching experience.
- Currently undergoing training in Positive Behavior Support (PBS) Program, a process that gives teachers and families a way to understand and address persistent challenging behaviors by focusing on purpose of behavior and using positive strategies.
- Selected to attend monthly workshops and facilitate a workshop on "Transitions in the Classroom."
- Consistently receive positive written and verbal feedback from parents regarding classroom teaching and mentoring methodology and its success with students' learning experience.

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

Various horizontal lines make the different sections of this resume visible at a glance. The reader therefore can gain a quick overview of the resume's design. Centered headings further enable

LAURA COLBOURN

Page 2

HEAD TEACHER, TODDLER PROGRAM, 2000 to 2001

GREEN PINES CHILD CENTER—Monroe, NJ

Planned and implemented curriculum geared toward toddlers to academically prepare them for kindergarten and provide opportunity for development of socialization skills. Utilized a broad range of instructional techniques. Supervised group teachers and teacher's assistants.

Selected accomplishments:

- Promoted two levels from Teacher's Assistant following Head Teacher's departure in 2000.
- Exemplified innate ability to understand and motivate children in a learning environment.

TEACHER, PRE-KINDERGARTEN, 1994 to 1996

THE SPOTSWOOD PRE-SCHOOL—Spotswood, NJ

Developed and executed lesson plans featuring age-appropriate activities geared toward stimulating the interests of children. Cultivated a warm, supportive environment for developing emotional and social growth. Provided guidance and feedback to working parents.

Selected accomplishments:

- Played a key role in conjunction with Kindergarten Teacher to create preschool literacy program.
- Performed effectively as both an autonomous, self-motivated individual and active, contributing team member.

TEACHER, SUPERSTART PRE-KINDERGARTEN

SUMMER SCHOOL TEACHER FOR FIRST GRADE AND KINDERGARTEN, 1990 to 1994

NEW YORK CITY BOARD OF EDUCATION PUBLIC SCHOOL 208—New York, NY

Taught SuperStart Program based on the Head Start model. Collaborated with family worker, social worker, teacher mentor, and paraprofessional to meet the individual needs of students and their families. Reported to Principal.

EDUCATIONAL BACKGROUND

BROOKLYN COLLEGE—Brooklyn, NY

Master of Science in Early Childhood Education (1991); Bachelor of Arts in Psychology (1988)

Licensure:

New Jersey Elementary Education License (including preschool); Early Childhood Education License, New York

Professional Affiliation:

National Association for the Education of the Young (NAEY)

Languages:

Working knowledge of Spanish and Italian

Special Achievements:

Abbott Preschool Incentive Award; Impact II Adaptor Grant

Computer Skills:

Microsoft Word, Microsoft Excel, Internet research, e-mail

~ Excellent references provided upon request ~

the reader to skim down the center of each page and assess quickly the direction and scope of the resume's content. More than half of the first page indicates the applicant's impressive experience and skills. Bold and italic side headings call attention to selected achievements and accomplishments.

Barbara Joanne Blake *B.A., B.Ed.*

2222 Augusta View S.W.
Pinehurst, Alberta A1A 1A1
Phone: (444) 222-8888



Visual Arts Teacher

Intermediate & Senior

...
"Mrs. Blake is one of the most outstanding teachers I have met in my 22 years of teaching."

Creative and dedicated Visual Arts teacher committed to creating meaningful and stimulating art programmes to improve students' ability, creativity, appreciation, perception, awareness, concentration, confidence, and motivation. Exhaustive teaching experience in a wide range of visual media. Skilled in designing arts programs to complement core courses. Able to inspire children to stretch themselves and their work. Extensive leadership experience in school, volunteer, and community activities.

Teachable media include basic and advanced programs in

- Clay
- Free Form
- Group of Seven / Inuit Art
- Paint / Pencil
- Mixed Media
- Van Gogh
- Wire Sculpture
- Photography
- War / Militaria

...
"She demonstrates an enthusiasm for the subject matter which is infectious."

EDUCATION & PROFESSIONAL DEVELOPMENT

Visual Arts—Part 3, Specialist Integrated Arts	OISE, University of Augusta Ontario Arts Education Institute
Meaningful Activities to Generate Interesting Classrooms	O.P.S.T.F.
English as a Second Language—Part 1	Pinehurst University
Canadian Art History	University of Ontario
B.Ed.—Visual Arts 2 / School Librarianship	University of Ontario
B.A.—Fine Arts	University of Manitoba

...
"Barbara's creative mind, knowledge, and teaching ability combine to produce student work that is totally reflective of the keen interest, desire, knowledge, and skill level she has developed in her students."

TEACHING EXPERIENCE

Developed and implemented dynamic lessons designed to teach a rich variety of artistic techniques, appeal to multiple intelligences, and enrich student learning. Established dynamic learning environments that highlight student work and stimulate creative expression. Introduced and led Intermediate art clubs ("Creatots") that allowed students to create art projects for school and charitable initiatives (posters, play backdrops, etc.).

Placements include the following:

Bayridge Hill Elementary School , Berry Hill, Ontario Visual Arts Teacher —Grades 6, 7, & 8	1998–2006
Holy Trinity Catholic School , Berry Hill, Ontario Visual Arts Teacher —Grades 9 to O.A.C.	Oct.–Nov.1998
Bayridge Secondary School , Berry Hill, Ontario Visual Arts Teacher —Grades 9 to O.A.C.	1997–1998
Augusta Region Board of Education —Area Central Occasional Teacher	1994–1997
St. Avenue Secondary High School , Samia, Ontario Visual Arts Teacher / Teacher-Librarian —Grades 9, 10, & 11	1980–1984

Combination. Ross Macpherson, Whitby, Ontario, Canada

Quotations in the left column of each page acquaint the reader with the applicant's teaching abilities, enthusiasm, creativity, artistic skills, concern for students, effectiveness as a teacher,

Barbara Joan Blake

(444) 222-8888

Page 2

• • •

"Barbara uses her incredible ability as an artist and art teacher to affect every aspect of school life."

CURRICULUM DEVELOPMENT

- **Art Action Team: Augusta Region District School Board (ARDSB)**—Selected to participate in the planning and facilitation of art workshops for teachers across the board.
- **Van Gogh: A Guidebook for Looking at Art, Grades 1–8**—Worked with ARDSB Art Consultant to develop an integrated curriculum kit on Vincent Van Gogh, including history, books, materials, prints, and activities.
- **Teach Art 3: A Visual Arts Curriculum Guide**—Invited by Heather Hearst to participate in focus group contributing to the development of a Grade 3 Art curriculum.
- **Outcome-Based Learning Study Team**—Served as Art Representative on school committee developing an outcome-based learning curriculum.

• • •

"[Barbara] has demonstrated extraordinary qualities of respect, dedication, and commitment to her students, to fellow human beings, and to her community."

ARTS ADVOCACY

- Developed and directed **Arts Alive: Series 2007 Performing Arts Programme for Junior Kindergarten–Grade 8**.
- Coordinated **Careers in Art** After-School Speakers Series.
- Coordinated **Portraits of Our Past Art Show** in partnership with the Town of Berry Hill Heritage Centre.
- Coordinated Annual **Celebrate the Arts Night**.
- Presenter: Outdoor Education Weekend (Topic: Natural Dyes).

• • •

"The work displayed consistently by her students is to be marvelled at!"

SCHOOL & BOARD COMMITTEE INVOLVEMENT

- 10th Anniversary Committee (school mural)—Bayridge Hill Elementary School.
- Member of ARTSLINK Action Team Committee (ARDSB Millennium Project)—Secured Federal funding for program and coordinated school art shows board-wide.
- Committee Representative—ARDSB *Together We're Better* Conference.
- Intermediate Division Career Day Committee.
- School Fundraising Committee.
- Arts Representative—Bayridge Hill Elementary School.
- Staff Representative—Bayridge Hill Community School Advisory Council.
- Anti-Bullying Conference—Staff Support.

• • •

EXTRACURRICULAR INVOLVEMENT

- Coordinated the Alternate Winter Sport Activity Program.
- Decorated display cases and bulletin boards to showcase student artwork and holiday themes.
- Annual Graduation Exercises Committee Coordinator (decorations).
- Coordinated art displays for Education Week.
- Volunteer Teacher (after hours)—Inuit presentations, watercolours, clay.

PUBLISHED ARTICLES

"CIA: 'Careers in Art' Program" – **Teachers Resource** (Curriculum & Instructional Services), ARDSB, Fall 2003.

helpfulness as a team player, global altruism, and positive influence on others. Such testimonials support all the factual data in the resume and help portray the applicant as the one to consider seriously for a job opening. The easel graphic at the top of the first page prints in color. The applicant's contributions "were so

• • •

"[Barbara] is a fabulous team player and always looks for ways to help her colleagues. She has the biggest heart of anyone (save my immediate family) that I know."

• • •

"Under her leadership and direction staff, students, and parents have increased their knowledge of the plight of those less fortunate in other parts of the world."

• • •

"Barbara is a talented, dependable, knowledgeable, reliable, caring individual who continues to have a positive effect on those with whom she works and lives."

• • •

CHARITABLE / VOLUNTEER CONTRIBUTIONS (ACADEMIC)

- **Washington Hospital Burn Center Project**—Spearheaded a student relief project supporting victims of the September 11 Pentagon attack. Student contribution published in *Center Profiles*, the Washington Hospital magazine.
- **Canadian Feed the Children: Sierra Leone, Africa Project**—Coordinated school-wide initiative that provided 100+ knapsacks full of school supplies to children in Sierra Leone.
- **Project Love**—Created and led program that provided school supplies to schools in Ghana and Senegal.
- **Operation Shoebox: Covenant House**—Conceived and led a successful school-wide initiative that supplied 300+ shoeboxes of personal items to street children.
- **Help the Afghan Children**—Coordinated program to sell snacks during lunch period ("Loonie Tuesdays"). All proceeds quadrupled by CIDA and donated to World Vision.
- **Warm Hands Warm Hearts**—Initiated school program to collect winter clothing for Salvation Army.

CHARITABLE / VOLUNTEER CONTRIBUTIONS (NON-ACADEMIC)

- **Royal Canadian Air Cadets: 234 Banshee Squadron**—Clothing Coordinator, Parent Volunteer, and member of 30th Anniversary Committee.
- **Deer Creek Alliance Church, Deer Creek, Ontario**—Special Events Committee Member, Sunday School Teacher, and Coordinator of Grade 6 Sunday School Puppetry Program.
- **Augusta Region Skating Academy Winter Club**—Member of Board of Directors responsible for all publicity and communications.
- **Canadian Figure Skating Association, Central Augusta Section**—Developed and produced the programme booklet for the Sundial Sectional Championship (1998).
- **The Christian Alliance Church of Canada**—Created all conference stage decorations for the 10th Biannual National Assembly.
- **Bayridge Hill Elementary School**—Past President of parent-teacher liaison group (Partners in Education).

PERSONAL ACTIVITIES

Enjoy learning new crafts (calligraphy, stained glass, fabric arts, quilting), walking, and biking.

impressive that three pages were easily justified." If the writer had kept the resume to two pages, the employer would not get to read about the person's charitable/volunteer work—information that is as diverse as it is impressive.



Jeremy Cloud

Current Address: 125 West Gibbs Street • Shade, Ohio 45701 • 740.696.0000

Permanent Address: 231 Louise Avenue • Racine, Ohio 45771 • 740.949.0000

High School Science Teacher

"Jeremy will make a great teacher ... builds great rapport with the students ... makes learning fun!"

—Sally Ball, Biology Teacher, Shade High School

PROFILE

Enthusiastic educator with an avid interest in all areas of science. Offering a solid educational background, including degree in Secondary Life Science as well as certifications in Project Wild and Project Learning Tree. Computer proficient. Seeking a high school teaching position with an interest in coaching track/cross country and/or advising extracurricular clubs.

EDUCATION & HONORS

OHIO UNIVERSITY, Athens, Ohio (June 2004)

Bachelor's Degree in Secondary Life Science

Major GPA: 3.24 • Dean's List

Relevant Courses

Microbiology ... Physics ... Chemistry ... Biology ... Plant Physiology ... Evolution

Certifications

Certified in Project Wild

- Interdisciplinary conservation and environment education program exploring wildlife; supported by natural resource agencies

Certified in Project Learning Tree

- Interdisciplinary environmental education program for educators working with students in Pre-K through Grade 12 focusing on the total environment: land, air, and water

RELEVANT EXPERIENCE

Student Teacher—NELSONVILLE-YORK HIGH SCHOOL, Buchtel, Ohio (April 2003–present)

- Develop and implement lesson plans for anatomy, physiology, and biology classes

Tutor—PHILLIPS CENTER, Ohio University, Athens, Ohio (September–November 2002)

- Effectively tutored student athletes in math, chemistry, and geology, resulting in improved test scores

ADDITIONAL WORK EXPERIENCE

Student Worker—BROMLEY DINING HALL, Ohio University, Athens, Ohio (June 2002–March 2003)

- Utilized strong work ethic and excellent interpersonal communication skills while rotating through various areas of dining hall

Cashier/Baker—BRITISH PETROLEUM (BP), Bellevue, Ohio (Academic Breaks, October 2000–January 2002)

- Performed a variety of duties with strong focus on providing superior customer service

Lifeguard—CEDAR POINT AMUSEMENT PARK, Sandusky, Ohio (June–September 2000)

- Ensured safety of guests; responded successfully to a spinal-injury emergency

Combination. *Melissa L. Kasler, Athens, Ohio*

This person was a new graduate with a teaching degree. The cloud graphic was relevant to his last name and goal of science teaching. The graphic got many good comments, and the applicant got a quick job offer.

(555) 555-5555 (H)

MARIA M. LEAL555 Quad Street, Prairie Stream, Texas 55555
mariamleal@mindspring.net

(555) 555-0000 (C)

INSTRUCTIONAL ADMINISTRATOR**HIGHLIGHTS OF QUALIFICATIONS**

- *Master of Education in Educational Leadership from Greater Texas University, 2004*
- *Principal internship at Heartgood Elementary School, Spring 2004*
- *Thirteen years of teaching experience in a Title I School*
- *Expertise in elementary math curriculum, including cross-curricular integration, whole language, hands-on science, and math manipulatives*
- *Peer coaching/mentoring/team teaching experience*
- *Active participant in writing campus improvement plan, scheduling events, issuing waivers, writing grants, and projecting/preparing budgets*
- *Successful interaction with LEP, special needs, at-risk, and multicultural students*
- *Adept at building rapport with administrators, teachers, staff members, and students*
- *Proficient in both Mac and Windows-based computers*
- *Bilingual in English and Spanish*

CERTIFICATIONS

- *Mid-Management/Texas Principal Certification, 2003–Current*
- *Texas Teacher Certification (1st–8th Grades), Lifetime*

TEACHING EXPERIENCE**HEARTGOOD ELEMENTARY SCHOOL**, Prairie Stream Independent School District, Prairie Stream, Texas **1990–present***Principal Internship (2006–2007)**Math Specialist, K–6 (2000–2006)**Self-Contained 3rd-Grade Teacher (all subjects) (1998–2000)**4th-Grade Math Teacher (1995–1998)**2nd - and 3rd - Grade Teacher (16 gifted students) (1994–1995)**Self-Contained 2nd-Grade Teacher (all subjects) (1990–1994)*

Increased learning and TAAS/TAKS scores in self-contained and departmentalized classes using manipulatives, cooperative learning, hands-on activities, literature, thematic units, tutoring, and integrated subjects. Monitor math curriculum/instruction. Coach Creative Problem Solving Teams (previously Odyssey of the Mind) in grades 5–7. Taught and monitored gifted and talented students in grades K–6. Analyzed and disaggregated data from Benchmark Tests/Six Weeks Assessments, adjusting and modifying instruction to meet students' needs.

Key Contributions:

- *Frequently assume administrator's duties (discipline, ARD meetings, parent conferences, etc.), 1999–present*
- *Assist instructional specialists on district/school Benchmarks and TAAS/TAKS testing, 1999–present*
- *Organized and directed staff development training, 2000–2003*
- *Advanced Creative Problem Solving Teams to State Destination Imagination Competition, 2001, 2002, 2004; and to Global Finals, 2002*
- *Coordinate STARS (Student, Teachers Achieving Reading Success) Reading Mentor Program, 2000–2004; tutor participants*
- *Coordinated and scheduled school-wide TAAS/TAKS Tutoring Program, 1997–2003*
- *Assist Lego Team coach, 2001–present; and organized Summer Lego Academy, Summers 2002 and 2003*
- *Collaborated with two other teachers to restructure 1st-grade math curricula consistent with Sharon Wells 2nd–6th-grade spiral curriculum, 2001*
- *Mentored and tutored students in HOSTS Program, 1998–2000*
- *Scored into the 90th percentile on TAAS (a record for Heartgood), 1998*

58**Combination.** *Edith A. Rische, Lubbock, Texas*

The individual was a highly successful teacher applying for a principal position. A challenge for the writer was to condense a vast amount of information into two pages. There was room for

Maria Leal

Page 2

ACADEMIC BACKGROUND

Master of Education in Educational Leadership, 2003, Greater Texas University, Prairie Stream, Texas
Mid-Management/Principal Certification

Master of Education in Elementary Education, 2001, Greater Texas University, Prairie Stream, Texas
Area of Specialization: Elementary Math

Bachelor of Science in Elementary Education, 1995, Greater Texas University, Prairie Stream, Texas
Area of Specialization: Elementary Reading

PROFESSIONAL DEVELOPMENT

- Sharon Wells Mathematics Curriculum Training (Grades 2–6), 1994–present
 - Dual Language Training, 2002–present
 - Gifted and Talented Update Training, 1999–present
 - National Council of Teachers of Mathematics Conference, 2003, 2004
 - Writing TAKS Training, January 2004
 - Professional Development and Appraisal System (PDAS), June 2003
 - Instructional Leadership Development, June 2004
 - Math Academy for 5th and 6th Grades, August 2003
 - Math TAKS Training, August 2003
 - Reading TAKS Training, August 2003
 - Conference for the Advancement of Mathematics Teaching, 1997–2003
 - D-TEACH, Robo Lab Academy at University of Central Texas, Summer 2001
 - Character Counts Training, 2002–2003
 - Data Desegregation Training, Beth Manning, 1999–2004
 - Gifted and Talented Students in the Regular Classroom, 2003
 - PSISD Legal Issues Training, November 2000
 - Captain Area Writing/Reading Summer Institute, June 2000
 - Doing Math the Science Way, July 1999 and 2000
-

PROFESSIONAL ORGANIZATIONS

- Texas Council of Teachers of Mathematics, 2003–present
 - National Council for Teachers of Mathematics, 2001–present
 - Texas Classroom Teachers Association, 1995–present
 - Prairie Springs Classroom Teachers Association, 1995–present
-

SELECTED EXTENDED PROFESSIONAL ACTIVITIES

- Lubbock Classroom Teachers Association, Faculty Representative, 2000–present
 - Lubbock Classroom Teachers Association Conference Delegate, 2000, 2002, 2003, 2004
 - Destination Imagination Intermediate Coach and Building Liaison, 2001–present
 - Family Math Learning Night Committee/Chairperson, 2001–present
 - Math Committee Chairperson, 1999–present
 - Harwell Cheerleader Sponsor, 1999–present
 - TAAS Building Co-liaison, 2000–2003
-

SELECTED CIVIC ACTIVITIES

- Member, Hispanic League of Prairie Springs, 2001–present
 - Super Seller, Holiday Fair, 2002
- Member, Hispanic Association of Women, 1999–present
 - President, 2003–2004
 - President-Elect, 2002–2003
- Board Member, Heartgood Neighborhood Association, 2003–present
- Co-coordinator, United Way Campaign, Heartgood Elementary, 2001–present
- Student Council Sponsor, 2000–2003

only selected community activities. An additional challenge was to combine 16 years of service at one school into a compact, reader-friendly format. As in many executive resumes, this feat is accomplished through smaller type, wider lines, and less line spacing. See Cover Letter 20.

BERNADETTE JACKSON

77 Lincoln Avenue • Salt Lake City, UT 55555 • (555) 222-0000 • BJ12@educspecialist.edu

Position of Interest: **EARLY CHILDHOOD SPECIALIST**

Profile: Dedicated, resourceful, and passionate education professional with an accomplished career promoting quality education in the capacities of Elementary School Teacher and Early Childhood Resource Specialist.

Strengths: Administrative Acumen, Turnkey Training, Curriculum Development and Implementation, School- and District-wide Program Planning, School Improvement Initiatives, Student-Teacher Support, Classroom Teaching, Grant Writing, and Committee Involvement.

EDUCATION

City University of Utah—**Master of Arts in Elementary Education, 1994**
 St. John's College for Women—**Bachelor of Arts, 1964**

LICENSES & CERTIFICATIONS

State of Utah Certified—**Certification for Administration and Supervision, 2002**
 Utah State Licensed—**Early Childhood and Common Branches, 2002**

PROFESSIONAL EXPERIENCE**TURNKEY TRAINING**

- Upon inception of Utah's Primary Standards in English Language Arts, served as a Turnkey Trainer for District 35 elementary schools.
- Attended grade-level conferences and presented new curriculums to district-wide faculty members.
- Provided teachers with practical strategies for differentiated lesson plans and multidisciplinary thematic units.
- Linked teachers with the Early Childhood Literacy Assessment System (ECLAS) as a vital assessment tool.
- Conducted one-to-one in-class demonstrations to familiarize teachers with lesson-specific materials, new teaching standards, and effective implementation techniques.
- Communicate with teachers to monitor developments in Language Arts and Social Studies while ensuring the effective application of teaching methods to accommodate classroom size and ethnic composition.

CURRICULUM & EDUCATIONAL PROGRAM DEVELOPMENT

- Formulated a Music- and Art-based program designed to teach Language Arts skills to a non-English-speaking student population from more than 40 countries (pre-Kindergarten through third grade).
- Developed a Whole Language Reading curriculum based on Scott Foresman's *Celebrate Reading* series.
- Guided the implementation of numerous parent-school communication programs.
- Developed and implemented a parent workshop, *Literacy Centers: What They Are and What They Teach*.
- PTA President's Council Evening Meetings: Conducted *Learning Math Through the Use of Manipulatives*.
- Designed monthly workshops for pre-Kindergarten teachers, educational assistants, and family assistants.

WORKSHOP DEVELOPMENT & COORDINATION

- Teaching Math through Music, Utah Early Childhood Conference, 2001
- Parent workshop: *When Will Your Child Read?* 2001
- Music workshop to facilitate reading, math, social studies, science, art, and music lessons, 2000
- Open-ended art workshop for pre-Kindergarten teachers at the school-wide level, 1999
- Early Childhood Literacy for Teachers, Kindergarten through Second Grade, 1997
- Good Literature Promotes a Love of Reading and Increases Skills for Teachers, 1996
- Training Kindergarten teachers to use new literature-based reading series, 1994
- ESL Trends, Methods, and Materials for Kindergarten Teachers, Kingsbridge Community College, 1990

— continued —

59**Combination.** *Ann Baehr, East Islip, New York*

The applicant had an extensive career in progressively responsible positions. The writer used functional sections to focus on select areas of interest right away. This resume helped the job

BERNADETTE JACKSON

Page 2

OVERSEAS TRAVEL & EXPERIENCE*England, France, Switzerland, Austria, Germany, Greece, Turkey, South Africa, India, and Nepal***Hazleton Scholarship, Summer Seminar Program, India, and Nepal, 2001**

- Traveled across India, from New Delhi to Calcutta, and Nepal, receiving a hands-on education in broad aspects of various political systems, government structures, educational systems, sciences, art, music, customs, and traditions reflected in a social studies curriculum project developed upon return to the U.S.

Delegate Member, Citizen Ambassador Program, South Africa, 1996

- Attended workshops with South African teachers, administrators, and government officials.
- Conducted a workshop in Cape Town for teachers with more than 80 students.
- Successfully proposed the reassignment of classes to achieve a 1:20 student-teacher ratio; the Buddy System; cooperative learning; Family Literacy; and English as a Second Language for parents.
- Nominated as a member of the South African–American Early Childhood Congress.

COMMITTEE INVOLVEMENT**Chairperson, On-site Planning Committee, District 35, 1985–1998**

- Spearheaded a one-year team effort to improve reading scores across all grade levels.
 - Led teams in the development and implementation of test sophistication materials designed to identify and evaluate the source of individual learning deficiencies with a focus on skill mastery.
 - **Successfully increased the school's reading scores by 14%.**
- Encouraged parents' participation on a daily basis and at meetings to share information and elicit valuable suggestions having an impact on the development of school-wide programs.

Member, Parents Advisory Committee, District 35, 1998–2002**Member, Early Childhood Community Coordination Committee, District 35, 1998–2002****Chairperson, Social Committee, District 35, 1987–1998****CAREER CHRONOLOGY*****District 35, Salt Lake City, Utah***

Early Childhood Resources Specialist, 1998–present

Public School 27, Salt Lake City, Utah

Teacher, Early Childhood Literacy through the Arts, 1997–1998

All-Day Kindergarten Teacher, 1990–1996

Second-Grade Teacher, 1986–1990

All-Day Kindergarten Teacher, 1984–1985

Public School 12, Salt Lake City, Utah

All-Day Kindergarten Teacher, 1983–1984

Second-Grade Teacher, 1982–1983

Vocal Music Teacher, Second through Sixth Grades, 1978–1982

First-Grade Teacher, 1974–1978

GRANT WRITING

President's Grant, Schoolyard Playground

Charlotte Hill Grant, School Band

\$10,000 Implementation Grant for School Improvement Plans: Reading and Math Workbooks, K–6

seeker get a higher position in a tight market. Professional experience is clustered under three side headings, making it easier for the reader to comprehend the range of experience. The Overseas Travel & Experience, Committee Involvement, and Grant Writing sections are substantial additions.

TAYLOR RAINE

123 SUNNY KNOLL REST ■ POUGHKEEPSIE, NY 00000 ■ (555) 555-5555 ■ TAYLORRAINE@YAHOO.COM

PSYCHOLOGY PROFESSIONAL*Offering a well-integrated theoretical perspective, proven investigative skills and a strong interest in treatment research***PROFESSIONAL PROFILE**

- > Well-developed field research competence with adolescents, teens and other special populations
- > Demonstrated ability to conduct a full range of in-depth assessments in an effort to establish baseline data
- > Able to gather facts from a variety of sources and derive keen insights from seemingly disparate pieces of information
- > Knowledgeable of developmental psychology and the specific levels of cognitive functioning for children of various ages

AREAS OF EXPERIENCE & STRENGTH

- > Lesson Design & Development / Case Management
Interdisciplinary Collaboration / Teaching
- > Psycho-educational Evaluations / Developmentally
Appropriate Interventions / Program Evaluation
- > Empirical & Survey Research / Complex Data Analyses
Policy Research / Evaluation Research Methods
- > Group, Individual & Family Counseling / Program
Development / Assessment & Treatment Planning

EDUCATION & CREDENTIALS**EDUCATION**

James Madison University, Harrisonburg, VA
 Doctor of Philosophy in Psychology (ABD)
 Concentration: Health Psychology (2004)

Vassar College, Poughkeepsie, NY
 Advanced Certificate in School Psychology (1998)
 M.A. in Community & Counseling Psychology (1995)
 Magna cum Laude

Mercy College, Dobbs Ferry, NY
 B.A. in Psychology (1990), Summa cum Laude

DISSERTATION

Social Aspects of Childhood Obesity
 Conducting research within a naturalistic setting

MULTICULTURAL INTERNSHIP / RESEARCH PROJECT

University of South Carolina, Columbia, SC (1998)
 - Assigned to Bureau of Indian Affairs School, New Mexico
 - Conducted holistic assessments of Native American youth

ADDITIONAL CERTIFICATIONS

Health & Fitness Instructor, American College of Sports Med.
Personal Trainer, National Strength & Conditioning Assoc.

PROFESSIONAL EXPERIENCE**Herkimer County Community College, Herkimer, NY****2000 TO PRESENT****Adjunct Instructor**

Develop and instruct General Psychology courses. Secure guest speakers, participate in departmental and college activities, develop/integrate departmental curriculum and mentor/advise students. Devise weekly lessons that address current issues and perspectives in psychological science. Strive to maintain a thorough knowledge of instructional standards, practices and methodologies for adult learners.

Mohawk Central School District, Mohawk, NY**1999 TO 2000****School Psychologist**

Served grades K-12 in a rural setting, working closely with parents, teachers, administrators and community agencies to identify needs through evaluation of skills, intellectual function, social adjustment and emotional development. Daily responsibilities also included crisis intervention. Served as a mentor to the special education staff and helped guide staff and families through complex system procedures. Also worked with learning specialists, testing experts and administrators to help ensure that the school operated within district guidelines and state mandates.

60**Combination.** *Kristin M. Coleman, Poughkeepsie, New York*

Careful formatting makes this full, two-page resume easy to read. The writer achieves readability through smaller font sizes, narrower left and right margins, two-column arrangements, and

Taylor Raine

Page Two

PROFESSIONAL EXPERIENCE CONTINUED

Horry County School District, Conway, SC**1995 TO 1996****School Psychologist**

Conducted psychological assessments of populations ranging from conduct disorders through developmentally disabled. Worked with students in kindergarten through junior high. Collaborated extensively with parents, teachers and community agencies to identify needs. Provided individual counseling to children and families on a full range of human issues from behavioral noncompliance to sexual abuse. Chaired the Committee on Special Education staffing initiatives.

Arlington Central School District, Poughkeepsie, NY**1994 TO 1995****School Psychologist (Internship)**

Gained experience in a broad range of clinical case issues. Some cases required well-coordinated treatment programs that addressed the children's multiple and complex needs. Also gained experience with a variety of interventions, including functional behavior assessment, behavior intervention plans (classroom wide and individual), counseling and instructional modification.

New York State Regional Office of Mental Health, New Paltz, NY**1988 TO 1994****Residential Treatment Facility Case Manager (Guidance Center)**

Facilitated referrals from schools, social services and psychiatric hospitals within a seven-county region. Coordinated and chaired regional preadmission and Certification Committee to determine eligibility for youth going into residential treatment facilities. Established therapeutic relationships with adolescent and young-adult inpatients. Maintained frequent contact with families in order to educate parents about the condition of their children and to reinforce the child's progress and strengthen connections between the child and family members. Scheduled, administered, formulated and reviewed assessment reports, ensuring that activities and specific goals were executed.

New York State Assembly / Speaker's Regional Office, Utica, NY**1987 TO 1988****Legislative Coordinator (Internship)**

Conducted intensive and complex research on locally and nationally available services for children with serious mental illnesses. Research was used to support the Assembly Standing Committee on Mental Hygiene's efforts to pass Assembly Bill #7604. Provided a well-coordinated and comprehensive study, which examined the types of training, support and resources necessary for seriously mentally ill children. Praised for diligence and quality work. Received an outstanding letter of recommendation.

COMMUNITY WORK / PROFESSIONAL AFFILIATIONS

- > American Psychological Association, *Student Member*
- > Multiple Sclerosis Society, New York Chapter, *Volunteer*
- > New York State Corp of Cadets Program, *Volunteer; 1 year*
- > Office of Children and Family Services, *Volunteer; 1 year*

ADDITIONAL INFORMATION

- > Computer Literate: MS Word / WordPerfect / SPSS
- > Presently studying the Arabic language
- > United States Army Reserve Officer, Field Medical Assistant
- > New York State Air National Guard, Avionics Apprentice

adequate white space throughout. Boldfacing and underlining help important information stand out. For example, once you realize that a job position in the Professional Experience section is bold and underlined, you can look for that kind of enhancement and see other job positions easily.

ELANA M. AVILES555 Lakeview Drive • Wyandotte, Michigan 55555
(555) 555-5555 • eaviles@email.usa

DEDICATED TEACHING PROFESSIONAL—Proven ability to establish a positive classroom environment that promotes personal growth, self-confidence, and self-worth. Quickly builds rapport and trust with students, forms solid student/teacher relationships, and creates an atmosphere that promotes continued learning and a desire to establish and reach personal academic goals.

**STRATEGIC LESSON PLANNING • CLASSROOM MANAGEMENT • ACADEMIC GOAL-SETTING
TEACHER / STUDENT / PARENT RELATIONSHIPS**

"Ms. Aviles has demonstrated her ability to manage the classroom, design appropriate lesson plans, and provide a positive learning environment. Her caring personality was a key element in encouraging success in every student. She also made necessary accommodations when teaching to meet the individual needs of every child in the classroom." —**K. Jones, Teaching Professional (Grade 1)**—Local Elementary School

EDUCATION / CERTIFICATIONS

EASTERN MICHIGAN UNIVERSITY—Ypsilanti, Michigan
Bachelor of Science, Elementary Education, 2005 ~*Dean's List (Multiple Terms)*, 2001–2005
State of Michigan Certifications: K–5, 2005; Science Subject Area—Grades 6–8, 2006

PROFESSIONAL AFFILIATIONS

National Education Association—Michigan Education Association—Member, 2003–Present
Michigan Science Teachers Association—Member, 2005–Present

QUALIFICATIONS SUMMARY

-  Proficient in creating, implementing, and managing effective learning programs by organizing and delivering lesson plans that encourage student participation.
-  Skilled in core curriculum development to improve student learning at various academic levels.
-  Communicate effectively and provide support and encouragement to inspire self-confidence and motivate students to attain personal scholastic goals.
-  Present learning materials in small segments and explain subject matters in a comprehensible manner to maintain classroom attention as well as one-on-one teaching through individual tutoring sessions.
-  Strong ability to develop innovative learning units that stimulate in-depth learning and discovery of uncovered topics in subject areas.
-  Provide parents with classroom activity information and tactics to inspire learning at home.
-  Proficient in Word, Excel, PowerPoint, Inspiration Software (Concept Mapping), Internet, and email.

CURRICULUM DEVELOPMENT**MAMMAL & REPTILE ANIMAL UNIT**

-  Devised strategic learning methods for students to enhance characteristic knowledge of mammals and reptiles.
-  Structured animal unit across the curriculum and expanded knowledge by utilizing learning fundamentals from reading, writing, mathematics, science, social studies, and art.
-  Conducted pre- and post-assessments to determine student comprehension improvement.

61**Functional.** *Maria E. Hebda, Trenton, Michigan*

The applicant recently graduated from college and wanted to begin her career as a teacher. She had little teaching experience and had no resume or cover letter. The writer used a functional

ELANA M. AVILES

(555) 555-5555 • eaviles@email.usa • Page 2

CURRICULUM DEVELOPMENT (Continued)

WEEKLY LEARNING CENTERS

- 📄 Created 8 distinct learning centers that covered diverse subjects and offered strategic plans to strengthen skills in reading, writing, mathematics, language, spelling, listening, art, and computer technology.

STUDENT TEACHING & OUTSIDE WORKSHOPS

- 📄 Eastern Michigan University, 2005
Beginning the Teaching Profession / Classroom Management / Working with Parents
- 📄 Unlimited Home Improvements, 2004–2006
“Kids’ Workshop”—Assisted children and parents with various building projects

MERIT AWARDS

UNLIMITED HOME IMPROVEMENTS

- Awarded 5 Merit Badges: 2003–2006
Official recognition for providing exceptional customer service

EMPLOYMENT HISTORY

(Employed Full-Time & Part-Time During College)

UNLIMITED HOME IMPROVEMENTS—Wyandotte, Michigan, 4/2001–PRESENT

- Full-Time & Part-Time Employment:
Customer Service Representative (8/2002–Present)
Cashier (4/2001–8/2002)

PRIVATE TUTOR—Trenton, Michigan, 6/2005–2/2006

- Reading / Writing Comprehension (Sessions Conducted Twice Weekly)
Developed student’s word recognition and writing skills utilizing various educational resources and accompanying workbooks to enhance reading level and writing development.

LOCAL ELEMENTARY SCHOOL—Wyandotte, Michigan, 1/2005–4/2005

- Full-Time Student Teacher, Grade 1

LEARNING CENTER FOR CHILDREN—Wyandotte, Michigan, 1/2000–4/2001

- Part-Time Employment: Daycare Provider

LOCAL HARDWARE COMPANY—Trenton, Michigan, 5/2000–4/2001

- Part-Time Employment: Cashier / Sales & Returns Associate

resume format to emphasize the person’s teaching, communication, and relationship-building skills. The writer also drew attention to the applicant’s talents in working well with children through individual attention and moral support to promote learning. See Cover Letter 13.

CHRIS CHAVEZ

55-555 Main Street • Honolulu, HI 00000
 Home: (808) 555-5555 • Office: (808) 555-5551, Ext. 555
 Cellular: (808) 555-5552 • E-mail: chavezc@coconut.org

AREAS OF EXPERTISE

- Human Behavior
- Adolescent Education
- Peer Education/
Counseling
- Peer Counselor
Training
- Service Learning
- Program
Development
- Curriculum Planning
- Classroom
Management
- Procedures Planning
- Parent/Student/
Teacher Liaison
- Research
- Workshops/
Seminars

*Relocating 6/2004
to San Francisco, CA*

PROFESSIONAL EDUCATOR

Making a Difference in the Lives of School Children

Dedicated educator seeking position as **Psychology Teacher**. 10+ years' related experience includes positions as high school counselor and teacher, substitute and volunteer teacher, and private tutor. Particularly adept at curriculum planning and program development. Task oriented. Solid organization and time-management skills.

M.S. in Educational Psychology • B.A. in Psychology

CAREER TRACK

**Junior High Counselor/
Peer Education Teacher** 4/2000–Present
 Pacific Rim Institute—Honolulu, HI
Accredited K–12 private institution for girls. Total enrollment 2,500.

Assist 375 students with transition to high school. Provide personal and social counseling in areas of academic progress, career awareness, peer conflict, and other adolescent challenges. Train peer counselors.

- Developed peer education and counseling program from scratch within 1 year. Teach entire curriculum. Foster sense of community awareness by incorporating service-learning program with Young Students Club of Honolulu. Program currently has active student peer counselors.
- Revised faculty grade-check procedures, including comprehensive follow-up system. Resulted in improved communication among faculty, students, and parents.
- Rewrote counseling procedures to conform to national standards of ASCA, ACA, and APA.

Substitute Teacher 1999/2000 school year
 Island Substitute Services—Honolulu, HI

Functioned as “on-call” substitute. Reported to various private schools on island of Oahu. Assignments varied from 1 day to 3 weeks. Class sizes of 20 to 30.

- Consistently followed teachers’ curriculum requests. Accepted all assignments offered. Earned reputation for reliability.
- Acquired valuable teaching experience through assignments in various school settings.

Career Track Continued on Page 2 ⇨

Combination. *Peter Hill, Honolulu, Hawaii*

The applicant, a counselor, was relocating to another part of the country and was seeking a position as a psychology teacher. The writer directs immediate attention to the individual's

CHRIS CHAVEZ

Page 2 of 2

<p style="text-align: center;">EDUCATION</p> <p>M.S. Degree, Educational Psychology 3/2003</p> <p>Accredited Distance Learning Program of Chicago University— Chicago, IL * <i>GPA 3.9/4.0</i></p> <p>B.A. Degree, Psychology 1992</p> <p>Chicago University— Chicago, IL * <i>GPA 4.0/4.0</i></p> <p style="text-align: center;">COMPUTER SKILLS</p> <p>Internet, Outlook, Outlook Express, Eudora, Word, Publisher, PowerPoint</p>	<p>Tutor 1997/98 school year Tutors-R-Us—Honolulu, HI</p> <p>Worked one-on-one with home-schooled or struggling students (1st through 9th grades). Kept student records. Wrote progress reports for in-house and parent use.</p> <ul style="list-style-type: none"> • Developed strong time-management skills. Required to cover large amounts of material in limited time. • Obtained functional one-to-one communication skills through contact with children of various ages. <p>Volunteer Teacher 1992–1996 California Unified School District—Vista, CA</p> <p>Taught basic Spanish to 2nd- and 5th-graders. Wrote weekly newsletter for 2nd-grade class and organized all activities. Also volunteered as ESL instructor until full-time teacher was hired. Class sizes of up to 27.</p> <p>* <i>Previous experience as flight attendant with major airline.</i></p>																			
	<p style="text-align: center;">PROFESSIONAL DEVELOPMENT</p> <table style="width: 100%; border: none;"> <tr><td>Career Assistance Training</td><td style="text-align: right;">2002</td></tr> <tr><td>State Counselor Association Conference</td><td style="text-align: right;">2001</td></tr> <tr><td>Peaceful Intervention</td><td style="text-align: right;">2001</td></tr> <tr><td>Psychobiology of Mental Control</td><td style="text-align: right;">2000</td></tr> <tr><td>Statewide Conference on Conflict Management</td><td style="text-align: right;">2000</td></tr> <tr><td>Counselor Education, Hawaii University</td><td style="text-align: right;">1997</td></tr> <tr><td>National Student Assistance Program</td><td style="text-align: right;">1996</td></tr> </table> <p style="text-align: center;">CERTIFICATIONS</p> <table style="width: 100%; border: none;"> <tr><td>Hawaiian Private School Professional Academic Certificate</td><td style="text-align: right;">2000</td></tr> <tr><td>Hawaii Department of Health Substance Abuse Prevention Partner</td><td style="text-align: right;">2000</td></tr> <tr><td>Student Assistance Training Certification</td><td style="text-align: right;">1999</td></tr> </table> <p style="text-align: center;">AFFILIATIONS</p> <p>American Psychological Association American School Counselor Association Hawaii School Counselor Association American Counseling Association</p>	Career Assistance Training	2002	State Counselor Association Conference	2001	Peaceful Intervention	2001	Psychobiology of Mental Control	2000	Statewide Conference on Conflict Management	2000	Counselor Education, Hawaii University	1997	National Student Assistance Program	1996	Hawaiian Private School Professional Academic Certificate	2000	Hawaii Department of Health Substance Abuse Prevention Partner	2000	Student Assistance Training Certification
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Counselor Education, Hawaii University	1997																			
National Student Assistance Program	1996																			
Hawaiian Private School Professional Academic Certificate	2000																			
Hawaii Department of Health Substance Abuse Prevention Partner	2000																			
Student Assistance Training Certification	1999																			

formal education in psychology. The modified page border (not a full page) is attractive on both pages and unifies them visually. Shading in the left column on each page directs attention to Areas of Expertise on page one and to the Education and Computer Skills sections on page two.

Felicia Bowman

**Corporate Trainer
Available Immediately!**

Summary of Qualifications

- 1** Master's degree in Adult Education/Training with hands-on delivery and development
- 2** Experience in training and program development for major corporation
- 3** Delivered dozens of workshops for team building, technical training and other workplace topics
- 4** Conducted analysis of work teams and job & task components and presented findings
- 5** Excellent computer skills, including development of online training and tools
- 6** Member: ASTD (national and local), SHRM, and ISPI

555 Wilshire Road
Tampa, Florida 33624
(813) 555-0248
fbowman@hotmail.com

Educational History and Degrees

For Felicia Bowman

University of South Florida
*Adult Education—Training—Human
Resource Development, M.A.*
Tampa, Florida, 1998

University of South Florida
Psychology, B.A.
Tampa, Florida, 1995

Key Strengths

Creativity—Ability to create unique solutions, analogies and illustrations for complex problems

Patience—Ability to work with all departments with all levels of employees

Knowledge—Ability to use extensive insights in Adult Learners' understanding and information processing

Structured—Ability to plan and prepare programs and workshops in a long term, time-based critical path schedule in order to meet targeted launch dates

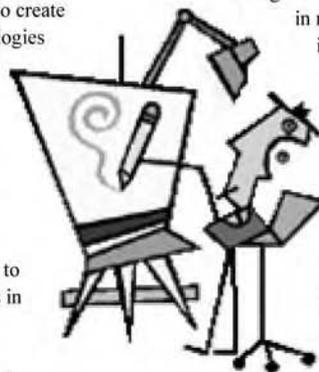
Communication—Ability to express complex ideas and important points in a way that is understandable and simple for the majority of Adult Learners

Professional Experience

**Training and Documentation
Specialist, Lockheed Martin**
Lakeland, Florida, 1999–Current

*Team member of highly creative
Training Group for corporate offices
and 3 major business sectors of this \$27
billion company.*

- ✓ Completed 12 major job and task analysis projects to document technical work processes.
- ✓ Designed 4 training programs, each in multiple forms of media, including the Internet, CD-ROM, PowerPoint and NetMeeting.
- ✓ Used interactive team development processes to assess the functionality of teams in the Shared Services division.
- ✓ Delivered 3 specialized training modules for highly technical computer systems.
- ✓ Facilitate team-building exercises, communication enhancement workshops and ongoing meeting facilitation.
- ✓ Offer constructive and strategic input on organizational structural changes.
- ✓ Participate in business development projects and strategic planning.



Continued on Page 2

Combination. Gail Frank, Tampa, Florida

This corporate trainer was looking for a nontraditional format for a traditionally worded resume. She wanted to stand out from the pack when applying for jobs through the local ASTD chapter

Corporate Trainer—Felicia Bowman—page 2

Program Assistant, Counseling Center for Human Development, University of South Florida
Tampa, Florida, 1996–1999

Created policies, procedures and training for clients of USF’s Counseling Center. Also provided administrative and computer troubleshooting support.

- ✓ Produced detailed publications and handbooks, including the Counseling Center’s Handbook, internship materials and brochures.
- ✓ Designed and produced promotional materials and presentations for professional workshops to clients and university administration.

- ✓ Trained staff on Internet usage and software programs such as Microsoft Word, Excel, PowerPoint and Scheduler.
- ✓ Resolved client issues and provided customer service. Took incoming calls and provided referrals to other resources.
- ✓ Provided computer support for staff in the areas of software support and system troubleshooting.
- ✓ Conducted administrative support for the campus-wide Employee Assistance Program.

Program Assistant, University of South Florida, Veteran Services
Tampa, Florida, 1994–1995

Performed administrative and financial services in USF office that serviced

veterans in their search for continuing education and employment.

- ✓ Reported directly to the Veteran Services Program Coordinator and ran the office when she was not present.
- ✓ Supervised 3 employees and ensured that reports and forms were properly filled out.
- ✓ Provided training in office procedures and policies.
- ✓ Handled all travel and budgeting administration.
- ✓ Solicited assistance from other campus offices in providing opportunities for work placement openings.
- ✓ Counseled veterans on their education and work options, and helped them define goals.
- ✓ Coordinated VA Work-Study Program for USF.

Courses Completed During Master’s Program

Adult Education in the United States	Program Management
The Adult Learner	Foundations of Research
Methods of Teaching Adults	Consulting Skills
Instructional Design	Group Processes
Trainers in Business and Industry	Personnel Policy

Sample Presentations & Projects Completed During Master’s Program

- Experiential Learning in Adults
- Presentation Skills Workshop
- Future Trends in Adult Learning
- Book Review: The Adult Learner, A Neglected Species
- Andragogy Versus Pedagogy: Adults Are Different Than Kids

Professional Associations

Member of top local and national training organizations

National Chapter of American Society for Training and Development (ASTD)

Suncoast Chapter of American Society for Training and Development (ASTD)

Society for Human Resource Management (SHRM)

International Society for Performance Improvement (ISPI)

(American Society for Training and Development). The writer chose a newsletter format and added the graphic of a trainer to convey the applicant’s creativity and playfulness and to offset somewhat dry “trainer-speak.” Master’s degree course work and presentations provide keywords.

555 • 555 • 5555

B. Rae French

1003 Ironton Avenue • Skyview, Texas 79000
brfrench@nts-online.net

OBJECTIVE

Corporate trainer for large corporation that offers upward mobility.

SUMMARY OF QUALIFICATIONS

- BS in Interdisciplinary Studies with emphasis in Mathematics and Communications
- Eight years of teaching experience with measurable accomplishments
- Nine years of concurrent experience as sales representative for cosmetics line and portrait studio
- Director for live and video dramas; play actor
- Proven speaking, public relations, communication, and interpersonal skills

TEACHING EXPERIENCE

Math Teacher and Cheerleading Sponsor, MAC JUNIOR HIGH SCHOOL, Skyview, Texas **1995–2000**

As teacher, trained individual students to increase their mathematical, logical, and reasoning skills. Ensured classroom safety, abiding by all safety requirements. As cheerleading sponsor (1997-2000), scheduled and organized special events such as pep rallies, fund-raisers, and tryouts. Motivated parents, staff, and cheerleaders to increase school allegiance. Authored directives.

Key Achievements:

- Advanced from teaching seventh-grade math to eighth-grade and freshman algebra.
- Instrumental in improving student assessment passing rate: 1998—86.2%; 1999—95.1%; 2000—97.6%; 2001—98%.
- Teaching techniques resulted in 100% of seventh-grade class passing TAAS Test (2000).
- Collaborated with other volunteer teachers to implement Saxon Math Program that produced amazing results.
- Invested large amounts of time working with cheerleaders; getting to know them, organizing tryouts, attending camp, and coordinating activities.
- Completely restructured cheerleading program: Organized paperwork, published schedules, involved other programs, established rules and guidelines, and utilized open communication with parents and administration.

Math Teacher, PROJECT INTERCEPT (ALTERNATIVE SCHOOL), Skyview, Texas **1993–1995**

Organized and prepared curriculum to accommodate 7–12 grade levels. Taught as many as four subjects to students in class size of 8–10. Collaborated with other teachers in areas of discipline and student achievement. Utilized consistency and awareness to manage classroom.

Key Achievements:

- Gained recognizable progress with several difficult students through an accepting attitude and creative teaching techniques.
- Esteemed for motivating students, retaining their attention, and cultivating a zest for learning.

Continued

64

Combination. *Edith A. Rische, Lubbock, Texas*

This teacher wanted to become a corporate trainer. The writer highlights transitional skills, such as writing directives, public speaking, and mentoring, which are relevant to a corporate

OTHER EMPLOYMENT

Portrait Consultant, PAUL'S PHOTOGRAPHY, Church Division, Skyview, Texas 2001–2002
Traveled multistate territory selling computer-generated portrait packages to church members. Created and presented attractive packages with best overall poses, motivating customers to make a purchase with warmth and sincerity.

Key Achievements:

- Ranked in top ten portrait consultants among 30 district representatives in first three weeks of employment.
- Trained for only four days rather than two weeks due to quick learning capacity.
- Outsold trainer in first two days as sales consultant.

Sales Consultant, PRECIOUS COSMETICS, Lubbock, Texas *CONCURRENT* 1993–Present
Market product and conduct facials to sell cosmetic products. Recruit sales consultants. Attend regular training sessions and yearly conventions.

EDUCATION

Bachelor of Science in Interdisciplinary Studies, RELIGIOUS UNIVERSITY, Skyview, Texas 1993

- Major: Secondary Education in Mathematics and Communications
- Teacher certified by the Texas Education Association

AWARDS AND ACTIVITIES

- Active participant in improving TAAS scores instrumental in Mac Junior High's Texas Education Association rating as "Recognized" campus 1997, 1999, and 2001; and as "Exemplary" campus 2000
- Mentor in Leadership Training for Christ Program, 1996–2000
- Student Teacher of the Year, 1995
- Dean's List and National Dean's List, 1992–1993
- Participant in community and children's theater programs

SPECIAL SKILLS

- PC literate with working knowledge of MS Windows, Word, Excel, and PowerPoint; and Internet
- Electronics knowledgeable
- Piano, guitar, singing, and acting

environment. The writer also presents achievements such as successful teaching and program development to strengthen the candidate's hiring potential as a trainer. An unusual page border makes the resume distinctive. The use of bold and underlining helps achievements stand out. See Cover Letter 9.

MICHAEL KLINE

410 Algonquin Court • Lawrenceville, NJ 08648 • 609.645.1852 • mtk410@aol.com

PERSONAL TRAINER

Personal Training / Nutrition / Physics of Exercise / Physical Training Programs

Highly motivated and knowledgeable personal trainer with 10 years of experience in designing and monitoring exercise programs based on client needs, goals, abilities, and anatomy. Demonstrated ability to apply useful, tactful, and safe advice to individuals regarding their fitness program and related equipment.

Strong understanding of functions and vital processes of the human body. Energetic and motivating, always encouraging clients to reach maximum performance. Utilize solid communication and interpersonal skills when interfacing with clients on their progress and problems. Able to administer client health history questionnaires and interpret physical assessment data. Knowledgeable about setting up, calibrating, demonstrating, and maintaining sophisticated exercise equipment. Certified to train professional Personal Trainers and clients.

Core Competencies:

- Exercise & Aerobics Programs
- Client Education & Motivation
- Health & Wellness
- Nutritional Planning
- Marketing & Advertising
- Fitness Program Development
- Individual Assessment & Planning
- Equipment Maintenance & Calibration
- Research, Analysis & Problem Solving
- Business Management & Administration

PROFESSIONAL EXPERIENCE

NUTRITION AND POWER, INC.—Princeton, New Jersey
PRESIDENT (1996–Present)

Work in conjunction with a business partner to develop and implement quality in-home personal fitness training programs for individuals, conducting more than 3,000 sessions per year, with six-figure gross revenue. Engage in continuous research and implement best practices and use of information to customize client workouts. Assess fitness levels and help clients implement a fitness regimen to safely achieve their personal goals. Educate clients on the importance of establishing realistic goals that promote lifelong adherence to a health and physical program. Solicit feedback from clients on their fitness routine, performance, and achievements.

Carry out business administration functions including accounting, marketing and advertising, research and development, customer service, and training. Write and execute business and marketing strategies. Communicate with business partner, vendors, and external resources.

Selected Achievements:

- Increased profits by 20% to 25% year-over-year.
- Created innovative programs and incentives to motivate clients to adhere to fitness programs and maintain accurate records.
- Instituted strong business practices, ethics, and marketing strategies to maintain longevity in the industry and gain recognition as the #1 in-home fitness training company in Mercer County.
- Formulated fitness plans for individuals with physical and medical disabilities including high blood pressure, diabetes, neuropathy, arthritis, fibromyalgia, cerebral palsy, herniated disks, and joint limitation from injuries.
- Taught intense two-day workshops on all aspects of starting and managing a personal training business, which encompassed clinical, biological kinesthetic, and scientific areas of personal training.

65

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

A variety of formats helps break up much information into clusters. A profile appears as two block paragraphs (that is, without first-line indentation), followed by a bulleted, two-column list

MICHAEL KLINE

Page 2

PATHMARK—Freehold, New Jersey
FRONT-END MANAGER (1989–1995)

Advanced through a series of promotions ranging from entry level to management for a supermarket with a strong presence in the Northeast. Oversaw front-end operations and supervised up to 20 cashiers and baggers. Key responsibilities included ensuring outstanding and quality customer service, preparing and making bank deposits, operating computer systems, opening and closing store, cashing checks, resolving problems, and scheduling.

Selected Achievements:

- Identified and implemented enhanced systems to add and track daily receipts to foster efficiency and accuracy of record keeping.
- Initiated procedures to streamline operations, human resources, and supervision.
- Put into place security measures to detect fraudulent employee activity, effectively reducing shrinkage.

EDUCATION & AFFILIATIONS

City Oklahoma Resistance University, Oklahoma City, OK (2005)
Virginia Resistance University, Arlington, VA (2004)
Certified Resistance Training Specialist

Cooper Institute for Aerobic Research (2003)
Biomechanics of Strength Training Specialist
Advanced Physical Fitness Specialist

National Council of Certified Professional Trainers (NCCPT)
Train the Trainer Courses

Certified Self-Defense Instructor—Martial Arts (2001)

Member, Mercer County Chamber of Commerce
Member, Princeton Chamber of Commerce
Member, IDEA Fitness

Excellent References and Additional Certifications Available on Request

of Core Competencies. Two more block paragraphs are followed by a bulleted list of Selected Achievements. That style (with only one block paragraph) is repeated. The rest of the information is center-aligned in the Education & Affiliations section, making the ending different.

ALICE M. CAULFIELD

978 TURNER ROAD
SOUTHWICK, CONNECTICUT 66666
(888) 444-9999

QUALIFICATIONS

- Played a major role in developing the Audubon Society of Connecticut's new \$4.5 million Environmental Education Center.
- Proven abilities in management, supervision, staffing, grant researching/writing, and budgeting.
- Established the education department at the Audubon Society of Connecticut's Environmental Education Center, and monitored significant growth of 20% in productivity and volume during the past year.
- Institute, direct, and coordinate all environmental education activities, including curriculum development, advertising, teacher training, summer camp, and personal appearances.

EMPLOYMENT**Audubon Society of Connecticut, Bristol, CT***Co-Director of Education, 2000–Present**Education Coordinator, 1998–2000**Education Specialist/Camp Director, 1996–1998*

- Hire and supervise staff of 26: 2 full-time, 5 part-time, 9 seasonal, and 10 interns/volunteers.
- Reach 1,200 children per month and serve 28,000 total annual visitors to the Environmental Education Center.
- Develop curriculum for children to adults, and conduct teacher workshops/training, conferences, and special events.
- Supervise care of animals, act as liaison to other environmental organizations, and make public relations appearances.

Ella V. Sherman Zoo, Bristol, CT*Education Specialist, 1995–1996*

- Designed, implemented, and presented educational programs on zoo grounds for elementary schools, high schools, and colleges.
- Presented a unique environmental curriculum for children at summer Zoocamp.
- Trained and supervised counselors-in-training, ages 14–16.

Research Assistant, 1994–1995

- Monitored activity of captive cheetahs to devise a behavioral ethogram and activity budget.
- Developed an animal enrichment program.

Manchester Veterinary Ophthalmology Services, Inc., Manchester, CT*Veterinary Assistant, 1992–1994*

- Assisted veterinarian, Dr. Karen Bogart, during patient examinations and surgery.
- Dispensed medications and assisted in office management.

Save the Seas Project, Mystic, CT*Education Intern, Summers 1990–1992*

- Presented marine life programs to small and large audiences throughout southern Connecticut.
- Researched and prepared materials for children and teachers' science workshops.
- Edited pollution manual to educate the public on current hazards in Mystic Bay.

66**Combination.** *Edward Turilli, North Kingstown, Rhode Island*

Distinctive design features help capture the reader's attention: the shaded box containing the contact information, the horizontal lines interrupted by centered headings to delineate the

ALICE M. CAULFIELD

PAGE TWO

EDUCATION**University of Connecticut, Storrs, CT***Bachelor of Science in Zoology. Concentration in Marine Biology, 1992***University of Manchester, Manchester, England***Bachelor of Science, Honors Biology—the Student Exchange Program, 1990–1991***Thesis:** “Effects of Toxins on the Gill Cilia of the *Mytilus edulis*”**CONTINUING EDUCATION****Humane Society, Bristol, CT***Disaster Planning for Animals, 2002***Project Wild Environmental Training for Teachers, Bristol, CT***Project Wild Aquatic, Project Wet, Project Learning Tree, 2001–2002***Tri-State Bird Rescue and Research, Inc./New England Aquarium, Boston, MA***Wildlife and Oil Spills Seminar with OSHA Training, 1997***International Wildlife Rehabilitation Council, Storrs, CT***Basic Wildlife Rehabilitation Skills Seminar, 1996***Connecticut Emergency Management Agency/Humane Society, Hartford, CT***Dealing with Animal Issues in Disasters, 1996***University of Connecticut/Mystic Aquarium, Mystic, CT***Seminar in Marine Mammalogy, received graduate credit, 1995***VOLUNTEER****Mystic Aquarium, Mystic, CT***Animal Husbandry Volunteer, 1994–2000*

- Cared for the pinniped, cetacean, and penguin collections, including diet preparations, exhibit maintenance, and behavioral conditioning.
- Assisted in rehabilitation and release of stranded pinnipeds.
- Provided support to staff during medical procedures and behavioral conditioning.
- Trained new volunteers, interns, and staff.

Save the Seas Project, Mystic, CT*Marine Mammal Monitoring Coordinator, 1994–1997*

- Developed Mystic Bay Marine Mammal Monitoring Program and Guide.
- Organized and analyzed data obtained during monitoring program.
- Researched pinniped populations to assist in determining Bay population trends.
- Coordinated lectures and special events, while acting as liaison to field scientists.

PROFESSIONAL AFFILIATIONS

- Connecticut Environment Education Association Board
- American Zoo and Aquarium Association
- Mystic Aquarium, Honorary Member
- Southern Connecticut Disaster Animal Response Team
- Right Whale Consortium

CERTIFICATIONS

- Adult, child, and infant First Aid and CPR
- Pet CPR and First Aid: American Red Cross
- Basic Wildlife Rehabilitation

- REFERENCES PROVIDED UPON REQUEST -

resume’s sections, and the shaded boxes at the top and foot of page two. Hollow circle bullets are not common, so these too help make the resume distinctive. Second-page sections on continuing education, volunteer work, professional affiliations, and certifications add weight to the resume.

YVETTE SEITLIN

555 Andrews Road, Apt. 4

Pasadena, California 91030

323-555-6569

YvetteS@history.tulane.edu

HISTORICAL RESEARCHER

More than 9 years of experience in historical study and research. History Ph.D. candidate with understanding of war and its effects on civilians. Especially interested in study of Holocaust, its causes and its impact on survivors.

Dependable and intelligent professional who is extremely attentive to detail and produces quality work. Creative problem solver who manages ambiguity and deadlines well. Eager to make long-term commitment to Shoah Foundation and the Holocaust project.

EDUCATION

Ph.D. Candidate in History	Tulane University	New Orleans, LA	Expected Fall 2007
M.A. in History	Tulane University	New Orleans, LA	2000
B.A. in History & English	University of Massachusetts	Lowell, MA	Cum Laude, 1998

SUMMARY OF RESEARCH EXPERIENCE

- ◆ Currently preparing a dissertation on the reactions of Southern civilians on the Confederate homefront during the American Civil War.
- ◆ Wrote master's thesis on the responses of Southern women on the Civil War homefront.
- ◆ Hired as a Research Assistant for noted historian Edgar Byron-Smith. Researched, proofed, checked and approved footnotes and copy edited material to support research on 20th-century American culture. 2000–2002
- ◆ Hired as a Research Assistant for historian Gary Thompson. Conducted independent research, proofed, confirmed footnotes and copy edited to support his work on the history of public health in the state of Georgia. 1999–2001
- ◆ Researched, designed and set up "Made for the Trade: Seminole Tourist Art in the Twentieth Century," an exhibit at the Florida Museum of Natural History. 1998–1999
- ◆ Chosen to research, write and edit entry on "Women" for an upcoming Civil War encyclopedia.
- ◆ Published 4 book reviews in professional historical journals.
- ◆ Presented dissertation findings at 2 historical conferences, with 2 more proposed for 2005.
- ◆ Researched and prepared classroom teaching, class reading and assignments for instructor positions.

RELATED WORK EXPERIENCE

- ◆ Taught as an Adjunct Instructor at Lesley College, Boston, MA, for "Democracy, Dissent, and Disunion: The United States, 1815–1877." Summer 2003
- ◆ Assistant for "Cultural Diversity" at Tulane University. Fall 2000

67**Combination.** *Gail Frank, Tampa, Florida*

Before completing her Ph.D., teaching full time, and doing research in history, this candidate wanted a position with Steven Spielberg's SHOAH Foundation to help document Holocaust

YVETTE SEITLIN

page 2

RESEARCH AWARDS

- ◆ Received a national grant: the Paul M. Frank Grant from the American Historical Association to do research in the archives of South Carolina. 2003–2004
- ◆ Received a national Women's Studies Research Grant from Duke University to support doctoral work. Spring 2003
- ◆ Received a College of Liberal Arts and Sciences Dissertation Fellowship from Tulane University to finish writing dissertation. 2002
- ◆ John Pozzetta Fellow, Department of History, Tulane University. 2002
- ◆ Grinter Fellow, College of Liberal Arts and Sciences, Tulane University. 1999–2000
- ◆ Richard J. Miaubach Fellow, Tulane University. 1997–1998
- ◆ Simon & Judie Klein Scholarship, University of Massachusetts. 1997

PUBLICATIONS

- ◆ "Women," in Howard S. Heidler and Marilyn T. Heidler, eds., Encyclopedia of the American Civil War. ABC-CLIO, forthcoming 2004.

CONFERENCE PRESENTATIONS

- ◆ "Untiring in Their Efforts: Female Outrage and Confederate Action," Southern Historical Association Meeting, Louisville, KY, November 8–11, 2005 (proposed).
- ◆ "An Army of Women: Defenders of the Confederate Homefront, 1864–1865," Fifth Southern Conference on Women's History, Southern Association for Women Historians, Richmond, VA, June 15–17, 2005 (proposed).
- ◆ "Full of Fire and Patriotism: South Carolina Women in the Path of Sherman," St. George Tucker Society Meeting, Washington and Lee University, Lexington, VA, June 4–6, 2002.
- ◆ "War Means Ruin and Misery: The Rape of the Confederate Homefront," Eleventh Annual History Forum at The University of North Carolina at Charlotte, April 16–17, 2001.

BOOK REVIEWS

- ◆ Julie A. Doyle, John David Smith, and Richard M. McMurry, eds., This Wilderness of War: The Civil War Letters of George W. Squier, Hoosier Volunteer (Knoxville: University of Tennessee Press, 2004) and J. Roderick Heller III and Carolynn Ayres Heller, eds., The Confederacy Is on Her Way Up the Spout: Letters to South Carolina, 1861–1864 (Columbia: University of South Carolina Press, 2004) in North Carolina Historical Review (July 2004).
- ◆ John L. Heatwole, The Burning: Sheridan in the Shenandoah Valley (Charlottesville, VA: Howell Press, 2004) in Civil War History (forthcoming).
- ◆ Lucinda MacKethan, ed., Recollections of a Southern Daughter: A Memoir by Cornelia Jones Pond of Liberty County (Athens: University of Georgia Press, 2004) in The Georgia Historical Quarterly (forthcoming).
- ◆ Dorothy Denneen Volo and James M. Volo, Daily Life in Civil War America (Westport, CT: Greenwood Press, 2003) in Civil War History (forthcoming).

survivors. Originally, the applicant wanted a curriculum vitae, but it was not targeted to the position. The writer invented instead this combination CV-resume format to offer the best of both. It presents the applicant as a historical researcher but also has substantial detail for an academic environment.

Mary Jameson555 Windsor Street
Springfield, MO 55555**Educational Administrator**Office: 555.555.5555
Home: 555.555.5555**EDUCATIONAL VISION**

All children can learn when the curriculum and instruction are inclusive in design and implementation to accommodate the diversity of learners. A successful learning environment can be achieved through high expectations, clear goals and collaboration with parents and educators.

CAREER PROFILE

Twenty-one years of progressive experience and accomplishments as an administrator and teacher in middle-level education. Widely recognized for expertise in middle-level education and invited throughout the state to lecture on philosophy, practices and implementation strategies.

- **Change agent for education, demonstrating participative and supportive leadership style** in the administration of school policies, procedures and activities.
- **Demonstrated commitment to ensuring quality education for all students** based on their unique social, emotional, physical and intellectual characteristics.
- **Humanistic approach in providing leadership and communicating** with administration, staff and students.

PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS

Valley Middle School (Grades 5–8), Springfield, MO
PRINCIPAL

2001 to present

Challenged to provide leadership direction in establishing and developing the community's first middle school for 500 students. Worked closely with the Building Committee, architects and project manager to review project plans and provide recommendations for the facility design/space. Direct staff of 60 teachers, guidance, paraprofessional and administrative personnel. Accountable for fiscal management, budget development, human resources, curriculum/program development, administration and public relations.

- Effective in bringing together the staffs of each grade level and building a cohesive team in the new middle school.
- Spearheaded initiatives that have led to recognition as an excellent educational organization, resulting in winning the prestigious Spotlight School Award from the League of Middle Schools:
 - Established an exemplary inclusion program that meets the needs of a highly diverse student body.
 - Restructured the teaching model to incorporate curriculum mapping and interdisciplinary teaching teams in all grade levels, which has increased student learning and led to steady improvement in MCAS scores each year.
 - Implemented a successful Advisor-Advisee program.
- Created teachers' handbook and developed specific content for the teachers' contract that related to middle school.
- Facilitated multiple transition teams in the development of procedures, student handbook, curriculum maps and other materials for the new school.
- Partnered with the Technology Director to equip each classroom with state-of-the-art computer and multimedia technology, complete with Internet connectivity.
- Initiated strategic alliances with organizations such as the Valley YMCA to provide after-school programming.
- Contributing member on a team to revamp and strengthen the teacher evaluation and procedures document.
- Invited to serve on a legislative committee to assess middle-level education in Missouri.

Monroe Middle School (Grades 5–8), Springfield, MO

*1985 to 2001***PRINCIPAL** (1993 to 2001)**ASSISTANT PRINCIPAL** (1991 to 1993)

Promoted to guide and direct all aspects of administration, fiscal management and instruction at a middle school with approximately 500 students. Diverse scope of responsibilities encompassed strategic planning, capital/budget development and administration, staffing, curriculum design and implementation and public relations. Promoted team-oriented atmosphere and delegated through staff composed of 50 education, administration, guidance counseling and support professionals. Controlled \$1.8 million annual budget.

68**Combination.** *Louise Garver, Enfield, Connecticut*

This principal applied for a principal position at a new and larger middle school. The process was highly competitive, and the other candidates had more experience. The writer crafted a

Mary Jameson Page 2

Monroe Middle School continued...

- Interviewed, hired and repositioned 38 professionals and paraprofessionals over 3-year period. Results led to significant improvements in Science, Language Arts, Mathematics, Performing Arts, Technology Education, Social Studies, Special Education and Guidance Services.
- Improved standardized test scores through a joint mathematics summer school program with a local college.
- Implemented inclusion environment for all grade levels, established a co-teaching classroom model and improved special needs students' standardized test scores.
- Created a flexible Master Schedule system and restructured school lunch schedule to accommodate increased enrollment with benefit of improved student behavior.
- Introduced weekly, school-wide Advisory Program that fostered a positive environment.
- Established very successful Peer Mediation Program and worked with Guidance Services to retain program.
- Organized Crisis Team, which developed procedures for reacting to a variety of potential school-wide crises.
- Developed Student Assistance Model, a problem-solving team for at-risk students.
- Established new computer lab: selected hardware and software, set up teacher training, integrated computer classes into master schedule, assisted with writing computer curriculum.
- Implemented multiage, multiyear team structure for grades 7 and 8, which reduced grade-level transition issues and impacted students' academic performance.

Served on Instructional Improvement, District Assessment, Labor Management, Cochair District Enrollment Study, Title IX Coordinator, Advisory Board Business Education Alliance and District Technology Committees.

Prior: Teacher, Grades 5–8 (1985 to 1991).

EDUCATIONAL PROGRAM DEVELOPMENT / PRESENTATIONS

Presentations to future educational administrators for the Missouri Department of Education, 2003 and 2004

Co-Presenter, "Working Together: Pre-Service and In-Service Teachers Engage in a Seminar Using Cases to Explore the Mathematical Thinking of Children," National Council of Supervisors of Mathematics Annual Conference, San Francisco, CA, 1999

Designed and led workshops at various schools for the League of Middle Schools on: School Administration; Teaming: Theory, Principle and Practice; Flexible Block Scheduling; Cooperative Learning; Integrated Curriculum; Interdisciplinary Units; Planning and Developing an Advisor/Advisee Program, Language Arts in the Middle School; Process Reading and Writing; Portfolio Assessment

EDUCATION / CERTIFICATIONS / AWARDS

M.A., Secondary Education Administration, Missouri State College, Springfield, MO

B.A., English, Ohio State College, Columbus, OH

Certifications: Superintendent/Assistant Superintendent; Principal/Assistant Principal, 7–12

PTA Life Achievement Award, 2004; Rotary Community Service Award, 1998; Milken National Educator Award, 1997

AFFILIATIONS

National Association of Secondary School Principals

National Middle School Association

Founder, Past Chair & Member—"413" Middle School Administrators

Board of Directors—Association for Supervision and Curriculum Development

Elected to Executive Council & Past Chair—League of Middle Schools

Founder & Treasurer—Missouri Middle-Level Educators

resume that highlighted the applicant's experience in the development and construction of the new school and the successful programs she created for it. This resume uniquely captured her philosophy and strengths and helped her land the position.

PHILIP S. CARTER

631 Woodbridge Court • East Brunswick, NJ 08901 • 732.867.2366 (H) • pcarter@optonline.net

ACADEMIC ADMINISTRATOR ♦ SCHOOL VICE PRINCIPAL

Public & Private Education ~ Learning Institutions ~ Middle School to University Level

~ Direct policy, curricula, fund-raising, and general administration in academic institutions ~

- **Academic Administrator & Manager with 20 years of experience** in public and private schools, universities, and learning institutions.
- **Direct experience fund-raising \$2.3M annually** from private and corporate sources.
- **Academic performance improvement developer and administrator.** Track record of academic program credentialing and curricula planning and development.
- **Experience educating all age groups**—from youth to secondary school and adults.

DEMONSTRATED SKILLS:

- | | |
|------------------------------------|-----------------------------------|
| ▪ Academic Administration | ▪ Curricula & Program Development |
| ▪ Fund-raising & Fiscal Management | ▪ Performance Improvement |
| ▪ Operations & Program Management | ▪ Accreditation & Credentialing |

ACADEMIC CERTIFICATIONS & EDUCATION:

- Principal/Supervisor Certification
- Elementary Education Certification
- Teaching Certificates, English and Social Studies (Grades 7–12)
- Ed.S. (2004)—Princeton, Graduate School of Education
- MBA (1982)—Princeton, Graduate School of Management

RELEVANT ACCOMPLISHMENTS:*Board & Administration Level:*

- Initiated program improvements that improved academic performance for students in this 400-family program.
- Led the Ohav Shalom Nursery School from a synagogue school to 1 of 5 credentialed synagogue preschools in NJ.
- Revamped the entire curricula, managed the credentialing process for the nursery school, and obtained recognition and credentials from NAEYC.
- Managed the campaign that raised \$2.3M in private funding annually as Vice President of the Jewish Federation in Essex County.

College & Graduate Level:

- Evaluated elementary and secondary education student teachers for Princeton's Graduate School of Education.
- Designed teacher and senior leadership program to develop 60 educators at the Teaching Institute for the National Society of Hebrew Day Schools.
- Mentored 75 adult education students of management, organization, and business policy at Rowan University in NJ.
- Adjunct Assistant Professor of Finance at Rutgers University in NJ. (Part-time 1984 to 1986)

Public School Level:

- Program Director for Drama; English Teacher at Middletown Township Middle School and High School. Taught at Newark North Side High School.

ACADEMIC WORK HISTORY:

- **Princeton, Graduate School of Education (NJ)**—Supervisor, Teaching Practicum for Elementary Education (1995 to Present)
- **Schools of Ohav Shalom (NJ)**—Director of Education & Youth Services (1999 to Present)
- **National Society of Hebrew Day Schools (NY)**—Curricula & Program Evaluator for Senior Leadership Program and Teacher Institute (1995 to 1999)
- **Public Schools of New Brunswick (NY)**—Adult Education Teacher (1995 to 1999)

69

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

The person's Academic Work History is pushed to the bottom of the resume. Prominence is given to a profile, skills, certifications, and relevant accomplishments at three academic levels.

Engineering

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
70.	Research Associate	Environmental Engineer	143
71.	Senior Engineer	Not specified	144
72.	Manufacturing/Engineering Manager	Manufacturing Executive	146
73.	Construction Consultant	Engineer/Project Manager	148
74.	VP, Engineering and Land Surveying	Project Manager/Engineer	150
75.	Director, Operations and Training	Engineering Executive	152
76.	Industrial Engineer	Industrial Engineer	154



GEORGE CRANDALL, EIT0000 Smith Avenue
Houston, TX 79000Home: (000) 000-0000
name@lycos.com**Career Profile****ENVIRONMENTAL ENGINEER-IN-TRAINING**

- Focused, analytical professional with strong engineering educational background complemented by work experience involving field research and evaluation projects.
- Able to balance creative thinking with logical design ideas; enjoy opportunities to develop solutions that address challenging environmental problems.
- Work effectively in both self-managed and team-based projects; maintain high ethical and quality standards, professional demeanor, and cooperative attitude.
- Use hands-on, detail-oriented approach in completing projects and assignments.

Knowledge & Skill Areas:

*Field Research ■ Report Writing ■ Experimental Design & Methods ■ Project Planning
Quality Assurance Standards ■ Research & Development ■ Environmental Hazards
Systems Analysis ■ Regulatory & Safety Compliance ■ Engineering Documentation
Environmental Sample Analysis ■ Risk Assessment ■ Client/Customer Communications*

Education**Masters of Environmental Engineering, 2002 / GPA: 3.75****Bachelors of Environmental Engineering, 2000 / GPA: 3.30**

University, Houston, TX

Selected Upper-Level Coursework:

- | | |
|-------------------------------------|-------------------------------------------|
| ■ Design of Air Pollution Systems | ■ Design of Wastewater Treatment Plants |
| ■ Solid & Hazardous Waste Treatment | ■ Groundwater Contaminant Transport |
| ■ Environmental Impact Analysis | ■ Geoethical Practices for Waste Disposal |
| ■ Environmental Systems Design | ■ Environmental Law & Policies |

Project Highlights:

- **"Best Bench Scale Demonstration Award"**—Worked with group of 6 students to plan, develop, and present winning bench scale model (addressing water quality issues) at 2 Design Competitions, 1999 & 2000, at the Waste Energy Research Consortium.
- **"Design of Wastewater Treatment Plants"**—Played key role in design project for treatment plant based on quality assurance and regulatory compliance factors. Delivered well-received presentation to Masters-level class upon completion.
- **"Environmental Impact Statement"**—Developed proposal-oriented report detailing most effective, environmentally sound strategies for controlling brushes within region.

Work Experience**Research Associate, 2002–Present****Research Assistant & Laboratory Technician, 1998–2001****Research Assistant, Summer 2001** (Texas National Environmental & Engineering Lab)
University, Houston, TX (1998–Present)

Conduct research, sample collection and analysis, experimental design, and explosives evaluations using high-performance liquid chromatography, and perform other related activities in positions involving field studies and frequent travel to various counties within East Texas region. Report directly to Laboratory Manager; additionally responsible for daily maintenance of weather stations.

- **Bioremediation of Explosives in Vadose Zone**—Conduct explosives contamination studies and evaluations for government agency Pantex to recommend strategies for remediation projects with highest potential for success.
- **Overall Work Performance**—Put forth consistent effort in meeting and exceeding job requirements; worked overtime hours and maintained full-time class schedule throughout employment. Recognized for intelligent, thorough work habits.

Activities**Society of Environmental Professionals**—Member, 3 years; Secretary, 1 year**Civil Engineering Honor Society**—Chi Epsilon

70

Combination. Daniel J. Dorotik Jr., Lubbock, Texas

Including information about school-related projects is a way to offset a recent graduate's relative lack of work experience. See, for example, the Project Highlights in the Education section.

ANDREW S. MILLER

345 Maryland Lane • Eatontown, NJ 07724 • (732) 780-2673 • asm423@hotmail.com

TEST ENGINEER / TECHNICAL SUPPORT / PROJECT SUPERVISION***Industrial ~ Government ~ Military***

Results-driven and well-organized *Technical Professional* who combines hands-on experience with a solid educational background in applied physics and engineering. Strong skills in planning, implementing, upgrading, and maintaining high-tech semiconductor equipment. Reputation for solving problems with creativity and out-of-the-box solutions.

Extensive knowledge of applications, integration, hardware, and quality testing. Excellent team building, communication, and interpersonal skills. Provide outstanding customer service in high-pressure situations to advance the public's health, safety, security, and welfare.

Competencies Include

- Project Management
- Testing & Evaluation
- New Hardware Startup
- Customer Support
- Problem Solving
- Statistical Analysis
- Secret Security Clearance
- Troubleshooting
- Performance Optimization
- Training
- Computer Systems Expertise
- Mechanical Repair

Professional Achievements***Testing, Evaluation, Data Reduction, and Analysis***

- Testing and evaluation of high-tech security-related explosive- and weapons-detection equipment, aircraft load impact on concrete runway structures, and anti-tank guided missile countermeasures.
- Generated project plans, test plans, and procedures applying multidisciplinary approaches.
- Performed literature search and consulted with area experts to assess technology and determine best approach.
- Developed methods unique to analysis being performed in coordination with organization and outside vendors.
- Data collection, reduction, statistical analysis; interpreting results to determine integrity, validity, significance, and formulated conclusions.
- Provided recommendations based on final test data analysis and actual results.
- Identified new methods or approaches based on technology assessments and results interpretations.
- Prepared project final reports and classified reports.

Project Supervision, Management, and Task Leadership

- Managed and supervised day-to-day test conduct and coordinated test activities.
- Prepared test/program assessment reports.
- Developed work breakdown structures and tracked project activities.
- Coordinated production activities and requirements.
- Trained and lectured students on advanced characterization of materials at the graduate level.
- Trained students in laboratory techniques and safety practices and policy.

Research, Development, and Design in Scientific Laboratory Environment

- Engineering design and fabrication of highly complex scientific laboratory hardware and equipment.
- Developed an innovative scheme for scanning and digital processing transmission of electron microscopy images of superlattice interfaces.
- Simulation studies of solar wind erosion contributions to atmospheric constituents.
- Supervised and maintained high-energy particle beam/materials interactions, modification and analysis laboratory.
- Experience with ultra-high vacuum and cryogenic technologies, mass spectroscopy, and nondestructive organic and inorganic materials analysis and detection techniques such as Rutherford backscattering spectrometry, particle-induced X-ray and gamma ray emission, forward recoil detection, and secondary ion mass spectrometry.

Computer Proficiency

- Computer programming in Visual Basic, Pascal, BASIC, and FORTRAN. Familiar with UNIX and C code and algorithms. PC repair and upgrading. PCI-controlled data acquisition and instrumentation. ISDN connectivity setup.
- Proficient with software packages such as Microsoft Office suite (Word, Project, PowerPoint, Excel), Visual Basic macro development, WordPerfect, EMACS, AutoCAD, Visio, Pinnacle Video, and Photoshop.
- Introductory use and understanding of LabVIEW and Matlab capabilities.
- Computer hardware and instrumentation for high-speed data collection.

71

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

The Professional Achievements section displays the value of clustering a long list of achievements into groups with separate side headings. Without the side headings, the task of

Page Two

ANDREW S. MILLER

Employment History

Self-Employed Technical and legal research and writing, training, and general services.	2001 to present
JHGC Sensor Technology Specialists, Fort Monmouth Army Labs <i>Senior Engineer/Scientist</i> U.S. Army CECOM RDEC Intelligence and Information Warfare Directorate Seeker Effects Laboratory	2/2001 to 9/2001
TRF, Inc. & Orion Scientific Corp., FAA William J. Hughes Technical Center <i>Senior Engineer/Test Engineer/Systems Engineer</i> Aviation Security and Airport Technology Research and Development Divisions	6/1996 to 6/2000
Contractor Traxx Technologies, Crier Metals, Ocean Specialty Gasses, NJIT	1/1989 to 5/1996
Princeton University, Princeton, NJ <i>Chief Engineer</i> Accelerator Research and Development Lab	9/1986 to 9/1988
Bell Laboratories, Holmdel, NJ <i>Senior Technical Associate</i> Radiation Physics Research Lab, Materials, Modification, and Central Diagnostics/Analysis Lab	5/1980 to 9/1986

Education**Pennsylvania State University****Graduate Research Assistant, Applied Physics/Metallurgy**

Research Assistant in field ion microscopy study of hydrogen embrittlement of Fe-Ti alloys. Teaching assistant in electronics/electromagnetic theory/laboratory techniques.

Pennsylvania State University**BS Physics**

Advanced studies in nuclear magnetic resonance techniques.

AT&T Bell Laboratories	Computer science, UNIX, C, MicroProcessor Primer, and hazardous chemicals safety training
Stevens Institute of Technology	AT&T sponsored post-degree graduate studies Solid-state technologies, electrical engineering
Rutgers University	Post-degree graduate studies in various fields: Physics, electrical engineering materials science, ceramic science, and computer science
Brookdale County College	Pre-radiology program studies
Continuing Education	Legal research and writing Computer programming, PC repair, and upgrade certification training Tool-and-die machining Instrumentation, LabVIEW

Publications

Author and/or contributing author of 20 technical papers; frequently lecture on advanced characterization of materials.

Awards

Orion Scientific, Letter of Commendation and Award, July 1999
FAA, Letter of Acknowledgment/Appreciation, March 1999
Toastmasters, Best Table Topics Speech, 1997
Princeton University, Letter of Commendation, 1988

comprehending the many achievements would be immense. With each group of achievements under a side heading, the reader can fathom a shorter list and focus on a group of particular interest. Clustering is a useful strategy to use in any resume section with a long list.

BARRY H. SCHMIDT1817 Orleans Drive
Elk Grove Village, Illinois 60007

barrys@anyisp.com

Home: (555) 555-5555
Mobile: (000) 000-000**MANUFACTURING EXECUTIVE**
Mechanical Engineering...Production...Plant Management

Seasoned professional with comprehensive experience and visible achievements in diverse manufacturing arenas, including machined parts, fabricated parts, plastic parts, die casting, mechanical power transmission, and powder metallurgy. Proven track record for implementing strategies that enhance productivity and profitability. Experienced in supervising engineers and technicians, as well as drafting and shop floor personnel. Recognized as an industry expert and published author on mechanical power transmission products. Academic credentials: MBA; BS in Physics.

Tradition of Performance Excellence in

- Profit & Loss Responsibility
 - Job Shop Operations
 - Vendor Cost-Benefit Analysis
 - Statistical Process Control
 - Engineering Design Calculations
 - Machining and Welding Operations
 - Production Management
 - Daily Plant Operations
 - Staff Development
 - Quality Assurance
 - Creative Problem-Solving
 - Job Costing and Routing
 - Union Management Experience
 - Continuous Process Improvement
- **Computer literate** in MRP programs (MAPICS, Visual Manufacturing, ACCPAC, UA Corporate Accounting, PRO-MAN), AutoCAD 14, CADKEY, Windows 98, 2000, XP and MS Office applications.
 - **Affiliations:** ASME, IEEE Magnetic Society, Charter Member—Chicago Chapter of Vibration Institute

PROFESSIONAL EXPERIENCE**REX-TEC CORPORATION**

2001 to Present

*Privately held, \$2 million master distributor and manufacturer of mechanical power transmission products. 20+ years in business.***Manufacturing/Engineering Manager**

Hired to develop new magnetic coupling product line, to offset 40% downturn in the machine tool industry (previous primary market for company); this included standardization of design, sourcing of components, and development of in-house manufacturing processes. Challenged with expanding sales of new product line from \$100,000 to \$1 million. Empowered with full accountability for manufacturing and assembly, design, application engineering, purchasing/vendor qualification, quality assurance, job costing, margin calculations, new materials evaluation and staff development. Advise President in all aspects of new business development, market expansion, capital expenditures and operating budgets. **Key Accomplishments:**

- **Transformed company from warehouse distributor to a manufacturer, saving \$10,000 per year in out-plant costs and offering 24-hour delivery and generating additional sales of \$20,000 annually.**
- **Successfully developed new magnetic coupling product line, projected to generate a 56% profit margin.** This new product line is designed for small-quantity customers and large OEMs. Usually, this product is customized by individual OEMs for internal use or built by magnet manufacturers not offering a complete power transmission solution.
- **Increased profit margins by another 10%–15% after securing new vendors via E-sourcing.**
- **Achieved revenue increase in new product line from zero to \$100,000 in the first year; projected to increase tenfold by FY07.**
- **Initiated and developed Quality Assurance procedures and manual and established a quality level for product manufacture, according to MIL-I-45208.**

72

Combination. *Joellyn Wittenstein Schwerdlin, Elk Grove Village, Illinois*

This manufacturing executive had long-term experience in large organizations and drew on it to help his most recent employer, a considerably smaller company, expand its traditional product

BARRY H. SCHMIDT

PAGE 2 OF 2

CONTAINERS, INC.

1990 to 2001

Privately held \$4 million manufacturer of steel industrial refuse containers and cart-dumpers; 25 years in business; customers included City of Chicago Department of Streets & Sanitation, BFI and Waste Management.

Plant Manager

Managed daily manufacturing operations and P&L of a 3-shift, heavy-gauge sheet metal and fabrication Union shop. Supervised 7 direct reports (3 foremen, buyer and engineering support staff) and 35 indirect employees (welders and assemblers). Responsibilities included purchasing materials and supplies, staffing, delivery, shop floor scheduling, vendor evaluation and selection, capital budgeting and implementation and reorganizing shop floor for maximum productivity. **Key Accomplishments:**

- **Significantly reversed \$100,000 operating loss to \$750,000 profit in 9 months** by raising prices to reflect costs plus fixed margins, and preparing/adhering to monthly production schedules, which further decreased costs by eliminating production shutdowns for special product runs.
- **Reduced welding manufacturing costs by \$500 per day through re-engineering of the labor force**, assigning lower-salaried material handlers to stock work cells and move semi-finished products to painting holding area, instead of highly paid welders, and adding a 3rd shift of painting operations to improve work flow.
- **Proactively negotiated payments with new vendors at a 15% cost savings on steel (\$250,000) and established a new vendor for hydraulic cylinders at a savings of \$50,000 per year at regular terms and no pre-payment**, after obtaining a large, multi-year contract and a pre-payment, preventing company from closing. Previously, the company had been paying bills on 120 days and many vendors had ceased business relationships or required advance payment on a year's worth of inventory.

POWER-TRANS, INC.

1976 to 1990

100-year-old privately held \$30 million global manufacturer of mechanical power transmission products. Primary customers include Caterpillar, Gardner-Denver, GE, FMC, John Deere, WW Grainger and McMaster-Carr.

Director of Research & Development

Progressed from R & D Engineer to Senior Application Engineer, Quality Control Manager, and Engineering Manager, to Director of Research and Development. Contributed to company's growth from \$6 million to \$30 million during tenure. Managed design, application, manufacturing engineering and quality assurance departments, which included supervision of 13 direct reports. **Key Accomplishments:**

- Created Quality Control Department and accompanying Quality Control manual, establishing the MIL-I-45208 Inspection System. Reduced scrap and return rate from \$400,000 to \$100,000 against \$20 million in sales.
- Developed a super-strong, wear-resistant U-joint, using this design to secure multiyear, multimillion-dollar parts contracts for the M-1 tank, F-16 fighter, Harrier aircraft and Bradley fighting vehicle.
- Won the coveted "Bachner Award" after developing plastic universal joints and flexible couplings.
- Reduced costs of sintered products, saving 40,000 pounds of material (4% reduction) per year, lowering shipping costs by \$30,000/annually, improving tooling life and increasing throughput.
- Developed new products including material development, tooling, vendors and manufacturing processes.
- Presented lecture series on power transmission couplings; also presented technical papers at industry conferences and authored magazine articles addressing flexible couplings, vibration and universal joints.

EDUCATION & TRAINING

- | | |
|------------------------------------------------------------------------|------|
| • MBA, Olivet Nazarene University, Kankakee, Illinois (4.0 GPA) | 2002 |
| • MAPICS for the Engineer, GMD | 1988 |
| • Effective Engineering Management, NYU School of Continuing Education | 1981 |
| • Advanced Plastics Product Design Engineering | 1979 |
| • BS, Physics, Illinois Institute of Technology, Chicago, Illinois | 1975 |

1817 Orleans Drive • Elk Grove Village, Illinois 60007 • 555-555-5555 • 000-000-0000 • barrys@anyisp.com

line. In the Professional Experience section, a brief company profile in italic under each company name helps the reader assess the applicant's career history. The heading Key Accomplishments in bold italic and the use of bullets make the individual's achievements in each workplace stand out.

Thomas P. Redmond, PE

256 Musket River Road • Washington, NJ 07882 • 908.555.5555 • TRedmond999@comcast.net

ENGINEERING / PROJECT MANAGEMENT Maintenance Management ~ Project Engineering ~ Metals Industry

Results-driven and well-organized *Engineering Professional* able to combine a unique blend of formal technical education with a solid, hands-on background in the metals industry.

Extensive knowledge of manufacturing environments. Versatile team player with an ability to incorporate new concepts and interact with all levels of professionals. Expertise in industrial construction: foundations, structural steel, plumbing, and electrical. Work closely with management, consultants, vendors, and tradespeople.

Competencies Include

- | | |
|--------------------------------------|-----------------------------|
| ◆ Project Management | ◆ Troubleshooting |
| ◆ Maintenance Management | ◆ Planning and Development |
| ◆ Equipment Selection & Installation | ◆ Process Optimization |
| ◆ Vendor Negotiations | ◆ Cost Reduction Strategies |

Professional Achievements

As an Independent Consultant, and as a Maintenance Manager and Mechanical Engineer for Northeast Pipe Company, I developed expertise in the following areas:

Project Management—Provided design, project planning, and implementation for a variety of large projects that had a major impact on improving operations, efficiency, and profits.

- Specified, selected and managed the installation of a 150,000cfm pulse jet dust collector utilizing a 600hp blower, with more than 2,000 bags and 150-ft.-tall discharge stack. The project resulted in a drastic improvement in the air quality of the manufacturing area.
- Managed the design and implementation of a cooling tower for the cupola, for maintaining cool shell temperature. The 2,000-ton-capacity system included 150hp pumps running at 2,000gpm with extensive piping, all completed by in-house personnel.
- Renovated a 150-ft.-long annealing furnace with new burners, gas trains, blowers, ductwork, refractory, structural work, and new control room, to significantly increase production and efficiency.
- Directed the installation of seven air compressors, totaling more than 800 hp, in three climate-controlled rooms, to provide reliable shop air pressure.
- Consulted with a spray specialist on paint machine improvements in order to decrease paint use and improve the appearance of the product. Developed and managed the conversion process, which included a new spray system, all new controls, paint storage tanks, hydraulic unit, pipe conveying system, and overspray removal.

Industrial Maintenance—Managed a maintenance team of more than 50 employees covering three shifts of operation. Personnel included a superintendent, nine foremen, millwrights, electricians, machinists, carpenters, and mechanics.

- Maintained the entire foundry consisting of scrap-loading cranes, 60 tons/hr charging system, cupola system, pollution-control equipment, wastewater treatment plant, cooling towers, hot-metal cranes, core department, six casting machines, annealing furnace, quality control, pressure-testing equipment, cement-lining station, seal-coating station, pipe lifts, air compressors, machine shop, buildings and grounds, and mobile equipment.

Continued

73

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

If it were not for the Employment history section on the second page, this resume would be altogether a functional resume. The applicant's name is large enough to be seen at a distance in

Professional Achievements (Continued)

Environmental Compliance—Performed/supported storm-water testing and permitting, yearly stack testing, hazardous waste removal, solid waste storage, dust collector performance evaluations, monitoring well testing, wastewater treatment operations and testing, materials recycling program, and continuous emissions monitoring.

Operations—Supported operations in various capacities, including start-up, troubleshooting, environmental compliance, production upgrades, quality-control testing, maintenance, and new equipment commissioning.

Engineering Procurement—Procured items including pumps, bearings, gears, couplings, valves, pipe fittings, structural steel, fasteners, motors, cranes, gearboxes, hydraulic units, blowers, tooling, machined and fabricated parts, obsolete part substitutions, and pneumatic and hydraulic components.

Civil Engineering Design—Completed extensive design of reinforced concrete foundations, walls and slabs, structural steel building design and detailing, underground water supply and drain piping design, grading and paving throughout plant, and transit layout work.

Machine Design—Designed an assortment of machinery and machinery parts. Well-versed in fabrication and machining techniques and rebuilding of machinery (pumps, cylinders, gearboxes, cranes, lathes, etc.).

HVAC—Performed HVAC calculations, primarily blower and ductwork sizing. Designed, specified, and installed systems to provide furnace waste heat for pipe drying, fresh-air supply for control rooms, gas heaters for freeze protection, and infrared tube heaters for curing rooms.

Quality Control—Supported the plant's efforts in the ISO 9002 certification process. Experienced in product physical testing methods including Charpy impact, tensile, hardness, metallurgy, dimensional gauging, weighing, and pressure testing.

Piping—Designed and installed numerous piping systems for water, air, oxygen, nitrogen, natural gas, oil hydraulics, wastewater and sludge, powder conveying, fuel oil, and paint. Utilized several types of piping (carbon steel, stainless steel, cast iron, hydraulic tubing, copper, and plastic).

Materials Handling—Specified, operated, and maintained overhead cranes, forklifts, conveyor belts, pneumatic conveying systems, screw conveyors, bucket elevators, scissors lifts, conveyor chains, and pipe transfer cars.

Employment

- Independent Construction Consultant working on various construction projects 5/00–present
- Maintenance Manager, Northeast Cast Iron Pipe Co. 6/99–4/00
- Mechanical Engineer, Northeast Cast Iron Pipe Co. 4/90–6/99

Education/Professional

- New Jersey Professional Engineering License, 2002
- B.S., Mechanical Engineering—New Jersey Institute of Technology, 1989
- Computer skills include Internet proficiency, AutoCAD14, and Microsoft Word and Excel.
- Bilingual—English and Spanish

an average-size office. A profile, areas of competence, and achievements in a Professional Achievements section take up almost all of the resume. Boldfacing and underlining help the reader see the many areas of expertise indicated at length on pages one and two.

Martin G. Morrison III, P.E., L.S.

234 Laurel Court • Freehold, NJ 07728 • 732.555.5555 (H & F)

PROJECT MANAGER / ENGINEERING

Professional Engineer ~ Professional Planner ~ Professional Land Surveyor

Competencies Include

- Engineering Management
- Inspection Bonding
- Municipal/Township Engineering
- Budget Management
- Storm Water Management
- Planning/Zoning Board Reviews
- Sanitary Sewer Design
- Site Development
- Staff Training/Motivation/Development
- Project Management

Profile

Results-oriented Professional Engineer and Manager...known for technical resourcefulness and creativity...interact with governmental agencies, privately owned businesses, and individuals.

Professional Experience

MARCO ENGINEERING AND LAND SURVEYING, New York, NY (2000–Present)

Vice President

Management and supervision of field survey crews and office personnel. Performed analysis of field work; prepared field schedules, topographical mapping, and right-of-way appropriation maps. Clients included the New York State Department of Transportation, the New York State Thruway Authority, the Metro-North Commuter Railroad, and the New York City Department of Design and Construction.

- Survey Project Manager for the LIRR East Side Access Project to Grand Central Station. This project employed a unique method of construction. Managed the scheduling, quality, and coordination of rail and topographic surveys with the Tunnel and Systems consultant.
- Managed the design survey for a noise barrier on the Grand Central Parkway, completing the project on time and within budget.
- Project Manager for the utility survey of the JFK Air Train Project for the Port Authority of NY/NJ. This project integrated light rail service between JFK Airport and New York City.
- Supervised the MTA-NYC Transit system project for a topographic, utility, and property survey of 12 subway stations in preparation for ADA improvements.
- Directed the site surveys for the New York State Department of Transportation on the following projects:
 - ◆ Completed the Hutchinson River Parkway safety improvements project on time and within budget. Prepared an Abstract Request Map for property acquisition for a pedestrian bridge, and a survey for ground photo controls using GPS, 3-D with GPS, and Einstein Loop.
 - ◆ The FDR Drive main roadways and service roads including a hydrographic survey of the East River for bulkhead treatment.
 - ◆ The rebuilding and rehabilitation of 3 bridges on I-95, requiring bridge structure surveys and roadway cross-sections.
 - ◆ The re-signing of the Henry Hudson Parkway from 72nd Street to Westchester County. Directed the topographic survey, the photogram metric survey, the ground survey, and the survey control report.
 - ◆ Supervised mapping of the Cross Bronx Expressway Right-of-Way, preparation of Abstract Request Maps for property acquisition, and a Right-of-Way report.
 - ◆ Successfully completed the survey of 3 bridges as part of the Van Wyck Expressway widening project.
- Project Manager for the New York City Department of Environmental Protection's Westchester Creek CSO Detention Site Preparation Survey, which was completed on time and within budget. Directed preparation of the site survey, the title search, and setting of the property corners.

74

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

If it were not for the two-column list of competencies and the brief Profile, this resume would be essentially a chronological resume. Small, square bullets point to either responsibilities or

Professional Experience (Continued)**CORMAN ENGINEERING, HIGHTSTOWN, NJ (1997–2000)****Project Manager**

- As consultant to Marlboro Township, supervised inspections, bonded item compliance, bond reduction, billing, and recommendation for bond release.
- Managed the site-development surveys for a variety of projects in order to obtain final approvals from the Planning Board, Department of Environmental Protection, and other applicable agencies. Projects included an Assisted Living facility, a franchise restaurant, and a townhouse community.
- Responsible for the surveying and engineering of Sewer and Water Extensions, Stream Encroachment, Soil Conservation Service, Soil Erosion, and Sediment Control.

L & F ASSOCIATES, MIDDLETOWN, NJ (1995–1996)**Principal Engineer**

Consulting Engineering assignment as Assistant Township Engineer for Holmdel Township.

- Supervised the administration and inspection of active bonded projects of 16 subdivisions and 21 site plans.
- Prepared estimates to determine quantities for bonded projects.
- Reviewed plans for Planning Board compliance.
- Provided day-to-day response to residential complaints and inquiries.

As the in-house Bonding Specialist, represented L & F at various Planning and Zoning Boards throughout New Jersey for plan review and meeting participation.

LOMAN, CARMICHAEL, GIFFORD & KASE, BRICK, NJ (1986–1994)**Associate, Project Manager**

Managed the site-development engineering and surveys for several types of projects. Obtained approvals from local Planning and Zoning Boards, as well as other government agencies.

- Provided a unique roadway and log design for the Knob Hill Development, Howell Township, NJ, consisting of 24 homes. The road, lot grading, and detention area were constructed without affecting a wetland area in the middle of the site.
- Supervised engineering, surveying, and final approvals for the Shore Oaks Golf Course Development in Howell Township, NJ. The 450-acre site included 170 single-family homes and an 18-hole golf course. The project required a zoning change and offsite utility extensions for sewer, water, gas, and electric.
- Completed the site plan and survey for a 50,000-square-foot commercial warehouse, which involved wetlands delineation, stream encroachment applications, and sanitary sewer extensions to the site.

HAMMOND, FREEHOLD, NJ (1982–1986)**Corporate Engineer**

- Responsible for the coordination and design of all corporate land-development projects.
- Managed the activities of in-house personnel, and supervised the coordination of outside contractors.
- Designed and directed the planning of water and sewer extensions, pumping stations, production wells, and water towers of the Adelphia Water & Sewer companies.

BOROUGH OF FREEHOLD, FREEHOLD, NJ (1975–1982)**Assistant Engineer**

- Prepared plans and specifications for all contract work.
- Inspected and supervised all construction, maintenance, and repair work on streets, curbs, sidewalks, and drainage systems.
- In charge of maintaining the municipal tax maps and all surveying required for construction, reconstruction, and modifications to borough streets.

Education and Certifications

BS ~ Civil Engineering, NEW JERSEY INSTITUTE OF TECHNOLOGY, Newark, NJ

Licensed Professional Engineer—NJ, NY, PA, and CT

Licensed Professional Land Surveyor—NJ and NY

Licensed Professional Planner—NJ

achievements throughout the Professional Experience section. Diamond bullets point to a sublevel of projects completed at the most recent workplace. Page borders tie together the two pages. Larger-than-average “small caps” make the company names easy to see at a glance.

LOUIS G. AMES

457 Kimberly Drive • Wall, NJ 07719 • 732.567.2356 H • 732.569.8321 C • lames@monmouth.com

ENGINEERING EXECUTIVE**Metals Industry ~ Engineering ~ Manufacturing**

Multi-dimensional hands-on business professional providing leadership, vision, creativity and business acumen in driving and managing business growth. Skilled in relationship building, metals, engineering and manufacturing line management. Accomplished in planning and executing projects from concept through production, with strong troubleshooting and problem-resolution skills. Highly organized and detail oriented. Demonstrating broad strengths and accomplishments in

Strategic Planning	Project Management	Staff Management & Development
New Business Development	Quality Management	Crisis Management
Business Management	Product/Process Design	Troubleshooting/Problem Solving
Lean Manufacturing	Engineering Management	Contract Negotiations
P & L Responsibility	Training/Education	Customer/Vendor Liaison
Production Management	Financial Management	Marketing & Sales
Plants & Facilities	Manufacturing Techniques	Leadership/Motivation

Twenty-seven years of experience in general management with progressively responsible management and technical positions. Adept at improving products and processes, and operational effectiveness with bottom-line results.

- Operations Management/Lean Manufacturing/Engineering/Metals Industry ~

PROFESSIONAL EXPERIENCE—General Management/Operations/Sales**NEW JERSEY COMPUTER SCIENCE INSTITUTE, Newark, NJ**

NJCSI in an accredited postsecondary vocational educational facility providing authorized instructor-led and hands-on IT training for the profit market. NJCSI is operated locally under the auspices of the NJ Department of Education and federally under the ASSCST. Organization employs 75–100 staff, maintains a 35% New Jersey market share selling services to the corporate and general population and ranks among the top 20 private for-profit training centers within the state.

Director of Operations & Training 1991–Present

Recruited to oversee daily operations of educational institute with full P&L responsibility for operations, maintenance, facilities, placement, corporate training and purchasing departments. Extensive knowledge of networks, Internet, database systems and programming processes.

- Recommended, acquired and implemented software, hardware and all IT equipment for the institution.
- Provided leadership and strategic direction for organization with emphasis on leading-edge technology.
- Reported directly to the President, implementing set agendas and achieving tactical/strategic goals.
- Authored and implemented overall budget, ensuring business objectives were achieved on a timely basis.
- Hired, evaluated and mentored staff, providing needed training and necessary staff changes.
- Instituted new consulting division with full P&L responsibility for sales, marketing and IT installations at all customer sites.
- Identified and assessed operational concerns, taking corrective actions when necessary.
- Introduced new technologies and innovations while increasing alliances and enrollment by 150%, resulting in doubling sales figures.

PROFESSIONAL EXPERIENCE—Engineering Management/Technical Operations**GAMMA METALS INC., Jersey City, NJ**

Gamma Metals is the world leader in the development, manufacturing and sales of innovative materials used in the electronic assembly process with revenues of \$130M annually. Clients include IBM, COMPAQ, Motorola, Seagate, Conner and the automotive industry.

Manufacturing/Key Manager 1990–1992

- Oversaw the production and distribution of solder paste and powder to domestic/international divisions.
- Managed myriad projects within budgetary restrictions, achieving corporate growth.
- Extensive knowledge and demonstrated experience of manufacturing, testing, and regulatory and quality operational issues associated with worldwide distribution.
- Authored and oversaw departmental budget.
- Liaison with domestic/international sales and marketing staff to improve overall product performance through modifications.
- Increased sales by 200% and reduced manufacturing downtime by 45% by introducing statistical process controls.
- Increased product shipments by 300%, reduced network by 75% and implemented JIT by testing to improve manufacturing techniques/production processes.

75**Combination.** *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

Font sizes are smaller in this resume because there is more information to communicate to the reader. Strengths and accomplishments are placed in three columns after a profile. Boldfacing

LOUIS G. AMES**PAGE TWO**

- Increased production output by 87% while gaining Union/Teamster acceptance and contract ratification by expanding weekly operation shifts.
- Graduate of *Corporate Quality Improvement Process* and instituted this process in preparation of ISO 9000 certification.

MEDICAL TECHNOLOGIES INC., Rahway, NJ

Medical Technologies, a start-up medical device (pulmonary and respiratory products) and consulting firm, with approximately 50 staff and \$5M in annual sales.

Director of Manufacturing/Engineering 1985–1990

- Liaison with medical community and regulatory agencies.
- Senior staff member formulating key tactical and strategic programs impacting company operations.
- Led multidisciplinary teams responsible for product design, marketing and manufacturing.
- Hired, trained and motivated engineering staff, forming a cohesive approach to the product-development process.
- Improved current operational procedures to speed the documentation of medical device procedures to gain design, manufacturing and packaging approval within 90 days.
- Managed full project life-cycle, bringing a new product from design to manufacturing.
- Increased sales from \$175K to \$2.5M over four fiscal years by designing precision electronic/mechanical, durable medical equipment while creating manufacturing facility 2 months ahead of schedule and 15% under budget.

ELECTRO-CATHETER TECHNOLOGIES, Linden, NJ

Company designed, manufactured, marketed and sold adult and pediatric cardiovascular catheters employing 250 staff, with 2 production plants, and \$25M in annual revenues. Ranked among the top 25 cardiovascular catheter firms in the country.

Vice President of Operations 1983–1985

Hired to institute ME department and facilitate the smooth transition of products from R&D to manufacturing.

- Key player closely working with suppliers to ensure that subassemblies and components meet engineering, quality and delivery standards.
- Investigated strategic alliances and partnerships, enhancing capabilities of engineering/manufacturing efforts and improving product line.
- Reduced transition time from R&D to manufacturing by 80%.
- Saved \$200K in materials/assembly time within first two fiscal years by introducing 15-second ultrasonic welding cycle.
- Completed facilities by 10+% under budget for new products while increasing production.

BECTON DICKINSON & COMPANY, Rochelle Park, NJ

Division Senior Engineer 1980–1983

SECON METALS INC., White Plains, NY

Production/White Room Lead Engineer 1975–1980

EDUCATION

MONMOUTH UNIVERSITY, Long Branch, NJ

Master of Business Administration—Finance - Ongoing

MANHATTAN COLLEGE, Riverdale, NY

Bachelor of Science—Mechanical Engineering (BSME)

TRAINING

Total Quality Management (TQM)—Phillip Crosby Associates

Strategic Planning & Financial Analysis—American Management Association

Interactive Management & Stop Program—Dupont Corporation

CERTIFICATIONS

Adobe Certified Expert—Photoshop (ACE)

AutoDesk Certified Instructor

MCSE—NT 4.0 & MCT-NT 4.0

COMPUTER SKILLS

Microsoft Office (Word, Excel, PowerPoint, Access), WordPerfect, Lotus 1-2-3, AutoCAD 2002, Adobe Photoshop, Adobe Illustrator, Adobe InDesign, Web Design, E-mail and Internet, and accounting software packages.

makes the information in the columns stand out. In the Professional Experience section, boldfacing helps distinguish general management from engineering management and directs attention to workplace names and job positions. Bold italic is used for the main section headings.

SEAN L. STEEPER

17 Woodcliff Road
Westboro, MA 01581

Home: 333-333-3333
slsteep@hotmai.com

INDUSTRIAL ENGINEER

New Product Design • Manufacturing Process Redesign • Project Management

EDUCATION

University of Massachusetts ~ Amherst, MA
B.S. Industrial Engineering ~ Graduated with Honors ~ May 2003

RELEVANT COURSEWORK

Engineering Design • Systems Engineering • Computer Integrated Manufacturing • Production Systems
Production Engineering • Operations Research • Oral and Visual Communications
Industrial Psychology • Ergonomics • Quality Management

ACADEMIC PROJECTS

- Researched and recommended alternative methods for coating coronary stents for a leading manufacturer of cardiovascular products. Designed and manufactured prototype for spray-coating each stent, as opposed to the current practice of dipping them, which resulted in a 25% reduction in defects.
- Designed a facility and assembly-line layout to optimize production for an electronics products company.
- Generated a comprehensive Safety and Development Plan for a medical devices company.
- Created an ergonomically efficient material-handling trolley.

ENGINEERING EXPERIENCE

ABC Cardiovascular, Amherst, MA 5/02–10/02
Industrial Engineer, Co-Op

- Designed, developed, and implemented a unique device for facilitating the movement of coronary stent and catheter products from one workstation to another, resulting in a 20% decrease in scrapped product.
- Revised and simplified the Standard Operating Procedure for a label-printing machine that included detailed, easy-to-follow troubleshooting procedures and digital photographs.
- Analyzed production reports associated with a crimping machine and successfully identified one product that was consistently more prone to defects than others. Recommended machine adjustments to alleviate defects.
- Optimized floor space by rearranging and redesigning four production cells within a tightly constricted space.
- Member of a team to prepare for a critical FDA audit. Ensured machines were fully validated and safety guards were properly and securely in place.

ADDITIONAL EXPERIENCE

Albright Roofing and Painting, Framingham, MA 9/03–Present
Construction Laborer—Contribute to roofing and home painting projects.

Dunmore Plastering, Southboro, MA Summers 01 and 03
Plasters Foreman—Organized and monitored building materials and inventory levels.

Independently Employed, Amherst, MA 1/99–5/01
Agricultural Contractor—Performed agricultural contract work for farmers.

76

Combination. *Jeanne Knight, Melrose, Massachusetts*

“The focus on Education, Relevant Coursework, Academic Projects, and Engineering Experience nicely positions this new graduate for a full-time position as an industrial engineer”—resume writer’s note.

Finance

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
77.	Claims Department Manager/ Supervisor	Not specified	157
78.	Senior Cost Analyst	Not specified	158
79.	Director, Development & Corporate Planning	Not specified	160
80.	Director, Expense Management & Procurement	Senior Management Executive	162
81.	VP, Business Development Officer	Not specified	164
82.	Assistant VP/Trust Officer	Not specified	166
83.	Senior Manager	Corporate Finance Executive	168
84.	CFO, Treasurer, & Executive VP	Chief Financial Officer	170
85.	Financial Services Representative	Internal Wholesaler	173
86.	School Business Manager	Public-sector Manager	174
87.	Director, Investments	Not specified	176
88.	President/CEO/Director	Not specified	178
89.	General Partner, Real Estate	Real Estate Development Manager	180
90.	Customer Service	Financial Analyst	182

Helene Hirsch

46 Brook Hollow Road
Selden, New York 11700

(631) 382-2425
hirsch@online.com

Qualifications

- **Fifteen years** of progressive experience handling multiple lines of insurance claims.
 - Experience in handling property claims, Commercial Auto Liability, Bodily Injury, and General Liability lines.
 - Knowledge of applicable insurance contracts (commercial P&C), laws, and DOI regulations.
 - Interfaced effectively with policy holders, claimants, physicians, medical providers, attorneys, and repair shops.
-

Work History & Summary of Key Skills

Claims Department Manager/Supervisor (15 years), ProCar Insurance, Garden City, New York
Initially hired as a Claims Representative Trainee and was quickly promoted to Senior Claims Representative and ultimately was selected as Claims Department Manager/Supervisor. **Prevented losses, contained costs**, and exercised initiative and independent judgment.

Effective Negotiation Abilities

Negotiated property-damage and personal-injury claims on both first- and third-party claims. Authority to **negotiate up to \$500,000** per claim.

Evaluated settlement strategies and alternatives. Determined settlement value and analyzed the potential costs, benefits, and risk of litigation.

Attended mediation conferences and claim committee meetings to **achieve fair and equitable settlements**.

Keen Investigative Skills

Investigated commercial auto-property damage claims. Acquired information and maintained accurate records regarding accidents from policy holders and claimants.

Conducted investigations of accidents, screened vehicles, researched missing information on claim forms, and processed claims from cradle to grave.

Arranged independent medical exams, reviewed reports, and followed up on inconsistencies and/or coverage issues.

Strong Leadership Qualities

Managed a staff of 6 claims representatives, 2 claims processors, and 2 appraisers.

Assigned incoming claims and **monitored process** to ensure accurate and timely handling of all claims. Held biweekly claim committee meetings to evaluate and delegate authority to settle third-party claims.

Interviewed and trained staff in technical software, company procedures, and claims regulations/statutes.

Education

Bachelor of Arts, Finance, State University of New York at Stony Brook, Stony Brook, New York

Strong references available upon request



77

Functional. *Linda Matias, Long Island, New York*

This insurance professional had been out of work for many years, so the writer did not include dates in the resume. She did mention the applicant's 15-year work history but embedded the information in the text.



FRANCIS LANFORD

Senior Cost Analyst

experience | education | text format | contact me

CAREER SUMMARY

Broad experience in profit analysis, variance analysis, cost tracking, project management, model development, compliance management, and budgeting. Thoroughly familiar with traditional and activity-based costing systems and variables.

- **Accurate and Detail-Oriented:** Proven ability to initiate and accomplish tasks independently and consistently contribute 110%. Solid skills in multitasking and time management.
- **Effective Communicator:** Work well with management staff and personnel at all levels. Equally comfortable dealing with customers, vendors, and the general public.
- **Computer-Literate:** Proficient in Excel, Access, Word, Outlook, and PowerPoint. Expert knowledge of database systems and TSO / SQL queries. Proven ability to quickly learn and adapt to new technologies.

EXPERIENCE

ACME FREIGHTWAYS—Seattle, Washington

Senior Cost Analyst (2003–Present)

- Supervise staff, coordinate activities of costing group, and oversee department training. Perform difficult / complex analyses as needed.
- Improved efficiency by redesigning complex Excel spreadsheets (multiple models, up to 61 sheets).
- Designed process to support implementation of paperless (database) system in 2003.
- Developed surcharge rate system in Excel to accommodate variables (requires monthly, bimonthly, and weekly reevaluation).
- Member, Data Security Committee.

Cost Analyst (1999–2003)

- Developed department costing models and comprehensive profit analysis discounting methodology.
- Prepared detailed reports and presented information to upper management.
- Worked extensively with data warehouse systems; constructed and submitted queries, built models, and maintained templates.
- Functioned as direct liaison to customers; prepared and distributed weekly rate bulletin to ensure customer access to fluctuating rates.
- Member, Pricing Committee.

Cost Accountant, Management Accounting (1995–1999)

- Prepared journal entries, audited reports, developed computer models, and provided revenue narratives.
- Published Executive and Board statements and facilitated weekly forecasting.
- Prepared monthly / quarterly cost reports.
- Processed and settled intercompany accounting transactions and dealt extensively with foreign currency issues.
- Played an important role in updating company's international systems to U.S. standards.

78

Combination (Web). Pat Kendall, Tigard, Oregon

A frame containing a monogram within a page border shows that a resume displayed on the Web can be attractive. This e-resume has many characteristics of good resume design, such as

ADVOCATE INCORPORATED—Dallas, Texas

Financial Analyst (1989–1995)

- Supervised staff of three, reviewed financial statements, analyzed variances, and compiled monthly income statements.
- Functioned as Payroll Department analyst.
- Reviewed capital appropriation requests, marketing plans, and expenditures.
- Developed annual business plan and flexible budgets.
- Conducted post-expenditure audits.

ABC CONSTRUCTION COMPANY INC.—Seattle, Washington

Office Manager (1983–1989)

Managed administrative operations and supervised two clerical workers.
Responsible for general bookkeeping and budget management.
Prepared staff payroll.

EDUCATION

UNIVERSITY OF SEATTLE—Seattle, Washington

BS Business Administration (1983)

PROFESSIONAL DEVELOPMENT

AMA Financial Analysis
Stress Management
Coping with Change
Project Management
Information Management

CONTACT ME

(555) 000-5555
FLanford@careerfolio.com

plenty of white space, effective use of boldfacing, parallel items in bulleted lists, and an uncluttered look. Note that contact information appears at the end.

EDWARD POTTER

752 Dexter Street #17
Santa Clara, CA 95050

edwardp@pacbell.net

408-666-2222 (home)
408-666-8000 (cell)

MANAGEMENT PROFILE

Business Intelligence management professional with a track record of significantly enhancing company operations. Define requirements aligned with strategic plans developed by senior management. Initiate partner relationships with IT staff to deliver critical decision-making information.

Key Strengths & Expertise

- Corporate strategic and tactical planning
- Project management to reduce risk
- Continuous process improvement
- Cross-functional team leadership
- Relational and OLAP database modeling
- Revenue-driven information management
- Focus on cost-effective problem solving
- Effective change agent and communicator
- Delivery of automated, accessible customer solutions
- Hands-on experience with Essbase, VBA, and Excel

PROFESSIONAL EXPERIENCE

Capsule Magic, Inc. / CapsuleMagic.com, Inc., Arcadia, CA / Santa Clara, CA Jan. 2002–Present

Director, Online Development & Corporate Planning (Capsule Magic, Inc.)

- Requested by senior management to remain with the newly combined company during the transition period to execute a comprehensive knowledge transfer, which included communicating the relationships among Web traffic, site transactions, direct and indirect revenues, and the expenses required to drive revenues.
- Designed and built multiple Essbase models, including a dealer-profitability model that provided margin visibility and analytical capability to Marketing, Sales, and Finance at the supplier and customer levels across several consumer and fulfillment brands.
- Interacted with IT and business managers to achieve data definitions suited to their needs and to create the necessary data sets.

Director, Online Development & Corporate Planning (CapsuleMagic.com)

- Managed the Finance and Business Intelligence team, which included a Financial Systems Manager, a Business Analyst, and a Web Site Analyst.
- Formed a cross-functional metrics team that worked with senior management to define operational reporting requirements and centralize tactical decision-making. Enabled transformation of a pro forma financial loss of approximately \$1.0 million per month into a break-even situation by re-architecting the forecasting process for greater visibility and access to product-line managers.
- Delivered support to Marketing and Product Management for measuring and analyzing the success of new Web site features / products and online-marketing campaigns.
- Directed the development of tools to optimize partner / affiliate relationships from the standpoint of both cost and performance.
- Initiated a company-wide report inventory that identified over 500 existing reports. Communicated with business managers and IT staff to select critical reports for retention and thereby reduce the resource commitment needed to support the reporting function.
- Contributed significantly to preparing the company for sale to Capsule Magic. Key actions included
 - Modeled performance of major portal relationships to support the CFO and CEO in successful contract renegotiations.
 - Prepared due diligence materials, including driver-based models, to assist synergy modeling and analysis of historical expenses and revenues.
 - Designed and built an Essbase model to enable senior management to analyze and restructure the combined company prior to closing the sale.

79**Combination.** *Georgia Adamson, Campbell, California*

This situation was complex: the applicant wanted to move to a higher management position, but the company he was leaving had been sold, and he had been asked to stay awhile to

EDWARD POTTER**PAGE 2*****Manager, Business Intelligence (CapsuleMagic.com)***

- Interacted with the senior management team to clarify business objectives and develop corporate restructuring scenarios. Created and implemented strategies to transition the company from a dealer-referral model to one focused on the larger information-services market.
- Planned, directed, and implemented significant Essbase-related actions, including the following:
 - With an outside consultant, developed a Hyperion Essbase model to provide actionable financial and transaction information, as well as accurate forecasting ability.
 - Managed a consultant and a staff programmer, who developed front-end templates for entering data in and generating reports from Essbase.
- Developed the information architecture required for the IT staff to provide high-quality data for financial and Web site performance analysis.
- Teamed with the Director of Online Development to design a Web-traffic and transaction-analysis model that provided decision support for partner deal analysis and negotiation.
- Recruited by the company to investigate and resolve a number of problems. Key actions included partnering with the Controller to improve operating efficiency as well as board and SEC reporting.
- Promoted to a position as Director of Online Development and Corporate Planning.

Petroni Winery, Tracy, CA

Feb. 1999–Jan. 2002

Associate Financial Systems Analyst, Corporate

- Streamlined consolidation of domestic and corporate financials by re-engineering the International Finance reporting system. Prepared consolidated monthly reports and performed monthly closings.
- Contributed to successful migration of International to an Essbase system. Researched and identified opportunities to streamline and automate data flow in a mixed NT and UNIX environment.
- Created aids for management reporting and profitability analysis by developing Essbase front-ends using Excel and VBA. Trained key analysts in the front-end development process.

Associate Financial Analyst, International

- Analyzed and revamped the group's forecasting for Y2K and other potential problems, which involved dealing with information from subsidiary operations in 78 countries.
- Developed automation tools and leveraged corporate data systems (Data Warehouse / Data Marts) to eliminate manual data entry, reduce errors, and shorten the financial closing cycle.

Business Analyst

- Provided critical support to the cross-functional team that redesigned the company's domestic distribution network. Reduced the network design time of analysts and reduced annual costs more than \$1.0 million by developing a database-driven, distribution-network-modeling application. Started with a pilot program in Louisiana, followed by nationwide rollout.
- Reduced tax overpayments and potential penalty exposure by designing and building a system to reconcile tax payments made by third-party warehouse operators. Trained Compliance staff in usage.

EDUCATION, PROFESSIONAL DEVELOPMENT, & AFFILIATIONS

- **M.B.A. in Finance**—one year completed, California State University—Hayward, Hayward, CA, 2000
- **B.A. in Political Science**, California State University—Hayward, Hayward, CA, 1997
- **A.A. in Political Science**, Mission College, Santa Clara, CA, 1995
- **Essbase Bootcamp**, FP&A Train, San Mateo, CA, June 1999: OLAP technology and Essbase application development
- **Visual Basic Programming**, Certificate of Merit, Tracy, CA, September 2000
- **Institute of Management Accountants (IMA)**, member since 2000

facilitate the transition to the new entity. A number of his recommendations could not be shown as achievements because they had not yet been implemented. The writer decided to mention senior management's request that he stay on, and to refer to some of his suggestions that were implemented.

MICHAEL FISHER, MBA, CPA717-222-8988
fisher@email.com
2283 Atlantic Avenue, York, PA 17404**SENIOR MANAGEMENT EXECUTIVE***Finance ... Change Management ... Procurement ... Purchasing*

Visionary strategist with a demonstrated ability to deliver corporate objectives. Solid 13-year career creating market advantage; reducing and controlling expenses; and fostering a culture of teamwork, shared mission, and dedication to customer satisfaction. **Key strengths:**

"You quickly jumped in with both feet and made an immediate contribution to our team. Specifically, your analysis and projections of our financials and operational metrics within our group have been right on track."

John Jones
General Manager

Michael "improved his revenue standing as the manager from the #6 position to the #2 position in about 60 days."

Loren Hughes
Director
Consumer Ops

Leadership ... Pioneered a service program to improve customer service ratings that exceeded quarterly targets and captured the #1 position among 7 teams. The program was adopted by corporate and rolled out in 21 offices.

Cost Reductions ... Collaborated with intradepartmental managers and senior executives to implement a cost-reduction plan company-wide. Negotiated a telecommunications contract that generated \$1.8 million in savings annually.

Change Management ... Drove the organization ranking from #6 out of seven to #2 in sales performance within 60 days by introducing an empowering, team-based management style.

Vendor Sourcing ... Consolidated temporary services sourcing from 50 providers to one national contract, generating \$200,000 in annual expense savings.

Team Building ... Championed employee development, recognition, and open communication that positioned the call center as #1 in product retention within a 9-state region in 5 months.

New Product Launch ... Introduced incentives and measurement tools that positioned the territory as #1 in telephone sales within a 5-territory region.

Participative Management ... Partnered with the Communications Workers of America (CWA) union to create a performance-based work environment, establishing best-in-class benchmarks for management practices.

Training & Development ... Key member of a 6-person team tasked with developing sales effectiveness training and implementing a certification process. Drove 15% annual sales increases post-implementation, garnering the VP/GM "Shining Star" Award.

PROFESSIONAL EXPERIENCE

BANK OF AMERICA, York, Pennsylvania

Director of Expense Management & Procurement—2002 to Present

Recruited to take over leadership of a department with a history of ineffective leadership, lack of performance, escalating expenses, and excessively high budgets. Manage a 15-person staff and \$100 million expense budget; report directly to the Controller.

- Reduced expenses by \$2.5 million through detailed reports and analysis of travel, telecom, express mail, copier leases, office supplies, document management, and cell phone policies.
- Partnered with the Human Resource Director to negotiate a 10% contract reduction on a national temporary services contract, yielding an annual expense savings of \$200,000.
- Pioneered the department's first-ever incentive performance plans.

80

Combination. *Cindy Kraft, Valrico, Florida*

Most of the applicant's background was within the telecom industry. When that industry faltered with the economy, he was ready to transition to a new industry. "He submitted this

MICHAEL FISHER

Page 2

717-222-8988

VERIZON, Tampa, Florida

Hired as a Senior Internal Auditor, launching a successful ten-year career holding increasingly responsible management positions with this Fortune 100 communications services company. Recruited for a special assignment as Finance Manager with P&L responsibility for a \$200 million expense budget.

Manager of Sales/Service/Retention, Consumer Services – 2001 to 2002

Selected to drive sales and ensure customer service and retention. Managed 12 direct reports and 100 union-represented employees.

- Personally selected by senior management from among 1,000 candidates to participate in the Gateway Leadership Program.
- Completely turned around sales performance, taking the team from #7 to #2 in 60 days. Maintained the second-position slot for the balance of 2001.
- Initiated the customer service and satisfaction program that took ratings from #3 to #1 in 60 days.
- Built team unity and empowered employees to achieve corporate goals, establishing the team as #1 in product retention and beating the company's regional retention rate by 8%.

Manager of Sales Excellence, Consumer Services – 2000 to 2001

Personally chosen for leadership, product knowledge, vision, and financial expertise for this newly created position.

- Developed the Sales Effectiveness Training program that standardized training, strengthened the overall regional sales organization, and led to annual revenue increases of 15%.

Finance & Call Center Manager, Consumer Services – 1997 to 2000

Promoted to finance manager and within 12 months assumed additional responsibilities directing a 13-person team in the special-needs call center.

- Resolved a \$20 million shortfall in sales goals to finish #1 in booked revenues by benchmarking internal performance, reallocating revenue goals between sales and service departments, and employing performance metrics for sales representatives.

Financial Analyst, Consumer Services Finance – 1996 to 1997

Conducted post-promotion marketing reviews for profitability; recommended marketing and operations funding prioritizations; reviewed income statement categories to evaluate financial trade-offs; and analyzed activity-based costing system results.

PRIOR RELEVANT EXPERIENCE

Financial & Compliance Auditor, FLORIDA AUDIT DEPT., Tallahassee, Florida – 1990–1992**Staff Accountant, Audit Staff**, ERNST AND YOUNG, Nashville, TN – 1989–1990

EDUCATION

Master of Business Administration, University of Florida, Gainesville, Florida – 2001**Bachelor of Science in Accounting**, Purdue University, West Lafayette, Indiana – 1989

CERTIFICATIONS

Certified Public Accountant (CPA) • Certified Internal Auditor (CIA)

Certified Information Systems Auditor (CISA)

resume and had three offers on the table simultaneously...two with banks and one with a restaurant." The shaded box with testimonials is an attention-getter, buttressed by the list of key strengths of the same height and close to it. Bold italic makes these key strengths stand out.

BRADLEY SULLIVAN

669 Gillvrey Road
Croton, New York 08890

(555) 555-5555
bradsull@aol.com

PRIVATE BANKING ... COMMERCIAL LENDING ... MANAGEMENT

Consistent achievements as a top producer, increasing revenues, portfolios and profits through expertise in business development, relationship building, exceptional customer service and attentive followup. Recognized for managing the highest-quality portfolios.

Strategic planning and sales and marketing experience combine with qualifications in training, developing, coaching and managing staff to achieve performance objectives.

Licensure: NASD Series 7 and 63.

PROFESSIONAL EXPERIENCE & ACCOMPLISHMENTS

FIRSTBANK, New York, New York (1999–present)

Vice President, Business Development Officer, Private Clients Group (2000–present)
Private Banker (1999–2000)

Cultivate and manage new and existing client relationships of high-net-worth individuals and their related businesses. Develop sales plan for each relationship to provide an array of services: investment management, estate planning, credit and personal banking products. Continually expand referral network through contact with various internal business partners and external financial intermediaries. Coordinate events/seminars for new business development.

Results

- ◆ Successful track record of fee generation through sale of investment management accounts, surpassing industry benchmark for the market: \$6 million in 2000 to \$18 million in 2004.
- ◆ Selected based on product expertise and sales results to train business development officers of newly acquired organization in private equity investment products.
- ◆ Recognized for top sales performance in 1999, generating more than \$4 million in fees.

BANK OF NEW YORK, New York, New York (1989–1999)

Fast-track advancement through progressively responsible positions in Private Banking. FirstBank acquired Bank of New York in 1995.

Vice President and Unit Manager, Private Banking Group (1993–1999)

Promoted to provide management direction to 2 business units with combined portfolios of \$425 million in deposits, loans and assets under management. Designed and executed successful relationship-banking marketing plan for the sale of credit, trust (investment management and estate planning) and transaction products/services. Developed, coached and supervised team of 8 relationship managers and administrative assistants.

Results

- ◆ Evaluated and improved quality of the portfolios at both offices; credited for consistently maintaining the highest-quality portfolios, which included managing highly sensitive corporate relationships.
- ◆ Achieved revenue and customer-retention goals while increasing client profitability through relationship building, outstanding service delivery, cross selling and referral development.
- ◆ Contributed \$1.5 million annually in fees through referral business to various banking divisions within the company.

continued...

81

Combination. *Louise Garver, Enfield, Connecticut*

This candidate was vying for an internal promotion in a highly competitive organization. The resume focused on his strong achievements and helped him land the next assignment. Note

BRADLEY SULLIVAN – PAGE 2

Vice President, Private Banking Group (1990–1993)

Managed the Greenwood private banking office and staff. Managed \$53 million portfolio (loans and deposits). Aggressively marketed and cross-sold all bank services. Reviewed and strengthened asset quality, including performing workouts, restructures and transfers of problem credits.

Results

- ◆ Consistently exceeded production goals for new loans, deposits and fee income. Recognized as an effective negotiator, generating highest level of fee income (\$350,000 annually) division-wide.
- ◆ Turned around an adversarial relationship between consumer lending and private banking and forged a cohesive team.

Assistant Vice President, Private Banking Group (1989–1990)

Recruited to establish, build and manage the Westchester office's private banking operations. Designed marketing plan and originated new business by nurturing existing relationships and referral sources.

Results

- ◆ Built book of clients from zero base and managed top quality loan, investment and deposit portfolio (\$7.1+ million) with no loan losses. Generated more than \$50,000 in annual fees.

WEBBER BANK, New York, New York (1983–1989)

Banking Officer, Private Banking and Trust Division (1984–1989)**Banking Representative II, Community Banking** (1983–1984)

Developed and executed an effective business development plan through intermediaries, colleagues and existing client base. Built and managed solid client relationships; communicated with other bank division personnel to effectively resolve any client issues.

Results

- ◆ Grew and managed \$12 million deposit portfolio and \$6 million loan portfolio.

EDUCATION

Columbia University, New York, New York
B.A. in Finance, 1983

PROFESSIONAL DEVELOPMENT / TRAINING

Credit Development Program
Fiduciary Banking
Management Information Systems
Asset Allocation Service and Estate Planning

how the achievements are presented as "Results" with diamond bullets. In most instances the bulleted information is quantified in dollar amounts. The pair of horizontal lines near the top of the first page encloses and draws attention to the first comments about the candidate's achievements.

Evelyn C. Murphy

1929 Hubbard Road
Midland, Michigan 48640

989-555-3333
murphy@internet.com

Accomplished administrator with excellent track record in positions of increasing responsibility. Recognized for delivering personalized client service. Respected by clients and colleagues. Experience in managing and performing administrative support functions. Comprehensive knowledge of legal issues relating to probate. **BBA** degree.

Functional Areas of Expertise

- ❖ In-depth client service & relationship building
- ❖ Probate, trusts, estates, and conservatorships
- ❖ Laws and procedures relating to municipal bonds
- ❖ Interaction with attorneys and court officials
- ❖ Assets and FET 706 worksheets
- ❖ Administrative & operations management

Personal Assets

- ❖ Analytical and highly detail-oriented
- ❖ Written and verbal communication skills
- ❖ Self-motivation and perseverance
- ❖ Vision
- ❖ Integrity
- ❖ Professional demeanor

Highlights of Accomplishments

- ❖ Instrumental in establishing policies and procedures for new charitable fund (Thomas Trust Foundation) with initial assets of \$5 million. Served as Secretary to the Board. Spearheaded partnership with community service organization Zonta International. Organized and facilitated annual meeting.
- ❖ Served as Stock Transfer and Paying Agent for Fifth Third Bank. Solely responsible for facilitating stock transfers in adherence with stringent SEC policies and procedures.
- ❖ Selected to serve on focus group under auspices of North Central Bankers Association. Committee reviewed existing laws relating to conservatorships and evaluated appropriateness of future lobbying efforts on behalf of the association.
- ❖ Devised and implemented system to centralize word processing operations (prior to availability of personal computers). New system reduced support staff by half while increasing efficiency.
- ❖ Collaborated with computer programmer to develop software to handle specific financial transactions.
- ❖ Nominated for Midland Area Chamber of Commerce *Athena Award* (1995), established to recognize contributions by women in the business and professional community.
- ❖ Received *Zontian of the Year* award and *President's Award* from Zonta International of Midland.
- ❖ Honored with Fifth Third Bank *Community Service & Citizenship* award.

— continued —

Combination. *Janet L. Beckstrom, Flint, Michigan*

The applicant was a highly qualified individual, one of about 200 middle managers laid off from a regional bank. She had about 25 years of experience with the bank and considerable

Evelyn C. Murphy

989-555-3333

Career Path

Fifth Third Bank Estate Management, Inc. • Midland, Michigan 1978–2006

Assistant Vice President/Trust Officer—Personal Trust/Probate

- Administered 140 personal trust, estate, and investment accounts valued at \$52 million. Acted as conservator, settled probate estates, administered revocable and irrevocable trusts and agency accounts.
- Ensured settlement of estates in accordance with deceased's wishes; negotiated with family members and others to achieve resolution.
- Interacted with clients on a one-to-one basis. Provided personal assistance and guidance in addition to delivering financial services, consistent with Client-First mission.

Assistant Vice President/Trust Officer/Corporate Trust Section Manager—Corporate Trust

- Managed high-profile (such as Jacobson Foundation and Bay Valley Estates) as well as routine bond accounts for municipal and governmental entities.
- Processed stock and bond transfers, bond trusteeships, and dividend and interest payments.
- Performed accurate recordkeeping (computerized and manual) resulting in consistently balanced accounts.
- Managed selected portfolios.
- Interacted with Securities & Exchange Commission and federal Bank Examiners during annual audits.

Manager—Corporate Transfer Agent section

Manager—Secretarial Services

Administrative Assistant—Employee Benefits

Education

Saginaw Valley State University • University Center, Michigan

Bachelor of Business Administration—Magna cum Laude 1998

Professional Development

- ❖ Personal Trust School—Midwest Trust Schools
- ❖ Certified Corporate Trust Specialist designation—Institute of Certified Bankers
- ❖ Corporate Trust III—Cannon Financial Institute
- ❖ Ongoing professional development and computer training

Community Involvement

- ❖ Zonta International District 321 [State of Michigan]—former Secretary/Treasurer (1998–2000)
- ❖ Zonta International of Midland—President (2002–2004), also former Recording Secretary, Treasurer, First Vice President, Director
- ❖ Community Children's Foundation—Treasurer, Board of Directors (current), and other leadership roles
- ❖ United Way, Bay & Midland Counties Chapter—Board of Directors
- ❖ Midland County Habitat for Humanity—former volunteer (managed 2,500-name mailing list)
- ❖ Safe House of Midland—former Board of Directors, Membership Committee

expertise in her area. The writer emphasized the applicant's banking and trust experience as well as her administrative background to make her more marketable. She was hired as an administrative assistant at an area medical center. Compound diamond bullets draw attention to key information.

Peter M. Dube, CPA, CMA, CFM9391 Birch Avenue
Caldwell, NJ 07006Home: 975-618-5555
Mobile: 975-930-5555
petedube@verizon.net

CORPORATE FINANCE EXECUTIVE
CFO / Controller / Audit Director—High-Growth & Multinational Corporations

- **Versatile finance professional with 23-year track record** of top-notch corporate finance and Sarbanes-Oxley Section 404 Project Management expertise. Achieved billions of dollars in financial gains through cost reductions, strategic business development and efficient business redesign.
- **Experienced cross-cultural communicator, international liaison and customer relationship manager.** Well-honed presentation and negotiation skills (English and German). Recognized consultative business partner to clients, integrating technical, financial, project management, human resources, transaction structuring and sales and marketing know-how to achieve business objectives.

AREAS OF EXPERTISE

- | | | |
|----------------------------------|----------------------------|------------------------------|
| ■ Sarbanes-Oxley Section 404 | ■ Internal Audit Assurance | ■ Executive Negotiations |
| ■ Financial Planning & Analysis | ■ Finance & Cost Controls | ■ Acquisition Due Diligence |
| ■ Strategic Business Development | ■ Risk Management | ■ Team Building & Motivation |
| ■ Client Relationship Management | ■ Audit Compliance | ■ Budgeting & Forecasting |

PROFESSIONAL EXPERIENCE

COMPUTER CONTROLS, INC. (CCI), New York, NY (corporate headquarters) 2005–present
Global provider of internal audit assurance services for 300 publicly traded Fortune 500 companies with international subsidiaries. 800 consultants worldwide. Annual revenues of \$50 million.

Senior Manager, Mid-Atlantic Region, New York, NY (Jan. 2006–present)
Promoted to full-time position overseeing SOX 404 engagements for 250 small-to-mid-size Fortune 500 companies, with primary focus on risk management and compliance advisory services.

- **SOX 404 Project Management.** Develop and direct project planning and supervise SOX engagements, ensuring client retention by assuring high quality and meeting all project deliverables on time.

Manager (Consultant Contractor), SOX 404 Project Engagements (Sept. 2005–Dec. 2005)

Project 1—American Graphics, Inc., New York, NY (corporate headquarters)

- **Internal Audit Control.** Evaluated internal control structure (SOX 404) for publicly traded company with 3500 employees and annual revenues of \$116 million. Revised and updated Narratives and Risk Control Matrix for Revenue Cycle (Revenue Recognition, Accounts Receivable, Collections and Bad Debt).

Project 2—U.S. Computers (premier software company), New York, NY (corporate headquarters)

- **Project Leadership.** Headed up SOX 404 testing in Germany. Served as test lead, project manager and primary local interface with client. Completed testing one week ahead of schedule, despite 2-week delay in preparation by client. Motivated team to work weekends without monetary incentives or swap-outs.
- **SOX Testing.** Reviewed test scripts, selected and validated samples and performed Phase 1 testing for 9 cycles (327 Key Control Activities). Field work, including first level of review, completed within 4 weeks.

SARBANES-OXLEY, SECTION 404 CONSULTING—Internal Controls 2004–2005

- **European subsidiary of PharmaInternational, Inc.,** Munich, Germany (Oct. 2004, Jan. 2005)
Verified narratives of accounting processes and tested controls for design suitability and effectiveness.
- **Edison Computers, Inc.,** Edison, NJ (March 2004). Wrote test procedures for internal controls.

KELLERMAN AG (multinational conglomerate), Berlin, GERMANY

1982–2003

Controller, Enterprise Division—Sales RSA, Kellerman AG, Germany (2002–2003)

Appointed to turnaround ailing Regional Unit of South Africa (RSA) with \$50 million in business volume.

- **Turnaround Financial Analysis.** Instrumental in identifying root cause of dysfunctional income reporting system. Recommended financial systems improvements centered on eliminating inadequate accounting systems and procedures and replacing them with computerized accounting systems.

83

Combination. *Susan Guarneri, Three Lakes, Wisconsin*

This person studied for his CPA during two years of consulting and passed with high scores on his first attempt. In Education & Certifications, a single bullet highlights these scores. The writer

Peter M. Dube, CPA, CMA, CFM

petedube@verizon.net

Page 2

CFO Network Division—Kellerman Communications Ltd., UK (1998–2002)

Tasked with establishing Network as major contender in UK. Business volume \$95 million; 8 direct reports.

- **Strategic Business Development.** Propelled Network to top-three supplier status in highly competitive market. Captured business from Euro-Telecommunications (ET), top-10 carrier worldwide. Negotiated multimillion-dollar contracts and created profitable business relationships in expanding market.
- **Cost Management and Revenue Generation.** Managed resource adjustments during economic downturn. While competition struggled, won \$15 million systems contract from ET by creating atmosphere of trust and dependability. Result: \$50 million annual sales (Network now viewed as strategic ET supplier).
- **Debt Collection.** Spearheaded collection of \$15 million in doubtful receivables from financially troubled OLO customers. Negotiated settlements and created payment schedules satisfying all stakeholders.

BA Dept. Head—Sales International Network, Kellerman AG, Germany (Jan.–June 1998)

Short-term assignment to gain knowledge of ET in preparation for CFO assignment in new Network Division.

- **Financial Operations.** Managed 4 BA Executives in delivering sales budgets and forecasting for \$220 million in business volume. Generated monthly variance analyses and oversaw risk management.
- **Contract and Pricing Leadership.** Created terms and conditions (T&Cs) for \$500 million in long-term RFPs and sales contracts. Researched and prepared international competitive pricing for bids and offers.

Program Controller—Kellerman AG, Germany (1994–1997)

Appointed to oversee Restructuring Program for \$6 billion Telecom Networking Division (predecessor of Communications Networking Division). Reported directly to Group President and CEO.

- **Financial Control.** Devised and launched financial control system to capture restructuring program results. Implemented control tools to measure program-induced cost savings of \$300 million.
- **Revenue Oversight.** Closely monitored impact of sales stimulation projects. Group sales increased to \$8.5 billion during program restructuring period.
- **Cost Reductions.** Saved \$2 million in consulting fees by initiating rigorous consultant bidding procedure, as well as crafting tight consultancy agreement (adopted by all German subsidiaries).

Audit Director / Manager—Kellerman Corporation, New York, NY (1989–1994)

- **Audit Performance.** Appointed to senior-level audit team as Audit Team Leader (10 Audit staff). Resolved major fraud incidence involving senior sales managers at second-largest U.S. operation.
- **Cost Savings.** Initiated cost-savings proposals of between \$20 million and \$50 million for each audit project. Achieved average adoption rate exceeding 80% for audit proposals to company boards.
- **Acquisition Due Diligence.** Participated on Due Diligence Team in proposed \$500 million acquisition. Team identified \$100 million tax risk exposure, which led to abandonment of acquisition initiative.

BA Executive—Domestic Network Sales, Kellerman AG, Germany (1982–1989)

- **Business Development.** Fast-tracked to Team Leader, supervising 4 BA Executives and 1 Team Assistant. Oversaw \$150 million in business volume with partnering agreement T&Cs up to \$50 million. Key role in introduction of interworking technology to German Network, with initial order of \$1 million.

EDUCATION & CERTIFICATIONS

Bachelor & Master of Economics, Diplom Volkswirt, Berlin University, Berlin, Germany

Certified Public Accountant (CPA), University of Chicago Graduate School of Management—2005

Passed on first attempt. Audit & Attestation—perfect score (99%), Overall Average Score (93%)

Certified Management Accountant (CMA), Institute of Management Accountants (IMA) since 1990

Certified in Financial Management (CFM), Institute of Management Accountants (IMA) since 2000

Technology Summary: Windows 2000/XP, MS Office 2000/XP (Word, Excel, PowerPoint), MS Outlook

Prof. Associations: Illinois CPA Society, American Institute of Certified Public Accountants (AICPA), IMA

used the summary and shaded Areas of Expertise to play up the applicant's new career direction in Sarbanes-Oxley (SOX) Project Management (a hot new field in finance), as well as his cross-cultural expertise. Professional Experience displays the person's SOX projects and achievements.

JEFFREY L. JACKSON

333 Lullaby Road—Cradlerock, MN 33333
999-555-6666—jljack@msn.com

CHIEF FINANCIAL OFFICER

Strategic Growth Management, Start-ups, Turnarounds

Equity and Debt Financing, IPO Process, M&A Experience and Restructure Operations

Senior executive with broad hands-on financial management and analysis background. P&L responsibility for national and international companies with multi-site divisions and gross revenues of more than \$200 million. Skilled in integration of acquisitions. Identify and exploit opportunities to maximize ROI and create significant shareholder/VC value. Proven team builder who delivers effective CEO support and serves as a catalyst creating new business opportunities, establishing strategic partnerships and overcoming regulatory barriers. Broad administrative and operations management experience. Public company experience. CPA. Strengths:

- ◆ Turned around company, reversing \$9,000,000 loss in one year by restructuring manufacturing and marketing operations. Completed international LBO with Merrill Lynch and Citicorp.
- ◆ Closed \$2,000,000 source code sales contracts and negotiated software and system integration contracts of up to \$5,000,000.
- ◆ Spearheaded decision to exit business venture to focus on core business. Acquired major competitor, solidifying market share.

AREAS OF EXPERTISE

- | | | |
|----------------------------------|----------------------------------|--------------------------------|
| ◆ Financial Planning & Analysis | ◆ Cash & Asset Management | ◆ SEC Compliance & Reporting |
| ◆ General Accounting & Reporting | ◆ Human Resources | ◆ Sales & Marketing Strategies |
| ◆ Manufacturing Cost Systems | ◆ Equity and Debt Financing | ◆ Credit and Risk Management |
| ◆ Tax Planning | ◆ Investor and Analyst Relations | ◆ Forecasting, Due Diligence |

PROFESSIONAL EXPERIENCE

ABCD, INC., Cradlerock, MN, XXXX–XXXX

Publicly traded conglomerate providing Enterprise software and Internet technology, hosting and e-commerce solutions internationally with \$800 million in revenues.

Chief Financial Officer, Treasurer and Executive Vice President, ABCD, INC., XXXX–XXXX

Publicly traded digital content management and e-commerce advertising software and services.

Recruited to lead reorganization, gain financial control and provide stability during CEO departure. Served as #2 in command with COO responsibilities. Led strategic decision to exit non-performing Internet advertising business to concentrate on core company Enterprise software. Took company from pre-reorganization revenues of \$250,000,000 employing 1,200, globally, to post-reorganization revenues of \$30,000,000 with 225 employees. Full P&L accountability. 8 direct and 42 indirect reports globally.

- ◆ Negotiated termination of \$55,000,000 of pre-reorganization real estate and equipment leases, bandwidth and service contract commitments at a working capital cost 70% below investment banker's estimates. Preserved \$20,000,000+ of working capital for company operations.
- ◆ Negotiated additional \$25,000,000 inter-company working capital financing and positioned company for favorable inter-company ownership change.
- ◆ Created analytical models and reports to convey key issues. Developed strategies to quickly maximize cash flow and improve business processes. Provided product cost analysis, operational flow charting, short- and long-term cash flow forecasting, financial modeling and budget variance analyses. Managed IT/MIS, investor and analysts relations, SEC compliance and reporting; and directed capital expenditure process.

Combination. *Sally McIntosh, St. Louis, Missouri*

Normally two-page resumes become three or more pages when an individual has had a long career, held high positions within large companies, and accomplished much. Such is true for

JEFFREY L. JACKSON

Page 2

Chief Financial Officer, XYZ, Inc., XXXX

Privately held \$60 million joint-venture start-up of Internet operating network and infrastructure software development company with Sun, Novell, and Compaq.

Formulated and achieved projected business plan. Reported to Chairman of the Board. P&L responsibility.

- ◆ Positioned company for merger with corporate engineering infrastructure company.

Chief Financial Officer, EFGH, INC., XXXX–XXXX

Privately held start-up core company in roll-up and build-out plan providing technology and infrastructure solutions to the e-commerce industry with 450 employees.

Concurrently held COO responsibilities. Led financial dealings, potential public offering (pre-IPO and IPO roadshows) and investment analyses. Dropped IPO initiative prior to S-1 completion due to adverse market conditions. Participated in due diligence process of assessing potential investments. Focused on global customer base. P&L oversight. 2 direct and 8 indirect reports.

- ◆ Responsible for due diligence and supervised negotiations in acquiring premier systems integrator with 375 employees. Supervised integration of project management and technical proficiencies.
- ◆ Grew workforce from zero to 150 through acquisitions and organic growth.

RSTUV, INC., Chicago, IL XXXX–XXXX

VC core company in a roll-up plan within the high-end access control, CCTV, telecommunications and security software industry. Provides engineering design, installation and maintenance.

Chief Executive Officer, XXXX–XXXX**Chief Financial Officer, XXXX–XXXX**

Brought in to turn around company and to evaluate the validity of the original roll-up plan. Built systems and procedures for operations and financial reporting required due to operating problems since XXXX acquisition. Worked directly with principals of the VC investment fund. Oversaw real estate and facilities management. Established best practices in cash management, contract cost accounting, financial analysis, forecasting, budgeting and reporting. Full P&L responsibility.

- ◆ Positioned company for sale to maximize return to investor group.
- ◆ Grew sales 10% by realigning marketing approach to target middle market.
- ◆ Won \$5,000,000 installation contract for new terminal at Kennedy Airport.

MNOP, INC., Springfield, IL, XXXX–XXXX

Represented aftermarket products to automobile dealerships for resale to customers, including surface protection products and warranties, accessories, credit and insurance products. Company entered into joint ownership agreement with retail group operating in Canada.

Internal Business Consultant

Marketed products to larger automotive dealerships. Restructured marketing concept, product offerings and go-to-market strategy for potential franchise launch. Redesigned “point-of-sale” presentation system, materials and dealership sales training program.

- ◆ Improved gross margins 30% by renegotiating representation agreements and by acquiring highly competitive product line.
- ◆ Established contract sales employee program to place trained aftermarket personnel in dealerships.

this individual. Lines enclose profile information and help separate visually the companies where the individual has held top executive positions. Diamond bullets point to stellar achievements quantified with high dollar amounts and significant percentages. Line spacing between bulleted items ensures adequate white

JEFFREY L. JACKSON

Page 3

UVWX, INC., Springfield, IL, XXXX–XXXX

Privately held international manufacturer of children's clothing sold in 1,100+ specialty and department stores in the U.S., Canada and Japan. Company sold to international women's clothing company, XXXX.

Chief Operating Officer

Recruited to develop management systems in entrepreneurial company and to position company for IPO or sale/merger. Oversaw operations including sales, manufacturing, garment dye operations and administrative areas.

- ◆ Grew sales 10% and gross margins 8%, in first year, by developing retail concept and implementing multiple store operations.
- ◆ Saved 10% by bringing fabric management and cutting operation in-house.

MNOP, INC., Jacksonville, IL, XXXX–XXXX

Privately held manufacturer and importer of stainless steel and silverplated flatware and hollowware, and china and glassware. Also manufactured safety-critical precision forgings/assemblies for the foreign auto industry.

President and Chief Operating Officer, XXXX–XXXX**Executive Vice President, XXXX–XXXX****Member of Board of Directors, XXXX–XXXX**

Completed \$20 million leveraged buy-out of World Tableware International in XXXX from Insilco Corporation in association with Merrill Lynch Interfunding, Citicorp, U.S. and Citicorp, N.A., Taiwan, ROC. Obtained financial commitment prior to IPO roadshow offering process to obtain equity. Identified business drivers and key issues threatening survival of company turnaround. Increased product quality and manufacturing efficiency of Taiwan plant, improving competitive position, improving margins and increasing inventory turn. Acquired major competitor, solidifying market share.

- ◆ Defended and won United Trade Commission petition by Oneida to raise import duties.
- ◆ Secured \$16,000,000 domestic and international refinancing to provide working capital for operations growth and strategic acquisitions.
- ◆ Grew sales 10% and improved gross margins 8% in first year by redefining product lines by market segment and simplifying pricing strategy.

Other positions held: 123 INC., **Chief Financial Officer/VC Sponsored Internal Consultant**, Springfield, IL, XXXX; 456, INC., packaged consumer goods, **Vice President Administration and CFO**, XXXX–XXXX; IJKL Corporation, diversified international Fortune 500 company in electronics, computers, communications, consumer goods, auto, publishing and housing industries, XXXX–XXXX; NOPQ Company, **VP Administration and Treasurer, Director of Internal Audit, Audit Manager**, XXXX–XXXX.

EDUCATION AND PROFESSIONAL AFFILIATIONS

BS in Business Administration and Accounting, American International College, Chicago, IL, XXXX

Certified Public Accountant, Minnesota

space, preventing the resume from looking cramped in spite of all its information. Boldfacing makes the job positions stand out. The name, repeated in a header at the top of pages two and three, is kept in front of the reader.

THERESA RODRIGUEZ

215 54th Street ♦ New York, NY 00000 ♦ 212.555.1234 ♦ trodriguez@aol.com

OBJECTIVE: INTERNAL WHOLESALER

**Retirement Planning ♦ Life Insurance ♦ Mutual Funds ♦ Annuities
Pension Funds ♦ College Funds ♦ Disability Insurance**

SUMMARY OF QUALIFICATIONS

Award-winning bilingual financial services professional with diverse background in individual and corporate investment planning and management. **Earned Sales Production of the Year award (2003) for increasing sales by 10% during first six months of employment.** Skilled in identifying and maintaining new business opportunities and client relationships. Extensive experience facilitating presentations and workshops on financial planning and services. Outstanding communications and customer service skills with the ability to manage multiple clients and responsibilities.

PROFESSIONAL LICENSES

Series 7, Series 63, New York & New Jersey Life and Accident/Health

CAREER EXPERIENCE

Registered Financial Services Representative, MetLife Financial Services, New York, NY, 2001–present

- ♦ Service 100+ existing and new clients on financial and insurance products and plans; facilitate monthly seminars on financial planning and debt management; develop marketing strategies to enhance customer base through mass mailings, cold-calling, referrals, walk-and-talks, expositions and educational seminars; analyze investment portfolios, review assets allocations, risk tolerance and objectives; administer life insurance, annuity and pension plan benefits to corporations, medical facilities and unions; provide medical benefits and employer-sponsored retirement plans to small-business owners.

Mutual Funds Sales Liaison, Salomon Smith Barney, Inc., New York, NY, 1999–2001

- ♦ Provided 300+ financial consultants with mutual fund, portfolio content sales and marketing support; resolved 200+ client account discrepancies relating to dividend payments, performance analysis and 1099s; recommended fixed-income and equity products based on investors' objectives; developed and prepared weekly newsletter for 150+ employees detailing mutual fund updates and departmental issues; calculated and analyzed hypothetical illustrations on mutual fund performance and investment risks.

Registered Sales Assistant, Citigroup, New York, NY, 1998–1999

- ♦ Worked directly with two financial consultants managing \$350+ million in assets; researched performance of stocks, bonds and mutual funds; served as liaison between high-net-worth clientele, banking institutions and Citigroup; managed and maintained 200+ brokerage accounts; provided market data and research to top-tier investors; assisted financial consultants with presentations and trainings; transmitted daily client stock purchases through Post Order Entry System.

TECHNOLOGY SKILLS

Word, Excel, PowerPoint, Principia Pro, Morningstar, Investment View, Bloomberg, Internet

EDUCATION

BS, Business Administration—SUNY Stony Brook Harriman School for Management and Policy, 1998

Chronological. *La-Dana R. Jenkins, Staten Island, New York*

The original resume was created with a resume wizard in Microsoft Word and had a one-line summary. The writer altered the contact information, dates, and company information and mentioned the Sales Production of the Year award.

Edward M. Goodchild

555 Green Hill Road • North Reading, MA 01864
(555) 555-5555 • (555) 000-0000 (mobile) • emgood@sbcglobal.com

Executive Profile

- Accomplished **Senior Finance Management Professional** and **School Business Manager** with 085 Certification and broad financial management and operations expertise—from overseeing Finance, Human Resources, and capital budgets to effectively managing operations and facilitating complex negotiations, managing in both union and nonunion environments.
- Proactive senior-level manager with keen business acumen and strong strategic-planning and project-management skills. Track record of leveraging exceptional value from business relationships through expert negotiation and communication skills.
- PC skills include Phoenix, Solomon, JD Edwards, DTR/TMM, Maxcim, Microsoft Office suite.
- Dynamic leader and dedicated team player
- Diversified business-operations experience
- Analytical and problem-solving expertise
- Solid business builder; track record of consistently improving performance
- Extensive finance and management skills

Experience & Accomplishments

READING BOARD OF EDUCATION • Reading, MA

2004–Present

Business Manager

Directly support Superintendent of Schools and manage finance and administration of \$37 million public school district with 2,800 students across seven elementary schools, two middle schools, and one high school. Additionally, directly manage finance and administration, transportation, human resources, and cafeteria business matters for the entire district.

- Completed ED01 and budget presentation and approval for fiscal year 2005–2006.
- Saved \$434,000 in health costs for fiscal year 2006–2007.
- Worked with IRS to complete audit of Reading Public Schools for the year 2003 (prior to tenure) and successfully reduced fine by 83%.
- Provide monthly reporting to the Reading Board of Education.
- Serve as contributing member of the Contract Negotiation Team.
- Created and handled competitive bid process for both transportation and food service contracts; generated savings of more than \$95,000.
- Oversee grant management of \$2.2 million.

TECH SYSTEMS, INC. • Wakefield, MA

2001–2004

Chief Financial Officer

A \$35 million service company and Hewlett-Packard reseller supporting high-profile organizations (companies, universities, hospitals, etc.) throughout New England, New York, and New Jersey. Recruited to spearhead 50% growth opportunity for company targeting major expansion.

- Managed finance organization, customer service, and asset management (10 direct reports); managed Human Resources function for 7 months.
- Decreased Accounts Receivable DSO from 52 to 40 days. Reduced billing cycle from 8 to 4 days.

86

Combination. *Jan Melnik, Durham, Connecticut*

This individual wanted to transition from a private-sector, corporate-finance background to a public-sector, management opportunity and give back to the community. He was interested in

Edward M. Goodchild

Page Two

Experience & Accomplishments (continued)**GERO ENGINEERING DESIGN, INC. • Tewksbury, MA**

1998–2001

Chief Financial Officer

A \$20 million manufacturer of industrial products with 3 locations (Maine, New Hampshire, and Massachusetts). Recruited to address turnaround opportunity requiring broad management skills for treasury, operations, and accounting as well as sales costing and quoting abilities.

- Hired 3 new direct reports and fully reengineered finance department; implemented finance controls and closing procedures.
- Increased inventory accuracy from 90% to 99%.
- Initiated and requoted 2 production jobs, presented to customers, and increased profit margin by 7%.
- Implemented new manufacturing software package to provide company-wide integration; result: improved profitability and provided better management tools.

AERO-ONE TECHNOLOGIES CORP. • Cambridge, MA

1994–1998

Chief Financial Officer / Sales Manager

A privately held, high-technology contract manufacturing company serving a global niche market, in both commercial and governmental (aerospace) sectors; annual revenues of \$16 million. Oversaw finance, human resources, and sales for company cited as one of “Massachusetts Fast 50 for 1997.”

- As CFO, hired to turn around poorly capitalized startup venture; successfully restructured finances, renegotiated debt, and sourced funding partners to secure company operations and energize for future growth. Successfully negotiated lines of credit and restructured state loans.
- Managed sales department, comprising 3 salespeople, 1 sales representative, and 4 inside sales reps; played pivotal role in increasing revenue from \$9 million to \$16 million.
- Established cash flow plans and capitalization to sustain annual growth rates of 25%–35%.
- Standardized hiring process and implemented regular system of salary reviews and evaluations; administered corporate health and 401K plans; key familiarity with state and federal requirements.

DYNAMIC SERVICE SYSTEM, INC. • Boston, MA

1991–1994

Dynamic is one of the nation’s largest and premier commercial building service and support companies with global divisions producing annual revenues totaling more than \$750 million.

General Manager, New England (1993–1994)

Assigned to turn around faltering business unit; within 9 months, implemented successful operations and sales plan that preserved annual revenues of \$30–\$35 million.

Controller, Mall Services Division (1992–1993) • Division Finance Manager, Massachusetts (1991–1992)**Education****RENSELAER POLYTECHNIC INSTITUTE • Troy, NY**

- Master of Business Administration—MBA (1998)

UNIVERSITY OF MASSACHUSETTS • Lowell, MA

- Bachelor of Science, Accounting (1991)

applying his management expertise to a large public school system. The writer showed the applicant’s achievements in each position while indicating skills (negotiation experience, public school administrator’s certification, and so on) that would best transfer to academia.

DAVID R. JONESON98 Ben Franklin Drive
Cherry Hill, New Jersey 07896

drjoneson@aol.com

Home: (609) 666-1111
Home Fax: (609) 666-7777**QUALIFICATIONS PROFILE**

Top-performing senior executive with 14 years of experience in property operations and management for residential development and investment/development property markets. Delivered \$800 million in revenue/profit growth through innovative hands-on operating leadership and high-profile property management. In-depth knowledge and experience in business planning, management, and implementation, contributing significantly to bottom-line efficiency and profitability. Possess broad-based management skills, with strong planning, communication, organizational, team building, and decision-making skills.

- | | |
|-------------------------------------------------------------------|-----------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Due Diligence | <input checked="" type="checkbox"/> Lease Negotiations |
| <input checked="" type="checkbox"/> Asset Management | <input checked="" type="checkbox"/> Team Building/Leadership |
| <input checked="" type="checkbox"/> Project Development | <input checked="" type="checkbox"/> Client Relationship Building |
| <input checked="" type="checkbox"/> Profit & Loss Management | <input checked="" type="checkbox"/> Judgment/Problem Solving |
| <input checked="" type="checkbox"/> Purchasing Scope Definition | <input checked="" type="checkbox"/> Anticipating Economic Climates |
| <input checked="" type="checkbox"/> Budget Planning & Forecasting | <input checked="" type="checkbox"/> Diverse Market/Industry Knowledge |

KEY ACHIEVEMENTS

- Established Hunter Street Investments (HSI) direct property development/investment portfolio throughout New York worth more than \$600 million.
- Key driver in development of an organization-wide strategic planning and visionary process. Focused investment business on being a capital player and residential developers of apartments and residential land markets.
- Leadership of more than \$800 million in property projects, with complete development and management responsibility for more than 40 projects. Currently includes \$400 million in investment property and \$200 million in development projects.
- Instrumental in instigating strategic directional papers for current and future development/investment portfolios, enabling HSI to expand internationally into Australia, Germany, and the United Kingdom.
- Spearheaded strategic process improvements to expand portfolio, successfully increasing HSI's revenue/profit to \$600 million.
- Outstanding mentor and coach, leading teams to identify new opportunities as well as contracting/developing residential, industrial, and commercial properties across New York worth more than \$600 million.
- Established strategic business relationships with brokers and agents for early access to potential investment sites, expanding new and existing business opportunities.

PROFESSIONAL EXPERIENCE**HUNTER STREET INVESTMENTS (HSI) – New York, NY**
Director (2001–Present)**1991–Present**

Provide vision and tactical leadership for New York's largest private-property investor while managing a staff of more than 20. Manage all stages of property development process; P&L management; financial and operational management; direct and oversee property acquisitions; project management; direct half-yearly valuations to track development/capital/income growth; research property trends; develop property investment and development objectives; oversee asset management of investment properties; and business relationship building.

- Exceed company benchmarks for Return on Investment (ROI) through the implementation of market factor influences and strong property management techniques.
- Lead and negotiate all contract negotiations for property development/investment opportunities throughout New York, including securing under due diligence provisions allowing company to purchase development/investment properties.

87**Combination.** *Jennifer Rushton, Sydney, Australia*

The original resume listed only responsibilities and lacked achievements, keywords, and so on. It didn't tell what the applicant could actually do for a company. He wanted only to "update the

Professional Experience Continued

- Expanded HSI's portfolio nationally and internationally through the design of direct/indirect property portfolios and development investment strategies.
- Increased staff morale and performance through the implementation of an employer bonus incentive scheme delivering profits to employees.
- Provide strong organizational leadership and active participation in business development by offering tactical direction to enhance business plans. Recommend and coordinate the purchase and sale of development/investment properties to optimize profit.
- Led and negotiated strategic business alliances with banks to finance HSI's development/investment portfolio, further expanding market reach.
- Redesigned and streamlined company infrastructure by relocating staff nationally in New Jersey, capitalizing on human resource, operational, and financial competencies in line with company objectives.

Manager of Acquisitions (1995-2001)

- Negotiated the acquisition of \$800 million in development and investment properties as part of HSI's objectives.
- Effectively documented business processes and procedures, identifying issues that may represent risk to the business or its clients and providing asset management solutions where necessary.

Property Analyst (1991-1994)

- Identified expansion and market opportunities through successfully researching property trends.

WALTER GIRMOND & ASSOCIATES – New York, NY

1989-1991

Valuer

- Independently performed valuations and market research on vacant land, development sites, and residential properties throughout New York.
- Implemented strong client focus and communication processes, continually building long-term relationships and cementing existing relationships.

EDUCATION & PROFESSIONAL CERTIFICATIONS

University of New York – New York	Graduate Diploma Property Investment & Finance (anticipated completion June 2003)
University of New York – New York	Bachelor of Business – Valuation & Land Economy (1991)
New York Property Institute – New York	Land Economist (1992)
Professional License:	Real Estate & Business Agent's License

PUBLIC SPEAKING ENGAGEMENTS & FEATURED NEWSPAPER ARTICLES

Speaking Engagements:	Property Council of New York, "Owner-Manager Relation: Best Practice," 2004 Property Council of New York, "Property Investment Trends for 2004," 2004
Newspaper Articles:	Property Council of New York, "Personal Style – David Joneson," 2002 The <i>New York Times</i> , "Softer Trend Seen for City Properties," 2004

PROFESSIONAL AFFILIATIONS

New York Property Institute
Property Council of New York
Securities Institute of New York
Urban Development Institute of New York
Real Estate Institute of New York (REINY)

REFERENCES AVAILABLE UPON REQUEST

format," but the writer overhauled the resume. Here's the final product. The Qualifications Profile makes skills prominent, and the Key Achievements within a pair of horizontal lines stand out. Bullets point to these and additional achievements throughout the resume.

FRANK JAKOVAC

609 Candlewood Lane
Pittsburgh, PA 15212
412.302.1218
fjakovac@msn.com

*** SENIOR EXECUTIVE PROFILE ***
**Providing Financial & Operating Leadership to
High-Growth Ventures, Start-Ups & Turnarounds**

Top-performing, solutions-driven executive with 25+ years of experience leading organizations through start-up, change, revitalization, turnaround, and accelerated growth. Personally credited with driving significant gains in revenues and bottom-line profits through strategic financial leadership. **Decisive** and **results-oriented** with **outstanding negotiation** and **crisis management** skills. An engaging, **professional communicator** with the ability to put others at ease, quickly building relationships based on mutual trust and benefit. Combine cross-functional expertise and experience in different arenas.

Business Development, Leadership, and Management

- Built entrepreneurial venture from start-up to \$300M in four years; built another privately held venture from start-up to \$100M in assets in five years.
- Develop and nurture proactive working relationships with chief executive officers, Fortune 500 corporations, bankers, investors, business partners, and other personnel critical to corporate growth, expansion, and profitability.
- Design and implement organizational infrastructures and business plans that maximize performance, quality, efficiency, and bottom-line profits.
- Key executive in successful turnaround and merger of a public company into restructured business opportunity.

Network Technology

- Astute strategic understanding of leading-edge technologies to leverage resources and to optimize productivity.
- Designed, implemented, and maintained large Local Area Networks (LANs) for major corporations—equipment included that of IBM, Amdahl, Hitachi, Memorex, and Compaq.

PROFESSIONAL EXPERIENCE

*** President/CEO/Director ***

A-FIRST SPORTSWEAR & GOLF CORPORATION

2001–PRESENT

A wholly owned subsidiary that designed, manufactured, and marketed distinctive premium and moderately priced sportswear. A-First sold its products primarily through golf pro shops and resorts, corporate sales accounts, and better specialty stores.

Challenge: To lead a financially unstable organization through aggressive dissolution, turnaround, and business process reengineering initiatives for corporate restructuring.

Key Accomplishments:

- Executive management responsibility for total restructuring and realignment of strategic planning, operations, marketing, finance, regulatory affairs, administration, technology, and P&L.
- Realigned budget process and developed/implemented strategic plans to achieve organizational goals through 2003 in the Homeland Security arena.
- Completed successful merger with United Companies Corporation. Credited with leading AFSG through the revitalization process into business decisions that left the corporation able to pursue business opportunities.

88

Combination. Sharon Pierce-Williams, Findlay, Ohio

An attractive font (Imprint MT Shadow) for the name is the first sign that this is a distinctive resume. Next, the horizontal lines are in two colors if you use a color printer to print the

FRANK JAKOVAC

609 Candlewood Lane
Pittsburgh, PA 15212
412.302.1218
fjakovac@msn.com
Page 2

PROFESSIONAL EXPERIENCE (continued)

* President & Co-Founder *

AVID VENTURES, INC., Pittsburgh, PA 1998–2001

- Worked with other venture capitalists to develop and manage projects ranging from information technology to land development.

* Chairman, CEO, & Founder *

Challenge: To launch entrepreneurial ventures from start-up in an intensely competitive market while creating strong infrastructures supporting continued growth.

GATEWAY MANAGEMENT SERVICES & GATEWAY ARCHIVES, INC. 1992–1998
Largest independent disaster recovery provider in the country. Also provided information management and IT consulting services. Merged with Business Records Management to form BRM/Gateway.

GATEWAY CAPITAL FUNDING, INC. 1990–1997
Specialized in large-scale, mixed-use land development projects in the Southeast with major focus in North and South Carolina.

GATEWAY GROUP, INC., parent corporation of 1987–1995
Gateway Financial Corp., Inc.
Gateway Network Services, Inc.
GFC specialized in the leasing arena concentrating on the large-scale mainframe market. The equipment included that of IBM, Amdahl, Hitachi, Memorex, and Compaq. GNS provided on-site maintenance and data processing services to corporations with a minimum of 200 computer terminals and PCs. The major focus was on utility markets.

Key Accomplishments:

- Entrepreneur of the Year Nominations** by *The Pittsburgh Business Times/INC. Magazine*—1989, 1990, and 1992.
- Built new privately held Gateway Archives from concept to \$3M in annual revenues—an off-site business information retrieval and retention service that provided 21st-century solutions to old storage requirements.
- Gateway Capital funded \$100M in assets from leasing operations. Launched 1,000-acre development of “King’s Grant,” the largest retail land development project in the history of the Carolinas. In 1999, the Concord Mills regional mall opened on King’s Grant.
- Who’s Who in America, Who’s Who in Business and Industry, Who’s Who of Emerging Leaders in America.*

* President *

MEMOREX FINANCE CO., A wholly owned “captive finance” organization of Memorex Corp. 1975–1986
MEMOREX CORP., Started as sales trainee within Memorex Corp. and became President of Memorex Finance Co.

Key Accomplishments:

- Leasing Manager of the Year**—1981, 1982, 1983, and 1984
- Key player in building Memorex Finance Co. from start-up to \$300M in annual revenues in four years.
- Selected as one of three to start the first captive financial organization for a peripheral manufacturer—a prototype that IBM Credit Corp. currently uses.
- Branch Manager of the Year, 1979
- Senior Salesman of the Year, 1977

EDUCATION & AFFILIATIONS

Bachelor of Science, Edinboro University of Pennsylvania
Executive Extended Master Program in Business Administration, University of Pittsburgh
Board of Trustees, Alumni Board of Directors, Edinboro University of Pennsylvania

resume. The colors are one of Microsoft Word’s “picture clip” options for horizontal lines—a capability many Word users don’t know about. A pair of opening and closing asterisks (not a common feature in resumes) flags several centered headings of particular importance. Explanations in italic promote understanding.

WALTER D. SAKS

98 Ben Franklin Drive
P.O. Box 219
Cherry Hill, New Jersey 07896

wdsaks@aol.com

Home: (609) 666-1111
Cell: (609) 666-5555
Home Fax: (609) 666-7777

REAL ESTATE DEVELOPMENT MANAGER / ENTERPRISE MANAGER

Results-driven management executive with an in-depth understanding of real estate development and construction. Exceptional ability to comprehend multifaceted problems and frame effective solutions, achieving multiple goals. Proficient in financial analysis, strategic development and implementation, staff management, and preparation of financial reports and statements. Outstanding communication and interpersonal skills, with expertise in developing and maintaining strong and productive working relationships with clients and staff at all levels.

- Land Purchase Contracts
- Strong Real Estate Knowledge
- Requisite Feasibility (Due Diligence)
- Construction Contracting & Negotiation
- Leasing Criteria
- Lease Negotiations
- Purchasing Scope Definition
- End-User Space Use Requirements

Career Chronology

Treasurer—New Jersey County Airport Association	1998–Present
General Partner—Daikcons, Inc.	1981–1998
President/CEO—Saks Construction, Inc.	1965–1981
Manager/Partner—Marble Products, Inc.	1961–1965
U.S. Navy	1955–1961

REAL ESTATE EXPERIENCE

DAIKCONS, INC.—New Jersey, NJ

General Partner

President/CEO of partnership developing commercial real estate projects in metro New Jersey area. Managed and directed construction of partnership ventures; negotiated sales and leases; performed evaluations and due diligence studies; negotiated loan draw schedules and terms; prepared loan packages and projections; developed marketing/sales material; directed architects, engineers, and staff.

- Recognized within the local real estate community as a credible professional with a track record of closing early sales/leases and meeting client delivery requirements. Interest saved due to early sales resulted in increased profits for venture partners and permitted acceleration of project phasing.
- Established strategic business relationships with brokers and agents for early access to potential development sites, expanding new and existing business opportunities.
- Championed project management of Corrs Professional Village (\$12.2 million), Kinney Office Park (\$19.5 million), Syman Office Park (\$24 million), and Bowen Office Park (\$18 million).
- Successfully prepared loan packages and projections for efficient line of credit construction loans, maximizing use of relatively small loan values.
- Led and negotiated strategic business alliances with commercial real estate developers to further expand market reach.
- Astutely controlled and established budgets for hard and soft costs, cash-flow projections, project phasing, and sales projections.
- Successfully performed evaluations and due diligence studies on sites, including evaluations for office parks, commercial warehousing projects, shopping centers, and commercial condominium projects.

89

Combination. *Jennifer Rushton, Sydney, Australia*

This individual wanted to return to the real estate/construction industry after having worked a little while for a nonprofit organization. The writer listed a Career Chronology first to let

WALTER D. SAKS

Page 2 of 2

*Experience Continued***CONSTRUCTION EXPERIENCE**

SAKS CONSTRUCTION, INC.—New Jersey, NJ

President/CEO

President/CEO for general contracting company managing construction projects for federal government agencies and departments, state governments, large corporations, and individuals.

- Successfully created financially viable company within 6 months by securing industry relationships, enhancing profile and market awareness.
- Led project management of 15–20 construction projects each year, with scope of projects ranging from commercial renovations to major new construction projects.
- Successfully bid for and performed contract construction work for local government agencies and the federal government through its various contracting arms, including General Services Administration, U.S. Navy, Army Corps of Engineers, Air Force, and NASA.
- Encouraged team communication by holding regular staff meetings, maintaining and facilitating communication about projects, avoiding potential problems, and contributing to a successful, results-driven organization.
- Pioneered innovative technological improvements through the design and installation of a detailed cost accounting system. Cost reports, which were taking several weeks to produce by hand, were available for weekly labor production analysis.

MARBLE PRODUCTS, INC.—Cherry Hill, NJ

Manager/Partner

- Full autonomy for profitability of operations, including margins, mark-ups, contracting, billing, collections, and negotiation of all disputes.
- Evaluated competitive market trends and implemented product positioning strategies to ensure long-term, sustainable growth. Re-engineered light structural steel designs of architects and structural engineers, conforming to applicable codes, to gain price edge over competing iron/steel companies.

ADDITIONAL EXPERIENCE

NEW JERSEY COUNTY AIRPORT ASSOCIATION (NJCAA)—New Jersey, NJ

Treasurer

Currently serving as Treasurer for NJCAA, a volunteer non-profit organization. Former roles included President and Vice President.

- Instrumental in doubling active membership during tenure as President, through increased association activity and relationships with FAA and county government.
- Initiated and developed programs and safety presentations for local airport pilot community; liaised with county government and officials on behalf of local airport and general aviation community.

EDUCATION

UNIVERSITY OF NEW JERSEY—New Jersey, NJ

Bachelor of Civil Engineering**PROFESSIONAL TRAINING**

Management & Managerial Development • Construction Scheduling & CPM Implementation
 Managerial Accounting • Purchasing Agent Practices & Principles
 Contract Negotiations & Principles

REFERENCES AVAILABLE UPON REQUEST

potential employers know that the applicant was currently working, and then she followed it with his real estate and construction experience. The contact information, presented in a balanced format, includes an e-mail address. Bullets in the Experience sections point to achievements. See Cover Letter 4.

Roger H. Jones

111 Somewhere Ave. NE ■ Seattle, WA 98115

(206) 222-2222

email: finance@attbi.com**CAREER TARGET: FINANCIAL ANALYST** in a banking, corporate or M&A consulting environment.**Proficiencies include Financial Analysis & Reporting ■ Modeling ■ O&M ■ Capital Planning ■ Business Planning ■ Client Relations ■ Process Improvement ■ Databases ■ Reseller Tracking**

- Strong analytical and problem-solving skills.
- Expert technical abilities in Excel. Adept with technology.
- Proven communicator and team player. Strong work ethic.
- Thorough understanding of operations and business risk.
- Excel at analyzing a proposal's strengths and weaknesses.

*Roger carefully listens, asks questions....
No detail is too small or unimportant. A
detail-oriented self starter, he coordinates
all elements to "get the job done, done
right and on time." —Jason Rodes, Rainier
Property Management*

EDUCATION

Post-Graduate Studies: BUSINESS VALUATION, INVESTMENT AND FINANCING, U.W., Spring 2003.
Pursuing class work to further M&A capabilities. Studies include evaluating shareholder value and equity value of a corporation, economic interdependencies among investments, inflation, capital rationing, transfer pricing, lease & capital strategies, employee stock options and taxes. Other topics: total cash flow, ratio analysis, takeover target evaluations, basic tax issues, leveraged buyouts, spin-offs, carve-outs and split-ups.

B.A., Business Administration. Focus: Finance/Operations Management (O&M). Major GPA 3.2.

University of Washington (U.W.), Seattle, WA. Graduated June 2003.

U.W. Business School rated 13th during 1999 (year of acceptance).

Studies included Accounting, Corporate Finance, Economics (micro & macro), Strategic Planning & Forecasting, Ratio Analysis, Business Measurements, M&A Case Studies, Portfolios & Investments.

FINANCIAL ANALYSIS PROJECTS

- **NPV Loan Analysis**—Evaluated financial statements and tracked the risk-free rate and S&P 500 average annual growth rate. Calculated the spread of a bank from raw numbers, using this information to prepare NPV Analysis on a loan from the bank's view.
- **Security/S&P 500 Benchmark Project**—Calculated average daily returns for Caterpillar Equipment and S&P 500. Determined average returns, variances and standard deviations on both to perform extensive regression analysis and statistical analysis. Made recommendations based on alpha and beta scores.

HONORS: Skills 2000 Business Assessment Test—Scored in the 97th percentile.

EXPERIENCE

Customer Service/Retail Sales, Home Depot, Seattle, WA 03/02–present

- Trusted to train peers, act as ad-hoc floor manager and set promotional pricing for volume clients.
- Commended for ability to plan and proactively identify potential weaknesses in customers' projects.

General Manager/Partner, Jones & Jones/Ross Jones Family Farms, Ritzville, WA 01/94–03/02

Managed operations for the family's \$.5M wheat farm overseeing seasonal hiring, workflow tasking & resource management, facilities planning & construction, purchasing & vendor oversight and budgeting & financial planning. Raised to value hard work, risk taking and prudent business practices.

- Valuated capital projects and purchases of highly customized equipment and facilities.
- Designed Access database, programming equipment list queries for accounting purposes.
- Performed critical analysis of separate operating units.
- Compared leasing, buying and selloff scenarios, strategizing economic plans for growth.

COMPUTERS

Expert: Excel, Word, PowerPoint. Intermediate: Access. Beginner: SQL, AS400, Visual Basic.

Capabilities: Internet Research, macros, VBA, pivot tables, spreadsheet modeling, database building.

AFFILIATIONS/COMMUNITY INVOLVEMENT

Habitat for Humanity ■ U.W. Alumni Association, 2001–present ■ Psi Upsilon Fraternity, 1997–2001

90**Combination.** *Alice Hanson, Seattle, Washington*

This recent graduate had searched for a job for a year without success because of stiff competition. With this resume he received multiple interviews within six weeks and landed a great job.

Healthcare

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
91.	Cosmetologist	Not specified	185
92.	Assistant Director, Hospital Food Services	Not specified	186
93.	Medical/Billing Assistant	Pharmaceutical Sales Representative	188
94.	High School Special Education Teacher	Medical Transcriptionist	190
95.	Laboratory Technician	Laboratory Technician	192
96.	Interim Office Manager	Nurse	193
97.	Mental Health Worker	Not specified	194
98.	Staff Nurse	Registered Nurse	196
99.	Nurse-Midwife	Nurse-Midwife	198
100.	Nurse Practitioner	Gerontological Nursing	200
101.	Forensic Investigator	Television/Film Consultant	202
102.	Clinical Nursing Supervisor	Not specified	204
103.	Dental Hygienist	Private Practice	206
104.	Field Case Manager	Case Manager/Critical Care Nurse	208
105.	Director of OT Rehab	Not specified	210
106.	Directory, Quality Management	Nurse Administrator	212
107.	President, Dental Services	Not specified	214
108.	Attending Physician/Staff	Physician	216
109.	Regional Director, MRI & CT	Administration Management Facilities	218
110.	Public Health Technician	Not specified	220
111.	President, Health Software Company	Not specified	222

(continued)

(continued)

112.	Admissions Coordinator	Healthcare Marketing Director	224
113.	Business/Technology Consultant	Senior Healthcare Executive	226
114.	Registered Nurse	School Nurse	227
115.	Clinical Coordinator	Clinical Research Operations	228
116.	Clinical Coordinator	Clinical Research Operations	230

EVA RAMIREZ

7704 Greenland Place • Powell, Ohio 43065
 Home: 614-237-9671 • Cellular: 614-294-4544
 Email: eva@sevilla.com

COSMETIC SUPPLY TERRITORY MANAGEMENT • COSMETIC ARTISTRY

Cosmetology Techniques/Methods • Mask Applications • Facial Spa Equipment • Maneuvers • Manipulations

Customer-oriented cosmetology professional with valuable blend of business ownership and management experience combined with noticeable talent in esthetic skin care leading to customers' enhanced appearance and well-being. Utilize 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 increase.**

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

TIFFIN ACADEMY OF COSMETOLOGY ... Tiffin, Ohio
 • Cosmetology • Manager • Instructor • Licenses

TIFFIN ACADEMY OF HAIR DESIGN ... Tiffin, 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 2004

Several seminars held by various cosmetic
 associations

ADDITIONAL BACKGROUND

The Hair Place ... Dublin, Ohio
 Manager of Licensed Cosmetologists
 (1993–1996)

Beverly Hills Salons ... Worthington, Ohio
 Licensed Cosmetologist
 (1990–1993)

PROFESSIONAL CAREER

PRINCESS SALONS ... Powell, Ohio (1996 to Present)
Full-service and independent customized hair, nails and tanning boutique positioned in strip mall (suburban locale) setting; operations staffed by 5 employees, contractors and technicians.

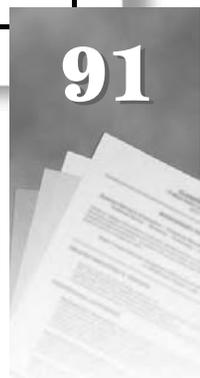
Owner/General Manager
Administered entire scope of operations while simultaneously contributing as cosmetologist in one station of four-station salon. As single owner of small business, administered profits and losses, undertook all facets of decision making, strategically guiding salon operations and productivity, and assumed complete responsibility for revenue performance.

Management responsibilities included cosmetic/accessories sales, customer service and client management, accounting and finance, associate development/management, regulation compliance, business/operations legal requisites, retail merchandising and advertising, inventory procurement and 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 opportunity to supplement revenue** 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 aim of improving appearance, outlook, confidence and self-esteem.

Combination. Jeremy Worthington, Columbus, Ohio

This cosmetologist owned her own shop and, as an artist with creativity, wanted to promote and develop her business. To that end, the writer designed this resume to be attention-grabbing.



TONI M. DEMARCO

452 Burns Court • Port Washington, New York 11554 • (516) 535-6221
 tmdemarco@optonline.net

PROFILE

Proactive MBA Management professional with expertise in process and performance improvement, administration, human resources, training and development, and creative business channeling. Excellent team building and interpersonal relations skills. Ability to provide a team-oriented management style focused on motivation and success. Precise, resourceful problem-solver. Effective leader and mentor.

PROFESSIONAL EXPERIENCE

SLOAN KETTERING HOSPITAL • New York, NY

11/68 to Present

Assistant Director / Food Nutritional Services • 2000 to Present

Production Manager • 1984 to 2000

Co-direct, coordinate, and supervise the general production of the Food & Nutritional Services Department. Service approximately 1,200 to 1,600 meals per day for patients, staff, employees, and off-site meal-service hospitalization program. Provide sit-down service for up to 100 people daily. Train, schedule, mentor, and supervise staff of 30–32 per shift, including cooks, cooks' helpers, nutritional service aides, and cafeteria staff. Recruit, train, and schedule new employees.

- Provide catering for in-service medical programs, partial-hospitalization meal programs, snack programs, fund-raising events, and community affairs.
- Organize projects and service with all departments.
- Participate in \$3,000,000 capital budget and special functions planning.
- Purchase food/supplies/equipment and maintain inventory control; review cost-control records.
- Oversee safety and sanitation procedures; enforce New York State Department of Health and Joint Commission Association (JCAHO) mandates, and interpret guidelines for staff.
- Facilitate "Meals-On-Wheels" service as part of community outreach, continuum-of-care program sponsored by hospital. Plan menus; supervise staff production and related areas of communication.
- Conduct weekly patient rounds.
- Confer with Infection Control Director for patient-related safe food-handling protocol.
- Serve on Environment of Care Committee, Wellness Committee, and Performance Improvement Committee.

~ Play key role in Performance Improvement Program for Food & Nutritional Services Department.

~ Pioneered and streamlined Dysphasia Food Program with Clinical Nutrition Manager and Speech Pathologist.

~ Spearheaded Mentor Program for administrative rotation of Suffolk County Community College Diet Technician Program, and the New York Tech's Dietetic Masters Program.

~ Developed Emergency Preparation Plan for Food & Nutritional Services Department.

~ Create and implement departmental job descriptions, evaluation forms, and competency testing. Formulate safety program and departmental recording procedures.

~ Continually develop new menu selections; research recipes, survey patients for input, and coordinate menu planning. Developed Heart Healthy Menu Program for employee dining.

~ Developed and executed 15 standardized forms to maintain HACCP compliance.

~ Participated in capital campaign for the ambulatory surgical pavilion as team captain, committee member for hospital fund-raising event, and family walk committee team captain.

Combination. Donna M. Farrise, Hauppauge, New York

Distinctive page borders make this resume unique at first glance. In the Professional Experience section, bulleted items tell of more duties beyond those indicated in the paragraphs after the

TONI M. DEMARCO

- Page Two -

Diet Technician • 1980 to 1984
Supervisor • 1971 to 1980
Nutrition Service Aide • 1968 to 1971

RESIDENTIAL CARE FACILITY • Bay Shore, NY

11/97 to 1/02

Consultant Nutritionist

Consulted in preparation of meal service to clients in residential treatment center. Coordinated nutritional care of residents.

- Formulated menu and production sheets for School Lunch Program and residential living for residents; mindful of cultural diversity and age-specific needs of population.
- Performed nutritional screening and recorded nutritional care intervention in medical records.
- Maintained list of residents with special nutritional needs.
- Visited with clients to obtain food preferences and tolerances, and provided nutritional counseling for staff, clients, and family.
- Planned in advance for both general and therapeutic diets.
- Coordinated the nutritional care and recording of information related to nutritional needs with nursing staff.
- Posted current menus in food-preparation area for staff review and information.

EDUCATION

Dowling College, Oakdale, NY
Master of Business Administration, 1999
Bachelor of Business Administration, 1996

Suffolk County Community College, Riverhead, NY
Associate of Applied Science, 1980

CERTIFICATIONS

New York State Certified Dietitian Nutritionist, 1996

MEMBERSHIPS / ASSOCIATIONS

American Dietetic Association
Long Island Dietetic Association, Registered Dietetic Technician
Hospital Federal Credit Union, Board Member

COMPUTER SKILLS

MS Word/Excel/PowerPoint • TimeCare for Windows • Windows
WordPerfect • Internet

job positions. Tilde (~) bullets point to achievements in italic. Boldfacing makes the individual's name, centered headings, job positions, dates, and degrees stand out. The headings and some center-aligned text pull the reader's eyes down the pages.

CHRISTY N. SMITH

5555 Lake Street, #K-55, San Diego, California

Home: (555) 555-5555

Cell: (555) 555-5551

Smith34@smithmail.com

*Seeking Position As...***PHARMACEUTICAL SALES REPRESENTATIVE**

Profile: Recent graduate with a B.S.B.A. degree—completed concurrently with full-time and additional part-time employment. Four years of experience in medical environment, including work as Medical Assistant in orthopedic rehab clinic and Administrative Assistant in physical therapy clinic. Willing and able to work independently or in collaborative environment. Challenge oriented.

Customer Service • Relationship Building • Medical Terminology • Physician Relations
Sales • Record Keeping • Teamwork Facilitation • Problem Resolution

Valued as an articulate, professional communicator.

EDUCATION**BACHELOR OF SCIENCE IN BUSINESS ADMINISTRATION, Corporate Communication**

Southern California University—San Diego, California, Dec. 2003

Relevant Coursework: Public Relations, Public Speaking, Marketing, International Marketing, Advertising, Promotion Management, Mass Media, Business Policy, Accounting.

Classroom Accomplishment: Collaborated to win district for National Advertising Association's National Student Advertising Competition. Planned real-world advertising campaign for National Bank.

EMPLOYMENT HISTORY**MEDICAL ASSISTANT/BILLING ASSISTANT****Jan. 2002–Present**

Oceanview Orthopedic Rehabilitation—San Diego, California

Staff consists of 3 MDs, 1 chiropractor, 1 acupuncturist, 2 massage therapists, 4 physical therapists, 10 support staff.

Accountabilities include coordinating care, scheduling appointments, handling insurance authorizations, processing claim forms, entering charges, preparing deposits, and discharging patients. Assist doctors and chiropractor in patient care.

- **Given Additional Responsibility:** Cross-trained to cover any position or department in clinic.
- **Increased Timely Insurance Authorizations:** Created new, more effective charting method to track patients' physical therapy sessions.
- **Clear Communications:** Trained new chiropractic assistant. Patiently and articulately explain procedures/tests in simple terms to reduce patient anxiety.

93**Combination.** *Peter Hill, Honolulu, Hawaii*

This recent graduate was looking for a position in pharmaceutical sales. The writer capitalized on skills gained from administrative experience in physicians' offices and from retail sales

CHRISTY N. SMITH

Page 2 of 2

ACCOUNTING ASSISTANT**Jan. 2003–Present**

John Doe, CPA, MBA—Del Mar, California
1 CPA, 3-5 assistants.

Accountabilities include journalizing information, reconciling bank statements, processing tax returns, bookkeeping, performing data entry.

- **Charged with Additional Responsibility:** Hired part-time based on performance accounting course that the owner taught. Offered more bookkeeping responsibilities with selected clients. Received a raise after only 2 weeks on the job.

BRAND REPRESENTATIVE**Oct. 2001–Present**

College Gap —San Diego, California

High-profile, nationwide clothing retailer marketing fashions for teens and college students.

Accountabilities include brand representation (required to wear current styles at all times), customer service and sales, cashiering, visual placement, stocking, store maintenance. Train new brand reps.

- **Achieve Aggressive Marketing Objectives:** Collaborate with store management and colleagues to secure #1 company-wide ranking for sales and customer service.
- **Surpass “Last Year” Benchmarks:** As part of a motivated team, contribute to store consistently outperforming previous year’s sales numbers.

ADMINISTRATIVE ASSISTANT**Jan. 2000–May 2002**

SD Rehab—San Diego, California

Physical therapy clinic. 2 therapists, 1 PTA.

Performed routine medical office duties such as scheduling appointments, checking in/out patients, setting up patient accounts, monitoring and obtaining insurance approvals, assisting with billing.

COMPUTER SKILLS

Competent in MS Word, PowerPoint, Excel, Publisher, Access; Lotus 1-2-3; e-mail and Internet.

Familiar with QuarkXPress, Adobe Photoshop, QuickBooks.

~ Professional References Gladly Furnished on Request ~

experience. The shaded box and the statement in it are seen almost immediately. Lines extending from the side section headings to the right margin have a different look about them and help the reader spot the sections quickly. In the Employment History section, bullets and boldfacing call attention to achievements.

JUDITH C. FRENCH

9 Fox Hill Drive ~ Howell, New Jersey 07731
 Phone: 732.761.9106 ~ E-mail: judyfrench@aol.com

**MEDICAL TRANSCRIPTION ~ WORD PROCESSING
 ~ DATA MANAGEMENT**

Professionally trained and skilled *Medical Transcriptionist*. Well organized and versed in medical terminology. Keen understanding of cardiac, pulmonary, and radiology transcription terms. Member of *American Association of Medical Transcriptionists*. Fluent in English and French. Computer literate with experience with Microsoft Office (Word, Excel, Access), Windows 95/98, e-mail, and Internet. *Certified Medical Transcriptionist* from Professional Career Development Institute, Ocean County Community College.

- Self-disciplined
- Problem Solver
- Excels under Pressure
- Professionalism
- Motivated
- Research Techniques
- Superb Memory
- Quick Learner

HIGHLIGHTS

- Detail-oriented educator with exceptional grammar, editing, proofreading, and spelling skills.
- Taught Biology and Anatomy for 15 years.
- Senior editor with five years of experience editing, proofreading, and writing testing procedures for government agencies.
- Experience in accounting, creating databases, data entry, and bookkeeping with various companies.
- Twelve years of experience writing curricula for high-school-level students; subjects include Life Skills, English, Math, and Life Sciences.
- Nineteen years of experience teaching Special Education.

PROFESSIONAL EXPERIENCE

HIGH SCHOOL SPECIAL EDUCATION TEACHER Milltown Board of Education, Milltown, NJ	1995–Present
BOOKKEEPER ~ DATA ENTRY Home Depot, Old Bridge, NJ	2000–2001
HIGH SCHOOL TEACHER ~ ALL SUBJECTS Middlesex County Educational Services Commission, Piscataway, NJ	1994–1995

Continued...

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

The page borders are thin but still tie the two pages together. The horizontal bars make the main sections evident at a glance. Italic is useful in the Profile to make key positions and the

JUDITH C. FRENCH**Page Two****PROFESSIONAL EXPERIENCE (continued)**

SPECIAL EDUCATION TEACHER Moorestown Board of Education, Moorestown, NJ	1991–1994
JUNIOR HIGH SCHOOL SPECIAL EDUCATION TEACHER Moorestown Board of Education, Moorestown, NJ	1988–1991
SENIOR EDITOR ~ COMBAT SYSTEMS ENGINEERING Development Group, General Electric, Moorestown, NJ	1984–1989

TRAINING AND EDUCATION

Certified Medical Transcriptionist ~ OCEAN COUNTY COLLEGE, Toms River, NJ

M.Ed. ~ PENNSYLVANIA STATE UNIVERSITY, State College, PA Graduated with Distinction

BA ~ LAFAYETTE COLLEGE, Easton, PA
Major: Psychology/French, Minor: Biology
Dean's List

MEDICAL SPECIALTY WORK

Enjoy medical specialty work including *cardiac, pulmonary, and radiology transcription projects*.

Excel quickly—comfortable with new terms and procedures.

Work well under pressure and stringent deadlines.

Possess a track record of project accuracy and attention to details.

Considered an efficient, organized project manager with an excellent memory.

Completed Pre-Med courses in college—instructor in Biology and Anatomy.

Avid health/science reader.

Working knowledge of foreign languages, including French and Latin.

~ *Excellent References upon Request* ~

related membership stand out. Adequate white space throughout avoids a cramped look and encourages reading. The “Continued...” flag at the foot of the first page is thus a welcome sign. The reader would dread it, however, in an overstuffed resume without breathing space.

LORI GREEN

55 Southern Bend Way
Brentwood, New York 22222
(555) 555-0000 • labtech@health.com

LABORATORY TECHNICIAN

PROFESSIONAL EXPERIENCE

Laboratory Technician
Briarcliff Medical Center, The Islips, New York

1986–present
Evening Shift

► Profile

- ◆ 20+ years of comprehensive in-service training and experience managing multifaceted laboratory functions; A.A.S., Medical Laboratory Technology.
- ◆ Broadly cross-trained in areas that include, but are not limited to, hematology, phlebotomy and blood-bank procedures interfacing directly with professional staff and patients in ER, ICU, OR and Recovery.
- ◆ Perform and interpret laboratory tests, demonstrating a keen ability to identify and correct discrepancies; record and communicate test results.
- ◆ Recognized for ability to organize, prioritize, coordinate and perform tasks concurrently during periods of limited staffing and supervision.
- ◆ Ensure quality control of laboratory procedures, staff communication, equipment functionality, and OSHA/FDA compliance.
- ◆ Render in-house and off-site phlebotomy services utilizing exceptional organizational, time-management and interpersonal skills.
- ◆ Effectively train personnel in all areas of laboratory procedures; coordinate staff schedules; maintain timely and accurate computerized data entry.

► Diagnostic Testing

- Hematology
- Phlebotomy
- Blood Bank
- Bone Marrow Slides
- Urinalysis
- Coagulation
- Chemistry
- Serology

► In-service Training 15 years, ongoing

- CPR
- Vital Signs
- Venipuncture
- Specimen Handling
- Infection Control
- Fire and Safety
- Information Systems
- OSHA/FDA

► Equipment

- Beckman CX3, CX7
- TDX
- IMX
- Hemo-Cell-Dyne 1600
- Coulter S+4
- Coulter T-660

Secretary, Computer Department, Storage Warehouse
Space Savers, The Islips, New York

1978–1986

- ◆ Provided secretarial support in areas of typing and customer service.
- ◆ Operated and maintained functionality of IBM and Hitachi mainframes to ensure accurate and timely processing of sensitive government information.
- ◆ Organized, labeled and supervised the release of tape inventory.

EDUCATION

Bachelor of Science, Medical Laboratory Technology, 1987
Stony Brook University, Stony Brook, New York

95

Chronological. *Ann Baehr, East Islip, New York*

A Profile and three groups of skill areas *embedded* in the information about the current position in the Professional Experience section give this resume in effect a chronological format.

CHRISTINA WOODS, RN

333 Sherman Street • Brentwood, New York 55555 • (555) 222-4444 • newnurse@health.com

EDUCATION

Bachelor of Science in Nursing, 2004; GPA 3.9
STONY BROOK UNIVERSITY, Stony Brook, New York

Certificate of Completion, Diabetic Nurse Education, 2003
LONG ISLAND UNIVERSITY at C.W. POST, Brentwood, New York

LICENSES & CERTIFICATIONS

New York State Registered Nurse License, 2004, # 555555
CPR; BLS Certification

CLINICAL TRAINING

Upheld high standards of nursing care for a diverse population of patients ranging from newborn to geriatric in a variety of settings including Medical Surgical, Pediatrics, ER, OR, PICU, and Ambulatory Surgery.

Assessment

- Performed total patient assessments including neurologic, cardiovascular, respiratory, gastrointestinal, genitourinary, IV site/line, PICC lines, CVP lines, surgical/trauma wound, nephrostomy tubes, trachostomy, urinary catheters, NG tubes, G tubes, chest tubes, and ostomies.

Planning

- Educated patients and their families on disease processes, medical-surgical procedures, and broad aspects of therapeutic regimens, including medication and pain-management techniques.
- Attended in-service training on IV and PICC line management.
- As an observer, learned the legal role that chart-based medical records hold during court proceedings.

Implementation

- Followed aseptic procedures and provided care in accordance with universal precautions with an emphasis on surgical/traumatic wound care and debriding, intake and output, and ostomies.
- Administered oral and intramuscular and subcutaneous medications.
- Cared for perinatal and postpartum patients and their newborns, and evaluated fetal monitoring strips.

Evaluation

- Worked effectively with an interdisciplinary team and performed accurate charting procedures.
- Successfully recommended and implemented changes to the medical unit regarding assignment delegation and prioritization, resulting in a higher standard of patient care, and reassessed/revised plan of care as needed.

WORK HISTORY

Interim Office Manager, LONG ISLAND CARES, New Hyde Park, New York

10/99–present

Senior Fundraiser, UNICEF, Great Neck, New York

5/97–10/99

Chronological. *Ann Baehr, East Islip, New York*

This newly licensed RN had clinical training but no clinical experience. The writer placed office management experience at the end and made clinical training resemble clinical experience.

PAMELA E. SWENSEN

333 Hibiscus Lane
Jackson, MO 00000

swensenp@aol.com
(901) 852-7744

EDUCATION

Jackson College, Jackson, MO
Bachelor of Arts Degree in **Psychology**, May 2006

- Dean's List, three semesters
- GPA: 3.65/4.0

Community College of Lafayette, Lafayette, MO
Associate Degree in **Nursing**, May 2002

CLINICAL EXPERIENCE

- Spring 2006 **Bensen Heights Hospital**, Jackson, MO
Psychiatric Unit.
- Interacted with broad range of inpatient psychiatric clients to complete assessments and care plans.
- Fall 2005 **Jackson City Hospital**, Jackson, MO
Med-surg Post-surgical Unit.
- Changed dressings, administered meds and IVs, removed catheters.
 - Assisted with insertion of various drains used post-surgically.
 - Assessed inputs and outputs.
 - Performed EKGs.
- Spring 2005 **Phillip Rheims General Hospital**, Belton, MO
Maternity.
- Trained new parents with proper care of newborns.
 - Performed postpartum assessments.
 - Assisted nurses during newborn assessments and birthing procedures.
 - Evaluated and observed diagnosed procedures during labor and delivery.
- Fall 2004 **Saint Theresa Hospital**, Fallon, MO
Pediatric Unit.
- Administered medications as prescribed.
 - Interacted with children during diversionary activities.
- Spring 2004 **Saint Theresa Hospital**, Fallon, MO
Medications and IV Therapy.
- Prepared care plans and medications prior to administration.
 - Completed physical assessments on all patients.
- Fall 2003 **James L. Betts Retirement Home**, Jackson, MO
PTs with ADLs.
- Interacted with PTs during group meals.
 - Administered medications to PTs as required.

Combination. *Edward Turilli, North Kingstown, Rhode Island*

Without the brief Certification/Skills section on page two, this resume's format would be chronological. Enclosing the name in a shaded box makes the reader see the name first, even

Pamela E. Swensen**Page Two**

RELATED EMPLOYMENT

January 2004– **Jackson City Hospital**, Jackson, MO
Present Mental Health Worker, Part-time.

- Assess and complete BIWA withdrawal assessment sheets.
- Interview PTs to complete daily process notes.
- Complete observation sheets with levels of observation for each patient.
- Maintain safe milieu appropriate for patient safety.
- Provide crisis intervention as needed.
- Interact with peers and colleagues in a positive and therapeutic environment.

August 2002– **Child and Family Services of Lafayette County**, Lafayette, MO
January 2004 Residential Counselor, Part-time.

- Supervised residents' activities, recording daily personnel accountability.
- Administered prescription medication as needed.
- Interacted with peers to ensure safe and enjoyable environment.

OTHER EMPLOYMENT

Summers **Lafayette County Summer Recreation Center**, Lafayette, MO
2000–2002 Lifeguard, Swim Instructor.

CERTIFICATIONS / SKILLS

- Registered Nurse
- CPR, First Aid
- Lifeguard (three seasons)
- Health Care Provider
- American Red Cross
- Crisis Intervention

VOLUNTEER

- First Aid and Safety Member, U.S. Lifeguard Association
- Sylvan Children's Care Center: Outpatient Services
- Jackson Youth Intervention Association

EXCELLENT REFERENCES / LETTERS OF RECOMMENDATION FURNISHED UPON REQUEST

though the contrast between the letters of the name and the shaded background is less than that between black letters and a white background. With experience limited to part-time work and work during academic semesters, bullets point to duties and responsibilities at the various workplaces.

Gerard P. Carlisle, MPA, RN, CNOR

167 Florida Street • South Brunswick, NJ 07080 • 908.555.5555 • jerrypcar@comcast.net

HEALTHCARE PROFESSIONAL

Operations Management ~ Healthcare Review ~ Clinical Consultant

Extremely competent, well-organized, and professional **REGISTERED NURSE** with a consistent track record of surpassing standards and goals at New Jersey's premier hospital...motivator and detailed problem-solver who takes pride in meticulous work. Continually strives to expand professional knowledge and responsibilities.

Excellent leadership, scheduling, interpersonal, and safety skills. Establish rapport and confidence while building strong and lasting relationships with a diverse group of individuals...possess exceptional planning, prioritizing, and goal-setting skills to achieve optimal patient outcome...ability to create, implement, and document efficient methods of operations.

Competencies Include

- Patient Relations
- Clinical Review
- Project Management
- Patient Case Management
- Clinical Practice Management
- Staff Training/Motivation/Development
- HIPAA Compliance
- Clinical Case Analysis
- Surgical Nursing
- Pain Management Nursing

Professional Accomplishments

- Contributor to the success of the Pain Institute of Beth Israel. The Institute was named one of the top 35 facilities in the United States by *Good Housekeeping* magazine for 2003.
- Member of the Pain Management Committee, a multidisciplinary team that develops policies and procedures for treating pain.
- As Head Nurse of the Same Day Surgery Unit, hired, trained, and monitored the level of performance of a staff of 30 healthcare professionals.
- As Head Nurse, 6 Tower Surgery Unit, supervised, developed, and evaluated a staff of 60 healthcare professionals.
- Provide leadership to monitor cases for appropriate utilization of services, completeness of documentation, and proper compliance with HIPPA, state, and hospital policies and procedures.
- Selected by the Vice President of Nursing to be an internal consultant in the emergency room for the purpose of upgrading the level of nursing.
- Chosen as a recipient of a full scholarship to Nursing School by the State of New Jersey, Trenton Development Center.
- As Head Nurse, ensure that problems are addressed with appropriate auditing and resolution.

Education and Certifications

MPA ~ Master of Public Administration ~ Fairleigh Dickinson University, Madison, NJ

AAS ~ Nursing ~ Elizabeth General Medical Center School of Nursing, Elizabeth, NJ

BS ~ Sociology ~ University of Scranton, Scranton, PA

ANCC ~ Certified in Medical/Surgical Nursing

AORN ~ Certified in Perioperative Nursing

Additional certification in Telemetry and Intravenous Lines.

Continued

98

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

Everything except experience is put on the first page so that the Professional Experience section can appear in full on the second page. Boldfacing aids comprehension on both pages. On the

Professional Experience***Newark Beth Israel Hospital, Newark, NJ (1995–Present)*****New Jersey Pain Institute****Staff Nurse**

(2001–Present)

- **Chosen for this elite position in a very high-profile unit.** Extensive familiarity with patient assessment, intervention, and compliance with medical policies and procedures.
- Provided health services to ambulatory patients within the Department of Anesthesia in a prestigious division of a hospital that serves as a teaching affiliate of the University of Medicine and Dentistry of New Jersey.
- Ability to create and implement efficient methods for operations.
- Interact with patients of all ages, levels of development, and ethnic backgrounds.
- Maintained calm, caring environment throughout shifts.

Same Day Surgery**Head Nurse**

(1999–2001)

- Managed the admission, surgery, and recovery of an ambulatory surgical center that treated 45 patients per day.
- Streamlined the admission and discharge process through performance improvement and program development initiatives.
- Oversaw, monitored, and performed budget analysis for the unit to ensure objectives were achieved.

Perioperative Services**Staff Nurse**

(1998–1999)

- Utilized assessment skills to identify and monitor patients' needs and consulted with physicians to provide timely and efficient treatments to patients recovering from surgery.
- Administered medications, reviewed patient charts, and implemented interventions as necessary.
- Surgical rotations included oncology, thoracic, and vascular procedures.

6 Tower Surgical Unit**Head Nurse**

(1996–1998)

- Supervised, trained, and provided administrative direction to a 60-staff team in this 34-bed surgical unit.
- Planned and managed the care of post-operative patients from admission to the unit until their discharge.
- Collaborated with a multidisciplinary team to provide excellent patient care that exceeded federal, state, and hospital regulations.
- Responsible for ensuring that the unit's budget objectives were met.

New Jersey Department of Human Services, Division of Developmental Disabilities, Trenton Developmental Center, Trenton, NJ (1986–1995)**Staff Nurse**

(1994–1995)

- Provided skilled nursing care for developmentally and physically challenged children and adults in a long-term-care facility. Supervised and monitored 4 Licensed Practical Nurses.

Acting Principal Community Program Specialist

(1990–1993)

- Supervised 5 caseworkers serving 360 developmentally and physically challenged individuals.
- Trained and mentored staff on policies and procedures.
- Negotiated residential service contracts with sponsors and group home providers.

Habilitation Plan Coordinator

(1986–1990)

- Caseworker for 75 developmentally and physically challenged adults and children.
- Conducted field visits to families, managing their benefits and verifying client's eligibility.

first page, boldfacing calls attention to the person's name, degrees, certifications, competencies, and professional achievements. On the second page, boldfacing makes evident the two workplaces and the different positions held at these sites. Page borders unite the two pages, and lines delineate sections.

PAMELA MURPHY

238 Waterton Avenue • Troy, NY 12180
 Home: 518-274-4565 • Mobile: 518-274-0022 • pmrmurphy2@aol.com

Seeking Position as...

NURSE-MIDWIFE

“20 Years of Experience Dedicated to the Care of Women and Newborns”

Experienced Nurse-Midwife with licensure in NY, CT, and the U.S. Virgin Islands.
 15 years as Clinical Nurse in Labor and Delivery at Yale–New Haven Hospital.
 5 years as Gynecological Teaching Associate at Yale School of Medicine.
 Massage Therapist with training in pregnancy and infant massage.
 Qualified to first-assist physicians with cesarean births.

Skilled in providing culturally competent care for ethnically diverse populations.
 Maintain calm, reassuring demeanor in high-risk and trauma situations.
 Proficient with, and appreciative of, varied styles of practice.
 Value safe, positive, and respectful care for all women.
 Conversant in Spanish.

PROFESSIONAL EXPERIENCE**Nurse-Midwife**

2002–Present

Oncelet Healthcare Center, Troy, NY

- Deliver full scope of midwifery care in private office setting and in association with Samaritan Hospital.
- Provide in-hospital night-shift coverage: Offer triage and backup evaluation for community physicians, serve as technical resource for nursing staff, and provide breastfeeding assistance to new mothers.
- First-assist physicians with cesarean births.

Staff Midwife

2001–2002

Governor Juan Francisco Luis Hospital and Medical Center, Christiansted, St. Croix; U.S.V.I.

- Provided midwifery and nursing care of high-risk antepartum, intrapartum, and postpartum women from ethnically diverse populations, including women from surrounding islands.
- Documented and communicated to appropriate team members patient condition, treatment, progress, and other pertinent information relative to maternal/fetal/newborn status.
- Performed triage of pregnant women presenting through the emergency room.

Clinical Nurse, Labor and Birth

1986–2001

Childbirth Educator

1986–1996

Yale–New Haven Hospital, New Haven, CT

- Delivered expert nursing care to childbearing women from local communities referred for high-risk care at this university teaching hospital emphasizing evidence-based practice and customer satisfaction.
- Served as preceptor and mentor to nursing, midwifery, medical, and other allied-health students.
- Provided skilled nursing assistance in operating room and recovery room care of obstetric patients.
- Designed and implemented educational programs for pregnant women and their families.
- Guest lecturer for other educators on the benefits of massage for pregnancy, labor, and birth.

99

Combination. *Jeanne Knight, Melrose, Massachusetts*

Resume writer's comments: "The strong and creatively formatted summary section quickly and clearly highlights this person's expertise as a Nurse-Midwife." The effect was accomplished

PROFESSIONAL EXPERIENCE (cont'd)

Lecturer/Gynecological Teaching Associates Yale School of Medicine, New Haven, CT	1995–2001
Certified Licensed Massage Therapist (private practice) Guilford Center for Alternative Healing, Guilford, CT	1995–2001
Labor and Delivery Nurse St. Margaret's Hospital for Women, Dorchester, MA	1985–1986
Neonatal Intensive Care Nurse Hartford Hospital, Hartford, CT	1981–1983

EDUCATION

Master of Science in Nursing, Midwifery Program State University of New York at Stony Brook	2001
Bachelor of Science in Nursing University of Connecticut at Storrs	1981

CLINICAL ROTATIONS

Danbury Hospital Women's Center, Danbury CT (3/1999–9/1999)
Delivered well woman, antepartum, and postpartum care.

Loyola-Yale Schools of Nursing National Health Care Project, Corozol District, Belize (3/2000)
Provided preventative health care to high-risk women and children. Designed and delivered workshops to traditional birth attendants on pregnancy complications.

Northern Navajo Medical Center, Shiprock, NM (10/2000–12/2000)
Provided culturally competent nurse-midwifery care of Navajo women and their families during labor and birth. Performed triage, antenatal testing, induction of labor, and treatment of women with pregnancy complications.

Yale–New Haven Hospital Women's Center, New Haven, CT (1999–2001)
Led group Prenatal Care sessions and provided guidance on comfort measures in pregnancy and labor.

CERTIFICATES, LICENSURE, AND TRAINING

Certified by the American College of Nurse-Midwives since 2001
RN and Midwifery licensure held in New York, Connecticut, and the U.S. Virgin Islands
Licensed Massage Therapist in New York and Connecticut
Certificate, New York Massage Therapist Program, Connecticut Center for Massage Therapy; Newington, CT
Certificate, Sexual Assault Nurse Examiner (SANE) course, Quinnipiac University; Hamden, CT
Certificate (in progress), First Assist for Nurse-Midwives
Current in newborn resuscitation and CPR

through inverted-pyramid formatting of two groups of lines, center-aligning each line (with a hard return at the end of each line), and making each new line shorter than the preceding one. The section's appearance is distinctive and captures the reader's attention.

Kaitlynn N. McPherson

9861 Lake View Drive
Ames, IA 50010

515-555-8495
knmcp@isp.com

Summary of Qualifications

- ◆ Qualified, recent board-certified Nurse Practitioner with more than 8 years of experience in direct patient care.
- ◆ Strong clinical skills enhanced by natural ability to build rapport with patients and families.
- ◆ Committed to practicing medicine using a holistic approach. Act as patient advocate as needed.
- ◆ Follow evidence-based guidelines blended with clinical experience, personal observation and intuition.
- ◆ Ensure quality of care and open lines of communication between all members of the health-care team.
- ◆ Extensive experience mentoring young nurses, providing assistance as resource person and motivator.

Education

<u>IOWA STATE UNIVERSITY</u> • Ames, Iowa	2003
Master of Science in Nursing • Specialization: Gerontology	
<u>UNIVERSITY OF IOWA</u> • Iowa City, Iowa	1999
Bachelor of Science in Nursing with Honors • Recognized by Department of Nursing for acting as Preceptor for young nurses • Invited Member—Sigma Theta Tau, Pi Delta Chapter, Nursing Honor Society • Honoree—12th Annual Minorities in Higher Education Awards Program (1999)	
<u>CENTRAL IOWA AREA COMMUNITY COLLEGE</u> • Des Moines, Iowa	1994
Associate in Applied Science with Honors—Registered Nursing	
Certificate of Achievement with Honors—Practical Nursing	1993

Licensure & Certifications

- ◆ Board-Certified Gerontological Nurse Practitioner—American Nurses Credentialing Center (2004)
- ◆ Registered Nurse—State of Iowa (1994)
- ◆ Licensed Practical Nurse—State of Iowa (1993)
- ◆ ACLS/BCLS (Current)

Clinical Experience

Selected Procedures:

- ◆ Critical care
- ◆ IV therapy
- ◆ Venipuncture
- ◆ Arrest response
- ◆ ABG
- ◆ EKG
- ◆ X-ray
- ◆ Insertion of lines

Diagnoses:

- ◆ Chronic illness
- ◆ COPD
- ◆ Hypertension
- ◆ Diabetes
- ◆ Ventilator dependency
- ◆ ETOH withdrawal
- ◆ Substance addiction
- ◆ Asthma

100

Combination. *Janet L. Beckstrom, Flint, Michigan*

The writer wanted to highlight the breadth of the individual's experience in nursing in general and gerontology in particular. A pair of parallel lines with shading makes the centered section

Kaitlynn N. McPherson

515-555-8495

Clinical Employment

MERCY MEDICAL CENTER • Des Moines, Iowa 1994–Present
Staff Nurse—Medical/Surgical ICU (worked part-time while attending college full time)

- Provide comprehensive medical and emotional care to critically ill patients with varying diagnoses.
- Interact with patient families to provide support. Explain medical procedures and treatment, disease and death processes.
- Ensure two-way communication with physicians regarding patient status. Implement doctors' orders. Interpret test results. Collaborate with doctors in planning for patient care.
- Serve as patient advocate.
- Act as Charge Nurse on rotating basis, supervising 8–9 RNs and up to 15 patients.
- Serve on facility's Arrest Team.

Additional Clinical Experience

DR. ROBERTO SANCHEZ, Gerontologist • Ames, Iowa 2001–2003

DR. WILLIAM SALIM, Gerontologist • Des Moines, Iowa 2002–2003

DR. KATHERINE SUTTER-JONES, Gerontologist • Ankeny, Iowa 2000–2001

Nurse-Practitioner Student

- Performed patient examinations. Obtained medical histories. Assessed patient status.
- Collaborated with supervising physicians to make treatment recommendations. Ordered labs and other diagnostic tests.
- Delivered patient education on various topics ranging from disease prevention and health promotion to proper medication usage and nutrition.

Affiliations

- ◆ American Academy of Nurse-Practitioners
- ◆ National Conference of Gerontological Nurse-Practitioners
- ◆ Iowa Council of Nurse-Practitioners (attended 2004 annual conference)
- ◆ Named in *Who's Who Among Students in American Universities & Colleges* (1998–1999 edition)

headings stand out. A combination of first-level diamond bullets and second-level round bullets ties together the two pages visually. Boldfacing calls attention to the person's years of experience, her degrees and certification, and her occupations.

JOHN R. DELROSARIO, RPA-C

701 Park Avenue • Setauket, New York 11771 • (631) 563-7209
 johndelrosario@yahoo.com

PROFILE

Professional Forensic Investigator/Physician Assistant seeking to transition background and experience into a new consulting venue for television/film. Successfully combine literary consultant experience and published crime-scene authoring. Natural ability to communicate professionally with individuals of all levels. Organized, detail-oriented, and efficient administrative abilities.

TRANSITIONAL SKILLS

- Investigated approximately 500 deaths a year, over a 28-year career, in role as Forensic Investigator, including homicides, suicides, accidental deaths, undetermined deaths, and deaths from natural causes.
- Supervised crime scene for Medical Examiner's Office; pronounced death, conducted physical examination of the deceased, investigated scenes, reconstructed accidents, identified and preserved evidence.
- Advised detectives, crime-scene technicians, and morgue drivers.
- Obtained biological exemplars for evidentiary purpose at direction of police agencies, courts, or their authorized agents.
- Identified and established evidentiary value of items, i.e., samples for toxicological analysis, documented evidence, and directed removal while safeguarding quality and chain of evidence.
- Testified in court. Assisted in prosecutions in more than 1,000 DWI cases.
- Conducted formal lectures, educational programs, and conferences in forensic medicine for physicians, NYSSPA, and staffs.
- Provided regulatory reporting to OSHA, Long Island Police Departments, FBI, New York State Health Department, Centers for Disease Control, and Consumer Product Safety Commission.
- Participated in research of Huntington's Disease.

PROFESSIONAL EXPERIENCE

MEDICAL EXAMINER'S OFFICE • Riverhead, NY

10/78 to 10/06

Forensic Investigator

Conducted independent and confidential investigations of deaths. Interviewed witnesses, recorded detailed observations of scenes, took photographs, collected evidence, and reviewed physician and hospital records. Obtained factual history and recorded events with emphasis on manner and circumstances of death. Prepared and submitted detailed reports.

- *Senior Forensic Investigator for Suffolk County Medical Examiner's Office investigating 1997 TWA Flight 800 disaster.*
- *Assisted in implementing new Medical Examiner's facility, 1988.*
- *Co-founder and creator of the "Forensic Investigator" role in 1978—replacing 20 P/T police surgeons and deputy medical examiner positions.*

STONY BROOK HOSPITAL • Stony Brook, NY

10/91 to 7/93

Hospice Nurse On-Call—P/T

Provided comfort and patient care, and administered medications to 40–50 ill and dying patients. Interacted with family members and loved ones to educate them on patient status and care.

Prior to 1978, served as a Physician Assistant and EMT/ORT at several surgical and medical practice centers: Huntington Surgical Group, New York Group, Good Samaritan Memorial Hospital, and Massachusetts Memorial Hospital.

101

Combination. *Donna M. Farrise, Hauppauge, New York*

Strong page borders unite visually the two pages of this resume for a Vietnam War veteran who was seeking to leave a long-term career as a forensic investigator to become a consultant for

JOHN R. DELROSARIO, RPA-C

— Page Two —

EDUCATION

Regents College, NY
Associate of Applied Science in Nursing, 1990

New York University, New York, NY
Bachelor of Science in Health Science Technology, 1974

State University of New York at Stony Brook School of Allied Health, Stony Brook, NY
Physician Associate, 1973

LITERARY CONSULTANT

Technical Adviser to Tom Philbin on Precinct Siberia Crime Novels for Fawcett Publishing: Precinct Siberia / Undercover / A Matter of Degree / Cop Killer / Jamaica Kill / Death Sentence / Street Killer
Antiquarian Book Dealer—Flitcraft Books

PUBLICATIONS

American Journal of Forensic Pathology:
“Open Revolver Cylinder at the Suicide Death Scene” (Pending)
Wrote Stories for Physician Assistant Update Magazine

CERTIFICATIONS / LICENSES

**Certification by The National Commission on Certification of Physician Assistants (NCCPA)—
#981744**
New York State Licensed Registered Nurse—#426200
Registered Physician Associate—# 000149

MEMBERSHIPS / ASSOCIATIONS

Founding Member of New York State Society of Physician Assistants
Original Member of the American Academy of Physician Assistants
Pioneering Member of Physician Assistant Profession
Attended First Physician Assistant Program at the State University of New York at Stony Brook
Life Member of the First Marine Division Association

TASK FORCE SERVICE

Emergency Medical Service (EMS) Council of Suffolk County

MILITARY SERVICE

U.S. Navy, 1965–1971
2nd Battalion—1st Marines
1st Marine Division—Vietnam

television/film. Bold, centered, and underlined headings guide the reader's eyes downward through the two pages. Attractive 3-D, arrow-tip bullets point to the individual's transitioning skills and to his significant achievements as a forensic investigator.

Nancy Viggner, RN, BSN

555 Parston Road, Apt. 1, Wellington, WA 98888
(777) 777-1777

Healthcare professional with more than 20 years of nursing experience demonstrates strengths in the following key areas:

- Multi-Specialty Group Practice Management
- Medical and Clinical Services
- Clinical Process Improvement
- Total Quality Management
- Policy Development and Implementation
- Health Education and Training
- Provider, Staff, and Interdepartmental Facilitation
- Public Speaking / Event Management

CAREER SUMMARY

CEDAR WOODS MEDICAL GROUP, Wellington, WA, 1998–present
Clinical Nursing Supervisor, 1999–present
 Medical Records Supervisor, 1999
 Referral Coordinator, 1998

- Supervise 100 clinical personnel and coordinate 20 specialty departments in compliance with group and regulatory standards.
- Recommend and implement departmental policies and procedures.
- Collaborate with colleges to set up extern programs, placements, evaluations.
- Set up training classes and coordinate in-service education.
- Ensure accreditation processing / CPR recertification.
- Assess, adjust, and forecast staffing needs.
- Select, train, and evaluate all departmental personnel.
- Implement and develop OSHA and WISHA biohazard safety clinical training programs and specialized training.
- Set up, staff, and oversee MMG vaccine coordinators for public health department—vaccine implementation, benchmarking, etc.
- Collaborate with local hospitals, public agencies, insurance companies, and nursing homes to improve patient care delivery.

COMMUNITY COLLEGE, Wellington, WA, 1997

Adjunct Faculty Position

KAISER PERMANENTE MEDICAL CENTER
 Rancho Cordova, CA, 1995–1996

Float RN—Internal Medicine, Pediatrics, and OB / GYN

CORVEL CORPORATION, Rancho Cordova, CA, 1994–1995

Supervisor / Medical Case Manager

KAISER PERMANENTE MEDICAL CENTER
 Sacramento, CA, 1979–1990

Pediatric Advice Nurse, Relief Charge Nurse, Triage Nurse

UC DAVIS MEDICAL CENTER, Sacramento, CA, 1978–1979

Pediatric ICU Nurse, Relief Charge Nurse, ICU Float Nurse

“... great patient advocate ... hardworking with a positive attitude... very supportive .”

“...exceptional motivator.” “...excellent leader.”

“... straightforward and easy to work with... can analyze problems well and offer good solutions... willing to be flexible and try new ideas... learns very quickly.”

“... flexible ... personable, responsible... fellow employees respect her and find her fair.”

“...exceeded our expectations in her teaching and management abilities... intelligent... self-reliant.”

excerpts from performance evaluations

LICENSES / CERTIFICATIONS

Washington RN License, current
 California RN License, current
 HIV / AIDS Education Certificate, current
 BCLS, current
 Case Management Certificate, current
 TQM Certificate, current
 California Public Health Nurse, prior
 Arterial Blood Puncture Certified, prior
 ACLS / PALS, prior
 NY Licensed Vocational Nurse, prior

PROFESSIONAL DEVELOPMENT

Member, Community College
 Advisory Board
 Corvel Total Quality Management
 Health Care Delivery Improvement
 Workers' Compensation
 Claims Insurance
 OSHA / WISHA Biomedical / Biohazard
 Waste
 Clinical Safety Orientation
 Patient Confidentiality
 LastWord / Phamis

EDUCATION

Continuing Education Classes
 30+ hours annually
 BS, Nursing, Adelphi University,
 Garden City, NY
 Graduated with Honors cum Laude
 Dean's List, 3 years

Combination. Janice M. Shepherd, Bellingham, Washington

This resume is distinctive because of the shape of the shaded area on page one and the dedication of page two to Continuing Education Classes. Bullets in the left column of page one point

Nancy Viggner, RN, BSN

555 Parston Road, Apt. 1, Wellington, WA 98888
(777) 777-1777

CONTINUING EDUCATION CLASSES**2006**

May	Diabetes Update
April	Safety in the Workplace Referral Training Ambulatory Care Nursing Conference
March	Trainer, Biomedical / Biohazard Waste
February	Basic CPR—Recertification
January	Legal Documentation Minimizing Liability through the Medical Record

2005

December	Office Evaluation / Triage Nursing Review
November	Healthcare Delivery Improvement
October	Dealing Effectively with Unacceptable Employee Behavior
August	Surgical Emergencies
July	Stress Management / Biofeedback Conscious Sedation
May	Common Joint Pain / Problems Ambulatory Care Nursing Conference
April	Skin Cancer
March	Depression
February	Diabetes Basic CPR
January	Chest Pain

2004

November	Healthy Practices—Risk Reduction Strategies for Medical Office Staff
October	Hypertension Emotions
September	Rashes Immunization—Update 2004
July	Dizziness / Fainting
June	Headaches
April	Urinary Tract Infections Pediatric Palliative Case Project Telephone Triage
March	Cough Understanding Anger
February	Limb Pain Basic CPR
January	Upper Respiratory Infections

CONTINUING EDUCATION CLASSES EVERY YEAR PREVIOUS

to key strengths and significant responsibilities in the candidate's role as Clinical Nursing Supervisor. In the right column, the excerpts from performance evaluations help overcome any doubts a reader may have about the candidate. Page two is a handy list of knowledge areas.

Jill Haverford000 April Way, Allendale, NJ 07464
cellular: 000-000-0000

email: jillh@comcast.net

000-000-0000

Career Profile

Design and implement nonsurgical protocols to systematically evaluate, diagnose and treat patients on their periodontal status. Adept at implementing practice-management improvements based on latest research and best practices. Educator with a strategic view of periodontal issues and an ability to communicate them clearly to patients.

Education

BS in Health Science, Rutgers School of Medicine & Dentistry, Newark, NJ—Anticipated graduation May 2007

Certifications / Licensure

Dental Hygienist License—State of New Jersey	1982–present
Nitrous Oxide Administration Certification	2004
CPR—Healthcare Provider Certification	2003–2005

Professional Experience**DENTAL HYGIENIST**

Dr. Harlow Smith, Allendale, NJ 2002–present

Deliver oral health education reflecting state-of-the-art research to 891 active patients in this general dentistry practice. Utilize preventative, therapeutic and educational methods to identify and treat oral diseases. Diagnose and document periodontal concerns and create treatment plans. Manage patient recall system and calculate predeterminations for insurance. Assist with sealant and bleaching treatments.

- Utilize dental endoscope to enhance traditional, nonsurgical interventions.
- Successfully introduced state-of-the-art technology and education to revitalize a 35-year-old practice.
- Key contributor to retention of 95% of the original practice.
- Increased annual revenues from dental hygiene procedures in first year from \$39,000 to \$100,000+.

PER DIEM DENTAL HYGIENIST

Dr. Henry Stanhope, Ridgewood, NJ 1995–present

DENTAL HYGIENIST (part-time)

Dr. Shauna Anton, Wyckoff, NJ 2000–2002

- Produced improved revenues and increased patient satisfaction through the design and implementation of a nonsurgical periodontal program.

DIRECTOR OF DENTAL HYGIENE

Dr. Marian Jones, Ridgewood and Mahwah, NJ 1996–1999

Recruited to design and implement a periodontal program for three offices. Position consisted of 60% managerial and 40% clinical duties. Supervised 5 full-time and 4 part-time dental hygienists.

DENTAL HYGIENIST

Dr. Sean Clinton, Ridgewood, NJ 1992–1996

Delivered practice management consulting. Created office manual: vision and mission statements, policies, job descriptions and evaluation guidelines. Established patient protocols for treatment, scheduling and payment. Influenced practice direction through motivation and selection of continuing-education courses. Hired and evaluated staff. Managed all written communication with patients, specialists and insurance carriers. Designed a highly successful marketing strategy.

- Doubled annual revenues for the practice through introduction of a total-care approach.
- Increased production more than 50%.
- Maintained collections at or above 98%.
- Produced over \$100,000 in gum therapy in 1996.

103**Combination.** *Fran Kelley, Waldwick, New Jersey*

This individual was to complete her education shortly, so Education is highlighted near the top of the first page. She wanted to take her profession to a new level by opening her own dental

Jill Haverfordemail: jillh@comcast.net

cellular: 000-000-0000

000-000-0000

PAGE TWO

Professional Experience, continued**DENTAL HYGIENIST**

Designed nonsurgical periodontal programs for general dentists:
 Drs. R. Daines, L. Stevens, J. Lynch, S. Curtin, R. Cramer and M. Sellers 1986–1992

DENTAL HYGIENIST

Dr. John Beech, Hawthorne, NJ 1982–1986

Consultantships

Bergen County Vocational / Technical Schools Dental Assisting Advisory Board 1997–present

General and Implant Dentistry—Dr. Dan Fried & Associates, Allendale, NJ 2001

Maple Bridge Dental Associates—Dr. Susan Stafford, Ridgewood, NJ 2000

Dr. Paula Artisan, Wyckoff, NJ 2000

Publications

Implications of Dental Endoscopy—Contemporary Oral Hygiene—12/03, Vol. 7, No. 6, pp. 28–30.

Professional Development

Developing the Statementless Practice

Subgingival Endoscopy

Basic Perioscopy Training

Oral Pathology

Site-Specific Periodontal Therapy for the General Dentist

Soft Tissue Management™ Seminar

Role of Dental Hygienists in Promoting Women's Health

Improving Speed & Quality of Restorative Dentistry: New Products & Materials

Facilitating Patient Adherence to Self-Care Programs

Hospital-Based Dental Hygiene Care

Alternative Medicine: An Objective View

Diagnostic Clinical Pathology / Oral Medicine in Daily Practice

Handling Key Time Management Problems & Maximizing Continuing Care (recall) System

*Periodontal Medicine in the Next Millennium: Implications for Clinical Practice
 Harvard Medical School, Boston, MA*

Computer Skills

Proficient: Microsoft Word, Eagle Soft and Dentrex
 Working Knowledge: Microsoft Excel and PowerPoint

Member—American Dental Hygiene Association (ADHA)

hygiene practice and providing services to periodontists and dentists. The writer created special sections for the person's consulting assignments and professional development, which were impressive. Centered headings make it easy to spot all the resume's sections.

GLORIA SIMMONS, RN, CCRN, CMC

(555) 555-5555

445 Parker Street
Ridgewood, NJ 07070

simms@aol.com

PROFESSIONAL SUMMARY

Certified Case Manager and Certified Critical Care Nurse with demonstrated accomplishments in medical case management, critical care and utilization management in managed and acute care environments. Proven clinical proficiency in performing thorough patient assessments and caring for a broad range of acute and chronically ill adults. Proven leadership and administrative qualifications include program development, staff supervision and management. Well versed in Medicare regulations and managed care.

- Extensive background in patient/family education, discharge planning and community resources.
- Sensitive and responsive to patients' needs with a strong commitment to ensuring cost-effective care while optimizing quality.
- Strong interpersonal and organizational skills; effective communicator with patients, families, physicians, agency and other healthcare professionals.
- Recognized as an excellent trainer/preceptor with the ability to lead and motivate others to higher levels of performance.

CAREER HISTORY

BLUE CROSS BLUE SHIELD OF NEW JERSEY, Ridgewood, NJ (1996–present)

Field Case Manager

Manage large caseload with up to 90 clients for a leading HMO with 35,000 Medicare and 100,000 commercial members, representing 25% of the New Jersey market. Coordinate all care/services and discharge planning for acute and chronically ill patients and average 30 visits each day in skilled nursing, rehab and home health environments. Accountable for cost-effective utilization and management of resources while maximizing quality care, provider/vendor negotiations and precepting field case managers. Present bimonthly utilization management reports to Network Advisory Board and represent healthcare management department at multidisciplinary task force as well as corporate/regional planning meetings.

Accomplishments

- Recognized for leadership of the Utilization Management Department, saving \$125 million in medical care costs in 1998.
- Selected by management to serve on Standard Operation Procedures Committee (SOP) to develop and implement procedures on quality management.
- Named Most Valuable Team Player in 1996 for contributions to SOP Committee, including procedural documentation, streamlining grievance process and internal communications.
- Initiated and designed skilled nursing facility tracking mechanism for field case managers that facilitated time management and efficiency.
- Managed multiple special projects involving reconciliation of claims and other documents, ensuring regulatory compliance in a timely manner.

WILDER HOSPITAL, Ridgewood, NJ (1993–1996)

Case Manager (1994–1996), ICU Nurse (1993–1994)

Managed and provided skilled nursing care to a caseload of 18 patients daily and 50–75 patients on weekends as the only case manager in 100-bed facility. Coordinated patient education, quality management and cost-effective utilization of community services. Served as preceptor and trainer to nursing staff. Developed and implemented patient discharge plans.

Combination. Louise Garver, Enfield, Connecticut

The applicant, a nurse/case manager, was competing for a position in another state. The writer presented the individual's experience in a chronological format and highlighted her quantifiable

GLORIA SIMMONS, RN, CCRN, CMC

(555) 555-5555 • Page 2

WILDER HOSPITAL continued...

- Designated by management as 1 of only 3 nursing professionals to plan and launch new inpatient care-management program, which included development of policies, procedures, social services resource manual and staff training.
- Won support from all departments for new critical-care program, which was created in just 6 months and received an "outstanding" review from JCAHO.
- Commended by senior management for role in saving \$200,000 by reducing average patient stay from 9 to 5.5 days and contributing to 98% patient satisfaction rating.

SIMMONS HOSPITAL, New York, NY (1990–1997)

Coronary Care Charge Nurse

Provided skilled nursing care to critical cardiac patients and supervised/mentored nursing staff as well as patient care technicians at 400-bed medical center. Chosen to participate on Acuties Committee to determine appropriate staffing levels.

MEMORIAL HOSPITAL, Springfield, MA (1988–1990)

ICU Nurse

Coordinated and delivered nursing care to critically ill patients in ICU, collaborated with medical staff and precepted new nursing professionals at 400-bed medical facilities.

EDUCATIONAL CREDENTIALS

M.S., Health Care Administration, New Jersey University, New Jersey, NY

B.S., Nursing, Columbia University, New York, NY

CONTINUING EDUCATION

Completed seminars in Critical Care, Case Management and Cardiology
Domestic Violence ... HIV ... IV Therapy ... Flight Nursing Training

CERTIFICATIONS & LICENSES

Critical Care Nursing (CCRN)
Medical Case Management (CMC)
Advanced Cardiac Life Support (ACLS)
IABP and IV Therapy

Registered Nurse, State of New Jersey

ASSOCIATIONS

American Association of Critical Care Nurses
Case Management Association

accomplishments. The result landed her an interview and job offer over numerous other candidates (she was told) because her document displayed her leadership strengths and showed how she had saved the organization money without sacrificing patient care.

Rebecca T. Ferguson, OTR/L2418 Magnolia Street
Atlanta, GA 30344

fergie@isp.com

Residence: 404-555-5822

Cellular: 319-555-8492

Professional Highlights

- ❖ Highly skilled Registered Occupational Therapist whose record speaks for itself. Extensive clinical experience complemented by additional experience educating students, health-care providers, patients and the general public.
- ❖ Intimately involved in start-up of innovative hospital-based rehab program that has increased elective surgeries and improved patient outcomes.
- ❖ Maintain competency in all treatment modalities, including ultrasound, phonophoresis, electric stimulation and various massage techniques.
- ❖ Passionate about providing the best possible patient care leading to independence.
- ❖ Challenge-driven . . . dynamic . . . creative . . . mature work ethic.

Employment HistoryFIRST CHOICE • Atlanta, Georgia2005–Present**Director of Rehab**

- Manage all aspects of contractual department within a 79-bed skilled nursing facility providing short- and long-term care, primarily to geriatric patients. Tripled case load within months of hire.
- Hire, train, schedule and manage staff. Develop and monitor budgets and financial performance.
- Collaborate with medical staff to identify patients' RUG levels. Also provide direct patient care.
- Act as liaison with facility's administrator.

MERCY HOSPITAL • Iowa City, Iowa2000–2005**Staff Occupational Therapist**Inpatient, Transitional and Acute Care

- Provided OT treatment for full case load of patients. Participated in treatment and discharge planning as well as patient assessment. Communicated with patients and their families. Conducted patient teaching and facilitated understanding of the rehab process.
- Performed occupational therapy in outpatient and pediatric units as needed.

Joint Care Team (JCT)

- Represented OT during development and launch of Joint Care, a wellness-based and patient-directed recovery program for elective surgery of the knees and hips focusing on preoperative education, personalized pain management and advanced therapy techniques.
- Collaborated with other members of the JCT to present orientation/education class for patients. Met with patients individually to assess home setting and make equipment recommendations.
- Followed up with patients within two days of surgery to evaluate status and design OT treatment plan. Assisted with delivering OT services to patients individually and in groups.

Professional Service

- *Up Team (UT)*—Incorporated uplifting strategies into daily activities that impacted patients and staff. Encouraged communication between disciplines, leading to greater independence for patients. Cultivated positive attitudes that resulted in more positive outcomes.
- *Health & Safety*—As Rehabilitation representative, responded to patient codes facility-wide. Prepared Rehab department for JCAHO and CARF accreditation visits. Conducted drills and quarterly inspections. Generated reports for the facility's Health & Safety commissioner.
- *Functional Independence Measures (FIM)*—Educated new rehab employees and other disciplines on assessment process to maximize consistency of scores between evaluators.
- *Chart Audit*—Reviewed 30 randomly selected charts for adherence to JCAHO guidelines.

- continued -

Combination. Janet L. Beckstrom, Flint, Michigan

The individual was relocating to another state. She had valuable experience but did not know how to communicate it. The writer categorized the person's work experience and community

Rebecca T. Ferguson

404-555-5822

Employment History

MERCY HOSPITAL • Iowa City, Iowa

Staff Occupational Therapist

(continued)

Professional Service

- *Team Conference Committee*—Championed the introduction of this multidisciplinary team that rounded three times per week and saw every patient at least once per week. The open-forum concept facilitated communication between health-care providers, patients and their families.
- *Rehab Recognition Awards*—Cochaired committee responsible for evaluating nominations and recognizing outstanding performance of staff members.
- *Spinal Cord Injury*—Mentored into involvement with program and subsequently became the facility's informal "spinal cord expert." Completed ongoing self-study to improve clinical knowledge. Participated in planning and strategy meetings.
- *CARE Club*—Conceived concept and introduced activities to boost morale and build camaraderie among employees in Rehabilitation department.

EASTERN IOWA COMMUNITY COLLEGE • Cedar Rapids, Iowa

2001–2005

Instructor (part-time)

- Taught classes and delivered guest lectures in ACOTE-certified OTA program.

SELECT CARE HOME HEALTH CARE • Coralville, Iowa

2004–2005

HEARTHSIDE • Hills, Iowa

& 1999–2000

Home Health Therapist

BAY MEDICAL CENTER • Bay City, Michigan

1998–1999

Staff Occupational Therapist

Education

COE COLLEGE • Davenport, Iowa

Bachelor of Occupational Therapy

1997

Certifications

- ❖ Occupational Therapist-Registered—National Board for Certification in Occupational Therapy
- ❖ Licensed Occupational Therapist—State of Georgia
- ❖ Registered Occupational Therapist—State of Iowa
- ❖ Licensed Occupational Therapist—State of Michigan
- ❖ Level 1 Reiki Certificate—The International Center for Reiki Training

Community Service

- ❖ *Iowa Adaptive Golf*—Helped disabled people of all ages participate in the sport of golf. Delivered programs that provided golf professionals with knowledge, strategies and tools to teach the disabled. Provided clinics for disabled golfers.
- ❖ *Safe Kids Coalition of Southeast Iowa*—Instructed new parents and family members in the correct usage of infant car seats. Certified by National Highway Safety and Transportation Department.
- ❖ *Eastern Iowa Community College Advisory Board*—Participated in student recruitment and strategic planning for OT program.
- ❖ *Arthritis on the Golf Course*—As guest speaker, delivered presentation to symposium sponsored by the Arthritis Foundation of Iowa.

service (see the underlined headings and embedded headings in italic) to give the reader a complete picture of the applicant's background. She was hired within just a few weeks of making the move. The opening Professional Highlights establish the high level of the applicant's information. See Cover Letter 26.

MARYANN FRENCH, R.N., B.S., C.A.C.

44 Carol Drive, Brentwood, NY 22222 • (555) 222-5555 • nurseadmin@health.com

NURSE ADMINISTRATOR

Accomplished Career Path

THE ISLAND SHORE HEALTH SYSTEM, Great Neck, NY 1990–present

The Island Shore Medical Center at Bethpage 5/97–present
 DIRECTOR, QUALITY MANAGEMENT (On-call)

The Island Shore Health System 2/96–5/97
 ASSISTANT DIRECTOR, QUALITY MANAGEMENT

The Island Shore Medical Center at Syosset 10/90–2/96
 DIRECTOR, REGULATORY AFFAIRS (On-call)
 DIRECTOR, RISK MANAGEMENT
 DIRECTOR, MEDICAL STAFF CREDENTIALING

Quality Management / Performance Improvement

- Directly responsible for hospital-wide quality management and performance improvement encompassing
 - Utilization Review
 - Risk / Quality Management
 - Performance Improvement
 - Social Services and Physical Therapy Departments
 - Regulatory Agencies
 - Medical Staff Credentialing
- Ensure staff focus on individual, departmental, and hospital-wide initiatives, as well as team concepts.
- Guide the process of root cause analysis to identify, track, and resolve adverse events encompassing the development, implementation, and monitoring of corrective action plans.
- Prepare and process monthly statistical reports and analysis of hospital-wide operations.

Program Development and Implementation

- Direct the planning, development, implementation, and monitoring of case management (Care Guide®).
- Guide the development, implementation, and monitoring of healthcare practices to assess, identify, maintain, and improve the community standard of care.
- Initiate the development and analysis of hospital-wide studies to track and monitor specific patterns and trends.

Regulatory Affairs

- Coordinate and direct the multidisciplinary education and compliance of the New York State Department of Health Codes and the Joint Commission standards, maintaining staff development, program objectives, and risk-management oversight.
- Develop programs designed to reduce liability and increase staff awareness, education, and reporting activities.

Medical Staff Credentialing

- Develop and initiate the implementation of system-wide medical staff credentialing, allowing for a concise and expeditious application process.
- Ensure full compliance with New York State and Joint Commission regulatory requirements.

Presentations

- The Island Shore Health System, Medical Staff Credentialing Presentation, 2004
- The Island Shore Health System, Quality Management Presentation, 2003
- The Island Shore Health System, Medical Staff Credentialing Presentation, 2002
- The Island Shore Health System, Department of Quality Management Presentation, 2002

— Continued —

Combination. *Ann Baehr, East Islip, New York*

This resume uses a combination format to showcase specific experience: the most recent experience on page one, and the Earlier Chronology on page two. Boldfacing directs the reader's

MARYANN FRENCH, R.N., B.S., C.A.C.

Page 2

Earlier Chronology

Alcoholism Recovery Center, Brentwood, NY NURSE II	1985–1990
The Pharmaceutical Company, Hauppauge, NY INVENTORY MANAGER	1982–1985
Sachem Hospital, Sachem, NY STAFF REGISTERED NURSE	1980–1982
St. Jude Medical Center, Roosevelt, NY STAFF REGISTERED NURSE	1974–1980

Education & Training

Certificate of Completion, JCAHO, 2004
CONSULTANT'S CLINICAL CENTER, Brentwood, NY

Bachelor of Science in Health Administration, 1997
SAINT JOHN'S COLLEGE, Patchogue, NY

Alcoholism Counseling, 1989
INSTITUTE of ALCOHOLISM STUDIES, SOUTH OAKS HOSPITAL, Amityville, NY

Associate of Applied Science in Nursing, 1974
NASSAU COMMUNITY COLLEGE, Garden City, NY

Licenses & Certifications

New York State Certified Alcoholism Counselor #5555, 1989

New York State Licensed Registered Nurse #555555-1, 1974

Professional References and Portfolio of More Than 75 Letters of Recognition Available upon Request

attention down the left margin of the first page so that the reader can easily see the applicant's career path, leadership roles, and areas of responsibility and expertise. Boldfacing on page two again directs the reader to the left margin and then down the center of the page to view the applicant's credentials.

ROBERT MARTIN, D.D.S.

(555) 555-5555

477 Covington Avenue
Bloomfield, CT 00000

rmartin@yahoo.com

PROFESSIONAL SUMMARY

Expertise in all areas of dentistry combines with equally strong qualifications in business planning, development and management to enhance productivity and profitability.

Recognized internationally as a pioneer in the implementation of leading-edge techniques with a specialization in restorative and periodontal dentistry.

Distinguished career encompasses consulting, teaching and leadership roles with a major medical center as well as national and state professional associations in the dental field.

SPECIAL AWARDS & LICENSURE

Fellow of the Academy of General Dentistry
Master-candidate of the Academy of General Dentistry
State of Connecticut License in Dentistry

SELECTED ACHIEVEMENTS

- ♦ Grew dental practice to a profitable business through effective business planning, cost controls, consistent service excellence and referral-based marketing.
- ♦ Achieved reputation for innovation and expertise in the dental profession as one of the first to implement state-of-the-art nonsurgical periodontal techniques.
- ♦ Elected President of the Connecticut Academy of General Dentistry and spearheaded the development and implementation of innovative programs that improved profitability.
- ♦ Honored as "Dentist of the Year" by the American Dental Association for contributions and dedication to the field of dentistry.
- ♦ Invited to join Connecticut State Board of Dentistry as consultant and provide expertise on program development and consumer relations.
- ♦ Fostered a motivating work environment and promoted open communications, resulting in high performance and staff retention.

MANAGEMENT EXPERIENCE

HARTFORD DENTAL GROUP • Hartford, CT • 1970–present
President

Established and built highly successful business providing comprehensive dental services to several thousand patients. Acquired 3 private practices and led office through steady growth. Recruited and managed team of professional and support personnel. Provided ongoing staff training and development, leading to peak productivity, exceptional patient relations and continual referrals.

CONSULTING & TEACHING EXPERIENCE

CONNECTICUT BOARD OF DENTISTRY • Hartford, CT
Consultant (1984–present)

Selected as consultant to the statewide organization in the design and implementation of educational, consumer relations and other programs.

107

Combination. Louise Garver, Enfield, Connecticut

This dentist wanted to close his private practice in dentistry and become a manager in a corporate environment related to his specialty. The writer focused the applicant's resume on his

ROBERT MARTIN, D.D.S. - Page 2

UNIVERSITY OF CONNECTICUT SCHOOL OF DENTISTRY • Hartford, CT

Instructor (1990–present)

Revamped and expanded the curriculum. Teach operative dentistry and other courses in the School of Dentistry.

NEW YORK MEDICAL CENTER • New York, NY

Consultant (1999–present)

Consultant to medical center's pain-management program for patients suffering from TMJ disorder.

EDUCATIONAL CREDENTIALS**Doctor of Dental Science**

University of Connecticut School of Dentistry, Hartford, CT

Graduated with high honors

Continuing Education

Successfully completed more than 1,000 hours of continuing education, earning graduate credits in all areas of general dentistry and practice management, including

TM Disorders	Tooth-Colored Restorations	Soft Tissue Surgery
Implants	Overlay Dentures	Endodontics Esthetics
Ceramic Restorations	Oral Pathology	Orthodontics
Auxiliary Utilization	Pharmacotherapeutics	Fixed Prosthodontics
Dental Materials	Dental Jurisprudence	Operative Dentistry
Table Clinics	Partial Dentures	Radiology
Treatment Planning	Clinical Diagnosis	Surgical Endodontics
Oral & Maxillofacial Surgery	Removable Prosthetics	Financial Management
Practice Management	Periodontics	Patient Education
	Patient Insurance Programs	

AFFILIATIONS

American Dental Association
 Connecticut Dental Association
 Academy of General Dentistry
 Connecticut Dental Research Group

management qualifications and accomplishments to show that he was more than just a private practitioner. The applicant was successful in finding an R&D management position at a company that provides products to the dentistry field.

MICHELLE JONES, M.D.

98 Ben Franklin Drive
P.O. Box 219
Cherry Hill, New Jersey 07896

mjones@aol.com

Home: (609) 654-1040
Cell: (609) 654-5809
Home Fax: (609) 654-1755

HEALTHCARE PHYSICIAN

Senior Medical Resident in Internal Medicine with extensive knowledge of community medical diagnostic and patient care services in various settings, including inpatient and outpatient clinics, and government/private hospitals and clinics. Strong understanding of current principles, methods, and procedures for the delivery of medical evaluation, diagnosis, and treatment in women's healthcare, including rotation in OB/GYN. Outstanding interpersonal and cross-cultural communication skills: Fluent in English, Romanian, and French, combined with a basic command of Hungarian.

- | | | |
|-----------------------------------------------------------------|-----------------------------------------------------------------------|---------------------------------------------------------------------------|
| <input checked="" type="checkbox"/> Obstetrics/gynecology | <input checked="" type="checkbox"/> Pediatrics | <input checked="" type="checkbox"/> Cardiology |
| <input checked="" type="checkbox"/> General surgery | <input checked="" type="checkbox"/> Outpatient clinic/office | <input checked="" type="checkbox"/> Orthodontic |
| <input checked="" type="checkbox"/> Internal medicine | <input checked="" type="checkbox"/> Emergency room experience | <input checked="" type="checkbox"/> Neurology |
| <input checked="" type="checkbox"/> Infectious diseases | <input checked="" type="checkbox"/> Rheumatology | <input checked="" type="checkbox"/> Pulmonary |
| <input checked="" type="checkbox"/> Hospital medical service | <input checked="" type="checkbox"/> Urology | <input checked="" type="checkbox"/> Vascular |
| <input checked="" type="checkbox"/> Private practice experience | <input checked="" type="checkbox"/> Nursing home/rehab/long-term care | <input checked="" type="checkbox"/> Psychiatry/behavioral/substance abuse |

EDUCATION

Institute of Medicine & Pharmacy—New York

Doctor of Medicine (1998)
Class Rank: Top 8%

Institute of Medicine—Hungary

Doctor of Medicine (1991)
Class Rank: Top 10%

Certifications:

Advanced Cardiac Life Support (ACLS)
Basic Life Support (BLS)
Advanced Trauma Life Support (ATLS)
American Board of Internal Medicine (ABIM)

Professional Licenses:

Doctor of Medicine (MD)—New Jersey
Doctor of Medicine (MD)—California

PROFESSIONAL EXPERIENCE

CLIFTON MEDICAL CENTER—Clifton, New Jersey

Oct 1998–Present

Attending Physician/Staff

Reporting directly to Chief of Medical Service and Chief of Staff M.D for 140-bed medical center providing hospital, outpatient clinic, rehabilitation unit, and nursing home services. Scope of responsibilities includes health care; supervising/teaching rounds; teaching clinic; supervising on-call residents; and working with residents on Internal Medicine Residency Program.

- Provide and manage direct patient care, including physical examinations, evaluations, assessments, diagnoses, and treatment.

108

Combination. *Jennifer Rushton, Sydney, Australia*

The individual was looking at senior practitioner roles in a small practice. The writer helped the applicant show potential employers that she had worked in leading roles and could manage

MICHELLE JONES, M.D.

Page 2 of 2

Professional Experience, Continued

- Train and supervise residents and on-call residents engaged in specialty activities and procedures, including emergency room on-call duties, inpatient area, outpatient clinic, nursing home/rehabilitation and long-term care/hospice unit, and off-site outpatient clinics.
- Effectively manage ER, medical floor inpatients, emergencies in ICU/CCU, and all in-house medical residents while on call as attending Medical Officer of the day.
- Frequently function as acting Chief Resident, directing and coordinating the patient care activities of nursing and support staff.
- Collaborate with residents on Internal Medicine Residency Program.

MEDICINE ASSOCIATES OF BLOOMFIELD—Bloomfield, New Jersey

Jan 1999–Jan 2001

Associate Physician

Reported directly to partner physicians while supervising a staff of 4 for small private practice. Scope of responsibilities included providing internal medicine; daily office functions; managing in-hospital patients; and managing patients at several local nursing homes and personal care homes.

- Developed and implemented patient management plans, recorded progress notes, and assisted in provision of continuity of care.
- Managed in-hospital patients at 3 local hospitals; provided appropriate patient education explaining the necessity, preparation, nature, and anticipated effects of scheduled procedures to the patient.
- Managed patients at several local nursing homes and personal care homes; examined patients, performed comprehensive physical examinations, and compiled patient medical data, including health history and results of physical examination; and prescribed pharmaceuticals, other medications, and treatment regimens as appropriate to assessed medical conditions.

PROFESSIONAL AFFILIATIONS

Member, American Medical Association (AMA)

Member, American Society of Internal Medicine (now called the American College of Physicians—American Society of Internal Medicine, ACP—ASIM)

PUBLICATIONS

The Use of a Correction Factor for the Calculation of Suprarenal Outputs as a Function of Arterial Pressure, diploma thesis, 1982.

Baucht, J., and Jones, M., "The Use of a Correction Factor for the Calculation of Suprarenal Outputs as a Function of Arterial Pressure," presented at and published in the proceedings of The National Symposium of Physiology, New York, August 16-18, Vol. 1, 2:20-24, 1981.

RESEARCH

Determination by E-testing of sensitivity of gram-negative microorganisms to Levofloxacin, sponsored by Baxter Pharmaceuticals (submitted for publication).

Measurement of adrenal blood flow in an experiment model.
Advisor: Dr. James Bauch

REFERENCES AVAILABLE UPON REQUEST

staff. The writer also displayed the applicant's patient care and knowledge. The opening profile lists in three columns her areas of expertise. Bulleted items in the Professional Experience section point to activities and responsibilities related to patient care.

Theodore R. Fitzgerald

123 S.E. Top O' Scott Circle • Seattle, Washington 44444

555-555-5555 home

12345678@msn.com

cell 555-555-5555

Administration Management

Professional Profile

Cross-functional *Management* professional with more than ten years of experience and a Bachelor of Science degree in the field of *Medical Imaging Technology*. Expertise in strategic planning, development and operations of multiple facilities. Skilled in combining leadership success in staffing, training and development; budgeting and cost controls; contract negotiations and mediation; and securing technical equipment, skilled physicians and technologists. Excellent organizational, communication and analytical skills.

Outstanding Accomplishments

- Increased facilities from two to eight locations performing 1,700 CT, MRI and X-ray procedures per month
- Manage facility and marketing budgets
- Assisted in selecting new center locations and full facility development
- Extensive personnel development and management
- Manage technical protocols on machines for overall consistency
- Recruitment and contract negotiations with staff radiologists
- Established private network among eight facilities
- Certified MRI scanners with American College of Radiology
- Implemented Teleradiology
- Development of customized patient and referring physician database
- Guest lecturer at alma mater with emphasis on CT and MRI

Professional Experience**Regional Director** • Washington Advanced MRI & CT • Seattle, Washington • 1999–present

Execute daily operations including management of eight facilities located in Oregon and Washington, ensuring delivery of highest service and quality to patients and referring physicians. Provide personnel management and development; contract negotiations with insurance carriers and provider radiologists; and develop regional marketing plan, budgets and growth opportunities.

Lead CT Technologist/Co-Manager of MRI and CT Department

Providence Seattle Medical Center • Seattle, Washington • 1997–1999

463-bed research and teaching facility in the Seattle metropolitan area with a five-scanner (MRI and CT) department

Developed performance evaluations; processed payroll; managed protocol; monitored quality assurance; and maintained supplies. Trained technologists, developed feasibility studies and provided employee counseling and radiologist/technologist mediation.

*continued . . .***Combination.** Rosie Bixel, Portland, Oregon

This former radiologic technologist was, as a regional director of a multisite, two-state MRI and CT firm, working on an MBA to enhance his management skills and credentials. The writer

Theodore R. Fitzgerald

Page Two

Radiologic Technologist (CT/MRI) • 1992–1999

Providence Seattle Medical Center • Seattle, Washington

Provided quality and compassionate care to all patients. Produced high-quality imaging services for radiologists and referring physicians. Represented PPMC for Helical CT including one week of training in Milwaukee, Wisconsin. Provided quality-assurance monitoring of Contrast Media. Experienced on the following: GE Signa 5X MRI, GE Hiline Advantage CT, GE Helical Cti and Windows Workstation.

Certifications

American Registry of Radiologic Technologists • #25333

Advanced Certification, Computed Tomography

Advanced Certification, Magnetic Resonance Imaging

Washington Board of Radiologic Technology • #103444

Awards, Honors & Achievements

Leadership 2000 Course • PPMC

Most Dedicated Student Award • OIT

Medical Imaging Program, Most Outstanding Student Award • OIT

Guest Lecturer • Washington Institute of Technology in CT and MRI

Professional and Community Affiliations

Member • American Society of Radiologic Technologists

Member • Washington Society of Radiologic Technologists

Member • Metropolitan Association for Common Good (MACG) • 2001–2004

Member • Washington Health Forum • 2000–2004

Chairman • Pastoral Council • St. Therese Parish and School • 2001–2002

Member • Pastoral Council • St. Therese Parish and School • 1999–2001

President • Society of Medical Imaging Students • OIT • 1990–1991

Education

Master of Business Administration • Colorado State University • Degree expected 2005

Bachelor of Science • Medical Imaging Technology • 1992

Washington Institute of Technology • Klamath Falls, Washington

makes prominent the person's management abilities and experience. Lines enclosing "Administration Management" seem like a banner just below the contact information. The word Management is boldfaced in the Professional Profile, and managing is a recurrent theme in the Outstanding Accomplishments.

Melissa Tarkington

9803 Clinton Avenue • Houston, TX 77000 • (281) 000-0000 • name@cox.net

HEALTH & HUMAN SERVICES PROFESSIONAL

Dedicated health and human services professional with 15 years of experience in customer service delivery, management of administrative processes, and quality control. Qualifications include excellent services-management abilities, strong communication skills, administrative experience, comprehensive knowledge of federal/state healthcare and social-service regulations, and ability to team with diverse work groups in achieving organizational objectives. Deliver effective presentations in both large and small group settings. Computer proficient; highly adaptable to new systems and processes. Work well under pressure in multi-task management environments. Able to work well in self-managed and team-based environments. *Additional strengths include*

- Public Speaking & Presentations
- Work Planning & Prioritization
- Needs Assessment Interviewing
- Eligibility Determination
- Confidential Files/Correspondence
- Caseload Management/Administration
- Quality Assurance Standards
- Medicaid Regulations
- Customer Service Delivery
- Regulatory Compliance
- Medical Terminology
- HR Generalist Affairs

"Thanks for all you do; you add to morale around here and I appreciate it. And I appreciate your efficiency and unflappable calm, too." –Name Withheld, Dean, School of Allied Health

PROFESSIONAL EXPERIENCE

TEXAS DEPARTMENT OF HEALTH—HOUSTON, TX

1997–Present

Public Health Technician, Medical Transportation

Hold full responsibility for diverse range of administrative and caseload-management activities involving Medical Transportation Program (based on Medicaid policies), including intake interviews, eligibility determinations, transportation authorizations/arrangements, file and records management, contract agreements, service delivery reviews and resolutions, and recovery of Medicaid funds. Assist in training of new MTP intake staff and provide insight into Medicaid policies and procedures for clients, staff, and partner healthcare professionals. Challenged to fulfill various program/caseload goals in deadline-driven environment.

SELECTED ACCOMPLISHMENTS:

- Successfully manage average of 90–100 calls per day and maintain excellent track record of customer service delivery and records documentation. Developed strong knowledge base in Medicaid policies/procedures.
- Awarded eight hours of administrative leave by Commissioner of Health for recommending strategy to improve operational processes and reduce costs.
- Achieved highest success rate in division for recouping Medicaid funds related to medical transportation.
- Delivered series of well-received presentations to professional groups, service providers, and community groups/members regarding general and specific aspects of MTP program.

HEALTH SCIENCES CENTER—HOUSTON, TX

1995–1997

Administrative Assistant, School of Allied Health (1996–1997)

Served in highly visible position as primary assistant to dean of School of Allied Health; scope of accountability included maintaining schedule for appointments/meetings and events, preparing and distributing information for various programs throughout the school, handling finances and confidential documents/correspondence, planning travel itinerary, and verifying multimillion-dollar inventory list.

- Commended by dean for overall exemplary performance and maintaining consistent on-time, on-target scheduling, task management, and special-event coordination.
- Maintained excellent relationships with all staff and faculty personnel, including president and other top administration heads.
- Completed annual inventory report for all schools within School of Allied Health with 100% accuracy.

...Continued...

110

Combination. Daniel J. Dorotik Jr., Lubbock, Texas

The bold horizontal lines direct the reader's eyes to the profile paragraph and three-column list of strengths, which indicate areas of expertise. The quotation just after the list is effective

Melissa Tarkington - Page Two

(Professional Experience Continued)

Medical Transcriptionist, Radiology (1995-1996)

Transcribed routine and specialty pathology reports, including autopsies, bone marrow evaluations, and cytology reports, to document patient care and ensure proper delivery of healthcare services. Planned and conducted quality assurance evaluations on work; researched and retrieved prior history data for patient cases.

- Noted for transcribing large volume of routine/specialty reports with highest possible accuracy rating.

TEXAS DEPARTMENT OF HEALTH—HOUSTON, TX

1994-1995

Eligibility Specialist, CIDC (1995)

Social Service Technician, CIDC (1994-1995)

Promoted to perform wide range of administrative and supervisory duties for eligibility program, including supervision of entire eligibility process, volunteer activities, and maintenance of client and general office files. Planned and directed in-services for medical service providers, community service agencies, and other public health agencies; helped assistant program director with training and orientation of new employees. As Social Service Technician, maintained case records and assisted in office and caseload-management functions.

- Conceptualized and developed database program that generated monthly report, resulting in elimination of manual counting and quicker retrieval of client data.
- Created format that led to automation of CIDC monthly statistical report and subsequent expedient distribution; coded CIDC program files to clearly distinguish differentiation among various programs.
- Increased awareness of program policies and procedures through in-service presentations and comprehensive training/mentoring of new employees.

TEXAS DEPARTMENT OF HUMAN SERVICES—HOUSTON, TX

1993-1994

Administrative Assistant, Long-Term Care Unit

Recruited to oversee and meet objectives for all aspects of administrative work, including filing, processing, correspondence, editing/reviewing, scheduling, and other office-management duties.

- Developed training manual for new administrative staff that shortened learning curve and eased transition.

SCHOLASTIC BOOK FAIRS—HOUSTON, TX

1992-1993

Administrative Assistant

Fulfilled all administrative responsibilities as assistant to branch manager. Entrusted to serve as acting office manager in supervisor's absence. Facilitated payroll, inventory, mail/messenger, and database tasks.

"I am truly saddened to hear of your leaving your post... your upbeat personality, warm smile, and efficient work always made me look forward to coming over there." —Name Withheld, Ph.D., Assistant Dean, SAH

EDUCATION & TRAINING

BS in Human Services, 2002

UNIVERSITY—HOUSTON, TX

Selected Professional Development Coursework:

Employee Interview & Selection Training, 2002 ▪ Creating a Harassment-Free Environment, 2001
Emotional Intelligence on the Job, 2001 ▪ Computer File Management, 2001 ▪ Developing Leadership Ability, 2001
▪ Reducing Conflict at Work, 1999 ▪ Communicating with Clients from Poverty, 1998 ▪ 7 Habits of Highly Effective People, 1997

Computer Skills:

Microsoft Word, Excel, PowerPoint, Access; Adobe Photoshop, Acrobat; WordPerfect; Harvard Graphics; Internet

because its thanks "for all you do" acts like an endorsement of all the activities stated or implied in the list. At the end of the Professional Experience section, another quotation, lamenting the person's departure, suggests to the reader that hiring this individual would be a great gain.

DEBORAH PRESCOTT, B.Sc.P.T., MBA

6666 Victoria Street • Augusta, Nova Scotia B2B 2B2
 Phone: 555.555.5555 • Alt: 222.222.2222 • deb.prescott@ns.email.ca

STRATEGIC PLANNING & BUSINESS DEVELOPMENT PROFESSIONAL

Start-up, Turnaround, and High-Growth Ventures

- Winner—National ABC / IVY MBA Business Plan Competition 2003**
Winner—Meta Corp Venture Capital Fast Pitch Competition 2002 (Austin, Texas)
Represented Canada at World Venture Capital Competition 2002 (Austin, Texas)

Innovative and results-driven professional combining award-winning business development and consulting expertise with career experience in healthcare, life sciences, and biotech industries. Full range of hands-on managerial and business experience, including strategy, financing, operations, sales, and marketing. Expert at problem solving and decision making—able to compress large issues into manageable solutions. Outstanding communication, negotiation, and public-speaking skills. Expert in all MS Office applications and corporate pro forma models.

Management Consulting Expertise

Business Plan Development
 Strategic Planning & Development
 Venture Capital / Debt & Equity Financing
 Project Management

BioTech / Life Sciences Expertise

Start-up Management Consulting
 Technology Transfer Skills
 Medical Industry Experience
 Registered Physiotherapist

PROFESSIONAL EXPERIENCE

AlzheimerGuide Inc., Augusta, Nova Scotia

2001–Present

President

Co-founded Internet-based company providing interactive health-management software for patients and caregivers dealing with Alzheimer's disease worldwide (www.alzheimerguide.com). Responsible for all business planning, financing negotiations, strategic partnerships, internal accounting, and overall software production management.

- Negotiated all strategic relationships with pharmaceutical companies throughout North America—closed critical licensing deal for educational materials with major Canadian pharmaceutical company.
- Leveraged comprehensive medical knowledge to effectively translate and communicate business vision to medical community.
- Successfully led business to best-to-date revenue gains following complete redesign of business model and strategy.

MegaTel Consulting, Pinhurst, Nova Scotia

2001–Present

Sole Proprietor

Provided consulting services for start-up and early-stage companies operating in the healthcare/life science and biotech fields.

Major projects:

- Developed business plan, R&D schedules, financing, negotiations, and cooperative research agreements between pharmaceutical companies and a new biotech spinoff company from Houseman University. Acquired financing from Atlantic Opportunities Agency and House-Tek (Technology Transfer Arm of Houseman University), and mentored principal scientists and managers in development of achievable operational goals.
- Created vision and developed business plan proposal for e-health incubator (E-Home Initiative) at Houseman University—joint project among the Deans of Medicine, Architecture, and Computer Science.
- Provided management consulting expertise with House-Tek. Facilitated initial stages of licensing agreement between researchers and international pharmaceutical companies interested in the field of dementia pharmaceutical compounds.

111

Combination. *Ross Macpherson, Whitby, Ontario, Canada*

This candidate was only a few years out of school with an MBA but had tremendous achievements in two key areas of expertise. The writer highlighted these up front in the Profile. In the

DEBORAH PRESCOTT

555.555.5555

Page 2

MegaTel Consulting (continued):

- Completed comprehensive assessment and feasibility study for new service delivery (The Centre for Health Care for the Elderly, QEII Health Science Centre).
- Redesigned business plan in anticipation of North American product relaunch for firm specializing in health education (Auguste Productions).
- Provided business planning and consultative expertise for commercialization of innovative wireless technology applied to e-health and home / institutional-based healthcare (Atlantic Canada Opportunities Agency).
- Prepared funding plan, operating costs, and budgets for Geriatric Medicine Research Unit in preparation for submission to the Canadian Foundation for Innovation.

SciTel Wireless Inc., Augusta, Nova Scotia

2000–2001

Management Consultant

Hired as business consultant and promoted to lead start-up company providing wireless applications for health-related products and services (e.g., data management and gathering for clinical trials in pharmaceuticals).

- Developed entire corporate structure and coordinated all initial business-development activities, including business planning, financing, and development of R&D plans.

Previous experience includes**Registered Physiotherapist**, PhysioWorld, Augusta, Nova Scotia

1996–1999

Cardio-Respiratory Physiotherapist, Health Science Institute, Augusta, Nova Scotia

1996

EDUCATION & AWARDS

M.B.A.—Finance, Strategy, Entrepreneurship, Houseman University, Augusta, Nova Scotia

May 2000

B.Sc.—Physical Therapy, King's University, Queenston, Ontario

1996

Awards:

- MBA Entrance Scholarship, Houseman University 1998
- King's University Appeal Bursary (outstanding academic achievement) 1994–95
- King's Anniversary Scholarship 1992

VOLUNTEER ACTIVITIES

Volunteer—Foundation for Children

1999–Present

Volunteer Physiotherapist—International, National, and Provincial sporting events

1995–Present

Coordinator—Houseman University Varsity Therapy Program

1997–1998

ADDITIONAL ACHIEVEMENTS & ACTIVITIES

Judge—Houseman University MBA Case Competition

April 2001

Keynote Speaker—Atlantic Conference on Entrepreneurship, Houseman University

2000

Speaker—Technology Round Table, Augusta Club

2000

Board Member—Alzheimer's Society Board for Continuing Medical Education

2000–Present

Board Member / Advisor—E-Home Committee at Houseman University

2000–Present

One of five MBA graduates profiled in *Canadian Business Review*.Additionally featured in the following publications: *Silicon Valley North*, *Chronicle Herald*, *Daily News*.

Professional Experience section, italic calls attention to the activities related to each position held. Bullets point to main achievements. The "Major projects" subheading is effective because it implies that the ones listed are only a selection of many project achievements. Not long ago she was "just" a college graduate!

Jennifer Williamson

9803 Clinton Avenue
Houston, TX 79424

(281) 000-0000
name@aol.com

MARKETING DIRECTOR/HEALTHCARE

Delivering Breakthrough Marketing Initiatives That Drive Revenue Growth and Build Strategic Partnerships

Customer-driven Marketing Specialist with over nine years of experience in the healthcare industry demonstrating strong marketing leadership and uncompromising focus on client needs fulfillment. Consistently successful in increasing revenues, improving profitability, accelerating business growth, and enhancing the quality of service offerings. Combine expert communication, negotiation, team-building, and presentation skills.

Consistently successful in building win-win relationships with staffs, physicians, government agencies, and business partners. Strong business-development and public relations skills, with demonstrated strength in implementing strategies and tactics necessary for successful financial and organizational growth. Solid network of professional contacts in healthcare industry.

AREAS OF EXPERTISE

- Client Relationship Development
- Organizational Leadership
- Marketing Communications
- Solutions-Selling Initiatives
- Special Events Management
- Public Speaking & Presentations
- Strategic Partnerships & Alliances
- Marketing Campaign Management
- Competitive Positioning & Branding
- Staff Training & Development
- Community Outreach
- Media & Press Relations
- Regulatory Compliance
- Insurance Affairs
- Crisis Management

PROFESSIONAL EXPERIENCE

REHABILITATION AND CARE CENTER—Houston, TX

2000–Present

ADMISSIONS COORDINATOR

Hold full responsibility and accountability for wide range of activities driving patient admission/retention, business development, and market share growth in highly competitive market. Coordinate all issues surrounding resident admission to the facility for long-term or rehabilitation care. Advise families regarding long-term-care insurance, Medicare, Medicaid, and private payment options. Establish and maintain win-win marketing contacts with area medical professionals. Responsible for screening physical and fiscal appropriateness of all potential residents. Challenged to jump-start occupancy rate growth by developing marketing strategies to outdistance competition and position facility as #1 service provider in area.

SELECTED ACCOMPLISHMENTS:

- **Grew occupancy rate to 98%, representing highest rate among major facilities in surrounding area** (up from previous average of 87–92%) through strategic marketing contacts and relationship-building strategies.
- **Boosted Medicare patient average from 6–7 to 18–19** by addressing needs of skilled patients and using educational forums to sell potential clients on facility program.
- **Negotiated favorable service rates with insurance companies** for physical and occupational therapy programs, resulting in enrollment increase and bottom-line growth for facility.
- **Introduced marketing communications initiatives** that educated patients and families about complicated financial, legal, and medical options and facilitated decision-making, leading to steady stream of repeat and referral business.
- **Played key role in facility receiving “zero nursing violations”** during 2002 state survey of facility conducted by state surveyors and HCFA representative.

FAMILY HOSPICE—Houston, TX

1999–2000

PROFESSIONAL RELATIONS COORDINATOR

Apprised patients and families of healthcare options regarding hospice and the terminally ill. Conducted presentations to healthcare professionals, physicians, and the general public. Negotiated contracts with administrative bodies of long-term healthcare facilities and area hospitals. Developed and implemented short-term and long-range marketing plans/goals.

...Continued...

112

Combination. *Daniel J. Dorotik Jr., Lubbock, Texas*

This resume displays the effective use of italic and boldfacing. Italic focuses attention on the summary profile. On page two, italic is used to explain a gap in the individual's work

Jennifer Williamson—Page 2

(Professional Experience Continued)

SELECTED ACCOMPLISHMENTS:

- **Increased business and referral growth by 30+% with physicians/discharge planners**, targeting Lubbock and the surrounding areas.
- **Facilitated transfer of hospice patients to long-term healthcare facilities**, working jointly with hospice/primary care physicians, patient care managers, CNAs, and other industry professionals to expedite process.
- **Maintained excellent record of compliance with JCAHO, state laws, and federal regulations.**

NETWORK SERVICES—Houston, TX

1998–1999

PHYSICIAN SERVICE REPRESENTATIVE

Hired as radiologic technologist and promoted to representative position based on educational background and organizational need for new strategic marketing program. Oversaw budget and designed marketing activities to increase new patient visits for PPO and multiple PNS clinics. Reported directly to Marketing Coordinator; coordinated all activities surrounding implementation of new physician practice within network. Held responsibility for preparation and administration of company-wide special events.

SELECTED ACCOMPLISHMENTS:

- **Coordinated and executed successful events and programs**, including KidFest and similar outreach programs, that promoted positive image for organization and resulted in increased referrals and subsequent revenue growth.
- **Created successful newspaper ads in the *Houston Chronicle* for several clinics** that effectively pre-sold clients on services through inclusion of special marketing initiatives for each individual clinic.

** Fulfilled full-time child care responsibilities through 1997 and subsequently transferred to Houston region in beginning of 1998. Attended workshops and completed independent study to maintain professional development during this period.*

MEDICAL CENTER—Santa Fe, NM

1994–1996

SPECIAL PROCEDURES TECHNOLOGIST/RADIOLOGIC TECHNOLOGIST

Assisted and performed peripheral, pulmonary, and cerebral angiography, as well as other interventional exams. Assisted in mammographic biopsies; monitored and performed QA equipment testing.

CHIROPRACTIC HEALTH CENTER—Santa Fe, NM

1992–1994

ASSISTANT OFFICE MANAGER

Oversaw pre-certification of all patient insurance claims. Transcribed all physician notes regarding patient information and managed all receivables for office.

EDUCATION

BA, Speech Communications, STATE UNIVERSITY—Houston, TX

AA, Radiologic Science, MEDICAL INSTITUTE—Santa Fe, NM

- **Attendee**, wide range of workshops and professional development courses throughout career.
- **Trainer and Program Coordinator**, Continuing Education Unit courses (hospice) for discharge planners.

COMMUNITY AND EVENT INVOLVEMENT

- **Presentation**, Rotary Club: Delivered informative speech covering various hospice functions and benefits.
- **Co-Host**, Charity Event, Junior High School: Benefited local organization in fund-raising efforts.
- **Co-Coordinator**, Annual Luncheon: Honoring social workers, discharge planners, and other professionals.

experience. The chief use of boldfacing is to highlight key points in bulleted achievements in the Selected Accomplishments sections. If, as a reader of the resume, you want a quick assessment of “what the person did,” search for bullets and boldfacing, and you will have a fast, useful impression.

Tori Grace Ulrich

3 Woodland Court
Knoxville, TN 00000

(000) 000-0000
tori416@yahoo.com

OBJECTIVE To contribute acquired administrative skills and recent educational preparation to a position in the health/nutrition industry.

EDUCATION B.S., Home Economics, concentration in Nutrition—May 2006
Texas Christian University, Ft. Worth, TX
Maintained overall GPA of 3.45 while working part-time.

CAREER STRENGTHS

- Resourceful self-starter, effective in researching and analyzing data.
- Knowledge of marketing concepts and scientific principles related to food-product labeling and dietary information.
- Effective written and oral communications skills utilized in reporting evaluations on comparative products and educating adults on healthier lifestyle issues.
- Equally comfortable working independently as well as collaboratively in group efforts.

FIELD EXPERIENCE

- Observed and interviewed dietitians in the community to learn and evaluate their teaching techniques.
- Counseled two individual clients in weekly sessions on meal planning and exercise to achieve their weight-loss goals.
- Planned, organized, developed, and conducted lecture on nutrition to a group of recovering substance abusers.
- Teamed with another student to design a cycle menu for a nursing home, taking into account factors such as food specifications, portion costs, production schedules, and nutrient content.
- Practiced time-management, organizational, and assessment skills while involved in multiple ongoing projects that focused on planning, preparation, and attractive presentation of meals for specific dietary needs (i.e., diabetic or sodium-restricted populations).

EMPLOYMENT/COMMUNITY SERVICE

- | | |
|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-----------|
| ELITE TEMPORARY AGENCY , Ft. Worth, TX | 2002–2006 |
| Various administrative assignments, including telemarketing. Gained experience in promoting an idea, basic computer proficiency (MS Word, Excel, and Access), paperwork organization, and dealing with customer problem-solving situations. | |
| CHILI PEPPER'S GRILL , Ft. Worth, TX | 2000–2002 |
| Hired as hostess and later promoted to wait staff. Demonstrated superior abilities and was appointed as trainer for new employees. | |
| PLEASANTVILLE NURSING HOME , Ft. Worth, TX | 2000–2004 |
| Volunteer, providing companionship to the elderly and assisting with meal service. | |

113

Combination. *Melanie Noonan, West Paterson, New Jersey*

This graduating student wanted to portray education fieldwork as experience in her search for a position in the health/nutrition industry. The heading "Field Experience" accomplishes her aim.

Sara Applebaum, RN

55 Prince Avenue, Northport, New York 11768 • residence (555) 555-5555 • cellular (555) 555-5555

Career Interest: School Nursing

Offering a gentle disposition combined with strong diagnostic skills.
Physical Assessments—Safety & Public Health—Healthcare Documentation

NURSING EXPERIENCE

Registered Nurse, January 2005–Present. Syosset Community Hospital, Syosset, NY

- In a 40-bed medical-surgical unit, care for patients with a variety of medical conditions, including pre- and postoperative status.
- Conduct physical assessments, including evaluation of heart and lung functioning.
- Provide complete wound care and manage medicine administration through all modalities: oral, central line, intravenous, intramuscular, subcutaneous, and peg-tube routes.
- Attend to psychiatric patients temporarily placed on the unit. Assess cognitive/psychological states and implement detoxification protocols.
- Instruct family members on proper adjunctive support, including preventive care and medicine administration.
- Maintain accurate patient records in accordance with HIPAA regulations.
- Collaborate with physicians to assist in treatment plans.

Registered Nurse (*per diem*), April 2005–Present. Maria Regina Infirmary, Brentwood, NY

- Through physical and mental assessments, provide healthcare support to the residents of this convent.
- Evaluate environment for safety and comfort issues. Suggest and implement strategies for accident prevention.
- Handle medical crises with accountability for determining the proper course of action. Evaluate injuries and other medical issues and contact physicians or coordinate transfers to hospitals as warranted.
- Document all interventions and noteworthy events.

Nurse-in-Training Fieldwork, 2002–2004. St. John's Hospital, Huntington Hospital, Northport Veterans' Psychiatric Hospital, Syosset Community Hospital, and Nassau Community College Health Clinic.

- Participated in comprehensive clinical rotations, including the pediatrics unit at Syosset Community Hospital. Under supervision, evaluated children with the following conditions: asthma, dehydration, pre- and postop tonsillectomy, appendicitis, and hernia. Administered medicines PO and IM.

ADDITIONAL EXPERIENCE

Funeral Director, 1991–2001. Sunset Funeral Chapels, Deer Park, NY

- Coordinated all funeral plans for grieving families.
- Provided compassionate support, interacting with family members in an empathic, caring way.
- Conceptualized and completed several initiatives, including a reorganization of the office files and a child-friendly area within the chapel.

EDUCATION & TRAINING

Associate in Applied Science, Nursing (2004). Nassau County Community College, Garden City, NY

Associate in Applied Science (1990). SUNY Farmingdale, Farmingdale, NY

Certificate in Cardiopulmonary Resuscitation, *current*

Chronological. *MJ Feld, Huntington, New York*

This recently credentialed nurse had a 10-year career in funeral work and wanted a school nurse job. The writer minimized funeral experience and created a summary relevant to school nursing.

TERRENCE WONSEN, M.D., M.B.A., F.A.C.O.E.M.1057 Forest Park Boulevard
St. Louis, MO 55555

E-mail: wonsenMD@earthlink.net

(555) 555-5555 (home)
(555) 555-5556 (pager/cell phone)**CAREER PROFILE****SENIOR EXECUTIVE—OCCUPATIONAL AND ENVIRONMENTAL MEDICINE***Corporate Medical Director/Corporate Health Services Director/Vice President of Medical Affairs*

Distinguished 22-year career as manager and practicing physician in corporate and hospital settings. Combine business acumen with medical/clinical expertise. Excel at aligning medical goals with business objectives. Record of implementing cost-effective programs and processes that improve employee health and safety, reduce expenses from absenteeism, and cut healthcare costs. Strong operational, project-management, team-building, and leadership skills. Experienced in managing international, multi-site, employee-health-delivery systems. Skills and areas of expertise include

- Policy & program development
- Strategic planning
- Project management
- Process improvement
- Workers' Compensation
- Disability management
- Health & disability benefits
- Medical surveillance testing
- Wellness & health promotion
- Travel medicine
- Immunization programs
- Ergonomic issues
- HMO, indemnity, & commercial insurance
- Bioterrorism readiness
- Regulations—OSHA, EPA
- Industrial hygiene & safety
- Toxicology
- Sick-building syndrome
- FAA & FHWA drug/alcohol testing programs

PROFESSIONAL CREDENTIALS

Education **M.B.A.** School of Business Administration, Washington University, St. Louis, MO 1989
M.D. School of Medicine, Washington University, St. Louis, MO 1985
B.A. Yale University, New Haven, CT 1978

Medical Licensure MO, IL, FL

Certifications American Board of Preventive Medicine/Occupational Health 1999
 American Board of Emergency Medicine 1996
 American Board of Medical Management 1992
 Fellow, American College of Occupational and Environmental Medicine 2002

Affiliations President, Midwest College of Occupational and Environmental Medicine 1998–Present
 Fellow, American College of Occupational and Environmental Medicine
 Member, American College of Physician Executives

PROFESSIONAL EXPERIENCE

CONSOLIDATED INDUSTRIES, INC., St. Louis, MO 1997–Present
Multibillion-dollar global engineering-and-construction company.

Medical Director—Midwest Region (7 sites, 15 staff)

Manage occupational and environmental medicine (OEM) operations and drive strategic initiatives at multiple sites in the U.S. and internationally. As lead physician, supervise and mentor healthcare professionals. Treat patients. Serve as an expert clinical resource for multi-site, health-services personnel and as internal consultant on high-level corporate projects. Oversee health and safety issues related to overseas travel. Provide consulting services to the Environmental Health and Safety Department on environmental health issues and to the corporate legal department on ADA, FMLA, workplace violence, and environmental exposure litigation. Member of the Medical Standards Committee.

115

Combination. *Jean Cummings, Concord, Massachusetts*

This physician-executive wanted to move to the next level, from regional manager to corporate medical director. The writer combined the elements of a medical curriculum vitae with a resume

TERRENCE WONSEN, M.D., M.B.A., F.A.C.O.E.M.

PAGE 2

PROFESSIONAL EXPERIENCE (CONTINUED)**Selected Achievements—Consolidated Industries, Inc.*****Strategic Planning and Internal Consulting***

- Identified the strategic OEM requirements of a complex global organization. Defined short- and long-term organizational and business goals.
- Reviewed and updated corporate medical policies and procedures. Ensured OSHA compliance.
- Collaborated with environmental health-and-safety executives to establish criteria for medical surveillance.
- Provided expertise on the potential impact of bioterrorism. Contributed to development of a corporate response.
- Key player in developing and piloting a corporate wellness program.

Program Reengineering and Process Redesign

- Reengineered clinic operations—identified and captured opportunities for efficiency and quality improvements.
- Created a high degree of uniformity throughout the 26-clinic program, reducing risk of error, improving quality of patient care, and decreasing costs of medical-director-level oversight.
- Achieved impressively high “retention of care” metrics. Enabled the manufacturing-facility clinic with the heaviest caseload to handle 95% of injuries onsite in 2002 (industry standard for excellence is considered to be 80%+). Results: reduced absenteeism and slashed costs previously incurred by relying on offsite treatment.
- Redesigned staffing model. Instituted nurse-based patient-care guidelines with oversight by a consulting physician. Defined and developed a position for a disability-nurse case manager.

Program Initiatives

- Created a detailed disability-training manual. Standardized processes and procedures for performing disability evaluations and handling insurance issues. Trained physicians. Results: streamlined operations, returned employees to work earlier, and increased number of modified-duty solutions.
- Rolled out the AED (automatic external defibrillator) program in the Midwest in 2001.
- Collaborated on a corporate-wide, 26-site initiative to vaccinate employees against influenza. Achieved an aggressive 30% target for employee participation, significantly exceeding corporate benchmarks.
- Developed an overseas-assignment and travel-immunization program. Served as physician-consultant to troubleshoot and solve expatriate medical emergencies and problems.
- Launched company’s first integrated disability program. Results: saved on direct costs of disability and medical payments by enabling employees to return to work with modified duties; saved on indirect costs related to lost productivity, replacement hiring, and overtime; and reduced costs of Workers’ Compensation payments.

ILLINOIS GENERAL MEDICAL CENTER, Chicago, IL 1994–1997

Associate Medical Director for the Corporate Health Program

Accountable for both management and clinical roles. Developed policies and procedures, visited client company sites, conducted evaluations, and treated patients. Worked closely with the PT and OT teams to coordinate efforts.

- Increased the number of workers who returned to full- or modified-work duties.
- Decreased the number of days workers missed work due to disability.
- Achieved high levels of customer satisfaction.
- Made key contributions to growing the client base and increasing program revenues.

ST. JOSEPH HOSPITAL, Chicago, IL 1989–1994

**Chairman, Department of Emergency Medicine
Director, Occupational Health Program**

- Conceived, developed, and implemented the hospital’s first occupational health program.

CHICAGO GENERAL HOSPITAL, Chicago, IL 1985–1989

Director, Emergency Department

- Reengineered the E.D. delivery system. Results: increased patient volume and revenues by 15%, raised customer satisfaction levels, enhanced the E.D.’s reputation, and improved Quality Control.

HARVARD MEDICAL SCHOOL, BETH ISRAEL HOSPITAL, Boston, MA 1983–1985

Intern and Resident in Surgery

marketing quantifiable achievements of a management executive. Thus, the resume is unique, with a mix of medical and management areas of expertise in the profile, a separate Professional Credentials (medical) section, and a Professional Experience (management) section.

PAUL JEPSON

14 Westlake Drive
Framingham, MA 01702

Email: paul@jepson.com

Cell: 508 875 1699
Residence: 508 789 0098

Senior Executive

Healthcare / Medical

Profile Results-focused senior executive offering 20 years of experience positioning hospitals and healthcare facilities for growth, increased shareholder value, and refined business infrastructure. Acknowledged for capacity to build consensus and drive solutions that meet short-, medium-, and long-term goals. Communicative, energetic style coupled with strategic vision has transformed multimillion-dollar losses to strong profit performances in months, while projects under personal direction have won national awards for innovation. Expert in restoring profitability, assessing potential acquisitions, devising case-management programs, and managing sensitive cultural change integrations that challenge the status quo, yet win the unqualified support of key stakeholders and staff.

Areas of Expertise

- Organizational/Cultural Change
- Business Analysis/Management
- Executive Presentations & Negotiations
- Mergers & Acquisitions
- Healthcare Management/Operations
- Strategic Planning & Market Expansion
- Communications/Success Recognition
- Due Diligence Research & Recommendations
- Process Reengineering
- Business Development
- Not-for-Profit Organizations
- Clinical Process Revitalization
- Quality Healthcare Delivery
- Case Management Solutions
- Tendering Processes
- Hospital Business Administration
- Healthcare Industry Best Practice

Executive Performance Executed comprehensive change-management program for **Christian Church Community Care**—a not-for-profit organization that had experienced significant growth, yet remained stagnant in terms of processes and service delivery protocols. Incrementally introduced new philosophies and methods that automated routine tasks, cut inefficiencies, and slashed costs—winning the support of key stakeholders via step-by-step communication programs encouraging problem “ownership.”

Change Management

Cut administration errors by up to 15% and elevated direct nursing care by 200% through reduced reliance on administrative follow-up.

Program delivered return on \$255K investment within 15 months, outstripping all board expectations.

...

Case Management Spearheaded revitalized **case management practices** across New Zealand for the **Workplace Compensation Enterprise** as part of a \$100M collaborative initiative to arrest escalating claims costs and introduce holistic infrastructure change. **Project managed \$880K bid** against aggressive competition and presided over a team of 8 to design, develop, and commission an organizational-change project contributing **\$37.5M per annum in savings**.

Against a backdrop of intense media and public scrutiny, **created transparent and accountable work practices** and regularly briefed the CEO to convey expected healthcare service improvements across New Zealand. Curtailed lead times, elevated customer service delivery, cut paperwork, employed dedicated caseworkers for each case, introduced recuperation plan negotiations, and reduced rehabilitation, compensation, and tail costs.

...

Due Diligence Enhanced salability of business unit, conducting all due diligence work on behalf of **WorkComp**. Examined products, internal processes, liquidity, debt position, markets, demand and supply capabilities, competitors, management, and skill retention post-sale. Board fully embraced all product and service recommendations.

Combination. *Gayle Howard, Melbourne, Australia*

The applicant was “a consultant with vast experience in technology and project management to a number of diverse sectors, including healthcare.” He believed that over many years as a

Paul Jepson

page 2

Executive Performance

Efficiency Improvements Inadequate systems, procedures, and controls were the key challenges faced by **Hatchett Mitch Pathology**. Produced a complete suite of recommendations to refine workflows and internal controls, and revamp business methods. Pruned costs and delivered 10% improvement in operational and customer service efficiencies.

...

Cost Savings & Revenue Growth Revealed numerous cost-saving and revenue growth opportunities to principals of **The Princeton Hospital**. Worked in partnership to deliver a long-term business/growth strategy, formalize information and clinical management, and optimize financial operations. Recommended methods to enforce compliance to debt collections, assume a stronger commercial stance, restructure divisions to prune budget expenditures, introduce technology enhancements, and review clinical management processes.

Recommendations accepted and implemented across the board, resulting in **reduction in days' accounts outstanding from 90+ days to 9**. "Payment on Discharge" recommendation **tripled cash flows and slashed cost of debt by \$200K per annum**.

...

Tender Evaluation Countered public concerns over the integrity of **Burswood Health's** tender process in awarding the multimillion-dollar GADHH software project. Under "impossible" deadlines and a zero-tolerance error environment, meticulously re-evaluated assessment processes, tenders, and the veracity of solutions offered for effectively managing medical records/reports, admissions/transfers/discharges, surgery, theatre, and pharmacy management, billing, and more.

Produced comprehensive report of findings to federal legal representatives citing minor "human error" breaches; tender was given "green light" and **system implemented with no political fallout**.

...

Hospital Metrics Analysis Assessed financial health of the **South East Private Hospital** to leverage improved performances across all divisions at the lowest practicable cost. Analyzed all key hospital metrics that reflected desired outcomes and produced reports forecasting trends, winning management support.

Employment Chronology **BUSINESS/TECHNOLOGY CONSULTANT** 7/2002–Present

Devised a formal value creation model for management to analyze the validity of proposed infrastructure expenditures over multiple timeframes of up to 10 years.

CAMDEN RAIL Examined future business and technology infrastructures, and identified a need to realign perceptions and practices to reflect technology as a business "investment."

United existing processes with industry best practice to create a methodology that integrated seamlessly with evolving activity-based costing initiatives and strategic goals. **Model forecasted productivity savings of up to 30%**, together with improved focus on technology investments and business value.

...

TRANTON INC. **VICE PRESIDENT, BUSINESS DELIVERY** 6/2000–6/2002

Advanced business and technology solution provider servicing medical, healthcare, human resources, education, and executive management.

*Reported to Chairman & CEO (Monaco); Managing Director, Asia Pacific
Projects: AUD \$600K–\$4 million*

Instrumental in transforming a fledgling business unit to the most prominent and successful unit in the group—despite the challenges of global downturns in technology.

As the pivotal operations-based driver, steered complete solution development phases—from creation to market launch and project implementation. Sustained momentum, scheduling, and delivery objectives, while simultaneously building client relationships through intense communication and scrutiny of individual business strategies, objectives, and infrastructure.

consultant to the healthcare/medical sectors, he had gained enough knowledge to run a hospital. This resume targets the skills important for a hospital CEO and plays down the individual's technology background. Therefore, most of the resume is a functional resume for a CEO; the Employment Chronology

Paul Jepson

page 3

TRANTON INC.,
(CONTINUED)

Turned around employee reluctance for merging intellectual property development and client development areas by exposing key international staff to the advantages of linking these complementary operations; devised well-received training programs conveying future vision. Relocation saved \$2 million per annum, and in service delivery areas **delivered 70% productivity improvement.**

Devised and developed corporate- and program-based activities spanning organizational management, corporate profile enhancement/creation, funding, capital raising, budgeting and planning, strategy and financial planning and execution, and business and market development.

...

UNISAVILLE
AUSTRALIA LTD.
*Business Solutions,
Consulting,
e-Business
Divisions.*

PROGRAM (EXECUTIVE) DIRECTOR, QUEENSLAND, AUSTRALIA 7/1994–6/2000
Reported to South Pacific Director, Sydney

Consulted to large corporates, healthcare/medical facilities, and government, and led team of 10 in project implementations, bids, and delivery of specialist healthcare engagements. Key catalyst in spearheading the innovative “Organizational Agility” practice that positioned the company for more responsive service delivery and allowed greater flexibility to meet market demand. Initiative prompted significant interest from the U.S.-based head office, inviting input on methods to drive cultural change.

Consultancies/Project Scope: Business strategy formulation, process reengineering, training and education, organizational and cultural change, operational analyses, executive guidance, productivity improvements, and cost-containment programs.

Project Highlights:

Winner, Gold National Government Productivity Award, for contributions in boosting employee productivity as part of a \$15 million office management system for the Department of County Industries.

Reduced “tail” costs by \$2 billion as part of a collaborative \$100 million national business process reengineering initiative to contain spiraling litigation and accident insurance issues for the **Workplace Compensation Enterprise in New Zealand.**

Consolidated myriad disparate technology systems, designing a comprehensive knowledge base for the City of Bundaberg that connected all systems for consolidated access from all areas. **Cut annual running costs by 96%.**

...

CRAYDON &
LINDSOM

SENIOR MANAGER 7/1989–7/1994
*Direct Reports: 12 (managers, senior consultants, consultants, support staff)
Operational budget: \$12 million*

Profit-and-loss accountability in this senior management role overseeing daily operations while driving tactical market plans to capture new business within premium markets. With high fees and high-quality deliverables, expectations were strong and necessitated continuous monitoring. Steered client relationship-management strategies, delegated priorities, monitored project progress, identified trends, hired consultants, appraised staff performances, and positioned the business for continued prosperity.

Education **Master of Business Administration**, University of Illinois, Urbana, Illinois

Bachelor of Science. *Majors: Management, Business Administration, Technology.*
Monash University, Melbourne, Australia

Graduate Certificate in Quality, Worldwide Organization of Quality

section is about technology. Note the use of boldface in the Executive Performance and Employment Chronology sections to call attention to the names of workplaces and significant achievements. The left column is used effectively to display performance subcategories, workplaces, and explanations in italic.

Hospitality

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
117.	VP and Pricing Administrator	Not specified	235
118.	Food Service Manager	Food Services Manager	236
119.	President, COO, Manager	Hospitality Industry Specialist	238



MARIANNE L. PERRAULT

900 East Shelter Road
Oldtown, Rhode Island 09999

Fax: (401) 555-6666
E-mail: marip@foxx.net
Phone: (401) 333-8877

QUALIFICATIONS

- Proven ability to train, schedule, supervise, and effectively manage 60 employees preparing 1,000 airline passenger meals per day.
- Competent leader with extensive experience in prioritizing, delegating, and controlling work flow in municipal government and high-volume private-industry work environments.
- Proficient in effectively organizing, handling, and monitoring a wide variety of tasks.
- Comfortable with operating Microsoft 2000, ME, Corel, and Internet research on PC and Macintosh platforms.

EXPERIENCE

Food-Air Associates, Inc., Providence, RI

Vice President and Pricing Administrator for family-owned business, 1994–present

- Manage accounts payable / receivable for very profitable, high-volume airline catering kitchen serving American, USAirways, United, Northwest, Southwest, and Delta Air Lines.
- Review and analyze monthly P&L statement generated by accounting firm.
- Establish costs of goods and services; audit and reconcile inventory.
- Negotiate contract terms with major airline clients.
- Hire, train, schedule, and manage up to 60 employees.
- Design and implement quality-assurance measures to maintain high standards and consistent business retention to clients serving a total of 1,000 passenger meals per day.

Oldtown Police, Oldtown, RI

Administrative Assistant to the Chief of Police (part-time), 1992–1994

- Researched, prepared, and wrote grants for municipal benefit.
- Assisted in assembling data for annual police budget submissions to town council.
- Provided accurate, courteous responses to inquiries on police matters of a sensitive nature.

EDUCATION

John Phelps University, Newport, RI

- Master of Science in Business Administration, 1994

Rhode Island University, Providence, RI

- Bachelor of Science in Finance, 1992
- Cecelia H. Belknap Scholar: GPA over 3.85 (four years)

VOLUNTEER

Providence Chamber of Commerce; Oldtown Animal League; Providence GRO-Business Associates; Air-Transportation League; R.I. Fraternal Order of Police.

- EXCELLENT REFERENCES FURNISHED UPON REQUEST -

Combination. *Edward Turilli, North Kingstown, Rhode Island*

Two boxes make this resume different from most others. Boldfacing and italic make the name, headings, workplaces, jobs, and universities stand out.

CHERYL R. COOKMAN

1548 Northshore Blvd., #109
Las Vegas, NV 05326

555/555-3697 (home)
555/555-5469 (cell)

FOOD SERVICES MANAGEMENT PROFESSIONAL

...Oklahoma Food Management Certification/Serve Safe Certified Instructor...

...Consistently promoted to higher levels of responsibility through exceptional work performance...

Well-qualified Food Service professional with strong management, decision making, supervision, and leadership skills. Proven ability to delegate, problem solve, prioritize projects, manage personnel, and meet deadlines without compromising quality. Create and implement menu plans, oversee food selection, contain cost, and maintain quality control. Computer literate: Word, Excel, and Internet. Bachelor of Arts. **Key skills:**

Culinary Arts:

- Superior culinary skills in food preparation, recipe experimentation/development, and full-service catering. Proven success in developing food budgets and negotiating contracts. Ensure cleanliness, quality, and food-service standards and procedures. Significantly upgraded quality of food operations, profitability, and standards of service through innovative menu planning.

Staff Training & Motivation:

- Successful career record of motivating personnel to perform at high efficiency levels. Talent for recruiting, hiring, and developing support staff. Team player; always willing to share knowledge to attain corporate goals.

Leadership & Management:

- Exceptionally strong multitasking abilities. Planned and served catered affairs for 250+; developed menus, coordinated deliveries, and supervised personnel. Directed kitchen operations, purchasing budget, inventory planning, menu development and pricing, staff scheduling, vendor contracts, regulatory compliance, and food/labor cost and controls.

PROFESSIONAL BACKGROUND

BETTER LIVING, INC., Norman, OK

1994–Present

Publicly held, global food-service-management company. Divisions include Vending, Fine Dining, Schools, and Catered Dining.

Food Service Manager (1998–Present)

Oversee food-service operations at 4 local high schools; provide lunch for student population of up to 950 at each location. Manage 17 staff, including food prep cooks, cashiers, cooks, and fryers. Recruit, train, schedule, and perform employee evaluations. Responsible for payroll, documenting man-hours, and tracking sick leave and vacation time. Accountable for volume sales on budget of \$889K annually. Generate sales of \$1,500–\$1,900 daily at each location; control \$12K–\$15K inventory. Perform menu planning, inventory control, and purchasing. Design menus for special school events. Negotiate with outside vendors, conduct monthly staff meetings, perform end-of-day cash balances, handle bank deposits, submit vendor bills electronically, determine food pricing, provide sales/profit analysis, and conduct food reviews.

Performance Highlights:

- Reduced cost 11% through vendor negotiations.
- Increased profits 14% through in-house preparation of pizza.
- Recognized by senior-level management; consistently receive annual bonuses based on corporate budget expectations.
- Qualified to administer state-mandated Serve Safe test.
- Maintain 100% rating on county health inspections and corporate safety and health inspections.
- Boosted profits through maintaining food costs at 38–42%; exceed corporate budget of 47%.
- Facilitated smooth transition process during corporate merger.

Food Service Worker (1998)

Fast-track promotion to management. Hands-on experience in all phases of food-service operations.

Combination. *Cathy Fahrman, Tampa, Florida*

When a summary of qualifications indicates many skills, it is helpful to group the skills in some way to aid comprehension. Culinary Arts, Staff Training & Motivation, and Leadership &

CHERYL R. COOKMAN

Page 2

PROFESSIONAL BACKGROUND (continued)

THE AMERICAN DREAM, Norman, OK 1997–2002
Bed-and-breakfast hotel.

Caterer/Server/Bartender (part-time)
 Provided catering services, including menu planning and food preparation, for special events; up to 180+ guests. Upscale dining with up to 5 main courses.

END OF THE DAY, Norman, OK 1999–2002
80-seat fine-dining restaurant serving lunch and dinner.

Caterer/Server/Bartender (part-time)
 Provided catering services for special events and parties for up to 90+ guests.

WHOLESALE, INC., Norman, OK 1991–1994
Food and merchandise wholesaler.

Cake Decorator (1992–1994)
 Decorated cakes for weddings and large parties.

Team Leader/Produce Department (1991–1992)
 Oversaw produce staff, including scheduling and performance evaluations. Managed produce rotation, product ordering, and inventory levels.

Stock Person (1991)
 Quickly promoted to Team Leader position (within 3 months).

EDUCATION

COLLEGE UNIVERSITY, Norman, OK
Bachelor of Arts, Fine Arts (1992)
Personally paid for all college expenses

CONTINUING EDUCATION

Diversity Training [2001; 2002]
 Quality Assurance [2001; 2002]
 Power of Many [2002]
 Contribution Analysis and Pricing is Very Effective (C.A.P.T.I.V.E.) [2002]
 Creating a dynamic, fun, and enjoyable working environment (FISH) [2002]
 Profit Improvement Methods:
 Interactive program focusing on learning and using the action planning process to improve profitability [2001]
 Beginner's Excel [2001]

CERTIFICATIONS

Serve Safe Certified [2001]
 Oklahoma Food Manager Certified [1999]

Management are three categories used as bold italic side subheadings to group this applicant's skills. In the Professional Background section, italic emphasizes a brief description of each workplace. Bullets draw attention to Performance Highlights for the current position. Many of these are quantified with percentages.

Gerald F. Hewlitt**Hospitality Industry Specialist
Senior-level Operations Manager****Sales + Marketing + Owner Mentality + Technology + Daring Creativity = SUCCESS****Executive Profile**

More than 20 years of experience in every facet of the hospitality industry in positions as general manager, consultant, and / or owner with a solid background in successful traditional and entrepreneurial venues. Use a real-world approach to problem solving and a deep well of experience to meet the challenges of this fast-paced, high-turnover industry.

- Have operated multiple restaurants accommodating 900+ patrons and managed events for up to 2,000 attendees while partnering with diverse management, overseeing a multitude of activities, and managing half-million-dollar budgets / P&Ls.
- Proven team-forming and motivational skills have delivered unmatched loyalty and a nearly unheard-of staff turnover rate of less than 25%, far below the 61% industry standard. Consistently develop cost-cutting and profit-building initiatives.
- Honed and demonstrated project-planning and management skills in supremely high-stress scenarios where failure was not an option and the wrong decision could end a career and / or deliver substantial personal loss.
- Skilled at simultaneously supervising several restaurants and projects. Directed management of two separate restaurants, 20 miles apart, for five years. Worked 18+ hours concurrently managing early-morning renovations and late-night operations.
- Use lifelong interest in computers / IT to enhance every business opportunity and activity from marketing, to inventory control, to menu preparation, to catering scheduling, etc. Hold Certificate in Computer Science from Adelphi University (2001).
- Strategic business sense, uncompromising work ethic, and natural sincerity have helped create consistent profits and have won loyal support and motivation of customers, employees, partners, managers, community leaders, suppliers, and local officials.

Summary of Qualifications

- multi-unit operation management
- multimillion-dollar P&L management
- facility management
- event management & promotion
- troubleshooting & change management
- project planning & systems development
- advanced IT knowledge
- risk management & inventory control
- purchasing & negotiating skills
- vendor sourcing & negotiating
- sales / product / market analysis
- food / labor / marketing cost controls
- customer relations and satisfaction
- human resources management
- team-building & staff-retention programs

Career Development**PRESTIGE FOOD AND SPORTS ENTERPRISE, INC. (PFS), OYSTER BAY, NY
1988 to present****President and COO
Partner / Manager**

PFS operated two consecutive successful theme restaurants on Long Island. Original concept, Charlie's Big City Grill, opened in 1989 as an 800-patron sports-bar restaurant much like the ESPN Zone restaurants.

- In f / y 1990, Charlie's grossed over \$2 million and \$2.4 million in f / y 1992 and 1993. Well-trained staff (only 25% turnover rate), value menu, and "almost as good as being at the game" mentality built a loyal customer base of young professionals, over-30 single clientele, families, and out-of-town guests.
- Restaurant was featured in numerous publications as a top sports bar/cafe and was one of the first sites in Metro New York to feature complete sports broadcast from satellite transmission, with Sunday NFL football afternoons attracting more than 1,500 guests.

In proactive response to increased competition from satellite dishes and sports-bar market saturation, renovated site and in 1995 transitioned Charlie's to the New Orleans Roadhouse, a Cajun menu "House of Blues"-style restaurant.

- Took only four months to plan and develop this restaurant / entertainment concept entirely new to Metro New York. Handled politicking / project planning necessary to get permits, plans, contractors, and equipment in place for summer renovation (slow season). Opened on Labor Day weekend 1995, two weeks ahead of schedule and below \$750,000 budget.
- Negotiated with property-management company for an additional 10 years on lease and lower rent (both valuable assets for future sale). Fine-tuned, upgraded, and enhanced facility including handicap access, risk management, and venue flexibility. Planned menu, hired kitchen staff, developed company's first employee manual, created marketing plans, and booked live entertainment.
- Now a top rhythm & blues showcase and popular Cajun / Creole dining destination, the Grill was recently sold for a profit.

25 Bay Drive, Amityville, NY 11701**phone: 631-555-5555 ■ fax: 631-000-0000 ■ cell: 516-555-5555 ■ e-mail: GH.PFS@email.com****119****Combination.** *Deborah Dib, Medford, New York*

This resume has all the characteristics of many executive resumes that offer a greater amount of information: relatively smaller type; narrower margins for wider lines; adequate line spacing to

Gerald F. Hewlitt / page two of three

Career Development, continued

Key Leadership Initiatives at Prestige Food & Sports Enterprise

Developed Successful Theme Restaurant in Highly Competitive Area

Developed and operated a major theme restaurant in Nassau County, NY. Created concept from emerging sports-bar trend, incorporated local venue elements into large-scale restaurant. Composed business plan and sought financing from U.S. Small Business Administration. Took possession of 10-year lease, construction, and physical development in less than four months. Driven by desire to succeed, took Charlie's Big City Grill from concept to creation in under a year.

Key Results:

- First year's gross sales exceeded \$2 million, with sales growing by more than 20% in next four years.

Reduced Staff Turnover in High-Turnover Industry

Challenged with creating a strong team environment to reduce turnover of staff. Trained managers in "team management" principles, focusing on workplace pride. Compiled PC-based employee guidebook. Shared company's success with employees through annual bonuses, social gatherings, and benefit options.

Key Results:

- Delivered industry-low 25% turnover rate, even keeping 25% rate during renovation closure.
- Retaining competent and recognizable employees increased sales by building repeat customer / staff bond.
- Increased service quality and customer loyalty through better, more knowledgeable employees.

Managed Redevelopment and Construction of Successful Theme Restaurant

Challenged to co-develop and implement a new, next-generation theme-restaurant concept; to outperform, within five years, previous years' flat growth; to implement changes within a 90-day window; and to retain core customer base, as well as staff crucial to immediate success and profitability.

Identified key areas of planning and attention, set calendar, assigned management / partner responsibilities. Researched themes / concepts. Established \$750,000 budget, developed project plan, and scheduled major construction for traditionally low-performing period. Renegotiated a lengthened lease, concessions for capital improvements, and lower rent. Established cooperative dialogue with town and county officials to expedite necessary permits and approvals.

Key Results:

- Completed construction of the New Orleans Roadhouse below budget and two weeks ahead of schedule.
- After renovation, year-one gross revenue rose to \$2.6 million from \$2.3 million.
- Reduced daily maintenance costs by 18% and energy consumption by 8%+ by updating infrastructure, HVAC, and layout.
- Achieved reduced insurance risk through facility changes that allowed full handicap accessibility.
- Retained market share, provided exposure to different market areas, and positioned firm for strong short-term growth.
- Booked live performances by top entertainers and expanded catering capacity.

Rebranded Local Restaurant to Attract New Customers

Challenged with marketing the New Orleans Roadhouse without conveying rural image. Recognized traditional radio spots did not take advantage of new theme, so explored and implemented 30- and 60-second local television spots with a major Metro NY cable television provider.

Key Results:

- Quarterly sales increased 21%. Ads generated qualified first-time customers and helped in rebranding.

Reduced Marketing Costs While Increasing Market Visibility to Targeted Customers

Challenged to develop effective, low-cost method of advertising to main customer base. Researched and implemented customer databases for direct-mail and target-marketing strategies, integrated direct-mail software for in-house mail sorting, and added POSTNET barcoding to meet USPS regulations. Appended 80,000-member database with phone numbers leading to telemarketing efforts. Eliminated manual removal of outdated customer information from database by using USPS National Change of Address files to automate process.

Key Results:

- Slashed direct-mail costs to 33%, from \$63,000 to \$42,000. Reduced marketing budget to 15%.
- Realized 3% to 7% annual postage and labor cost savings by updating database with USPS.

25 Bay Drive, Amityville, NY 11701

phone: 631-555-5555 ■ fax: 631-000-0000 ■ cell: 516-555-5555 ■ e-mail: GH.PFS@email.com

ensure white space between sections; and bullets, boldfacing, and italic to make important information more easily seen. To make the best use of the top third of the first page, the writer puts contact information at the bottom of each page. In the Career Development section, achievements are cast as five Key

Gerald F. Hewlitt / page three of three*Career Development, continued***THE LINDEN TREE CAFE, BABYLON, NY**
1999 to 2000 & 1982 to 1995**General Manager & Principal***The Linden Tree Cafe is a well-established neighborhood cafe located in a historical building in one of Long Island's largest downtowns, Babylon, an urban / suburban town attempting revitalization from ongoing effects of "mall creep."*

- In 1982 identified closed cafe as a good prospect—surrounding area's demographics were upscale, community revitalization efforts were strong, and circa-1880 building matched current trend for historic charm. Successfully negotiated 10-year lease with option to purchase building within five years at 1982 value, with half of paid rent credited towards purchase price.
- Working with Town of Babylon officials, the Babylon Historical Society, and the Chamber of Commerce, renovated building's façade to circa 1880, funding 70% of work through state and federal historic preservation funds. Purchased fixtures with no money down.
- Opened in November of 1982 and quickly established a local clientele. Then marketed to non-local population using regional magazine advertisements, popular radio stations, and supplier co-op ads.
- Cafe steadily grossed over \$700,000 annually in early '80s. Although maintaining a historic building with apartments was an ongoing challenge, in 1986, purchased building at 1982 negotiated price of \$110,000 rather than appraised price of \$225,000.
- Restaurant's revenues began to falter in the late '80s as national recession reached Long Island, mall creep continued to deflect downtown business, town's road and sidewalk repairs limited access for months, and the large summer beach crowd started to gather at bayfront restaurants close to the ferries rather than in the downtown area.
- In 1990 planned complete building renovation including infrastructure, new kitchen, HVAC, handicap access, 100% fire sprinklers, increased dining area, and all-new outside dining area. To reduce effect on business, completed entire renovation in under four months. Kept core customer base informed of upcoming grand re-opening with a 20,000+ newsletter mailing, and invited best customers and community leaders to menu tastings and mock service dining shortly before reopening.
- Renovation and new menu generated results above initial projection, but with unsteady growth. Decided to sell when a generous offer was received in 1994. Completed sale in 1995. Kept possession of building and separate real estate company; transitioned professional activities into new investment areas.
- New owners' establishment closed after only four years through owners' series of business-devastating decisions. Owners changed name and concept; invested heavily in fad, not trend; maintained business cash flow with questionable business practices; tarnished establishment's reputation; damaged property with brew-pub equipment; and drove away original clients.
- Determined to personally rebuild and reestablish business and then sell to a buyer or team who could maintain and enhance it. Repossessed property in winter of 1998, facing enormous challenges as landlord of a building in need of a tenant and as a member of a community that wanted to see / solicit a fine establishment in the area.
- Achieved this goal in less than 18 months with under \$100,000 investment after reestablishing cordial community and business working relationships. Reopened in Spring 1999 with Chamber of Commerce celebrating the event with a party at the establishment in June 1999. In August 2000, business was sold for a profit and continues to develop.

Education and Certification**Bachelor of Science in Management, Adelphi University, Garden City, New York****Adelphi University, Garden City, New York**Certificate, 320 hours, Computer Science, 2001
Earned while running two businesses.**Comp USA**

MS Excel (2 days)

Advanced use of CorelDRAW software (2 days)

National Restaurant Association

Preventing Sexual Harassment in the Workplace

Restaurant Catering

Trends in Restaurant Design

New York Restaurant Association

Writing an Operation Manual (2 days)

Hospitality Certifications

Food Service Manager's Certificate, No. 92122, County of Suffolk Department of Health Services

Food Service Manager's Certificate, Nassau County Department of Health

25 Bay Drive, Amityville, NY 11701**phone: 631-555-5555 ■ fax: 631-000-0000 ■ cell: 516-555-5555 ■ e-mail: GH.PFS@email.com**

Leadership Initiatives with bulleted Key Results specified for each initiative. Most of the results are quantified in dollar amounts and percentages. For the workplace mentioned on page three, the bulleted items tell in sequence the cafe's interesting history.

Human Resources

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
120.	CFA Administrator, Waste Removal	HR/Corporate Trainer	243
121.	HR Director	Not specified	244
122.	HR Specialist	Not specified	246
123.	HR Director	HR Executive	248
124.	General Counsel/VP	Senior HR Executive	250
125.	Senior HR Manager	Senior HR Manager	252
126.	Project Manager	HR Executive	254
127.	VP, e-HR	HR Executive	256



Joseph D. Morten

167 Helman Lane • Bridgewater, New Jersey 08807
908.555.5555 (H) • 908.444.4444 (Fax) • jMorten439@aol.com

HUMAN RESOURCES / CORPORATE TRAINING

Supervision ~ Business Management ~ Employee Relations ~ Coaching

Energetic, reliable and adaptable professional with a solid understanding of human resources, business operations and various corporate environments. Proven abilities in creatively identifying methods for improving staff productivity and organizational behavior. Recognized for ability to incorporate innovative management techniques into a multicultural workforce.

Results-oriented professional with excellent communication and interpersonal skills. Accurately perform challenging tasks with precision and attention to detail. Excel at organizing and setting up new procedures, troubleshooting and taking adverse situations and making them positive.

Competencies Include

- Human Resources Management
- Operations Management
- Teambuilding/Leadership
- Organizational & Project Management
- Training & Development
- Staffing Requirements
- Problem Resolution
- Employee Scheduling

Professional Experience

Waste Removal, Plainfield, NJ (August 1997–September 2007)

CFA Administrator

Waste Removal is the nation's largest full-service waste removal / disposal company

- Maintained and monitored multiple databases for the more than 120 pieces of equipment in the trucking company inventory.
- Generated accurate reports of budgets, repair costs, and personnel scheduling.
- Dramatically improved maintenance shop productivity through close budget monitoring.
- Served as a key link between management and mechanics, utilizing excellent interpersonal and communications skills. Acknowledged for improving the overall flow of information throughout the organization.
- Initiated, planned and managed the implementation of high-turn inventory-management systems and procedures. The new inventory system was credited with improving the operation of a very high-volume parts operation.
- Assumed a leadership role in the company by completely reorganizing the physical inventory process to ensure greater accuracy and system integrity.
- Managed the successful integration of two new parts operations, turning a possible negative situation into a very positive one.

Easy Video Entertainment, Colonia, NJ (March 1994–August 1997)

Store Manager

Retail video rental and sales chain with over 600 outlets and 5,000 employees worldwide

- Managed all daily store operations including a staff of 5 employees. Responsible for recruitment, hiring, firing, training and scheduling of all staff members.
- Ability to train and motivate staff to maximize productivity and control costs with hands-on management and close monitoring of store budgets.
- Attained a 25% increase in sales over a 12-month period, leading all 45 stores in the district. The store ranked 40th in overall sales volume of the 600 stores in the company.
- Maintained a consistent Top 20 ranking for sales of high-profit coupon books.
- Used excellent leadership, team-building and communication skills to develop subordinates and encourage cooperation and responsibility. Ensured compliance with corporate HR programs.
- Developed and implemented creative and aggressive promotional techniques that resulted in the store consistently exceeding its sales goals.

Education

BA ~ Psychology, *FAIRLEIGH DICKINSON UNIVERSITY, Madison, NJ*

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

The tilde (~), used to separate fields of activity in the profile, is echoed in the Education section at the bottom of the page. Each workplace in boldface is “explained” by a statement in italic.

Stephen Matthews

55 Roberts Road
Needham, MA 00000

555-555-5555
smatthews@email.com

HUMAN RESOURCES DIRECTOR

Expert in organizational effectiveness.

Recognized consensus-builder among diverse groups.

Innovative problem solver.

Strategic partner.

Effective executive coach.

Facilitator of management/staff collaboration to achieve business goals.

Watchdog against corporate legal liability and exposure.

VALUE PROPOSITION

Bringing **balance and simplicity** to Human Resources processes, **I create a competitive advantage** for the business that is reflected in the bottom line.

Proactive in anticipating problems and active in fixing things that break, **I attract and retain a highly skilled and motivated workforce** by implementing innovative and cost-saving programs.

LEADERSHIP

Employee Relations: Balance the company's best interests with the employees' needs to achieve business goals. Implement best management practices to maintain high morale in multinational and multisite businesses.

Staffing: Identify and define high-quality candidates in a tight job market and reduce cost per hire and turnaround time. Manage succession planning and employee development programs to build for the future and retain top talent.

Executive Coaching: Coach senior management to develop and communicate new strategy for continuous improvement and organizational effectiveness.

Organizational Development: Integrate cross-functional teams to change corporate culture and define common vision of success. Drive change targeted at strategic growth.

Benefits and Compensation: Develop and implement benefits and compensation programs that provide strong ROI.

Labor Law: Apply U.S. and international employment law to ensure compliance with regulations and minimize company's legal liability.

EXPERIENCE

JOHNSON MEDICAL SYSTEMS, Burlington, MA

2002–present

Worldwide Director of Human Resources

Provide the full spectrum of human resources support for worldwide imaging device division producing revenues approaching \$1 billion. Manage all legal and compliance issues; perform executive-level consulting in organizational development; coaching; results-oriented training, development, and implementation; and strategic planning.

Key Accomplishments

- ◆ Improved employee satisfaction 20% by implementing division-wide 360-degree feedback process to identify and correct problem areas.
- ◆ Developed and instituted innovative staffing plan that reduced turnaround time (from time-to-post and time-to-fill) by 25%.
- ◆ Developed policies that addressed discrepancies between U.S. and German employment law.
- ◆ Simplified performance evaluation process to achieve buy-in throughout the division.
- ◆ Saved \$500,000 by increasing employee retention and reducing associated cost of new hires; achieved competitive advantage by retaining top talent.

121

Combination. *Wendy Gelberg, Needham, Massachusetts*

This Human Resources Director wanted a resume “outside the box” to distinguish him from the competition. The Value Proposition points to the impact he has on his present company, and

EXPERIENCE (continued)**TECHNOCORP**, Westborough, MA (headquartered in San Francisco) 1998–2002**Senior Human Resources Manager**

Reorganized the management structure for a bicoastal Engineering Division including internationally recognized experts in magnetic recording, electronics, and physics. Drove programs in continuous improvement and organizational effectiveness in a fast-paced and highly competitive environment, resulting in improved efficiencies and management excellence.

Key Accomplishments

- ◆ Built strong partnership with the executive staff to ensure that managers and employees worked collaboratively to achieve business goals across two sites. Implemented programs that drove high productivity and job satisfaction.
- ◆ Reduced staffing and compensation costs by \$250,000 by developing hiring and pay programs based on individual development plans, succession plans, and workforce planning. Trained internal candidates to fill hard-to-staff positions.
- ◆ Provided executive coaching to Vice President of Engineering to identify leaders and structure the department to improve organizational effectiveness.
- ◆ Advised managers on fair hiring practices and employee performance issues to reduce corporate liability.

CONTINENTAL COMPUTER CORPORATION (acquired by XCom, 1998), Shrewsbury, MA 1983–1998**Senior Human Resources Manager**, Worldwide Sales and Marketing Division Headquarters

Held positions of increasing scope and responsibility in various Continental departments, beginning as Management Development Consultant and finishing as Senior Human Resources Manager.

Key Accomplishments

- ◆ Oversaw the effective delivery of all human resources management, including compensation, recruitment, HR information systems, and university relations in a worldwide business with almost 4,000 employees and an annual operating budget in excess of \$625 million. Managed a staff of 40 in a matrixed technical organization.
- ◆ Developed and implemented core programs in performance management and human resources planning that sharpened organizational effectiveness by providing managers with practical tools and critical information.
- ◆ Served as Human Resources Manager to five headquarters vice presidents.
- ◆ Introduced an innovative reward program that was essential to the retention of key employees and to the business's ongoing success.
- ◆ Implemented an Alternative Dispute Resolution (ADR) program with anticipated savings of millions of dollars in litigation costs.
- ◆ Provided leadership in XCom/Continental acquisition by identifying acquisition issues, determining and implementing best practices, and eliminating redundancies across both organizations.
- ◆ **Awarded:** Continental Achievement Award for Outstanding Contributions to Diversity Work (1994), Continental Achievement Award for Competitive Benchmarking (1993), Managerial Excellence Award (1991), and Educational Services Instructor Excellence Award (1985).

Prior experience includes Employee Relations Manager at Fidelity Investments, Training Manager at The Talbots, and Training Consultant at Polaroid Corporation.

EDUCATION

Certificate	Mediation and Dispute Resolution, Metropolitan Mediation Services, Cambridge, MA
MBA	Executive Program, Babson College, Babson Park, MA
BA	Communications, Speech, and English, State University College of New York at Buffalo

the phrases in italic in the left column serve as a profile expressing further the person's value as an employee. Diamond bullets point to extensive key accomplishments for each workplace. Note that a number of these accomplishments are quantified in percentages and dollar amounts.

AARON WALKER

5 Linden Avenue, Roslyn, NY 11576 ■ aaronwalker00@aol.com
residence 555-555-5555 ■ cellular 555-555-5555

HUMAN RESOURCES PROFESSIONAL

PHR CERTIFICATE

Seeking a Generalist Role

Emphasis on:

Recruitment & Staffing • HRIS • Training & Development
Compensation • Salary Structures • Benefits Administration
Workforce Reengineering & Change Management • Job Task Analysis
Performance Appraisals • Employee Retention • Employee Communications

PROFESSIONAL EXPERIENCE

COMPUTER ASSOCIATES, Islandia, NY 2002–Present
Human Resources Specialist (2003–Present)
Human Resources Generalist* (2003)
Human Resources Associate (2002–2003)

**Selected for rotational assignments as a leave replacement for other HR staff members.*

♦ ♦ ♦

HR Generalist Responsibilities and Achievements

Supported and provided HR-related guidance to general-management teams at two newly acquired facilities with a combined staff of approximately 130 employees.

- Contributed to a five-person team charged with establishing and implementing yearly **salary increases**.
- Managed a **job-reclassification project**. Conducted occupational research to determine if job titles were in sync with workplace norms.
- Assisted with **employee-performance** issues. Wrote disciplinary reports and developed a strategy for resolution.
- Reviewed **applicant résumés** and collaborated on **new-hire offers**.
- Tackled the **I-9 recertification** of approximately 2800 employees at 12 locations. Through research, identified all employees whose paperwork was deficient. Trained support staff and line managers in proper documentation, which rectified oversights expediently and improved I-9 administration going forward.
- Articulated **corporate policies and procedures** to employees seeking clarification regarding payroll, disability, terminations, leaves of absence, and COBRA coverage issues.
- Authored a policies and procedures document to address the sometimes-confusing hiring categories of “rehires” and “reinstatements.” Created and delivered **PowerPoint presentations** to the HR community, which, together with the written document, served as clarification on this issue.
- Regularly conducted the “benefits” portion of **new-hire orientations**. In one-hour sessions, provided information to 50+ employees.
- Participated in the **campus recruitment** program. Attended college fairs and **interviewed candidates** for internships and entry-level positions.
- Processed **employee data** for new hires and terminations.

Continued...

122

Combination. *MJ Feld, Huntington, New York*

This person wanted a generalist role in human resources, which was not his most recent role. The writer grouped all the job titles at the top of the Professional Experience section and then

AARON WALKER

Page Two

HRIS Responsibilities and Achievements

- Identified a significant administrative challenge regarding the inaccuracy of employee time-off accrual plans. Rectified the problem by creating an Access database linked to Lawson HRIS, which accurately provided the needed data.
- Designed, developed, and brought to fruition approximately 30 HRIS audits to ensure the accuracy of employee records. Defined audit parameters for compliance with federal, state, and company policies. Created numerous HRIS ad hoc reports as requested by the HR community and line managers.
- Improved the administration of employee sabbaticals by creating HRIS automation tools. In so doing, decreased processing time by approximately 50%.
- Represented HR Services during a company-wide Lawson system upgrade. As project manager, identified and advocated for the unique needs of the HR Services function. During implementation, served as trainer to the department's staff.

DEVELOPMENTAL DISABILITIES INSTITUTE, Brookville, NY

1999–2002

Residential Manager (2001–2002)**Assistant Residential Manager** (2000–2001)**Direct Care Counselor** (1999–2000)

- As residential manager, oversaw 20 direct-care counselors and one assistant supervisor.
- Hired approximately 15 direct-care counselors, all of whom became good employees. More than half were rated “exceptional.”
- Developed and implemented a staff-training program that provided enhanced quality of care to residents and contributed to a reduction in employee attrition.
- Conducted in-depth analyses of residents' skills and abilities. Set appropriate skill goals based on present functional status. Instilled motivation to reach objectives.

EDUCATIONAL CREDENTIALS**Master of Business Administration**, 2005. Hofstra University, Uniondale, NY**Bachelor of Arts**, Psychology, 1999. Muhlenberg College, Allentown, PA**Professional in Human Resources (PHR) Certificate**, 2003. Pace University, New York, NYWorkforce Planning & Employment, Performance Management, Compensation & Benefits,
Employee & Labor Relations, Occupational Health, Safety & Security,
Organizational Structure, Ethical & Legislative Issues**TECHNICAL SKILLS**

Lawson HRIS System, Windows, Word, Excel, PowerPoint, Outlook, and Access

PROFESSIONAL AFFILIATION

Member, Society for Human Resource Management (SHRM)

...

listed the responsibilities and achievements the person had as an HR generalist. On page two, the writer similarly grouped positions for one institution to avoid repeating information that would be the same for each position. In resume-writing lingo, this is called eliminating redundancy.

SUSAN B. ALMANN

(555) 555-5555

589 Brighton View
Croton, NY 55555

Sbalm345@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
Director, Human Resources (1996–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 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.
- ♦ 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
Manager, Human Resources & Administration (1993–1996)

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.

123**Combination.** *Louise Garver, Enfield, Connecticut*

This applicant wanted to move to a VP-level position at another organization. The writer created this resume, which demonstrated—with a Challenge-Actions-Results approach—the depth

SUSAN B. ALMANN • PAGE 2

Manager, Human Resources & Administration, continued...

- 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
Assistant Manager, Human Resources (1989–1993)

Challenge: Provide 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 Director 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.

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 of Albany

of the person's expertise and contributions. The resume successfully attracted interviews and offers at the VP level. Note the use of ellipses (...) between areas of expertise in the Career Profile section. This resume was the winner in the 2002 Professional Association of Resume Writers' Best Executive Resume category.

GARRY CROSSLEY

66 Madrona Drive ~ Santa Monica, California, 55555

555.555.5555 (A/H)

g_cross@hotmail.com

SENIOR HR EXECUTIVE*HR Infrastructure & Planning ~ Generalist Functions ~ Employment & Business Law*

Multi-faceted, results-oriented Senior HR Executive with comprehensive experience demonstrating quantifiable achievements and expertise encompassing all facets of legal, management and human resource generalist functions. Combines unique blend of visionary leadership and executive business savvy with competencies to spearhead strategic planning and execution of core staffing, operational and administrative initiatives to drive overall HR, organizational and bottom-line financial performance.

- ◆ Multi-Site Operations Management ◆ Project/Financial Management ◆ Merger/Acquisition Integration
- ◆ Industrial/Employee Relations ◆ Benefits/Compensation Design ◆ Policy/Process/Systems Design
- ◆ Staff Performance Optimization ◆ Union/Non-Union Relations ◆ Business/Corporate Litigation

CAREER ACCOMPLISHMENTS**TimeField Corporation**

- Revitalized morale of support services staff, improved client satisfaction and optimized overall organizational efficiencies through motivation/mentoring of underperformers and streamlining policies and procedures, including implementation of computerized work-order systems.
- Captured cost savings of \$200,000 for contracted services within first year through elimination of previous reliance on expensive outside contractors.
- Transformed support services functions into high-producing team through execution of numerous turnaround strategies including corporate-wide conversion to Kronos computerized payroll system that secured improved attendance, payroll processing and performance-management functions.
- Consistently captured cost savings on premium renewals for employee benefit plans while obtaining improved benefit plans through facilitation of strategic negotiations.

PROFESSIONAL EXPERIENCE

TimeField Corporation, Los Angeles, CA

1987–Present

Human Services and Healthcare Provider to 25,000 clients locally, regionally and internationally with \$60 million budget and 1,200 employees spanning 52 sites, across four states.

General Counsel / Vice President of Support Services (1990–Present)

- Diverse role, accountable for \$4 million budget and 13 staff, spearheading direction and execution of strategic initiatives to secure optimal performance across 10 functions encompassing legal, human resources, corporate and healthcare services procurement, risk management, training and development, information management, conference management and office services and telecommunications.
- Key member of executive team, providing ongoing tactical support, advice and presentations to President and Board of Directors in goal setting and achievement of corporate growth objectives.
- Distinguished track record for management and delivery of corporate-level functions and activities within HR, compensation/benefit administration, recruitment, training, performance management, diversity, EEO/AAP, HRIS, Safety, corporate-wide MIS, purchasing and risk management.
- Legal counsel handling a broad spectrum of corporate and program matters with sole responsibilities with investigation, negotiation, litigation and settlement across business law, employment law, commercial transactions, housing law, construction, real estate, elder-care law, corporate law, mergers and acquisitions, due diligence, bond financings, risk management and family law matters.

Combination. *Annemarie Cross, Hallam, Victoria, Australia*

As an executive, this individual had vast expertise. The writer put experience and achievements related to the applicant's goal toward the beginning of the document. She mentioned

GARRY CROSSLEY**Page Two****PROFESSIONAL EXPERIENCE***(Continued)**Accomplishments*

- Pioneered and directed five functions that improved organizational effectiveness, reduced costs and generated revenue including risk management, corporate purchasing, conference-management services, telecommunications and office services.
- Championed consistently high ratings from local, state and federal inspections, demonstrating leadership and direction expertise.
- Exceptional litigation record, winning 100% of 150 cases handled since 1990 within Administration, State and Federal court matters.
- Collected \$700,000 in damages across broad spectrum of cases, and captured over \$500,000 cost savings in legal fees by personally performing work previously assigned to external high-profile legal firms.
- Improved collection system and dispute-resolution system for three nursing homes, 550 hospital beds and 2,000 housing units through creation and execution of turnaround solutions.
- Designed, planned, executed and directed successful \$400,000 telecommunications project.

Vice President of Support Services (1987–1990)

- Oversaw administration and operation departments with \$6 million budget, including employee benefit programs and purchasing volume across 52 sites, with increasingly responsible duties proportionate to 300% budget increase during that time.
- Directed, supported and mentored 12–100 employees located at 50 sites across four states.
- Reviewed all employment disciplinary and employment law-related matters.

Accomplishments

- Re-engineered six core departments that facilitated 300% corporate growth.
- Achieved successful outcomes in all employment law matters, spearheading management of each case independently from beginning through completion.
- Captured significant improvement in staff morale and productivity through participative management style and introduction of innovative performance-optimizing strategies.
- Implemented strategic cost-reduction initiatives that secured consistent budget savings of 5%–10%.

Previous experience demonstrating expertise spearheading development and expedition of grievance-resolution and arbitration programs; litigation of unfair labor practices; and staff training and development across both public and private sectors, including Fortune 500 entity.

EDUCATION

UNIVERSITY OF CALIFORNIA, Los Angeles, CA

Juris Doctor

CAPITOL UNIVERSITY, Washington, DC

Master of Science—Major: Industrial Relations

STANFORD UNIVERSITY, Stanford, CA

Bachelor of Arts in Urban Studies**CERTIFICATIONS**

Senior Professional in Human Resources—Society for Human Resource Management

less-related experience with a Fortune 500 company in a short italic paragraph at the end of the Professional Experience section. Achievements stand out in the Career Accomplishments section after the profile, and in the Professional Experience section under each Accomplishments side subheading in italic.

Michelle Reinecke

7263 Callaghan Rd., San Antonio, Texas 78217 (H) 210-783-2574 (W) 210-558-6327 (C) 210-852-5237 e-mail: mreinecke@tisd.net

Senior Human Resource Manager
with 13 years of human resource experience including a strong background in regional and corporate-level support in multiple U.S.-based, culturally diverse call center operations with a workforce total of up to 600 local and 2,500 regional associates.

Core Professional Strengths

Human Resource Management

State / federal employment law / unemployment compensation / policy interpretation / safety & health / benefits administration / departmental budget / HRIMS / performance management

Recruiting

Exempt & non-exempt level sourcing / selection / on-boarding / orientation / employee relations / community relations / pre- & post-hire assessments / applicant tracking / per-hire costs analysis

Training and Development

Grant attainment / instructional systems design / training facilitation / organizational development / quality improvement

Retention

Retention strategy analysis / workforce surveys / case studies / development & implementation of employee-retention programs

Professional Achievements

- ❖ **Educated** the corporate sales team in the components of Outsourcing's staffing package—*Call Source Plus*.
- ❖ **Initiated \$350K worth of annual bottom-line savings** by implementing employee equipment purchase programs, redesigning differential / vacation pay policies and reducing starting salaries.
- ❖ **Maximized the call-based routing** initiative of the call center group by providing human resource expertise in the area of employee profiling, behavior profiling and pre- and post-hire assessment processes.
- ❖ **Provided human resource expertise** as part of Spherion's Customer Development Solutions sales presentation design team and facilitate the presentation on an "as-needed" basis to current and potential outsourcing clients as part of the contract retention strategy.
- ❖ **Assimilated** the division's human resources data and talent in support of the launch of the corporate HRIMS initiative—"Project Meteor."

Professional Experience

Senior Human Resource Manager

DIGICOM TELESERVICES, INC., San Antonio, Texas—1998 to present

24/7 inbound customer service call center servicing DigiCom calling-card and long-distance customers. The center staffs 450–600 local employees. This position is also indirectly responsible for human resources consultation for 1,500–2,500 regional employees and currently reports to corporate human resources.

- ❖ Awarded **CEO recognition** for representing the Customer Development Solutions group as the subject-matter expert on the **corporate team** that led the organization through the 2001 / 2002 **corporate payroll system implementation**.
- ❖ Received local recognition for **2001 Employer of the Year** by the State of Texas; **2001 Employer of Excellence** and **2001 Transitional Employer of the Year** by Bexar County Employment Services Development Board.

125

Combination. *MeLisa Rogers, Scroggins, Texas*

The applicant had a human resources generalist background and extensive achievements. The writer consolidated these into a two-page resume to capture the highlights of the individual's

Michelle Reinecke

-2-

Professional Experience—continued

- ❖ **Achieved 100% of hiring goals** while maintaining the lowest recruiting costs of the division at \$275.00 per hire.
- ❖ **Implemented an Integrated Voice Response** unit to capture 100% of survey data from a workforce of 2,500 associates for the 2001 Associate Survey project. Achieved an above-average response rate of 42%.
- ❖ **Increased associate retention by 47%** to achieve industry-standard excellence rate of 53% and maintained this rate for three consecutive years.
- ❖ **Led the regional succession planning and performance management** process to ensure talent development and quality bench strength.
- ❖ **Secured \$100K+ of community funds** for employee training and development programs.
- ❖ **Repeatedly achieve a win rate of 99%** on unemployment claims for three locations across the U.S., resulting in **savings of \$90K** for the division.

Human Resource Supervisor / Management TrainerGRAYSON FOODS, Rochester, New York—1989 to 1997*Food processing facility—800 local employees.*

- ❖ **Managed hiring / orientation** for dayshift.
- ❖ **Facilitated 100% of management training** programs for the operation.
- ❖ **Secured \$100K + of state grant** training funds.
- ❖ **Developed and implemented employee mentor program.**
- ❖ **Developed and implemented** the night-shift human resources department.
- ❖ **Managed grievance process** for non-exempt employees under the UFCW union contract.

Agriculture Science InstructorROCHESTER INDEPENDENT SCHOOL DISTRICT, Rochester, New York—1988 to 1989***Quality Supervisor***HENSLEY FARMS OF TEXAS, San Angelo, Texas—1985 to 1988**Education and Professional Training**

- ❖ **Master of Science—Human Resource Development**—Penn State University, 1997
- ❖ **Bachelor of Science—Agriculture Science**—Texas A&M University, 1985
- ❖ **Professional Training:**
 - Vital Learning Management Development**—certified facilitator
 - Dale Carnegie**—certified assistant
 - Microsoft Project and Publisher**
 - Multiple legal and human resource management training seminars**

Professional Organizations

- ❖ **American Society for Training and Development (ASTD)**
- ❖ **American Association of Human Resource Management (AAHRM)**
- ❖ **Rochester Economic Development Corporation (REDC)**
- ❖ **Rochester Chamber of Commerce**
- ❖ **Rochester Independent School District (RISD) Volunteer: Innovative Research Team—Curriculum for Real World Application**

background and while covering the vast amount of experience she had in her field. A box for the profile and shaded boxes for the centered section headings make the resume sections visible at a glance. Compound diamond bullets help draw attention to the achievements.

SUSAN J. ANDERSON5960 Constantine Road
Orange, CA 92680714.998.3012
Susan@aol.com**HUMAN RESOURCES INFORMATION SYSTEMS**

**Implementation Consultant • Quality Customer Service & High-Level Retention
Account Executive • Corporate Start-Ups • Procedural Development
Corporate & Government Contracts • Skilled Negotiator • Strategic Planner
Sales Process/Full Life Cycle • Market/Competitor Research • Selling Models
Implementation Cycle • Product Solutions • Project Management • Payroll**

Solid career history in HRIS operations, including start-ups, reviewing and determining software solutions to payroll and HR issues, training, and project management. Keen eye for analyzing problems and determining viable solutions. Effectively manage the implementation cycle. Expertly control high-level client problem resolution. Develop and implement quality, "customer service first" environments, attaining significant levels of customer retention. Computer-savvy. Maintain extensive databases.

TECHNICAL PROFICIENCIES

Web-Based Recruiting Tools	HRIS	LANs/WANs	Excel	Word
Internet & Research	Web-Based HR/PR	Pivotal	Networks	Visio
Database Management	Tools	MS Office	PowerPoint	SQL Reporting
Client/Server Technology	Project Office			

PROFESSIONAL EXPERIENCE**Adrian Employer Services, Tustin, CA****1998–Present***Adrian is a payroll and HR solutions outsourcing company.***Project Manager (since August 2003)**

- Implement and manage multiple projects integrated as a whole. Ensure consistent and integrated implementation of service initiatives across customer segments and business units. Deliver the total business solution on time and within budget.
- Collaborate with senior management, functional managers, and project managers to plan business and technology initiatives and budgets. Use formal and informal networks to accomplish program objectives. Identify and resolve project issues and manage project risk.
- Establish and manage cost, schedules, and performance of large, highly complex projects. Fully accountable for complex/diverse projects with a high degree of business risk.

Some Projects:

- Managed a multi-product web-based implementation worth \$300,000. Successfully moved a 2,000-employee global client from Windows-based PR/HR software to a web-based HR/Payroll package. Supervised a team of 10. Completed the project on time and under budget.
- Very carefully managed a sensitive issue and hostile client with an outstanding balance over \$500,000. Directed a team of eight to troubleshoot complex issues, retain the business, and collect the balance due.
- Recently assigned to \$300,000 employee self-serve assignment with a two-year scope.

System Consultant (3 years)

- Generated leads and secured new HRIS clients. Created and delivered proposals and demonstrations to key management personnel (user, technical user, buyer, and decision-makers) meeting customer-specific requirements. Maintained a \$6.1M quota annually. Proposed product solutions and applications working with IT directors for system requirements and functionality. Wrote RFPs for the sales team and clients.

126**Combination.** *Diane Burns, Boise, Idaho*

The person had a progressive employment history in a specialized field. She had been with the same company for several years, so the writer broke the employment section into bulleted

Susan J. Anderson, Page 2

Accomplishments Continued...

- Effectively tailored responses and proposals using strategic and conceptual selling models to best position firm in the marketplace. Managed large and complex accounts (clients average 500 to 5,000 personnel).
- Created, tailored, and conducted product demonstrations, reinforcing solutions, and selling points, including Source Time and Attendance, Tax, Print Services, Travel and Expense software sales, software product demonstrations addressing feasibility of solutions, and implementation planning. Built technical credibility with prospects to turn sales to implementation cycle.
- Reviewed current technology trends and educated field staff in cutting-edge advances in Payroll & HR, Time & Attendance, recruiting, employee self-service, and benefit outsourcing during national product training for new hires as a product expert.

Account Executive/Project Management (9 months)

- Selected at the regional level to sit on a special project team to study customer retention with the intent to proactively manage and develop profitable, long-term customers.
- Met with clients to ensure complete customer satisfaction. Reviewed and recommended solutions to HRIS problems and suggested specific software. Managed conflict resolution.
- Developed an account strategy within each customer to establish trends and opportunities to capitalize on retaining and growing the customer base.
- Coordinated customer training. Conducted on-site customer visits. Negotiated long-term agreements.
- Managed the resolution of Accounts Receivable issues.

Implementation Consultant (1.5 years)

- Analyzed customers' payroll needs and provided recommendations for streamlining payroll processes and determining appropriate implementation strategy. Created and managed the overall detailed implementation project plan. Moved customers' payroll data to the company's Source 500 software. Negotiated contracts up to \$2M.
- Trained customers on the Source 500 software. Provided quality ongoing customer support, ensuring the successful implementation of payroll, human resources, and tax filing accounts as measured by the customer start-up satisfaction results.

Mountain Top Health Services, Orange, CA

1994–1998

MT held the government contract for the joint services military HMO (TriCare) program, housing multiple large databases with hundreds of thousands of files and records.

Operations Supervisor

- Developed and implemented start-up plans/operations for the employing and operation of a call center with 500 employees. Implemented the database software and controlled large databases.
- Hired and trained 40 direct reports, set up a department, and staffed a call center with an additional 500 personnel. Determined all staffing requirements, providing timely hiring and training. Built provider networks, which booked appointments nationwide.
- Identified statistical data, providing accurate forecasting and trend identification. Conducted audits. Conformed to all government regulations. Tracked attendance, payroll, and performance ratings.

EDUCATION

- **Master of Arts in Organizational Management**, University of California, Fullerton, 2004 (GPA: 3.98)
- **Bachelor of Arts in Interdisciplinary Studies with Concentration in Human Resources Management**, University of Arizona, 1994
Human Resources Intern, 01/93–06/94 and Blue Cross & Blue Shield of the National Capital Area, Washington DC, 2001–2002

Project Management Institute, Tustin, CA, Member

paragraphs and included specific projects to attract the reader. A pair of thick-thin horizontal lines encloses a profile, a summary of responsibilities, and a multicolumn list of technical proficiencies. Brief descriptions of each workplace, plus a membership note at the end, appear in italic.

BRENDA HAMILTON

222 Lakeridge Place
 Augusta, Alberta A1A 1A1
 555.222.4444
 bhamilton@email.com

HUMAN RESOURCES EXECUTIVE*Specialist in the Creation and Implementation of Leading-Edge Corporate HR Initiatives*

DYNAMIC AND HIGHLY SKILLED STRATEGIC HR EXECUTIVE credited with building and leading award-winning and best-in-class Human Resources initiatives in the areas of cultural transformation, organizational change, e-Human Resources, and employee development. Career expertise designing, creating, launching, and leading innovative programs to enhance corporate culture, improve employee performance, and support change across the organization. Highly skilled in communications, mentoring, and integrating diverse teams around a common vision.

Key areas of speciality include

- Values-Based Initiatives
- Organizational Change
- Strategic Planning
- Merger & Acquisition Integration
- HR Policy, Process, & Systems Design
- e-Human Resources
- Learning & Education
- Leadership & Mentoring
- Restructuring & Revitalization
- HRIS Technology Solutions

PROFESSIONAL EXPERIENCE

TELCO COMMUNICATIONS INC., Augusta, Alberta

1997–Present

Vice President—e-Human Resources (2002–Present)

Selected to lead the strategizing and implementation of a best-in-class online HR function integrating Recruitment, Performance, Recognition, and HR Administration for 30,000 employees nationally. Defined and spearheaded all strategic work to meet four key measurables: to build a self-service model, reduce HR costs, build a high-performance corporate culture, and enhance Data / IP skills across the organization. Concurrently responsible for Ombudsman, HR Website Design and Maintenance, Equity & Ethics, and Workplace Accommodation functions.

- Created in-house e-performance management system currently used by all managers across all lines of business enterprise-wide.
- Introduced a highly successful online data / IP learning curriculum and corresponding learning management system; success of program and efficacy of communications evidenced by 11,000 users within first 60 days.
- Sourced, purchased, and implemented RecruitSoft to enable and facilitate e-recruiting function.
- Championed and currently chairing e-Human Resources Steering Committee consisting of key cross-functional stakeholders.

Vice President—Learning Services / Chief Learning Officer (2000–2002)

Built, launched, and guided internal “corporate university” designed to provide training and performance enhancement across the areas of Technology, Management, Sales, and Marketing. Established Learning Services model, assembled the leadership team, and built the curricula to support and develop over 30,000 employees. Managed \$22 million budget and 147-person staff.

- Recognized opportunity to sell technology, management, and sales training modules worldwide—concurrently managed this independent business entity that generated an additional \$5 million in annual revenue.

127**Combination.** *Ross Macpherson, Whitby, Ontario, Canada*

This executive’s many quality contributions justify the three-page format. Professional Accreditation & Education and Volunteer Leadership round out her outstanding qualifications.

BRENDA HAMILTON
555.222.4444 • bhamilton@email.com

Page 2

Vice President—Enterprise-Wide Change for People (1999–2000)

Seconded on 8-month project to spearhead and launch enterprise-wide cultural transformation to establish pillars of high performance across the organization. As leader of the “Energy Team,” surveyed 1,000 employees, communicated and branded 4 core values, and launched supporting performance management system (Team Machine).

- Built communications strategy around hugely successful 4-hour “Igniter Sessions” that delivered new values, culture, and strategy to over 23,000 employees in person across 45 cities in less than 6 months.
- Following rollout, Pulse Check Analysis identified **78% increase** in how engaged employees were in TELCO values.
- Initiative recently won **International Verizon Leadership Award** for excellence in Leadership and Cultural Change (January 2004).
- Feature articles in *Telecom Edge* (May 2003) and *Business in Augusta* (December 2003).

Vice President—Human Resources (1997–1999)

Selected to lead all HR functions throughout TELCO Alberta—payroll, labour-relations, policy, compensation, and learning—and spearhead all critical HR process changes. Concurrently represented HR interests through 2 major corporate mergers.

- Led HR due diligence team for ABCTel merger—investigated HR practices, labour relations climate, contracts, and associated costs, and reported into Prime Due Diligence team.
- Created highly successful career transition structure and processes to support corporate restructuring—recognized as one of the top initiatives throughout North America for its creativity, support, efficacy, and feedback.
- Led successful cultural merger following purchase and integration of PEN-Tel.
- Spearheaded extensive values-based work to support ABCTel merger, effectively identifying, branding, and communicating the new organization’s core values.

AGM LIMITED, Augusta, Alberta
(Alberta-based telecommunications company—merged into TELCO Alberta 1997)

1986–1997

Director—Employee Programs & Services (1994–1997)

Coordinated creation and maintenance of all HR policies and services prior to merger. Established and administered all policies concerning compensation, payroll, pension, administration, benefits, and labour relations.

- Beta-tested first SAP payroll in Canada—oversaw massive conversion process and led organization through smooth implementation.
- Successfully introduced a new flex benefit program accepted by both unionized and non-unionized workforce—effectively negotiated with all bargaining units and communicated program across entire corporation.
- Reduced costs through exhaustive cost analyses and updated policies annually to consistently meet proprietary and growth needs.

Director—Organization Development (1993–1994)

Selected to lead change-management priorities throughout AGM, with particular focus on restructuring initiatives in anticipation of PEN-Tel merger.

- Built highly successful career transition model to support restructuring—developed strategy, created and communicated process, and effectively supported restructuring of 2,800 employees representing 25% of the total AGM workforce.

After a centered heading for the profile with centered key specialty areas in two columns, side section headings establish the layout for the rest of the resume. Boldfacing and underlining make evident the positions held at the different workplaces. Bullets point to the applicant’s significant achievements. Many of these are

BRENDA HAMILTON
 555.222.4444 • bhamilton@email.com
 Page 3

Director—Management & Quality Education (1990–1993)

Developed and launched in-house training and development division providing Total Quality training and Management development programs across the organization. Defined the strategy, developed the curricula, and coordinated the launch and management of all learning programs. Managed staff of 22 direct reports.

Previous AGM positions include

- Finance Supervisor**
- Finance Training Supervisor**
- Total Quality Training**

PROFESSIONAL ACCREDITATION & EDUCATION

Executive Management Program in Telecommunications	<i>University of Southern California, 2002</i>
Revitalizing the Workforce	<i>Center for Creative Leadership, Greensbow, NC, 1997</i>
Human Resource Executive Program	<i>University of Michigan, 1996</i>
PSOD (Organizational Development)	<i>National Training Labs, Alexandria, VA, 1991</i>
Personnel Administration (with Distinction)	<i>University of Augusta, 1988</i>
BA—Psychology / B.Ed.	<i>Pinehurst University, 1979</i>

VOLUNTEER LEADERSHIP

Advisory Board— <i>University of Augusta, Augusta, AB</i>	2002–Present
Advisory Board— <i>University of Augusta (TELCO Centre for Management Development)</i>	1989–2001
Board— <i>USC Center for Telecommunications Management (Marshall School of Business)</i>	1998–2000
President / Chair— <i>Skills Alberta, Augusta, AB</i>	1990–1998
Advisory Board— <i>Simon Pritchard University, Centennial, BC</i>	1998–2000
HR Management Committee— <i>Saint Royal College, Augusta, AB</i>	1998–2000
Chair— <i>Conference Board Education Forum</i>	1988–1991

quantified with numbers, dollar amounts, and percentages. Boldfacing highlights two exceptional achievements. Extra line spacing above each main section ensures adequate white space and avoids a crowded appearance. The overall impression is that the resume is long for good reasons.

Information Systems/Technology

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
128.	Software Developer	Software Programmer/Engineer	261
129.	Computer & Information Systems Manager	Computer & Information Systems Manager	262
130.	E-Commerce Manager	E-Commerce Manager	264
131.	Advanced Systems Administrator	Not specified	266
132.	Information Systems Consultant	Not specified	268
133.	IT Senior Technical/Project Manager	Senior Technology Executive	270
134.	Director, Software Development	Technical Project Manager	274
135.	Senior Solutions Manager	Corporate Executive	276
136.	Project Manager, IVR Replacement	IT Project Manager	278
137.	Manager, Telecommunications	IT Development Executive	280

RICHARD LEVINSON

0000 Preston Avenue ♦ Houston, TX 77000 ♦ (281) 000-0000 ♦ myname@aol.com

Career Target: Software Programmer / Software Engineer**PROFILE**

Talented software programmer with BBA degree, strong educational background in programming, and experience using cutting-edge development tools. Articulate and professional communication skills, including formal presentations and technical documentation. Productive in both team-based and self-managed projects; dedicated to maintaining up-to-date industry knowledge and IT skills.

Knowledge & Skill Areas:

- Software Development Lifecycle
- Object-Oriented Programming
- Problem Analysis & Resolution
- Web Site Design & Development
- Requirements Gathering & Analysis
- Technical & End User Documentation
- Software Testing & Troubleshooting
- Project Teamwork & Communications

TECHNICAL SUMMARY

Languages: Java, C, C++, JSP, ASP, Rational, HTML, SQL, Unified Process
Operating Systems: Linux, Windows XP/2000/9x
Object-Oriented Design: UML, Design Patterns

EDUCATION

TEXAS UNIVERSITY, Houston, TX

Bachelor of Business Administration in Computer Science, 2002

- ♦ Earned place on President's List for 3 semesters (4.0 GPA)
- ♦ Member, Golden Key National Honor Society & Honors Fraternity
- ♦ Selected for listing in *Who's Who Among Students in American Universities and Colleges*

Relevant Coursework:

- Software Engineering
- Project Management
- Database Design
- Systems Engineering
- Differential Equations
- Classical / Modern Physics
- Calculus I, II, III
- Logic Circuits
- Systems Analysis

Project Highlights:

- ♦ **Software Engineering**—Served as Design Team Leader and member of Programming group for semester-long project involving development of software for actual implementation within Texas University Recreation Center. Determined requirements, created "look and feel" for user interface, and maintained explicit written documentation.
- ♦ **Systems Engineering**—Teamed with group of 4 in conceptualizing and designing client-server application to interconnect POS and inventory systems for retail outlet, delivering class presentation that highlighted specifications and projected \$2 million in cost savings.

COMMUNITY COLLEGE, Houston, Texas

- ♦ 3.96 GPA / Concentration in Computer Science coursework

EXPERIENCE

DATAFRAME CONCEPTS, L.L.C., Houston, TX

2000–Present

Software Developer

- ♦ Worked with small team of developers to brainstorm and implement ideas for shipping/receiving software representing leading-edge concept within transportation industry.
- ♦ Planned and initiated redesign of existing standalone application, utilizing object-oriented design/programming and Java in creating thin-client GUI for new distributed system.
- ♦ Collaborated with marketing director in strategies to further business growth, including Web site enhancement that drove 65% increase in visitor interest for product offering.

* *References and additional information will gladly be provided upon request.***Combination.** Daniel J. Dorotik Jr., Lubbock, Texas

The applicant had limited work experience, so the writer emphasized skills and education. To de-emphasize experience, the writer put the Experience section at the bottom of the resume.

DAVID KENT

5555 Kalaniana'ole Hwy. • Honolulu, Hawaii 00000
808-555-5555 • dkent@islandemail.com

COMPUTER AND INFORMATION SYSTEMS MANAGER
Administrative Intranets/Public Web Sites/Software Engineering

7+ years of Web planning, development, and administration experience. Thorough knowledge and effective execution of state-of-the-art Internet and intranet systems technology. Proven communication and presentation skills. Easily introduce technical information to project participants and to the public. Project management expertise spans single and multi-institutional organizations, and academia.

- Information and Reporting Systems
- Real-Time Database Management Systems
- IT/Web-Based Media Support
- Scientific Document/Media Support
- Science Communication
- Web/Database Servers
- Project Quality Control
- Content Development

Specializing in the development and implementation of automated and paperless systems for data collection; procedures reporting; information submission, storage, and retrieval; and formal report and Web content production.

RELEVANT EXPERIENCE

RESEARCH CORPORATION OF THE UNIVERSITY OF HAWAII, Honolulu, 1998–Present

Computer and Information Systems Manager (1/2000–Present)
Marine Bioproducts Engineering Center (MarBEC)

Supervise Information and Reporting System (IRS) software development team of up to 8 (2 faculty and 6 students). Establish IRS content management and administrative procedures. Provide comprehensive annual report preparation support, including research updates and timely production and delivery. Plan and meet marketing, IT, and AV requirements of MarBEC-sponsored meetings and symposiums.

- Designed and developed proprietary IRS software, securing \$500,000 in additional funding. Anticipated time savings of 40%–60% in annual report content preparation, 80%–90% in research-related Web content publishing. Has potential to save NSF \$2.2 million of ERC annual expenditures if fully deployed.
- Completed special project: Culture Collection (CC) database management system resulting in real-time online availability of CC content.
- Delivered Beta version of Annual report Volume II reporting system 8 weeks ahead of schedule. Delivered full system version 1.01 on schedule and within budget.
- Presented several successful Web development and software engineering multimedia seminars: PowerPoint site visit presentations; ERC annual meeting IRS demonstrations; IRS demo to University Information and Computing Sciences (ICS) Department.
- Assisted with planning and production of Fourth Asia-Pacific Marine Biotechnology Conference (produced proceedings and coordinated AV requirements) and Microalgae Production for the Aquaculture Industry Workshop (produced workshop video).

Database/Web Development Specialist (7/1999–1/2000)
MarBEC

Coordinated planning, development, and implementation of Relational Database Management System (RDMS), including time frame for deliverables. Maintained and estimated budgets for subcontracted work and personal assistant. Created Internet and intranet content/applications in support of internal and external activities. Trained users at multiple sites. Developed related standards, policies, and procedures.

129

Combination. *Peter Hill, Honolulu, Hawaii*

The applicant wrote his own resume; it was six pages long. The writer consolidated it into this strong two-page resume, positioning this CIS professional/webmaster for the next step in his

DAVID KENT—COMPUTER AND INFORMATION SYSTEMS MANAGER

Page 2

Computer Specialist III (6/1998–6/1999)

NOAA National Marine Fisheries Service (NMFS) Honolulu Laboratory

Coordinated NMFS Honolulu Laboratory, PIAO, WPCFIN, and Coast Watch Web sites to comply with NOAA standards. Collaborated to develop and implement standards for these and other sub-webs. Established and chaired laboratory's Web committee. Established laboratory's Web presence. Identified, obtained, and published Web site material.

- Designed and developed intranet and Internet Web sites in 6 months, 10 weeks ahead of schedule. Conceptualized and built from scratch NOAA R/V *Townsend Cromwell* student connection outreach Web site.

CHESAPEAKE BAY RESEARCH CONSORTIUM, Annapolis, Maryland, 1995–1998**Environmental Management Fellow**

EPA Chesapeake Bay Program (CBP) Office

Worked closely and in coordination with CBP management committee members and other federal, state, and university staff to provide means of publishing and maintaining CBP Web site material.

- Established notable Web presence through coding, designing, and administering intranet and Internet World Wide Web sites. Co-authored CBP *Web Document Guidance*.

TECHNICAL EXPERTISE

HARDWARE: Intel-Based Systems • Macintosh • UNIX • Digital Imaging Devices • Telecommunications • Local Area Networks

SOFTWARE: Operating Systems • HTML • Database/Spreadsheet • Microsoft Project 2000 • Graphics Packages • File Manipulations • E-mail Editors • GIS • FTP • Word Processors • Directory Manipulations • Multimedia Digital Imaging

PROGRAMMING AND CODING PROFICIENCIES/FAMILIARITIES: HTML Editors • XHTML • CSS • JavaScript • Dynamic HTML • SQL • CGI Scripting • Visual Basic • DOM • COM • ColdFusion Markup Language • DTDs • XML • XSL • XSLT

ADDITIONAL TRAINING

Troubleshooting and Maintaining the Macintosh • XML Certification • Web Process and Project Management • Web Site Development and Design • Brochure, Catalog Ad, Newsletter, and Report Design • Graphics and Animation Creation • Data and Information Presentation • Windows-Based Environment Programming

EDUCATION

Bachelor of Science—Oceanography (Mathematics Emphasis), 1992

Humboldt State University, Arcata, California

career. Boldfacing and bullets do their job of calling attention to the most important information. Center alignment is used to attractively format the contact information, the banner over the profile, concluding profile information, the section headings, the workplaces, and the header on page two.

Stephen Wolf

1632 Red Hills Drive • San Diego, CA 99999
Home: 555.555.5555 • stevew@yahoo.com • Cell: 555.555.5555

E-COMMERCE MANAGER

Project Management • Application Development • EDI Management

Highly qualified IT professional with successful record determining and documenting requirements for IT products, logistics and financial applications. Outstanding problem-solving, analytical and decision-making skills with proven ability to conceptualize solutions to challenging situations and implement practical, cost-effective project plans. Characterized as a talented strategist, communicator, project leader and customer relationship manager. Areas of expertise encompass the following:

- Quality & Productivity Improvement
- Client Relationship Management
- Supply Chain & Product Management
- Product & Design Research
- International Transportation & Logistics
- Budget & Resource Planning
- EDI & Systems Integration
- Troubleshooting & Test Management
- Team Building & Leadership
- Technology Needs Assessment & Solutions

*BA – Political Science – University of California, Berkeley
Accounting – Technical College – Schwandorf, Germany*

*Post-University Training Courses – Project Management; Introduction to SQL;
Leadership, Training & Conflict Resolution*

PROFESSIONAL EXPERIENCE

BARKLEY SYSTEMS, San Diego, CA

Apr 2001–Present

Develops software solutions that completely manage marine terminal operations and communications.

E-Commerce Manager

Currently manage EDI group; leading the development of EDI applications of several internally developed large-scale software packages. Instrumental in establishing the internal business and resource infrastructure to support development, implementation and operations.

- Improved productivity through development of appropriate procedures, which ensured ISO certification for organization. Decreased customer complaints and dramatically reduced post-implementation support; achieved trading partners' functional expectations by 100%.
- Implemented project tracking tools; successfully communicated status of each project to company executives and key operations personnel, ensuring projects were completed.
- Instrumental in initiating and implementing several technical improvements to existing infrastructure, drastically reducing error rate and network traffic.
- Established formal communication channels with trading partners, resulting in improved communications with external trading partners, improved reputation, fewer complaints and reduced support.
- Wrote requirements for e-commerce module addressing existing EDI requirements and anticipated B2B integration needs.
- Executed EDI processes for large-scale software implementations, including requirements gathering, process design, development of data conversion, communications procedures and user acceptance testing.

130

Combination. *Denette D. Jones, Boise, Idaho*

This resume is nicely laid out with a variety of alignment and indentation patterns. Line spacing and margins are controlled so that information about the current workplace ends at the bottom

STEPHEN WOLF*Page Two***CRAFT INCORPORATED, Alameda, CA****Apr 2000–Feb 2001***Internet startup providing B2B payment and invoicing services over Internet.***Product Manager**

Managed new B2B product for an e-commerce company producing a coherent product strategy including defining product, documenting requirements, evaluating prospective vendors, researching competitors, producing marketing materials and coordinating sales efforts.

- Identified, contacted and evaluated potential software vendors with the goal of keeping start-up costs minimal. Maintained strategic vendor partnerships and participated in contract negotiations.
- Completed comprehensive requirements document for new, Web-enabled invoicing/purchase order management application; process included interviewing potential customers and investigating legal and industry-specific requirements.
- Wrote and developed marketing materials and prototype HTML interface, resulting in interest among potential clients through quality presentations illustrating product.
- Identified potential integration partner and incorporated integration strategy into marketing material, which became major selling point with prospective clients.
- Strategically planned and coordinated with marketing on possible sales targets. Presented product to potential clients including live demonstrations of product capabilities.

BARTLETT SYSTEMS, San Diego**May 1995–Apr 2000***\$1 billion international transportation/logistics company in more than 100 countries with 10,000 employees.***EDI Manager/Lead Business Analyst—(1997–2000)**

Managed ten business analysts, technical resources and several ongoing EDI and non-EDI projects, including numerous multimillion-dollar, high-profile accounts. Primary resource for technical, business and procedural questions regarding mapping, U.S. Customs, transportation industry and internal policies.

- Developed and implemented project management procedures for electronic commerce group. Assigned projects based on experience, nature of project and potential development of new skills, resulting in quicker turnover while ensuring successful completion of projects.
- Increased productivity through department reorganization, improving staff effectiveness without increasing workload. Improved relationship between EDI group and other departments by establishing formal communications channels with other departments.
- Prioritized and published list of all projects and assigned resources based on client need, company priority and resources required to complete project.

Business Analyst—(1995–1997)

- Wrote programmer specifications for systems modifications and data conversion programs for Unisys mainframe and UNIX environment. Performed EDI mapping of all EDI standards as well as application-to-application, using Mentor (Sterling Gentran) on UNIX and PC platforms.
- Followed up with programming staff before project deadline; notified clients of potential problems, resulting in better reputation and fewer complaints.
- Designed and implemented report writer procedures to fit the assessed reporting needs of internal and external clients. Report output varied from hard-copy reports to proprietary flat files.

TECHNOLOGY SKILLS & QUALIFICATIONS**Operating Systems:** Windows, Mac, UNIX**Software:** MS Office (Word, Excel, PowerPoint, Access), Front Page, Project; Dreamweaver; Eudora; Internet Explorer; Netscape Navigator, Composer; Visio**Basic Understanding:** SQL, PL/SQL, HTML, XML, JavaScript**EDI Tools:** Sterling Gentran, Harbinger TLE Client Tools, Specbuilder

of page one and information about the preceding workplace begins at the top of page two. Small italic statements about each workplace in the Professional Experience section are useful for those who are unfamiliar with the companies. The boldfacing of job positions makes them readily apparent.

FRANKLIN JOHNSON, MCSE

55555 55th Avenue ▪ Cell (555) 555-3925
 Tigard, Oregon 97224 ▪ Home (555) 555-2953
 www.careerfolio.com/mcse ▪ fjohnson@careerfolio.com

 NETWORK ADMINISTRATION / IS MANAGEMENT

Professional Profile

Service-driven IT professional with 13 years of experience in network administration, system maintenance, technical troubleshooting, team building, and infrastructure planning. Reputation for creative problem solving and effectiveness in resource management and cost control. Broad experience with diverse enterprise and network systems and remote administration.

- **Dedicated Team Leader:** Skilled in building motivated teams and supervising engineering and support staff in complex business and technical environments. Solid experience in coaching, staff training, goal setting, and performance evaluation.
- **Strategic Technology Planner:** Successful at developing long-range plans and managing application integration / data networking projects across multiple platforms. Current knowledge of emerging technologies such as VPN, wireless, office automation, data communications, and SAN.
- **Seasoned Project Manager:** Organized and detail-oriented. Able to work under tight deadline pressure and consistently meet deadlines and quality goals. Accustomed to managing multiple projects and priorities in fast-paced, high-performance environments.

Certifications

MCSE—Windows NT4
 MCSE—Windows 2003

Experience

ABCO SYSTEMS—Salem, Oregon

Advanced Systems Administrator / Team Lead (7/05–Present)

- Coordinate the delivery of server engineering support and supervise the design of server solutions for multiple departments. Oversee and maintain 847 servers.
- Use Microsoft Virtual Server and VM Ware ESX Server to design test environments and consolidate servers.
- Acquired extensive experience with SAN storage solutions, external storage arrays, data center operations, RAID configurations, firewall / security implementation projects, and small wireless LAN support.

Network Operations Supervisor (3/01–7/05)

- Managed and developed a team of 23 network engineers.
- Supervised the maintenance of 70+ Windows NT and Novell servers supporting a user base of 1,900 in Oregon, Washington, Alaska, Hawaii, California, Utah, Arizona, and Colorado.
- Maintained a SAN (80 servers) and related hardware. Installed and configured Novell 3.x / 4.x, Windows NT4, and Windows 2000 servers and clients.
- Updated network systems.

—CONTINUED—

131

Combination. *Pat Kendall, Tigard, Oregon*

The design of this resume is easily grasped at a glance. Boldfacing is limited to occupational roles in the Professional Profile, company occupations in the Experience section, and the degree

FRANKLIN JOHNSON, MCSE

PAGE TWO

Experience *(continued)*

ADVO COMPUTER CORPORATION—Houston, Texas

Software Test Developer (Contract, 5/99–2/01)

- Developed test procedures for a line of laptop computers to ensure compatibility with multiple operating systems and hardware.
- Operating systems: Windows 95, Windows XP, Windows Server 2000, OS/2. Network operating systems: Novell 6.x, Microsoft Peer-to-Peer, Banyan VINES

AMERICAN DIGITAL SOLUTIONS—Irvine, California

Computer Technician / Technical Support Team (1/98–4/99)

- Provided technical support for end users (in-house, over the telephone, and online).
- Supported American Digital's line of hard disk drives; Windows, Windows NT, OS/2, Novell NetWare, and UNIX.

COMPUTER SOLUTIONS—Santa Ana, California

Computer Consultant (Contract, 12/95–1/98)

- Analyzed needs of small- to medium-sized firms to ensure optimum cost efficiency and productive use of applications and data processing, networking, and data communication systems.
- Developed custom configurations and installed IBM and Macintosh systems, standalone PCs, local-area Novell Networks, computer bulletin board systems (BBS), and Internet solutions.
- Provided onsite training and user support.

REQUIM CORPORATION—Irvine, California

Production Lead, Injection Molding (2/93–11/95)

- Oversaw department operations and capacity planning functions.
- Established production goals, prepared budget, and ensured that all quality, yield, and production standards were met.
- Supervised, scheduled, trained, and evaluated a 27-person injection molding crew.

Education

IRVINE COMMUNITY COLLEGE—Portland, Oregon

B.S. Mathematics (1993)

PROFESSIONAL DEVELOPMENT

- AC Nielsen Burke Institute: Tools and Techniques of Data Analysis
- AC Nielsen Burke Institute: Translating Data into Actionable Information
- Institute for International Research: Choice-Based Modeling Essentials
- Team Building: Improving Decision-Making Effectiveness
- Total Quality Management: Implementing, Leading, and Managing the Continuous Improvement Process
- Deming: Quality, Productivity, and Competitive Position
- Dale Carnegie: Effective Speaking and Human Relations
- Covey: Leadership Workshop / Seven Habits of Highly Effective People
- McNellis: Team Dynamics and Problem Solving

in the Education section. All-uppercase letters are used for the position-and-field banner at the top of the first page, company names in the Experience section, and the college name and Professional Development title in the Education section. Square bullets link the pages.

NORMAN LATHROP

450 Spencer Road
 San Jose, California 00000
 (555) 555-5555 • lathropn@aol.com

INFORMATION SYSTEMS CONSULTANT

Experienced Certified Disaster Recovery Planner (CDRP) and Certified Business Continuity Planner (CBCP) serving a diverse client base in finance and banking, healthcare, telecommunications, insurance, gas, chemicals, publishing and government. Project management qualifications combine with demonstrated ability to develop and implement technical solutions to meet critical business needs. Outstanding leadership and interpersonal skills resulting in effective working relationships and top performance among staff. An excellent communicator between technical and business units who can translate complex data into easily understood terms.

AREAS of EXPERTISE

**Information Systems Integrity • Business Impact Analysis • Systems Applications
 Disaster Recovery Planning & Auditing • Technical Support & Training • Compliance
 Business Continuity Planning • Information Protection Analysis • Technical Documentation**

PROFESSIONAL EXPERIENCE

DEP SOLUTIONS • San Jose, California • 1999–present

Information Systems Consultant

Recruited to manage development, implementation and enhancement of business resumption and computer disaster recovery programs for corporate clients in finance/banking, healthcare, publishing, insurance, gas/chemicals, telecommunications and government. Achieved distinction as first recipient of company's recognition award for outstanding performance.

Key Projects

- ◆ Developed and implemented business recovery program with 5 platforms, data center and complex network at financial services organization with 32 business units at 6 regional sites.
- ◆ Created business recovery plans with 2-year maintenance program for 2 major customer service centers supporting client company and its operations globally.
- ◆ Designed voice systems disaster recovery plans and models for corporate headquarters/field locations of major telecommunications corporation.

APEX SYSTEMS • San Jose, California • 1993–1999

Manager of Planning Services (1995–1999)

Planned, developed and managed all disaster and business recovery projects for entire company. Functioned as information systems security administrator controlling user identification creation and distribution as well as menu creation and distribution access. Researched, planned and provided technical support for workflow and document management projects.

Key Projects

- ◆ Performed risk assessment, analyzed business impact and led crisis-management team in the development of data and business recovery plan.
- ◆ Instrumental in saving \$7 million annually through coordination and transition to an in-house claims data processing system.
- ◆ Collaborated on the design and implementation of mainframe-based system completed in just 15 months.
- ◆ Analyzed workflow procedures and downtime costs for utilization management and provided recommendations to maximize future growth potential.

132**Combination.** *Louise Garver, Enfield, Connecticut*

With his own "shell" resume, this candidate was getting no interviews. The writer transformed it into this strong document that emphasizes the individual's certifications and

NORMAN LATHROP • (555) 555-5555 • Page 2***Manager of Special Projects (1994–1995)***

Managed all phases of MIS project planning, development, implementation and management. Represented MIS department to all business units and with subcontractors. Initiated and wrote procedures to automate MIS request system, increasing efficiency, accountability and control.

Key Projects

- ◆ **Strengthened confidence and productivity level of 100+ nontechnical staff through training in microcomputers and software applications.**
- ◆ **Created new system to organize and categorize 350 internal/external reports for a state contract.**
- ◆ **Provided technical solutions to expedite completion of Medicare contract; company was awarded contract out of 450 bids nationwide.**

Manager of Enrollment Services (1993–1994)

Reorganized and supervised staff in the daily operations of department. Reviewed, developed and implemented new policies and procedures. Involved in the development of system enhancements and participated in the design and implementation of a new automated membership system.

Key Projects

- ◆ **Significantly improved productivity through outstanding team-building and leadership skills.**
- ◆ **Increased applications processing 25% in just one month by redesigning workflow procedures.**
- ◆ **Introduced cross-training program, turning around employee morale and performance.**

RYAN-LANCE CORPORATION • San Jose, California • 1992–1993

Systems Analyst**EDUCATIONAL BACKGROUND**

B.S. (Computer Science) New York University, New York, New York

Additional Training

Hewlett Packard Product Support • NEC Product Marketing
 UNIX & 3b2 • Development of Disaster Recovery Strategies
 Novell NetWare Engineer • IBM Business Partner
 Voice/Data Telecommunications (ATM, SONET & Frame Relay)
 Bell Atlantic Disaster Recovery Institute Training Program

COMPUTER CAPABILITIES

Hardware: IBM 9672 • IBM 9221 • HP 3000-III • AT&T 3b2
 Compaq Systempro • HP Vectra • Epson • various PC platforms

Software: Microsoft Windows, Word, Access, Project & Excel • dBASE III

ASSOCIATIONS

Disaster Recovery Institute • Business Continuity Institute
 Information Systems Audit & Control Association

accomplishments. He began to get interviews. The depth of his expertise as presented on the resume secured him a higher position with 35 percent more income. Notice the location and extent of the boldfacing. It draws attention to the Areas of Expertise and the Key Projects subsections with diamond bullets.

RAMJEET CHAPRA5898 North Broome Street, Chesterfield, MN 22222
Home: 666-666-6666 • Cell: 888-888-8888 • RChapra@netzero.com**SENIOR TECHNOLOGY EXECUTIVE****Expert in Partnering IT with Enterprise Strategies, Operations & Goals**

Ten+ years of IT management experience with world-class manufacturers and service providers. Known for exceptional technical proficiency and astute understanding of business operations / performance drivers across tech and management lines. Manage senior-level responsibilities far exceeding job titles.

Personal and business watchwords are EXCELLENCE—continuously strive for perfection; ECONOMY—seek simplicity and elegance in planning and execution; and ETHICS—demonstrate personal integrity in all endeavors.

Deliver exceptional rather than expected results through strategic thinking, innovative problem-solving, and managing teams / change for performance excellence. Self-directed, disciplined, flexible, confident, and ready for new responsibilities.

MANAGEMENT & TECHNICAL ABILITIES

Business & IT Vision, Strategy & Leadership • Departmental Operations Management • Organizational Restructure & Change Project, Performance & Budget Analysis • Project Planning & Management • Systems Development & Implementation Enterprise-Wide & Global Solutions • Applications Analysis & Development • Team Building • Internal & External Customer Service

Operating Systems • UNIX (several flavors), Windows (all versions), Linux, DOS
Languages • C/C++, Perl, TCL, UNIX Shell Scripting, Visual Basic, VBA, Java, Javascript
Databases • Oracle, DB2, Access, MySQL, Real-time databases
Software • Business Objects Crystal Reports, MS Office, multiple other commercial packages
Comprehensive IT skills / project list available upon request.

EDUCATION

MS in Computer Integrated Manufacturing—4.00 GPA. Chatworth Institute of Technology, Chicago, IL, 1992

BE in Electronics & Communications—First Class Honors / 4.00 GPA. University of Bombay, India, 1986

Honors Diploma in Systems Management—Outstanding / Highest Grade. NIIT, Bombay, India, 1987

PERSONAL & BUSINESS DRIVERS

"Visionary, creative, out-of-box thinker; exhibits professionalism in the face of adversity; decisive when faced with chaos and uncertainty; [demonstrates] self-initiative." Director of IT • "Ramjeet has the ability to understand very complex technical issues and communicate them in an appropriate level of detail to whatever audience he is facing." Director IT Planning

Business • Get It Right the First Time

Invest appropriate time to fact-finding and planning. Dare to risk, act decisively with full-throttle effort into execution, and tenaciously move forward and achieve objectives, despite constraints and obstacles. *Example:* Independently authored and delivered technology presentations to staff and management to improve lagging knowledge of IT staff and allow CIO to forge ahead with new technology initiatives.

Technology • Practice Pragmatic Application of Relevant Technology

Look to technology as first-line option / solution for enhancing operational performance, increasing productivity, improving efficiency, eliminating bottlenecks, reducing errors, and solving problems. *Example:* Improved performance of reporting from new GL system by identifying and addressing system bottlenecks.

Project Management • Take a Big-Picture View

Create plan that fits scope; define and clearly articulate project goals and milestones (stretch, yet realistic); assemble, coach, manage, and motivate team; intervene to resolve technical and business issues using problem-solving skills that are second to none. *Example:* Brought stalled project on track within two weeks by setting / communicating clear vision, goals, and milestones.

Leadership • Interact, Motivate, Lead by Example

Combine technical knowledge / proficiency with unique ability to identify / leverage individual strengths of team members, truthfully deliver good / bad news, avoid / mediate conflicts, encourage communication / cooperation, and inspire / lead professionally, functionally, and culturally diverse individuals / groups. *Example:* Negotiated with feuding teams to resolve issue hindering completion of PVCS systems implementation. Agreement enabled department to become more organized around change-management and change-audit efforts.

133

Combination. *Deborah Dib, Medford, New York*

Why would a resume ever be four pages long? This dynamite resume illustrates why. It deserves close study. If you take the time to examine it, your effort will be rewarded with lessons in

RAMJEET CHAPRA • Home: 666-666-6666 • Cell: 888-888-8888 • RChapra@netzero.com • page two of three

PROFESSIONAL EXPERIENCE

UNIVERSAL LIFE INSURANCE COMPANY, Cranford, MN

1999 to Present

A division of AmerUs, an \$18.3 billion holding company, ULICO develops, markets, and services a full line of life insurance and annuity products to consumer and business customers. Employs 1,200 in offices in Illinois, Missouri, Ohio, and New York.

IT SENIOR TECHNICAL / PROJECT MANAGER

Direct accountability for managing IT projects (conversions, installations, integrations, upgrades) and providing systems / technical support to four operating locations and 1,200 users.

Provide technical / managerial oversight (design, development, implementation, evaluation) to multiple intra- and inter-company projects and initiatives of strategic and tactical importance—business and financial reporting solutions; data warehouse and data marts; and Web-based applications for internal and external customers.

Distinctions

- *"Always the right man for the job."* CIO—Universal Life Insurance Company
- *"He would be a candidate to run any business unit or department ... [demonstrates] analytical and organizational skills, accountability, intelligence, customer focus, and leadership."* Current supervisor
- *"In the top 5% of the company. One of the most talented individuals I have had the pleasure to work with."* Former supervisor
- Recognized as the go-to for attacking and solving complex technology issues.
- Retained and given additional responsibility / authority in post-merger downsizing staff in IT department from 65 to 30.

Business & Leadership Contributions

- Participate in enterprise-level IT strategy and department-level operations management. As internal IT consultant / advisor, interface routinely with top-tier corporate executives and senior department managers across all functional lines.
- Recommended and / or implemented high-impact initiatives for measuring, tracking, and improving productivity, business matrix, systems performance / data quality indicators, and product management / progress.
- Led training sessions on basics of Web servers and TCP / IP technology to members of IT department, enabling CIO to move forward with new technology initiatives.
- Credited with personal contributions to effecting enterprise-wide culture change, upgrading the technical competency of IT department personnel, opening channels of communication, and fostering cooperation among internal departments.

IT Projects & Results

- *Multiple-Phase Financial Reporting Project*—Succeeded in bringing lagging project back on track within four weeks. Restaffed project; worked with client to redefine requirements; renewed sense of urgency; and provided strong, decisive, technically astute leadership. (Project Manager and Team Lead)
- *Web-based Project Tracking Solution*—Contributed technical expertise, innovation, and conceptualization of key business drivers to design, development, and implementation of IT solution providing instant / near real-time access to project information / status to internal and external customers. (Architect)
- *Enterprise Sales Reporting*—Managed recommendation, development, and implementation of data warehousing technologies for standardized and consolidated sales reporting. Provided one-stop-shop for information from multiple disparate systems as well as easy-to-use management dashboard. (Project Manager and Technical Lead)
- *Enterprise Reporting and Business Intelligence Solution*—Managed and coordinated enterprise-wide deployment of a standard corporate reporting and information-presentation solution. Coordinated activities of multiple team members and external consultants. Provided leadership and expertise for technical issues. (Project Manager and Lead Architect)

resume writing. In the profile, all the keywords are capitalized for emphasis. If you wonder why the Education section was put so near the beginning, check out the information. Someone whose undergraduate and graduate GPAs are 4.0, with an additional outstanding/highest grade in a related field, is someone

RAMJEET CHAPRA • Home: 666-666-6666 • Cell: 888-888-8888 • RChapra@netzero.com • page three of three

PROFESSIONAL EXPERIENCE, continued

AUTO ELECTRONICS INC., Valley Stream, MO

1992 to 1999

Division of \$26 billion company, Genius AutoSystems, originally formed by joining former major parts divisions. World's largest manufacturer and global distributor of automotive components, modules, fully integrated systems, and aftermarket replacement parts.

**SENIOR PROJECT ENGINEER, Factory Information Systems Group (FIS)—led team of three engineers
LEADER, Manufacturing Technology Team—led team of 12 global representatives**

Technical lead for newly formed department providing critical IT solutions / operational support for all manufacturing tracking and monitoring requirements. Reported directly to manager of FIS, indirectly to director of manufacturing engineering. Led teams in design, development, and implementation of IT solutions. Managed related functions / project cycles—staffing and training, resource planning / allocation, cost / progress analysis, on-floor testing and troubleshooting, technical and business problem-solving.

Distinctions

- "Give the task to accomplish [and] Ramjeet will quickly and efficiently assess the situation; make recommendations; marshal resources; and lead the effort by directing both business and technical resources." Supervisor
- "Ramjeet has more breadth of perspective than most engineers or managers." Senior Engineer
- Earned numerous "Lightning Awards" for vision, innovation, and personal performance excellence.
- Chosen to lead global Manufacturing Technology Team (MTT). Traveled worldwide to conduct training and lead presentations on topics related to technology's role / value in high-performance manufacturing.

Business & Leadership Contributions

- Successfully lobbied for the formation of Factory Information Systems Group to replace outside systems vendor and expensive, ineffective applications. Played principal role in evolving department to become critical manufacturing partner.
- Led MTT meetings—cross-departmental, cross-functional, trans-global team of 12 involved in enterprise-wide IT strategies, projects, and solutions for the production floor.
- Served as internal IT consultant, advisor, and front-line point of contact to stakeholders—senior management, manufacturing managers, key department heads, union representatives—in multiple global operational locations.

IT Projects & Results

- *Factory Information System*—Conceived and built proof of concept / prototype, and won consensus / approval for IT specifications and business matrix. Developed and positioned \$200,000 project for 80-site global deployment and provided ongoing system support / improvement through MTT.
- *In-sourcing of FIS*—Facilitated \$60 million to \$80 million cost saving by recommending bringing project in-house, redefining IT strategy / specifications, and providing strong technical and managerial leadership throughout project cycle.
- *Web-based Equipment & Manufacturing Management Solution*—Improved ability to monitor remote manufacturing equipment. Co-developed and built versatile Web-based front-ends, enabling management of manufacturing lines from any location, without need for specialized access software.

NPG GROUP, Bombay, India

1991

\$149 million market leader in manufacture of industrial yarn and fabric and refrigerant gases—2,500 employees and operations in 14 locations throughout India, UAE, and US.

ASSISTANT MANAGER—Management Services Department

Assisted in management, systems operation, and supervision of 12 programming / technical support staff. Developed / implemented PERQS monitoring system within six weeks of hire. Designed, developed, and deployed methods-time ordering / product information. Reengineered and streamlined business / reporting processes.

SIDDQUI MANUFACTURING COMPANY, Bombay, India

1989 to 1991

\$790 million diversified enterprise—manufacturer, marketer, and distributor of wide range of durable consumer goods and industrial products in global markets.

SENIOR SERVICE OFFICER—CAD / CAM Division

Provided field support for CAD / CAM workstations, pre-sale technical support, post-sale hardware / software installation, and on-site and remote UNIX systems administration. Reduced time to connect machines to computers from 6–10 weeks to less than 2 hours. Assumed role of liaison to technology R&D teams. Provided client training.

to pay attention to. Take time to read the testimonials in the resume. They are more than just glowing; they make the choice between "hiring this guy" or purchasing a supercomputer a tough one. Study the use of full and center justification for variety. Note the consistent use of heavier bullets for Distinctions on pages

RAMJEET CHAPRA5898 North Broome Street, Chesterfield, MN 22222
Home: 666-666-6666 • Cell: 888-888-8888 • RChapra@netzero.com**CRITICAL PROJECTS & INITIATIVES***Expert in Partnering IT with Enterprise Strategies, Operations, & Goals***Developed and delivered system that allowed company to manufacture new and profitable high-tech product.**

As *Project Engineer, Auto Electronics Systems*, challenged to create new manufacturing data collection system and update / implement more functional companion systems. Researched, designed, and built proof-of-concept system. Worked with management to restore control of this initiative back internally (away from old system's outside vendor). Led team to write SOW and perform evaluation / bidding effort.

Result State-of-the-art system is now in use in more than 80 global manufacturing sites, providing effective and standardized means to control, gather, and process data from the shop floor (product would have been extremely difficult, if not impossible, to build without functions of this system). System provided company with data gathering / archiving abilities as required by regulatory agencies.

Strength *"I deliver cost-effective, functional systems and develop the team and business processes to enable the global deployment of these systems."*

Revitalized stalled mission-critical project.

As *Project Manager, Universal Life*, challenged to revitalize stalled project providing standardized way of supplying financial, accounting, and statutory reporting from company's new general ledger system. Reviewed client needs and team skill sets, and made staffing changes. Set up a formal project plan and assigned priorities. Provided technology assistance where required.

Result The project was back on track and delivering high-quality reports to a happy client. Without this, the GL system would not have gone live, forcing enterprise to rely on previous-generation GL systems at much greater costs.

Strength *"I understand and comprehend difficult situations, build and rally a team around a problem, and provide superior technical and project management to achieve tangible results."*

Standardized data gathering into a universal, cost-effective, and accurate reporting tool.

As *Project Manager, Universal Life*, challenged to implement new version of reporting tool while previous generation still ran live in production. In addition, solved multiple problems in data integrity. Brought together team of DBAs, data administrators, consultants, and end-users; developed project plan; and managed execution. Installed new version within five weeks with little user disturbance. Implemented Web-based tools to provide less complex user interface. Developed training plans to ensure success.

Result Project has been adopted as the corporate reporting standard for the enterprise (post-merger). New version allows for easier reporting, simpler maintenance of the infrastructure, and saving licensing / maintenance costs.

Strength *"I focus on business drivers and strive to provide the most effective and simple solution that can be standardized across the enterprise."*

Developed customer solution on personal initiative, directly leading to new contracts.

As *Senior Service Officer, Siddiqui Manufacturing*, took on personal challenge to resolve longstanding parametric software / training issue causing customer to work harder and longer to send designs out the door. Worked on program from home, on own time, to deliver solution, and implemented at customer's site during a regular service call.

Result Customer was ecstatic that two-year problem was finally resolved and a parametric design now took 80% less time to execute. As a direct result, he renewed annual contract and within six months bought two more licenses.

Strength *"I look to customer satisfaction as a business driver and strive to provide outstanding service and support to both internal and external customers."*

Built global consensus for crucial manufacturing enterprise system.

As *Leader, Manufacturing Technology Team, Auto Electronics Systems*, challenged to adopt a badly needed enterprise statement-of-work (SOW) for factory information systems (FIS) across all global sites. Organized virtual and on-site global team meetings (traveled to USA, Europe, Mexico), leading team to consensus on final version.

Result Standard FIS platform was adopted and evaluation / bid effort using this SOW was conducted. Company realized substantial savings in cost avoidance and implementation delays due to adoption of a common global standard.

Strength *"Using initiative, team leadership, presentation, and persuasion skills, I build consensus and deliver cost-effective business benefits, keeping IT a value-add rather than a revenue drain."*

two and three. Observe the use of boldfacing and italic to capture attention. Finally, observe the recurrent rhythm of Challenge...Response...Result...Strength on page four.

MARK K. MINADEO

773 Jefferson Street, Madison, WI 55715
 (608) 663-5555 home ■ markminadeo@gmail.com

**Director, Software Development
 Client/Server and Mainframe Applications Development Management**

Business-savvy IT manager with track record of goal-surpassing performance delivering large-scale product development projects on time. Team builder and “big picture” thinker who maximizes productivity and team spirit. Pragmatic leader with M&A implementation and IPO experience. Hands-on software development experience with DBMS applications. Proven skills in:

- | | | |
|--------------------------------------------------------------------|----------------------------------------------------------|----------------------------------------------------------------|
| <input checked="" type="checkbox"/> Product Life Cycle Management | <input checked="" type="checkbox"/> Vendor Partnerships | <input checked="" type="checkbox"/> Matrix Management |
| <input checked="" type="checkbox"/> Team Leadership / Motivation | <input checked="" type="checkbox"/> Software Engineering | <input checked="" type="checkbox"/> Technical Team Building |
| <input checked="" type="checkbox"/> Software Life Cycle Management | <input checked="" type="checkbox"/> Project Management | <input checked="" type="checkbox"/> Budget Forecasts / Savings |

PROFESSIONAL EXPERIENCE

MADISON SOFTWARE SOLUTIONS, Madison, WI 1995–present
 Market leader in enterprise database archiving and test data management software for information life cycle management. More than 2,100 customers (many Fortune 500) in 30 countries and 250 employees on 3 continents (North America, Europe, and Asia) with revenues in excess of \$40 million.

Director of Development. Function as **VP of Development**; report to CEO (2002–present). Matrix-manage client/server and mainframe development projects (full life cycle management), coordinating product life cycle (PLC) with Product Management, Documentation, and Quality Assurance (QA). Supervise 60 technical staff. Manage \$6.6 million budget and budget forecasting.

ACCOMPLISHMENTS

- **Turnaround Management.** Turned around department struggling with failure to meet release-to-manufacture (RTM) dates and bug-laden products. Unified and rallied staffs from 4 departments around PLC timelines, meeting RTM dates 100% of time, on budget, and with no bugs.
- **Product Life Cycle Management.** Review enhancements for 15–20 products representing 80% of company’s revenues. Oversee new product releases (3–4 Client/Server and 1 Mainframe each year), which support 6 DBMSs and 4 platforms. Core product: DBMS Archive/Restore application that speeds DBMS response time while conserving system resources.
- **Vendor Management and Alliances.** Built 40 third-party vendor partnerships with companies such as IBM, EMC, and Oracle, integrating vendor apps for seamless customer experience. Diplomatically negotiated and resolved issues involving vendors, internal customers, and clients.
- **Human Resources and Talent Management.** Established and maintain 0% turnover in department (far below industry norms) through team building, vision “buy-in,” improved cross-team communications, mentoring, and coaching. Oversee training and certification. Recruit, hire, and supervise 7–10 developers and staff annually for development of offshore operations in India.
- **Quality and Best Practices.** Implemented and monitor best-practice metrics and streamlined QA to increase efficiency and maximize resources. These initiatives, combined with a customer-first mentality, resulted in 100% client loyalty in competitive tech industry, as well as cost savings.

134

Combination. *Susan Guarneri, Three Lakes, Wisconsin*

This applicant wanted to change companies and stay in management at the Director level. The writer placed at the top of the first page a hard-hitting summary of the individual’s

MARK K. MINADEO

Page 2

(608) 663-5555 home • markminadeo@gmail.com

Senior Developer (1995–2001)

- **Applications Development.** Created Windows-based DBMS Archive/Restore application, supporting top 7 most popular DBMSs, as team lead within 9 months. Became core product and established groundwork for additional software products.
- **Project Management.** Led team development of ancillary products that interface with third-party ERP/CRM applications, such as JD Edwards and PeopleSoft. Created new product allowing users to relationally edit, browse, and join DBMS tables across databases and database systems.
- **Productivity Improvements.** Created and programmed in-house automated source management system, standardizing source change process and product packaging for RTM. This utility increased productivity by removing duplication of work and eliminating potential errors.
- **Advanced Programming.** Designed and implemented high-volume, fast-performance DBMS load facility that could interface with top 7 DBMSs (PC platform). Created algorithms to improve processing of data terabytes (reduced 10-million-row run to 45 seconds).

Developer, COMPUTER RENAISSANCE, INC., New York, NY 1990–1995
Fortune 500 software development company (systems applications for mainframe).

- **Mainframe Development Project.** Teamed with 11 developers in partnered development effort with SBM to create and develop SBM CICS Plex Management system. Played key team role in designing main product features (message routing, monitoring, and workload management).

Developer, DATA PARTNERS, INC. (aka Applied Data Systems), New York, NY 1986–1990
Fortune 100 company—third-largest computer software company.

- **Advanced Development Programming.** Enhanced and maintained CA-ROSCOE (TSO-like facility permitting multiuser applications in single address space). Created and programmed ESTAE exits and Functional Recovery routines, facilitating synchronous task termination and coordination with main task. Wrote IPCS verb exits to analyze diagnostic materials obtained.

EDUCATION & TRAINING

Microsoft Project Training Seminar, New York, NY—September 2005
Best-Practices Conference, Philadelphia, PA—September 2005
SBM Share Conferences—2000 through 2005
UDB and Oracle DBMS Conferences—2000 through 2005
Associate's Degree, Computer Science, Suffolk County College, Suffolk, NY

TECHNOLOGY SUMMARY

Languages: C, C++, COM, VB, VBA, z/OS ASM, Java, z/OS JCL, HTML, JavaScript
DBMSs: Sybase, Oracle, UDB, DB2, Informix, SQL Server
Platforms: UNIX (Sun, HP, AIX), Windows (2K, XP), z/OS, Linux
Software: Microsoft Office (Word, Excel, Access, PowerPoint), Project, Visio, Developer Studio, SourceSafe; CSI; PVCS; Subversion; XML; Middleware

management expertise, including a three-column list of proven management skills. The writer furthermore used boldfacing at the beginning of each bulleted accomplishment. Technical skills appear on the second page, including a Technology Summary at the end.

Vince Conlan

000 Bluff Street ♦ P.O. Box 000 ♦ Des Moines, IA 00000-0000 ♦ 000-000-0000 (H) ♦ 000-000-0000 (C)

CORPORATE-LEVEL EXECUTIVE

VICE PRESIDENT ♦ DIRECTOR

Information Technology ♦ Management Information Systems ♦ Sales and Marketing ♦ Business Development

Positive, results-driven, and innovative individual with proven success in balancing operational efficiencies and business growth with client satisfaction, offering more than 20 years of progressive and stable experience with world-class, Fortune 100 organization. Take pride in ability to effectively combine corporate objectives and values with personal and professional goals and work ethics. Employ proactive management and strong leadership techniques to generate accomplishment-driven workplace environment, resulting in employee loyalty. Build and foster strategic business relationships with C-level executives, maintaining customer satisfaction at all levels. Possess extraordinary capabilities in the areas of

*New Business Development
Budget Administration
Strategic Planning*

*Account Management
Total Quality Management
Human Resources Leadership*

*Global Sales and Marketing
Change Implementation
Product Development*

CAREER ACCOMPLISHMENTS:

- Recognized by XYZ Corporation as #1 Sales Professional: Received President's Club Award for achievement of \$7.8M in sales on \$3.2M budget for FY 2002.
- Led start-up activities of Technical Operations division from ground floor, developing and implementing departmental structure and strategies. Generated \$226M in revenues on \$143M operating budget.
- Negotiated acquisition of distribution rights of Barr Systems Software and Data/Ware systems on behalf of XYZ, resulting in exceptional levels of revenue growth and receipt of President's Award, 1996.

PROFESSIONAL EXPERIENCE:

XYZ CORPORATION

1981–present

Senior Solutions Manager—Industrial Business Unit (2000–present)

- Direct and monitor all facets of product and service sales and marketing, technical project development and implementation, and contract negotiation.
- Maintain P&L responsibility for unit: Set direction and manage changes, resulting in continuously meeting and achieving organizational goals and project timelines.
- Build, lead, and foster highly qualified multitasking, cross-functional teams capable of meeting timelines and bringing projects to completion while remaining within budget and scope specifications.
- Conceive, develop, execute, and implement state-of-the-art knowledge-sharing solutions for global enterprises, resulting in client savings of up to 20% and increased revenues, enhancing profitability for client and company.
- Achieved 222% of quota for FY 2001, generating \$10.8M in revenues.

Project Manager/Technical Liaison (1999–2000)

- Served as key member of team responsible for development and implementation of Technical Operations Services and Support division's Technical Delivery Unit.
- Liaised between NASG Launch Team and technical advisor, ensuring all parties remained knowledgeable of organizational goals.
- Consulted with Analyst, CBU Specialist, and Sales Representatives to develop standard operating processes and procedures.

Manager of Technical Operations—CBU Senior Staff (1999)

- Developed and monitored efficient and productive teams with operations budget in excess of \$10M annually.
- Directed activities of 47 personnel in areas of strategic operations, technical sales, and billable services.

135

Combination. *Lea J. Clark, Atlanta, Georgia*

The thin, empty box near the contact information serves as a graphic that ties together the two pages of the resume and the resume and the cover letter. See Cover Letter 24. The writer paid

Vince Conlan

Page 2

(EXPERIENCE...CONTINUED)***Technical Program Manager (1997–1999)***

- Led teams to generation of \$200M in gross revenues over 21 months.
- Managed all aspects of production printing, technical equipment and application viability, product and customer support services, environmental configuration consultation, and training.
- Maintained responsibility for product validation and acquisition, vendor relations, and contract negotiations.

Service Marketing Manager (1996–1997)***Marketing Consultant (1993–1996)******Worldwide Product Manager (1991–1993)******Program Manager (1987–1991)******Senior Applications Consultant (1985–1987)******Product Marketing Consultant (1983–1985)******Senior Systems Analyst (1981–1983)*****TECHNICAL SKILLS:**

OS/Environments: TOS, DOS, MFT, MVS, TSO, CICS, IMS, OS2, Apple-OS, MAC-OS, VMS, UNIX, AIX, HPUX, MS-DOS, PC DOS, DR-DOS, Windows NT, Networks

Platforms/Protocols: Mainframes (IBM, Cray, Amdahl, Sperry, Univac, Burroughs); Minicomputers (Digital, Data General, HP, Compaq, Tandem, Texas Instruments); personal computers, servers, routers, hubs, switches, bridges; XNS, Ethernet, Token Ring, TCP/IP, Banyan VINES, Frame Relay, ATM, VPN, OSI

Software: Office suites (Lotus, Corel, Microsoft), printer descriptor languages (PostScript, HPCL, TROFF, ASCII, EBCDIC, Interpress), preprocessor applications (e.g., Adobe Acrobat), project management, document management, archiving/retrieving

Languages: FORTRAN, COBOL, PL/1, Assembler, RPG, C, C+, C++, Pascal, Visual Basic, BASIC, SQL, HTML

Hardware: PCs, servers, printers, scanners, and various peripherals

Networking: LAN, MAN, WAM, W-LAN, NAS and SAN, TCP/IP

EDUCATION:

Bachelor of Science in Mathematics—1977

California State University at Los Angeles—Maintained 3.86 GPA

TRAINING:

Managing People and Processes • Quality Improvement • Middle Management School • Inspecting for Quality
 Leading Cross-Functionality • Measures of Quality • Advanced Management School • Leading the Enterprise
 Leadership Through Quality • New Manager School • Problem-Solving Process • Effective Listening Skills
 Business Leadership Series • Implementing Diversity • Exercising Influence • Managing Technical People

MEMBERSHIPS & AFFILIATIONS:

Member, Who's Who in America • Member, New Life Presbyterian Men's Council
 Member, Alpha Phi Alpha Fraternity • Member, Des Moines Urban League

attention to phrase length, which led to a visually satisfying arrangement of capabilities at the end of the profile. Interesting arrow-tip bullets point to three important Career Accomplishments. Technical skills are conveniently grouped according to important categories.

WALTER BLAKE

98 Ben Franklin Drive
Cherry Hill, New Jersey 07896

walterblake@aol.com

Home: (609) 444-1111
Home Fax: (609) 444-2222

PROFILE

IT Project Manager with 24 years of experience directing cross-functional teams of technical experts to analyze systems and processes and implement infrastructure improvements. Recognized for leadership in planning, scheduling, crisis and risk management, and definition of scope for information systems projects. Proven record developing solutions that improve efficiency of IT and business operations. Cross-cultural experience, having worked both in England and Canada.

Expertise includes

- | | | | |
|-------------------------------------|-----------------------------------|-------------------------------------|---------------------------------------|
| <input checked="" type="checkbox"/> | Project Management | <input checked="" type="checkbox"/> | Research & Analysis Skills |
| <input checked="" type="checkbox"/> | Strategic Business Planning | <input checked="" type="checkbox"/> | Problem Identification & Resolution |
| <input checked="" type="checkbox"/> | Team Building/Leadership | <input checked="" type="checkbox"/> | Cross-Cultural Communications |
| <input checked="" type="checkbox"/> | Diverse Market/Industry Knowledge | <input checked="" type="checkbox"/> | Business/Project Strategy & Direction |

PROFESSIONAL EXPERIENCE

HAWKSBURY SYSTEMS—New Jersey, NJ

Jan 2001–Present

Project Manager—IVR Replacement (Dec 2003–Present)

- Achieved project objectives, ensuring completion in a timely and cost-effective manner.
- Directed and negotiated terms with various vendors to replace existing IVR application, including coordinating with CGI for the development of IVR replacement application.
- Led project planning and management of internal resources for IVR replacement project, formulating strategies to improve business and operational processes; coordinated with IBM for voice support.

Technical Consultant—Infrastructure Outsourcing Project (Jul 2003–Present)

- Key player in the development of strategies for several in-house systems, including assisting with validation and data collection on all USII systems and development of test strategies for transitioned applications.
- Coordinated the planning and scheduling of hardware transitions with IBM, identifying needs and providing solutions where necessary.
- Planned and executed transition of hardware from Hawksbury to IBM premises in order to support USI applications with minimal impact to USI's business.

Project Manager—Pride Payne Proof of Concept (Sept 2002–Jul 2003)

- Instrumental in planning and executing innovative strategies to achieve objectives for infrastructure improvement; redefined scope of project and coordinated resources from Hawksbury and Pride Payne to progress project, resulting in a successful Proof of Concept demonstration to management in less than 3 weeks.
- Built and managed successful client relationships with IBM and Pride Payne, ensuring all business needs were met.
- Achieved all project objectives within a short period of time; defined Statement of Work for project with Pride Payne, identified server and application, created a copy of server and application at Pride Payne's office, and coordinated with Pride Payne to execute Statement of Work.

Service Manager—USII Division (Feb 2002–Sept 2002)

- Spearheaded efforts to develop successful communications between Customer Service area of Production Services and the IS area of USI; coordinated monthly meetings, maintaining and facilitating communication on projects, avoiding potential problems.
- Appointed as Account Manager for U.S. Insurance Division for Production Services, ensuring duties were properly performed and procedures followed.
- Initiated continual efforts to improve operations to achieve business targets by identifying opportunities to employ IT to enhance business opportunities.

136

Combination. *Jennifer Rushton, Sydney, Australia*

For a sense of an applicant's career development, read a resume backward. That is, start with the earliest job toward the end of the resume and read *up* the page(s) until you come to the

WALTER BLAKE**Page 2 of 2***Professional Experience Continued***Project Manager—Infrastructure for ASC Project (Jan 2001–Feb 2002)**

- Led cross-functional teams in designing and implementing an infrastructure to support new GL; key strength is communicating project goals and maintaining focus on results throughout project life cycle.
- Championed project management of infrastructure changes required to support ASC project, including coordination between ASC project and production services, development of SLA to support ASC application, and coordination of operational readiness requirements.

ZURICH—New York, NY

Dec 1996–Jan 2001

Technology Services Year 2000 Coordinator (Feb 1998–Jan 2001)

- Instrumental in planning and coordinating upgrades and validation testing for all hardware and system software on all platforms for Year 2000 rollover; rollover was successful with no infrastructure problems.

Implementation Coordinator (Nov 1998–Dec 1999)

- Acted as direct liaison between SAP project and Technology Services teams; coordinated development of Interim SLA for SAP application and ensured all infrastructure changes required to support project were scheduled and completed on time.

Year 2000 Validation Team Leader (Dec 1996–Nov 1998)

- Spearheaded project objectives; defined strategy for Enterprise Time Machine Testing for Year 2000 compliance, led team carrying out Year 2000 compliance validation for CAPSIL, and planned and estimated Year 2000 compliance validation for 19 other applications.

INTERNATIONAL RESEARCH BOARD—New Jersey, NJ

Aug 1993–Nov 1996

Manager—Year 2000 Infrastructure Support Team (Apr 1996–Nov 1996)

- Oversaw testing of all tools for Year 2000 Project while defining testing strategy to ensure Year 2000 compliance; monitored and assisted Technology and Support Services with Year 2000 compliance.

Manager—Reset Development Team (Apr 1995–Apr 1996)

- Successfully transitioned support and ongoing development of Reset Development Project from software house to in-house staff.

Testing & Implementation Coordinator (Aug 1993–Apr 1995)

- Engineered testing and implementation for mainframe development project; executed system testing of interfaces between new system and existing system, tested existing downstream systems, carried out Acceptance Testing, and provided on-site support for release of new system.

AP ASSISTANCE CENTRE LTD—Birmingham, England

Apr 1992–Jul 1993

Business Analyst/Team Leader

HELMERK INTERNATIONAL LTD—Birmingham, England

Mar 1983–Feb 1992

Business Analyst

DIXILYN IMPERIAL PLC—Birmingham, England

Oct 1976–Mar 1983

Principal Analyst Programmer/Senior Analyst Programmer**PROFESSIONAL DEVELOPMENT**

360 Management • Total Quality Management • Managing for Achievement • Purposeful Management • Getting Started & Applying PMW • SSADM Version 4 • Project Management & Control • Structured Testing • Introduction to Data Manager • Easytrieve Plus • System Analysis • APL & Advanced APL Programming • BASIC Programming • MVS/JCL Utilities • Structured Programming • COBOL Application Programming

current or most recent position. You will then better understand the profile, summary of qualifications, areas of expertise, or whatever else begins the resume. This resume, which documents chronologically the person's work experience and achievements, is perfect for this kind of analysis.

CHRISTOPHER M. LANTZ _____

555 First Avenue • New York, New York 55555

Residence (000) 000-0000 • Fax (000) 000-0000 • Cellular (000) 000-0000 • cmlantz@email.usa

TECHNOLOGY MANAGEMENT PROFESSIONAL

Innovative and performance-driven management professional with 20 years of hands-on information technology experience and comprehensive knowledge of creating and implementing strategic plans to ensure quality product and service delivery. Proven success in developing, managing and integrating advanced technology to support operational strategies and proven ability to merge technology platforms to structure a highly functional performance-oriented IT organization.

**Information & Technology Solutions • IT Infrastructure • Process Improvements
Operational & Strategic Planning • Project Management • Profit & Loss • Contract Negotiations**

VALUE OFFERED _____

- Effectively lead and manage complex projects involving reengineering processes, network operations, IT coordination and change management to improve overall performance and operational efficiencies and achieve optimal results.
- Expert in developing tactical plans, IT strategies and management systems and executing business-specific telecommunication solutions to meet corporate and client demands while remaining under budget.
- Proficient in negotiating vendor contracts and service maintenance agreements that identify cost-savings opportunities and conducting diverse cost/benefits analysis.
- Well-developed listening and communication skills. Establish and build sound business relationships with clients, executive personnel, process team managers, peers and employees to instill teamwork and create productive teams.

CAREER EXPERIENCE _____

HEALTH CENTER, INC., New York, New York, **5/2004–Present**
(Global Healthcare Products Manufacturer)

MANAGER—TELECOMMUNICATIONS

Direct and manage voice and data communication infrastructure. Oversee operations of telecommunication systems and product testing/service delivery and manage contract negotiations for this corporation with annual revenues of \$5.5M. Evaluate and determine implementation of hardware/software applications and interface with key vendors to ensure quality service delivery to 1,500+ internal customers.

Establish project goals, develop and carry out strategic plans and recommend service standards, procedures and policies to support company objectives. Administer and lead regional professional staff, project managers and technical analysts. Manage corporate budget of \$3M and report to the Director of Information Technology.

NOTABLE CONTRIBUTIONS

- *Incorporated measurable methods within Service Level Agreements (SLA) to ensure quality data network operations and service delivery of global data transmissions:* Consulted with company suppliers and renegotiated contract deliverables to provide minimal data service interruptions and monthly SLA reporting and attached clause to reimburse Health Center, Inc., for non-SLA compliance. Prioritized system traffic to ensure successful access to key business systems for end users. Conducted monthly supplier meetings to review network monitoring reports, SLA compliance, service interruptions, order activity and invoicing.

137**Combination.** *Maria E. Hebda, Trenton, Michigan*

This individual wanted a new position to better use his technical and leadership talents in information technology and project management. The writer demonstrated the applicant's strengths

CHRISTOPHER M. LANTZ _____

(000) 000-0000 • cmlantz@email.usa • Page 2

HEALTH CENTER, INC., New York, New York, 5/2004–Present (continued)**NOTABLE CONTRIBUTIONS** (continued)

- Decreased annual telecom expenditures \$120K without communication service downgrades or elimination of services: Analyzed telecom marketplace, networked with industry experts to understand “best in class rates” and determined factors to ensure that suppliers provided lowest rates for identical service delivery. Evaluated contract proposals, selected service providers and negotiated contract terms.

IT PROJECT CONSULTANT, New York, New York, 6/2002–5/2004**INDIVIDUAL CONSULTANT**

Provided diverse global companies with assertive tactical plans to simplify business operations and processes, integrated sophisticated data systems and services, created maintenance programs and incorporated high-tech internal data security systems. Industry client base included financial services, pharmaceutical sales, global chemicals and consumer products.

NOTABLE CONTRIBUTIONS

- Reduced employee travel costs \$300K for client company within 30 days of contract assignment: Introduced availability of e-commerce business tools that provided state-of-the-art communication resources to frequently traveling employees. Wrote brochure content that was distributed to employees and provided employee training sessions in utilizing e-commerce tools—web, audio- and videoconferencing. Change of business operations positioned client company to decrease employee travel and increase productivity due to physical accessibility of “on hand” personnel.
- Enhanced security level of global internal data and voice over Internet protocol (VoIP) systems for client company, which protected 500+ vendor communication systems from hackers: Teamed with Cisco and Avaya to gain knowledge of security issues with pertinent equipment. Established project objectives with key stakeholders and conveyed technical approach to assure parties that systems from suppliers were secure. Incorporated 24/7 monitoring element that applies latest security patches and program updates upon system notification.

ABC PHARMACEUTICALS, Albany, New York, 3/1986–6/2002
(Pharmaceutical Company)**SENIOR MANAGER—GLOBAL VOICE/VIDEO/REMOTE-ACCESS TECHNOLOGIES, 1/1999–6/2002**

Led global functions that managed voice and data contract negotiations, including telecom contract initiatives corresponding with SLA and oversaw \$40M annual budget. Directed global strategies for remote access and voice and video communication products and established corresponding product security standards accordingly. Managed video hardware, networks, bridging and technical services scheduling. Led and supported 12 local and remote management personnel, analysts and consultants.

TEAM LEADER—VOICE/MULTIMEDIA TECHNOLOGIES, 2/1998–1/1999

Led and supported multiple sites, which consisted of 1,100 global research and executive personnel. Led voice/video strategic planning activities as well as operations activities. Managed \$2M technology budget and supervised an eight-member team consisting of exempt and contractor personnel.

PROJECT MANAGER—VOICE/VIDEO, 1/1997–2/1998

Developed and managed product and sales strategies for voice/video products. Coordinated system design, vendor negotiations and implementation activities for Avaya, Northern Telecom, Siemens and Octel. Appointed Feature Development Team Chairman for the ABC customer advisory council.

and areas of expertise through career achievements presented as Notable Contributions. Each one of these begins with an underlined statement in italic. This kind of consistent formatting enables the reader to glance at all three pages and spot each contribution quickly. A partial line after the person’s name serves as

CHRISTOPHER M. LANTZ

(000) 000-0000 • cmlantz@email.usa • Page 3

ABC PHARMACEUTICALS, Albany, New York, 3/1986–6/2002 (continued)

NOTABLE CONTRIBUTIONS

- Cut telecom expenses \$5M within 24 months after company reorganization and assumed overall responsibility for regional and global communication budgets: Partnered with business leaders to fully understand global vs. country budget priorities. Held semiannual meetings to clarify systems technology and its ability to meet current and future business requirements. Implemented telecommunication solutions, which amplified global remote access and established ATM-based data network backbone that included full network redundancy and rendered wide-range individual/group video services.
- Merged Rhone-Polenc and Hoechst Marion Roussel telecom units to form the Telecommunications Business Unit, which was recognized for exceptional performance on key initiatives: Developed job titles and associated position descriptions to meet business requirements, assigned individual/team objectives and recruited management team leaders. Conducted monthly meetings, facilitated team building exercises and provided direction and support to create cohesive productive teams.
- Increased manpower efficiency and decreased employee traveling costs: Persuaded corporate executives to install videoconferencing hardware in prime locations to conduct global divisional and technical meetings to reduce travel expenses while maintaining global business interactions. Researched, purchased and installed video hardware and facilitated training workshops on use and features. Installed video scheduler that managed room reservations globally and based on various time zones. Videoconferencing increased workforce efficiency while promoting global interaction among coworkers.

ENTRY-LEVEL POSITION

TELECOMMUNICATIONS ANALYST, 3/1986–12/1996

CAREER DEVELOPMENT**IN-HOUSE TRAINER/FACILITATOR:**

Sales Force Remote Access & Voice Mail User Training Seminars, Data Remote-Access Workshops, Videoconferencing Training, 1999–2003

PROFESSIONAL DEVELOPMENT:Cisco Networker Conference and VoIP Seminar, 1999–2003
Project Management Seminar, 2001–2002**PROFESSIONAL AFFILIATION:**

XYZ Management Institute, Member, 2000–Present

EDUCATIONBOSTON UNIVERSITY, Boston, Massachusetts
Bachelor of Science, Communications

a header on each page. A partial line after the Value Offered and Career Experience headings makes it easy to see the beginning of these two key sections. Small caps are a welcome change from upper- and lower-case formatting.

Law

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
138.	Assistant Property Manager	Legal Assistant	285
139.	Associate General Counsel	Corporate Counsel	286
140.	Senior Counsel	Not specified	288
141.	Counsel	Corporate Counsel	290
142.	Legal Assistant	Legal Assistant/ Paralegal Assistant	292



Shawna Peterson

2804 Lawndale Sugarland, TX 77862 H: 713-682-5357 C: 713-679-8953 e-mail: shawna_peterson@yahoo.com

LEGAL ASSISTANT

Energetic new graduate experienced in property management with core strengths in creative problem solving, negotiating conflicts and motivating others toward goals.

ACHIEVEMENTS

- **Implemented professional property management practices:** Generate 5–10 new tenant leases per month; close leases of 2–3 tenants per month.
- **Secured the lease on a client who had been targeted for several years:** Built professional relationships and provided proactive communication of open properties in response to client needs.
- **Saved \$600 annually in certified mail:** Transitioned to telecommunication of rent notification.
- **Financed 100% of college education:** Full / part-time employment and scholarships.

EDUCATION

TEXAS A&M, College Station, Texas—**Bachelor of Applied Arts and Sciences**—May 2003.

- Representative Coursework—Legal Assistant, Criminal Justice, Literature Writing, Real Estate Law, Corporate Law, Criminal Law, Law Office Management, Research Methods.
- Recognized “program pioneer” as one of first to graduate with the legal assistant degree.
- Proficient in Microsoft Office suite, WordPerfect and legal office management software.

PROFESSIONAL EXPERIENCE

Assistant Property Manager

September 2000—present

Ronald Craiger Properties—Sugarland, Texas

Ronald Craiger Properties is a property management firm specializing in commercial leasing with approximately 300 current tenants. The position of Assistant Property Manager is primarily responsible for account management—including overdue account collection, building relationships with real estate representatives and reporting account summaries to the owner.

Challenge: **Minimize confrontation in “Lock-Out” process** with tenants of overdue accounts.

Action: Analyzed legal terms of tenants’ lease agreements, commercial lease and lease history.

Result: Conduct tenant “Lock-Out” processes with confidence and professionalism while maintaining firm’s positive reputation so as to secure new, revenue-generating tenants.

Challenge: **Manage account collection with limited records** of accounts paid, overdue or unpaid.

Action: Researched firm’s 300 tenant accounts: 10–15% were overdue and 5% of these were not paid for 5 months. Tenants were personally notified and informed of their account status.

Result: Positive tenant rapport was achieved and 100% of accounts were either brought current or closed. Developed a monthly report to keep the owner informed of tenant status.

Legal Assistant—Part-time

March 2000—present

William Mead—Corporate Attorney—Sugarland, Texas

Special project—managed, organized and developed a file system for the firm’s real estate files.

Legal Assistant—Internship

Spring 1999

David McDowell—Corporate Attorney at Law—Sugarland, Texas

Organized corporate client books.

138

Combination. MeLisa Rogers, Scroggins, Texas

The writer turned a resume template that lacked zest into a professional document that showcases the talents and achievements of this new graduate to appeal to law firms in metropolitan areas.

Roberta Jennings

555 E. Alabama Avenue • Aurora, CO 00000 • 555.555.5555 • rjesq@atti.net

Corporate Counsel

Accomplished corporate counsel with more than seven years of experience devising and implementing practical solutions to complex problems. Skilled in dispute resolution and client management. Articulate communicator and clear, concise writer with polished presentation and interpersonal skills. Impeccable ethics and integrity.

Areas of Expertise

Real Estate • Transportation • Commercial Transactions

Professional Credentials

Admitted to Colorado Bar, 1992
Juris Doctor, University of Denver, College of Law (Top 20% of Class)

Legal Expertise

- Property Acquisition/Sales/Transfer
- Easements/Right of Way
- Default Letters/Releases
- Property Leases/Deeds
- Tower Site Agreements
- Condemnation Actions
- Trespass Claims/Relocation Issues
- Evictions

Professional Experience

The Broe Companies, Inc., Denver, CO

1996–Present

Associate General Counsel since 1999. In-house counsel for privately held company with holdings and operations in commercial real estate, senior living communities, railroad and related transportation services and healthcare technology. Served as Director of Legal Affairs, 1996–1999. Legal expertise includes

- | | |
|-----------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| Contracts | Managed contracts process, including negotiations, dispute resolution and collections for equipment sales and leases; commercial property acquisitions and leases; vendor agreements; confidentiality agreements; service agreements for start-up operations. |
| | ✓ Processed high volumes of contracts in short timeframes. Meticulously reviewed each contract. Prudently selected points to argue, winning them in negotiations. |
| | ✓ Successfully negotiated corporate accounting and telecommunications software usage contracts. |
| Litigation Management | Directed and determined litigation and resolution strategy for commercial, property and personal injury disputes; prepared reports advising CEO, CFO and Managing Director of status of company legal matters. Served as the liaison between corporate and outside counsel and facilitated exchange of information. |
| | ✓ Selected and retained outside counsel as needed. Weighed the merits/costs of the case against the efforts necessary to establish relationship with outside counsel and made go/no-go decisions. |
| | ✓ Strived for speedy resolution through mediation and arbitration to reduce costs. |
| | ✓ Encouraged clients/departments to budget for litigation to meet budget objectives. |

139

Combination. *Roberta F. Gamza, Louisville, Colorado*

The individual wanted to test the waters and see how marketable she was. The writer demonstrated the person's value and growth within her profession. A distinctive feature is the use of

Roberta Jennings

Page 2

Intellectual Property	Managed company's intellectual property portfolio and provided advice on trademark-related issues. ✓ Creatively resolved several naming disputes, avoiding costly litigation.
Human Resources	Handled resolution of wrongful termination, discrimination, sexual harassment and ADA claims; provided counsel on immigration matters, use of independent contractors, and development of personnel policies and procedures. ✓ Resolved more than 80% of discrimination and wrongful-termination claims without incurring incremental costs and avoiding lengthy litigation.
Risk Management	Served as primary liaison between subsidiaries and insurance carriers; evaluated, monitored and settled claims; ensured compliance with policy reporting requirements. Provided legal assistance in company's efforts to establish captive insurance company. ✓ Established timely notifications and accurate record keeping of all incidents and claims. ✓ Interpreted insurance coverage/policies for all concerned parties.
Corporate Formation Records Maintenance	Supervised formation and records maintenance for company subsidiaries structured as corporations, limited liability companies and partnerships. ✓ Formed companies in 20 different states, Canada and the Caribbean. ✓ Developed database and maintained accurate corporate records in compliance with IRS regulations for 200 companies.

Law Office of Bertrand F. Marsh, P.C., Denver, CO**1994–1995**

Associate Attorney. Firm's primary undertaking was defense of a Fortune 500 company in multimillion-dollar litigation involving sale of product technology. Supervised paralegal team in responding to discovery requests; responsible for privilege review of documents responsive to discovery requests.

Project Attorney, Denver, CO**1992–1993**

Clients included Colorado Attorney General Department of Natural Resources and PRC Environmental Consulting, Inc., a U.S. Environmental Protection Agency contractor. Research and writing regarding federal and state hazardous substances, water and air-quality regulations in support of state's position in clean-up negotiations. Investigation, verification of evidence and compilation of reports for use by EPA in identifying and bringing actions against potentially responsible parties in environmental clean-up actions.

Affiliations

Member, American Corporate Counsel Association
Member, Colorado Bar Association

Education

J.D. University of Denver, College of Law, Denver, CO, 1991
B.A. International Studies, Rutgers University, New Brunswick, NJ, 1986

two columns to indicate—by categories in the left column and details in the right column—the person's areas of expertise at the most recent workplace. Check-mark bullets draw attention to achievements listed for each of the categories. The two columns add to the impression of adequate white space.

NICHOLAS T. SPERRY

6880 Whitney Avenue • New York, New York 00000
 (555) 555-5555
 NTSPELLRY788@cox.net

CAREER PROFILE

Experienced attorney with expertise in corporate law, bankruptcy/insolvency, commercial lending and commercial real estate in banking and private-practice environments.

- Effective litigator in both state and federal courts. Successful negotiator of complex transactions and contracts.
- Preparation of opinion letters, loan documents, pleadings, contracts and memoranda.
- Strengths include cultivating and managing client relationships, marketing and business development. Computer proficient in legal research software.

PROFESSIONAL EXPERIENCE

TRANS-AMERICA CORPORATION, Madison, New York 1993–present
 Senior Counsel/Department Head—Legal Services Unit

Direct law department and professional staff of multibillion-dollar financial services division. Manage personal portfolio of active litigation and transaction matters while overseeing caseloads of legal staff. Represent organization in bankruptcy and collection proceedings (foreclosures, replevins, liquidations) and in defensive litigation. Provide counsel to internal management and account officers.

- ◆ Resolved numerous litigation and workout cases, resulting in \$29M in cash recoveries for division within first year after assuming department leadership.
- ◆ Expanded client services to include defensive litigation and loan closings for Commercial Lending and Community Banking divisions.
- ◆ Effectively negotiated complex Chapter 11 bankruptcies, including cash collateral orders and reorganization plans.
- ◆ Negotiated and drafted documents for real estate and asset-based loan workouts and restructures.
- ◆ Drafted master environmental engineering contract used in all site assessments organization-wide.
- ◆ Educated officers, division senior staff and law department personnel on various legal issues including bankruptcy, eviction process and limited liability companies.

MANAGEMENT CORPORATION LAW DEPARTMENT, Hartford, Connecticut 1991–1993
 Senior Counsel/Litigation Team Leader 1992–1993
 Counsel 1991–1992

Promoted to manage litigation team specializing in legal issues and remedies of FDIC, including application of FIRREA and FDIC authority in liquidation of failed banking institutions. Managed personal portfolio averaging 60 high-profile corporate cases. Counsel to approval committees, providing written legal opinions to support proposed settlements/restructures. Researched FDIC, fraud and bankruptcy issues.

- ◆ Represented organization in bankruptcies, foreclosures, liquidations, collections and deeds-in-lieu of foreclosures, resulting in multimillion-dollar cash recoveries each quarter.
- ◆ Negotiated and drafted documents for commercial real estate and asset-based workouts.
- ◆ Trained loan assistants on Article 9 filings, and all officers and legal staff on bankruptcy issues.

140

Combination. *Louise Garver, Enfield, Connecticut*

Rather than provide a traditional curriculum vitae, the writer created this resume, which focuses on the applicant's professional achievements to set him apart from the competition. The resume

NICHOLAS T. SPERRY • Page 2

PETERSON, SCHMIDT AND TOWNSEND, P.C., New York, New York 1985–1991
Associate

Managed diverse caseload in commercial lending, commercial real estate and corporate law for large private legal practice. Incorporated businesses and formed limited partnerships, including preparation of incorporation documents, shareholder and partnership agreements and certificates of limited partnerships. Negotiated and drafted employment contracts and licensing agreements.

- ◆ Negotiated and drafted loan documents, and closed commercial real estate and asset-based loans of up to \$10M.
- ◆ Restructured \$55 million line of credit for a major retail chain and represented buyers in a stock purchase for an automotive parts business.
- ◆ Researched Regulation D and Regulation A private offerings and assisted senior counsel in preparing Form D documents and prospectus.
- ◆ Developed and marketed expertise in bankruptcy, foreclosures and loan workouts through informational seminars for officers of financial institutions.
- ◆ Generated \$300,000-plus annually for the firm and maintained a full-time caseload from new business developed.

COLE, DAVIS AND ROBINSON, P.C., New York, New York Summers 1984–1985
Law Clerk

OFFICE OF THE U.S. ATTORNEY, New York, New York Summers 1983–1984
Law Clerk

EDUCATION

J.D., NEW YORK UNIVERSITY SCHOOL OF LAW, New York, New York, 1985
B.A. (Political Science), HARVARD UNIVERSITY, Cambridge, Massachusetts, 1982

Additional

Advance Trial Practice Training, National Institute of Trial Advocacy, 1994

ADMISSIONS and MEMBERSHIPS

New York Bar, 1985
District of New York Federal Court, 1986
New York Bar Association, Commercial Law & Bankruptcy Section

“drew a 100% response rate for positions in corporate and private-practice environments in his specialty areas.” For the past three workplaces, the writer uses diamond bullets and boldfacing to direct attention to achievements. A pair of lines encloses each main heading.

DENNIS E. RIGGS

1234 Carrolton Drive • Bloomington, IL 61704 • 309.555.5555 • deRiggs@aol.com

CORPORATE COUNSEL

Litigation Management ~ Attorney Management

Dynamic, proactive Corporate Counsel with **multiple responsibilities and the ability to direct a large staff. Outstanding leadership and teambuilding strengths** that generate optimum productivity and performance from legal staff. Excellent communication and presentation skills. Proven capabilities in litigation, mediation, and arbitration. Supervise the selection process for retaining outside attorneys.

Possess the vision necessary to develop and implement successful action plans. Demonstrated proficiency directing multiple ongoing cases in a productive and cost-effective manner.

Areas of Expertise

- ◆ Litigation Management
- ◆ Attorney Management
- ◆ Arbitration/Mediation
- ◆ Legal Review
- ◆ Risk Management/Remedial Measures
- ◆ Institutional Litigation
- ◆ Organizational Compliance
- ◆ Mentoring/Teambuilding
- ◆ Claim Audits
- ◆ Project Management

Professional Experience

LIBERTY MUTUAL INSURANCE, Bloomington, IL

Counsel

2002–Present

Assistant Counsel

1998–2002

Attorney

1997–1998

Promoted twice over a five-year period after demonstrating exceptional legal and managerial expertise. Acknowledged for superior interpersonal skills and the ability to interface with individuals of all levels.

Leadership:

Senior Management Bonus Committee member; Legal Resource Management Committee member; Section Interview Team; Corporate Summer Intern Mentor; About Our Business Table Leader—Selected to conduct multiple six-hour corporate business presentations to all staff, from administrative to executive level personnel.

Litigation:

Manage complex institutional bad-faith litigation for the state of West Virginia (trial and appellate).

- Select and hire attorneys, assign cases, and oversee all aspects of the litigation (state and federal).
- Review suits, evaluate corporate institutional exposure, and formulate strategies. Conduct interviews of company employees to determine exposure of cases.
- Determine whether to proceed to trial or negotiate settlements.
- Provide updates to executive management concerning multimillion-dollar exposure cases. Advise on strategy, progress, and resolution.
- Direct trial/deposition preparation of all levels of institutional personnel (administrative to executive).
- Additional duties include the management, review, and assignment of cases in other states on an as-needed basis.
- Assist in drafting public relations message points concerning high-profile cases.
- Television interview preparation of retained counsel concerning insurance industry issues.

Managerial Responsibilities:

Managed all phases of the litigation budget and supervision of 10 to 15 outside attorneys and staff.

- Interview, select, and negotiate the contracts of outside attorneys.
- Assist in the formulation of corporate legislative strategies for West Virginia.
- Create remedial measures/risk-management strategies concerning institutional litigation.
- Interview prospective in-house attorneys for the corporate law department and provide hiring recommendations.
- Conduct corporate executive and regional management presentations as needed concerning status of institutional litigation. Report on compliance issues.
- Interview corporate summer interns and provide hiring recommendations.
- Conduct statewide claim file audits.
- Accountable for the approval of all litigation fees and expenses with check-signing duties.
- Assist in the administration of support-staff evaluation.

141

Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

Boldfacing makes key information stand out in the profile. Large diamond bullets direct attention to each area of expertise. Four categories—Leadership, Litigation, Managerial

Page Two

DENNIS E. RIGGS**Professional Experience (Continued)****Corporate Achievements:**

- Supervised more bad-faith jury trials than any other member of the department.
- Authored corporate law department's *Guidelines for Employee Deposition Preparation*.
- Managerial responsibility for two of Liberty Mutual's top five institutional bad-faith states (volume and financial exposure): Pennsylvania, '97 to '98 and West Virginia, '98 to present.

LIBERTY MUTUAL INSURANCE, Baltimore, MD**Claim Litigation Counsel**

1992–1997

Trial counsel for lawsuits ranging from auto bodily-injury claims to premises liability injuries. Composed opinion letters related to potential exposures. Prepared all motions and other materials needed for trial. Conducted EUO (fraud investigations) proceedings of insureds and provided advice on the merits of claims (accept or deny). Assisted in the interviewing and hiring recommendations of prospective in-house trial attorneys.

- Tried more jury trials than any other member of the 300+-member department.
- Selected to provide presentations to claim management on trial strategy.
- First-chaired approximately 100 jury trials, which required excellent time-management and organizational skills.
- First-chaired approximately 40 bench trials; conducted approximately 200 to 250 depositions.
- First-chaired approximately 30 arbitration/mediations.
- Demonstrated ability to communicate thoughts and ideas to advance the causes of individual insureds, as well as the corporation.
- Supervised and trained younger attorneys and summer interns.

KESSLER, HARDY AND FARRELL, Landover, MD**Associate**

1991–1992

Law Clerk

1989–1991

Practices included insurance and medical malpractice defense. Drafted motions, legal memoranda, opinion letters, and briefs concerning a variety of insurance and medical issues. Drafted all forms of discovery and conducted depositions. Second-chaired medical malpractice trial.

LIBERTY MUTUAL INSURANCE, Fairmont, WV, and Frederick, MD**Claims Representative**

1986–1988

Responsible for all phases of the investigation, evaluation, and negotiation of automobile claims presented by insureds and claimants for bodily injuries and property damage.

Personal Lines Underwriter (Intern)

1985

Assisted in the evaluation and determination of the acceptance of insurance risks involving personal property.

Education**UNIVERSITY OF MARYLAND SCHOOL OF LAW, Baltimore, MD** ~ Juris Doctor

1990

FAIRMONT STATE COLLEGE, Fairmont, WV ~ BS (Cum Laude), Business Management

1985

All-American—Football

Bar Admissions and Affiliations

Maryland	1990
District of Columbia	1992
U.S. Court of Appeals, District of Columbia	1992
U.S. District Court, Maryland	1992
U.S. Court of Appeals, Fourth Circuit	1992
U.S. District Court, District of Columbia	1992

CPCU—Insurance Institute of America, ongoing	
Multiple national institutional litigation seminars	
Powell/Tate Media Communications Training (print & television)	
National Institute of Trial Advocacy School—Diploma	1994
Licensed Maryland Real Estate Agent	
Automobile Insurance Claim School	
Basic Insurance Claim Course	
Basic Insurance Course	
Personal Lines Underwriting Course	
Toastmasters International	

Responsibilities, and Corporate Achievements—are used to indicate aspects of the applicant's professional experience at the Bloomington, Illinois, site of his employer. Smaller type enables the reporting of more information in the allotted space. Dates of promotions are easily seen.

PATRICIA JUHASZ

555 Riddle Avenue • Smithtown, NY 55555 • (888) 999-0000 • Pjuhasz@telcomm.net

Legal Assistant/Paralegal Assistant

Experienced Legal Assistant with excellent office management and client-attorney relation skills seeking an entry-level Paralegal Assistant position where a working knowledge of legal terminology, general law, and legal proceedings, and continuing education in Paralegal Studies will be utilized and expanded. Bring experience working within a Legal Department/Collection Agency environment in the following select areas:

Civil Litigation...Collections...Settlements...Affidavits...Skip Tracing...Attorney Sourcing & Selection Bankruptcies...Judgments...Liens...Summons & Complaint...Estate Searches...Statute of Limitations

PROFESSIONAL EXPERIENCE

Legal Assistant, Legal Recoveries, Inc., Lake Grove, NY 1998–present

Joined this Collection Agency's legal department at a time of unit-wide staffing changes. Responsible for managing a high volume of civil litigation case files for major accounts that partially included Century Detection, Credit Union of New York, AB Bank National Association, and St. Mary's Hospital.

- Collaborate extensively with internal departments including collections, medical billing, finance, production, special projects, and clerical to obtain, verify, and process documentation pertaining to the status of more than 50 weekly referred collections cases forwarded to the legal department.
- Carefully source and select nationally based bonded attorneys utilizing the *American Lawyers Quarterly*, *Commercial Bar Directory*, *National Directory List*, and *Columbia Directory List*; determine the appropriate choice upon obtainment and review of résumés, copies of insurance policies, and court filing fees.
- Perform estate searches and integrate traditional investigative methods and the DAKCS database system to gather account histories and case-sensitive documentation for attorneys including *debtors and guarantors*, *credit bureau reports*, *court affidavits*, *judgments*, *skip-tracing records*, *bankruptcy notices*, *banking statements*, *proof of statute of limitations*, *proof of assets*, and *trial letters*.
- Maintain communications with attorneys and clients from point of referral/discovery to trial phase to facilitate and expedite case settlements that historically award clients a minimum of 80% in recovered funds.

EDUCATION

Bachelor of Science in Paralegal Studies, 1998
ST. JOSEPH'S COLLEGE, Brentwood, NY

COMPUTER SKILLS

DOS/Windows 2000; WordPerfect and Microsoft Word; DAKCS

EARLIER WORK HISTORY

Administrative Assistant , State Insurance, Patchogue, NY	1997–1998
Office Support Assistant , Financial Association of America, Inc., Islip, NY	1995–1997
Appointment Coordinator , Phlebotomy Services, Huntington, NY	1991–1996
Senior Office Support Assistant , AB National Bank, Hicksville, NY	1986–1991

Professional References Provided upon Request

142

Combination. *Ann Baehr, East Islip, New York*

The focus is on the most relevant experience. Earlier experience is put near the bottom. Keywords are used to indicate areas of expertise at the end of the profile. The page border is shadowed.

Law Enforcement

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
143.	Receptionist	Law Enforcement	295
144.	Patrol Supervisor, U.S. Air Force	Not specified	296
145.	Lieutenant, Detective Division	Not specified	298
146.	Assistant Chief of Police	Law Enforcement Official	300
147.	Senior Parole Officer	Not specified	302



JENNIFER GONZALES

334–30 Kissena Blvd., Flushing, NY 55555 • (555) 222-7777 • JGonzales@lawandorder.net

Seeking a position in the field of
Law Enforcement

CITY—STATE—FEDERAL—PRIVATE

- Highly motivated, energetic law enforcement student with strong work ethic and professional goals.
- Bring five years of experience in office support and retail sales positions while attending college full time.
- Bilingual with an articulate fluency in English and Spanish; personable, easygoing communication style.
- Meet challenges head on; work well in stressful situations and in a fast-paced setting.
- Analytical with a lot of common sense, intuitive instincts, and ability to think outside of the box.
- Maintain excellent research, organization, time-management, and problem-assessment/resolution skills.

Education

Bachelor of Arts, Forensic Psychology—expected August 2004

John Jay College of Criminal Justice, New York, NY

Honors Candidate: Psi Chi Chapter National Honor Society in Psychology

Academically trained in criminalistics and psychology:

Select Courses: Analysis of Criminal Behavior, Concepts of Forensic Science, Abnormal Psychology, Physical Fitness in Law Enforcement, Criminal Law, Group Dynamics

Select Projects: Crime Scene Observation, Forensic Study of Microscopic Fibers, Fingerprint Analysis

Work Experience

Receptionist , Volvoville, Massapequa, NY	4/98–Present
Payroll Clerk , People's Alliance Federal Credit Union, Hauppauge, NY	4/00–7/00
Sales Associate , Annie Sez, East Northport, NY	2/98–6/98
Senior Sales Associate , Rainbow Shops, Commack/Bay Shore, NY	9/97–2/98

- Provide front-desk representation, clerical support, and customer service for Volvo and subsidiary, Land Rover, directing customer traffic with a proven ability to maintain open lines of communication.
- Managed more than 50 business payroll accounts utilizing cross-trained experience in teller and payroll services.
- Prepared and uploaded weekly exempt/non-exempt payroll data into network system for clients to download.
- Completed mandatory training that included a film study on a mock robbery to learn observation techniques.
- Held increasingly responsible sales positions, achieving recognition for over-quota floor sales and cashier management skills, and manager-requests to return during school breaks based on performance and reliability.
- Provided excellence in customer service while assisting in all areas of inventory and display merchandising.

Computer Skills

Windows XP/Me; Microsoft Word, LexisNexis, PsychInfo, Criminal Justice Abstracts, InfoTrak Health, Sociological Abstracts, Internet research

143

Combination. *Ann Baehr, East Islip, New York*

Making explicit four areas of interest—city, state, federal, and private—directly below the Law Enforcement heading reduced the risk that this new graduate would be limited to just one area of interest in his job search.

BRUCE S. ALEXANDER

1010-L Park South Drive ■ Charlotte, NC 28888
 Home: (704) 555-5555 Cell: (704) 666-1111
 shadowman@mindspring.com

CAREER PROFILE

Results-oriented professional with more than 20 years of security management and law enforcement experience in both the military and private sector, including drug surveillance, anti-terrorism activities, nuclear security and operations leadership. Highly developed situational problem-solving and analytical skills. Advanced knowledge of military (grounds) weapons, special experience identification (SEI) training and drug-testing procedures. Expert Marksman and Security Craftsman (7-Skill Level). Consistently commended for professionalism and outstanding performance—played key role in several major operations and investigations. Qualified by:

▪ Investigative Techniques	▪ Emergency Response	▪ Cross-Cultural Relations
▪ Conflict Resolution	▪ Search & Seizure	▪ Physical Security & Theft Prevention
▪ Supervision & Training	▪ Technical Surveillance	▪ Community Partnerships

AWARDS & RECOGNITION

- Air Force Achievement Medal (First Oak Leaf Cluster) for Outstanding Achievement, 1992
- Air Force Achievement Medal for Outstanding Achievement, 1987
- Air Force Commendation Medal, 1987
- Armed Forces Expeditionary Medal, 2001
- National Defense Service Medal, 1990–1991

PROFESSIONAL EXPERIENCE

U.S. AIR FORCE—Charleston, SC

2001–2006

Patrol Supervisor

Second-in-command of day-to-day operations. Led and trained staff of 15–20 personnel, including supervisory staff of 5. Conducted general law enforcement protection activities. Apprehended, controlled and detained suspects. Conducted interviews with witnesses and suspects. Provided first-responder action. Developed, planned and implemented security force programs.

- Participated in supervisory capacity in “Operation Enduring Freedom/Noble Eagle” in response to the World Trade Center and Pentagon attacks. As member of 13-person team, provided surveillance and security for sites in Spain, Italy, Saudi Arabia, Afghanistan, Pakistan, Turkmenistan and Uzbekistan. Conducted interrogations of two Saudi intelligence officers.
- Received Armed Forces Expeditionary Medal for contributions in training of U.S. Armed Forces personnel in intelligence gathering and security operations.
- Participated in apprehension of 44 illegal aliens, serving as preliminary investigator. Performed discovery and analysis; interviewed suspects, gathered evidence and filed report.
- Played key role in defusing many internal incidents involving military personnel (e.g., smuggling and illegal possession of firearms, criminal domestic violence and violent assault altercations).

144

Combination. *Doug Morrison, Charlotte, North Carolina*

The individual was seeking a new position in law enforcement with either a federal or state agency. He possessed a strong security, surveillance, and covert operations background in the

-2-

RESUME**BRUCE S. ALEXANDER**

MONTGOMERY COUNTY SPECIAL POLICE & SAFETY SERVICE, INC.—Raleigh, NC 1996–2001
Special Police Officer (1999–2001)

Security Officer (1996–1999)

Provided security service to 12 Bank of America facilities. Investigated suspicious activities, complaints and reports of violence. Worked with other law enforcement officers throughout the Raleigh area.

- Improved charge/arrest rate through better surveillance while providing onsite security.
- Arrested 15 suspects for acts of domestic violence, B&E, traffic felonies and possession of illegal drugs.

U.S. AIR FORCE—Southeast Region, U.S. March–July 1992
Shift Leader, Night Crew

Supervised 13-member team as leader during a major drug operation in southwestern U.S. Collaborated directly with U.S. Border Patrol, U.S. Customs Service and local police officials.

- Directed designated activities during 3½-month covert investigation of a major drug enterprise leading to the seizure of 250 lbs. of marijuana, 6 kilos of uncut cocaine, 1 lb. of crystal methamphetamine (“ice”) and 1 lb. of heroin, and the indictment of numerous individuals.
- Awarded the Air Force Achievement Medal for outstanding service achievement, March 1993:

Recognized by senior officials for “outstanding achievement while performing as team member of Joint Task Force Six Mission . . .” Cited by commander for “playing vital role in this unique narcotics smuggling activity,” including surveillance, analysis of intelligence reports, mapping of reconnaissance areas and instruction and supervision of personnel.

U.S. AIR FORCE 1985–1991
Fire Team Leader/Squad Leader (Staff Sergeant, E-5)—Charleston, SC (1990–1991)

Assigned to 315th Security Force Squadron (SFS)/437th SFS, Charleston A.F.B.

Participated in air base security activities to protect federal government resources and property in Cairo, Egypt vicinity, as well as Joint Task Force in Southwest Asia. Worked closely with Egyptian military police and Special Forces, among others.

Security Specialist (Sergeant, E-4)—Kirtland AFB, Albuquerque, NM (1985–1989)

Led 2-person team. Planned, coordinated and supervised field threat protection (Level 1) operations.

- Distinguished with the Air Force Achievement Medal (contributions during July 28–September 2, 1987 mission) and the Air Force Commendation Medal (identification of sniper location, use of cross-cultural diplomacy, among other mission activities in Europe).

EDUCATION

B.S., Human Sciences, Gardner-Webb University, Boiling Springs, NC, 1996

A.A.S., Law Enforcement Technology, Central Piedmont Community College, Charlotte, NC, 1994

U.S. Air Force: N.C.O. Preparatory Course, *Distinguished Graduate*, (2nd among 52), 1988; N.C.O. Academy, 1996; Security Forces Training (7-Skill Level), 1999. **Civilian:** Introduction to Community Policing, January 2000; BLET, State of NC, 2000

military—in both domestic and international operations. The writer created a three-column box in the Career Profile section to draw attention to important qualifications. Another box on the second page makes conspicuous the person’s Air Force Achievement Medal for outstanding service.

CHARLES WILSON

2158 Hampton Lane, Cincinnati, OH 45219
 513.426.9568
 cwilson@ci.cincinnati.oh.us

CAREER PROFILE

A results-oriented, high-energy LAW ENFORCEMENT LIEUTENANT with 20+ years of progressively responsible experience in the Public Service area. Highly developed administrative and analytical skills as evidenced by the ability to continuously improve division operations. Qualified by:

Investigative Techniques	DEA Certification	Evidence Collection
Police Media Relations	Supervision & Training	Emergency Response
Conflict Resolution	Search & Seizure	Technical Surveillance
Protection Programs	Defense Management	Professional Development

PROFESSIONAL EXPERIENCE

CINCINNATI POLICE DEPARTMENT, Cincinnati, OH 1984–Present

Lieutenant of Detective Division, 1997–Present
Lieutenant of Patrol Division, 1996–1997
Sergeant of Patrol Division, 1994–1996
Detective Division—Forensics, 1992–1994
Field Training Officer, 1989–1992
Patrol Officer, 1984–1989
 Prior police experience in various security positions, 1981–1984

KEY ACCOMPLISHMENTS

- Supervise seven investigators assigned 330+ cases per year who gather and analyze sufficient evidence in major crime cases, resulting in an average solvability rate of 40%.
- Supervised three-year investigation of a major drug enterprise leading to the seizure of 200 kilos of cocaine and the indictment of 40+ individuals on state and federal charges.
- Increased charge rate 10% due to advanced investigative techniques and technology training.
- Redesigned police department schedules to allow for 100 hours per year of in-service training for all officers in the department.
- Modernized Detective Division's infrastructure by purchasing new computers and reconfiguring office space to allow for increased communications.
- Equipped cruisers with laptop computers and CAD-RMS (Computer-Aided Dispatch—Records Management System) software, increasing report-writing efficiency and reducing paperwork 80% for Patrol Division officers.
- Led Patrol Division with 50 drunk-driving arrests, accounting for 10% of total arrests.
- Updated forensic lab equipment and coordinated training for all officers, leading to increased evidence-collection capabilities for the police department.
- "Police Officer of the Month" presented by the Cincinnati Police Department—October 1993.

145

Combination. Sharon Pierce-Williams, Findlay, Ohio

During 20 years of working for the police department, this detective never needed a resume. He was completing a BA degree; thinking of retiring from the force; considering future career

CHARLES WILSON

2158 Hampton Lane, Cincinnati, OH 45219
513.426.9568
cwilson@ci.cincinnati.oh.us

Page 2

EDUCATION



UNIVERSITY OF CINCINNATI, Cincinnati, OH
Bachelor of Arts Degree

Major: Criminal Justice

GPA: 4.0 Anticipated Graduation: 2004

TERRA COMMUNITY COLLEGE, Fremont, OH
Associate in Law Enforcement Degree

GPA: 3.84 *Magna Cum Laude*

Distinguished Alumni Award, 2001



NORTHWESTERN UNIVERSITY TRAFFIC INSTITUTE, Evanston, IL
School of Police Staff and Command (19 semester hours)

FEDERAL BUREAU OF INVESTIGATION NATIONAL ACADEMY, Quantico, VA
Criminal Justice Education (17 semester hours)

OHIO PEACE OFFICER TRAINING COUNCIL (386 hours), Fremont, OH—**Top Honors**

PROFESSIONAL DEVELOPMENT

FBI U.S. Department of Justice, Media Relations for the Law Enforcement Executive,
Quantico, VA—2001

Crime Stoppers Annual Training Conference, Pueblo, CO—2001

Combating Violent Crimes in the 21st Century Information Sharing Conference, MAGLOCLLEN,
Cleveland, OH—2000

FBI Hostile School Environment: Causes and Solutions Conference, Cleveland, OH—1999

Exploring Economic, Electronic and Financial Crimes in Our Society Information Sharing
Conference, MAGLOCLLEN, Atlantic City, NY—1999

Crime Stoppers International Conference, Gillette, WY—1998

Crime Trends in America, MAGLOCLLEN, Pittsburgh, PA—1998

AFFILIATIONS & LEADERSHIP

Board of Crime Stoppers of Cincinnati, **Law Enforcement Coordinator/Liaison**, 1997–Present

Benevolent Protective Order of the Elks #75, **Chairman of Youth Activities**, 2001–Present

Free and Accepted Masons of Ohio—32nd Degree, 2002

Fraternal Order of Police Lodge #20 Member, **President**, 1989–1990

CONTINUING EDUCATION

Ohio Department of Health, Alcohol Testing, Approval & Permit Program, Senior Operator Permit
Search and Seizure Update, Cincinnati Academy (16 hours)

The Dispatch Institute: Liability and Public Image Concerns in Public Safety Telecommunications

Laws of Arrest, Search & Seizure, Firearms Training (50 hours)

Ohio Peace Officer Training Council, Evidence Technician (40 hours)

Lucas County Coroner Forensic Medical Sciences, Evidence Related to Blood (8 hours)

Front-Line Effective Police Supervision Skills (14 hours)

Defensive Tactics Training (16 hours)

Public Safety Training, Saving Our Own Lives (16 hours)

FBI U.S. Department of Justice DEA, Basic Narcotics and Dangerous Drug Law Enforcement (80 hours)

options; and realizing that it was time to put his credentials, experience, and accomplishments on paper. This resume won "Best Law Enforcement/Security Industry Resume" at the Professional Association of Resume Writers' 2002 national convention in Dallas, Texas.

Tom Collier

000 15th Street ▪ Oakland, CA 00000 ▪ name@aol.com
 Home: (000) 000-0000 ▪ Work: (000) 000-0000 ▪ Cell: (000) 000-0000

LAW ENFORCEMENT OFFICIAL

With Track Record of Strengthening Safety/Security Programs and Success in Providing Community of Oakland, CA with 20+ Years of Excellent Public Service

Dedicated law enforcement officer with more than 20 years of experience in planning and managing investigations, security, public service, and police force activities. Strong qualifications in budgeting, personnel affairs, training, resource management, public safety, and emergency response. Excellent research and problem-solving skills; maintain strict confidentiality on sensitive information. Confident public speaker with experience in media and civic leadership relations. Reputation for strong work ethic and uncompromising devotion to service.

SPECIFIC SKILL AREAS

- Public Safety Programs
- Emergency Response
- Internal Investigations
- Crisis Communications
- Team Building & Leadership
- Community Event Coordination
- Policy & Procedure Development
- Budget Planning & Management
- Staffing, Training, & Retention
- Time & Resource Allocation
- City Council Presentations
- Community Outreach
- External Communications
- Regulatory Compliance
- Media & Public Relations

AWARDS & RECOGNITIONS

Service Above Self Award, "Outstanding Community Service"—by Oakland Rotary Club (1996)
Two-Time Recipient, County Outstanding Peace Officer Award—by Oakland College (1982 & 1983)
Representative, Advisory Committee in Washington, D.C.—selected by CA Police Chiefs Association (1999)

PROFESSIONAL EXPERIENCE

CITY OF OAKLAND POLICE DEPARTMENT—Oakland, CA 1979–Present

Assistant Chief of Police (1985–Present)
Shift Supervisor (1980–1985)
Police Officer (1979–1980)

Distinguished 20-plus-year career ensuring public safety for city of Oakland with culturally diverse population. Progressed rapidly through strict promotion requirements to handle increasingly responsible positions, culminating in supervisory duty for staff of 25 employees. Hold key accountability and co-responsibility for budget management, staff training, lead work on investigations, program/policy development, and public safety programs, along with regulatory documentation and filing requirements. Maintained consistent performance in core law enforcement disciplines. **Selected Accomplishments:**

TEAM BUILDING & LEADERSHIP

- Use tact and professionalism in responding to citizen complaints against officers and allegations of misconduct, applying corrective strategies on minor infractions and stricter measures on serious offenses.
- Co-developed Employee Evaluation program that enhanced targeting of strengths/weaknesses and resulted in measurable, sustainable performance improvements.
- Earned high level of loyalty from staff and maintained excellent retention rate through fair, consistent evaluations and modeling effective on-the-job performance in both criminal and administrative matters.

PROGRAM & DEPARTMENT DEVELOPMENT

- Recognized for contributions to organizational development through supervision of following departments:
 - Patrol Division
 - Investigation Division
 - Communications Division
 - K-9/Animal Control
 - School Resource Office
 - Community Policing Division

...Continued...

146

Combination. Daniel J. Dorotik Jr., Lubbock, Texas

Usually, personal information is not included in a resume—often to avoid breaking sensitive regulations about hiring. The personal information at the bottom of page two was judged

Tom Collier

Page Two

Professional Experience, Continued

(PROGRAM/DEPARTMENT DEVELOPMENT)

- Modified key departmental policies to reflect changes in the law following high-profile court cases that involved such issues as high-speed pursuit, search and seizure, and domestic violence.
- Implemented new technologies and applications that resulted in increased efficiency and accuracy for file and records management functions.

CRISIS MANAGEMENT & RESPONSE

- Repeatedly recognized by citizens, community groups, and supervisors for quick-thinking, calm, and correct response to multitude of crisis and emergency situations, both in the field and as shift supervisor.
- Developed strong relationships with members of Fire Department and local/regional emergency medical services that led to improved, expedited emergency responses.

COMMUNITY & CITY COUNCIL RELATIONS

- Built good will between citizens and police department over 20-year period, with emphasis on youth crime prevention and community service initiatives.
- Deliver well-received, comprehensive presentations to City Council of Levelland detailing department's year-to-date statistics and activities from written report.

EDUCATION & TRAINING

Associates Degree in Law Enforcement

COLLEGE, Oakland, CA (1979)

Selected Professional Development Coursework:

Asset Forfeiture & Racial Profiling ▪ Leadership Principles ▪ Supervising Problem Solving ▪ Cultural Diversity
 Leadership Survival Skills ▪ Manpower Allocation & Deployment ▪ Chief's Administrative Conference
 Law Enforcement Liability ▪ Command Staff Leadership Series ▪ Principles of Management

* 576 hours total in professional development. A comprehensive course list will gladly be provided upon request.

Certifications & Licenses:

- | | |
|------------------------------------|--------------------------------|
| ▪ Master Peace Officer, 2000 | ▪ Advanced Peace Officer, 1988 |
| ▪ Intermediate Peace Officer, 1988 | ▪ Instructor Proficiency, 1984 |
| ▪ Peace Officer License, 1981 | ▪ Basic Peace Officer, 1980 |

AFFILIATIONS & CIVIC INVOLVEMENT

Member—City of Oakland Police Association (1988–Present)

Advisory Board Member—County Family Center (1992–1996)

Advisory Board Member—County Children's Welfare Board (1995–2001)

President—Girls Softball (1993–Present)

President—Youth Soccer League (1993–1995)

President—Girls Little Dribblers Association (1996–1997)

PERSONAL

Married, 23 years, to Sandra Collier, Nursing Supervisor at Oakland Clinic

Three children: Amy (22), Josh (19), and Alyssa (16)

appropriate for this candidate because background checks on personal information are standard in the field of law enforcement, and he was being hired to represent the community. Information about his affiliations and civic involvement paints him as a model citizen.

FRANKLIN HARRIS84 Park Boulevard • East Syracuse, NY 13900
315/999-5555 • fharris@myemail.com**SUMMARY**

- Diverse professional experience gained in human services, local and state government, academic settings and not-for-profits in addition to extensive community involvement as a volunteer
- Skilled in Project/Program Development and Implementation, Strategic Planning and the management of human, financial and other resources, with a solid record of accomplishments and contributions
- Extensive hands-on involvement in the creation, update and execution of procedures and policies
- Well-developed interpersonal, communication and problem-solving capabilities
- Successfully achieve individual goals and serve as an effective team member

HIGHLIGHTS OF ACCOMPLISHMENTS**Program and Operations Management**

- ▶ Eighteen-year career with the NYS Division of Parole, beginning as a Parole Officer based at a state prison facility and promoted several times, most recently serving as Senior Parole Officer.
 - ✦ Managed personal caseloads as well as multiple parole offices and teams of parole officers. In last position, directed six officers overseeing approximately 450 parolees in an urban area.
 - ✦ Represented Syracuse field operations on citywide task force to target homicide reduction.
 - ✦ Selected for committee involvement, assigned projects and sought out for advice relative to criminal justice and parole operations knowledge.
- ▶ Transitioned Cayuga County's Child Protection Services when state law refocused the agency's purpose.
- ▶ Doubled Junior Achievement involvement during tenure as Director of Cayuga County operations.
- ▶ Held several newly created positions.

Project/Program Development and Implementation

- ▶ Designed and implemented the Cease Fire Program in conjunction with the City of Syracuse's task force on homicide reduction. The program was deterrent-focused and targeted at parolees.
- ▶ Developed a home/school liaison program for an area public school and served as the first Home/School Coordinator for that district.
- ▶ Created and launched an innovative program for at-risk children in the Foster Care Program. Authored new operating procedures and manuals for staff as well as foster-home parents.

Financial Management

- ▶ As director of two agencies, guided fiscal decision-making and planning.
- ▶ As a school board President, serve as Financial Officer for that school. Involved in bargaining contracts for superintendent and principals.
- ▶ Reorganized a non-profit agency's accounting system to achieve better financial control.

Teaching/Training

- ▶ Developed and delivered course curriculum at the university/college level for a variety of learners.
- ▶ Assessed training needs for organizations.
- ▶ Drove the creation of the Institute for Child Abuse Training.

147

Combination. *Salome A. Farraro, Mount Morris, New York*

This individual had retired from the state and wanted a resume that captured the diversity of his background, including extensive civic involvement, and that highlighted his accomplishments.

GOVERNMENT & HUMAN SERVICES EXPERIENCENEW YORK STATE, DIVISION OF PAROLE 1985–2006**Senior Parole Officer, Field Operations** (Syracuse, NY & Onondaga County)

Managed six parole officers, five overseeing 400+ parolees in the Main Street section of the City of Syracuse and the sixth supervising 30 individuals in the electronic monitoring/home confinement program throughout Syracuse. Reviewed and made determinations on requests for parolee arrest warrants.

Facility Parole Officer 2, Cayuga Correctional Facility**Facility Parole Officer 2, Auburn Incarceration Facility**

Managed the activities of these Parole Offices, facilitating the prisoner release process from case assessment to inmates' interviews, release orientation and presentation to Parole Board, as well as post-release support coordination. Supervised seven staff members in total. Cayuga's medium-security prison houses 850 inmates and the Auburn behavior-modification program services 300 inmates.

Field Parole Officer, Syracuse, NY & Parole Officer, Cayuga Correctional FacilityCAYUGA COUNTY DEPARTMENT OF SOCIAL SERVICES—Auburn, NY 1983–1985**Cluster Home Coordinator**

Successfully created and implemented a program for at-risk children, which maintained children's ties with their families/communities while providing services at a reduced cost compared to institutional care.

CAYUGA COUNTY DEPARTMENT OF SOCIAL SERVICES—Auburn, NY 1970–1980**Supervisor of Child Protection Services/Case Worker**

As first Supervisor of Child Protection Services in this county, oversaw the transition from a broad focus on child welfare to child protection services as regulated by a 1973 New York State law. Directed five case workers and three home aides in the management of an average of 100 cases.

EDUCATION & NON-PROFIT EXPERIENCEAUBURN COMMUNITY COLLEGE—Auburn, NY 1991**Instructor, Sociology Department** (at Cayuga Correctional Facility)SYRACUSE UNIVERSITY—Syracuse, NY 1985; 1980–1982**Adjunct Professor**

Provided Human Services Development training to social workers throughout New York State. Performed an assessment of New York City's Bureau of Children's Services to identify staff development needs. Collaborated in the creation of a video illustrating family communication, which was marketed and sold.

Instructor/Program Development

Working via the New York State Research Foundation in conjunction with Cornell University and Syracuse University, contributed to curriculum development of social worker training. Delivered training across the state. Instrumental in the creation of the Institute for Child Abuse Training now based at Cornell.

NORTH SYRACUSE CENTRAL SCHOOL DISTRICT—North Syracuse, NY 1984**Home/School Coordinator**

Developed, implemented and managed a home/school liaison program to improve communication between school and home for the benefit of students with educational and/or behavioral issues.

ONONDAGA COMMUNITY COUNSELING SERVICES & SPECIAL FRIENDS PROGRAM—DeWitt, NY 1984**Executive Director**JUNIOR ACHIEVEMENT OF CAYUGA COUNTY—Auburn, NY 1974–1977**Director**

He intended to use the resume for flexible, part-time, nonprofit operations and management positions. The writer also wrote a cover letter (see Cover Letter 30) to an area coalition of churches about a Projects Coordinator position. The applicant gained an interview for the position because of the resume and cover

EDUCATION & PROFESSIONAL DEVELOPMENT

Graduate Studies: *Psychology:* State University of New York at Buffalo—Buffalo, NY
 Social Work: Syracuse University—Syracuse, NY
 Social Work: State University of New York at Buffalo—Buffalo, NY

Bachelor of Science, Criminal Justice: State University College at Buffalo—Buffalo, NY

Associate in Applied Science, Police Science: Auburn Community College—Auburn, NY

Certified Peace Officer: State of New York

Maxwell Human Services Management School at Syracuse University
 ▪ *23-hour program devoted to social services training and development*

RECENT ACTIVITIES & AFFILIATIONS

Board of Education, East Syracuse—Minoa Central School District
 ▪ *President, 2001–present; Vice President, 1998–2001*

U.S. Sea Cadets, Syracuse, *2001–present*
 ▪ Uniform Instructor; previously volunteer
 ▪ Trained at Fort Drum and coordinate programming with three other instructors for approximately 40 cadets ranging in age from 11 to 20

Town of East Syracuse, *2000–present*
 ▪ Councilman
 ▪ Current liaison to ambulance corps, cemeteries and parks and recreation
 ▪ Past liaison in planning, zoning and health matters

East Syracuse–Minoa PTA, *1994–present*

Troop 99, Boy Scouts of America, *current*
 ▪ Committee Member; past volunteer troop leader and soccer coach

Masons, East Syracuse Lodge and formerly Auburn Lodge, *1994–present*

United Church, East Syracuse, NY, *1994–present*

New York State Parole Officer Association, *1985–present*
 ▪ Past Representative for Syracuse Field Office
 ▪ Former Vice President of Central New York

letter. Shaded section headings are readily spotted at a glance and therefore make it easy to size up the resume's design. A variety of bold bullets direct attention to key information. The first page is an especially appealing door to the rest of the resume.

Management

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
148.	Office Manager	Office Manager	307
149.	Manager, Retail	Manager, Retail	308
150.	Office Manager	Not specified	309
151.	County Executive Director	Not specified	310
152.	Independent Contractor/ Consultant	Not specified	312
153.	Director of Community Development	Not specified	314
154.	Senior Media Production Manager	Organization Development/ Training Manager	316
155.	Divisional Director of Operations	Not specified	318
156.	Operations Manager	General Manager	320
157.	Chemical Operator	Maintenance Reliability Engineer	322
158.	Chief Technical Officer	Senior-Level Executive	324
159.	General Manager	Operations & Management Executive	326
160.	Career and Life Coach	Nonprofit Organization Manager	328
161.	General Manager	Not specified	330



5th Street • Centereach, NY 55555 • (555) 444-2222

OFFICE MANAGER

Bringing 25+ Years of Office Administration and Full-charge Bookkeeping Experience as Follows:

- ◆ Accounts Payable / Receivable
- ◆ Expense Control
- ◆ Human Resources Management
- ◆ Weekly Payroll
- ◆ Account Management
- ◆ Staff Training and Supervision
- ◆ Credit and Collections
- ◆ Account Reconciliation
- ◆ Customer Service / Client Relations
- ◆ Statement Billings
- ◆ Month-end Closings
- ◆ Computerized Processes

PROFESSIONAL EXPERIENCE—Overview

Recognized throughout longstanding career for ability to develop, implement, and manage full-charge, computerized bookkeeping functions while overseeing multifaceted office administration procedures

- As Office Manager for August Publications, fully manage company-wide accounting and reporting functions for five subsidiaries, as well as weekly payroll processes for 45 salaried employees.
- Liaison between senior management, employees, and clients to ensure proper lines of communication critical in addressing myriad problems and issues requiring immediate attention and resolve.
- Manage Accounts Payable/Receivable and expense-control procedures, including bank and account reconciliation, cash receipts, disbursements, finance charges, billings, invoicing, purchase order and inventory verification, chargebacks, rebates, and preparation of daily bank deposits.
- Negotiate and enforce collections to recover funds and expedite the clearance on delinquent accounts.
- Collaborate extensively with external auditors, providing in-depth assistance with periodic corporate audits.
- Perform thorough credit analyses, research financial histories, and review account status as a prerequisite to qualifying new accounts, authorizing purchases, and extending/increasing lines of credit of up to \$200,000.
- Establish and maintain Human Resources-related employee files reflecting salary increases, deductions, garnishments, benefits, payroll exceptions, and W-2 withholdings, exercising a high level of confidentiality.
- Skilled at interviewing, hiring, training, and evaluating employees in areas of accounting procedures.
- Research account transactions, demonstrating a keen ability to recognize and resolve discrepancies.
- Follow through on timely and accurate month-end closings and financial reporting activities.

WORK CHRONOLOGY

Office Manager,	August Publications, Hauppauge, NY	1996–present
Office Manager,	Quality Insurance, Huntington, NY	1986–1996
Office Manager,	DSG Management Corp., Melville, NY	1983–1985
Controller's Assistant,	Georgia Interiors, Farmingdale, NY	1979–1983
Credit/Collections Supervisor,	EastTel Sales Corp., New York, NY	1978–1979
Accounts Payable/Receivable Clerk,	Syobel Corp., New York, NY	1973–1978

COMPUTER PROFICIENCIES

Windows 2000; MS Word and Excel; WordPerfect; Lotus; Peachtree Accounting

EDUCATION

Bachelor of Arts, Business Management/Accounting, Banes College, 1982

148

Combination. *Ann Baehr, East Islip, New York*

The writer condenses extensive experience onto one page, using keywords, an Overview section representing many similar positions to avoid repetition, and a compact Work Chronology section.

LAURA D. WENN899 Lancona Road
Dallas, TX 00000(555) 555-5555
ldw56@yahoo.com

RETAIL MANAGEMENT PROFESSIONAL

Nine years of retail management experience demonstrating a consistent track record of outstanding sales, merchandising and customer service results. Equally strong qualifications in all areas of fine jewelry department operations: P&L, budgeting, inventory control, training, security and other functions. Effective communicator, leader and problem solver who builds teamwork and possesses the initiative to exceed goals.

EXPERIENCE**LAWRENCE FINE JEWELRY CORPORATION, Seattle, WA (1993–present)**

Progressed rapidly from part-time position to manager at several stores, including the following:

Manager—G. Fox, Randolph Mall, Dallas, TX (1999–present)**Manager**—G. Fox, Valley Mall, Phoenix, AZ (1995–1999)**Manager**—G. Fox, Turner Mall, Tucson, AZ (1994–1995)**Assistant Manager**—G. Fox, Forest Mall, San Antonio, TX (1993–1994)**Summary of Responsibilities**

Operations Management—Hold profit and loss accountability; manage all aspects of day-to-day department performance of stores ranging from \$500,000 to \$2M in annual sales. Direct sales, inventory control, visual merchandising, housekeeping, security, administration and compliance to company policies/procedures. Managed 2 stores concurrently over 4-month period with highly successful sales results during busy Christmas season.

Staff Supervision & Training—Supervise teams of up to 13 fine-jewelry specialists. Experienced in personnel recruiting, selection, training, developing, scheduling and supervising associates. Motivate staff to achieve performance goals and ensure productive department operations.

Customer Relations & Service—Develop and manage customer relations to maximize service satisfaction, promote goodwill and generate repeat/referral business that contributes to sales growth. Monitor and resolve any service issues.

Selected Achievements

- Increased Randolph store sales from \$1.1M to \$1.4M (27%) in 2000 and maintained .02% shrink—well below company average of 2.1%.
- Increased percent-to-store sales at Valley Mall from 2.8% to 5.2%, surpassing company average of 2.5%. Grew annual sales at Valley Mall from \$.8M in 1995 to \$1.1M (37%) in 1996, \$1.4M (27%) in 1997, \$1.7M (21%) in 1998 and \$2M (18%) in 1999.
- Selected by Regional Manager to serve as Training Store Manager for the region; recognized for the ability to recruit quality candidates who have successfully advanced with the company.

Awards

- Earned **Branch Manager of the Year** and **Branch of the Year** awards in 2000 in the Southwest Region.
- Twice named **Manager of the Year** out of 50 stores in 1998 and 1996 in the Southwest Region.
- Winner of 3 sales performance awards in 2000: **Goal Achievers**, **Best Increase in % to Store** and **Best Event Business**. **Christmas Contest** winner in 1999, exceeding sales goal by 15%.
- Selected runner up for 3 awards in 2000: **Best in Operations**, **Best Visual Department** and **Best Buyer Communication**. Ranked #3 in **Christmas Contest** in 2000, exceeding sales goal by 21%.

EDUCATION / PROFESSIONAL DEVELOPMENT

B.A., Retail Management, Valhalla College, Dallas, TX

Completed various company-sponsored training courses in management, personnel recruiting, staff training and development, sales, customer service and related topics.

149**Combination.** *Louise Garver, Enfield, Connecticut*

The applicant was applying for a position with a competitor in Arizona. She had held positions with the same responsibilities at several stores. To eliminate repetition, the writer summarized key duties.

*marlene weist**Contact Me**Administrative / Accounting Support***PROFESSIONAL PROFILE**

Conscientious and detail-oriented with solid training in accounting and practical knowledge of business operations, administrative support, office procedures, and problem solving. Bilingual (English and Spanish).

- Proven ability to manage multiple projects simultaneously and continuously streamline processes and procedures.
- Exceptionally well organized with well-developed verbal and written communication skills.
- Computer literate (PCs and Macs). Thoroughly familiar with database management systems, flowcharting, and entity-relationship diagramming. Advanced proficiency with Microsoft Word, Excel, PowerPoint, Access, QuickBooks, Quicken, and Lotus 1-2-3.

EXPERIENCE

WASCO & COMPANY, LTD.—Seattle, Washington

Office Manager / Executive Assistant (2000–Present)

Provide administrative and accounting support to owners of closely held corporation and numerous affiliated companies (i.e., three investment companies, two property-management companies, and a small-business investment corporation).

- Handle accounts-payable functions for seven companies.
- Prepare reports and reconcile checking and money-market accounts.
- Work closely with office manager and in-house CPA to streamline accounts payable and accounts receivable.
- Initiated the complete reorganization of a complex, out-of-date filing system.

DAYMON ASSOCIATES, INC.—Tualatin, Oregon

Administrative Assistant (2001–2002)

Coordinated office staff of 16, maintained files, managed records, and oversaw employee scheduling.

- Worked with buyers to place orders.
- Interfaced with vendors, coordinated product shipping, and resolved vendor and customer problems.
- Functioned as liaison between Tualatin office and the Idaho-based warehousing facility.

EDUCATION

WASHINGTON STATE UNIVERSITY—Seattle, Washington

Post-Baccalaureate Accounting Certificate (2002)

Course work: Accounting Information Systems, Intermediate / Advanced Financial Accounting, Introductory / Advanced Taxation, Auditing Concepts and Practices, Management Accounting, Business Law

ADDITIONAL PROFESSIONAL DEVELOPMENT

Introduction to Investments, Portland Community College (Fall 1999)

Practical Bookkeeping, Elliott Bookkeeping School (Summer 2000)

PERSONAL

Climbed all three mountains in the South Sister Wilderness Area.

Single; willing to relocate.

CONTACT ME

m-weist@careerfolio.com

TOP J

150**Combination (Web).** *Pat Kendall, Tigard, Oregon*

This e-resume, taken from the Web, has adequate white space as blank lines between main sections and their parts, giving an uncluttered look and making each part easy to see and read.

Victoria Chamberlain

5441 Sycamore Lane
St. Louis, MO 00000

(000) 000-0000
name@aol.com

CAREER PROFILE

15+ Years of Diversified Experience and Documented Contributions in Office Management, Human Resources, and Insurance Disciplines

Dedicated, quality-focused professional offering strong qualifications in office administration, service delivery, personnel affairs, and insurance-related activities, including claims adjustment and customer service. Precise, detail-oriented worker with proven skill in managing large volumes of information and facilitating multiple tasks in deadline-driven environment. Sound judgment and decision-making skills. Recognized at every step of career path for positive attitude and work effort; maintain highest professional ethics and standards.

Core Competencies:

Workflow Planning &
Prioritization
...

Time & Resource
Optimization
...

Regulatory Compliance Filing
and Recordkeeping
...

Team Member Training and
Mentoring
...

Service Quality Improvement
...

Multi-Task Management
...

Customer Needs Assessment
...

Quality Control Standards
...

Loan Administration
...

Budget Management
...

Creative Problem Solving
...

Interviewing, Hiring,
Retention
...

Public Presentations

RELEVANT EXPERIENCE

COUNTY EXECUTIVE DIRECTOR, 1988-2000

X County FSA Office ■ Y County FSA Office
Z County FSA Office ■ A County FSA Office (trainee)

Amassed track record of results spanning more than 10 years of management in a government-funded agency supporting local farmers and producers. Scope of responsibility included program management, staffing and training, community and Board of Director meetings, loan administration, quality assurance, and regulatory compliance in deadline-driven environment.

Continually monitored member and staff activities, identifying and analyzing key financial data and performance indicators, applying cost-benefit analysis to decisions, and demonstrating strong understanding of organizational missions and capabilities.

Drove achievement of organizational goals

- Projected confidence and took decisive steps to achieve objectives.
- Kept efficiency levels high and produced consistently top results, earning recognitions for exemplary performance:
 - Finished regularly in top 10 among 100+ counties statewide in timely, on-target payment submissions.
 - Earned consistent recognition from State of Missouri for efforts in establishing and maintaining excellent operations.

Provided excellent service to program recipients

- Wrote newsletters, press releases, and other informational materials to keep farmers/producers abreast of new developments.
- Implemented emergency procedures to aid program members during disaster/crisis events. Authorized loan extensions in special situations.

Motivated and contributed to enhanced team performance

- Trained and mentored staff through series of changes from manual to automated systems, engaging in one-on-one training to ease transition.
- Selected to train State of Missouri employees based on crop insurance and appraisal knowledge.

151

Combination. Daniel J. Dorotik Jr., Lubbock, Texas

The shaded box displaying core competencies is eye-catching and draws attention away from the individual's lack of formal education. The Career Profile and Relevant Experience sections

Victoria Chamberlain**Page Two****OTHER EXPERIENCE***Federal Crop Insurance Corporation ■ St. Louis, MO***CONTRACT CLAIMS ADJUSTER/FIELD SUPERVISOR**

Hired as field representative in charge of appraising crops and determining cause of loss on per-situation basis, earning promotion within two years to oversee all job assignments, recruit and train new employees, review insurance claims, and make final determinations on courses of action. Managed adjusting activities over multi-county territory and assigned losses to field staff. Addressed and resolved customer issues, including management of complex claims resolutions. Worked in tandem with Underwriting Department.

Accomplishments:

- Earned appointment as District Reviewer covering entire district area, with responsibility for employee reviews, random loss claims, and assistance with unusual/controversial claims.
- Built strong, sustainable relationships with farmers and producers by providing excellent service while protecting company interests and bottom line.
- Developed advanced abilities in analyzing and tracking claims results, pinpointing and correcting deficiencies, and delivering presentations to management regarding evaluations.
- Built loyal, top-performing staff through prudent hiring decisions and ongoing training initiatives.

*Name of Company ■ St. Louis, MO***PROGRAM ASSISTANT**

- Assessed program compliance and worked directly with customers to answer questions and solve small- and large-scale problems.
- Fulfilled various objectives in filing, mail/courier services, and general office duties.

PROFESSIONAL DEVELOPMENT**Professional Development Coursework:**

- Executive Director Management Training, Parts I and II
- Time Management/Stress Management
- EEO/Civil Rights Training
- Farm Loan Training
- Federal Crop Insurance
- Certified Appraiser – All Crops
- Instructor & Sales Training

Computer Skills:

MS Word and Windows, WordPerfect, proprietary applications, PC and mainframe computer systems

References:

Will be gladly provided upon request

offset the Other Experience section, which is silent about the dates of the person's earlier jobs. Bulleted accomplishments for these experiences, however, are signs of management potential. Note in the Relevant Experience section the underlined statements about achievement, service, and teamwork.

MELINDA FORMAN7765 Hazel Lane
Portland, OR 00000

(555) 555-5555

mforman@hotmail.com

NONPROFIT MANAGEMENT PROFESSIONAL

Operations/Project Management: Proven record in conceiving and transmitting vision into reality, mission into action and philosophy into practice. Strategic planning expertise combines with dynamic leadership, resulting in the efficient operation of organizational programs. Focused problem solver who identifies organizational needs and delivers effective solutions on time and under budget in both nonprofit and business environments.

Human Resources/Training: Recruiting, mentoring and supervising staff in the delivery of quality programs. Development and facilitation of staff development, leadership training and other workshops. Adept at fostering cooperation and building successful cross-functional team relationships at all levels in multicultural environments.

Fiscal & Grant Management: Planning and administration of all financial and budgeting activities related to program operations, including preparation of audits and financial reports as well as securing grant funding.

Program Development/Community Relations: Experienced in designing and managing innovative programs that achieve organizational goals. Effective in developing community partnerships and building awareness for organizational activities/events through public relations, fundraising and outreach efforts.

CONSULTING EXPERIENCE

FORMAN GROUP, Portland, OR*Independent Contractor/Consultant (1997–present)*

Consult with companies to provide expertise in the areas of strategic planning, training and development, operations, information technology, sales and customer service. **Major Engagements:**

- ♦ **Lane-Brown Consulting Group:** Designed content and facilitated various sales training programs for management-level personnel of client companies in diverse industries. Created templates and developed processes for core consulting projects; designed and implemented e-business website to market organizational development products. Contributed to development and design of human resources policy and procedural manuals.
- ♦ **McKenzie Worldwide:** As consultant/liaison with 500+ staff members of the Business Consulting Practice, provided strategic planning for technology projects, including ongoing technical support coordination, research, resolution of high-end customer issues and continuous improvement. Contributed to development of an effective implementation process to assess resource requirements, communications and accountability procedures.
- ♦ **First Bank:** Provided leadership support for an online banking project and trained 12 project managers on desktop tools; maintained and authored key project database; maintained and audited \$250,000 in asset inventory. Assisted in defining project scope, scheduling of resources and cost controlling.
- ♦ **Morris Corporation:** Contributed technical support and project management capabilities to ITS Group Field Engineering, Professional Services and Sales. Effectively defined project scope, scheduled resources and controlled costs. Produced key documents: critical path analysis, project implementation plans and fault escalation procedures.

NONPROFIT MANAGEMENT EXPERIENCE

TJ CHILDREN'S ASSOCIATION, Portland, OR*Program Director (1996–1997)*

Provided strategic planning and leadership in the administration of youth programs for boys and girls ages 5–18 of diverse multicultural backgrounds. Scope of responsibilities included operations, human resources, financial/grant management, program development, fundraising, facilities, marketing, public relations and community outreach. Recruited, trained and supervised staff of 10. Managed \$300,000 annual budget. **Key accomplishments:**

- ♦ Initiated and implemented innovative programs such as anger management, diversity awareness, book club, boys' programs, coed programs and girls' program incorporating health/fitness, self-esteem and related themes.
- ♦ Led successful efforts in preparation for American Camping Association Accreditation; managed programs that surpassed all governmental standards.
- ♦ Redesigned, revitalized and expanded a floundering day-camp program, increasing attendance to 400 participants.
- ♦ Built a cohesive team environment through training, staff/leadership development and diversity initiatives.
- ♦ Wrote grants and secured funding from a variety of private and governmental resources for new programming.

152**Combination.** *Louise Garver, Enfield, Connecticut*

The applicant had started a consulting business so that she could control her hours while raising children. Now that they were in school, she wanted to return to nonprofit management. Her

MELINDA FORMAN • Page 2

CAMP ROSEN, Portland, OR
Program Director (1994–1996)

Initially managed the 8-week residential camp program and subsequently selected for the Program Director position to increase minority participation and staffing as well as design and manage day-camp program. Directed all aspects of approximately 50 youth programs annually serving 1,100 girls of all economic and social backgrounds. Accountable for program design, development and delivery, staff recruitment and training, and day-to-day management of facilities and operations. Program specialty areas included HIV/AIDS training for adults and youths and life skills planning. Community outreach efforts included public relations and presentations to various groups. Managed \$250,000 annual budget. Ensured continuing accreditation with local, state and camping associations. **Key accomplishments:**

- ◆ Designed and implemented leadership training program for teenage girls; program included mentoring and job skills training.
- ◆ Expanded the introduction of innovative programs in health and safety, HIV/AIDS awareness, environmental education, conflict resolution, recreational and others.
- ◆ Succeeded in building minority staffing by 50% and minority campers by 75% through active recruitment efforts. Designed and delivered training to national and international teams. Infused troops with new program options.
- ◆ Produced public relations and recruiting materials; researched and authored articles on current issues affecting girls, which were published in area newspapers.
- ◆ Member of fund-raising council, planning and coordinating annual event generating \$200,000.

PORTLAND YOUTH CENTER, Portland, OR

Program Director (1992–1994)
Assistant Program Director (1991–1992)
Village Director (1987–1989)

Joined organization while attending college and promoted through series of progressively responsible management positions to direct summer camp for 200 urban youth. Recruited, mentored and trained team of 60 multicultural staff members in all aspects of program operations. Responsible for fiscal management, marketing, community outreach, program development and other functions. Supervised, tracked and monitored program activities. Developed and coordinated administrative policies, procedures and controls. Administered \$500,000 annual budget.

Key accomplishments:

- ◆ Initiated and facilitated organization's first leadership training and several other programs for boys and girls, including opening programs for physically challenged individuals.
- ◆ Increased year-round programming and boosted participation in leadership training and camping programs.
- ◆ Worked closely with the Board of Directors on strategic planning, program direction and funding. Partnered with community groups and social service agencies in services administration throughout the year.
- ◆ Recruited numerous volunteers as member of Board of Directors to serve on special committees of the American Camping Association.

EDUCATION

B.S. in Sociology, University of Oregon, Portland, OR, 1989
Participated in study-abroad programs in South America, France and Italy.

Additional:

Completed Camp Training courses
Previously certified to teach CPR/First Aid courses

COMPUTER & OTHER SKILLS

Microsoft Office suite (Word, Excel, PowerPoint), Microsoft Project
Lotus SmartSuite (WordPro, Lotus 1-2-3, Freelance Graphics)
Foreign-language skills: Conversational Spanish and French

original four-page resume listed every short-term consulting assignment and buried nonprofit experience at the end. She looked like a job hopper and was getting no interviews. The writer created a two-page resume that put nonprofit experience first. The client received multiple job offers within two months.

9727 Sunrise Avenue, Philadelphia, PA 00000

Home: (000) 000-0000

Fax: (000) 000-0000

Cell: (000) 000-0000

Barbara Lindsey

E-mail: lindseyb@taskforce21.org

Executive Profile

Offering more than 20 years of broad-based management advisory experience, combining administrative, sales, and marketing skills in challenging multitasking environments. Successful in utilizing a consultative approach to access key decision makers or benefactors, network effectively, and create synergistic relationships. Excel in focusing the efforts of diverse groups to work toward common goals. Strong ability to plan and organize high-level business affairs while maintaining efficient control of financial and human resources. Areas of expertise include

- Program design, development, and implementation
- Project management
- Staff training and team leadership
- Special event planning and management
- Scheduling, logistics, and detail coordination
- Negotiations and contracting
- Public relations
- Budget development, allocation, and monitoring
- Community outreach
- Proposal and grant writing
- Fundraising and promotional campaigns
- Policy and procedure implementation
- Public speaking and presentation delivery
- Computer literacy

Professional Experience

PHILADELPHIA IN THE 21ST CENTURY TASK FORCE at Rutgers Camden Law School 2000–Present
A public and privately funded task force of civic leaders drawn from the professional, philanthropic, cultural, and social sectors of the metropolitan region, established to evaluate Philadelphia's strengths, assess its role in the regional economy, and articulate a vision of the city in the decades ahead.

Director of Community Development

- Joined the Task Force in its early stages as an Assistant to the Executive Director. Assigned to special project to coordinate a dinner meeting for 26 prominent attendees from the fields of healthcare, education, foundations, and community development, which culminated in the establishment of a Board of Directors.
- Successfully accomplished this initial effort and demonstrated further abilities to manage the day-to-day affairs of the Task Force, freeing executive's time to focus on organization development strategies. After 3 months, was promoted to Administrative Director.
- Took charge of all planning and details for subsequent monthly Task Force meetings as well as workshops, seminars, dinners, and related activities, all within very tight lead times.
- Carried out primary mission of the Task Force in directing compilation of an inventory of City of Philadelphia assets, designed to attract future investors in the city's economic development. Managed student interns who assisted in completing this large-scale project within a \$250,000 budget and 18-month timeline.
- Produced the *Directory of City Assets* book, which the Task Force made available and distributed as a public service to libraries, educational institutions, businesses, and cultural organizations throughout the City of Philadelphia.
- As representative of the Task Force, conveyed a professional image and played a critical role in fulfillment of its goals by chairing or participating in several advisory committees within the community. These included the Regional Plan Association, Philadelphia Arts Council, United Way of Greater Philadelphia, and Rutgers Camden Law School.
- Sat on the Advisory Board of the Northeast Regional Economic Development Conference to plan for its being hosted in Philadelphia in 2004.

(Continued)

153

Combination. *Melanie Noonan, West Paterson, New Jersey*

A "different" font (Lucida Handwriting) for the individual's name and for centered headings sets the tone for this resume. Comments about the current workplace are in italic and draw

Barbara Lindsey

Page 2

WEBBER AGENCY, Camden, NJ

1996–2000

Employee Benefits Consultant

- Consulted and acted on behalf of the client companies to analyze health benefits, perform cost comparisons, and recommend solutions to lower employer costs. Maintained a book of business that included non-profit agencies, state-funded Community Action programs/day care centers, and municipalities.
- Represented University Health Plans, the HMO of the University of Medicine and Dentistry of New Jersey (UMDNJ) in its initiative to expand from Medicare only to a commercial managed-care company. Implemented strategy that facilitated introduction of the plan to a large corporation, a large financial institution, and county government.
- Served as codirector for the State Health Benefits open enrollment, coordinated special events, and developed marketing strategies for on-site campaigns and health fairs in conjunction with local hospitals.

COMED HMO, Philadelphia, PA

1990–1996

Marketing Manager/Senior Account Executive, New Jersey and Eastern Pennsylvania

- Increased new business and expanded existing customer base throughout the state of New Jersey and was promoted to Philadelphia corporate office after 3 months. Managed a staff of 22 in the sale of group health insurance to commercial accounts as well as the sales efforts of account executives, service representatives, and telemarketing staff to increase market share and obtain sales goals.
- Increased existing business by 150% through restructuring former market strategies and improving customer service.
- Successfully led the marketing department to attain sales quota and meet budget for the first time in 6 years.
- In conjunction with the Director of Marketing: Developed and implemented marketing policies and procedures; designed and delivered sales training modules that became procedure for all new hires; conducted presentation skills training for all field sales representatives.

CUSTOM INFORMATION SOFTWARE, Haverford, PA

1988–1990

Sales Supervisor/Field Sales Training Coordinator

- Hired as sales representative and promoted within 9 months after increasing territory 50% through new business with accounts such as QVM, Parsons Corp., and Columbia National.
- Supervised a staff of 5 in marketing IBM mainframe software education seminars to data processing personnel. Trained and acted as consultant to 20 sales representatives on sales techniques.
- Conducted internal sales training, which consisted of formal instruction sessions and interactive workshops, including team building, assertiveness training, and listening skills.

GLK CONSULTANTS, Princeton, NJ

1985–1988

Account Representative

- As consultant to the data processing industry, marketed systems/applications to programmers and support personnel.

*Education***UNIVERSITY OF ROCHESTER**, Rochester, NY

B.A. Psychology, 1985

attention. Bullets point to important information: first, the areas of expertise in the Executive Profile, and then the achievements in the Professional Experience section. Achievements are presented for each of the workplaces. Small caps highlight workplace names and the university's name.

KATHERINE RANDALL

5555 S.W. 55th Circle
San Diego, California 97334

www.careerfolio.com/krandall

Cell 555-555-5555
krandall@careerfolio.com

AWARD-WINNING PRODUCER, WRITER, DIRECTOR
video ■ *television* ■ *radio*

PROFILE

Nine years of combined experience in studio / location shooting, broadcast programming, production troubleshooting, marketing, promotional planning, and contract negotiation. Solid network of film industry contacts and up-to-date knowledge of industry trends, events, and key film festivals.

Core Skills:

- **Production Management:**
Business-savvy project manager with proven ability to supervise large film crews, coordinate complex production schedules, and manage budgets up to \$100,000. Successful at managing simultaneous media / video projects and troubleshooting pre- and postproduction problems.
- **Public Relations:**
Enthusiastic spokesperson. Accustomed to functioning as production liaison to community leaders, city bureaus, government agencies, neighborhood associations, and local businesses.
- **Filmmaking / Video Editing:**
Expertise in studio and location lighting and layered audio design. Skilled at creating studio sets and directing the use of camera dollies, butterflies, lighting cookies, camera cranes, studio lighting grids, and other high-end video production equipment.
- **Advanced Computer Skills:**
AVID Media Composer, Photoshop, Dreamweaver, Flash, AfterEffects, PageMaker, Word, Excel, and PowerPoint.

EXPERIENCE

GRANTREE PRODUCTIONS—San Diego, California

Senior Media Production Manager (2001–Present)

Produce and package public relations and marketing messages for mass media production company. Coordinate concurrent mass media and video production projects.

- Supervise professional production crews and on-camera talent.
- Coordinate subcontractors in the television studio and during location shoots.
- Serve as senior consultant to government, nonprofit, and commercial accounts.
- Develop and execute media plans for TV, radio, and print campaigns.
- Function as chief scriptwriter, producer, and director for all major news, documentary, public relations, and marketing communication projects (video, radio, Internet / Web).
- Create and manage line-item media production budgets.
- Prepare and present bids and budgets for government contract work.

(Continued)

154

Combination. *Pat Kendall, Tigard, Oregon*

A pair of lines encloses the contact information, making it easy to reference this information at a glance. Large side headings mark the resume's main sections, making evident its overall

KATHERINE RANDALL / PAGE 2

EXPERIENCE *(Continued)*

FREELANCE FILM PRODUCTION—Phoenix, Arizona

Art Director / Project Manager (1997–2001)*Representative Projects:*

- Managed \$75,000 Art Department budget on location in Phoenix.
- Supervised crew of 28. Negotiated salaries, coordinated scheduling, and resolved complex production problems.
- Functioned as a liaison to community representatives and local law enforcement to ensure trouble-free shooting and compliance with contract and permitting requirements.
- Provided technical and creative support for several high-profile movie projects in conjunction with the Arizona Film / Television Advisory Council.
- Served as a point of contact for 22 people working under a 5-month television filming deadline.
- Oversaw wardrobe, property department, and set decorating.
- Maintained full-scale offices to support three departments.

AWARDS

FIRST-PLACE WINNER—San Diego Regional Video Competition
Professional Video / Short Drama Category: *Fear of Flying*AUDIENCE CHOICE AWARD—Chicago Film Festival
Most Powerful Film of the Festival: *Renaissance Women*

EDUCATION

PORTLAND STATE UNIVERSITY—Portland, Oregon
Master of Arts, Mass Communication (2003)ALBANY COLLEGE—Albany, New York
Bachelor of Arts, Communication (2001)
Emphasis: Film and Television ProductionMONTANA STATE UNIVERSITY—Bozeman, Montana
Film and Video Production (1996–1998)COLUMBIA COLLEGE—Chicago, Illinois
Art History / Theatre Design (1996)

AFFILIATIONS

AMPA—Arizona Media Production Association

design. Boldfacing helps the categories of Core Skills, the applicant's positions, and her academic degrees stand out. Square bullets on both pages unify the resume visually, and plenty of white space makes the resume uncluttered throughout. Some small caps give the resume class.

JACKSON BRAUN

3000 Peak Vista Drive • Dallas, TX 55555 • Home: (000) 000-0000 • Cell: (000) 000-0000

EXECUTIVE PROFILE

Successful executive with 27 years of proven success in revitalizing failing business units. Proven career record of producing multimillion-dollar profits through pinpointing operational inefficiencies and encouraging the revitalization of employee morale and corporate culture change. Possess solid understanding of food distribution industry in diverse markets and cultures, including profit and loss, market analysis, operations analysis, and logistics. Demonstrated ability to communicate business principles to distribution center personnel on all levels in order to facilitate change and initiate turnaround. Expertise in

- ◆ Cost Reductions
- ◆ Profit Generation
- ◆ Strategic Planning
- ◆ Distribution Management
- ◆ Process Redesign
- ◆ Multi-Site Operations
- ◆ Operations Start-Up
- ◆ Multi-Level Communications
- ◆ Sales/Market Growth

CAREER EXPERIENCE

CST CORPORATION

2002–PRESENT

DIVISIONAL DIRECTOR OF OPERATIONS, Savannah, SC

Recruited for abilities to successfully revitalize failing business units. Currently responsible for more than \$1 billion in annual sales from Fort Worth, Oklahoma City, and Denver facilities. Accountable for all P&L, equipment, utilities, personnel, and operating procedures. Directed overhaul from the ground up of San Diego distribution center, including bringing warehouse, offices, refrigeration, and transportation facilities up to code and fully staffing the center. Mobilized correction of gross inefficiencies in Oklahoma City and Fort Worth facilities, resulting in quick turnarounds. Facilities currently maintain monthly profits.

- ◆ Launched San Diego distribution center and built into a profit-producing facility within 3 months.
- ◆ Reduced substantial losses at Oklahoma City distribution center of \$6 million per year to generating a profit within 3 months. Cost per case drastically fell 85–90 cents per case—excluding marketing monies—resulting in \$8+ million turnaround (running rate).
- ◆ Directed operational changes in Fort Worth center, resulting in cost per case drastically falling from \$2.35 per case to \$1.80 per case, with \$5+ million gain in profits realized in 4 months (running rate).

GALLEY'S FOOD SERVICE, INC.

1998–2002

GENERAL MANAGER, Lincoln, NE

Recruited to modernize operations in return for potential significant equity position. Restructured business financially and reorganized personnel. Monitored P&L and administered daily supervision of staff. Developed strong relationships with key accounts. Boosted bottom-line profitability in order to strengthen personal purchasing position.

- ◆ Achieved notable increase in profits, including a 60% increase in 1996, a 26% increase in 1997, and an 11% increase in 1998. (All profits are EBIT)

155

Combination. Michele Angello, Aurora, Colorado

Unique dot-in-a-diamond bullets point to areas of expertise in the Executive Profile and to accomplishments in the Career Experience section. Horizontal lines enclosing section headings

JACKSON BRAUN (Page 2)

CAREER EXPERIENCE (continued)

- NAUTILUS FOOD SERVICE, INC.** 1994–1998
DIVISION PRESIDENT, Sioux City, IA
- ◆ Initiated operational changes within one year that revitalized Sioux City center from 7-year record of losses to \$350,000 EBIT in fiscal 1996.
- BEST FOODSERVICE, INC.** 1991–1994
DIVISION PRESIDENT, Boca Raton, FL
EXECUTIVE VICE PRESIDENT, Baltimore, MD
- Accountable for all P&L and administration of all personnel, including sales, procurement, marketing, operations, customer service, finance, transportation, and warehouse staff. Directed \$450 million distribution center with 1,350 employees, overseeing sales, procurement, and marketing.
- ◆ In 1994/95, transformed Schmidt acquisition with 9 straight years of losses to a turnaround of \$250,000 EBIT, an overall gain of \$1 million.
 - ◆ Negotiated additional \$1.2 million in additional EBIT through fourth-quarter vendor buy-in conference.

EDUCATION

- University of Notre Dame**, Notre Dame, IN
Executive M.B.A. Program. Accepted into exclusive program; completed 8-week course prior to acceptance of Best promotion and transfer.
- University of Houston**, Houston, TX
Best Management School, 1991
- Ivy League University**, East Coast, PA
Bachelor of Arts Degree, Business Administration
- Honors**—Received full scholarship for music and sports. Varsity baseball, Captain; Theta Delta Chi, President and Treasurer; All-Conference Outfielder, State of Pennsylvania; Recruiter and Mixed Quartet member.

HONORS & AWARDS

- CST Corporation, Distribution Company of the Year—2000**
Best Foodservice, Branch of the Year—1993
Nautilus Food Service, Highest Margin and Highest Sales Gross—Attained awards 11 out of 12 months
Galley's Food Service, National Sales Award
 Numerous Sales Awards

make the overall layout easy to see. The writer likes to use a larger font size (12 points) for the text in the Executive Profile to make that information stand out from the resume's other information (at 11 points). Note that all the achievements are quantified in some way.

MICHAEL MANN

5499 Greenland Place • Columbus, Ohio 43227

Home: 614-374-9786 • Cellular: 614-554-1321 • E-mail: mikemann@copper.net

PLANT OPERATIONS • PRODUCTION MANAGEMENT

AREAS OF STRENGTH & EXPERTISE

- | | | |
|-------------------------|---------------------------------------|---------------------------|
| • OSHA Compliance | • Productivity Improvement | • Startup/Turnaround |
| • P&L Responsibility | • Staff/Union Oversight & Development | • Recruiting/Staffing |
| • Project Management | • Toyota Production Systems | • Inventory Management |
| • 5S Philosophy | • Manpower/Production Forecasting | • Plant Reorganization |
| • Kanban | • Government/Military Compliance | • Lean Manufacturing |
| • Kaizen Events | • OSHA Regulations/EPA Regulations | • ISO 9000 and QS 9000 |
| • Union Negotiations | • Budgeting & Expense Reports | • Production Engineering |
| • Employee Relations | • Union-Free Management | • Expense Control |
| • Contract Negotiations | • Strategic Planning & Initiatives | • C/N/C and N/C Machines |
| • Quality Control | • Policy/Procedure Development | • Performance Evaluations |
| • Time Management | • Contract Review/Recommendation | • Vendor Negotiations |
-

CAREER HIGHLIGHTS

- **Appointed by VP of North American Operations as point person to spearhead launch of assembly plants with new product lines supplying Big 3 automotive manufacturers.** Seamlessly started new assembly facility in Oberlin, Ohio, and received accolades from customer, Ford Motor Co. **Operations Manager ... Jackson Industries**
 - **As 5th leader in 7 years, took plant from break-even to \$7.5 million on \$57 million in gross sales.** Increased profitability from \$4.5 million to \$6.7 million in 12 months and improved profitability from 6.5% ROI in 2000 to 11.1% ROI in 2001 and 10% in 2002. **Production Manager ... Dominic Company**
 - **Increased operating profits to more than \$4 million in 1999 and set operating income records eclipsing 20% after assuming plant with operating loss in 1996.** Brought plant to profitability via knowledge of Lean Toyota Production System, 5S and Kaizen continuous improvement programs, along with extremely close watch on waste affected by scrap, rework, poor productivity, and poor quality. **Plant Manager ... Princess Productions**
-

PROFESSIONAL EXPERIENCE

JACKSON INDUSTRIES ... Grove City, Ohio

August 2000 to Present

Second-largest bedding manufacturer in U.S.; privately held company employs more than 2,500 people and operates 18 plants in U.S. and Puerto Rico. Operation is 1 of 18 plants nationwide and second-highest in sales.

Operations Manager

Administer entire scope of operations and profit/loss outcomes throughout \$60 million, 180,000-square-foot facility supported by approximately 240 union employees (facility serves 6 Midwest states). Brought in to turn around performance and improve operating culture throughout production floor. Develop and administer capital and operating budgets.

Direct reports include supervisors and management throughout production, quality, shipping and receiving, purchasing, customer service and HR. Circulate floor to oversee and ensure productivity expectations, expense controls, quality output, equipment/facilities maintenance, safety/sanitation/security, shipping/delivery, and inventory.

- **During tenure, plant set operating income records with percentages at 21% for several months.** Brought accountability, quality, safety, communications, and supervision, elevating plant to second-place ranking out of 18 plants.

156

Combination. *Janice Worthington, Columbus, Ohio*

Three columns of bulleted keywords under Areas of Strength & Expertise eliminate the need for an opening summary. A reader who looks favorably at the keywords may be more likely to read

MICHAEL MANN

Resume Page 2

- **Improved on-time delivery to 97% from 60% by developing scanning procedures.** Customer delivery improvements ultimately resulted in elevated customer satisfaction.
- **Reduced 2001 incident rate more than 36% over 2000.** Facilitated reduction after working with Bureau of Workers' Compensation on testing/survey of safety perception and received **\$50,000** grant from BWC to improve ergonomic opportunities throughout operation.
- **Facilitated progression of operations with implementation of 5S philosophy (Sort, Set in Order, Shine, Standardize, and Sustain—essential in lean manufacturing structure).** Also implemented one-piece flow versus batch system.

PRINCESS PRODUCTIONS ... Ada, Ohio

November 1998 to July 2000

Sheet metal fabrication facility specializing in welding, painting, and assembly of product, supplying Big 3 automotive manufacturers as well as telecommunications industry.

Plant Manager

Oversaw operations and administered \$50 million profit/loss performance in 225,000-square-foot tier-one lean manufacturing facility supported by 325 unionized hourly and 25 administrative associates. Hired and mentored staff and directed management throughout manufacturing, quality assurance, research and development/tool and die, materials, maintenance, and paint line systems departments. Supervised production; quality; research and development; ISO 9000, QS 9000, and NQA audits; supply procurement; shipping; and facilities maintenance. Also performed plant reengineering and vendor sourcing. Contributed to JD Edwards conversion.

- **Amidst business growth and increased production demands, hired and trained 75 associates (bringing total to 325) in 6 months.** Also established standards for new hires.
- **Successfully guided plant through QS & ISO 9000 compliance subsequent to departure by quality manager.** At time of hire, plant was going through QS 9000 audit and immediately drafted procedures and policies vital to certification. **Pivotal in 3 successful ISO 9000, QS 9000, and NQA audits.**
- **Appointed by president to attend Ashland University, recognized in top echelon nationwide for lean manufacturing colleges.** Education facilitated implementation of lean/cellular manufacturing, one-piece flow systems, and several innovations to aid production.

DOMINIC COMPANY ... Rochester, New York

June 1993 to June 1998

Global market leader in automotive systems and facility management and control.

Production Manager

Assigned to new facility to ensure operations performance throughout 150,000-square-foot tier-one JIT manufacturing and assembly facility grossing approximately \$1.5 million monthly. Operating in extremely fast-paced and mistake-free environment, supplied seating for Ford Econoline Van, with product installed within 4 hours of production. Responsible for performance and development of 2 superintendents, 6 supervisors and more than 200 nonunion employees; directed quality control, shipping, and receiving, as well as equipment and facilities maintenance and safety. **Promoted from Product Line Manager and Shift Superintendent.**

- **Instrumental in seamless setup and layout of 3 new JIT manufacturing facilities with nearly 1 million square feet of production and warehousing space.** Contributed to equipment purchase and ergonomics; hired and trained employees; and established standard process controls for assembly operation, including fixturing, robotic welding, and fabricating.
- **Worked in concert with Ford engineers, addressing continuous-improvement processes, industrial engineering, and resolution of quality-control issues.** Frequently visited Ford plant, established/maintained relations with all organizational levels, and maintained knowledge of Ford Q1 inspection process and ISO 9000.

EDUCATION**ASHLAND UNIVERSITY** ... Ashland, Ohio

Candidate: Master of Business Administration, 2007

MOREHEAD STATE UNIVERSITY ... Morehead, Kentucky

Bachelor of Science in Industrial Technology, 1987 (GPA 3.2)

and absorb the details in the Career Highlights and Professional Experience sections. The strategy of beginning with an extensive list of keywords is worth considering for someone with many years of work experience. Lines help define the resume's main sections.

CONFIDENTIAL

AVAILABLE FOR RELOCATION

John Savage
maintenance reliability engineer

1000 State Drive
 Memphis, Tennessee 38100
 ☎ 901.555.5555 – js1@tide.net

“Your contribution over the past 20 years has been a key factor to our success.”
 – Site General Manager

“Finding a better way to do something is what helps us become the best in the business.”
 – Production Manager and Maintenance Manager

WHAT I CAN OFFER TOPLINE

☐ Moving maintenance from a cost center to a **productivity center** as well ☐ Getting the right information to the right people in time to **save money and boost production** ☐ **Building and motivating teams** who think of my suggestions as their own good ideas ☐ Solving the right problems – the first time ☐ **Forging “success partnerships” with vendors**

RECENT WORK HISTORY WITH EXAMPLES OF PROBLEMS SOLVED

Chemical Operator promoted over 250 tough competitors to be **Industrial Maintenance Mechanic**; promoted over 70 others (some more senior) to be **Industrial Maintenance Leader**; promoted before 75 others to be **Maintenance Coordination Leader, GE, Centerville, Tennessee** 86–Present

Our plant operates 24/7 from its 300 acres of production space. Our 425 employees produce polycarbonate resins and engineered plastics as raw materials for products that range from automotive instrument panels to CDs and DVDs.

Serve as direct reporting official for 12 maintenance mechanics.

Gave management the production maintenance reports they needed to run the business after others tried – and failed – using our mainframe. Led 20 team members from across three states to build our new reporting system. **Payoffs: Saved \$240K in direct labor.** Now every team member has immediate, on-site ability to track more than 48K stock items and assets. **Project on time and on budget. Our system now the GE standard.**

Got control of our high non-fill rate by overhauling our MRO. Did my homework to marry best practices to just the right metrics applied to just the right data points. Replaced our expensive, twice-yearly inventory with a rolling system. **Payoffs: The new approach easily handles 10,900 stock issue requests. Non-fill rate dropped to zero and stayed there for 16 months.**

Helped management rethink how we could comply with tough EPA standards for our transformers. Proposed, and got complete support for, an approach that let us get maximum ROI from existing equipment. **Payoffs: My fix complete in just a few days for only \$30K – \$720K less than the cost of the original plan.**

Worked closely with the production team to solve a chronic problem that caused too many costly production-line shutdowns. When I reevaluated vendor’s equipment against EPA standards, I saw a new engineering solution that promised a long-term solution. **Payoffs: We met Federal regulations better than ever and we saved \$140K in raw materials.**

Championed the idea of predictive maintenance as a complement to preventative maintenance. Sold senior management on the idea and my approach to implementing it. **Payoffs: Reduced production budget by \$900K and increased production 12.5 percent.**

CONFIDENTIAL

More indicators of performance **TopLine** can use ...

157

Combination. Don Orlando, Montgomery, Alabama

The way to examine this resume (and others by this writer) is to search for the many ways it does not look like resumes by others. Note the creative use of font enhancements (boldfacing,

C O N F I D E N T I A L

John Savage

Maintenance Reliability Engineer

901.555.5555

Built a mutually beneficial relationship with vendors that served us, them, and our customers better. Tapped into their expertise to redesign a critical component that didn't fail gracefully. ***Payoffs: Lowered replacement part cost by 35 percent. Saved \$110K more by tripling the MTBF.***

Industrial Maintenance Mechanic, Delta Chemical Company, Longview, Louisiana

75-85

EDUCATION AND PROFESSIONAL DEVELOPMENT

Pursing BS, Education, with special emphasis on Adult Education in Industrial Operations
Center State University, Center, Tennessee Degree expected in 07
Earning this degree at night and on the weekends while working 50 hours a week.

Associate Degree (Applied Technology)
Union State Technical College, Memphis, Tennessee 95
Completed this degree while holding down a 50-hour-a-week job.

Reliability-Centered Maintenance Training, Manufacturing Technologies, Inc. 03
Volunteered for this 88-hour course. One of 20 selected from a field of 200 eligibles.

Electrical and Instrumentation Craft Training, National Center for Construction Education
and Research Jul 99

Planning and Scheduling Maintenance Management Resources, Hartford Steam Boiler
Company 98
Selected and funded by my employer for this week-long workshop.

Millwright Craft Training, National Center for Construction Education and Research Dec 94

COMPUTER SKILLS

Expert in EMPAC, a purchasing, asset, work-management, and maintenance software suite.
Proficient in Primavera, a project planning and management software package; MS Word,
Excel, PowerPoint, Outlook, and Money; and Internet search protocols.

PROFESSIONAL ACCREDITATIONS

Certified Systems Administrator for Enterprise Maintenance Planning and Control by
Corker International 01

Certified Instructor in millwright craft training from the National Center for Construction
Education and Research 99

PROFESSIONAL AFFILIATIONS

Member, Program Advisory Committee for Electrical and Instrumentation Programs, Union
State Technical College, Memphis, Tennessee Since Mar 99
*Selected by the president to help guide how the college matches its curriculum with industry best
practices.*

C O N F I D E N T I A L

Page 2

italic, bold italic, and small caps) and font styles (sans serif and serif). Look for the word "Payoffs" to see a novel way to present quantified information about achievements. Notice the use of headers (at the top of pages) and footers (at the bottom of pages) to impress on the reader the need for confidentiality.

Victor Valencia, Ph.D.

5555 N. Richmond
Chicago, IL 60616

valenciaphd@comcast.net

Residence: 555.337.4322
Cellular: 555.665.8799

SENIOR SCIENCE AND TECHNOLOGY MANAGER

CTO / PROJECT MANAGER / INTELLECTUAL PROPERTY / BUSINESS DEVELOPMENT

Spearheading Innovative Technology Solutions That Drive Change in a Career Spanning 14 Years

Technically sophisticated and business-savvy management professional with solid experience managing technology start-ups, state-of-the-art operations, cross-functional teams, IP assets, and organizational expansion projects to achieve competitive market advantages. Adept at spearheading technological innovations, new-product delivery, and commercialization. Successful at delivering simultaneous large-scale, mission-critical projects on time and under budget. Recognized industry pioneer with 2 patents, 11 patent applications, 36 invention disclosures, and 27 periodical articles / conference papers. Bilingual: English / Spanish.

Representative industries served:

- | | | |
|----------------------------------|------------------|----------------------------|
| ▪ Medical Devices | ▪ Displays | ▪ RFID |
| ▪ Printing and Imaging | ▪ Packaging | ▪ Coating |
| ▪ Surface Mount Technology (SMT) | ▪ Nanotechnology | ▪ Fuel Cells and Batteries |
-

TECHNOLOGY / MANAGEMENT EXPERTISE

- | | | |
|--------------------------------------|------------------------------------|---------------------------------------|
| ▪ Groundbreaking Research Programs | ▪ SBIR Management | ▪ Quality / Reliability / Performance |
| ▪ R&D Lab Management | ▪ Strategic / Operational Planning | ▪ Competitive Benchmarking |
| ▪ Full Life-Cycle Project Management | ▪ New-Product Development | ▪ Technical Staffing |
-

CAREER PROGRESSION

SUPER CAPACITOR TECHNOLOGY, INC.—Chicago, IL, and Guadalajara, Mexico 2002–Present
Designer and manufacturer of the world's leading supercapacitors

Chief Technical Officer / Business Development Manager / Regional Sales Manager

Recruited as key member of start-up management team that orchestrated commercialization of supercapacitor technology transfer from CSIRO. Upon building successful technology operations in Mexico, transferred to U.S. to launch the North American business enterprise. Contracted with global customers and vendors. Supervised 12 direct reports (scientists, research engineers, and technicians).

HIGHLIGHTS OF ACCOMPLISHMENTS:

- ◆ **Captured the company's first multimillion-dollar sale** with the global leader in class 12 GPRS PC modems. Research team formulated an electrolyte that exceeded the design specifications by 15%. SCT won 100% of the business. No competitors could meet specifications, driving them from this market.
- ◆ **Piloted SCT's full life-cycle, solution-focused business model in the U.S.** As technology liaison, initiated business contact, generated design win, and oversaw contract manufacturing to ensure quality product delivery.
- ◆ **Chaired IP Asset Management Team that leveraged one of the industry's most viable portfolios.** Led team that included senior managers, key scientists, and an IP Attorney.
- ◆ **Captured 60%+ market share** for supercapacitors used in GPRS modems worldwide. Secured additional clientele, including the world's most recognized CPU and leading digital still camera manufacturers.
- ◆ **Reduced prototype failure rates from 85% to 1%** via innovative performance testing and packaging technologies. **Dramatically improved product yields.** Patent pending.
- ◆ **Achieved 80% cost reduction** by designing and equipping 2 state-of-the-art research and coating laboratories. **Invented thin film coating** formulations, techniques, and testing processes.

158

Combination. Murray Mann, Chicago, Illinois

Vertical alignment looks good in resumes, and this well-designed resume displays careful vertical alignment. See, for example, the two three-column lists in the first two sections of the resume.

Victor Valencia, Ph.D.

Page Two

CAREER PROGRESSION, CONTINUED

ADVANCED RESEARCH INSTITUTE—Los Alamos, NM 1995–2002
Principal Research Investigator / Senior Scientist (Ultracapacitors)
Project Manager (Advanced Battery)

HIGHLIGHTS OF ACCOMPLISHMENTS:

- ◆ **Managed** SBIR project.
- ◆ **Led research team** that developed advanced battery technologies for the USAF.
- ◆ **Achieved greater control** of process and 100% increase in throughput by inventing novel method of depositing capacitive material onto a substrate.

VANGUARD TECHNOLOGIES—Houston, TX 1991–1995
Senior Research Scientist (Lithium Ion Batteries)

HIGHLIGHTS OF ACCOMPLISHMENTS:

- ◆ **Developed formulations** for thin polymer electrolytes with emphasis on conductivity, coatability and UV or E-Beam cross-linking, resulting in greater uniformity of coatings and longer battery life.
- ◆ **Performed full IP analysis** of competitive products and manufacturing technologies. Evaluated carbon materials and methods of particle size reduction.

PATENTS AND PUBLICATIONS

Patent	9,876,543	Cathode-active material blends of Li.sub.x Mn.sub.2 O.sub.4. Cited in 36 other patents.
Patent	9,123,456	System and method for impregnating a moving porous substrate with active materials to produce battery electrodes.
Patents Pending	11	Supercapacitor performance and manufacturing technology.
Invention Disclosures	36	Various materials and process improvements focused on Li Polymer batteries. Some disclosures incorporated as trade secrets in preference to patenting.
Periodical Articles / Papers, Posters	27	Authored / coauthored articles published in peer-reviewed journals. Delivered papers, seminars, and 15 poster presentations at professional conferences.

PROFESSIONAL PROFILE

EDUCATION

PhD Physical Science
 MASSACHUSETTS INSTITUTE
 OF TECHNOLOGY
 Cambridge, MA (1995)
 Thesis: EXAFS for Polymer Batteries.
 Structure conductivity in doped thin-
 film polymer membranes. Funded by
 USDOE and Energy, Inc.

BSc (Honors) Applied Chemistry
 INSTITUTO DE TECNOLÓGICO
 Monterrey, Mexico (1992)

B'Tech HD Physical Sciences
 INSTITUTO TECNOLÓGICO
 Monterrey, Mexico (1988–1991)

AFFILIATIONS

Diversity Committee
 American Association for the
 Advancement of Science (AAAS)

Regional Chair
 The Society of Mexican-American
 Engineers and Scientists, Inc.
 (MAES)

Member
 Society of Hispanic Professional
 Engineers (SHPE)

Member
 Latino Alumni of MIT (LAMIT)

TECHNOLOGY SKILLS

Manufacturing Science, Materials
 Engineering, Electrical Engineering,
 Quality Control, Electrochemistry,
 Competitive Analysis, Reverse
 Engineering, Advanced Polymers, Device
 Testing, Packaging Processes, Selection
 and Design, Anticipatory Failure
 Determination

COMPUTER SKILLS

Operating Systems: Windows,
 Macintosh, UNIX

Programming Languages: BASIC,
 Visual Basic, C/C++, HP Interface
 Basic-HPIB

The bullets in the lower list are carefully aligned vertically below the bullets of the upper list. This kind of precision usually does not appear in a resume that is thrown together. Another distinctive feature is the five-row, three-column table on page two, which also displays good alignment.

SHARON C. CLEMENTS

2721 Abernathy Drive, Columbia, MD 21044
 (410) 997-7521 Home ▪ (703) 771-8113 Mobile ▪ sharonclem@newmedia.com

Operations & Management Executive
Area Director / Regional Director ▪ General Manager ▪ Operations Manager

General/Operations Management professional with proven expertise in expanding product/program lines, increasing revenue streams, and capturing market share in highly competitive Health and Fitness industry. Doubled membership income and gross revenues within one year (2004–2005). Leadership role in health and fitness clubs expansion (15 greenfields and 10 acquisitions).

Hands-on P&L role in strategic planning and initiative management, multisite operations, recruitment and training (60 management and 1,000 line staff), team building, and project management. Met or exceeded revenue/development expectations for 20+ years. Experienced in:

- | | | |
|--------------------------------------------------------------------|-------------------------------------------------------|--------------------------------------------------------------|
| <input checked="" type="checkbox"/> Revenue & Market Expansion | <input checked="" type="checkbox"/> Change Management | <input checked="" type="checkbox"/> Start-ups & Acquisitions |
| <input checked="" type="checkbox"/> Staff & Management Development | <input checked="" type="checkbox"/> Sales & Marketing | <input checked="" type="checkbox"/> Business Development |
| <input checked="" type="checkbox"/> Budget & Financial Performance | <input checked="" type="checkbox"/> HR Management | <input checked="" type="checkbox"/> Branding & Technology |

PROFESSIONAL EXPERIENCE

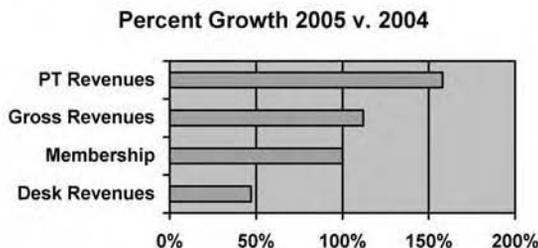
FITNESS CLUBS INTERNATIONAL, Washington, DC (corporate headquarters) 1984–2006
 Leader in Health & Fitness Industry, ranked 2nd in U.S. and 7th worldwide (based on revenues) with 365,000 members at 132 clubs and 7,200 employees.

General Manager—Columbia Fitness Club (CFC), Columbia, MD (2003–2006)

Full P&L responsibility for sports club ranked 1st in suburban DC market. Managed 20,000 SF club with 2,000 members and supervised 40 management and line staff. Key player in strategic planning, business development, operations, sales and marketing, brand building, PR and community relations, customer service/retention, human resources, administration, and technology performance.

ACCOMPLISHMENTS

Challenged in company restructure and brand-building initiative to deliver smooth-running, profitable operations and sales in high-profile fitness club facility. By 2005 Voted “Best Health Club” in DC-Metro area. Key contributor to market dominance on East Coast. Introduced new product and service lines, negotiated cost reductions (from 10% to cost of item), collaborated in succession planning and team building, and led revenue and profitability increases (demonstrated by financial metrics below):



2005 v. 2004	
PT Revenues:	\$509,136 v. \$197,225
Gross Revenues:	\$1,863,790 v. \$881,506
Membership:	\$1,544,748 v. \$768,564
Desk Revenues:	\$27,541 v. \$18,774

159

Combination. *Susan Guarneri, Three Lakes, Wisconsin*

The writer's challenge was to condense a 22-year career with one company into two pages. The writer dedicated the first page to a Management Summary, keyword list, and most recent

SHARON C. CLEMENTS

Page 2

(410) 997-7521 Home ▪ (703) 771-8113 Mobile ▪ sharonclem@newmedia.com

Area Manager—CFC, Columbia, MD (1999–2003)

Oversaw operations and explosive growth of suburban DC clubs. Full P&L responsibility for Sales and Marketing, Systems, Finance, SOP, Customer Service, Multi-Unit Management, HR, Initiative Management, Succession Planning, Recruiting, Training, and Management Development.

- **Start-up and Acquisition Leader.** Delivered strong revenues and development results in soft market: Spearheaded growth from 1 club with 500 members (starting revenues of \$1.4M) to 6 clubs with 13,200 members and annual revenues of \$14.5M (2003). Clubs ranged in size from 20,000 SF to 200,000 SF on 23 acres. Managed and motivated team that grew to 550 employees. Chosen as member of Washington, DC, Mayor's Health & Fitness Council Committee in 2003.
- **Technology Improvements.** Played key team role in 2002–2003 rollout of Club Networks, an integrated enterprise software solution for sales reporting with online point-of-sale/real-time sales, tracking, financial, and reporting capability. In 2000 successfully launched automated Fitness Database, as well as online direct payroll processing IT system (Kronos).

General Manager—Washington, DC, Fitness Club (DCFC), Washington, DC (1990–1999)

Directed operations of largest sports club in DC market (8 locations), with full P&L responsibility. Supervised 30–60 management and line staff, including recruitment, training, and staff development.

- **Acquisitions and Revitalization.** Designated Lead Management Trainer for New Manager Orientation, including Senior Management. Initiated Employee Cross-Training Programs; New Employee and Customer Service seminars; monthly performance incentives; and SOP guidelines for training, operations, maintenance, tracking, and production. Negotiated cost-saving contracts with outside vendors. Oversaw multimillion-dollar club renovations.
- **New Technology and Products.** In 1997 transitioned club from manual to computerized system for sales tracking (Sales, Leads, and Management System software), increasing accuracy and turnaround time for sales reporting. First to introduce electronic funds transfer.

Previous FCI Career History:

Progressive promotions from Sales Consultant through Sales Supervisor to Area Membership Supervisor (supervised 36) as company grew from 3 to 9 locations. Set year-over-year (YOY) sales records, presold and assisted in opening 7 clubs, and initiated performance-improvement processes.

EDUCATION & AWARDS

Bachelor's Degree Program, University of Maryland, College Park, MD
 Certificate, Managing Performance, American Management Association (AMA) 1999
 Certificate, The Manager's Role in Professional Management, AMA 1998
 International Racquet Sports Association (IRSA) Conventions & Seminars, 1986–1998

Fitness Clubs International (FCI) Management & Sales Awards

Service Recognition Award for Outstanding Achievement in Sales & Marketing, 1999
 Certificate of Achievement "Employee Primer" Award, 1997
 Certificate of Achievement for "greatest drop in cancellation percentage," 1996

accomplishments, including a sales chart and beside it quantified figures. The second page plays up management jobs. Under Education the phrase "Bachelor's Degree Program" indicates that the person attended a university but did not earn a degree.

LISA DAVIDSON

5555 West King Street, Honolulu, Hawaii 00000 • (808) 555-5555 • iluvyoga@coconut.org

Seeking Management position in a
NON-PROFIT ORGANIZATION

QUALIFIED TO PERFORM

- *Mission Planning and Implementation*
- *Organizational Development*
- *Leadership Training*
- *Marketing Communications*
- *Media Relations*
- *Public Relations*
- *Corporate Relations*
- *Fund-raising*
- *Grassroots Campaigns*
- *Community Outreach*
- *Educational Programming*
- *Member Development and Retention*
- *Member Communications*
- *Volunteer Recruitment*
- *Volunteer Training*
- *Special Events Management*

EDUCATION

- Columbia College,
Columbia University—**
New York, NY
B.S., English Literature
(Journalism/Ancient
Religions concentration)
- Editor of campus weekly magazine
 - Awarded Cornell Woolrich Fellowship

PROFILE

18+ years of experience in dynamic organizational settings, including past 8 years in positions of bottom-line accountability. Background includes history of creating and building various small businesses. Effective communicator highly skilled in multiple environments—public speaking, groups, and one-on-one. **Core skills include**

- | | |
|---------------------------|--------------------------|
| Organizational Leadership | Project Management |
| Persuasive Communications | Problem Resolution |
| Staff Management | Training and Development |
| Presentations | Workshops |
| Customer Service | Cross-Cultural Awareness |
| Research | Written Communications |

PROFESSIONAL HISTORY**Career and Life Coach** **1995–Present**
Honolulu, HI; Seattle, WA; Florence, Italy; London, England

Consult with and advise—in person and by telephone—clients of a variety of personal backgrounds and professional levels. Select clients include lawyers, child services professionals, non-profit board members, non-profit fund-raisers, artists, and cultural diversity trainers. Work closely with one assistant on scheduling matters.

- Successfully partner with clients, assisting them through major life transitions.
- Conceptualize, plan, and write all marketing materials for life- and career-development workshops.
- Communicate with media regarding workshop promotional plans. Consistently attract 5 to 20 participants.
- Mentor other professional teachers and workshop presenters on planning, implementation, and problem resolution.
- Publish quarterly client newsletter with circulation of 150.
- Have designed and led weekly workshops on subjects ranging from stress management to decision making.

Certified Yoga Instructor **1999–Present**
Honolulu, HI; London, England

Currently perform private therapeutic sessions. Have taught daily classes of up to 40 students, including new student orientations. Handle all administrative functions.

- Employ various levels of persuasive communication according to individual student's level, expectations, and goals.
- Have assisted hundreds of people in recovering from injuries, addiction, and stress, helping them develop positive mind and body attitudes.

*PROFESSIONAL HISTORY Continued on Page 2 →***160****Combination.** *Peter Hill, Honolulu, Hawaii*

The applicant had a successful business/entrepreneurial background and wanted a nonprofit management position. The writer plays up the variety of the applicant's core skills, job positions

LISA DAVIDSON

Page 2 of 2

- Founder/Manager/Sales Representative** **1997–1999**
 Handworks, Inc.—Seattle, WA
- Accountable for bottom-line success of this on-site chair-massage service at natural food supermarket franchises. Contracted out and supervised 11 massage therapists. Acted as liaison between customers, employees, and corporate management.
- Spearheaded comprehensive public relations campaign to educate public about services.
 - Successfully planned and built business from scratch. Sold it after only two years.
- Jin Shin Jyutsu Practitioner** **1994–1999**
 Private Practice—Seattle, WA
- Built thriving private practice providing Japanese *Jin Shin Jyutsu* style of bodywork.
- Founder/Manager/Sales Representative** **1994–1995**
 Davidson Delicacies—Seattle, WA
- Managed all aspects—production, sales, distribution—of this wholesale natural food venture, including materials procurement, kitchen operations, order fulfillment, and account maintenance. Negotiated terms for 20+ accounts throughout Seattle area.
- Launched and grew profitable business, starting with no knowledge of business world or industry.
 - Positioned company for success by implementing unique marketing message. Attracted attention of national buyers (including a national food distributor).
 - Created *Climbing Cookie* and other unique concept products. Customers still ask for them at area stores.
- Administrative Assistant** **1992–1993**
 The Family Schools—Seattle, WA
- Oversaw all front- and back-office operations for experimental alternative school program of the Boulder public school system. Program focused on community development of elementary school programs.
- Program Assistant** **1990–1992**
 Neighborhood Initiative Programs—Seattle, WA
- Accountable for program and event planning for this government-funded leadership training and education for low-income and minority communities. Wrote grant proposals, press releases, business communications, and marketing materials. Assisted in design of Community Leadership Training Program.
- Communications Assistant** **1989–1990**
 Williams & Stevenson—Baltimore, MD
- Collaborated to compose marketing proposals and newsletter pieces. Managed administrative functions in communications department of this international law firm.
- Communications Assistant** **1984–1988**
 Pratt, Gregg, & Nakamoto—Baltimore, MD
- Charged with authority to assess prospective client case potential. Generated press releases and marketing materials for this entertainment law firm. Researched and wrote one partner's weekly column for New York newspaper.

~ References Furnished on Request ~

held, qualifications, and work experiences to make her appealing to a wide range of organizations. The two-column look of the first page helps convey a sense of diversity. The reader can see at a glance something of the individual's qualifications, education, and experience.

Candace L. Kugle

520 E. Ogden Avenue
Naperville, Illinois 06060

000-983-8882
ckugle@internetservice.com

PROFESSIONAL QUALIFICATIONS AND KEY STRENGTHS

Professional manager with a broad-based background in business development, human resources, personnel management and store operations. Strong leadership and motivational skills; proven ability to quickly build rapport, establish trust, and train and motivate people of all levels. Recognized for professionalism, positive mental attitude, commitment to excellence and demonstrated ability to communicate and interact effectively with senior management, associates and customers. Big-picture focus on company goals has produced increased efficiencies in production and sales.

*Human Resource Management • Interviewing/Training/Developing Personnel • Benefits-Wage Administration
Project Management • Expense and Inventory Control • Policies, Programs and Procedures*

CAREER HIGHLIGHTS

Human Resources

- Established training priorities for 110 stores throughout Illinois, Wisconsin, Minnesota, Iowa and Michigan.
- Recruited personnel at college campuses.
- Evaluated human resources programs and directives.
- Ensured proper execution of federal and state laws and customer service initiatives.
- Evaluated hiring decisions and identified high potential field management personnel.
- Presented benefits and corporate policies overview to new hires.

Management

- Improved expense control; identified efficiencies for controllables and salary expenditures.
- Enhanced management/staff team productivity through motivational training and mentoring.
- Responsible for overall store operations.
- Developed and sustained new and existing business.
- Contributed to store-management team effort to maintain efficient operating conditions and ensure in-stock position.

EMPLOYMENT HISTORY

General Manager, WESTRIDGE APPAREL, Schaumburg, Illinois, 08/99 to Present

- Supervised all aspects of the opening of the Weekend Only Warehouse concept store.
- Recruit, hire and train sales staff.
- Schedule sales and support staff.

General Manager, VENTURE CORPORATION, Chicago, Illinois, 09/98 to 08/99

- Executed merchandising and operations for hardlines /softlines.
- Controlled office/freight receiving procedures; salary budgets.
- Supervised management staff, emphasizing sales performance and high standards of store operations.
- Directed complete remodeling of assigned fashion areas.
- Trained management personnel in operations and supervision.
- Managed job assistance efforts for multiple stores during business close-down.

Previous roles:

Regional HR Trainer, Ft. Wayne, IN—09/95 to 09/98

District Manager, Ft. Wayne, IN—11/91 to 09/95

Softline Manager, Garden City, MI—11/90 to 11/91

Fashion Manager, Quincy, IL—04/84 to 11/90

Apparel Manager, Green Bay, WI—04/81 to 04/84

Assistant Manager/Trainee, Kenosha, WI—07/80 to 04/81

EDUCATION

University of Michigan, Ann Arbor, Michigan

Bachelor of Science in Clothing, Textiles and Design (cum Laude), 1980

161

Combination. *Pat Chapman, Naperville, Illinois*

This individual had retail management experience and wanted to move into human resources management. The writer plays up human resources both in the profile and in the Career Highlights.

Manufacturing

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
162.	Creative Director	Toy Manufacturing	333
163.	Military Program Manager, Overhaul & Repair	Not specified	334
164.	VP of Operations	Manufacturing Operations Executive	336
165.	Local Systems Administrator/ Corrugator Scheduler	Not specified	338



BAXTER A. LEEDS

45 Kaiwan Street Taipei, Taiwan 555-05050505 bestoys@xix5.net

PROFESSIONAL GOAL

Opportunity in the toy manufacturing industry where experience in creative product development, team leadership, and mass production will contribute to business growth and success in the USA and Asia.

PROFESSIONAL PROFILE

- Successful background in the toy industry with a leading manufacturer in both the USA and Asia.
- Highly creative in design, construction, and production of seasonal, novelty, and licensed products.
- Broad understanding of living and working in Asia; knowledge of customs, beliefs, and culture.
- Dedicated commitment to quality products, expense control, and customer satisfaction.
- Valued by colleagues for work ethic, team leadership, creativity, and open-mindedness.

EXPERIENCE

BESTOYS, INC.—Taipei, Taiwan

1992–Present

Creative Director

USA-based toy company with manufacturing operations in Taiwan.

Creative Product Development

- Manage product aesthetic and function during product engineering and development process.
- Conceptualize in 3D with mechanical ability to develop pattern, starting with minimal item definition.
- Strong knowledge of model-building techniques and experience with all relevant materials.
- Collaborate with company's CEO and Asian Division President on product development initiatives.

Management/Team Leadership

- Direct 100-member Taiwan prototype staff in all phases of the prototyping/manufacturing process.
- Independently supervise work, coping with fluctuating work loads while maintaining accuracy to product design without missing deadlines.
- Effective interpersonal skills and a respect for people of all backgrounds and nationalities.
- Communicate via e-mail with USA product management on daily item needs and changes.

Manufacturing for Mass Production/Licensed Products

- Skilled in meeting mass production costs, scheduling, and engineering specifications.
- Work directly with BesToys' Asian engineering staff and production vendor engineering on item construction to meet aesthetic, function, schedule, and item cost.
- Manufacture a vast number of products including boys', girls', spring, seasonal, novelty, and licensed products for vastly successful brand names.
- Effectively complete a large volume of licensed goods for sale/distribution in various world markets.

Key Contributions:

- Opened a new prototype facility in Taiwan to meet increased corporate demands, maximize output of sales samples, and reduce prototyping costs.
- Utilize a management style of empowerment, support, and assertiveness in meeting deadlines.
- Monitor and control USA designs built in Taiwan to ensure highest quality standards.

EDUCATION

BFA with Honors

Marketing and Advertising Design—Santa Rosa Fine Arts Academy, Santa Rosa, California, 1992

Combination. *Billie Ruth Sucher, Urbandale, Iowa*

The applicant brought the writer “vast pages of information about his background.” The writer organized and categorized this information into keyword/skills areas to showcase his experience.

"Susan is by far the most promising young professional to come along in many years. Her intelligence, skills, and interpersonal relationships mix together to make her a star."
John Smith, Military Program Vice President

SUSAN K. STEELE
200 Steele Street, Chicago, IL 00000
555.555.5555
steelesus@xxxxx.xxx

PROFILE

- Achievement-oriented and accomplished operations professional with aerospace manufacturing, management, merger, and union experience.
- Excellent written and oral communication, presentation, and computer skills.
- Exceptional leadership, organizational, interpersonal, process-improvement, and problem-solving ability.

AWARDS

- Apex President's Award, 2003
- Senior Management Awards, 2002, 2001, 2000

EXPERIENCE

APEX COMPANY, *Chicago, IL*
Major Aerospace and Defense Contractor

1996–Present

Military Program Manager Overhaul & Repair, 2001–Present

- Managed \$2 million overhaul/repair of military aircraft components, reducing turn time from one year to 30 days.
- Coordinated with all business/operational disciplines to manage competing resources and demands to maximize customer satisfaction and production efficiencies.
- Worked with sales and marketing to develop strategies for new business, along with regular interface with customers, project team members.
- Negotiated and managed large, complex, multimillion-dollar contracts.
- Monitored financial performance to ensure earnings before interest and tax (EBIT) targets were met.

Operations Management Development Program, Management Investment Candidate, 1999–2001

One of four high-potential operations management candidates selected for two years of management training in various operations areas. Three of these assignments occurred during the merger with another company of equal size and ran an average of six months. Assignments included

Program Manager—Overhaul & Repair Facility Transition

- Transitioned \$8 million commercial, military business to The Netherlands and West Coast.
- Managed \$1 million budget for construction of new materials crib and mezzanine to hold 9,000 parts, valued at \$12 million; net result was on-time completion, 25% under budget, and no loss of business-to-business units.
- Union, non-union personnel utilized to move material without any issues.
- Used Microsoft Project to develop timeline to manage business transition, construction, suppliers, and material move.

163

Combination. *Ellen Mulqueen, Hartford, Connecticut*

This high achiever wanted the quotation to be the first item the reader saw. The box in the upper-left corner of the first page accomplishes that goal. Airplane bullets are distinctive and

SUSAN K. STEELE, PAGE 2

Operations Management Development Program, Management Investment Candidate (cont'd)**Program Manager—Manufacturing Operations Systems**

- Planned and implemented Manufacturing Execution System (MES), a time and attendance, labor, and work-in-process (WIP) tracking system with minimal disruption to manufacturing operations.
- Led manufacturing operations through process of information technology improvements, with objective of one-process, one-system solutions to simplify and solve complex business issues.

Manufacturing Engineer—Assembly and Test Precision Controls & Accessories

- Implemented statistics process control (SPC) tracking analysis and process specification capabilities for PC&A assembly and test.
- Worked with cross-functional teams to identify root cause analysis.
- Developed, implemented corrective action plan that increased test yields on Jet Fuel Control from 25% to 100%.

Business Unit Manager—Propulsion Business Unit

- Managed Regional, Military Aircraft Blade and Composite lines of 100 hourly union associates, 3 production supervisors.
- Assumed day-to-day management functions covering production of 300 military, 500 regional blades; all associated composites; and plastic tooling department.
- Oversaw linear flow of production, overdue reduction, process improvements, continuous improvement, cost management/reductions, and management liaison to union safety team.

Buyer, 1996–1998

- Managed connector commodity in coordination with suppliers, using JDE and MRP systems, resulting in **95% success rate**; this involved getting right parts at right time by using negotiating, buying, expediting, and problem-solving skills. Supervised and managed daily activities of contractors.

EDUCATION

New York University Graduate College of Business, New York, NY

- MBA, with 3.85 GPA

University of Chicago, Chicago, IL

- BBA, Management, Summa cum Laude

Chicago Community College, Chicago, IL

- Computer Programming Certificate

typically relevant. Boldfacing effectively directs attention to the person's name, the section headings, the positions held, the major assignments, and a notable achievement. Indentation patterns help keep levels of information straight and ensure adequate white space.

Darren McConnell

Tel: (555) 555-5555
mcconnell@comcast.net

5555 Roland Road
Atlanta, GA 55555

MANUFACTURING OPERATIONS EXECUTIVE

Customer- and quality-focused business executive who provides the strategic vision and leadership that drive operational process, productivity, efficiency and bottom-line improvements at multisite manufacturing organizations.

Expert in combining financial and business planning with tactical execution to optimize long-term gains in performance, revenues and profitability. Breadth of experience in quality and manufacturing operations, including lean concepts, Six Sigma, root cause and Corrective Action Preventive Action (CAPA) analysis, team concepts total preventive maintenance, setup reduction and standard work. Leadership philosophy promotes employee participation in creative problem solving to contribute to organizational success.

Career Highlights:

Change Agent: Transformed a struggling business unit by using Kaizen principles that slashed hourly costs from \$120 to \$59, boosted on-time delivery from 48% to 97%, increased productivity metrics from 43% to 98% and reduced scrap from \$1.65 million to only \$325,000—all within 2 years.

Quality and Customer Champion: Instituted a CAPA and Quality Control Process Control (QCPC) that cut escapes to customers by 45% in 6 months and reduced Material Review Board (MRB) scrap by \$3.4 million.

Team Builder and Coach: Boosted productivity 30% in a union operation by listening to root issues, forming teams to troubleshoot problems and fostering strong relationships among salaried and hourly staff.

PROFESSIONAL EXPERIENCE

BROWNSTONE CORPORATION, Atlanta, GA 2004–Present
VICE PRESIDENT OF OPERATIONS

Direct all manufacturing and assembly functions of 15 instruments produced by Brownstone and Worldwide Service. Manage team of 130 plus supplier and buyer relationships. Accountable for \$25 million in OEM sales and \$35 million in service warranties. Implement quality metrics to track business needs and lead diverse projects. Collaborate with R&D on products in development.

- **Rescued an OEM manufacturing operation struggling with declining employee motivation, poor process flow and escalating rework inventory at 34% of work in process.** Initiated multiple process improvements for work instructions, tooling and testing—creating a visual factory. **Results:**
 - 53% reduction in work in progress (WIP), beating operating costs for 2 quarters.
 - Cost-per-unit decrease of \$100 below goal, with instruments now priced at \$434 less than 2004.
 - Excellent finished-goods inventory with no backorders for 2 consecutive quarters.
 - Improved employee knowledge of business operations and streamlined product flow.
- **Tapped to lead development of Worldwide Service Strategy and rolled out the new initiative in the Netherlands in February 2006.** Established standard quality metrics such as value stream mapping (VSM), employee training and technical protocols for service upgrades and bulletins that improved communication and instrument repair services worldwide. **Results:**
 - Clipped turnaround time from 38 to 22 days in 6 months, with a target goal of 2 days by year's end.
 - Decreased turnbacks in process by 48% and reduced integration issues by 63%.
- **Initiated physical inventory of MRB Material, which included \$5.3 million of unused inventory and potential scrap.** Implemented controls for inventory management, created teams to rework inventory and worked with suppliers to resolve issues. **Results:**

164

Combination. *Louise Garver, Enfield, Connecticut*

The individual wanted to move to the next level in his career path but couldn't do so at his company. The writer created a strong profile that mentions three leadership strengths with

Darren McConnell

Page 2

- Cut MRB to \$1.9 million in 6 months with only \$200,000 of scrap; reduced new orders on materials by 40%.
- Established compliant controls on inventory supporting Sarbanes-Oxley. Created more of a can-do attitude among employees.
- **Executed daily tracking procedures for Cost-of-Poor Quality, daily production output and financial tracking for instrument costs. Results:**
 - Consistent daily production output; below-budget average product cost, optimizing the bottom line; 62% reduction in run rate.

ARRON CORPORATION, Atlanta, GA

1986–2004

Fast-track progression to senior-level operations management positions of multimillion-dollar divisions and business units with multiple product lines.

GENERAL MANAGER (2001–2004)

Challenged to turn around a nonperforming operation and effected a successful culture change throughout the division that focused all personnel on product quality and delivery plan execution. Supervised a team of 300 in repair operations and held full P&L accountability for budgeting, sales and asset management. Tasked with new product implementation and growing the existing line. **Results:**

- **Built sales from \$32 million to \$73 million in 2004. ROS spiked from 11% to 28% of the business fixed at 15% ROS opportunity with military contracts. Results:**
 - Cut average turnaround time (TAT) from 76 days to 18 with on-time delivery percentage ending at 98% through rollout of lean concepts and standardized repair processes.
 - Customer satisfaction ranked 6.3 out of 7.
- **Devised plan that addressed monumental issues with aged material and uncontrolled inventory. Worked closely with other businesses to launch the Unit's inventory management system and SAP, as one of the first units to implement system company-wide. Results:**
 - Led Unit to win recognition as the flagship of all aftermarket businesses in inventory control, as well as achieve the best Sarbanes-Oxley audit in the company in 2003.
 - Wrote off \$5 million in inventory by building cribs and putting controls in place to better manage materials, allowing Unit to become compliant with Price Waterhouse audit criteria.
- **Spearheaded strategies that improved processes and delivery performance and reversed losses of \$1,000 per unit delivered, saving a \$17 million military contract that was in jeopardy.** Teamed with the Contracts department to amend a military contract, recouping more money for products serviced.

BUSINESS UNIT MANAGER (1995–2001)

Brought on board to reduce costs, improve delivery performance and correct major quality issues. Directed a team of 146 and managed \$14 million budget. Cut hourly production costs by \$27 and improved delivery from 53% to 98% by creating a visual factory and established cells in machining areas.

Prior: Quality Unit Leader/Senior Supervisor (1991–1995); Quality Supervisor (1986–1991)

EDUCATION

Executive MBA – UNIVERSITY OF GEORGIA, Atlanta, GA, 2003
BS in Business – UNIVERSITY OF NORTH CAROLINA, Raleigh, NC, 2001

achievements to support those strengths. The Professional Experience section tells the applicant's success stories and shows the range of his abilities. He sent his first resume to a major industry player in his community, and he landed a new position at the level he was seeking.

Bernard T. Bailey

123 Main Street
Park Point, IL 00000

555-555-5555
xxxx@aol.com

HIGHLIGHTS OF VALUE TO A POTENTIAL EMPLOYER

- In-depth knowledge of **manufacturing and distribution operations and logistics**, with a particular strength in improving efficiency with effective **supply-chain analysis, production planning and scheduling**.
- Hands-on experience in **materials forecasting, purchasing and inventory management**.
- Versatile problem-solver, especially in the application of technology to the planning process, as well as day-to-day operations.
- Computer and related equipment skills: Microsoft Office suite, Crystal Reports, AS400, Novell NetWare, IBM PCs, HP printers.

PROFESSIONAL EXPERIENCE

Northern Industries, Inc., Portland, OR, 1992 to Present

Local Systems Administrator / Corrugator Scheduler for the Pleasant Park, IL, plant of this major manufacturer of corrugated containers and point-of-purchase products. Firm recently merged into the XYZ Company.

- Maintain plant LAN systems; provide training and first-line user support for systems issues.
- Install and repair computer equipment.
- Plan and direct production schedules for two-shift machine operation.
- Forecast, purchase and manage raw materials inventory within sales budget.
- Manage finished-for-release inventories for key accounts.
- Provide expertise for sales and production departments to establish new product requirements.

Tech Systems, Park Point, IL, 1990–1992

- Established and operated a company selling and servicing computer products for small businesses.

ABC Housewares Manufacturing, Inc., Western Park, IL, 1985–1990

Assistant Warehouse Manager

- Developed significant improvements in layout and operational procedures to increase productivity.
- Installed warehouse management computer system; provided liaison to data processing staff and system vendor.
- Trained operations staff and led the transition to new procedures.

Additional experience gained with the following:

- **Distribution Systems Analyst** with **DDD Corporation**, Chicago, IL, 1978–1985. Completed projects to develop and maintain layouts of multi-warehouse distribution center, analyze material-handling requirements and branch store inventory sharing, and research computer support requirements.
- Intelligence Analyst with the U.S. Army, 1967–1974, and the Central Intelligence Agency, 1974–1975.

EDUCATION

Big State University, Big State, IL
Bachelor of Science in Administrative Science, 1978

165

Combination. *Christine L. Dennison, Lincolnshire, Illinois*

Companies assume that mature applicants want a high position or high salary, but this applicant wanted only a “decent” amount of responsibility. The writer presents him as low-key and reliable.

Media

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
166.	Host, Writer, & Executive Producer	Author/Producer/Speaker	341
167.	Account Executive, Radio & TV	Not specified	342
168.	Staging & Rental Manager	Media Manager	343
169.	Creative Services Director	TV Station Management	344
170.	Intern	Assistant Media Planner	346



Gregg S. LanePh.: (555) 555-5555
Fax: (800) 000-0000129 Avenida del Sol, Apt. 136
Northview, CA 99999
www.spirit.com
soul2@gsl.com**Author** ■ **Producer** ■ **Inspirational Speaker**

FCC Certified Cable Access Producer:

- Well-versed in FCC rules and regulations.
- Proficient in problem solving, with ability to quickly adapt to the unexpected.
- Experienced in: Preparing Run Sheets ■ Editing ■ Writing ■ Program Planning and Coordinating ■ Managing Logistics and Personnel ■ Virtually all aspects of production.
- Effective communicator who interacts well with people from a wide range of social and cultural backgrounds.
- Able to tackle issues by producing programs that are relevant, informative, and stimulating.

CAREER HIGHLIGHTS	<ul style="list-style-type: none"> ▪ Host, Writer, and Executive Producer—<i>The Spirited Soul</i> 2004 <u>Cable Television Broadcast</u>—Weekly 30-minute teaching program applying philosophy and phenomenology to inspire awareness and appreciation for the spiritual presence in our daily lives. Originally aired 1992–1996; updated and revived Feb 2004. Multicultural demographic for both programs: Casitas Heights, Westview, Norwood, Thousand Hills, San Lopez, West/South Marina. ▪ Host, Writer, and Executive Producer—<i>The Spirited Soul</i> 1992 to 1996 <u>Radio Broadcast Station KTYM</u>—30-minute teaching program with presentations derived from philosophical and spiritual works. Audience demographic: Culturally diverse, encompassing Casitas Heights, Westview, Norwood, Thousand Hills, West Marina. ▪ Founded <i>Spiritual Essence</i>—A nonprofit outreach program. 1992 ▪ Host and Producer—<i>Computer Awareness</i> 1992 <u>Cable Television Broadcast</u>—Weekly 30-minute show that focused on desktop publishing and related technology. Featured guests who were experts in the field.
EDUCATION	<ul style="list-style-type: none"> ▪ State University—Loma Pointe, CA <ul style="list-style-type: none"> – Bachelor of Arts in Communications Studies—2001 Emphasis on Speech and Broadcast Communications, Rhetoric, Advanced Phenomenology – Enrolled in Master's Program—Communications Studies major ▪ Central College—Central City, CA <ul style="list-style-type: none"> – Broadcasting—1990
PROFESSIONAL AFFILIATIONS	<ul style="list-style-type: none"> Member—Elite Communications Association Member—Nationwide Communication Association
PUBLICATIONS	<ul style="list-style-type: none"> Lane, Gregg S.: <i>Heritage Unveiled</i>, Second Edition. Lane Pub. Co. 210 p. Copyright 1993. Lane, Gregg S.: <i>Modern Predictions</i>. Jolie Enterprises. 54 p. Copyright 1990. Lane, Gregg S.: <i>Heritage Unveiled</i>. Lane Pub. Co. 144 p. Copyright 1972.

Combination. Gail Taylor, Torrance, California

The bold script type for the applicant's name and roles captures attention first. The gray box and gray horizontal line are almost as eye-catching. Next, special tip bullets direct eyes down the page.

Marilyn Forester

900 Limrock Avenue
Windsor, CT 00000
(555) 555-5555
mforester@yahoo.com

Career Profile

Results-oriented Sales, Marketing and Account Management Professional with a solid history of verifiable accomplishments in the competitive broadcast arena. *Key Strengths:*

- Proven ability to identify and acquire new accounts, retain existing clients, design creative promotions and generate revenues and profitability.
- Effective negotiator with expertise in the sales process; adept at selling conceptually by using qualitative information.
- Committed to building long-term relationships and finding solutions to address customer needs, resulting in mutual growth.
- Sales leadership skills are evident in the ability to train and mentor new recruits to achieve results.
- Computer proficient in Tapscan, Qualitap, Media Master, Target One and other software programs.
- Bilingual in English and Spanish.

Professional Experience

WPTX-AM & WPTX-FM, Hartford, CT

1994–present

Part of Channel Communications One, a global organization that owns and operates numerous radio stations, television stations and billboard companies, as well as holds equity interests in other media companies.

Account Executive (1996–present)

Promoted to build new and expand existing account base in the greater Springfield metropolitan and northern Connecticut territory. Experienced and successful in selling advertising on both stations (adult contemporary and news/talk formats). Build strong partnerships with local direct clients and advertising agencies in the local, regional and national marketplace. Accountable for sales and marketing strategies, copywriting, proposal writing and promotional planning.

- ♦ *Grew annual revenues from zero base to more than \$380,000, developing and managing 75 accounts.*
- ♦ *Won 2003, 2002, 2001 President's Club Award; consistently recognized as one of the top performers.*
- ♦ *Chosen out of 15 account executives from 3 different radio stations to win 2003 Team Spirit Award for leadership and outstanding sales performance.*
- ♦ *Designed several creative promotional tie-ins that generated profits for both the radio station and clients.*
- ♦ *Cultivate and maintain strong, ongoing relationships with clients while working collaboratively to meet their advertising needs. Commended for excellent service and follow-up.*
- ♦ *Selected by management to train and mentor new account executives, providing effective coaching in sales techniques, marketing strategies, proposal writing and related topics.*

Business Manager (1994–1996)

Coordinated accounts payable, accounts receivable and payroll for 70 employees at both stations. Posted entries to the general ledger, invoiced customers and performed credit checks as well as collections. Prepared month-end and year-end closings and financial reports for corporate management.

- ♦ *Implemented system that cut days outstanding by 50% (down to 30–60 days), significantly reducing backlog of past-due accounts and bringing accounts receivable under control.*
- ♦ *Instituted credit approval system where none previously existed, which included performing extensive account research and reconciliation.*
- ♦ *Initiated recordkeeping system for accounts payable that improved accuracy and ensured on-time payments.*

Education

Bachelor of Arts in Communications, UNIVERSITY OF CALIFORNIA, Riverside, CA, 1993

167

Combination. Louise Garver, Enfield, Connecticut

The individual was planning to relocate and was seeking a similar position. The writer emphasized the depth of the applicant's skills, experience, and achievements. The person got a new job quickly.

JASON PETERS

928 Arthur Road • Port Reading, New Jersey 22222 • (333) 333-3333 • jlpeters@aol.com

Media manager whose accomplishments reflect effective leadership, an innovative mindset, strong sales and client management skills, and expertise in identifying effective means of corporate communications

SUMMARY OF QUALIFICATIONS

Forward-thinking professional with 15 years of experience in the audio-visual services field. Demonstrated expertise in both the development of promotional materials and the production and orchestration of media events. Innovative and resourceful with strong grasp of how to best reach target audiences. Proven record in delivering communications solutions that hit the mark. Respected business partner with extensive array of industry contacts. Able to successfully identify client needs and create cost-effective programs that are consistent with company image and style. Valued for vision in finding new and better ways to do business. Effective leader who embraces the ideals of customer satisfaction and encourages creativity and risk-taking to make it happen. Top-notch communications skills. Effective in adapting messages to regional, national, and international audiences. Progressive in outlook and quick to adopt new technologies.

PROFESSIONAL EXPERIENCE

MEDIA MASTERS, Franklin Park, New Jersey

Apr 1988 to present

Business Development Manager – New Jersey (Mar 1993 to present)

Manage department of six, overseeing all aspects of client engagement and client projects. Develop promotional materials to generate new business. Communicate with prospects to identify needs, developing and presenting client proposals and implementing project plans. Hired as technician, earned promotion to assistant manager after only one year. Earned second promotion to current position in 1993.

- Successfully manage company advertising to bring in new prospects. Designed brochure sent out in mass mailing and developed multimedia advertising plan that integrated print ads, radio spots, and website to promote services.
 - Designing creative and cost-effective proposals, successfully built client base and customer confidence while ensuring frequent repeat business. Grew client base by 60% since becoming manager, successfully bringing on several major well-known international companies.
 - Developed innovative presentation proposal for major client that saved thousands of dollars by converting a company warehouse into a temporary theatre, eliminating the need for offsite facilities. Plan was later adapted and successfully used to orchestrate cost-effective presentations for many other clients.
 - Positioned company to compete more effectively for staging contracts by successfully streamlining labor and eliminating waste to significantly reduce program costs.
 - Developed webcast for well-known car manufacturer that allowed CEO to address employees from overseas location, saving both time and money.
-

EDUCATION & CONTINUING DEVELOPMENT

WESTERN UNIVERSITY, Sunnyvale, California

Bachelor of Science degree in Radio, Television and Film (Emphasis: Media Management)

> Worked at Panavision, scheduling, operating and maintaining film and video equipment.

Seminars and Workshops:

Writing, Producing and Directing Workshop, American Film Institute

Media Management Program, ICIA

Extensive product training on Sony and Panasonic products

TECHNOLOGY SKILLS

PowerPoint ♦ Word ♦ Excel ♦ Internet ♦ Script Writing ♦ Video Editing ♦ Video Shooting ♦ Video Teleconferencing

Combination. *Carol A. Altomare, Three Bridges, New Jersey*

This media manager wanted to show that he could “do it all” in developing and coordinating media events and in communicating effectively. The writer uncovered and displayed his innovativeness.

JOHN A. DAVIS

555 Morgan Hill Road • Atlanta, GA 55555 • 555.555.5555 • jad@cox.net

Media Professional Marketing • Operations • Production • Programming

Award-winning management professional with 13 years of television operations experience, including marketing, promotions, sales and strategic partner development. Significant contributor to revenue growth through innovative programming, promotional events and other sales-related opportunities.

Proven Competencies

- Strategic Marketing Planning
- Promotions
- Production
- Program Development
- Media Buying
- Operations
- Partner Development
- Team Building & Leadership
- Negotiations
- Vendor Relations
- Sales/Presentations
- Project Management
- Writing/Editing
- Audio Engineering
- Videography
- Marketron Research Tools

Awards

Georgia Association of Broadcasters

- Television Promo of the Year:
1st Place, 2004 and 2006
- PSA of the Year:
2nd Place, 2007

Georgia Vision Awards

- Best of Show (1), 2000
- Gold (1), 2002
- Silver (2), 2003
- Bronze (2), 2004

Telly Awards

- Media Promotion, 2004
- Videography, 1996

Atlanta Ad Club Award

Southeast Regional Emmy Award, 2005

Career Achievements

WAXT-TV, Atlanta, GA

Creative Services Director (2001 to Present)

Designed and executed innovative marketing strategies, which significantly improved station's ratings, recognition and revenues.

Spearhead creative direction for all promotional campaigns and on-air strategies, including setting superior quality standards to maximize on-air impact. Built and lead team of 4 in all promotions and production activities.

Monitor commercial projects to help develop highly effective mass-media messages for clients. Write and produce majority of station's award-winning custom promos. Personally handle/oversee daily promo placement, execute media buys and manage budget.

Act as station's spokesperson and key contact on network/programming and station events. Participate with senior management in strategic program-planning initiatives that impact acquisitions and on-air broadcast schedule.

Marketing/Branding: Overhauled station's branding and developed its professional on-air image. Orchestrated more effective promotional events and contests; improved promo placement.

- **Optimized limited off-air promotional budget by cultivating strong cross-media relationships** that generate free publicity and support programming. **Negotiate lowest rates for spot buys.**
- **Launched a subbrand**, creating open, close and bumpers that **maximize audience identification** with WAXT.
- **Drove creation, planning and production of successful ongoing revenue-generating programs.**

Bottom Line ...

Helped propel ratings to record levels within station's 7-year history.

- Average ratings in Adults 18–49 Monday–Friday jumped 34.7% for 5p–6p, 100.7% for 6p–8p and 40.4% for 8p–10p time periods.
- As of 2/06, station placed 2nd in both traditional and common prime time ratings in all key demographics.
- Station achieved 3rd-place status sign-on to sign-off for the first time.

Generated more than \$200,000 through nontraditional revenue streams with creative program development such as WAXT Kids News, Weatherline and LegalLine.

169

Combination. Louise Garver, Enfield, Connecticut

This individual wanted to relocate and apply his management skills in a position in programming, marketing, production, or creative services at a TV station. The writer used underlined

John A. Davis -- Page 2

WAXT-TV *continued...*

- **Sales Promotions & Production:** Interface with Sales and clients to review and facilitate all sales-driven promotions to ensure successful completion and maximum impact tied to station's goals. Oversee and handle writing and production of all spots. Create and manage all phases of contesting, from developing official rules to tracking all winner-related activity.
 - Lead every station in the market in implementing the FCC's mandated station identifications as show promotion opportunities, thereby reinforcing station branding.
 - Eliminated inaccuracy of on-air promos by developing an intuitive promotional numbering system.
- **Affiliate Marketing / Off-Air Event Sponsorships:** Heightened station awareness to become the preferred media partner for nonprofit groups, driving cause-marketing efforts while strengthening community ties. Established, nurture and manage ongoing relationships with local chapters of the American Heart Association, American Cancer Society and Juvenile Diabetes Research Foundation, among others.
 - Expanded station recognition and audience awareness by initiating, negotiating and overseeing event sponsorships with several local organizations.
 - Led American Cancer Society's PSA creation publicizing various initiatives. Spearhead and represent station at the Atlanta Mayor's Cancer Awareness Day—an annual multiorganization coalition.
 - Invited to join the Champlain Valley Crime Stoppers' Board of Directors and chaired the Executive Director Search subcommittee.
- **Media Buying:** Cost-effectively manage and execute all media buys (\$90,000 annually) of off-air media (radio, print and cable) based on CPPs and GRPs, including final production and trafficking.
 - Developed traffic system and sophisticated Excel spreadsheet to facilitate placement of media buys while reconciling co-op advertising with WAXT, WB and syndicators.
- **Technology:** Concurrent responsibility as computer network administrator for 25 on-site and remote users. Previously, as master control supervisor, managed 7 people and wrote procedures for creating the best-quality video on the air with the fewest errors possible.
 - Replaced antiquated system on Windows 2003 server with separate Zix anti-spam email server solution, providing capacity to handle future IT demands.
- Elected and serve on Promotional Advisory Council. Elected as Secretary in 2004.

Master Control Operator (1993 to 2000)

Operated and maintained audio, video and satellite equipment. Filled in as news audio engineer as needed and periodically directed taped news segments and live weather updates. Managed switching from programming to commercials and ensured feeds were of top broadcasting quality. Rotated through news, promotions and film departments, expanding industry knowledge.

- Tapped to fill role of audio engineer by demonstrating self-taught expertise of audio equipment.

Education

Bachelor of Arts in Communication with Emphasis on Mass Media, 1993
Georgia State University, Atlanta, GA

Computer & Technical Skills

Proficient in Microsoft Word, Excel and PowerPoint

subheadings in the Career Achievements section and created a separate column to showcase the person's diverse range of competencies, experience, and accomplishments in his industry. He wanted to work at a particular station, and he was chosen from several hundred applicants.

Sloane T. Hillier

Permanent Address
 1 Roberts Court
 Morganville, NJ 07751

School Address
 289 East Grant Avenue
 State College, PA 16801
 814-436-3709
 Email: sth178@psu.edu

Objective To utilize my past experience to obtain full-time employment as an **Assistant Media Planner** in a large advertising agency.

Experience

BBCS WORLDWIDE INCORPORATED, New York, NY
Intern Summer 2006

- ◆ Responsible for proper execution of media plans on the HBO account.
- ◆ Worked with the HBO planning team to evaluate media opportunities for this major account.
- ◆ Helped evaluate all print executions before final approval by HBO.

EASTERN OPINION INCORPORATED, Middletown, NJ
Administrative Assistant Summer 2005

- ◆ Responsible for medical data accumulation and categorization for this medical malpractice firm. Participated in case review sessions.
- ◆ Helped organize materials for attorneys to aid in their case presentations. Practiced accurate data management and quality-control procedures.

RIVERVIEW MEDICAL CENTER, Red Bank, NJ
Intern/Speech Pathology Assistant Summer 2004

- ◆ Assisted the Director of the Speech Pathology Department with patient testing, medical charting, record keeping, and patient nutrition.
- ◆ Worked with physical therapists, occupational therapists, and speech pathologists to administer patient care in the Brain Trauma Unit.

HAPPY TIME DAY CAMP, Millstone Township, NJ
Day Camp Group Leader Summer 2003

- ◆ Supervised junior counselors and communicated with parents and camp director. Responsible for campers ages 11 through 13.

Education

PENNSYLVANIA STATE UNIVERSITY, University Park, PA
 BS, Communication Disorders, 2007 (expected). Overall GPA 3.46—Dean’s List.

LORENZO DE MEDICI INSTITUTE, Florence, Italy Spring 2006

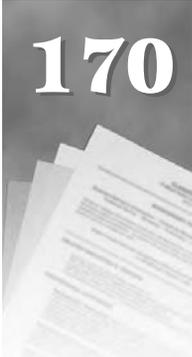
Honors Golden Key National Honor Society, Dean’s List, Health and Human Development Honor Society, Order of Omega National Greek Honor Society.

Activities

National Student Speech, Language, and Hearing Association 2004–2006
 Attended and participated in monthly colloquia led by professional speech pathologists, audiologists, and professors.

Sigma Delta Tau Sorority 2003–Present
Torch Magazine Representative: Wrote for the national sorority magazine. Informed other chapters across the country of our sorority’s accomplishments and activities.

Computer Skills Microsoft Excel, Microsoft PowerPoint, Windows XP, Ad Spender



Combination. *Beverly and Mitchell I. Baskin, Marlboro, New Jersey*

To make this resume, create a three-column table without gridlines. Start below the line, make the middle column narrow and empty, and put headings in the left column and data in the right.

Sales and Marketing

Resumes at a Glance

RESUME NUMBER	OCCUPATION	GOAL	PAGE
171.	Inside Sales Account Manager	Inside Sales/Office Manager	349
172.	Marketing Director	Promotion	350
173.	Sales Development Manager/ Sales Director	Not specified	352
174.	Sales Representative	Sales and Marketing	354
175.	Corporate Account Manager	Sales/Account Management Executive	356
176.	Sales Representative	Senior Account Executive	358
177.	Copy Manager	Not specified	360
178.	Enterprise Server Manager	Not specified	362

Catherine M. Sipowicz

36 Algonquin Drive • East Brunswick, New Jersey 08816 • 732.555.5555 • jcsipowicz2003@yahoo.com

INSIDE SALES MANAGER ~ OFFICE MANAGER

Professional Inside Sales Manager and Office Manager with more than 10 years of experience in all phases of the business cycle. Consistently exceed objectives and increase bottom-line profits for employers. A quick learner and an excellent communicator with an ability to perform well in a multitasking environment.

Extensive experience in the sales process from order entry through customer service. Thrive in manufacturing and production arenas; a detail-oriented individual, friendly and personable, and a self-starter with a willingness to work well as a member of a team.

Creative and skilled analyst with strong problem-solving skills offering outstanding systems expertise (conversions, upgrades, and training), and excellent computer and Internet skills.

Areas of Expertise:

- Office Management
- Project Management
- Customer Service
- Customer Sales Profiles
- Inventory Control
- Credit and Collections
- Problem Identification/Solutions
- Sales Management Support
- Commission Reporting
- Inside Sales

Professional Experience

AMERICAN BOUQUET COMPANY, INC.—Edison, New Jersey (1990 to Present)

Inside Sales Account Manager (1998 to Present)

Responsible for maintaining \$7 million of current business and coordinating all functions between the outside sales staff and the internal departments of the company.

- Directed and coordinated activities concerned with the sales organization, including screening and evaluating new customers, performing credit authorizations, verifying clients' sales histories, and compiling monthly sales comparisons.
- Appointed as inside Sales Account Manager to handle a major supermarket chain buying \$3 million of floral products, resulting in a 23% sales increase in the first year.
- Provided sales forecasts for holidays and special events, which greatly increased the efficiency and accuracy of production schedules and purchasing requirements.
- Designed an innovative program to evaluate effectiveness of new marketing campaigns. Hired and supervised a merchandiser to track the program on a weekly basis.
- Assisted the marketing department in designing individual color layouts for major customers, as well as writing advertising copy and product-pricing bulletins.
- Developed an automated monthly sales comparison analysis with the IT department, reducing the report-generation time from 8 hours to 1 hour.

Office Manager (1993 to 1998)

Manage a multitude of tasks contributing to the daily operations of American Bouquet Company. Responsible for hiring, training, motivation, and supervision of the telemarketing staff.

- Developed and implemented various systems for optimizing production resources and increasing efficiency. Designed Excel spreadsheets and standardized forms for use by all departments.
- Enhanced interdepartmental communications, resulting in reduced production and billing errors.

Administrative Assistant (1990 to 1993)

Coordinated communications between sales and production. Performed credit checks, made collections, and resolved price discrepancies. Responsible for inventory, price lists, and customer lists.

- Project Manager for developing, implementing, and maintaining an inventory-control system that utilized coding to correlate new orders with production scheduling.

Education

BA in Political Science, **RUTGERS UNIVERSITY**, New Brunswick, New Jersey—1990

Combination. *Beverley and Mitchell I. Baskin, Marlboro, New Jersey*

A page border, horizontal lines, larger type, boldfacing, italic, and two sizes of bullets all contribute to this resume's solid design and layout. Areas of Expertise in two columns provide white space.

Joseph Rockford

55 Briarfield Drive ♦ Great Neck, NY 55555
555-555-5555 (h) ♦ 555-555-0000 (c) ♦ jrockford@email.com

Summary

Marketing Executive with international experience and proven ability to increase customer retention, expand market share, and drive revenue. Background includes partnering with executive team to set strategic direction. Excellent track record of developing relationships with Fortune 500 clientele.

Work History

Supercomp/Megatech, New York, NY, 2001–present **Director, North American Marketing**

Oversaw a \$4 billion North American electronic storage device business, managing 48 direct reports and a specialized sales force, through a major acquisition of Supercomp by Megatech.

Achieved a 95% success rate in customer retention during a corporate merger.

- Developed a customer incentive program that resulted in 95% customer retention of Supercomp key accounts, worth \$400 million.
- Increased market share and penetration 10% by providing training to Gold Star customers prior to acquisition.
- Coordinated an award-winning trade show for 6,500 sales reps from North and South America to introduce new product lines.
- Retained as one of only two Supercomp employees following acquisition due to extensive knowledge of Megatech's product line.

Supercomp, New York, NY, 1997–2001

Worldwide Product Marketing Manager

Developed the overall strategy for international marketing programs throughout North America, Europe, and Asia-Pacific.

Captured \$100M in new revenue.

- Drove a marketing strategy that produced \$100M in new-product sales through multiple product launches, including new products, software, and services.
- Designed training programs that resulted in a 15% increase in the North American market share.
- Spearheaded Supercomp's rise to the #3 vendor in the business by developing an overall global marketing strategy that expanded product placement in Europe and Asia-Pacific.

Software Specialties, Dover, DE, 1995–1997

Product Marketing Manager

Managed all aspects of marketing the company's product line of customized business management software and database applications.

Led 18% growth in Fortune 500 accounts.

- Developed a sales strategy that resulted in an 18% increase in sales and revenues of \$45M, marketing to clients that included McDonald's, Sears, Stop & Shop, Walgreen's, Barnes & Noble, and General Electric.

172

Chronological. *Wendy Gelberg, Needham, Massachusetts*

This individual hoped to take the next step up the corporate ladder. The chronological format showcases his career's upward progression. The writer used a sidebar format in the left column

Joseph Rockford

Page 2

555-555-5555 (h) ♦ 555-555-0000 (c) ♦ jrockford@email.com

Work History (continued)

**Penetrated new
markets worth over
\$15M in revenue.**

**Viewed as “Market
Expert.”**

Education

Supercomp, New York, NY, 1989–1995

Product Marketing Manager

Managed product launches for numerous product lines, leading cross-functional teams to meet deadlines for deliverables.

- Coordinated and implemented corporate marketing programs for new storage system technology. Secured large, strategic orders, including Chase Manhattan Bank (worth \$10M over a four-year period), John Hancock (worth \$4.5M), and Liberty Mutual (worth \$2M).
- Drove sales by overseeing design improvements that ensured that engineering teams addressed customer needs.

Area Marketing Consultant, New York, NY, 1985–1989

Provided marketing support for several product launches.

- Wrote and managed marketing plans, product positioning, and collateral content creation.
- Conducted focus groups and usability testing to gather customer feedback.
- Furnished sales support with product and application knowledge. Provided understanding of market, competition, and sales process. Recognized by management as “market expert.”

Capital Camera Corporation, Cambridge, MA, 1987–1989

Marketing Coordinator

Performed inside sales, customer service, consulting, and campaign management for camera and film products.

MBA, Harvard Business School, Boston, MA

BS, Marketing, Bentley College, Waltham, MA

Ongoing professional development includes

- Managing in the Global Business Environment
- International Management in the High-Tech Industry

to highlight the person’s strong accomplishments and to draw the reader’s eye to statements that demonstrate the impact the individual had on the organizations he had worked for. Sidebar statements paraphrase information in nearby bulleted statements.

C O N F I D E N T I A L

READY TO RELOCATE TO THE **SEATTLE AREA****Charles W. Broadway**

4200 Centre Street Montgomery, Alabama 36100 cbroad555@aol.com © 334.555.5555

WHAT I CAN OFFER TOPLINE AS YOUR NEWEST SALES PROFESSIONAL

- Penetrating and holding **new markets**,
- Gathering and leveraging **sales intelligence** faster than our competition,
- Mastering our customers' business so well we **anticipate their needs**,
- Putting together "win-win" sales deals that yield **enduring profits**,
- Communicating so powerfully that **sales are closed**— at every level from shop floor to boardroom, and
- **Managing risk** prudently.

RECENT WORK HISTORY WITH EXAMPLES OF PROBLEMS SOLVED

- *Hired away by the CEO to be **Sales Development Manager** and then promoted over four more experienced eligibles to be **Sales Director**, Arista Corporation, Montgomery, Alabama* Oct 04 to Present

Arista is the world's largest auto transmission manufacturer.

Supervise three regional sales managers directly. Lead a territory that covers all of America east of the Mississippi River and portions of Canada. Build and defend a travel budget of \$400K. My district generates \$45M in annual sales.

Chosen by the President to **guide us into a new market** dominated by four tough competitors. Found, and really listened to, all potential customers. Identified our market niche. Then made the calls that led to **20 presentations nationwide**, many at presidential levels. **Payoffs: From \$0 sales to \$3.5M** in sales in just 16 months.

Moved faster than our competition to discover an RFP before it hit the street. When none of our products met this customer's needs, **put together a win-win deal** that shared both risks and profits. **Payoffs:** When I showed our customer's CEO how I could **save him \$2M** over the life of the contract, **I won a \$4M contract for us.**

Used polite persistence to "**steal**" a customer from a competitor who had served them for a decade. Soon uncovered our competitor's weakness. **Carefully timed and executed "cold calls"** on the right people. **Payoffs:** By appealing right to their specific needs, brought in **\$8M** in the last two years alone.

Saw opportunity a potential customer missed—even after he awarded his contract to another company. Tracked our competitor's performance right up until contract renewal. **Payoffs:** My presentation, made on the same day as other firms, carried the **sale: \$4M** over several years—even though we weren't the lowest bidder.

C O N F I D E N T I A L

*More indicators of performance **TopLine** can use ☞***173****Combination.** *Don Orlando, Montgomery, Alabama*

A resume that's different from all the others gets attention. Hiring officials want to know what a new employee can do for the company. This resume is distinctive in indicating immediately

C O N F I D E N T I A L

Charles Broadway

Sales Professional

334.555.5555

Uncovered an unmet need in a major market. Worked with the customer and a manufacturer to design a new product. Persuaded our leadership to invest \$200K in the prototype I knew we would need for the competition. *Payoffs: Won a \$14M sale and took away our competitor's dominance* in this market.

Picked up the signs that a competitor's customer wasn't happy, and then found out why. Got a 100-percent response to our needs-analysis survey to define the best new product for the market. *Payoffs: Profit margin up four percent—double the industry average.* My methods became the **corporate standard** for customer analysis.

- Plant Manager, Plantar Corporation, Montgomery, Alabama May 98 to Sep 04
- **Sales Manager for Business Products**, Mylar Corporation, Montgomery, Alabama
Mar 96 to May 98

EDUCATION & PROFESSIONAL DEVELOPMENT

- MPA, Auburn University – Montgomery, Montgomery, Alabama 00
- BS, Troy State University, Troy, Alabama 96
Earned this degree working 10 hours a week.
- Instructed classes in Value Analysis for Product Improvement and Cost of Sales
96 to 98
Selected from five more experienced professionals to teach these six-week courses, preparing 100 sales professionals to represent up to ten different products.

IT SKILLS

- Expert in proprietary **sales, billing, and customer contact software** suite; proficient in Outlook, Word, Excel, PowerPoint, and Internet search methods

C O N F I D E N T I A L

Page two

what the sales applicant can bring to "TopLine." Uncommon bullets point to six boldfaced sales results of top importance to executives responsible for sales: getting and keeping new markets, beating competitors, anticipating customer needs, staying profitable, closing sales, and controlling risk.

BURT A. THOMPSON

5555 Main Street • Trenton, Michigan 55555 • bthompson@email.usa

(000) 000-0000 • Fax (000) 000-0000 • Cellular (000) 000-0000

**PRODUCT SALES & MARKETING • ACCOUNT MANAGEMENT • NEGOTIATIONS • INFLUENTIAL SELLING
PRESENTATION & COMMUNICATIONS • PUBLIC RELATIONS • CUSTOMER SERVICE**

Dynamic and results-driven sales professional with nearly nine years of comprehensive sales and marketing experience. Proven sales talent to cultivate strategic relationships, increase customer base, and maximize account sales. Persistence in achieving goals that leads to professional success while building corporate value. Business- and computer systems-literate and willing to relocate. Qualification highlights include

- Highly skilled in communicating effectively with company buyers, marketers, peers, and management
- Proven ability to meet targeted goals, build professional relationships with a diverse customer base, maximize sales opportunities, and present a professional sales image
- Excellent business-to-business sales skills and talents, with comprehensive knowledge in brand imaging and product presentations, pricing, and promotions
- Strong leadership, organizational, time management, and mentoring skills
- BS degree—Business Management

PROFESSIONAL EMPLOYMENT

ABC MEDICAL (Medical Device Company)
Headquarters—Seattle, Washington, **6/2003–Present**

Sales Representative

Manage and direct sales of diverse ultrasound medical products for the entire Michigan region, including the Upper Peninsula. Introduce new products, attain and expand new and existing business, educate medical staff on clinical applications, and perform monthly/quarterly sales forecasting. Consult with key decision makers, conduct in-services, routinely follow up with clients, and provide customer support.

NOTABLE ACHIEVEMENTS

Achieved product sales exceeding \$1M within 16 months of hire: Conducted due-diligence research of marketplace, determined needs of target audience, provided nurse managers and nursing staff with in-service training (equipment use and results reporting), and presented overall product value and benefits.

Landed first-ever sales to the XYZ Medical Center's Children's Hospital, Local University Hospital, and Local Women's Hospital: Developed sound and trusting business relationships with urologists and OB-GYN staff closely connected with the Medical Value Analysis team, became part of their professional network, and gained support from affiliated physicians to introduce and present product line to decision makers.

Increased product hospital sales more than \$200K within 12 months, representing increase of hospital usage by 37%: Developed strategic promotional campaigns, offered trade-in incentives, strengthened business relationships with nurses and physicians, and closed sales with 5 non-user hospitals.

Increased on-hand scanners at Local University Medical Center, ABC Hospital, Smith-Boyd Hospital, USA Health, Jenkins Hospital, and XYZ Healthcare Hospital: Identified need for additional scanners to sufficiently accommodate facilities, consulted with head nurses, provided nursing staff with trial runs to demonstrate advantages of additional on-hand scanners, which decreased number of patient catheterizations and increased nursing staff's utilization and efficiency.

AWARDS / SPECIAL RECOGNITION

- Million Dollar Club Award, 2005
- Top Sales Performer—Northern Region, 2004
- Company-Wide #1 Sales Representative, 11/2003; 7/2004
- Company-Wide #2 Sales Representative, 3/2004
- Exceptional Sales Performance—110% of Quota, 2004
- Ranked #6 of 35 Sales Representatives Company-Wide, 2004
- Rookie (#2) of the Year Award—111% of Quota, 2003
- Exceptional Sales Performance—111% of Quota, 2003

174

Combination. *Maria E. Hebda, Trenton, Michigan*

The first page packs a wallop in being almost entirely a strong profile, a list of notable achievements, and a bulleted list of awards and special recognition. The reader may expect the next

BURT A. THOMPSON

(000) 000-0000 • Cellular (000) 000-0000 • bthompson@email.usa • Page 2

WAGEPAY (Payroll Processing Corporation)
Wyandotte, Michigan, 6/2000–5/2003**Sales Representative** (12/2000–5/2003)**Associate Sales Representative** (6/2000–11/2000)

Presented product line to end users and developed referral network to build client base. Provided client consultations, conducted payroll audits, and managed territory for more than 100 CPA firms, 11 financial institutions, and more than 450 clients. Served as sales training leader and mentor; evaluated and "job shadowed" new-hire sales associates. Built company payroll client base through cold calling and interfacing with potential customers.

NOTABLE ACHIEVEMENTS

Influenced 19 CPA firms to refer newfound clients to WagePay within 36 months, which accounts for 45% of business and has generated more than 100 new client accounts; created sales strategy delivering values and benefits of partnering with WagePay, positioning customer to focus on more "profitable" business aspects.

Ranked #3 of 700 sales representatives identifying major market referral sales (clients having more than 75 employees and/or requiring special reporting needs) for fiscal 2002.

AWARDS / CAREER DEVELOPMENT

- Level 1 Diamond Club Member—Closed 300+ Product Sales, Fiscal Year 2002 / 2003
- Top Sales Performer Award—148% Revenue, 2002
- Overachieving Award—138% of Quota, 2002
- MVP Award—132% of Quota, 2002
- District Rookie Award—102% of Quota, 2002
- Exceptional Sales Performance Award—100% of Quota, 2001
- Exceptional Sales Performance Award—130% of Quota, 2001
- "Competitive Edge Selling"—Tom Hopkins Seminar, 2002

MONTGOMERY WARDS (Department Store)
Southfield, Michigan, 6/1996–6/2000**Merchandise Manager**, Children's Department (Ann Arbor / Southfield, Michigan) 6/1998–6/2000

Determined quarterly merchandise buys for department to maximize sales, profit, and merchandise investment, which generated over \$5M in company sales. Managed merchandise inventory, performed data analysis, and instituted strategic sales tactics. Oversaw 25 direct sales associates supervising 225 employees.

Merchandise Management Trainee, Men's Department (Taylor, Michigan)**Employee Internship**, 1/1998–6/1998

Successfully completed comprehensive 6-month management training program and promoted to Merchandising Manager due to excellent performance.

NOTABLE ACHIEVEMENTS

Increased school uniform sales 100%: Analyzed previous-year business practices and determined need for school uniforms in the Detroit area and marketed to targeted buyers.

Achieved highest department sales gain: Boys, Girls, and Infants among 11 store chains, averaging 9% above other sales managers in Boys and Girls and 3% in Infants.

Saved company nearly \$7K: Increased productivity and reduced "paid-not-work" hourly wages.

Decreased employee absenteeism 50%: Effectively communicated with sales associates, promoted teamwork, and conveyed their vital role in the company's success.

EDUCATION

MICHIGAN STATE UNIVERSITY
BS—Business Management
Dean's List

page to be weak by comparison, but it has more lists of notable achievements and more awards. Almost all the achievements are quantified in some way with dollar amounts, figures, and percentages. The awards also are quantified heavily with percentages. See Cover Letter 5.

DAVID R. PERLMAN405 Weatherspoon Drive
Ehldridge, NC 56974(555) 555-1834
daveperl@yahoo.com**SALES / ACCOUNT MANAGEMENT EXECUTIVE**
...Consistently exceed corporate goals & increase key account base...

Well-qualified executive with proven expertise in global/national sales, strategic marketing, team building, and contract negotiations. Re-acquired major corporate account and increased sales 220%; committed to a high level of customer service to build trust and enhance sales. Highly motivated to outperform the competition; consistently set and achieve personal goals above corporate expectations. Exceptional "deal closing" expertise; keen understanding of corporate dynamics. PC literate; B.S., Business Administration.

CORE STRENGTHS

*...National Accounts / Building & Maintaining Long-term, Loyal Business Relationships...
...Consultative Selling / International Expertise / Team Building / New Business Development...
...Creative & Strategic Planning / New Product Introduction / Sales Process Planning & Implementation...*

CAREER BACKGROUND

THE WIRELESS NETWORK, Walson, NC 1990–Present
2nd largest global provider of cellular, voice, and data applications.

International Corporate Account Manager (2002–Present)

Fast-track promotion to oversee corporate, city, county, and federal clients. Manage 10 national contracts and 20+ remote accounts in the NC market. Market voice and data to multimillion-dollar accounts. Negotiate contracts; team with business care personnel and account managers to increase data sales. Train clients on benefits-features of Extranet (Web-based site for customer service and new products). Function as remote account manager for national accounts not based locally.

Executive Account Sales Manager (2002)

Tasked to drive government account sponsorships in 8 counties serving 13 retail locations. Focused on city, county, and federal clients. Managed advertising and marketing initiatives for national accounts.

Highlights:

- Increased sales by 31% (1st year).
- Acquired major government account (Marion County elections), resulting in \$3M annual revenues.

Senior International Account Manager (1997–2001)

Accountable for attaining corporate sales quotas, increasing revenues, acquiring 80+ new high-profile national accounts per month (\$7M+ in annual revenues), and maintaining existing accounts. Managed 1 sales associate and 75 accounts. Teamed with other professionals to create high-impact PowerPoint presentations for new clients. Extensive interaction with clients and business sales departments to facilitate resolution of customer service and billing issues.

Highlights:

- Decreased client churn 7.5% below industry standards.
- Successfully initiated and closed federal government contracts through attention to detail and response time, resulting in 12% increase in annual revenues.
- Re-acquired and grew Buy It Here Online Network account 220% through aggressive leadership and advertising strategies.
- Consistently exceeded sales goals; maintained 122% average status of corporate expectations.
- Coordinated quarterly on-site benefit expos for large nationally contracted companies, which increased gross activations by 7%.
- Recruited new accounts, including United Shipping, Pepsi, and Warethon.
- Achieved 197% sales quota (2002); ranked 3rd in the state and 36th nationwide.
- Elite *10 Top Producers* (2001); 151% quota (4th Quarter); 116% quota (2nd Quarter); 104% quota (1st Quarter).
- *Presidents Club Winner* (1997, 1998, 2001, 2002).
- Awarded *Top Federal Account Executive* (2nd Quarter 2000).
- *Gold Club Winner* (1999).
- Ranked among the *Top Producers* in NC (1997–2001).

175

Combination. *Carol Heider, Tampa, Florida*

Center justification is evident in part of the profile, in the Core Strengths section, and in the small sections on the second page. An advantage of center justification in sections with short

DAVID R. PERLMAN

Page 2

CAREER BACKGROUND (continued)

THE WIRELESS NETWORK, Walson, NC (continued)

Corporate Account Executive (1992–1997)

Promoted to senior-level management following merger acquisition of One Cellular. Managed major account acquisition and maintenance for large corporate clients (\$500K+ annual revenues) through target research and cold-call sales. Territory included central North Carolina and 9 surrounding counties. Served as mentor for sales associates. Managed 2 sales executives and 120+ accounts. Conducted weekly sales meetings.

Performance Results:

- Increased account base by 25 accounts.
- Personally recruited University of New Bedford and ABC accounts.
- *100% Club Achiever* (1990–1992; 1994–1996).
- *Top Producer of Voice Mail Sales* (1995).
- One of the *Top 10% in Company* for digital sales introduction (1992–1993).
- *North Carolina Rookie of the Year Award*—Corporate Accounts Division (1992).
- *Circle of Excellence Award* (1991); determined through employee balloting for integrity, team player, displaying good judgment, pursuit of excellence, and customer satisfaction skills.

EDUCATION

UNIVERSITY OF NORTHERN CALIFORNIA, Bakersfield, CA

Bachelor of Science, Business Administration (1984)*Activities:* Dean's List**CONTINUING EDUCATION / TRAINING**

The Best Sales Training
 Getting There Sales Training
 Magic Sales Training
 Know Your Client Sales Training
 SPIN Training
 Microsoft Word & Outlook training classes

ACTIVITIES

Board of Directors, Wireless International
 Board of Directors, Lend a Hand
 Captain, Neighborhood Watch
 Volunteer, "Adopt A Family"

CERTIFICATIONS

Account Management & Maintenance (AMM) certified

COMPUTER EXPERTISE

Microsoft Excel, PowerPoint, Word, and Outlook; Internet

phrases is that the reader's eyes can travel quickly down the center of the page. Bold italic draws attention to positions held, to Highlights and Performance Results sections, and to the candidate's academic degree. The Highlights and Performance Results sections present quantified achievements and notable awards.

Roland C. Cameron

150 Elm Street
St. Louis, MO 55555

(555) 555-5555
rcameron531@msn.com

Senior Account Executive

- ★Technology Sales
- ★Hardware / Software / Services
- ★Consultative Sales / Large Account Wins
- ★B2B / B2C / Channel Sales

Differentiated by...

TOP PRESENTATION, CLOSING & STRATEGIC ACCOUNT MANAGEMENT SKILLS

Resulting in...

MULTIMILLION-DOLLAR ANNUAL SALES / CONSISTENT QUOTA OVERACHIEVEMENT

TOP-PRODUCING SENIOR ACCOUNT EXECUTIVE. Ranked #1 in sales in both Fortune 500 technology companies and IT start-ups. Expert at turning around territories with histories of declining sales and turning them into revenue leaders. Combine technical proficiency with consultative sales skills to close top-dollar sales. Engineering Bachelor's degree plus MBA. Power user of PowerPoint. Hands-on technical grasp of software and hardware. Experienced sales manager / leader.

IT SALES HIGHLIGHTS

SALES REPRESENTATIVE

PhoneWeb Communications—*VoIP (Voice over Internet Protocol) start-up*, St. Louis, MO (2005 to Present)

- Forged key technology evaluation agreements with 2 Fortune 50 firms.
- Hired and trained a sales team of 5.

SALES REPRESENTATIVE

Hartwell Networks—*Early-stage networking company*, St. Louis, MO (2003 to 2005)

- Finished the final quarter with #1 ranking (out of sales team of 10), closing \$2.9 million in sales (143% of quota).
- In a tough market, closed important deals: RE Lighting, Southwestern Univ., Medco Laboratories, and BankWest.

SALES REPRESENTATIVE

River Networks/Truro—*A merger of Truro (routers) with Solidoptics (hubs, switches)*, St. Louis, MO (1998 to 2003)

- At Truro, ranked #1 for 3 years running in new accounts closed (out of 10 reps). Ranked in top 2% nationally (3rd-highest sales numbers out of 125 sales reps).
- Closed multimillion-dollar deals with Topflight Airlines and GermanBank.
- Finished FY 2002 at 125% of quota.
- Turned around a problem account with a global banking firm. Innovated a successful strategy to package services with hardware that in turn resulted in successful cross-selling of Solidoptics products into the account.
- Established customer service as a competitive advantage in a strong field of competitors, including Cisco Systems. Won customer trust and loyalty by assigning a dedicated support person to global accounts.
- Sold a \$3.5 million services agreement for hardware and software maintenance to a large account. Path-breaking approach became a best-practices model that was adopted company-wide.

176

Combination. *Jean Cummings, Concord, Massachusetts*

The writer faced a number of challenges. The individual was facing age issues. That meant not going back too far and using a different format for earlier experience. Typical of many IT

Roland C. Cameron, Page Two

SALES MANAGER—EASTERN REGION

Boston LAN Systems—A \$35M hub and router vendor, Boston, MA (1994 to 1998)

Recruited to turn around the Eastern Region. Territory had a history of declining sales volume and low revenue-per-rep metrics. Charged with selling complex integration deals. Used management skills, coaching, and sales expertise to lead sales team to peak performance. Hired, fired, mentored, and trained representatives.

- Catapulted the worst-performing region out of 6 into the top position within 13 months, winning Regional Manager-of-the-Year award for 1995, despite a corporate environment of generally declining sales.
- Transformed the sales team, bringing a minimally productive sales team of 10 to a top-performing, lean group of 7 reps who sold \$9.9 million total in 1995, averaging \$1,610,000 per salesperson. (In 1994, the larger, inherited team averaged only \$667,000 per rep.)
- Closed the largest sale (\$3.1M) in the company's 10-year history.

EARLIER SALES & SALES MANAGEMENT ACHIEVEMENTS

- ★ As VP of Eastern Region Sales for a communications technology startup:
 - Opened a huge sales territory, built a sales force of 6, and led them to \$12 million in sales revenues in 2 years.
 - Leading by example, finished #1 in sales in 1984, 1985, and 1986 out of 12 reps in all.
 - Closed a \$6 million aerospace company deal at a time when that sale accounted for 33% of total corporate revenues.
- ★ For a telecom giant, excelled as an individual sales contributor while managing a branch office of 67:
 - Led sales team of 10 to achieve 237% of quota.
 - Instrumental in closing 2 major accounts, including the largest deal among all 9 local branches (to supply data modems to a hospital supply company's 2,200 locations).
- ★ As Regional Sales Manager for Global Data Corporation:
 - Turned around the weakest of 16 regions and led 25 reps to finish in #1 position nationally at 191% of quota.
 - Using diplomatic and negotiation skills, avoided threatened litigation, saving the company \$550,000.
 - Rescued \$1.3M in revenues by turning around a troubled account.
- ★ At IBS, as Marketing Representative for the Data Processing Division:
 - Attained 7 consecutive 100% Clubs and 2 Golden Circles, averaging 200% of quota.

EDUCATION & SALES SKILLS

Master of Business Administration
Washington University, St. Louis, MO

Bachelor of Science in Electrical Engineering
University of Missouri, Rolla, MO

Sales Skills: prospecting, qualifying leads, making presentations, sales closing, solution sales, consultative sales, channel sales, direct sales, customer needs assessment, field sales management, key account management, negotiation, sales cycle management, sales training, team building / leadership

salespersons, this individual had worked recently for many start-ups and early-stage companies. His biggest wins were earlier in his career. The writer's approach was to catch the reader's attention, qualify him for his target, indicate his value in a profile, and show his worth in the rest of the resume.

STEVEN YOUNG

00 Highland Way Ramsey, NJ 07436 syoung@optonline.net cell: 000-000-0000 000-000-0000

SUMMARY

Creative Wordsmith and Marketer with finely honed ability to communicate compelling value and benefit propositions while simultaneously improving profitability and quality and reducing expense. Exceptional Copywriter and Researcher with more than 15 years of diversified expertise in writing and producing catalogs, fax broadcasts, direct-mail brochures, press releases, magazine print ads and Internet promotions in deadline-driven environments.

PROFESSIONAL EXPERIENCE**GIFTS AND MORE**, New York, NY1998-2006 & 1989-1995**COPY MANAGER** (1998-2006)

Managed all aspects of copy production for the largest catalog brand of this \$180 million cataloger and e-retailer. Wrote, edited, proofread, typeset, conducted extensive product research and assisted with layout design. Created web site promotions. Oversaw in-house and freelance writers and proofreaders.

- Partnered with Copy Director to generate a dramatic jump in sales of personalized products by writing highly effective, targeted product copy and messaging.
- Wrote compelling copy that grew revenues of opening spreads to record highs.
- Reduced annual expense \$20,000 by utilizing proofreader to write basic copy and creating a greatest hits headline library.
- Shortened work cycle by 5 weeks to allow buyers more time and flexibility in decision-making.
- Implemented a new catalog database that streamlined workflow to keep production on schedule during the busy holiday season.
- Participated in the launch of the expanded web site, which tripled sales in first year.
- Significantly increased visual appeal and product density by writing more-concise copy.
- Developed easier-to-read type treatment that better highlighted selling points.

SENIOR COPYWRITER (1993-1995) / **COPYWRITER** (1989-1993)

Wrote product and direct-mail copy, edited and proofread. Assisted with layout revisions and interacted with print house to address copy-related issues.

- Authored copy for many of the company's all-time best sellers: *Weather Wreath* pulled in \$1 million in its first season.
- Saved thousands of dollars in print corrections by on-site visit to printing facility.
- Key contributor to company's exceeding return rate goal by creating copy that clearly communicated value and benefit proposition and appropriate details.
- Recognized by *Catalog Age Magazine* for effective copywriting techniques – 1994.
- Awarded *Employee of the Month* for superior performance – 1992.

RESEARCH DATA, New York, NY.....1996-1998**COPYWRITER/CREATIVE SERVICES MANAGER**

Directed staff of 5 freelance copywriters. Oversaw all aspects of writing and design of print advertising, direct-mail and special promotions for this research, consulting and business intelligence firm with \$32 million in annual sales. Conceptualized, wrote and designed print ads and direct-mail pieces for books, reports and company services.

177

Combination. Fran Kelley, Waldwick, New Jersey

This person's unique value was that he was a creative writer who also could keep an eye on a firm's expenses and profitability. The writer highlighted these aspects in the opening summary.

STEVEN YOUNG • syoung@optonline.net • cell: 000-000-0000 • 000-000-0000

page two

PROFESSIONAL EXPERIENCE, continued**RESEARCH DATA**, New York, NY, continued

- Dramatically improved profitability of brochures and increased sales by enhancing visual appeal, writing hard-hitting copy and reducing print costs.
- Slashed advertising costs by 25% annually.
- Produced more than 100 brochures and 15 fax broadcasts each year under extremely tight deadlines.
- Designed and implemented web marketing strategies.
- Elevated press coverage by initiating and developing relationships with the *Wall Street Journal*, the *New York Times*, *USA Today*, *Newsweek*, *Fortune* and CNN.
- Designed a special offer for top report buyers that generated more than \$30,000 in additional annual revenue.

BEST BUSINESS SUPPLIES, Ridgewood, NJ.....1995–1996**COPYWRITER/EDITOR**

Oversaw all copywriting and copyediting for this \$100 million business-to-business firm that sold specialty papers and presentation products. Participated in catalog design and selection of featured cover products.

- Major contributor behind the launch of a new presentation catalog.
- Revitalized copy in instructional books on brochures and newsletters.
- Selected to judge customer catalog contest.

MARKETS INTERNATIONAL, New York, NY.....1995**COPY CHIEF**

Directed all writing and corporate communications: in-house, client and contract assignments for this national marketing firm with \$5 million in annual revenues.

- Crafted surveys – mail and telephone – to identify prospects.
- Designed and wrote focused, clear and powerful marketing proposals, presentations and member benefits brochure to present firm's lead-generation and direct-mail programs.

CONSUMER REFERENCE, New York, NY.....1986–1989**COPYWRITER/EDITOR/SENIOR MERCHANDISING ANALYST**

Composed product, direct-mail and narrative copy for catalog and product reference guides for this multimillion-dollar consumer service company.

SMYTH, SMYTH & JONES, Washington, DC.....1984–1986**LEGAL ASSISTANT/PROOFREADER**

Wrote executive summaries of public programs for this large communications law firm that represented radio and TV broadcasters. Edited and proofed legal documents. Managed a library of pleadings.

EDUCATION

MA – International Development
BA – Political Science
Semester abroad

AMERICAN UNIVERSITY – Washington, DC
MARIETTA UNIVERSITY – Marietta, OH
UNIVERSITY OF BRUSSELS – School of International Business – Brussels, Belgium

TECHNICAL SKILLS*Mac & PC experience*

Advanced: QuarkXPress

Proficient: Microsoft Word and Excel, and FileMaker Pro

A chief concern for the writer was to create a format that, like the applicant's copy, was easy to read and engaging. Note in the Professional Experience section the use of "dot leaders," the strings of periods that direct the reader's eye across the page to dates at the right margin.

GEORGE B. WILLIAMS

11 Elm Court ▫ Anywhere, NY 00000 ▫ 555.555.5555 ▫ gw345@xxxxx.xxx

PROFILE

- ❑ Highly successful **Sales / Support Professional**, dealing with IBM servers, storage devices, associated software, and services.
- ❑ Achieved **nine IBM Sales Leadership Awards** in last ten years.
- ❑ Consistently exceed sales quotas.
- ❑ Strong customer relation and negotiation skills in Insurance, Health, Retail, Consumer Products, and Manufacturing industries.
- ❑ Excellent oral and written communication skills at all levels of enterprise.

❑ ❑ ❑ ❑ ❑

EXPERIENCE

IBM Corporation, New York, NY

Enterprise Server Manager 2001–Present

- ❑ **Grew sales revenue 175% in 2003, 150% in 2002, and 125% in 2001.**
- ❑ Lead team of 20+ Server Sales Specialists, Storage Sales Specialists, and IBM Business Partners selling to Fortune 500 and above accounts.
- ❑ Provide customer guidance on IBM product selection, product roadmaps, and competitive offerings; and lease, purchase, and finance alternatives.
- ❑ Negotiate complex acquisition agreements with and on behalf of customers.
- ❑ Assemble and manage RFP response teams.
- ❑ Formulate sales strategies, generate proposals, and manage team quota.

Server and Storage Sales Specialist 1995–2000

- ❑ Sold high-end IBM servers and storage to small, medium, and large accounts.
- ❑ Conducted product presentations, planned and coordinated customer briefings, and arranged travel logistics for hosted customer at key IBM customer events.
- ❑ Negotiated pricing and contracts with customers.
- ❑ Configured, ordered, scheduled, and facilitated timely customer equipment delivery and installation.

Server and Storage System Engineer 1987–1995

- ❑ Developed new program that identified and resolved customer concerns, resulting in significant increase in customer satisfaction with products and services.
- ❑ Provided technical pre- and post-sales support to sales team.
- ❑ Worked one-on-one with customers to determine technical requirements and develop implementation project plan.
- ❑ Conducted pre- and post-implementation System Assurances to ensure customer success.

❑ ❑ ❑ ❑ ❑

**EDUCATION/
TRAINING**

BBA, Pace University, New York, NY. Double Major: Management, Marketing
IBM-Certified Sales Specialist

178

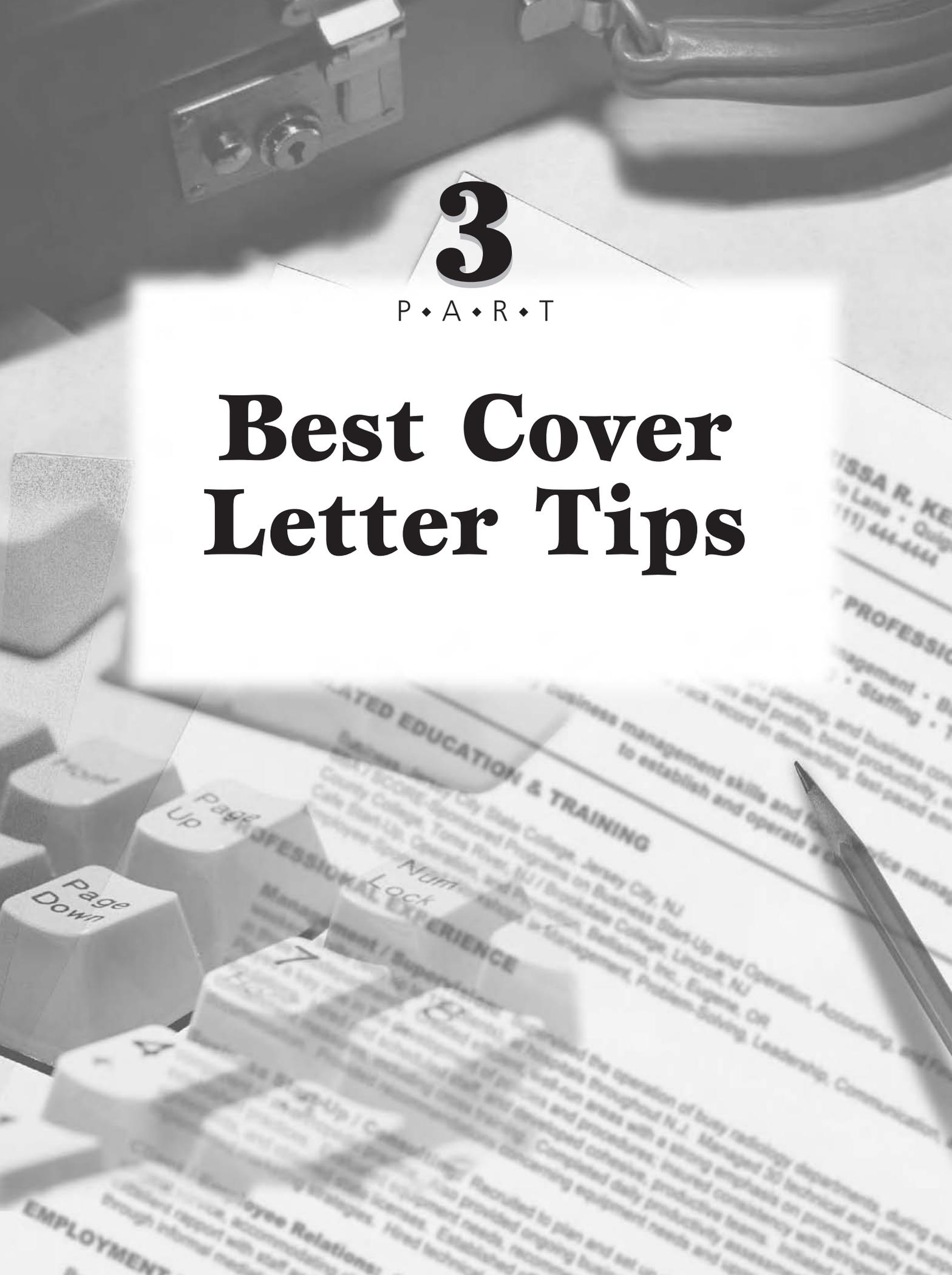
Combination. *Ellen Mulqueen, Hartford, Connecticut*

A single gray vertical line crosses two black horizontal lines to make this resume look unique. Boldfacing directs attention especially to the applicant's excellent sales record.

3

P • A • R • T

Best Cover Letter Tips



MISSA R. KE...
to Lane - Quip...
(11) 444-4444

PROFESSIONAL
Management • Bu...
• Staffing • T...

RELATED EDUCATION & TRAINING
Business Management, Jersey City, NJ
County College, Tompkins River, NJ / Brookdale College, Lenoir, NJ
Cable Start-Up, Operation, and Production, Bellmore, NY
Employee Supervision, Problem-Solving, Leadership, Communication

PROFESSIONAL EXPERIENCE
Management / Supervisor
Recruited to plan and set up...
provided ongoing business...
equipment needs, recomme...
Established...
Hired technical...
through internal means.

EMPLOYMENT

Best Cover Letter Tips at a Glance

Best Cover Letter Writing Tips	365
Myths About Cover Letters	365
Tips for Polishing Cover Letters.....	366
■ Using Good Strategies for Letters	366
■ Using Pronouns Correctly	367
■ Using Verb Forms Correctly.....	368
■ Using Punctuation Correctly	369
■ Using Words Correctly	373
Exhibit of Cover Letters	375

— Best Cover Letter Writing Tips

In an active job search, your cover letter and resume should complement one another. Both are tailored to a particular reader you have contacted or to a specific job target. To help you create the best cover letters for your resumes, this part of the book mentions and debunks some common myths about cover letters and presents tips for polishing the letters you write.

Myths About Cover Letters

- 1. Resumes and cover letters are two separate documents that have little relation to each other.** The resume and cover letter work together in presenting you effectively to a prospective employer. The cover letter should mention the resume and call attention to some important aspect of it.
- 2. The main purpose of the cover letter is to establish a rapport with the reader.** A resume shows that you *can* do the work required. The main purpose of a cover letter is to express that you *want* to do the work required. But it doesn't hurt to display enthusiasm in your resume and refer to your abilities in your cover letter.
- 3. You can use the same cover letter for each reader of your resume.** Modify your cover letter for each reader so that it sounds fresh rather than canned. Chances are that in an active job search, you have already talked with the person who will interview you. Your cover letter should reflect that conversation and build on it.
- 4. In a cover letter, you should mention any negative things about your education, work experience, life experience, or health to prepare the reader before an interview.** This is not the purpose of the cover letter. You might bring up these topics in the first or second interview, but only after the interviewer has shown interest in you or offered you a job. Even then, if you feel that you must mention something negative about your past, present it in a positive way, perhaps by saying how that experience has strengthened your will to work hard at any new job.
- 5. It is more important to remove errors from a resume than from a cover letter, because the resume is more important than the cover letter.** Both your resume and cover letter should be free of errors. The cover letter is usually the first document a prospective employer reads. The first impression is often the most important one. If your cover letter has an error in it, chances are good that the reader may not bother to read your resume or may read it with less interest.
- 6. To make certain that your cover letter has no errors, all you need to do is proofread it or ask a friend to do so.** Trying to proofread your own cover letter is risky, even if you are good at grammar and writing. Once a

document is printed, it has an aura about it that may make it seem better-written than it is. For this reason, you are likely to miss typos or other kinds of errors.

Relying on someone else is risky, too. If your friend is not good at grammar and writing, that person may not see any mistakes either. Try to find a proofreader, an editor, an English teacher, a writer, or an experienced secretary who can point out any errors you may have missed.

7. **After someone has proofread your letter, you can make a few changes to it and not have someone look at it again.** More errors creep into a document this way than you would think possible. The reason is that such changes are often done hastily, and haste can waste an error-free document. If you make *any* change to a document, ask someone to proofread it a final time just to make sure you didn't introduce an error during the last stage of composition. If you can't find someone to help you, the next section gives you advice on how to eliminate common mistakes in cover letters.

Tips for Polishing Cover Letters

You might spend several days working on your resume, getting it just right and free of errors. But if you send it with a cover letter that is written quickly and that contains even one conspicuous error, all your good effort may be wasted. That error could be just the kind of mistake the reader is looking for to screen you out.

You can prevent this kind of tragedy by polishing your cover letter so that it is free of errors. The following tips can help you avoid or eliminate common errors in cover letters (and on your resume as well). If you become aware of these kinds of errors and know how to fix them, you can be more confident about the cover letters you send with your resumes.

Using Good Strategies for Letters

1. **Use the postal abbreviation for the state in your mailing address.** See resume writing strategy 1 in Part 1.
2. **Make certain that the letter is addressed to a specific person and that you use this person's name in the salutation.** Avoid using such general salutations as Dear Sir or Madam, To Whom It May Concern, Dear Administrator, Dear Prospective Employer, and Dear Committee. In an active job search, you should do everything possible to send your cover letter and resume to a particular individual, preferably someone you've already talked with in person or by phone or e-mail, and with whom you have arranged an interview. If you have not been able to make a personal contact, at least do everything possible to find out the name of the person who will read your letter and resume. Then address the letter to that person.
3. **Adjust the margins for a short letter.** If your cover letter is 300 words or longer, use left, right, top, and bottom margins of 1 inch. If the letter is shorter, you should increase the margins' width. How much to increase them is a matter of personal taste. One way to take care of the width of the top and bottom margins is to center a shorter letter vertically on the page. A maximum width for a short cover letter of 100 words or fewer might be 2-inch left and right

margins. As the number of words increases by 50 words, you might decrease the width of the left and right margins by two-tenths of an inch.

4. **If you write your letter with word-processing or desktop-publishing software, use left justification to ensure that the lines of text are readable and have fixed spacing between words.** The letter will have a “ragged” look along the right margin, but the words will be evenly spaced. Don’t use justification (having each line begin and end even with the page margins) in an attempt to give your letter a printed look. Unless you do other typesetting procedures, such as “kerning” and hyphenating words at the end of some lines, full justification can make your letter look worse by giving it some extra-wide and extra-narrow spaces between words.

Using Pronouns Correctly

5. **Use *I* and *My* sparingly.** When most of the sentences in a cover letter begin with *I* or *My*, you might appear self-absorbed, self-centered, or egotistical. If the reader is turned off by this kind of impression (even if it is a false one), you could be screened out without ever having an interview. Of course, you need to use these first-person pronouns sometimes, because most of the information you put in your cover letter is personal. But try to avoid using *I* and *My* at the beginnings of sentences and paragraphs.

6. **Refer to a business, company, corporation, or organization as “it” rather than “they.”** Members of the Board may be referred to as “they,” but a company is a singular subject that requires a singular verb. Note this example:

New Products, Inc., was established in 1980. It grossed more than \$1 million in sales during its first year.

7. **If you start a sentence with *This*, be sure that what *This* refers to is clear.** If the reference is not clear, insert a word or phrase to clarify what *This* means. Compare the following:

I will fax my revised application for the new position to you by noon on Friday. *This* should be acceptable to you.

I will fax my revised application for the new position to you by noon on Friday. *This method of sending the application* should be acceptable to you.

A reader of the first example wouldn’t know what *This* refers to. Friday? By noon on Friday? The revised application for the new position? The insertion after *This* in the second example, however, tells the reader that *This* refers to the use of faxing.

8. **Use *as follows* after a singular subject.** Literally, *as follows* means *as it follows*, so the phrase is illogical after a plural subject. Compare the following:

Incorrect: My plans for the day of the interview are as follows:

Fixed: My plans for the day of the interview are these:

Correct: My plan for the day of the interview is as follows:

Better: Here is my plan for the day of the interview:

In the second set of examples, the improved version avoids a hidden reference problem—the possible association of the silent “it” with *interview*. Whenever

you want to use *as follows*, check to see whether the subject that precedes *as follows* is plural. If it is, don't use this phrase.

Using Verb Forms Correctly

9. **Make certain that subjects and verbs agree in number.** Plural subjects require plural forms of verbs. Singular subjects require singular verb forms. Most writers know these things, but problems arise when subject-verb agreement gets tricky. Compare the following:

Incorrect: My education and experience has prepared me...

Correct: My education and experience have prepared me...

Incorrect: Making plans plus scheduling conferences were...

Correct: Making plans plus scheduling conferences was...

In the first set, *education* and *experience* are two separate things (you can have one without the other) and therefore require a plural verb. A hasty writer might lump them together and use a singular verb. When you reread what you have written, look out for this kind of improper agreement between a plural subject and a singular verb.

In the second set, *making plans* is the subject. It is singular, so the verb must be singular. The misleading part of this sentence is the phrase *plus scheduling conferences*. It may seem to make the subject plural, but it doesn't. In English, phrases that begin with such words as *plus*, *together with*, *in addition to*, *along with*, and *as well as* usually don't make a singular subject plural.

10. **Whenever possible, use active forms of verbs rather than passive forms.** Compare the following:

Passive: My report will be sent by my assistant tomorrow.

Active: My assistant will send my report tomorrow.

Passive: Your interest is appreciated.

Active: I appreciate your interest.

Passive: Your letter was received yesterday.

Active: I received your letter yesterday.

Sentences with passive verbs are usually longer and clumsier than sentences with active verbs. Passive sentences often leave out the crucial information of who is performing the verb's action. Spot passive verbs by looking for some form of the verb *to be* (such as *be*, *will be*, *have been*, *is*, *was*, and *were*) used with another verb.

In solving the passive-language problem, you might create another, such as using the pronouns *I* and *My* too frequently (see Tip 5 in this list). The task then becomes one of finding some other way to start a sentence while keeping your language active.

11. **Be sure that present and past participles are grammatically parallel in a list.** See Tip 48 in Part 1. What is true about parallel forms in resumes is true also in cover letters. Present participles are action words that end in *-ing*, such as *creating*, *testing*, and *implementing*. Past participles are action words that usually end in *-ed*, such as *created*, *tested*, and *implemented*. These types of

words are called *verbals* because they are derived from verbs but are not strong enough to function as verbs in a sentence. When you use a string of verbals, control them by keeping them parallel.

- 12. Use split infinitives only when *not* splitting them is misleading or awkward.** An *infinitive* is a verb preceded by the preposition *to*, as in *to create*, *to test*, and *to implement*. You split an infinitive when you insert an adverb between the preposition and the verb, as in *to quickly create*, *to repeatedly test*, and *to slowly implement*. About 50 years ago, split infinitives were considered grammatical errors; these days, however, opinion about them has changed. Many grammar handbooks now recommend that you split infinitives to avoid awkward or misleading sentences. Compare the following:

Split infinitive:	I plan to periodically send updated reports on my progress in school.
Misleading:	I plan periodically to send updated reports on my progress in school.
Misleading:	I plan to send periodically updated reports on my progress in school.

The first example is clear enough, but the second and third examples may be misleading. If you are uncomfortable with split infinitives, one solution is to move *periodically* further into the sentence: “I plan to send updated reports periodically on my progress in school.”

Most handbooks that allow split infinitives also recommend that they not be split by more than one word, as in *to quickly and easily write*. A gold medal for splitting an infinitive should go to Lowell Schmalz, an Archie Bunker prototype in “The Man Who Knew Coolidge” by Sinclair Lewis. Schmalz, who thought that Coolidge was one of America’s greatest presidents, split an infinitive this way: “*to instantly and without the least loss of time or effort find...*”¹

Using Punctuation Correctly

- 13. Punctuate a compound sentence with a comma.** A compound sentence is one that contains two main clauses (a group of words containing a subject and a verb) joined by one of seven conjunctions (*and*, *but*, *or*, *nor*, *for*, *yet*, and *so*). In English, a comma is customarily put before the conjunction if the sentence isn’t unusually short. Here is an example of a compound sentence punctuated correctly:

I plan to arrive at O’Hare at 9:35 a.m. on Thursday, and my trip by cab to your office should take no longer than 40 minutes.

The comma is important because it signals that a new grammatical subject (*trip*, the subject of the second main clause) is about to be expressed. If you use this kind of comma consistently, the reader will rely on your punctuation and will be on the lookout for the next subject in a compound sentence.

¹ Sinclair Lewis, “The Man Who Knew Coolidge,” *The Man Who Knew Coolidge* (New York: Books for Libraries Press, 1956), p. 29.

- 14. Be certain not to put a comma between compound verbs.** When a sentence has two verbs joined by the conjunction *and*, these verbs are called *compound verbs*. Usually, they should not be separated by a comma before the conjunction. Note the following examples:

I *started* the letter last night *and finished* it this morning.

I *am sending* my resume separately *and would like* you to keep the information confidential.

Both examples are simple sentences containing compound verbs. Therefore, no comma appears before *and*. In either case, a comma would send a wrong signal that a new subject in another main clause is coming, but no such subject exists.

Note: In a sentence with a series of three or more verbs, use commas between the verbs. The comma before the last verb is called the *serial comma*. For more information on using the serial comma, see resume writing style Tip 63 in Part 1.

- 15. Avoid using *as well as* for *and* in a series.** Compare the following:

Incorrect: Your company is impressive because it has offices in Canada, Mexico, as well as the United States.

Correct: Your company is impressive because it has offices in Canada and Mexico, as well as in the United States.

Usually, what is considered exceptional precedes *as well as*, and what is considered customary follows it. Note this example:

Your company is impressive because its managerial openings are filled by women as well as men.

- 16. Put a comma after the year when it appears after the month.** Similarly, put a comma after the state when it appears after the city. Compare the following pairs of examples:

Incorrect: On January 9, 2007 I was promoted to senior analyst.

Correct: On January 9, 2007, I was promoted to senior analyst.

Incorrect: I worked in Springfield, Illinois before moving to Dallas.

Correct: I worked in Springfield, Illinois, before moving to Dallas.

- 17. Put a comma after an opening dependent clause.** (A dependent clause is linked and related to the main clause by words such as *who*, *that*, *when*, and *if*.) Compare the following:

Incorrect: If you have any questions you may contact me by phone or e-mail.

Correct: If you have any questions, you may contact me by phone or e-mail.

Actually, many writers of fiction and nonfiction don't use this kind of comma. The comma is useful, though, because it signals where the main clause begins. If you glance at the example with the comma, you can tell where the main clause is without even reading the opening clause. For a step up in clarity and

readability, use this comma. It can give the reader a feel for a sentence even before he or she begins reading the words.

- 18. Use semicolons when they are needed.** See resume writing style Tip 64 in Part 1 for the use of semicolons between items in a series. Semicolons also are used to separate two main clauses when the second clause starts with a *conjunctive adverb* such as *however*, *moreover*, or *therefore*. Compare the following:

Incorrect: Your position in sales looks interesting, however, I would like more information about it.

Correct: Your position in sales looks interesting; however, I would like more information about it.

The first example is incorrect because the comma before *however* is a *comma splice*, which is a comma that joins two sentences. It's like putting a comma instead of a period at the end of the first sentence and then starting the second sentence. A comma may be a small punctuation mark, but a comma splice is a huge grammatical mistake. What are your chances of getting hired if your cover letter tells your reader that you don't recognize where a sentence ends, especially if a requirement for the job is good communication skills? Yes, you could be screened out because of one little comma!

- 19. Avoid putting a colon after a verb or preposition to introduce information.** The reason is that the colon interrupts a continuing clause. Compare the following:

Incorrect: My interests in your company *are*: its reputation, the review of salary after six months, and your personal desire to hire handicapped persons.

Correct: My interests in your company *are these*: its reputation, the review of salary after six months, and your personal desire to hire handicapped persons.

Incorrect: In my interview with you, I would like *to*: learn how your company was started, get your reaction to my updated portfolio, and discuss your department's plans to move to a new building.

Correct: In my interview with you, I would like to discuss *these issues*: how your company was started, what you think of my updated portfolio, and when your department may move to a new building.

Although some people may say that it is OK to put a colon after a verb such as *include* if the list of information is long, it is better to be consistent and avoid colons after verbs altogether.

- 20. Understand the use of colons.** People often associate colons with semicolons because their names sound alike, but colons and semicolons have nothing to do with each other. Colons are the opposite of dashes. Dashes look backward, whereas colons usually look forward to information about to be delivered. One common use of the colon does look backward, however. Here are two examples:

My experience with computers is limited: I have had only one course in programming, and I don't own a computer.

I must make a decision by Monday: that is the deadline for renewing the lease on my apartment.

In each example, what follows the colon explains what was said before the colon. Using a colon this way in a cover letter can impress a knowledgeable reader who is looking for evidence of writing skills.

- 21. Use slashes correctly.** Information about slashes is sometimes hard to find because *slash* often is listed in grammar reference books under a different name, such as *virgule* or *solidus*. If you are unfamiliar with these terms, your hunt for advice on slashes may lead to nothing.

At least know that one important meaning of a slash is *or*. For this reason, you often see a slash in an expression such as ON/OFF. This usage means that a condition or state, such as that of electricity activated by a switch, is either ON *or* OFF but never ON *and* OFF at the same time. This condition may be one in which a change means going from the current state to the opposite (or alternate) state. If the current state is ON and a change occurs, the next state is OFF, and vice versa. With this understanding, you can recognize the logic behind the following examples:

- Incorrect:** ON-OFF switch (on and off at the same time!)
Correct: ON/OFF switch (on or off at any time)
- Correct:** his-her clothes (unisex clothes, worn by both sexes)
Correct: his/her clothes (each sex had different clothes)

Note: Both his-her and his/her are clumsy. Try to find a way to avoid them. One route is to rephrase the sentence so that you use the plural possessive pronoun *their* or the second-person possessive pronoun *your*. [Campers should make their beds before breakfast. Please make your beds before breakfast.] Another way is to rephrase the sentence without possessive pronouns. [Everyone should get dressed before going to breakfast.]

- 22. Think twice about using *and/or*.** This stilted expression is commonly misunderstood to mean *two* alternatives, but it literally means *three*. Consider the following example:

If you don't hear from me by Friday, please call and/or e-mail me on Monday.

What is the person at the other end to do? The sentence really states three alternatives: just call, just e-mail, or call *and* e-mail on Monday. For better clarity, use the connectives *and* or *or* whenever possible.

- 23. Use punctuation correctly with quotation marks.** A common misconception is that commas and periods should be placed outside closing quotation marks, but the opposite is true. Compare the following:

- Incorrect:** Your company certainly has the "leading edge", which means that its razor blades are the best on the market.
Correct: Your company certainly has the "leading edge," which means that its razor blades are the best on the market.
- Incorrect:** In the engineering department, my classmates referred to me as "the girl guru". I was the youngest expert in programming languages on campus.

Correct: In the engineering department, my classmates referred to me as “the girl guru.” I was the youngest expert in programming languages on campus.

Note this exception: Unlike commas and periods, colons and semicolons go *outside* double quotation marks.

Using Words Correctly

- 24. Avoid using lofty language in your cover letter.** A real turn-off in a cover letter is the use of elevated diction (high-sounding words and phrases) as an attempt to seem important. Note the following examples, along with their straight-talk translations:

Elevated: My background has afforded me experience in...

Better: In my previous jobs, I...

Elevated: Prior to that term of employment...

Better: Before I worked at...

Elevated: I am someone with a results-driven profit orientation.

Better: I want to make your company more profitable.

Elevated: I hope to utilize my qualifications...

Better: I want to use my skills...

In letter writing, the shortest distance between the writer and the reader is the most direct idea.

- 25. Check your sentences for excessive use of compounds joined by *and*.** A cheap way to make your letters longer is to join words with *and* and to do this repeatedly. Note the following wordy sentence:

Because of my background and preparation for work and advancement with your company and new enterprise, I have a concern and commitment to implement and put into effect my skills and abilities for new solutions and achievements above and beyond your dreams and expectations. [44 words]

Just one inflated sentence like that would drive a reader to say, “No way!” The writer of the inflated sentence has said only this:

Because of my background and skills, I want to contribute to your new venture. [14 words]

If, during rereading, you eliminate the wordiness caused by this common writing weakness, an employer is more likely to read your letter completely.

- 26. Avoid using abstract nouns excessively.** Look again at the inflated sentence in the preceding tip, but this time with the abstract nouns in *italic*:

Because of my *background* and *preparation* for work and *advancement* with your *company* and new *enterprise*, I have a *concern* and *commitment* to implement and put into *effect* my skills and *abilities* for new *solutions* and *achievements* above and beyond your *dreams* and *expectations*.

Try picturing in your mind any of the words in italic. You can't because they are *abstract nouns*, which means that they are ideas and not images of things you can see, taste, hear, smell, or touch. One certain way to turn off the reader is to load your cover letter with abstract nouns. The following sentence, containing some images, has a better chance of capturing the reader's attention:

Having created seven multimedia tutorials with my digital camcorder and HP Pavilion Media Center PC, I now want to create some breakthrough adult-learning packages so that your company, New Century Instructional Technologies, Inc., will exceed \$50,000,000 in contracts by 2008.

Compare this sentence with the one loaded with abstract nouns. The one with images is obviously the better attention-grabber.

27. Avoid wordy expressions in your cover letters. Note the following examples in the first column and their shorter alternatives in the second column:

at the location of	at
for the reason that	because
in a short time	soon
in a timely manner	on time
in spite of everything to the contrary	nevertheless
in the event of	if
in proximity to	near
now and then	occasionally
on a daily basis	daily
on a regular basis	regularly
on account of	because
one day from now	tomorrow
would you be so kind as to	please

Trim the fat wherever you can, and your reader will appreciate the leanness of your cover letter.

28. At the end of your cover letter, don't make a statement that the reader can use to reject you. For example, suppose that you close your letter with this statement:

If you wish to discuss this matter further, please call me at (555) 555-5555.

This statement gives the reader a chance to think, "No, I don't wish to." Here is another example:

If you know of the right opportunity for me, please call me at (555) 555-5555.

The reader may think, "I don't know of any such opportunity. How would I know what's right for you?" Avoid questions that prompt yes-or-no answers, such as "Do you want to discuss this matter further?" If you ask this kind of question, you give the reader a chance to say no. Instead, make a closing statement that indicates your optimism about receiving a positive response from the reader. Such a statement might begin with one of the following clauses:

I am confident that...

I look forward to...

In this way, you invite the reader to say yes to further considering your candidacy for the job.

Exhibit of Cover Letters

The following Exhibit contains sample cover letters that were prepared by professional resume writers. In most cases, the names, addresses, and facts have been changed to ensure the confidentiality of the original senders and recipients. Each letter, however, retains the essential substance of the original.

Use the Exhibit of cover letters as a reference whenever you need to write a cover letter for your resume. If you have trouble starting and ending letters, look at the beginnings and ends of these letters. If you need help with writing about your work experience, describing your abilities and skills, or mentioning some of your best achievements, look at the middle paragraph(s). Search for features that will give you ideas for making your own cover letters more effective.

As you examine the Exhibit, consider the following questions:

- 1. Does the writer show a genuine interest in the reader?** One way to tell is to count how many times the pronouns *you* and *your* appear in the letter. Then count how many times the pronouns *I*, *me*, and *my* occur. Although this method is simplistic, it nevertheless helps you see where the writer's interests lie. When you write a cover letter, make your first paragraph *you*-centered rather than *I*-centered. See also Tip 5 under "Using Pronouns Correctly," earlier in Part 3.
- 2. Where does the cover letter mention the resume specifically?** The purpose of a cover letter is to call attention to the resume. If the letter fails to mention the resume, the letter has not fulfilled its purpose. In addition to mentioning the resume, the cover letter might direct the reader's attention to one or more parts of the resume, increasing the chances that the reader will see the most important part(s). It is not a good idea, however, to put a lot of resume facts in the cover letter. Let each document do its own job. The cover letter's job is to point to the resume, not repeat it verbatim.
- 3. Where and how does the letter express interest in an interview?** The cover letter's immediate purpose is to call attention to the resume, but the *ultimate* purpose of both the cover letter and the resume is to help you get an interview with the person who can hire you. If the letter doesn't convey your interest in getting an interview, it has not fulfilled its ultimate purpose.
- 4. How decisive is the writer's language?** This question is closely related to the preceding one. Does the writer express interest in an interview directly or indirectly? Does the person specifically request an interview on a date when the writer will be in the reader's vicinity, or does the person only hint at a desire to "meet" the reader someday? When you write your own cover letters, be sure to be direct and convincing in expressing your interest in an interview. Avoid being timid or wishy-washy.

5. **How does the person display self-confidence?** As you look through the Exhibit, notice the cover letters in which the phrase “I am confident that...” (or a similar expression) appears. Self-confidence is a sign of management ability but also of essential job-worthiness. Many of the letters display self-confidence or self-assertiveness in various ways.
6. **How does the letter indicate that the person is a team player?** From an employer’s point of view, an employee who is self-assertive but not a team player can spell TROUBLE. As you look at the cover letters in the Exhibit, notice the many letters in which the word *team* appears.
7. **How does the letter make the person stand out?** As you read the letters in the Exhibit, do some letters present the person more vividly than others? If so, what does the trick—the middle paragraphs or the opening and closing paragraphs? Use what you learn here to help you write distinctive cover letters.
8. **How familiar is the person with the reader?** In a passive job search, the reader will most likely be a total stranger. In an active job search, chances are good that the writer will have had at least one conversation with the reader by phone or in person. As you look through the cover letters in the Exhibit, see whether you can spot any letter that indicates that the writer has already talked with the reader.

After you have examined the cover letters in the Exhibit, you will be better able to write an attention-getting letter—one that leads the reader to your resume and to schedule an interview with you.

THOMAS DORAN**555 555-5555**

April 29, 2007

Mr. Alex J. Madrid
 Advertising Director
 Creative Spanish Advertising, Inc.
 5555 Ignacio Road
 Concordo, Mexico YZ555-55

Dear Mr. Madrid:

A **bachelor of arts in advertising, a minor in marketing** from Academia University, and experience building several competitive advertising campaigns add credibility to my candidacy for an advertising position with Creative Spanish Advertising, Inc. Your *Today's Journal* classified ad for an advertising assistant sparked my interest. The enclosed resume reflects an **energetic, highly competitive, and committed** individual with **relevant experience**. The following **achievements and personal characteristics** are additional reasons to take a closer look at my qualifications.

CONTRIBUTING IDEAS THAT WORK...

- Provided advertising skills as **integral team player** on several campaigns. Fully involved in creating a plan book and **creative brief** to promote awareness of how the state lottery uses funds to better the state public school system. Contributed to **all aspects of project**.
- Earned a place on the Advertising Coalition Student Competition Team of 2003 due to **abstract concepts** and **creative impact**. Incorporated **appeal techniques** in the creation of a four-year integrated marketing communications plan book for auto dealership. Chosen for **creative team**.

EXPERIENCE THAT BRINGS INSIGHT...

- Used initiative to gain opportunity and funding for **foreign study programs** in Mexico and Holland. Studies covered **Spanish, international marketing, management, and law**. Submersion into these cultures and observation of foreign **advertising techniques, nontraditional media, and economic structures** greatly enhanced **insight** into international business.
- Gained a stronger **acceptance of differences**, expanded **cultural awareness**, and became more **self-reliant and confident** through **travel experiences** and **interaction with people of diversity**.

PROFICIENCIES THAT REFLECT DISTINCTION ...

- Creative idea generation and problem solving for unique presentations.
- Brainstorming and openness to new ideas for increasing productivity.
- Group facilitation and organization for effective teamwork.
- Effective decisions based on overall picture for positive outcomes.
- Interpersonal skills such as mediation and negotiation for maintaining strong business relationships.
- Effective writing talent for creative copy.
- Mac and IBM computer literacy with experience in QuarkXPress, Adobe Illustrator and Photoshop, and Microsoft Works and Word for optimum layouts.
- Conversational Spanish for interfacing with peers and clients.

I will contact you within the week to confirm receipt of my resume and set up a **personal interview** at your convenience. In the meantime, thank you for your time and consideration.

Sincerely,

Thomas Doran

Enclosure: Resume

♦ ♦ ♦ ♦ ♦

5555 55th Street • Camary, Texas 55555 • tdoran@yahoo.com

1

Edith A. Rische, Lubbock, Texas

The letter has only two paragraphs. Sandwiched between them are three sections with bulleted achievements, areas of development, and personal qualifications. See Resume 21.

Lara Carson

Home: 555.555.5555 • Mobile: 555.555.5555

555 South Hill Road • Los Angeles, CA 55555

E-mail: laracarson@hotmail.com

Date

Name

Title

Employer

Address

Dear _____:

As a native speaker and Spanish teacher, I believe my skills and talents can make a long-term contribution to your school. My qualifications include teaching Spanish to nonnative speakers at a language-based institute that promotes intercultural understanding through learning communicative language skills and cross-cultural awareness. In addition, I privately instruct children in learning Spanish.

You will find that I am skilled at developing and presenting stimulating lesson plans for students of differing learning abilities and that I possess a communicative teaching style. You will also notice that I am collaborative and team-oriented in my approach, building strong rapport with students, professionals, parents and staff members. In addition, I continually receive outstanding evaluations from my students, who reinforce my teaching strengths and the skills I have helped them develop.

The accompanying resume details the experience I will offer your organization. If you need a dedicated teaching professional whose passion for teaching is clearly evident in the classroom and who would enjoy making a difference in your school, I would welcome a personal interview.

Please know that I am planning on relocating to your community in Florida and will make myself available for interviewing. I will contact you in two weeks to explore the possibility of an in-person meeting.

Sincerely,

Lara Carson

2

Louise Garver, Enfield, Connecticut

The first two paragraphs show that this candidate is more than just another Spanish teacher. The third paragraph indicates that she is truly interested in the position. See Resume 48.

Dorothy Bond
555 Winding Lane
Pleasant Park, IL 00000
555-555-5555
xxxxxxx@aol.com

October 15, 2007

Job Code M5555
Chicago Tribune
P.O. Box 806883
Chicago, IL 00000

Dear Sir/Madam:

In response to the advertisement you placed in the *Chicago Tribune* for an Administrative Supervisor, Hospital Fundraising Development Department, I have enclosed my resume for your review. My successful experience in administrative management, new business development, marketing, and promotion, combined with my strong work ethic and MPA/Healthcare degree, would be a good match for this position.

In my career, I have enjoyed creating strategies that expand and improve the client relationship base and marketing efforts. I have also developed a variety of effective administrative procedures and programs. From the beginning I have maintained an interest in public administration, and I completed a Masters in Public Administration–Healthcare through City University in 2000. I am now targeting positions in the field of public administration that would combine these skills and experiences and would appreciate the opportunity to talk with you about your plans and philosophies. In my search, I am targeting a compensation range in the mid-thirties to mid-fifties.

You can reach me at the phone number or e-mail listed above. Thank you for your time and attention.

Sincerely,

[signature]

Resume enclosed

Christine L. Dennison, Lincolnshire, Illinois

The letter is somewhat generic because it is a response to a blind box ad, which did not allow the writer to research the company. Instead of a requested salary history, the letter gives a wide salary range that indicates flexibility.

WALTER D. SAAKS

98 Ben Franklin Drive
P.O. Box 219
Cherry Hill, New Jersey 07896

wdsaaks@aol.com

Home: (609) 666-1111
Cell: (609) 666-5555
Home Fax: (609) 666-7777

<Date>

<Title, Name of Hiring Manager>

<Name of Company>

<Address>

<City, State ZIP>

Dear <Courtesy><Last Name>,

Throughout my 40-year career in real estate development and construction, I have built and led numerous successful development, construction, and property management companies. For each organization, I have provided the strategic, marketing, financial, and operating expertise to deliver strong earnings and sustained revenue streams. Please consider the following in addition to my resume:

- 15+ years of management experience in a general contracting company, including construction management, owner/client negotiations, sub-contract scope designs and negotiations, project cost accounting/reporting, design-build, estimating, purchasing, design/expense analysis, and bidding.
- 15 years of experience in real estate development and management, including site selection, building conception designs, establishing and maintaining owner associations, acting as representative on condominium boards, and establishing budgetary goals and life expectancies of building and site features.
- Recognized as a credible professional within the real estate community of New Jersey; proven track record of closing early sales/leases and meeting client delivery requirements.
- Leadership of more than \$190 million in construction projects, with complete development and management responsibility for more than 470 projects ranging from commercial renovations to major new construction projects.
- Astute business manager with an outstanding ability to build dynamic teams and generate strong results; successfully assembled teams to solve engineering, architectural, and mechanical problems associated with all phases of construction and development.

As a successful entrepreneur, I possess a wealth of positive, proven methods and solutions to diverse obstacles. Most significant is my ability to drive projects through complex political, community, and governmental channels. By providing a strong community vision and decisive action plan, I have won the support of community, political, business, and financial leaders—support critical to project funding, development, and profitable sales/leasing. In addition, my enthusiasm for the entire process, from product conception and planning to delivery and sales/leasing, is undaunted by any negativity or economic difficulty. There is always a consumer for a product selected and executed with pride and grace.

I would welcome the opportunity to discuss how my credentials and expertise can benefit your organization, and will therefore contact your office next week to arrange a mutually convenient time for us to meet. In the interim, I thank you for reviewing this letter and the accompanying material.

Sincerely,

Walter Saaks
Enclosure

4

Jennifer Rushton, Sydney, Australia

The writer expanded this three-paragraph letter after the first paragraph by adding five bulleted items about experience, esteem, scope of accomplishments, and outstanding managerial abilities. See Resume 89.

BURT A. THOMPSON

5555 Main Street • Trenton, Michigan 55555
(000) 000-0000 • bthompson@email.usa

January 5, 20XX

Michael Winston, Senior Executive
Golden Company
555 Oak Avenue
Dearborn, Michigan 55555

Dear Mr. Winston:

I am a firm believer that having a thorough understanding of assessing customer needs and a strong ability to build customer partnerships and long-term sales relationships are what build corporate value and generate revenue. Identifying and capturing new accounts, overcoming challenges, being able to close sales through effective product presentations, and providing superior service to customers are my greatest assets to employers.

I am highly proficient in communicating product value and benefits. Within the past year alone, I have earned more than a dozen professional awards for exceeding sales quotas and landing new sales accounts. Most recently, I received my first "Million Dollar Club Award" for significant sales achievements.

Having a complete picture of my expertise and experience is very important. I would welcome an opportunity to meet with you to discuss my qualifications further. My objective is to secure a mid-level sales position with an established and growing organization offering opportunity for career growth.

I will take it upon myself to contact you next week to see if we can schedule a meeting at your convenience. I look forward to speaking with you soon.

Regards,

Burt Thompson

Enclosure

5

Maria E. Hebda, Trenton, Michigan

The first two paragraphs state that the applicant can be a productive, award-winning salesperson. The last two paragraphs tell of his objective and motivation to do so. See Resume 174.

KARA MANN
karamann@email.com

5555 Meadow Hill Drive
Los Angeles, CA 55555

Residence (310) 555-5555
Mobile (310) 555-0000

[Date]

[Name]
[Address]
[City, State ZIP]

Dear [Salutation]:

Perhaps your organization is in search of a highly motivated recent college graduate who is passionate about the Entertainment / Music Industry and has the energy and drive to “pay my dues,” acquire knowledge and advance professionally. If so, then we should talk!

I offer a combination of creative talents and a strong work ethic, as well as the following qualifications:

- BA in Film Studies from the University of Southern California...
- Hands-on experience directing, acting in and producing short independent and student films...
- Realistic understanding of the demands of the entertainment industry...
- Operating knowledge of a variety of audio and video equipment...
- Experience (two summers) as an intern at a top research marketing firm...

While my enclosed resume provides a brief overview of my background, I look forward to a personal meeting, at which time we can discuss your needs and my qualifications in detail. I will call you next week to schedule a meeting; in the meantime, you can contact me at the above numbers. Thank you in advance for your time and consideration.

Sincerely,

Kara Mann

Enclosure

6

Vivian VanLier, Los Angeles, California

This letter is for an entry-level position in entertainment/music. The entire first paragraph is in bold italic to capture attention. Bulleted items begin with the highly regarded degree from the USC film school.

Matsutoka “Mike” Suehiro

Ph: (555) 555-5555
matsus@home.com

578 Cherrybrook Lane
Mesa City, CA 99999

Media Relations • Marketing • Communications

January 12, 2008

Millennium Media Productions
1212 Dulane Canyon Road
Dulane Canyon, CA 99999

Marketing, advertising and sales. All intrinsically competitive, results-driven enterprises. For me, therein lies the attraction. If you're looking for a Photographer/Art Director who is capable and creative, with great interpersonal skills and a powerful work ethic, please take a closer look at my qualifications.

I am a forward-thinking and effective team player who doesn't hesitate to roll up his sleeves and get the job done—whatever it takes. When I roll my sleeves back down, it could be 8 hours later; could be 16 hours later. But, rest assured that when I do close up shop, it's because the work is done; not because the clock strikes 5:00. This entrepreneurial-type conscientiousness and team member dedication have helped me to

- Successfully create brand images for new product lines.
- Routinely exceed expectations for all positions I've held.
- Lead by example and elicit peak performance from supporting players.
- Devise methods that resulted in significant savings in operational costs.
- Regularly complete high-quality projects on time and, most often, well under budget.
- Formulate photography systems and creative processes for \$3 million website redesign.

If, after reviewing my resume, you'd like to discuss how my creativity, experience and business acumen can benefit Millennium Media, I am available to meet at your convenience. I can be reached at (555) 555-5555, or by e-mail—matsus@home.com.

Sincerely,

Mike Suehiro

Gail Taylor, Torrance, California

This letter's casual style reflects the applicant's desire to work in a “fun place.” His view is that a person can have fun *and* be productive. “It's easy to envision his enthusiasm at work.”

Elizabeth Swanson

3461 N. Drake Ave. #324

Chicago, IL 60624

773-555-2166

Dear Superintendent:

In many cases a child's first experience in school sets the stage for the rest of his or her educational career. Is school hard? intimidating? Or is it fun? welcoming? I believe school should be the latter, and for more than 18 years I have worked hard as a pre-K teacher to make sure that every student gets the best start possible in my classroom. I am forwarding my resume to you in consideration for a position as a member of your district's early childhood teaching staff.

One of my strengths is preparing and presenting a developmentally appropriate curriculum to meet students' cognitive, social, emotional and physical needs and to thoroughly prepare them for the leap to kindergarten. Because I have worked with children from diverse backgrounds and skill levels, I am adept at modifying lessons to meet my students' individual needs. Another strength is my ability to elicit the cooperation and involvement of parents within the classroom as well as school-wide. This is another aspect of the strong foundation I am trying to lay for children as they begin their education.

Outside the classroom I work hard to be a leader and role model. I have participated in many extracurricular leadership capacities, including being elected as a faculty representative to my school's Board of Education. I am aware of the issues and problems facing youth and their families, and I continually advocate for young children.

I am confident you will agree my maturity and experience can be an asset to your district's early childhood program. Therefore, I will contact you to arrange an opportunity to discuss my strengths and potential contributions. Thank you for your time and consideration.

Sincerely,

Elizabeth Swanson

Enclosure

8

Janet L. Beckstrom, Flint, Michigan

This person wanted a job with a public school district after many years in a parochial school setting. The writer presents the applicant as experienced. See Resume 41.

555 • 555 • 5555

B. Rae French

5555 Toton Avenue • Skyview, Texas 79000
brfrench@nts-online.net

May 27, 2007

Sally Monarch
Human Resources Director
CORPORATE AMERICA
5555 Broadview Lane
Macro City, Texas 99999

RE: CORPORATE TRAINER

Dear Ms. Monarch:

...an ordinary person who is motivated, enthusiastic, who has dreams, and who works hard; who has the ability to laugh, to think, to cry; and who can give the gift of belief to other people can accomplish anything.

Unknown

After a successful eight-year teaching career in academia, I am seeking change. To be more specific, as a **corporate trainer**, I hope to realize more latitude for **creativity** and **original training techniques** in a company where upward mobility is an option. **Communication, interpersonal relations, coordination, and organization** are among my most highly developed skills—all practical resources for managing a corporate training program. The enclosed resume reflects a **multitalented, energetic achiever** who enjoys making **positive contributions**.

The following **additional skills** further exhibit a **strong candidacy** for a corporate trainer position:

Interpersonal / Communication Skills

- **Personable, cheerful demeanor** and a **relaxed style** cultivate an **effective learning environment**.
- **A sense of humor** makes training enjoyable.
- **Perceptiveness** and **attentiveness** allow appropriate **responses to student needs**.
- Ability to develop **rapport and trust** with a **diverse population** strengthens **trainer / trainee relationships**.
- **Articulation** and **good grammar** ensure **clear, credible delivery** of **instructions** and **training materials**.

Leadership Qualities

- Readiness to **assume responsibility** and **accountability** alleviates stress on upper management.
- **Integrity, diligence, and commitment** model **leadership** and **reflect distinction**.
- **A positive attitude** and **willingness to adapt to change** suggest **cooperation** and **easy transitions**.
- **Discernment, prioritization, and delegation** encourage **teamwork** and **productivity**.
- **Analytical thinking** and **common sense** foster **effective problem solving**.
- **Proven training techniques** fortify **information retention**.

Administrative Abilities

- **Restructuring curriculum** and **writing directives** supplement **program development**.
- Capacity to **coordinate activities, focus on details, and follow up** promotes **smooth-running events**.
- **Organization** and **forward planning** imply **efficiency** and **successful outcomes**.
- **Time management, multitasking, and follow through** facilitate **consistently met deadlines**.

I am **confident** that my abilities can benefit your company's training department, and consider a **personal interview to be mutually beneficial**. Relocation is an option for the opportune job offer. I will contact your office within the week to confirm receipt of my resume and set up an appointment at your convenience. Thank you for your consideration.

Sincerely,

B. Rae French

Enclosure: Resume

9

Edith A. Rische, Lubbock, Texas

The novel page border sets this letter apart from most cover letters. The letter appears to set the applicant apart from other applicants through the bulleted lists of skills. See Resume 64.

Bill Raymond, CFA

555 Lowell Street
Lawrence, MA 01746

billraymond@alumni.mit.edu
978-555-1210

May 22, 2007

Mr. Tom Marston, Director of Fixed Income
International Financial Investments, Inc.
200 Federal Street, 26th Floor
Boston, MA 02110

Dear Mr. Marston:

In response to your search for the **Money Market Analyst/Portfolio Manager** position your firm placed on Bloomberg, I bring more than 15 years of experience in the market.

My years of experience at Boston Investors, Inc., including more than a dozen years managing money market portfolios, indicate that I could step right into this position and add value immediately. It combines my passion for analysis with my knowledge of money markets.

Your Needs

CFA, MBA degree or equivalent

Several years of experience in
Money Markets, fund analysis
and trading

Creating credit files

My Qualifications

- ◆ CFA since 1996
- ◆ B.A. in Economics from M.I.T.
- ◆ More than a dozen years of experience managing taxable 2a-7 funds
- ◆ Created institutional 2a-7 from scratch, including credit files

My enclosed resume provides further details of my accomplishments. I look forward to discussing a career opportunity with you. I will call you in the next few days to discuss your company's needs in greater detail.

Sincerely,

Bill Raymond
Senior Vice President
Boston Investors, Inc.

Enclosure

10

Gail Frank, Tampa, Florida

The "Your Needs...My Qualifications" two-column table is distinctive. Diamond bullets and the additional line about the MIT degree suggest that the person's qualifications surpass the reader's needs.

BRENDA B. STEVENS5555 55th Street ■ Ft. Cloud, Mississippi 55555 ■ (555) 555-5555

May 12, 2007

TROY PHARMACEUTICALS
5555 Magnum Street
Ft. Cloud, Mississippi 55555**Re: Pharmaceutical Sales Specialist, Code SPMDT**

Dear Human Resources Coordinator:

I am committed to improved patient care, a quality that characterizes value to medical professionals. As an **established pharmaceutical sales representative** covering the whole of Mississippi, I offer **beneficial industry knowledge** from **six years of experience**. It would be an honor to represent TROY, a highly regarded pharmaceutical company whose mission to enhance and preserve quality of life coincides so closely with mine.

The enclosed resume reflects a **match between my credentials and your requirements for the pharmaceutical sales specialist position**. A qualification summary follows:

JOB REQUIREMENTS	PERSONAL QUALIFICATIONS
Five years of sales experience, preferably pharmaceutical	<ul style="list-style-type: none"> ▪ Six years of proven success in the pharmaceutical / medical sales industry. ▪ Established rapport with 200+ Mississippi physicians specializing in a spectrum of healthcare disciplines.
Bachelor's degree	<ul style="list-style-type: none"> ▪ Bachelor of Science in political science with minor in public relations.
Project and account management experience	<ul style="list-style-type: none"> ▪ Exclusively acquired six-figure surgical center account, orchestrated total equipment installation, and troubleshoot logistical problems. ▪ Employ continuous customer contact, needs assessment, and strategic planning to manage and grow 180+ accounts.
Sales / persuasion skills	<ul style="list-style-type: none"> ▪ Consistently rank in top 10% of regional sales representatives for exceeding 100% of annual sales goals. ▪ Use scientific / consultative sales approach to gain customer acceptance of products and services.
Communication and presentation skills	<ul style="list-style-type: none"> ▪ Relate to physicians through lighthearted, yet authoritative, communication style to create enjoyable sales environment. ▪ Incorporate analogies, illustrations, sales / detail aids, and humor into presentations and training seminars to engage audiences, retain interest, and improve comprehension.

Given a **pre-established client network, technical knowledge, and personal values**, I am confident I would well serve TROY PHARMACEUTICALS' goals and objectives. I hope to **share business development ideas** during a personal interview, and look forward to scheduling an appointment at your convenience. In the meantime, thank you for your consideration.

Sincerely,

Brenda B. Stevens

Enclosure: Resume

Edith A. Rische, Lubbock, Texas

This similar "Job Requirements...Personal Qualifications" two-column table shows that you can easily expand the Qualifications column to suggest that your qualifications outweigh the job's requirements.

SUSAN ENGLE

70 West Nordham Wyckoff, NJ 07465

e-mail: sengle@msn.com

cellular: 000-000-0000

000-000-0000

Date

Name

Title

Company Name

Company Street Address

City, State, ZIP

Dear Mr. / Ms. _____:

As a Senior Financial Analyst with more than 10 years of progressively responsible finance / accounting experience in public, private and nonprofit environments and with expertise in U.S. / U.K. GAAP principles, I am an excellent candidate for the position of _____. My career includes both supervisory and individual contributor positions, and I have been successful in both roles. The following are some of my career highlights:

- Able to rapidly and flawlessly execute financial consolidations and reportables, including budgets, forecasts and strategic plans with both domestic and international reporting.
- Within 5 days, completed North American Industry Classification System (NAICS) codes for a \$152 million acquisition.
- Unveiled a \$2.5 million dividend through thorough analysis of joint venture financial data.
- Certified in Hyperion and Hyperion Enterprise.
- Highly proficient in Essbase and Excel.

In addition, my interpersonal and communication skills are superb and have contributed significantly to my outstanding results.

Attached is my résumé for your review. I am confident that my demonstrated expertise would add value to your firm and contribute to your continuing success.

I will contact you in the near future to set up a time to discuss your needs and my qualifications further.

Very truly yours,

Attachment: résumé

ELANA M. AVILES

555 Lakeview Drive • Wyandotte, Michigan 55555
(555) 555-5555 • eaviles@email.usa

January 4, 20XX

Ms. Janet Richardson, Board of Education
Local School District
555 Timber Lane
Wyandotte, Michigan 55555

Dear Ms. Richardson,

As an Eastern Michigan University graduate with a bachelor of science degree in Elementary Education, I look forward to applying my academic training and teaching experience to continue helping students establish and achieve their goals. I take a sincere interest in seeing that students under my direction take advantage of the vast resources available to them and presenting these learning tools in a way that promotes effective learning.

Instilling students with self-confidence, encouragement, and moral support helps children believe in themselves while being rewarded for their efforts. Establishing a sound student/teacher relationship is a large contributing factor in motivating students to take an active role in developing their education in various subject areas. This is my belief and how I view my position as a teaching role model to my students.

I am certified in the state of Michigan to educate K–5. I also am certified to educate grades 6–8 with emphasis in the science subject areas. I am also a member of the Michigan Education Association (MEA) and the Michigan Science Teachers Association (MSTA). My goal is to acquire a teaching position with the local school district, which will allow me to provide your students with the support and tools necessary to achieve and succeed.

I appreciate your time and consideration in reviewing my resume. I would welcome an interview to further discuss my qualifications. I will follow up with you next week. I look forward to speaking with you soon.

Regards,

Elana Aviles

Enclosure

13

Maria E. Hebda, Trenton, Michigan

This applicant for a K–8 teaching position expresses her interest, personal beliefs about education, certifications, and desire for an interview. See Resume 61.

BETHANY MITCHELL

619 Winston Terrace Longwood, CA 99999 Teachkids@cc.com (888) 000-0000

Elementary School Teacher—Grades K–5 

February 5, 2007

Juanda Jefferson
Administrator—Recruitment (Elementary)
South Valley Unified School District
800 South Barkley
Boulder Canyon, CA 99999

Dear Ms. Jefferson:

“Begin with the end in mind.” Whoever said that could have easily been referring to the job of an elementary school teacher. Where our children end up depends largely on where—and how—they start out. I am committed to helping them get the substantial foundation they need and deserve.

Teaching is not just my calling; it is my passion. To be entrusted with influencing these young minds is an enormous responsibility, and one I take very seriously. To contribute to the growth of these students, who come with so much potential, curiosity, and energy, is uniquely rewarding. I just can’t imagine myself doing anything other than teaching. My philosophies are simple:

- Teach with patience and creativity.
- Be consistent.
- Present challenges.
- Judiciously apply discipline.

Each child comes with his or her own imaginings, fears, dreams, and abilities. With these tools, the student and I can form the basis for a lifelong journey of growth—and we can have fun doing it.

I believe the enclosed resume will portray me as a qualified candidate who is devoted to providing a sound teaching program and establishing within the classroom a healthy learning environment. If you would like to discuss how I might contribute to South Valley’s educational system, I’m available to meet at your convenience. Meanwhile, I will call in a few days to confirm you received my resume and to check your availability.

Sincerely,

Bethany Mitchell

P.S. I’m particularly interested in learning more about your recent implementation of a reading intervention program.

Jon Stevens, PE

55 Roman Lane ♦ East Bronx, NY 00000
(H) 000-000-0000 ♦ (C) 000-000-0000 ♦ user@optonline.net

(Date)

(contact name)
(company name)
(street address)
(city, state, ZIP code)

Dear Hiring Professional (or insert contact name):

As an experienced, corporate-level executive with more than 15 years of progressive and stable experience in facilities and operations management, finance management, and budget administration, I believe I would be ideally suited to fill an executive position within your organization.

I have developed a proactive, hands-on style of management that allows me to create and foster an efficient and productive work environment. Possessing excellent human resources administration, engineering, written / oral communication, and computer skills has positioned and qualified me to become an immediate and viable asset to your team. My qualifications include proven strengths in the following areas:

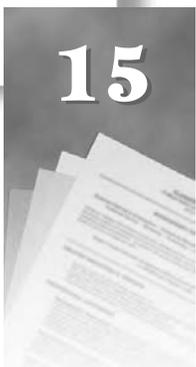
**Client Retention ♦ Recruiting ♦ Team Coordination ♦ Cost Controls ♦ Staff Development
Change Management ♦ Contract Negotiation ♦ Mechanical Engineering ♦ Human Resources
P & L Responsibilities ♦ Budget Development and Administration ♦ Project Management**

The enclosed resume briefly outlines my experience and accomplishments. I would be happy to further discuss my background in a meeting with you. Please feel free to contact me, at your convenience, if you have any questions or would like to schedule an interview.

Thank you for your consideration. I look forward to hearing from you soon.

Sincerely,

Jon Stevens



15

Lea J. Clark, Atlanta, Georgia

This four-paragraph letter has areas of strength introduced by the second paragraph. These are placed on three single-spaced lines, centered, boldfaced, and separated by diamond bullets.

Darrin Wilson

1124 Liberty Street, 3rd Floor • Chester, PA 18940 • 267.757.5462 • dWilson53@excite.com

MARKET RESEARCH ANALYST

Dear Sir/Madam:

As a research professional, I understand that success depends on a strong commitment to **customer satisfaction**. Executing the basics and using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems are key to increasing performance and market share. I believe that my background and education reflect a commitment and ability to find solutions to these challenges. I developed excellent skills in **project coordination and the design and development of research projects** that increased the effectiveness of my organization.

I am considered an energetic, aggressive and innovative leader who is extremely client-oriented.

My position encompasses multiple tasks and responsibilities that include the following:

- ◆ Examining and analyzing statistical data to forecast future trends and to identify potential markets.
- ◆ Designing and implementing new formats for logging and transferring information while working as part of a team researching data and statistics.

Thank you for your consideration. I approach my work with a strong sense of urgency, working well under pressure and change. I look forward to meeting with you personally so that we may discuss how I may make a positive contribution to your organization.

Sincerely yours,

Darrin Wilson

Enclosure

16

Beverley and Mitchell I. Baskin, Marlboro, New Jersey

This four-paragraph letter displays bulleted responsibilities introduced by the third paragraph. Boldfacing of phrases in the first paragraph calls attention to concerns that are of interest to the reader.

Robert V. Carlino

6 Phillips Drive • Princeton Junction, NJ 08550 • (609) 209-8349 • rCarlino17@aol.com

CHIEF FINANCIAL OFFICER

June 12, 2007

Mr. John Promo
President
American Construction
PO Box 1844
Bridgewater, NJ 08807-0884

Dear Mr. Promo:

As a Certified Public Accountant with solid experience as a **Chief Financial Officer** and a **Vice President of Finance**, I understand that success depends on the bottom line, with special attention to financial and managerial teamwork. I believe that my background and accomplishments have proven to be a productive combination.

Throughout my career, I have been assigned increasing responsibilities and significantly contributed to corporate growth. I believe I have mastered the art of contact management, corporate networking, and personal relationship building. In doing so, I developed a working knowledge of several service-oriented industries, including Architectural, Engineering, and Construction.

Following are some accomplishments of which I am proud:

- Increased shareholder distribution from zero in 1998 to \$1.3 million and \$1.5 million in 2001 and 2002, respectively, in spite of a 20% revenue shrinkage over the same time period.
- Improved cash flow more than \$3 million in 6 months.
- Grew profit margin from 3% to 10% for 3 consecutive years, *the best in company history*.
- Reduced overhead from 170% to 120% in direct labor.
- Trimmed DOS 21% from 85 to 67 days.

Thank you for your consideration. I am a forward thinker and a team player who has a strong commitment to my people and the organizations I work for. I look forward to speaking with you to discuss how I may make a positive contribution to your operation.

Sincerely yours,

Robert V. Carlino

Enclosure

17

Beverly and Mitchell I. Baskin, Marlboro, New Jersey

The design is like that of the preceding letter, but it is flexible. The differences are in the expansion of the second paragraph and the greater number of bullets after the third paragraph.

19500 SW 64 Avenue
Miami, Florida 33157
(305) 555-8688
smr555@aol.com

SHAUN M. REINHARDT

April 17, 2007

Medical Technologies
HR Department
8561 The Reserve Circle
Tamarac, FL 33321

Dear Hiring Professional:

In response to your search for a quality sales professional, I bring more than 13 years of experience in medical product sales; specifically, practice-management software systems and support.

I am an extremely high-energy and innovative salesperson who leads by example. I consistently produce strong results with a high degree of integrity, dedication and organized communication skills.

Many of my achievements are due to my ability to identify prospects, develop relationships and then close deals. This quality, coupled with a drive to think strategically and capitalize on opportunities, has given me a track record of success. Some highlights include the following:

- ◆ Consistently exceed sales quotas and bring in new accounts.
- ◆ Increased territorial revenue more than 300%.
- ◆ Achieved highest overall upgrade system sales performance of more than 26%.
- ◆ Closed the largest number of system sales in the Southeast Region in 1997.
- ◆ Created numerous profitable programs, such as the System Support Partner program: a way to increase both customer service and profit levels.
- ◆ Won numerous awards and recognition: the "Presentation" contest, a telemarketing script contest, member of the "Winner's Circle" and the "Giant Slayer Award."

My resume and a summary page provide further details of my accomplishments. I look forward to discussing a new career opportunity with you. I will contact you next week to arrange a meeting so we may discuss your company's needs in greater detail.

Sincerely,

Shaun M. Reinhardt

Enclosure

18

Gail Frank, Tampa, Florida

This candidate could have been a manager but wanted to stay in the field and sell. The first three paragraphs and almost all of the bulleted items play up the person's sales interest and achievements.

MEG ANISTON

555 Overlake Street, Oakland, CA 94601
510-555-4242

maniston@earthlink.com
Fax 510-555-4243

May 22, 2007

VISIONEER FINANCIAL PRODUCTS
ATTN: Position #5490
56 Hillside Drive, Suite 285
Oakland, CA 94601

Dear Hiring Professional:

In response to your search for a quality sales professional, I bring more than 15 years of experience in financial sales and consultation.

I am an extremely high-energy and innovative salesperson who leads by example. I consistently produce strong results with a high degree of integrity, dedication and organized communication skills.

Many of my achievements are due to my ability to create and maintain rapport with clients. This quality, coupled with a drive to think strategically and capitalize on opportunities, has given me a track record of success. Some highlights include

- ◆ Consistently exceed sales quotas and bring in new accounts
- ◆ Closing rate over 80%
- ◆ Client retention of 92%
- ◆ Increased revenue by 146% within first 6 months of current position
- ◆ Annually generated between \$14–20 million in revenue
- ◆ Hired, trained and developed team of 85 people
- ◆ Created and delivered hundreds of impactful presentations and meetings

My resume and a summary page provide further details of my accomplishments. You will note that I have worked for some major companies and have progressed in responsibility levels. I look forward to discussing yet another career opportunity with you. I shall contact you next week to arrange a meeting so we may discuss your company's needs in greater detail.

Sincerely,

Meg Aniston

Enclosure

Gail Frank, Tampa, Florida

This letter is for someone who doesn't have a degree but who has a strong work ethic and a results-oriented attitude. Diamond bullets call attention to the person's qualifications.

MARIA M. LEAL
 555 Quad Street, Prairie Stream, Texas 55555
 mariamleal@mindspring.net

(555) 555-5555 (H) (555) 555-0000 (C)

April 29, 2007

Mr. Francis Rolly
 Assistant Superintendent for Personnel Services
 Prairie Stream Independent School District
 5555 Main Street
 Prairie Stream, Texas 55555

Re: GENERIC ADMINISTRATOR APPLICATIONS *All our children deserve teachers who believe their students can learn and who will not be satisfied until they do. —Joe Nathan*

Dear Mr. Rolly:

Please accept this letter of application and resume as representation of sincere interest in an **administrator position** within the Prairie Stream Independent School District. Not only have I been a PSISD Title I educator for the past 13 years, but I am proud to be a product of PSISD, wherein I was raised. Additionally, a **master of education in educational leadership, with a mid-management/principal certification, and a master of education in elementary education, with a specialty in math**, add to my qualifications for this esteemed position. However, though I offer an impressive educational background, nothing can replace the hands-on teaching and administrative experiences afforded me by tenure at Heartgood Elementary. My record at Heartgood of **strong interpersonal, communication, and problem-solving skills** speaks for itself.

Over the years, I have contributed to the implementation of several money-saving and learning-centered enhancements. I have

- Consistently returned from training seminars to **empower the staff** and teachers with newly gained knowledge, an endeavor for staff development that has saved substantial funding.
- Initiated inventory awareness, **cutting costs** on ordering manipulatives and supplies that could be acquired or shared by teachers from existing inventory.
- Helped **transition** first-graders to second-grade spiral math curricula by restructuring their program to coincide with Sharon Wells' math curriculum.
- **Increased TAAS/TAKS scores** through tutor programs. I am highly involved in implementing other excellence programs and directing academic team competitions.

The following communication and interpersonal practices also reinforce credibility for an administrator position. I

- Regard **personal contact** as the first and optimum vehicle for relating needs and information.
- Use **assertive communication**, calm demeanor, active listening, compromise, and negotiation to create win-win situations.
- **Overcome resistance** by communicating both perspectives of an issue, as well as the cause, need, and expected outcome. Then offer positive choices.
- **Acknowledge everyone**—teachers, staff, students, parents, and visitors—for overall success in education.
- **Know every student by name**, especially the challenging ones, and interact with them at every opportunity. Relate to each of them in the manner that works with that particular child.
- **Support teachers** in every way feasible: with resources, encouragement, help, positive feedback, and coaching/mentoring. Instill pride with positive comments.
- **Make parents partners** in their children's educations. Draw on their strengths and treat them with respect. Invite them to participate wherever possible.
- **Set high expectations** to increase performance.

You will find me an exceptional candidate for an **instructional specialist or principal position**. Outstanding references are at your disposal upon request. Since the opportunity to further discuss your needs and my qualifications will be mutually beneficial, I look forward to an upcoming **personal interview**. In the meantime, thank you for your consideration.

Sincerely,

Maria M. Leal

Enclosure: Resume

20

Edith A. Rische, Lubbock, Texas

This letter has only four paragraphs, but a developed first paragraph and many substantial bulleted items after the second and third paragraphs fill a page—even with small print. See Resume 58.

GEORGE POWELL

SENIOR EXECUTIVE • STRATEGY • MARKETING • LEADERSHIP

2859 Albany Avenue, Littleton, PA 22222
Home: 444-444-4444 • Cell: 555-555-5555
E-mail: GeorgePow@yahoo.com
Website: www.GPowell.info

October 31, 2007

«First_Name» «Last_Name»
«Title»
«Company»
«Postal_Address»*To become healthy, consumer electronics companies will need to find new sources of revenue while developing sustainable areas of differentiation that are in tune with customer needs and wants.*

Dear «Courtesy_Title» «Last_Name»:

These are tough times in the consumer electronics industry.

As a seasoned senior-level marketing professional with a Fortune 100 background, start-up experience, and cross-industry expertise, I can help. Coupled with experience in communications and IT, my background provides a thorough foundation to position «Company» for the coming convergence of PCs and consumer electronics.

With a profound understanding of computing and Internet trends as well as the wants, needs, and buying behaviors of potential customers, I can anticipate and evaluate the issues associated with this new market direction. By taking a holistic approach to planning, I can leverage the strengths of your organization through targeted strategic and marketing efforts. I know how to drive vigorous strategy development and implementation, construct solid organizational and product line plans, optimize the use of funds, and, most importantly, get it right the first time!

Critical marketing and revenue-generating strengths and contributions include the following:

Identifying opportunities to reposition uncompetitive / limited market products.

To protect a \$42 million revenue stream and slow margin erosion, I repositioned a networking product line to meet an emerging need in enterprise networking (Intel). Faced with a slow developing market, I created a pre-market product concept that produced 50% of the firm's revenue in its first 18 months and opened doors with Apple, IBM, and several telcos (GPC).

Constructing powerful positioning, differentiation, and value propositions.

As a consultant, I developed a market identification methodology that became a key differentiator, driving sales of lucrative planning exercises (PAL Associates and Graves).

Understanding channels of distribution and the use of hybrid channels.

During my career I received hands-on education about resellers and their targets (Intel)...worked with communications resellers and top PC distributors (Teleos and DEBCOM)...established a channels-consulting practice (Graves)...and conducted a global study of networking-product distribution channels (IBM).

Using in-depth experience in the marketing / planning process for successful product launch.

Working as a consultant, I have assisted several Fortune 100 firms—including IBM, Telcordia, Lucent, and HP—with strategic and go-to-market planning. As a senior manager, I have been directly involved in product launches, including servers at Intel, the award-winning LAWN at DEBCOM, and ISDN products.

«First_Name», having enjoyed the experience of operating a successful consulting firm for six years, I find I miss the challenges associated with developing markets. That is why I am contacting you—to discuss bringing my strategic and revenue-generating expertise to «Company». Let's schedule an informal exploratory meeting to review your needs and my ideas. I will call you next week and look forward to speaking with you soon.

Sincerely,

George Powell

Enclosure

Deborah Dib, Medford, New York

Another way to develop a letter so that it fills a page is to add a paragraph for each item in a series of items introduced by a colon. In this letter, the colon is after the fourth paragraph.

555 Reynolds Road
Berlin, Maryland 21811

410-555-8080
czenith@hotmail.com

CHARLENE ZENITH
◆ **PHARMACEUTICAL SALES REP** ◆

To: Schering Plough, Pharmaceutical Division
Re: Online Posting #2651

In response to your search for a **quality pharmaceutical sales professional**, I bring more than 8 years of experience in sales. I am a quick learner with a strong track record of recognizable increases of sales in my product. People describe me as an extremely high-energy and innovative salesperson who leads by example. I consistently produce strong results with a high degree of integrity, dedication and organized communication skills.

Many of my achievements are due to my ability to create and maintain rapport with clients. This quality, coupled with a drive to think strategically and capitalize on opportunities, has given me an extremely high client retention rate. My work managing the egos and needs of corporate clients and celebrities will transfer well to a pharmaceutical sales environment. I thrive on setting aggressive goals and then meeting them.

I meet and exceed all the qualifications detailed in your online job posting:

Your Needs

My Qualifications

- | | |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <p>B.A. degree or equivalent.</p> <p>Previous outside business-to-business sales experience.</p> <p>Demonstrated sales and communication abilities.</p> <p>Excellent interpersonal, organizational and time-management skills.</p> <p>Computer office suite literacy at an intermediate level.</p> <p>Valid driver's license and safe driving record.</p> | <ul style="list-style-type: none"> ◆ B.A. in Communication Studies with a Concentration in Public Relations from Virginia Polytechnic Institute. ◆ More than 3 years of experience as Marriott Event & Sales Manager, selling to top corporate clients. ◆ Results include 90–95% retention of clients, \$1.3 million direct contribution to profit, and highest area market share. ◆ Developed all promotional materials, collateral and sales kits for the property. ◆ Outgoing, dynamic personality. ◆ Have run hundreds of events and tournaments that require outstanding time-management and service skills. ◆ History of thriving on networking, prospecting and working odd hours to meet diverse client needs. ◆ Sourced and installed network for entire office, plus developed database systems to facilitate administrative work and increase available selling and service time. ◆ Licensed in the state of Virginia; safe record. |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

My resume provides further details of my accomplishments. If you will add me to the interview roster for this open position, I'll be ready...anytime or anywhere!

Thank you,

Charlene Zenith

AMY VESTAL**Target:****Events Planning***Ideas are the root of creation.**—Ernest Dimnet*5555 55th Street
Flower, Texas 79400

avestal@aol.com

(555) 555-5555

May 12, 2007

Rita Coleman
Vice President of Marketing
CAPITAL IDEAS AND EVENTS
5555 Main Street
Crestview, Texas 79000

RE: Events Planner / Marketing Position

Dear Ms. Coleman:

Generating creative ideas spanning from decorating to effective problem solving energizes me! Other talents include **planning and coordinating the logistics of complex projects or exciting events, revitalizing a failing business, and increasing profits through innovative marketing strategies.** Additionally, a **bachelor's degree** adds credibility to my candidacy for the above-named position.Upon reviewing the enclosed resume, you will discover a background rich in **sound leadership, skillful negotiation, effective networking, and active public relations experience**, all of which have enhanced the promotion of several personal businesses. As an entrepreneur, I have an understanding of the factors needed to run a winning business—insight that can enhance relationships with the business community.

The following character traits would reward any employer:

Personal Trait	Company Benefit
<i>Ownership of responsibility—</i>	<i>Sound leadership.</i>
<i>Perceptiveness and understanding—</i>	<i>Effective interaction with team.</i>
<i>Attentive listening—</i>	<i>Accurate response to customer needs.</i>
<i>Loyalty, honesty, and diligence—</i>	<i>Company distinction.</i>
<i>Competitiveness and optimism—</i>	<i>Increased profits.</i>
<i>Self-motivation and resourcefulness—</i>	<i>Stimulated productivity.</i>
<i>Passion—</i>	<i>Dedicated service.</i>
<i>Energetic action—</i>	<i>Met deadlines.</i>

A **personal interview** at your convenience would be mutually advantageous. I will contact your office within the week to set up a meeting. In the meantime, **thank you for your valued time and consideration.**

Sincerely,

Amy Vestal

Enclosure: Resume

Edith A. Rische, Lubbock, Texas

In this two-column cover letter, the left column is shaded slightly to define the column visually. Content within the column is centered and spread down the column for a balanced look.

Vince Conlan

000 Bluff Street ♦ P.O. Box 000 ♦ Des Moines, IA 00000-0000 ♦ 000-000-0000 ♦ 000-000-0000

October 4, 2007

Kevin James
James & Associates
Tampa, FL 00000-0000

Dear Mr. James,

As a National Solutions Manager with XYZ Corporation and a growth-oriented management professional with exceptional skills in information technology—as well as new business development; client services; and personnel leadership, training, and motivation—I believe I am ideally suited to meet the needs of your organization. I am submitting my resume to you for review and consideration for the position of Director of Operation—Product Development as posted with jobsearch.msn.com.

I have developed exceptional and proven skills in new business development, global sales and marketing, budget administration, change development and implementation, strategic planning, human resources management, and product development. My revenues for FY 2003 reached 247% of organizational goal, earning corporate recognition and receipt of the President's Club Award. Throughout my tenure with XYZ, I have held several progressive positions.

My ability to generate revenues, develop business relations, negotiate and solidify contractual agreements, and provide top-notch client services and satisfaction are well recognized. As a result of my cross-functionality, multitasking abilities, and organizational skills, I was selected to serve in my current position. I believe many of these experiences and qualifications would easily transfer to the position you are seeking to fill.

If you have any questions or would like to schedule an interview, please do not hesitate to contact me at the telephone numbers or e-mail address listed above. Thank you for your careful consideration.

I look forward to your reply.

Sincerely,

Vince Conlan

BRIAN LANGE

2400 Daphne Way
Walnut Creek, CA 94000

925-555-0000
BrianLange@pacbell.net

April 12, 2007

Mr. Henry Newton
Vice President, Administration & Operations
Alliance Technical, Inc.
111 Pontiac Drive
Santa Cruz, CA 95060

Reference: Employment Opportunity—Director of Customer Service & Support

Dear Mr. Newton:

Could you use a senior manager with a track record of building and managing teams that ensure strong customer satisfaction by providing high-quality solutions to customer issues? If so, I believe you will find the enclosed resume worth a close look.

Throughout the past several years, I have enjoyed leading my own teams and working with cross-functional groups to analyze and resolve a variety of customer concerns. In addition to establishing and mentoring customer-focused teams, I also gain great satisfaction from improving the way things are done and the results that are achieved, either by streamlining existing methods or by creating and implementing new processes and procedures. Continuous improvement is more than a buzzword to me!

At both Prentiss and Acquire, I spearheaded development of the entire infrastructure, policies and procedures, while simultaneously carrying out all the standard management responsibilities—including staff recruitment, hiring and training. I also participated in major budget development, planning and management activities. At Acquire, the initiatives I led enabled the company to turn around relationships with several key customers, which prevented loss of that business.

My combination of management and technical strengths has repeatedly proven valuable to employers. I utilize it to plan and manage complex technical projects while also accomplishing management objectives related to those projects. For example, I drove the establishment of an international Critical Customer Escalation department that substantially reduced escalation time and, as a result, greatly improved the customer support experience.

In the current challenging business environment, I believe my strong experience can benefit employers who need to produce exceptional results. Specifically, I am confident I can add substantial value to Alliance Technical as the Director of Customer Service and Support, and I would like to arrange a personal interview to discuss your needs. I will call you within the next few days to follow up and, if appropriate, schedule an interview. I look forward to speaking with you.

Sincerely,

Brian Lange

Encl.

Georgia Adamson, Campbell, California

This applicant wanted to move up in customer-relations management in either a technical or nontechnical company. The letter refers to both management and technical strengths.

Rebecca T. Ferguson, OTR/L

2418 Magnolia Street
Atlanta, GA 30344

fergie@isp.com
Residence: 404-555-5822
Cellular: 319-555-8492

Dear Hiring Manager:

For as long as I can remember, I have wanted to help people. That's why I decided to pursue a career in the medical field. As a Registered Occupational Therapist, I have been able to live my dream. After five years in a medical center in Iowa, I relocated to Georgia and am ready to meet new challenges. I hope you will consider adding me to your staff.

My resume demonstrates that I have done considerably more than practice OT. You will see I have been involved in many capacities throughout the hospital as well as in the Rehab department. But I am most proud of my involvement with Joint Care, a new program that was a year and a half in the making. In addition to helping create and introduce the program, I am solely responsible for overseeing the OT component of care provided to the patients. Not only do I provide preoperative education, but I also interact with patients following their surgery. I help them plan for their ultimate return home by making equipment recommendations, among other things.

What the resume can't fully capture is my enthusiasm and passion for what I do. It is important that patients ultimately have as much independence as their condition allows, and everything I do is geared toward that outcome. The patients like me because of my personality and know that I really care about them. On the other hand, I am also committed to improving the workplace for my colleagues and myself. I have found that my positive attitude is contagious, and I use that to everyone's benefit.

There is much more information I could share with you about my qualifications, so I hope you will give me an opportunity to speak with you. I can be contacted at 319-555-8492 and would appreciate your call. If I don't hear from you in two weeks, I will give you a call. Thank you for your time and consideration.

Sincerely,

Rebecca T. Ferguson, OTR/L

Enclosure

Janet L. Beckstrom, Flint, Michigan

This applicant had just relocated to a new state and needed a generic letter that she could send out right away (before her computer was hooked up). See Resume 105.

CHAD BERRY

2614 Belleshire Drive
Indianapolis, IN 46201

chadberry@aol.com

Residence: (317) 478-3009
Office: (317) 645-7794

Michael Moore, Director
Department of Public Safety
50 W. First Street, 2nd Floor
Indianapolis, Indiana 46201
February 7, 2007

Dear Director Moore:

Submitting a letter explaining my “vision of a safe and secure Indianapolis” would be hollow rhetoric if it were not supported by 25 years of accomplishments and leadership. Whether leading a crew into a blazing four-story building or leading our community of firefighters into a dangerous future where new enemies are behind local catastrophes, I believe three questions are fundamental to the leadership of our next Chief of the Indianapolis Division of Fire:

Will this Fire Chief know where he is going?

I have lived in Indianapolis my entire life. My loyalty to Indianapolis is unsurpassed in comparison to others who may be less familiar with our city’s governmental system and various communities. As I have steadily progressed through the leadership ranks within the Department, I have maintained a focused view on the wider administrative, political, and public relations concerns that must be proactively addressed. From **Captain to Battalion Chief** and from **Deputy Chief to Assistant Chief**, I have always been motivated by a clear picture in which community safety and security are prioritized and realized. As Fire Chief, I want to go where Indianapolis has long wanted to go.

Will this Fire Chief know how to get there?

As you know, a candidate’s past performance is the best indicator of future results. At all levels of my experience with the Indianapolis Division of Fire, I have enjoyed a thread of achievements that reflect my qualifications in creating and executing effective city-wide safety/security strategies while serving as Assistant Fire Chief. Do I know “how to get there”? If you review my résumé, my achievements speak for themselves. I am only the second African-American to attain the rank of Assistant Chief in the history of the Indianapolis Division of Fire. I received a commendation from the Indiana Senate for exemplary services to the Division of Fire, and I have been honored with the Achievement of Excellence Award from the Indianapolis African-American Firefighters’ Association.

Will this Fire Chief inspire others to follow?

Throughout my career, my greatest resource has never been my qualifications or the rank I held over my subordinates. It is my ability to inspire others from a passion for my neighbors’ well-being. There is a stark contrast between delegated authority and personal responsibility. With delegated authority, subordinates follow a leader because the superior holds a higher rank. With personal responsibility, individuals willingly follow their leader, inspired by his unyielding commitment to shared ideals, his professional success, and his personal sense of well-being.

A great leader motivates subordinates to grow into better individuals because they serve a purpose greater than themselves. Such a team I have built on numerous occasions, and I look forward to repeating my success on a greater scale as the next Chief of the Indianapolis Division of Fire. I will contact you next week to set up a time for an interview.

Sincerely,

Chad Berry

27

Jason Worthington, Columbus, Ohio

This applicant, wanting to be the new fire chief, considers three questions of importance. They provide a novel structure for the letter, capturing and holding the reader’s attention.

BILL STEADMAN, CPP

CORPORATE EXECUTIVE ● CHIEF SECURITY OFFICER

*"Security is always too much...until it's not enough."
— Daniel Webster*

«Date»

«First_Name» «Last_Name»

«Title»

«Company»

«Postal_Address»

Dear «Courtesy_Title» «Last_Name»:

Within minutes, the disastrous events of September 11, 2001, transformed our conceptualization of corporate security—changed its significance, scope, and strategy—from an optional “diligence” to an absolute requirement. Undoubtedly, the 15,000+ companies that were directly affected that day have since created, expanded, and / or upgraded corporate security.

In these perilous times, today’s socially and financially conscientious enterprise is obligated to take a serious, urgent, and comprehensive approach to protecting infrastructure, property, and people from internal and external threats. Globally, companies are reprioritizing corporate security in their plans and actions, despite the soft economy.

Today’s conundrum? Do more with less—again! This is where I come in! Through 20+ years of experience in the planning, deployment, and management of full-scale corporate security programs, I can provide <Name of Company> with the capacity to efficiently and cost-effectively avoid / mitigate risk and loss. In addition, I bring the added value of senior-level executive achievement, advanced academics, and an understanding of technology.

The following are highlights of my successes:

- Served as Head of Security for all of Your Cable’s corporate entities and assets and managed related strategies, projects, and inventories for corporate headquarters and two operating divisions. Controlled \$7 million capital and expense budget.
- Assisted SVP of Security (solid line to CEO) with enterprise-wide budget and team oversight (\$24+ million / 800+ employees).
- Contributed to \$1+ million in annual cost savings related to corporate security.
- Formed and managed an internal organization—Intelligence Services Group—as a solution to employee and vendor security issues.
- Planned and managed technology-based security—personnel, proprietary, and intellectual property protection—systems projects representing investments, some in excess of \$1 million.
- Contributed to post-9/11 strategic plans and actions for high-profile venues and events (e.g., West Side Arena, Lyman Recital House, and Senior GMA Tournament). Consulted on Metropolis Plaza security issues after the '93 bombing.

<Name of Contact>, if you see value in the breadth of my experience, scope of my knowledge, and caliber of my management qualifications, please get in touch so we can set up a meeting. I look forward to discussing your needs and my solutions. I can guarantee you a substantial ROI.

Sincerely,

Bill Steadman

Enclosure

vulnerability assessment ● access security ● event security ● workplace / employee security
executive protection ● electronic surveillance / countermeasures ● competitive intelligence / countermeasures
emergency preparedness ● crisis response ● intellectual / proprietary property protection

25 Bristol Road, Smallville, New Jersey 33333 ● Home: 444-444-4444 ● Cell: 777-777-7777 ● E-mail: bstead@verizon.net

28

Deborah Dib, Medford, New York

The writer put bulleted successes, keywords, and contact information in a footer (a designated area) at the bottom of the page in order to sell the need for security at the top with the Webster quotation.

Edward Field
16 Land Street
Streator, IL 55104
Cell: 312.555.0514

edfield@hope.com

(Customize/personalize name and address here, or write:)

Dear Hiring Executive:

I believe that you will find my experience as Director of Finance very intriguing. I specialize in financial analysis, budgeting, planning, acquisitions and mergers. In addition, my background includes detailed product pricing analysis to ensure success in highly competitive markets.

Currently, I am Director of Finance and Business Development at Hi-Technologies, a software development company. My duties include establishing pricing strategies and authoring business plans, which have raised \$5 million in capital over the last year.

Prior to this position, I was Director of Finance for Automart, Inc., a startup procurement automation firm. I negotiated the sale of the company for \$20.5 million and performed all due diligence and contract review.

At my previous position, I was the Financial Manager at a \$250 million healthcare services company. I reported directly to the President and directed the corporate strategic planning process, leading the annual budget process for four business units with revenues of \$150 million.

With my strong financial expertise and operational experience, including advising the decision makers, I strongly believe that my skills in the following areas can bring you continued success:

- Financial planning and analysis
- Budgeting and planning
- A strong knowledge of acquisitions and mergers

I would like to discuss mutual business interests, and will contact you in a few days to set a convenient time for us to meet. Thank you for your time and consideration.

Sincerely,

Edward Field

Steven Provenzano, Schaumburg, Illinois

Because the six paragraphs are short, the tempo in reading them is quick. This means that the reader is more likely to read the entire letter. Bullets point to skill areas.

FRANKLIN HARRIS

84 Park Boulevard • East Syracuse, NY 13900
315/999-5555 • fharris@myemail.com

February 10, 2007

Reverend Henry Richmond
President
Onondaga County Coalition of Churches
PO Box 857
Syracuse, NY 13909

RE: Projects Coordinator

Dear Reverend Richmond:

Your posting referenced above from the *Syracuse Daily News* is of great interest to me. In the next month, I will be retiring from the State of New York and am seeking a challenging, rewarding and flexible opportunity. My resume is enclosed for your review.

Project and program coordination/management have been a staple of my career with the state, beginning in Social Services (Foster Care and Child Protection Services) and concluding in the Division of Parole. Beyond tenure in these departments, I have been an instructor, trainer and curriculum developer... director of two non-profit organizations ... and the designer and first coordinator of a public school's home/school program. Contributing to my community has always been important, and notable current involvement includes President of the East Syracuse-Minoa Central School Board, Uniform Instructor for the Sea Cadets, and Councilman for the Town of East Syracuse.

Educational credentials earned include a BS in Criminal Science with graduate studies in Social Work as well as Psychology. I am a Certified Peace Officer in line with my Parole Division experience. I have completed diverse professional development as well as training necessary to serve responsibly in several volunteer capacities.

In addition to my well-honed interpersonal and communication skills, positive attitude, and dedication, my familiarity with your service area and established contacts in it would be beneficial. I am very comfortable having accountability for an organization's effective use of its resources and am confident in my ability to contribute positively as your Projects Coordinator.

It would be a pleasure to discuss this opportunity with you in greater detail, and I invite you to contact me at 999-5555 or via e-mail at fharris@myemail.com. I look forward to talking with you soon.

Thank you for your time and consideration.

Sincerely,

Franklin Harris

30

Salome A. Farraro, Mount Morris, New York

Six paragraphs indicate in turn the applicant's situation, experience, educational credentials, worker traits and skills, interest in an interview, and thanks. See Resume 147.

A♦P♦P♦E♦N♦D♦I♦X

List of Contributors

VISSA R. KELL
10 Lane - Quigley
(111) 444-4444

PROFESSION
Management • Budget
• Staffing • Te

RELATED EDUCATION & TRAINING
Business management skills and
to establish and operate a

PROFESSIONAL EXPERIENCE
Management / Supervisor

EMPLOYMENT HISTORY
Employee Relations: Cr
through informal mediation

—List of Contributors

The following professional resume writers contributed the resumes and cover letters in this book. To include in this appendix the names of these writers and information about their business is to acknowledge with appreciation their voluntary submissions and the insights expressed in the e-mails that accompanied their submissions. Resume and cover letter numbers after a writer's contact information are the numbers of the writer's resumes and cover letters included in the Gallery, not page numbers.

Australia

Hallam

Annemarie Cross
Advanced Employment Concepts
P.O. Box 91, Hallam, Victoria, 3803
Phone: 61 3 9708 6930
Fax: 61 3 9796 4479
E-mail: success@aresumewriter.net
Web site: www.aresumewriter.net
Member: CMI, PARW/CC, CDI
Certification: CEIP, CARW, CPRW, CRW, CCM,
CECC, CERW, CWPP
Resume: 124

Melbourne

Gayle Howard
Top Margin Résumés Online
P.O. Box 74
Chirnside Park, Melbourne, 3116
Phone: 61 3 9726 6694
Fax: 61 3 8640 0538
E-mail: getinterviews@topmargin.com
Web site: www.topmargin.com
Member: CMI, PARW/CC, CDI, AORCP
Certification: CERW, CPRW, CRW, CCM,
MCD, CWPP
Resume: 116

Sydney

Jennifer Rushton
Keraijen—Certified Resume Writer
Level 14, 309 Kent St.
Sydney NSW 2000, Australia
Phone: 61 2 9994 8050
E-mail: info@keraijen.com.au
Web site: www.keraijen.com.au
Member: CMI, CDI
Certification: CARW, CEIC
Resumes: 87, 89, 108, 136
Cover letter: 4

Canada

Ontario

Whitby

Ross Macpherson
Career Quest
131 Kirby Crescent
Whitby, Ontario L1N 7C7
Phone: (905) 438-8548
Fax: (905) 438-4096
E-mail: ross@yourcareerquest.com
Web site: www.yourcareerquest.com
Member: CMI, PARW/CC, CPC
Certification: MA, CPRW, CJST, CEIP, JCTC
Resumes: 56, 111, 127

United States

Alabama

Montgomery

Don Orlando
The McLean Group
 640 S. McDonough St.
 Montgomery, AL 36104
 Phone: (334) 264-2020
 Fax: (334) 264-9227
 E-mail: yourcareercoach@
 charterinternet.com
 Member: CMI, PARW/CC, Phoenix
 Career Group
 Certification: MBA, CPRW, JCTC,
 CCM, CCMC
 Resumes: 52, 157, 173

California

Campbell

Georgia Adamson
A Successful Career
 180 W. Rincon Ave.
 Campbell, CA 95008-2824
 Phone: (408) 866-6859
 Fax: (408) 866-8915
 E-mail: success@
 ablueribbonresume.com
 Web sites: www.
 AblueRibbonResume.com and
 www.asuccessfulcareer.com
 Member: CMI, NRWA, PARW
 Certification: CCM, CEIP, CPRW,
 JCTC, CCMC
 Resume: 79
 Cover letter: 25

Los Angeles

Vivian VanLier
Advantage Resume & Career Services
 6701 Murietta Ave.
 Los Angeles (Valley Glen), CA
 91405
 Phone: (818) 994-6655
 Fax: (818) 994-6620
 E-mail: vvanlier@aol.com
 Web site:
 www.CuttingEdgeResumes.com
 Member: CMI, NRWA, PARW/CC
 Certification: CPRW, JCTC, CEIP,
 CCMC, CPRC
 Resumes: 16, 25
 Cover letter: 6

Orange

Nita Busby
Resumes, Etc.
 438 E. Katella, Ste. G
 Orange, CA 92867
 Phone: (714) 633-2783
 Fax: (714) 633-2745
 E-mail: info@resumesetc.net
 Web site: www.resumesetc.net
 Member: CDI, CMI, NRWA,
 PARW/CC
 Certification: CPRW, CAC, JCTC
 Resume: 11

Torrance

Gail Taylor
A Hire Power Résumé
 21213-B Hawthorne Blvd. #5224
 Torrance, CA 90503
 Phone: (310) 793-4122
 Fax: (310) 793-7481
 E-mail: hirepwr@yahoo.com
 Web site:
 www.call4hirepower.com
 Member: CMI, NRWA, PARW/CC
 Certification: CEIP, CPRW
 Resumes: 12, 44, 166
 Cover letters: 7, 14

Valencia

Myriam-Rose Kohn
JEDA Enterprises
 27201 Tourney Rd., Ste. 201
 Valencia, CA 91355-1857
 Phone: (661) 253-0801
 Toll-free: (800) 600-JEDA
 Fax: (661) 253-0744
 E-mail: myriam-rose@
 jedaenterprises.com
 Web site:
 www.jedaenterprises.com
 Member: CMI, NRWA,
 PARW/CC, CCI
 Certification: CPRW, CEIP, JCTC,
 CCM, CCMC, CPBS
 Resume: 35

Colorado

Arvada

Tracy Laswell Williams
CAREER-Magic.com
 P.O. Box 74-6142
 Arvada, CO 80006
 Phone: (303) 424-5451
 Toll-free: (888) 384-1744
 Fax: (303) 424-1700
 E-mail: tracy@career-magic.com
 Web site:
 www.career-magic.com
 Member: NRWA, PARW/CC
 Certification: JCTC, CPRW
 Resume: 1

Aurora

Michele Angello
Corbel Communications
 19866 E. Dickenson Pl.
 Aurora, CO 80013
 Phone: (303) 537-3592
 Fax: (303) 537-3542
 E-mail: corbelcomm1@aol.com
 Web site: www.corbelonline.com
 Member: PARW/CC, CMI
 Certification: CPRW
 Resume: 155

Louisville

Roberta F. Gamza
Career Ink
 Louisville, CO 80027
 Phone: (303) 955-3065
 Fax: (303) 955-3065
 E-mail: roberta@careerink.com
 Web site: www.careerink.com
 Member: CMI, NRWA, PARW/CC
 Certification: CEIP, JCTC, CJST
 Resume: 139

Connecticut

Durham

Jan Melnik
Absolute Advantage
 P.O. Box 718
 Durham, CT 06422
 Phone: (860) 349-0256
 Fax: (860) 349-1343
 E-mail: CompSPJan@aol.com
 Web site: www.janmelnik.com
 Member: CMI, PARW/CC
 Certification: MRW, CCM, CPRW
 Resume: 86

Enfield

Louise Garver
 CAREER DIRECTIONS, LLC
 115 Elm St.
 Enfield, CT 06083
 Phone: (860) 623-9476
 Fax: (860) 623-9473
 E-mail: LouiseGarver@cox.net
 Web site: www.
 CareerDirectionsLLC.com
 Member: CMI, NRWA, PARW/CC,
 ACA, NCDA, ACPI, CPADN
 Certification: CPRW, MCDP, CEIP,
 JCTC, CMP
 Resumes: 7, 48, 68, 81, 104, 107,
 123, 132, 140, 149, 152, 164, 167,
 169
 Cover letter: 2

Hartford

Ellen Mulqueen
 Vocational Counselor, The Institute of
 Living
 Department of Rehabilitation
 Services
 200 Retreat Ave.
 Hartford, CT 06106
 Phone: (860) 545-7000, ext. 77678
 Fax: (860) 545-7140
 E-mail: emulque@harthosp.org
 Web site:
 www.instituteofliving.org/
 Programs/rehab.htm
 Member: CMI, NRWA,
 PARW/CC, CDI
 Certification: MA, CRW
 Resumes: 15, 163, 178

Florida**Altamonte Springs**

Rosemarie Ginsberg
 Career Planning Solutions
 P.O. Box 162564
 Altamonte Springs, FL
 Phone: (407) 682-5264
 Toll-free: (888) 854-1599
 E-mail: rginsberg@cfl.rr.com and
 info@careerplanningsolutions.com
 Web site: www.
 careerplanningsolutions.com
 Member: CMI, NRWA,
 PARW/CC, CDI
 Certification: CPRW, CEIP, CECC
 Resume: 37

Tampa

Cathy Fahrman
 The Resume Place
 10014 N. Dale Mabry Hwy., Ste. 101
 Tampa, FL 33618
 Phone: (813) 282-0105
 Fax: (813) 926-0170
 E-mail: hssheider@aol.com
 Web site:
 www.theresumeplace.com
 Member: CMI
 Certification: CPRW
 Resume: 118

Gail Frank
 Frankly Speaking: Resumes That
 Work!

10409 Greendale Dr.
 Tampa, FL 33626
 Phone: (813) 926-1353
 Fax: (813) 926-1092
 E-mail:
 gailfrank@post.harvard.edu
 Web site: www.
 callfranklyspeaking.com
 Member: PARW/CC, NRWA, CDI,
 CMI, SHRM, ASTD
 Certification: NCRW, CPRW, JCTC,
 CEIP, MA
 Resumes: 43, 63, 67
 Cover letters: 10, 18, 19, 22

M. Carol Heider
 The Resume Place
 10014 N. Dale Mabry Hwy., Ste. 101
 Tampa, FL 33618
 Phone: (813) 282-0011
 Fax: (813) 926-0170
 E-mail: hssheider@aol.com
 Web site:
 www.theresumeplace.com
 Member: PARW/CC, NRWA, CMI
 Certification: CPRW
 Resume: 175

Valrico

Cindy Kraft
 Executive Essentials
 P.O. Box 336
 Valrico, FL 33595
 Phone: (813) 655-0658
 Fax: (813) 354-3483
 E-mail: cindy@cfo-coach.com
 Web site: www.cfo-coach.com
 Member: CMI, Coachville, IACC,
 AACC
 Certification: CPBS, CCMC, CCM,
 JCTC, CPRW
 Resume: 80

Georgia**Atlanta**

Lea J. Clark
 FederalJobResumes.com
 61 Weyman Ave. SW #1
 Atlanta, GA 30315
 Phone: (770) 882-6196
 E-mail:
 support@federalresumes.com
 and support@
 resumeandcareercenter.com
 Web site: www.
 federaljobresumes.com
 Member: CDI, Who's Who in
 Executives and Professionals
 Certification: CRW, BIT
 Resumes: 5, 135
 Cover letters: 15, 24

Hawaii**Honolulu**

Peter Hill
 Distinctive Resumes
 Honolulu, HI
 Phone: (808) 306-3920
 E-mail:
 distinctiveresumes@yahoo.com
 Web site: www.peterhill.biz
 Member: CMI, NRWA, PARW/CC
 Certification: CPRW
 Resumes: 9, 62, 93, 129, 160

Idaho**Boise**

Diane Burns
 Career Marketing Techniques
 3079 N. Columbine Ave.
 Boise, ID 83713
 Phone: (208) 323-9636
 E-mail: dianecprw@
 polishedresumes.com
 Web-site:
 www.polishedresumes.com
 Member: CMI, PARW/CC
 Certification: CPRW, CPCC,
 CLTMC, FJSTC, CCMC, IJCTC
 Resume: 126

Denette D. Jones

Jones Career Specialties

4702 Gage St.

Boise, ID 83706

Phone: (208) 331-2050

Fax: (208) 361-0122

E-mail: dj@

jonescareerspecialties.com

Web site: www.

jonescareerspecialties.com

Member: CMI, NRWA, CDI

Resume: 130

Illinois

Chicago

Murray Mann

Global Career Strategies

5651 N. Mozart, Ste. 1B

Chicago, IL 60659

Phone: (312) 404-3108

Toll-free: (877) 825-6566

Toll-free fax: (877) 264-4628

E-mail:

murray@resumecompass.com

Web site: www.resumecompass.com

Member: CMI, NRWA

Resume: 158

Elk Grove Village

Joellyn Wittenstein Schwerdlin

A-1 Quality Résumés & Career

Services, Inc.

1819 Oriole Dr.

Elk Grove Village, IL 60007

Phone: (847) 285-1145

Fax: (847) 285-1838

E-mail: Joellyn@

A1QualityResumes.com

Web site:

www.a-1qualityresumes.com

Member: CMI, CDI

Certification: CCMC, JCTC, CPRW

Resume: 72

Lincolnshire

Christine L. Dennison

Dennison Career Services

Lincolnshire, IL 60069

Phone: (847) 405-9775

E-mail: chris@thejobsearchcoach.com

Web site:

www.thejobsearchcoach.com

Member: PARW/CC, Greater Lincolnshire Chamber of Commerce

Certification: CPC

Resume: 165

Cover letter: 3

Naperville

Patricia Chapman

CareerPro-Naperville, Inc.

520 E. Ogden Ave., Ste. 3

Naperville, IL 60563

Phone: (630) 983-8882

Fax: (630) 983-9021

E-mail: pat@career2day.com

Web site: www.career2day.com

Member: CMI, CDI, NAFE

Certification: CRW

Resume: 161

Schaumburg

Steven Provenzano

A-Advanced Résumé Service, Inc.

850 E. Higgins Rd., #125-Y

Schaumburg, IL 60173-4788

Phone: (847) 517-1088

E-mail: advresumes@aol.com

Web site: TopSecretResumes.com

Member: PARW/CC

Certification: CPRW

Cover letter: 29

Iowa

Urbandale

Billie Ruth Sucher

Billie Ruth Sucher & Associates

7177 Hickman Rd., Ste. 10

Urbandale, IA 50322

Phone: (515) 276-0061

Fax: (515) 334-8076

E-mail: billie@billiesucher.com

Member: CMI, SHRM

Certification: M.S., CTMS, CTSB,

JCTC

Resume: 162

Massachusetts

Concord

Jean Cummings

A Resume For Today

123 Minot Rd.

Concord, MA 01742

Phone: (978) 371-9266

E-mail: jc@YesResumes.com

Web site:

www.aResumeForToday.com

Member: CMI, PARW/CC

Certification: M.A.T., CPBS, CPRW, CEIP

Resumes: 115, 176

Melrose

Jeanne Knight

Career and Job Search Coach

P.O. Box 760828

Melrose, MA 02176

Phone: (617) 968-7747

E-mail:

jeanne@careerdesigns.biz

Web site: www.careerdesigns.biz

Member: CMI, NRWA

Certification: JCTC, CCMC

Resumes: 76, 99

Needham

Wendy Gelberg

Advantage Resumes

21 Hawthorn Ave

Needham, MA 02492

Phone: (781) 444-0778

Fax: (781) 444-2778

E-mail: wgelberg@aol.com

Member: CMI, NRWA, PARW/CC

Certification: CPRW, IJCTC

Resumes: 54, 121, 172

Michigan

Flint

Janet L. Beckstrom

Word Crafter

1717 Montclair Ave.

Flint, MI 48503

Toll-free: (800) 351-9818

Fax: (810) 232-9257

E-mail: wordcrafter@voyager.net

Member: CMI, PARW/CC

Certification: CPRW

Resumes: 41, 82, 100, 105

Cover letters: 8, 26

Trenton

Maria E. Hebda

Career Solutions, LLC

4580 Dolores Dr.

Trenton, MI 48183

Phone: (734) 676-9170

Fax: (734) 676-9487

E-mail: maria@

writingresumes.com

Web site:

www.writingresumes.com

Member: CMI, NRWA, PARW/CC

Certification: CPRW, CCMC

Resumes: 31, 61, 137, 174

Cover letters: 5, 13

Missouri

St. Louis

Sally McIntosh
Advantage Résumés in St. Louis
 11611 Misty Moss Ct.
 11921 H Villa Dorado Dr.
 St. Louis, MO 63146
 Phone: (314) 434-7599
 Toll-free fax: (866) 728-9323
 E-mail: sally@reswriter.com
 Web site: www.reswriter.com
 Member: NRWA, CMI
 Certification: NCRW, JCTC
 Resume: 84

New Jersey

Flemington Area

Carol A. Altomare
World Class Résumés
 P.O. Box 483
 Three Bridges, NJ 08887-0483
 Phone: (908) 237-1883
 Toll-free: (877) 771-6170
 Fax: (908) 237-2069
 E-mail:
 caa@worldclassresumes.com
 Web site:
 www.worldclassresumes.com
 Member: PARW/CC
 Certification: CPRW
 Resumes: 19, 27, 29, 46, 168

Freehold

See Marlboro.

Iselin

See Marlboro.

Mahwah

Igor Shpudejko
Career Focus
 23 Parsons Ct.
 Mahwah, NJ 07430
 Phone: (201) 825-2865
 Fax: (201) 825-7711
 E-mail: ishpudejko@aol.com
 Web site: www.CareerInFocus.com
 Member: CMI, PARW/CC
 Certification: CPRW, JCTC, MBA,
 BSIE
 Resume: 34

Marlboro

Beverley Baskin and Mitchell I.
 Baskin
 Baskin Business & Career Services
 6 Alberta Dr.
 Marlboro, NJ 07746
 Also at Iselin, NJ; Princeton, NJ;
 and Freehold, NJ
 Toll-free: (800) 300-4079
 Fax: (732) 536-0076
 E-mail: bev@bbccounseling.com
 Web site: www.baskincareer.com
 Member: NRWA, NCDA, NECA,
 MACCA, AMHCA, NJCA
 Certification: Ed.S., MA, MS, LPC,
 MCC, CPRW, CCHMC, NCCC,
 PE, NAJST
 Resumes: 14, 22, 23, 33, 49, 55, 65,
 69, 71, 73, 74, 75, 94, 98, 120,
 141, 170, 171
 Cover letters: 16, 17

Princeton

See Marlboro.

Waldwick

Fran Kelley
The Résumé Works
 P.O. Box 262
 Waldwick, NJ 07463
 Phone: (201) 670-9643
 Toll-free: (800) 551-6150
 Fax: (201) 251-2885
 E-mail: FranKelley@optonline.net
 Web site: www.careermuse.com
 Member: CMI, NRWA, PARW/CC
 Certification: MA, CPRW, SPHR,
 JCTC
 Resumes: 103, 177
 Cover Letter: 12

West Paterson

Melanie Noonan
Peripheral Pro, LLC
 560 Lackawanna Ave.
 West Paterson, NJ 07424
 Phone: (973) 785-3011
 Fax: (973) 256-6285
 E-mail: PeriPro1@aol.com
 Member: NRWA, PARW/CC
 Certification: CPS
 Resumes: 13, 113, 153

New York

East Islip

Ann Baehr
Best Resumes of New York
 East Islip, NY 11730
 Phone: (631) 224-9300
 Fax: (916) 314-6871
 E-mail:
 resumesbest@earthlink.net
 Web site: www.ebestresumes.com or
 www.nyresumewriter.com
 Member: CMI, NRWA, PARW/CC
 Certification: CPRW
 Resumes: 8, 17, 36, 59, 95, 96, 106,
 142, 143, 148

Hauppauge

Donna M. Farrise
Dynamic Resumes of Long Island, Inc.
 300 Motor Pkwy., Ste. 200
 Hauppauge, NY 11788
 Phone: (631) 951-4120
 Toll-free: (800) 528-6796 and
 (800) 951-5191
 Fax: (631) 952-1817
 E-mail:
 donna@dynamicresumes.com
 Web site:
 www.dynamicresumes.com
 Member: CMI, NRWA, PARW/CC
 Resumes: 92, 101

Huntington

MJ Feld
Careers by Choice, Inc.
 205 E. Main St., Ste. 2-4
 Huntington, NY 11743
 Phone: (631) 673-5432
 Fax: (631) 673-5824
 E-mail: mj@careersbychoice.com
 Web site: www.careersbychoice.com
 Member: PARW/CC
 Certification: MS, CPRW
 Resumes: 6, 114, 122

Long Island

Linda Matias
CareerStrides
182 Merrill St.
Long Island, NY 11717
Phone: (631) 387-1894
E-mail: evaluation@careerstrides.com
Web site: www.careerstrides.com
Member: CMI, NRWA
Certification: NCRW, CIC, JCTC
Resume: 77

Medford

Deborah Dib
The Executive Power Group:
Executive Power Coach,
Advantage Resumes of New York,
Executive Power Brand
77 Buffalo Ave.
Medford, NY 11763
Phone: (631) 475-8513
Fax: (501) 421-7790
E-mail: debdib@executivepowercoach.com
Web sites: www.executivepowergroup.com,
www.advantageresumes.com,
www.executivepowercoach.com,
and
www.executivepowerbrand.com
Member: CMI, NRWA, PARW/CC
Certification: CCM, NCRW, CPRW,
CEIP, JCTC, CCMC, CPBS,
360 Reach Certified Analyst
Resumes: 119, 133
Cover letters: 21, 28

Mount Morris

Salome A. Farraro
Careers TOO
3123 Moyer Rd.
Mount Morris, NY 14510
Phone: (585) 658-2480
Toll-free: (877) 436-9378
Fax: (585) 658-2480
E-mail: sfarraro@careers-too.com
and srttoo@frontiernet.net
Web site: www.careers-too.com
Member: PARW/CC
Certification: CPRW
Resume: 147
Cover letter: 30

Poughkeepsie

Kristin M. Coleman
Custom Career Services
Poughkeepsie, NY 12603
Phone: (845) 452-8274
E-mail: Kristin@colemancareerservices.com
Member: CMI
Resumes: 4, 10, 50, 60

Staten Island

La-Dana R. Jenkins
LRJ Consulting Services LLC
P.O. Box 40483
Staten Island, NY 10304
Phone: (718) 448-4825
E-mail: info@lrjconsulting.net
Web site: www.lrjconsulting.net
Member: NRWA, NCDA, ASTD,
MACCA
Resume: 85

North Carolina

Asheville

Dayna Feist
Gatehouse Business Services
265 Charlotte St.
Asheville, NC 28801
Phone: (828) 254-7893
Fax: (828) 254-7894
E-mail: Gatehous@aol.com
Web site: www.BestJobEver.com
Member: CMI, PARW/CC, NRWA
Certification: CPRW, JCTC, CEIP
Resume: 53

Charlotte

Doug Morrison
Career Power
5200 Park Rd., Ste. 231
Charlotte, NC 28209
Phone: (704) 365-0773
E-mail: dmpwresume@aol.com
Web site: www.careerpowerresume.com
Member: CMI, CDI, ProfilingPro
Certification: CPRW, MRW
Resume: 144

Ohio

Athens

Melissa L. Kasler
Resume Impressions
530 W. Union, Ste. 4
Athens, OH 45701
Phone: (740) 592-3993
Toll-free: (800) 516-0334
Fax: (740) 592-1352
E-mail: resume@frognet.net
Web site: www.resumeimpressions.com
Member: CMI, PARW/CC
Certification: CPRW
Resumes: 47, 57

Columbus

Janice Worthington
Worthington Career Services
6636 Belleshire St.
Columbus, OH 43229
Phone: (614) 890-1645
Fax: (614) 523-3400
E-mail: Janice@WorthingtonResumes.com
Web site: www.worthingtoncareers.com
Member: CDI, CMI, PARW/CC
Certification: CPRW, JCTC, CEIP
Resume: 156

Jason Worthington
Worthington Career Services
6636 Belleshire St.
Columbus, OH 43229
Phone: (614) 890-1645
Fax: (614) 523-3400
E-mail: jasonworth@netzero.net
Web site: www.worthingtonresumes.com
Certification: CEIP
Cover letter: 27

Jeremy Worthington
Buckeye Resumes
2092 Atterbury St.
Columbus, OH 43229
Phone: (614) 861-6606
Fax: (614) 737-6166
E-mail: jeremy@buckeyeresumes.com
Web site: www.buckeyeresumes.com
Member: CDI
Resume: 91

Findlay

Sharon Pierce-Williams, M.Ed.
The Résumé.Doc
 609 Lincolnshire Ln.
 Findlay, OH 45840
 Phone: (419) 422-0228
 Fax: (419) 425-1185
 E-mail:
 Sharon@TheResumeDoc.com
 Web site:
 www.TheResumeDoc.com
 Member: CMI, PARW/CC, CDI,
 Findlay-Hancock County
 Chamber of Commerce
 Certification: CPRW
 Resumes: 88, 145

Oregon**Portland**

Rosie Bixel
A Personal Scribe
Resume Writing and Design
 ~ Since 1985 ~
 13039 E. Burnside St.
 Portland, OR 97233
 Phone: (503) 254-8262
 Fax: (503) 608-4065
 E-mail: rosie@apersonalscribe.com
 or rosiebixel@yahoo.com
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Ultimate Career/Insyte Solutions
16 Linda Ct.
Scroggins, TX 75480
Phone: (903) 717-1027
Fax: (903) 860-3963
E-mail:
 success@ultimatecareer.biz
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Member: PARW/CC, SHRM, ASTD
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 Achieve Global, VLST
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Washington

Bellingham

Janice M. Shepherd
Write On Career Keys
Bellingham, WA 98226-4260
Phone: (360) 738-7958
Fax: (360) 738-1189
E-mail:
 janice@writeoncareerkeys.com
Web site:
 www.writeoncareerkeys.com
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Seattle

Alice Hanson
Aim Resumes
P.O. Box 75054
Seattle, WA 98175-0054
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 PSCDA, NRWA
Certification: CPRW
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Seattle, WA
Toll-free: (888) 821-9979
Fax: (425) 955-0327
E-mail: matt@nwresumes.com
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Glendale

Michele J. Haffner
Advanced Résumé Services
1314 W. Paradise Ct.
Glendale, WI 53209
Phone: (414) 247-1677
Fax: (414) 434-1913
E-mail:
 michele@resumeservices.com
Web site:
 www.resumeservices.com
Member: PARW, CMI, ICF
Certification: CCMC, CPRW, JCTC
Resume: 40

Three Lakes

Susan Guarneri
Guarneri Associates
6670 Crystal Lake Rd.
Three Lakes, WI 54562
Phone: (715) 546-4449
Fax: (715) 546-8039
E-mail: susan@resume-magic.com
Web site: www.resume-magic.com
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Occupation Index

Resumes are indexed according to the current or last positions listed on them. Job goals do not appear in this index. **Numbers are resume numbers in the Gallery, not page numbers.**

A

Account Executive, Radio and TV, 167
Account Manager
 Cardiology, 8
 Corporate, 175
 Inside Sales, 171
 Software, 16
Account Supervisor,
 Advertising, 22
Accountant, 20
Accounting Clerk, 17
Accounting Instructor,
 Adjunct, 18
Accounting Student, 17
Adjunct Instructor
 Accounting, 18
 History, 67
 Psychology, 60
Administrative Assistant,
 Executive, 12
Administrative Specialist, 12
Administrator
 Advanced Systems, 131
 CFA, Waste Removal, 120
 Local Systems,
 Manufacturing, 165
 Pricing, 117
Admissions Coordinator,
 Care Center, 112
Advanced Systems
 Administrator, 131
Advertising
 Account Supervisor, 22
 Vice President, 23
Airline Pilot, Commercial, 9
Architect, 35

Assistant

 Executive Administrative,
 12
 Legal, 142
 Marketing, 25
Assistant Chief of Police, 146
Assistant Controller, 19
Assistant Director, Hospital
 Food Services, 92
Assistant Manager/Floor
 Supervisor, Retail, 4
Assistant Property
 Manager, 138
Assistant Site Manager, Call
 Center, 30
Assistant Vice
 President/Trust Officer,
 Banking, 82
Associate General
 Counsel, 139
Attending Physician/
 Staff, 108

B

Banking
 Business Development
 Officer, 81
 Vice President, 81
Billing Assistant, 93
Business Development
 Manager, 168
 Officer, Banking, 81
Business Manager,
 School, 86
Business/Technology
 Consultant, 116

C

Call Center
 Assistant Site Manager, 30
 Operations Manager, 32
Cardiology Account
 Manager, 8
Care Center, Admissions
 Coordinator, 112
Career and Life Coach, 160
Case Manager, Field, 104
CFA Administrator, Waste
 Removal, 120
Cheerleading Sponsor, 64
Chemical Operator, 157
Chief Executive Officer,
 Sportswear Corporation,
 88
Chief Financial Officer,
 Software/Internet
 Company, 84
Chief of Police, Assistant,
 146
Chief Operating Officer,
 Theme Restaurants, 119
Chief Technical Officer, 158
Claims Department
 Manager/Supervisor,
 Insurance, 77
Clerk, Accounting, 17
Clinical Nursing Supervisor,
 102
Coach
 Career and Life, 160
 Tennis, 6
Co-Director of Education, 66
Commercial Airline Pilot, 9

Community Development,
 Director, 153
 Computer and Information
 Systems Manager, 129
 Construction Consultant, 73
 Consultant
 Business/Technology, 116
 Construction, 73
 Information Systems, 132
 Management, 152
 Contractor, Independent,
 152
 Controller, Assistant, 19
 Coordinator
 Admissions, Care
 Center, 112
 Educational Software, 34
 Event/Program, 7
 Project, 12
 Copy Manager, 177
 Corporate Account
 Manager, 175
 Corporate Facilities
 Manager, 1
 Corrugator Scheduler, 165
 Cosmetics
 Consultant, 31
 Technician, 24
 Cosmetologist, 91
 Cost Analyst, Senior, 78
 Counsel, 141
 General, 124
 Associate, 139
 Senior, 140
 County Executive
 Director, 151
 Creative Director, 162
 Creative Services
 Director, 169
 Customer Service
 Assistant Site Manager,
 Call Center, 30
 Associate, 51
 Retail, 90

D

Dental Hygienist, 103
 Dental Services, President,
 107
 Department Head, Legal
 Services, 140
 Detective, 145
 Developer, Software, 128

Director
 Assistant, Hospital Food
 Services, 92
 Community Development,
 153
 Creative, 162
 Creative Services, 169
 Executive, County, 151
 Expense Management and
 Procurement, 80
 Human Resources, 121,
 123
 Investments, 87
 Marketing, 172
 Medical, 115
 Occupational Therapy
 Rehabilitation, 105
 Online Development and
 Corporate Planning, 79
 Operations, Divisional,
 155
 Operations and Training,
 75
 Quality Management, 106
 Regional, MRI and CT
 Facilities, 109
 Sales, 173
 Security, 5
 Software Development,
 134
 Sportswear Corporation,
 88
 Divisional Director of
 Operations, 155

E

E-Commerce Manager, 130
 Education
 Business Manager, 86
 Co-Director, 66
 Educational Coordinator,
 Software, 34
 E-Human Resources, Vice
 President, 127
 Elementary Teacher, 14,
 44–46, 49
 Engineer
 Industrial, 76
 Recording, 13
 Senior, 71
 Engineering and Land
 Surveying, Vice
 President, 74

Enterprise Server
 Manager, 178
 Esthetician, 10
 Event/Program Coordinator,
 7
 Executive Administrative
 Assistant, 12
 Executive Director,
 County, 151
 Executive Producer, Radio
 and TV, 166
 Executive Vice President,
 Software/Internet
 Company, 84
 Expense Management
 and Procurement,
 Director, 80

F

Facilities Manager,
 Corporate, 1
 Field Case Manager, 104
 Financial Services
 Representative, 85
 Floor Supervisor, Retail, 4
 Food Catering Company,
 Vice President, 117
 Food Service Manager, 118
 Forensic Investigator, 101

G

General Counsel, Associate,
 139
 General Counsel/Vice
 President of Support
 Services (HR), 124
 General Manager, 159, 161
 General Partner, Real Estate,
 89
 Graduate, 61
 Graduate School
 Supervisor, 69
 Grant Writer, 27

H

Health Software Company,
 President, 111
 High School Special
 Education Teacher, 94
 History Instructor,
 Adjunct, 67
 Home Economics Student,
 113
 Hospital Food Services,
 Assistant Director, 92

Host/Writer/Executive
 Producer, Radio and TV,
 166
 Human Resources
 Director, 121, 123
 General Counsel/Vice
 President, 124
 Generalist, 122
 Project Manager, 126
 Senior Manager, 125
 Vice President, 127

I–J

Independent Contractor/
 Consultant, 152
 Industrial Engineer, 76
 Industrial Supervisor, 33
 Information Systems
 Consultant, 132
 Manager, 129
 Inside Sales Account
 Manager, 171
 Instructor
 Adjunct
 Accounting, 18
 History, 67
 Psychology, 60
 Kindergarten, 43
 Spanish, 48
 Insurance, Claims
 Department
 Manager/Supervisor, 77
 Interim Office Manager, 96
 Intern
 Media, 170
 Principal, 58
 Investigator, Forensic, 101
 Investments, Director, 87
 IT Senior Technical/Project
 Manager, 133
 IVR Replacement, Project
 Manager, 136

K–L

Kindergarten Instructor, 43
 Kindergarten Teacher, 42
 Laboratory Technician, 95
 Law Enforcement, Detective,
 145
 Legal Assistant, 142
 Legal Services, Department
 Head, 140
 Lieutenant of Detective
 Division, 145

Life Coach, 160
 Local Systems
 Administrator/Corrugator
 Scheduler, 165

M

Management Consultant,
 152
 Manager
 Account
 Cardiology, 8
 Corporate, 175
 Sales, Inside, 171
 Software, 16
 Business Development,
 168
 Business, Education, 86
 Claims Department,
 Insurance, 77
 Computer and Information
 Systems, 129
 Copy, 177
 Corporate Account, 175
 E-Commerce, 130
 Enterprise Server, 178
 Facilities, Corporate, 1
 Field Case, 104
 Food Service, 118
 General, 159, 161
 Human Resources, Senior,
 125
 Insurance Claims, 77
 IT Technical/Project,
 Senior, 133
 Manufacturing/
 Engineering, 72
 Media Production, Senior,
 154
 Military Program,
 Overhaul and Repair,
 163
 Office, 148, 150
 Interim, 96
 Operations, 2, 5, 156
 Call Center, 32
 Project
 Corporate, 1
 Human Resources, 126
 IVR Replacement, 136
 Property, Assistant, 138
 Restaurant, 3
 Retail, 149
 Assistant, 4
 Sales Development, 173

Senior, 83
 Site, Assistant, 30
 Software Account, 16
 Solutions, Senior, 135
 Telecommunications, 137
 Theme Restaurants, 119
 Manager/Supervisor,
 Insurance Claims
 Department, 77
 Manufacturing/Engineering
 Manager, 72
 Marketing
 Assistant, 25
 Director, 172
 Vice President, 26
 Math Specialist,
 Elementary, 58
 Math Teacher, 54, 64
 Media Production Manager,
 Senior, 154
 Medical/Billing Assistant, 93
 Medical Director, 115
 Meeting Planner, 8
 Mental Health Worker, 97
 Middle School Teacher, 52
 Midwife, 99
 Military Program Manager,
 Overhaul and Repair,
 163
 MRI and CT Facilities,
 Regional Director, 109

N

Nurse
 Registered, 114
 Staff, 98
 Nurse-Midwife, 99
 Nurse Practitioner, 100
 Nursing Supervisor,
 Clinical, 102

O

Occupational Therapy
 Rehabilitation, Director,
 105
 Office Manager, 148, 150
 Interim, 96
 Officer
 Business Development,
 Banking, 81
 Parole, Senior, 147
 Online Development and
 Corporate Planning,
 Director, 79

Operations and Training,
 Director, 75
 Operations Director,
 Divisional, 155
 Operations Manager, 2,
 5, 156
 Call Center, 32
 Operations Vice President,
 164
 Operator, Chemical, 157
 Overhaul and Repair,
 Military Program
 Manager, 163
 Owner, Resume Service, 29

P

Parole Officer, Senior, 147
 Partner, General, Real
 Estate, 89
 Patrol Supervisor, U.S. Air
 Force, 144
 Peace Corps Volunteer, 11
 Peer Education Teacher, 62
 Personal Trainer, 65
 Physician/Staff, 108
 Pilot, Commercial Airline, 9
 Planner
 Meeting, 8
 Strategic, 1
 Police Chief, Assistant, 146
 Pre-Kindergarten Teacher,
 36, 41, 55
 President
 Dental Services, 107
 Health Software Company,
 111
 Sportswear Corporation,
 88
 Theme Restaurants, 119
 Pricing Administrator, 117
 Principal, 68
 Principal Intern, 58
 Producer, Executive, Radio
 and TV, 166
 Production Manager, Senior,
 Media, 154
 Program Manager, Military,
 Overhaul and Repair,
 163
 Project Coordinator, 12
 Project Manager
 Corporate, 1
 Human Resources, 126
 IVR Replacement, 136

Property Manager,
 Assistant, 138
 Psychology Instructor,
 Adjunct, 60
 Public Health Technician,
 110
 Public Information
 Officer, 28

Q-R

Quality Management,
 Director, 106
 Radio and Television
 Account Executive, 167
 Host/Writer/Executive
 Producer, 166
 Real Estate, General
 Partner, 89
 Receptionist, 143
 Recording Engineer, 13
 Regional Director, MRI and
 CT Facilities, 109
 Registered Nurse, 114
 Representative, Financial
 Services, 85
 Research Associate, 70
 Restaurants
 Manager, 3
 President/COO/
 Manager, 119
 Resume Service Owner, 29
 Retail
 Assistant Manager/Floor
 Supervisor, 4
 Customer Service, 90
 Manager, 149

S

Sales Account Manager,
 Inside, 171
 Sales Development
 Manager/Sales
 Director, 173
 Sales Representative, 174,
 176
 Sales Specialist, Territory, 15
 Security Director, 5
 Senior Cost Analyst, 78
 Senior Counsel, 140
 Senior Engineer, 71
 Senior HR Manager, 125
 Senior Manager, 83
 Senior Media Production
 Manager, 154

Senior Parole Officer, 147
 Senior Production
 Manager, 154
 Senior Solutions
 Manager, 135
 Site Manager, Assistant, Call
 Center, 30
 Software Account
 Manager, 16
 Software Developer, 128
 Software Development
 Director, 134
 Solutions Manager,
 Senior, 135
 Spanish Instructor, 48
 Special Education Teacher,
 High School, 94
 Specialist
 Administrative, 12
 Math, Elementary, 58
 Sales, Territory, 15
 Training and
 Documentation, 63
 Sportswear Corporation,
 President, 88
 Staff Nurse, 98
 Strategic Planner, 1
 Student
 Accounting, 17
 Home Economics, 113
 Student Teacher, 37, 47,
 49-50, 53, 57
 Substitute Teacher, 38-40
 Supervisor
 Account, Advertising, 22
 Claims Department,
 Insurance, 77
 Clinical Nursing, 102
 Design, 33
 Floor, Retail, 4
 Graduate School, 69
 Patrol, U.S. Air Force, 144
 Support Services (HR), Vice
 President, 124

T

Teacher
 Elementary, 14, 44-46
 Math Specialist, 58
 Turnkey Trainer, 59
 Kindergarten, 42-43
 Math, 54, 64
 Middle School, 52
 Peer Education, 62

Pre-Kindergarten, 36,
41, 55
Special Education, High
School, 94
Student, 37, 47, 49–50,
53, 57
Substitute, 38–40
Visual Arts, 56
Technical Officer, Chief, 158
Technician
Cosmetic, 24
Laboratory, 95
Public Health, 110
Technology Consultant, 116
Telecommunications
Manager, 137
Tennis Professional, 6
Territory Sales Specialist, 15
Training and
Documentation
Specialist, 63

Treasurer, Software/Internet
Company, 84
Trust Officer, Banking, 82
Turnkey Trainer,
Elementary, 59

U–V

U.S. Air Force, Patrol
Supervisor, 144
Vice President
Advertising, 23
Banking, 81
Assistant, 82
E-Human Resources, 127
Engineering and Land
Surveying, 74
Food Catering
Company, 117
Manufacturing, 164
Marine Supply Company,
Senior, 158

Marketing, 26
Operations, 164
Software/Internet
Company, Executive,
84

Support Services
(HR), 124
Visual Arts Teacher, 56
Volunteer, Peace Corps, 11

W–Z

Wait Staff, 21
Waste Removal, CFA
Administrator, 120
Wastewater Treatment,
Project Manager, 71
Website Project Manager, 14
Wireless Consultant, 172
Writer
Grant, 27
Radio and Television, 166
Resume Service Owner, 29

Features Index

The following commonly appearing sections are not included in this index of resume features: Work Experience, Work History, Professional Experience, Related Experience, Other Experience, Employment, Education (by itself), Student Teaching, and References. Variations of these sections, however, *are* included if they are distinctive in some way or have combined headings.

As you look for features that interest you, be sure to browse through *all* of the resumes. Some important information, such as Accomplishments, may not be listed if it is presented as a subsection of an Experience section. **Numbers are resume numbers in the Gallery, not page numbers.**

A

Academic Projects, 76
Academic Work History, 69
Accomplishments, 134
Achievements, 30, 38, 44, 138
Activities, 21, 43, 70, 175
Additional Achievements and Activities, 111
Additional Areas of Experience, 50
Additional Information, 10, 60
Additional Skills, 24
Additional Training, 129
Admissions and Memberships, 140
Affiliates and Memberships, 18
Affiliation(s), 41, 62, 68, 100, 107, 123, 139, 154
Affiliations and Civic Involvement, 146
Affiliations and Leadership, 145
Affiliations/Community Involvement, 90
Areas of Excellence, 28
Areas of Experience and Strength, 60
Areas of Expertise, 22, 33, 62, 83–84, 112, 116, 132, 139, 141, 171
Areas of Proficiency, 35
Areas of Strength, 5, 91

Areas of Strength and Expertise, 156
Arts Advocacy, 56
Associations, 132
Attributes, 10
Awards, 71, 149, 154, 163
Awards and Activities, 64
Awards and Recognition(s), 144, 146
Awards, Honors, and Achievements, 109

B

Book Reviews, 67
Business Development and Revenue Growth, 24
Business Development, Leadership, and Management, 88
Business Skills, 10

C

Career Accomplishments, 124, 135
Career Development, 119, 137
Career Focus, 4
Career Highlights, 12, 35, 156, 161, 166
Career Interests, 12
Career Profile, 68, 70, 103, 115, 123, 140, 144–145, 151, 167
Career Strengths, 113
Career Summary, 78

Career Target, 90
Certification(s), 29, 36, 40, 46, 58, 62, 66, 75, 80, 92, 109, 118, 124, 131, 175
Certifications and Licenses, 101, 104
Certifications and Professional Affiliations, 19
Certifications, Licensure, and Training, 99
Certifications/Skills, 97
Charitable/Volunteer Contributions (Academic), 56
Charitable/Volunteer Contributions (Non-Academic), 56
Clinical Training, 96
Community Activities, 19
Community and Event Involvement, 112
Community Involvement, 31, 47, 59, 82
Community Involvement and Affiliations, 17
Community Reinvestment, 53
Community Service, 105
Community Work/Professional Affiliations, 60
Competencies Include, 73–74, 98, 120

Computer and Other Skills, 152
 Computer Capabilities, 132
 Computer Expertise, 175
 Computer Literacy, 52
 Computer Proficiencies, 148
 Computer Proficiency, 127
 Computer Skills, 3, 16–17, 26, 46, 62, 75, 92–93, 103, 142–143, 157
 Computers, 90
 Conference Presentations, 67
 Consultantships, 103
 Continuing Education/Training, 175
 Core Competencies, 151
 Core Professional Strengths, 125
 Core Strengths, 175
 Critical Projects and Initiatives, 133
 Curriculum Development, 56

D–E

Demonstrated Skills, 69
 Education/Activities, 4
 Education and Affiliations, 65, 88
 Education and Awards, 111
 Education and Certification(s), 45, 54, 61, 74, 83, 98, 119
 Education and Continuing Development, 168
 Education and Credentials, 10, 60
 Education and Honors, 47, 57
 Education and Professional Activities, 1
 Education and Professional Affiliations, 84
 Education and Professional Certifications, 87
 Education and Professional Development, 56, 147, 157, 173
 Education and Professional Training, 125
 Education and Relevant Inservice Development, 52

Education and Training, 3, 18, 28, 72, 106, 146
 Education, Certification, 37
 Education, Certifications, and Training, 43
 Education/Professional, 73
 Education, Professional Development, and Affiliations, 79
 Education/Training, 11, 114, 134, 178
 Employment/Community Service, 113
 Esthetic Skills, 10
 Executive Performance, 116
 Executive Profile, 86, 119, 153, 155
 Extracurricular Involvement, 56

F–G

Flight Hours, 9
 Focus and Overview, 51
 Foreign Exchange Programs, 21
 Grant Writing, 59
 graphic(s), 6, 36, 44, 53, 56–57, 63, 145, 166

H

Highlights, 6, 94
 Highlights of Accomplishments, 82, 147
 Highlights of Qualifications, 4, 39, 58
 Highlights of Value to a Potential Employer, 165
 Honors and Activities, 22
 Honors and Awards, 155

I–J

Interests, 10, 40
 Internship Experience and College Work Project Highlights, 4
 IT Skills, 173

K

Key Accomplishments, 145
 Key Achievements, 87
 Key Competencies, 49
 Key Qualifications, 34

Key Strengths, 26, 63
 Key Strengths and Expertise, 79
 Keywords, 19, 27

L

Leadership, 121
 Legal Expertise, 139
 Licenses and Certifications, 59, 96, 102, 106
 Licensure, 52
 Licensure and Certifications, 100
 Literary Consultant, 101

M

Management and Technical Abilities, 133
 Management Profile, 79
 Memberships and Affiliations, 135
 Memberships/Associations, 92, 101
 Military Service, 101

N–O

Network Technology, 88
 Notable Contributions, 137
 Objective, 47, 50, 64, 85, 113
 Overseas Travel and Experience, 59

P

Patents and Publications, 35, 158
 Personal, 146
 Personal Activities, 56
 Pertinent Skills and Accomplishments, 27
 Player Profile, 6
 Professional Accomplishments, 33, 98
 Professional Accreditation and Education, 127
 Professional Accreditations, 157
 Professional Achievements, 18, 32, 71, 73, 125
 Professional Affiliations, 44, 61, 66, 87, 108, 122, 157, 166
 Professional and Community Affiliations, 109

Professional Associations, 63
 Professional Credentials, 115, 139
 Professional Development, 58, 62, 82, 102–103, 136, 145, 151
 Professional Development Courses, 45
 Professional Development/Training, 81
 Professional Endorsements, 48
 Professional Experience and Accomplishments, 68, 81
 Professional Goal, 162
 Professional Highlights, 29, 105
 Professional Licenses, 85
 Professional Memberships, 37
 Professional Organizations, 43, 58, 125
 Professional Organizations and Training, 38
 Professional Profile, 3, 26, 32, 42, 60, 109, 131, 150, 158, 162
 Professional Summary, 18, 104, 107
 Professional Training, 6, 89
 Profile, 4, 7, 12–13, 19, 24, 40, 44–45, 53, 57, 74, 92, 101, 116, 128, 136, 154, 160, 163, 178
 Promotions and Value-Added Projects, 24
 Public Speaking Engagements and Featured Newspaper Articles, 87
 Publications, 67, 71, 101, 103, 108, 166
 Published Articles, 56

Q

Qualifications, 37, 66, 77, 117
 Qualifications Profile, 87
 Qualifications Summary, 12, 61
 Qualified to Perform, 160
 Qualities, 10

R

Ratings and Certificates, 9
 Recent Achievements, 26
 Recent Activities and Affiliations, 147
 Recent Work History with Examples of Problems Solved, 157, 173
 Relevant Accomplishments, 69
 Relevant Projects, 21
 Research, 108
 Research Awards, 67
 Rewards, 44

S

School Board and Committee Involvement, 56
 Selected Accomplishments, 7
 Selected Achievements, 54, 107, 149
 Selected Career Highlights, 45
 Selected Civic Activities, 58
 Selected Extended Professional Activities, 58
 Seminars and Specialized Training, 91
 Seminars/Workshops Attended, 44
 Skills, 52
 Software Proficiencies, 33
 Special Awards and Licensure, 107

Special Skills, 64
 Specific Areas of Knowledge, Insight, and Experience, 4
 Specific Skill Areas, 146
 Summary, 147
 Summary of Qualifications, 27, 29, 46, 63–64, 85, 100, 119, 168
 Summary of Research Experience, 67
 Summary of Responsibilities, 149

T–U

Task Force Service, 101
 Teaching Testimonials, 45
 Technical Expertise, 129
 Technical Proficiencies, 126
 Technical Skills, 122, 135
 Technical Summary, 128
 Technology Skills, 85, 168
 Technology Skills and Qualifications, 130
 Technology Summary, 134
 Technology/Management Expertise, 158
 testimonial(s), 2, 12, 45, 48, 54, 56–57, 61, 80, 102, 110, 133, 157
 Training, 75, 135
 Training and Education, 95
 Transitional Skills, 101

V–Z

Value Offered, 137
 Volunteer, 39, 66, 97, 117
 Volunteer Activities, 42, 111
 Volunteer Experience, 50
 Volunteer Leadership, 127
 Work History and Summary of Key Skills, 77