

The Perfect Resume Kit (10 Steps To A Perfect Resume)

Tom Jackson

Your Name: _____

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10 Steps To A Perfect Resume

Contents:

Step 1: Point Your Resume Toward An Extraordinary Future

Step 2: Capitalize on Your Strengths

Step 3: Buzzwords, Keywords and The Hidden Job Market

Step 4: Write Like a Reporter

Step 5: Custom-Tailor Your Resume

Step 6: The Custom Cover Letter

Step 7: The Digital Resume

Step 8: Mastering The Monster

Step 9: Keep Your Message Alive

10 Steps To A Perfect Resume

Your Perfect Resume

Step 1: Point Your Resume Toward An Extraordinary Future

What you will get from this topic:

- The skills to write a resume that propels you forward to a more promising future career
- The ability to focus your resume on specific opportunities you find attractive, thus avoiding the “one size fits all” broadcasting
- A way to directly connect with the needs of specific interviewers.

Most resumes are standard cookie cutter chronological and keep people stuck in the past. By listing only tasks, duties and titles, resumes can make a work history too narrow or job-specific. Such a resume can actually eliminate your opportunities for change and development, growth and flexibility – especially if your field is suffering from over-employment or unwieldy change.

In this topic, we tell you how to avoid this “me too” approach to resume writing.

The main purpose of your resume is to point to your future, not to put you into a slot. You can do this when you target your resume in a particular direction – one that *you* choose.

It does take more time and thinking; however, a resume that is targeted in advance has more power than one that simply follows a template. Don't misunderstand this: targeting in advance means rethinking what you're doing now to reframe or refocus on where even today's favorite job will be going in the next few years. So even if you are staying in the same field, take the time to be certain you are targeting specific types of jobs. This focus gives you a competitive advantage. The exercise of taking the time to zero in this way will lead to better choices and better outcomes.

Warning: You may have already discovered that if you don't know the kind of work you want to do and are “just shopping,” you might be up against overwhelming competition. In early 2003, resumes filed online compared to the number of available openings was over 300 to 1. By being precise, and following the ideas in this program, you will improve your odds.

10 Steps To A Perfect Resume

Who are you, and what are you going to do about it?

A perfect resume puts you in the driver's seat for your future. It starts with knowing who you are and where you want to go in both your life and career. Then you pursue specific opportunities and build a compelling case for your next job or career move. The resume is just one step, and not even the first step. It all starts with knowing what you want. Writing *your* perfect resume is far more than tracking your history. The process itself can give you a deeper appreciation of all the skills and capability that makes you unique. This is primary in carving out your future.

James F: I spent six years as a title insurance researcher. I had an OK salary and I was given more responsibility in the work I did with the law firm that used our services. When they merged, it turns out that I was "redundant". I sat down and listed my work and was about to send this chronicle of deeds and releases and 11th hour deals I helped facilitate, when I had lunch with a mortgage broker I often met at the closings I attended. She said the mortgage refinance work she and her firm were getting was booming with the low interest rates, and they were making lots of money brokering these deals. I actually already knew this, but she got me thinking. If she could do it why couldn't I?

I asked her for a copy of her resume to review for my own future. Then I saw that I knew almost everything she did, and I'm sure I could do the same work myself. I appointed her my career consultant, and she pointed me to the additional information I needed to learn – not much – and the certifications I needed to get – few. I spent a weekend redoing my resume from chronological to functional format, and targeted my next job to be a mortgage broker. She introduced me to a few people, and I looked in the area Yellow Pages for mortgage brokers, talked to a few real estate brokers and asked if they would be my references. No problem. I had a half dozen interviews and two offers. One was to be an assistant to manage closings until I got all my credentials locked down and learned some systems – and then I was it, a mortgage broker. Hey, not such a big deal, I know, but more flexibility, more responsibility, and, with some commissions, a 40% increase in compensation. My first resume and the way I thought about myself wouldn't have done it. Believe me, the time was worth it, and I now know that my next change will be even bigger.

What's the moral of this story for you?

Answer the following questions:

10 Steps To A Perfect Resume

Today I am a:

If I looked at myself from a different set of lenses, I could be

or even work as:

It is all in how you think of yourself and how you speak of yourself. The quality of your next job will come from the quality of your thinking about yourself. An old resume could be keeping you in a rut.

The World of Possibility

The prevailing wisdom is that good jobs are scarce. The media reinforces this, people who have lost their jobs do the same.

Here're the basics:

1. Every *job* is an *opportunity* to solve a *problem*.
2. There is no scarcity of problems in the world, your community, field, vocation or location.
3. Therefore, there is no scarcity of job *opportunity*.

What *is* scarce is finding people daring enough to think in terms of solutions rather than problems. Take a fresh look at new ways of solving old problems, and then direct your employment pitch or Unique Selling Proposition (in marketing parlance) to the new territory of solutions.

Job targeting and the quality of your life

Every job search and every resume needs to directly or indirectly reflect a job target. Learning this puts you ahead of the competition by at least 75%! So many job-seekers have been mesmerized into thinking that the robotic electronic

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10 Steps To A Perfect Resume

job-search sites will magically sort their resumes against a universe of opportunity and with high-speed character recognition find out what's best for them. They are being lulled into a false hope. Of course it can be difficult to look within and examine yourself and your aims and values. Most of us don't do this; we are told to fill out forms, and the system will provide our care. Not so. Now hear this: not having a personal job target will not stop you from getting work, but it may well stop you from getting work that supports your goals and aspirations. Not having a personal job target will keep you looking like everyone else at the door of the employment office. Is that what you want?

A job target is a work direction that has at least one ingredient of skill and one ingredient of personal interest and value.

A job target is not simply having your objective statement headlining your resume. A job target is having in mind your unique future. It reflects both a long-term vision and a short-term focus. It implies that you have thought about your standard of living and your quality of life. They are not the same thing: One stands for material competition, and the other stands for living life the way you want.

Most people assume that increasing their standard of living is going to improve their quality of life. But it doesn't work that way, and many end up in disappointment and regret. You probably know people who have strived for material success, made a lot of money and had a lot of things, and still weren't happy. On the other hand, you probably know people who don't have a lot of material wealth and live deeply satisfied, fulfilled lives.

Explore some of these distinctions between Standard of Living and Quality of Life:

Standard of Living	
What is the time orientation of standard of living?	Future
If life is a journey, what is standard of living concerned with?	Destinations

10 Steps To A Perfect Resume

What do we call it when we achieve standard of living goals?	Success
Our focus is on ...	Things, status
Requirements for success are...	Having the "prize"
Relation to present circumstances	More is better; never enough
Unanticipated change presents...	Problems
We relate to changes by...	Struggling, resisting
The risks of this strategy are...	Disappointment or sacrifice
The role of work/job is..	Means to an end

Quality of life	
What is the time orientation of the quality of life?	Now
If life is a journey, what is quality of life concerned with?	The journey itself
What do we call it when we achieve our quality of life goals?	Satisfaction
Our focus is on...	Our experience of living
Requirements for success are...	Our senses, which we already have
Relation to present circumstances	They are sufficient as they are
Unanticipated change presents...	Opportunities
We relate to the changes by...	Going with them
The risks of this strategy to life are...	No risks
The role of work/job is...	Opportunity to express self

Question: How important is it to you to include both Standard of Living and Quality of Life elements in your job targeting?

Your vision will become clear only when you look into your heart. Who looks outside dreams. Who looks inside awakes.

Carl Jung

Envisioning Your Future

A vision is a picture of your future drawn from a world of possibility. A vision defies the stoplights and roadblocks of conventional thinking. It is born by exercising your imagination to see the future you want, not the one you predict. Predictions are based on past experience, looking back before looking forward. They underscore limitations and failures, self-doubts and disappointments. Was Edison a failure because he had over 100 unsuccessful experiments before he invented the electric light bulb? Past failures are simply feedback to help us

10 Steps To A Perfect Resume

change course a bit or learn something new. Forget the past as chronicler of your future. Start with your dreams, wants and intentions. Visions empower you to create a future different from your past.

You are more likely to get what you want when your vision, your *intention* powered by your *will*, is so clear that you fortify yourself against the difficulties that inevitably come up.

A vision often begins non-verbally. It occurs first in the mind as a picture, an image or set of images that you imaginatively create, without any self-censorship – a snapshot of your future seen in a fresh light.

You might be asking yourself right now, what does this have to do with *my resume*? Your resume is a key to unlock doors to the future, so your vision gives you insight as to the doors you want to open and the keys to unlock them.

Exercise: Your Vision

Answer these questions:

1. What do I like to do in my spare time when I'm rested and alert?
2. What do I like to do most when I am working for pay?
3. What is my favorite use of time?
4. What values do I respect in other people?
5. What values do I most respect in organizations?
6. What was my favorite job of all time, so far?
7. Who do I know who has a job that I would like to have if I could?
8. In five years, I would consider myself successful if I had a job doing what?
9. If I closed my eyes and saw myself in my dream job, what would I be doing?

If you felt you could land them in *your future*, name three jobs (titles) you would be willing to go after:

1

2

3

Now, next to each title put a future date for having it.

Now name three jobs (no titles necessary yet) you would be willing to put in a few days of thought and effort to go after *right now*. (These are provisional targets – we'll be considering more factors in the topics that follow.)

10 Steps To A Perfect Resume

Possible target one: Working in ...

Possible target two: Working with...

Possible target three: Working as...

Reality Test

Is this working for you? Are you thinking about your future being different from your past? Yes? Then keep at it as you go further through these steps. No? Then do whatever works for you, including going after any job target you know enough about to focus on. However, do keep in mind that targeting your resume to a particular employer and type of work exponentially increases your results.

Consider this: In the course of dealing with both internal and external priorities, all employing organizations are constantly changing. These priorities may be company-wide, industry-wide or common to the entire economy. In hiring, the person making the decisions about whom to interview will be swayed in favor of those who have a similar focus or approach. If improving customer value in a competitive industry is important, relate your skills and accomplishments to that value. If you want to work with research or technology in, say, the boating industry, pick employers in that arena and emphasize what skills and capabilities fit that work. When employers think of you in terms of the value you contribute rather than the cost you add, you are on the right track.

With one or more clear targets, you gain the initiative. You are the active force in your career, and armed with this information, your resume leads the way to the right interviews.

10 Steps To A Perfect Resume

The tyranny of job titles and descriptions

A job title is the opposite of a vision. It is a box whose dimensions are decided in advance. Descriptions for titles such as *Account Representative*, *Editor*, *Researcher*, and *Accounts Receivable Clerk* tend to be out of date shortly after they are written. In today's fluid environment, jobs change in character, structure and emphasis as quickly as their organizations change. Because you will see job titles and descriptions on websites, in classifieds, and in many other contexts, you can't ignore them. However if you are going after such a job, when you know more about the company you *can* get beyond their words and respond with a bit more flair. Keep your self-descriptors away from other people's pre-programmed thinking so that your independent thinking gives you that special edge.

Point to Remember: You are not your job title. You are a human being with capability, passion, vision, and an ability to solve the problems that employers have – and your resume will soon reflect that.

In Step 2, you will see how to assemble your raw material – skills, abilities, values, education, experience, interests, and accomplishments – into resumes that will blaze the trail to your future.

10 Steps To A Perfect Resume

Your Perfect Resume

Step 2: Capitalize on Your Strengths

What you will get from this article:

- A new view of your capability for future work.
- Structured exercises to help you explore new work opportunities.
- Increased confidence from having thought through your value to others and the values you want to live by and work in.

Know who you really are

You are not your job title. You are not your degree. You are not who your spouse or parents think you are, or how society defines you. In a world of uncertainty, labels anchor you to your past. Old thinking based on old labels or imprisoned by old ways of thinking and speaking limits your self-expression and puts boundaries on your talent. It makes you seem smaller than you are.

Peter Carpenter, Recruiter, Bank One: "I am often amazed at how people present themselves. They instinctively go right to their last job title or description. I'm a pretty basic interviewer. I have their resume in front of me and I start the conversation simply: "Hey Pat, tell me about yourself." And mostly what I hear next is a recital of what Pat did on her last job, or the job before that, or in school. So I am asking myself, what does that have to do with us – here, now, tomorrow? I know the job titles are similar – our Automated Tracking System took care of that – but does she know what our products are? Does she know our industry, and the skills and aptitudes we need now? I have to dig out the strong points. We are so key-worded in our approach that it becomes like a crossword puzzle. I'm impressed when a person can speak not only about the processes, roles and responsibilities they held, but also about the results they produced, where they held on to a project when it was in trouble, something about their personal values, leadership, motivation.

I want to know about the skills and qualities that go beyond the work they have done so far, or even their ideas for the future of our business. I think it starts with their resume. People try to fit in what they think is expected and get formal and mechanical in their thinking. They don't think it through much."

Know Your Employability and Your Marketability

Employability and marketability will fuel your future. Employability is *your ability to add value* to products and/or situations to benefit a company's customers and stockholders. High employability is probably as close as you can get to **real job**

10 Steps To A Perfect Resume

security. When potential employers think of you in terms of the value you can add rather than the cost of adding you, you are on the right track.

Marketability is *your ability to communicate effectively your qualities, skills, and accomplishments for the variety of positions you want.* High employability will keep you in a job; high marketability will give you an edge in locating opportunities and attracting employer interest. Combine the two and you become a true job master.

Know Your Strengths

The following exercises will help you build a database of value with terms and phrases to use as building blocks for your appeal. These terms and phrases can be used in your resumes, cover letters, interviews, follow-ups and personal planning. Combined, they form your real net worth: your market value. Acquaint yourself with the categories of strengths that follow, and then do the exercises to gain maximum bargaining power.

Categories of Strengths

Know-How: That which you know how to do well. Many of us take our know-how for granted and then forget to speak about it in the stress of an interview or when faced with putting words to paper. *Example:* I know how to motivate people to dare to take risks.

Skills: More precise than know-how, they are sets of acquired learning: calculus, welding, flying, bookkeeping, facilitating, programming in .net. They accumulate from learning, practice, training, and facilitation. Often there are degrees or certifications. Sets of skills combine with experience to form job titles or even job descriptions. *Examples:* cost accountant, finish carpenter, program designer, skilled editor. Job titles and job descriptions are known for their vagueness and imprecision. A given job title at a company will emphasize different skills and experience in actual practice even though the job description will contain the exact same words. The actual work performed changes greatly from what is posted. Other than in the most menial positions the work may be totally different after you get hired.

Jobs are dynamic; they change with the marketplace, internal priorities and the mix of talent. Many job titles can be made up of a variety of different skills and experience. This is why it is so important that you know about the firms you are most interested in and construct a resume that is related to their interests and needs. Your resume may describe more accurately what is needed than the company's own posted description.

10 Steps To A Perfect Resume

Accomplishments: The results you have produced. They are best stated in terms of *outcomes*, not sets of *activities*. Activities are what you do; outcomes are the payoffs. *Examples:* I cut processing time by 20%. I improved employee retention significantly. Working as a team, we became the leading national distributor of our product.

Capabilities: The potential of your skills to create accomplishments. Capabilities are what you *can do* in the future, whether or not you have done the exact thing in the past. (See the Targeted Resume format in Topic Five.) When you use a capability statement, especially when you have done your research in advance, the interviewer's mind is pulled toward you. It is a bold and successful way to speak to what the employer wants and needs rather than what you have already done, although the conversation will soon require you to back up your assertions and sell your capability. By introducing what is probably on the shopping list of the employer, you have gotten the attention where you want it. *Examples:* I can help you build a successful sales campaign that doesn't require discounting. I can increase security and confidentiality in the payroll process.

Personal Qualities: The attributes that define your personality, character and style, such as persistence, creativity, integrity, humor, trustworthiness, leadership (be careful here as the term gets overused), logical thinking, a fast learner. These are intangible yet important, especially in matching the cultural needs of an organization. Be aware of your qualities and include them in your resume and cover letter with an eye to the job you are seeking. Because these statements are usually not measurable and are self-defined, they are frequently given lower significance in straight resume reading and definitely in the scanning and tracking process. (See Keywords below.) However, they do count, and by using them strategically – especially in the interview process – you can score the extra points that may get you over the goal line. Knowing your personal qualities can sometimes help you fill in an interview question. (**Interviewer:** Are you familiar with the XR7Q calculating process? **You:** Not yet. However, I am a fast learner.)

Also, qualities relate directly to values, and by knowing yours, you can better judge the work or culture that will satisfy you in the future. A great question to ask in a phone exploration or interview is "What are your company's values?" *Examples:* Personal values: Working in teams, learning something new regularly, open communication, opportunity for experimentation, integrity, taking on something larger that makes you stretch, or flexible work hours, ability to set one's own schedule, non profit work, influencing others. Company values: Shareholder value, taking care of customers, innovation, adherence to rules, seniority, non- hierarchical.

Interests: What you feel passionate about or personally dedicated to. This is another important intangible for you and for future employers. It 's most helpful in the cover letter and interview as long as you know that the employer's objective is not in satisfying your interests. Being clear about your interests counts most

10 Steps To A Perfect Resume

when you can demonstrate that what you have done is consistent with them. Employers want motivated people as much as they want talent. To get both is the goal. *Example:* "Not only did the project exceed expectations, it was also satisfying to see the bottom-line results of my dedication to customer satisfaction."

Keywords: The words and phrases you must include either in the body of your resume or in a summary statement. When recruiters scan resumes electronically, they are often seeking these phrases. If the main shopped-for terms do not show up, the document may not be retrieved. Keywords should include the most marketable aspects in terms normally recognized by the kind of employer you've contacted. Unfortunately there is little consistency and no common language for the terms that are used; they are usually set as a search parameter in terms of job titles and skills. (For more on keywords, see Topic Three.)

Some of the differentiations we've made are subtle yet significant, but they are worth understanding if you want to be competitive and invest in your future.

Do the exercises on the following pages – either on or off the computer– and see how much you can harvest that you might have previously missed. But first look back at Topic One and review your future and short-term job targets. After these upcoming exercises, you will finalize your job target decisions.

Exercises to Define Your Strengths

Know-How

Fill in as many as possible of the following. If you want to continue to explore- and we encourage you to - use additional space to keep all your ideas together.

Regarding communicating to others, I know how to:

Regarding saving an employer money, I know how to:

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Regarding taking care of customers, I know how to:

Regarding planning projects, I know how to:

Regarding training and teaching others, I know how to:

Skills

By learning from acknowledged experts, I gained a high degree of skill at:

By my education and training, I gained a high degree of skill at:

By a lot of practical work, I gained a high degree of skill at:

10 Steps To A Perfect Resume

By taking my degree in _____, I gained a high level of skill at:

By hands-on experience, I gained a high degree of skill at:

Working with a mentor and with community activities I learned how to:

Other skills I possess:

Accomplishments

One work-related result I am proud of having been responsible for is:

10 Steps To A Perfect Resume

The payoff of this was/is:

One result I am proud of having created at school is:

The payoff of this was/is:

One result I am proud of having been responsible for in my community is:

The payoff of this was/is:

Other recent results I am proud of having been involved in or responsible for are:

The payoffs to these were:

Capabilities

Look to the future as you write down what you can accomplish. List as many capabilities as you can think of that might apply to future work you want. Use additional paper if required. (Note: You may want to do a bit of research first. See Step 3.)

One thing I know I can produce for you (a potential employer) in the future is:

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17

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Other things I know I can produce for you in the future include:

Job Families

The Job Families Process is optional. A Job Family is a common-interest grouping of jobs. Each Job Family category covers dozens to hundreds of specific work descriptions, job titles, and opportunities for problem solving. For example, the automotive job family would include jobs in designing, selling, repairing, and transporting cars, writing safety brochures, and making safety inspections, to name a few.

Go through the list below three times. First, draw a line through each job family that holds no interest at all for you. Then go back and circle each family that interests you somewhat. If there are some job families you want to add to the list, please do so. Then select the top four families that are most interesting and relevant to you. If you opt for a family we haven't listed, so much the better.

Accounting

Agriculture

Aviation

Advertising

Architecture

Banking and Finance

Aerospace

Automotive

Biology

10 Steps To A Perfect Resume

Building Services	Government	Politics
Business Service	Graphics	Programming
Camping	Health Care	Public Speaking
Career Services	Human Resources	Publishing
Child Care	Industrial Design	Real Estate
Children's Services	Information	Recreation
Commercial Art	Technology	Research
Communications	Insurance	Retailing
Computer Installation	Interior Design	Robotics
Computer Service	Investments	Sales
Computer System	Journalism	Security Systems
Construction	Landscaping	Sports
Consulting	Law	Systems Design
Consumer Electronics	Leisure and Travel	Transportation
Cosmetics	Machinery	Telecommunications
Counseling	Magic	Textiles
Defense Contracting	Management Services	Web Page Design
Digital Publishing	Manufacturing	Writing and Editing
Documentation	Marketing	Veterinary Science
E-commerce	Materials	Zoology
Ecology	Mathematics	
Economics	Mental Health	
Education/Training	Meteorology	
Electronics	Music	
Engineering	Nutrition	
Entertainment	Oceanography	
Family Services	Paper	
Fashion	Performing Arts	
Film, Radio, TV	Physical Conditioning	
Fine Arts	Physics	
Game Design	Photography	

For each Job Family there are hundreds of possible job titles. Some job titles are obvious and some will show up with a bit of Internet research. Try any search engine to take you to publications or topics about a field. The U.S. Department of Labor's *Occupational Outlook Handbook* is very helpful in listing and defining thousands of possible jobs.

10 Steps To A Perfect Resume

Your Perfect Resume

Step 3: Buzzwords, Keywords and The Hidden Job Market

What you will learn from this topic:

- How to identify the most compelling trends, concerns and opportunities in your job-targeted field and translate them to your resume.
- How to uncover names and legal insider information that will help you expedite your resumes and cover letters to the people who make the hiring decisions.
- How to penetrate the sea of job opportunity not visible in public job listing websites, classified ads, or other public announcements.

The Hidden Job Market

To expand your job opportunities, the most important job-search principle to know is: ***Eighty percent of the available jobs on any given day are not advertised or published.***

This pool of unadvertised opportunity is called the **Hidden Job Market**.

That's right. All of the job-listing sites – Monster, Hotjobs, Flipdog and so on – plus all of the bulletin boards, newspaper classifieds, and college placement office listings, don't include even a small portion of the jobs that people get hired into, month after month. What's worse is that when times are tough, real job listings go even further underground. You'll run into company and third-party-controlled databases, automatic tracking systems, unidentified companies spidering through millions of people's credentials without leaving a mark or trace of response – resume libraries of the unread dead.

Pastore Positano, Recruiter: "I thought when we started to automate our files ten years ago, this would speed up our finding the best people when we needed them. I waited for an electronic meritocracy where we would gleefully be narrowing the short list. Talent would float to the top; the best matches would happen. We've always used a form of automated referral: The executive you weren't going to be able to help played golf with the one you could, and we kept in touch with both of them.

10 Steps To A Perfect Resume

And then along came the big electronic resume warehouses that were competing on Super Bowl Sundays to become the one-stop job-listing sites for all – pseudo-career utilities that would reduce the full person to 500 ASCII characters and each job search to ten keywords – miss the wrong words and you fell between the chips and the hard drives and you never knew it. Since for security and spamming reasons, many companies don't let you know they got your priceless information, send a duplicate.

All this traffic in human cargo initially led to saleable advertising hits for the big guys. So, hey, if four dotcoms could play that game, why not a dozen? Of course, then everyone from headhunters to trade groups to schools to professional associations to private agencies and the U.S. Employment Service itself (with one of the largest job banks – legitimate and free to listed jobs and resumes), all tried to get part of company recruitment budgets. All resume listing services (as opposed to job) of the ASCII variety were free then to those who completed the forms and registered online. Sounded good, and for some it was, but not for long.

Then employers got smart: Why not advertise our jobs on our own great corporate web sites ourselves? Then we know that when someone comes to our site they know us, can see what we have to offer and then...they can send us a resume. That way there won't be so much competition for the talent we want and we won't have to pay to list our jobs.

At last count, there were over 15,000 company sites listing job openings or, well not exactly job openings now, but the kinds of general talent they seek: the best and brightest in all sizes and shapes; universal help wanted, a galaxy of potential. And while you are at the site, read about our products, you might buy them. Were you seeking a particular job opening? You can search but, if there isn't anything just now, post us a resume that we will strip into parsed digital statements of your skills and education, and then we'll let you know when something comes up. Sorry for now.

Not to be outdone, others jumped in and then there came these massive aggregators who will take one resume from you – for \$50 – in addition to all those you've sent yourself, and get it out to thousand of others who are just dying to get more resumes! And a share of the fees perhaps?

I'll stop here except to tell you the truth as I see it. These simple-minded gigantic data banks are just a lot bigger and cheaper than all the paper we used to keep in file drawers, and there is so much information in 20 different forms and contexts that we're almost back to first base again. Maybe we never left it: when I'm asked to find someone for an opening, I immediately think of someone I've already met, or I use the database to develop leads. People shouldn't fool themselves into thinking there's any

10 Steps To A Perfect Resume

job-finding panacea out there. There isn't. It's still person-by-person, only now there's even less face-to-face competition because everyone thinks the computer will handle it. Bottom line: If you want something best for you, go out and get it yourself.

If you want to take hold of your future you must know the inner workings of the marketplace. Then put together a custom-tailored resume to get you what you want. As Pastore said, if you want something special, you are going to have to do something special – and that takes a different attitude and game plan than just plugging into some web service. This is where knowing about and then using the Hidden Job Market pays off big.

The Hidden Job Market is based on reality: in any company employee flow is not even and predictable. New projects, new problems, new products, competition, retirements, people quitting, new contracts and more, all cause continual changes in roles, people, numbers, budgets. Even when a company lays people off, it hires others to get the most important jobs done. With 150 million people in the labor pool, a million new jobs added every year, and an across-the-board average turnover of 20% per year, there are some *one million* new hires nationwide every ten days!

When the media moans that *unemployment* is up to 6%, *employment* is at 94%! The odds are in your favor. Believe it: When your resume is focused on issues immediately important to a number of companies and you have done the requisite research, a.k.a. digging in, the right opening will show up. If you surrender to worry, lassitude and hope, don't do the background research, and rely on the "by the numbers" services promising full access to the world of work, your odds of finding the perfect job are considerably diminished. (See Topic 7, Digital Resumes, and Step 8, Mastering the Monster, for more on the use of electronic resume and job placement services.)

The big bang for the buck in pursuing the Hidden Job Market is turning your search into an investigation: You learn what's going on in your targeted field, who the important people are, what the trends and influences are, where the skill shortages exist, what contracts are moving, whom to talk to for information and leads.

Your investigation will result in a lode of gold: **buzzwords** and **keywords**. These are the terms that most clearly represent the trends, issues, needed competencies and top stories that people in the field are talking about. You need to know these, both for your resumes and cover letters, and to get into and succeed in the right conversations and interviews. Don't stint on this research. To be well-informed is to be well-armed.

Here is what you need to do to penetrate the Hidden Job Market:

10 Steps To A Perfect Resume

1. **Choose your main focus.** Look over your Job Family selections from Topic 2, or pick the main industry (such as publishing, manufacturing, travel) or a sub-industry (books, consumer electronics, cruise lines) where you're most likely to find the work you have targeted. For example, if you are highly interested in outdoor work you might pick forestry, architecture, or travel. If you are into research, think education, finance, publications.

2. **Pick the locations.** What towns or cities do you want to live in, ideal and secondary choices? How far are you willing to commute? Imagine the payoff if by spending a few extra hours on your job targeting you are able to live in the climate and style that best suits you.

3. **Capture your thoughts.** List your desired industries or sub-industries and possible locations.

Industries and Sub-Industries	Locations

4. **Fire up your imagination.** Lots of job fields cross many industries – sales, finance, advertising, legal, IT, security, to name a few. List the kinds of work you are interested in going for. Start in general terms and then narrow them down later when you are ready. Think of the kinds of work you've seen others do that attracted you. Again, go back to the lists you came up with in the last topic. It's OK to step out of your box here. Want to be a fitness trainer traveling on the high seas? Take a moment and go to Google or another search engine and type in "fitness and cruise lines," press Enter and see what pops out: at least a dozen situations. Are these your job search submissions? Not necessarily, but they are a clue to how things open up when you are specific. So list away with your imagination.

Kinds of work (job fields) I would be willing to research to find out more:

10 Steps To A Perfect Resume

5. **Dig deep online.** To find hidden jobs much of what you need is online. This access dramatically helps you to build a compelling case for your work choices. It allows you to get behind the valuable posted information on websites to the names of real people you can speak to one on one, by phone, in person, or email. These new contacts will critically complement your regular network of friends, colleagues and co-workers.

How you find, start and manage relationships is crucial to getting out the right messages with the right words to the right people. Find out who is writing and reporting in your target area. Scan the online forums to learn about new projects that trendsetters in the field are launching. Track failures as well as successes. Don't take what you hear at face value – dig deeper. There might be another view of the problem in another conversation. Online forums (text-based discussion groups) to be particularly good because the interactions are often archived. You can read scores of pages of current concerns and learn your way around the subject before participating.

Going online, Cindi Moore located a child-care magazine she had not known about. She contacted the editor, who told her about several companies that provided training materials to the child-care field. She met with three of these companies and is now working for one, a small company of less than 25 people in Phoenix. None of these firms had advertised or participated in online recruiting.

Samat Nosk linked onto some professional forums with wide participation from designers of products he was familiar with. He read, thought, asked questions, got in contact with a few participants, and found out what was going on in the field. He learned where the growth and demand were and to whom his resume should go directly. He garnered indirect referrals, and he knew how to customize the material to support his job search.

Don Sweet knew his field of hazardous waste removal well. He had been in one firm for a dozen years and wanted to jump up in rank and change location. Before he put together his resume, he decided to survey himself against others in the industry. He subscribed to two of the many newsletters. He found one editor who lived closed by, and arranged to meet her for lunch before deciding on how to format his resume.

10 Steps To A Perfect Resume

She told of the contracting problems some firms were facing and how they needed to build better relationships with the government agencies that were managing the programs or they might lose out. He knew some of these problems, although he hadn't been aware which firms were up against them. He saw where he could fit in, what he could do, and knew whom to contact to arrange a meeting. The letter and resume resulting from that lunch were focused on his contract managing skills and experience. He would have missed the opportunity if he hadn't reached further than some job search service.

6. **Check out professional societies.** They are especially good online sources. Don't believe it? Try this experiment. Go to your favorite search engine and type in the words "American Society of". Check out the hundreds of listings. Then go on to a few of the sites. Check out their most recent awards ceremony – usually an annual meeting – and pick out a few of the winners. Type their names into the search engine. You will probably find a full biography, email address, and a lot more – an instant lead. Not someone to harass or waste time with, but if you are on a committed track and need real answers, here they are. You can build the right kind of professional contact using courtesy, brevity and acknowledgement.
7. **Use your Alma Mater.** Or someone else's. Go to the web site of a school you attended or one close to where you live or want to live, one that has credibility in a field you're pursuing. Note that many departments, research papers, awards, professors, deans, department heads, career services and much more can be located easily. When you find the names of people who have the kind of background that ties into your interests or the directions you are considering, dig deeper. Search by name, locate and read the articles and speeches he has written, where he went to school, what is his industry experience. Sort through a dozen such leads and you will capture the issues, the terminology, and the references. Strategize how to approach him, how to ask the right questions. Refer to his work and mentally link it to your own. If that contact doesn't work out, ask him for a referral. Approach at least a dozen others.

In the career placement office of your own school are probably a number of services you can use. (You may need to call in for a password.) Read your school or department bulletins. If you can, visit the alumni office. Look through your yearbook to refresh your memory about classmates. Find out where they are and what positions they have in their companies.

Etiquette: Dos and Don'ts

- **Do** feel free to use email when an address is public.

10 Steps To A Perfect Resume

- **Do** plan in advance what you need to know and the questions to ask.
- **Do** your research by reading the available materials first so you know the subject.
- **Do** use the contacts for getting leads and ideas, but do not put pressure on someone to help you.
- **Do** keep your selected job targets in mind as you do your surfing and contacting so you can build a case for your subsequent letter and resume. Take notes.
- **Do** send thank-you emails to those whom you contact and let them know how you are doing. This keeps the doors open for further communication.
- **Do** be direct in asking the questions you want answers to: “Do you have a name I could contact about that? Do you have her email? May I use your name?”
- **Do** use time well. Be brief and to the point
- **Don’t** mislead or misrepresent.
- **Don’t** communicate your fears or plead for favors.
- **Don’t** let your natural nervousness get in the way. People tend to be far more receptive to giving information than most of us realize.

Most importantly, keep your job targets in mind while gathering information for the message in your contacts, resumes, and cover letter.

Natural Networks: Worksheet

Like a good researcher, you’re gathering information and terminology before setting out to write your resumes and letters. You’re also preparing yourself for interviews. Use the form below to help you. Name one of your future-looking job targets, then list the key terminology, questions, resources needed, information gaps – a shopping list of things you need to know to stretch your knowledge base.

10 Steps To A Perfect Resume

The Job Target I am exploring is:

The knowledge in which I need a stronger grounding to be exceptionally successful in this field is:

The types of industry information (companies, products, trends, names) I could use to help build my contacts includes:

One crucial piece of information I need to know before getting my resume out to the right people is:

10 Steps To A Perfect Resume

Your Perfect Resume

Step 4: Write Like a Reporter

When you have a job interview, you dress well to make the best impression. *Dress for Success* is not only a best-selling book, but a fundamental to good job-hunting. When you prepare your resume, there is an equivalent process: *Write Like A Reporter*. The story you want to tell will only get read if your writing grabs the prospective employer's attention.

Your resume has three angles: what it says about your past, what it implies about your future, and how it is presented. In other topics, we address the first two angles; here, we'll show you how to make your resume speak so clearly and powerfully that the reader sits up and take notice.

First and last basic rule

A bit about the risks: Robert Half International Inc., a major job-placement firm, recently reported that according to its studies, between 15% and 20% of the job-searchers who have passed through the various gateways to reach a live reader lost their opportunity to be considered because of basic errors in their resumes: misspellings, bad grammar, poor organization of information, lack of responsiveness to what the company was looking for, not putting the most important stuff up front, using five pages to communicate two pages worth of information, complaining about their old employer.

Rule: "double edit" any resume before you send it on its way to recruiters. Someone with some knowledge of the field and has a good business sense should do the first edit; someone who has sound writing skills should do the second edit. Even experienced writers need and want some editing of their work. It's a strength, not a weakness, to turn to an editor for a review. It is the kind of quality control that any professional would use on the job.

Lead with the juice

A good reporter makes certain that her first paragraph compels you to read further. The same good sense applies to resumes. Other than your contact information, the next thing the reader sees should be something that makes him say *Yes!* and read on with heightened interest.

If you are a recent grad, listing your degree is fine. If you are using a Chronological Resume, then the name of your most recent employer and your

10 Steps To A Perfect Resume

title should relate to the company's needs. (See Topic 5 for a discussion of format choices to meet your specific needs.)

If you put an objective at the top of the resume, then you are right on target *if* your objective speaks directly to what the employer is seeking. If it is totally different – they are looking for a researcher and your objective is to find a place in marketing and sales –recruiter just might be tempted to quickly turn to the next resume. An overly general objective will probably get by – “A solid organization that offers an opportunity to learn and grow” –but you gain nothing. You've wasted a headline and an opportunity. Most objective statements are either redundant, or too broad as to add nothing, or so narrow as to not fit the company's needs. Fortunately, most savvy recruiters know that a very specific objective not in line with what they want is not a reason to pass on an otherwise good resume.

Before writing your resume, consider exactly what constitutes your *Unique Selling Proposition* – the summary statement that shows your unique value to a particular enterprise. Highlight that in both your resume and cover letter. It could be something like, *I have combined an in-depth knowledge of the customer experience with a comprehensive technical understanding of how the products are manufactured, which makes it easier to locate and assess innovations in the field.*

What a good reporter and a good resume writer are after is for the reader to settle back thinking, *This is interesting...* and then read further. Unless you have really captured the recruiter's attention – as a well-done Targeted Resume can do since it demands research with the employer's needs in mind – she will probably start to scan the resume in her own way. That means she will seek the **knockout factors**, those disqualifiers that can eliminate the candidate.

A knockout factor, like the willingness to travel for an international sales job, knowledge of Adobe Photoshop for an advertising job, rises up when an organization has decided that something is a must for the hiring and your resume doesn't include that skill. A knockout factor implies that no matter what skills or experience you have, you won't be considered unless you have “X” also. This promotes “scanning,” when the recruiter just eyeballs your resume for categories and certain terms that fit her knockout factors. Scanning can become your problem if she has had a long bout of resume reading – on terminal or on paper – and her eyes are starting to glaze over. Recruiters can accidentally reject some number of resumes. This is most likely to happen to your resume if the material is hard to read.

Organize the layout

10 Steps To A Perfect Resume

To insure readability a newspaper reporter or layout editor wants to see the headlines in the right order, that the piece is easy to track, and that any photographs or tables are near the related information in the story.

The average resume may get three minutes of attention on the first scan, so the need for having an attractive layout is obvious. People don't read your resume the way you wrote it, so your layout should make it easy for the reader to find what she's seeking. Your critical sales points should be easy to find and understand.

Writing style

Compare this statement:

I was responsible for interfacing with the department that gathered the customer information from the dealers, and then put it into the right format for the offices to read.

with:

Converted customer data into executive presentations

Or this:

I used the computer to convert two-dimensional drawings to 3D elevations that we showed to clients for feedback

with:

Highly qualified using CAD equipment to prepare client presentations.

Good reporters, and good resume writers, use the minimum number of words to convey an idea with punch. So should you.

In preparing your resume, pay attention to how different terms are used:

- Where describing an **action** – a job duty or function – use an action verb at the start of the sentence: *Converted...*, *translated...*, *developed...*NOTE: You can find a list of action verbs at the end of this topic.
- When describing a **skill**, preface it with a qualifier: *experienced* webmaster, *certified* EMT practitioner, *full-charge* bookkeeper, *master* carpenter.
- When communicating an **accomplishment**, define the tangible results, not just the activity. Quantify results when you can. *Managed CRM*

10 Steps To A Perfect Resume

Center, achieving 20% improvement in customer satisfaction in three months.

IMPORTANT: Since the large majority of resumes are now subject to scanning and tracking systems, specify your skills as accurately as possible and join them in the same phrases if a multiple-word skill: *Risk Management* is the skill, *Risk Manager* is the job title. Since you do not know in advance how the company might be scanning or searching, you will want to insure that both phrases are used.

One size does not fit all

People have multiple skills and talents – some complementary, some independent, some unique, some common. Many if not most job-searchers can combine their skills and talents in any number of ways. Because you have a full battery of skills and experiences, it's confusing to put together one resume that includes everything. It's impossible to stuff a full-scale, three-dimensional human being into a two-dimensional set of descriptions in a linear search-and-review style. That 's what makes resume writing an art: It portrays you accurately from a particular point of view designed to achieve a particular result.

Far too many people cram their variety of talents and skills into simple job titles (descriptions), thus grossly limiting themselves to only a few job targets – and then they try to summarize all of these in one homemade resume. This approach limits their options because it limits the way hiring managers see them. (Step 2 covered this in depth.)

The solution is to prepare a number of resume paragraphs and phrases – all true. Use good resume software to store them on your hard drive, and then use the software to customize each resume for the job you are going after. Stockpiling your information on a disk in this way has the following advantages:

- You can cut and paste your paragraphs and phrases in a variety of combinations to emphasize specific skill areas, accomplishments, or capabilities.
- New skills and results can be added to your database as they're attained.
- You can easily experiment with a variety of formats, fonts, and styles to come up with the right resume for any new opportunity.
- Data can be edited to fit one page or two, depending on the requirements.
- Any one paragraph or section can be revised or expanded without affecting areas you don't want to change.

10 Steps To A Perfect Resume

- You can print a Presentation Style resume, then change it to ASCII for email or to Word or RTF for use as a digital attachment.

Layout, typing, and typography

This is mostly about the Presentation Style resume, the kind of resume that will show up best in print- good layout and organization etc. Its emphasis is on visual organization, and the time you spend getting this right is not wasted in the digital world. First of all, you will need a printed version of your Presentation Style resume for every face-to-face encounter you have. Doing it well can shape the interview, so your resume-designing work could well translate to real dollars. It is also a great way to look at yourself and play with various formats to see how you come across best. Once your Presentation Style formats are ready, you can convert them to digital styles where needed. Having both digital and presentation styles available gives you the best shot in the interview and in passing your resume to others for networking.

A good layout helps focus the reader's attention. Some simple elements that contribute to a good layout include:

- UPPERCASE LETTERS, used for important headings or titles only.
- *Italics* and **bold**, used sparingly to highlight key terms you want to take the reader's eye to. (Eliminate bolds and italics when you convert to digital format)
- **HEADINGS**, used throughout, but not for RESUME or NAME and ADDRESS
- Underlining, used rarely except for links.

Good print advertising makes generous use of empty space on the page, known in the trade as *air* or *white space*. It helps to accent what is on the page in a way that is restful to the eye and mind. Create white space in your resume with wide margins, double-spacing between paragraphs, careful positioning of your name and address, and indentations.

Some more details:

- Make sure your name, address, phone number and email are left-margined or centered at the top of your resume.
- Use at least one-inch margins on all sides of the page.
- Bulleted statements are easier to read than paragraphs, although they take up more space on the page.
- Single-space the text of your resume. Double-space between paragraphs.

10 Steps To A Perfect Resume

Several drafts

Don't expect to achieve a finished resume with your first draft. Plan to revise several times for each format you use. Once you have assembled all pertinent data, edit carefully, cutting back sentences that are too long and eliminating repetitions and unclear language. Use the double-edit process suggested at the beginning of this topic.

Checklist for final review

- The material fits neatly on one or two pages.
- There are no spelling, grammar, or punctuation errors.
- Your name, address, phone, fax, and e-mail numbers are centered or left-margined at the top.
- No paragraphs or sections are longer than eight lines.
- Key words relative to your job target are included and checked against company needs.
- Bold or capital letters are used to emphasize important titles, but not to excess.
- Indentations are used to separate different areas and organize information logically.
- Extraneous personal information (height, weight, age, gender, hobbies) has been excluded.
- Sentences and paragraphs are edited to eliminate unnecessary or repetitive information.
- The printed page is neat, clean, and professional-looking.
- The digital version converts attractively.

Action verbs

On the next page is a list of action verbs you can use to list achievements in your resume: circle in advance those you think most apply as these will help you form some of your statements.

Administered
Advised
Analyzed
Arbitrated
Arranged
Assembled
Assisted
Audited
Built
Calculated
Charted
Collected
Completed
Compounded
Conducted
Conserved
Consolidated
Constructed
Consulted
Controlled
Coordinated
Corresponded
Counseled
Created
Criticized
Delivered
Designed
Detected
Determined
Developed
Devised
Diagnosed
Directed

Discovered
Dispensed
Disproved
Distributed
Drew up
Edited
Eliminated
Evaluated
Examined
Expanded
Founded
Formulated
Identified
Implemented
Improved
Increased
Instituted
Installed
Instructed
Interpreted
Interviewed
Invented
Lectured
Logged
Managed
Maintained
Navigated
Negotiated
Obtained
Operated
Ordered
Organized
Oversaw

Performed
Planned
Prepared
Prescribed
Presented
Processed
Produced
Promoted
Protected
Provided
Purchased
Realized
Received
Recommended
Recorded
Reduced (losses)
Referred
Rendered
Represented
Researched
Restored
Reviewed
Routed
Selected
Served
Sold
Solved
Studied
Supervised
Supplied
Tested
Trained
Translated
Wrote

10 Steps To A Perfect Resume

Your Perfect Resume

Step 5: Custom-Tailor Your Resume

What you will get from this step:

- An understanding of the value of customization
- A description of the five most useful resume formats
- Sample resumes in each format
- Information about how to lay out your resume

One size does not fit all when it comes to resumes. That 's the major challenge to job seekers in today's wild and confused digital job marketplace: How do you make an impact with your presentation and still fit the narrow guidelines of the numerous overloaded job-listing websites, including employers' own? At the moment the system is so employer- and- vendor-controlled that it is hard to fit a multidimensional person into the narrow slots and filters that are the digital gateway to person-to-person contact.

You are not your job title

As a seasoned worker, you have accumulated years of experience, competencies, skills, education, accomplishments, relationships, and work styles. There are many things you have done, and can do. You fit a variety of situations and can adapt to many challenges. Most likely, you have already had a variety of occupations: The U.S. Department of Labor estimates that the average worker will have as many as five different careers in his or her life.

How do you manage yourself so that you are not completely typecast into slots that represent old job titles or past competencies? It's difficult because the digital job-search engines are programmed to find people who have already done what's intrinsic to the available job, people ready to follow the next logical step in a preset chronology. If you are already a research librarian, then you will be sorted, spindled and stapled only to the research librarian slots in the electronic galaxy of dumb search engines.

Conflicting agendas in the companies doing the hiring foster this superficial approach to employment. On the one hand, they want to find talented people, those who are flexible and mobile, who can look in new directions to what customers want, and can bring new life to old organizational structures. They want *talent*. On the other hand, for reasons of economy and efficiency and the

10 Steps To A Perfect Resume

enormous volume of input from resume broadcasters they turn to keyword search engines that make individuality almost a thing of the past.

This deluge of material makes it impossible for employers to screen by eye and mind and requires them to sort through the piles electronically. That leads them to set up vocabularies of keywords and simple search protocols good enough to find terms they recognize – like job titles or functions. But it leaves them generally blind to accomplishments, qualities and apparent ambiguity or diversity of skills and qualities.

There are many ongoing attempts to find artificial intelligence and natural language programming: Several vendors are experimenting with it, and some 40 % of employers are trying to do the same thing internally with their IT staff. (Although the degree of automation has hurt the recruitment industry as more firms go electronic, look for the emergence of more outsourcing by companies to those firms that can find the needles in the haystack or get back to recruiting for people by reputation and referral.)

This is why customization is essential and fits in with Targeting, the first step in this series. You have more capability than will fit on a few pages of text. In fact, if you have any experience at all, the various combinations of your skills, accomplishments, qualities and work style could run into the thousands.

You are not a job title – you are a results-producing entity who can step into a multitude of situations and take on challenges that haven't even yet arisen. That is a human quality, and that is how the world gets built – people stepping into situations and doing old things differently, turning old ideas upside down, finding ways to put one type of problem solving into another category of opportunity.

So the rationale to customize your resume is to make it fit the specific opportunities that are the ones you want to take on. You organize the words and phrases so they fit that model, or do several different resumes that can set you out on a multiple of paths.

10 Steps To A Perfect Resume

Resume preparation guidelines

Before getting to the actual formats you can use, let's review basic resume preparation techniques:

- Always prepare your resume with a targeted job or assignment in mind, even if you do not specifically state it. This will help you determine what to include or leave out.
- When listing accomplishments or duties, use short indented phrases where appropriate with a dash (–) or an asterisk (*) before each, rather than complete sentences. Word processing bullets are OK on a presentation resume yet might not go through the conversion to ASCII very well.
- Choose the clearest, simplest language to say what you want to say. However, given our digital world, be sure to include the keywords that will be retrieved if you are searched from a database. (See Steps 3 and 7.)
- Use specific quantities, percentages, or dollar values where they enhance your description of a result.
- Put the strongest statements at the top of each section or paragraph.
- Do not use "I." It is implied throughout.
- Do not include hobbies, vocational or social interests unless they clearly contribute to your ability to perform the targeted job or assignment.
- Avoid gratuitous self-descriptions, such as *seasoned self-starter*.
- Describe results and achievements, such as *Completed three major research projects on time and within budget*.
- Have someone with good language skills and familiarity in your profession check for appropriate language, spelling, punctuation, and grammar.
- Where possible, statements on your resume should describe all of the following:

The activity: *Coordinated auditing reports*

The person/department/company for whom the activity was performed: *for the compliance division*

The results of that activity: *allowing 48-hour turnarounds*

10 Steps To A Perfect Resume

Keep the length short. If written and edited well, a one-page resume is often sufficient to describe your best capabilities – at least as a lead-in to a more detailed resume. It is known that the mind can absorb and remember more information when it is on one page than if spread across many. Focus your lead-in resume on the key points you need to gain a recruiter's attention and offer to provide a more detailed resume or portfolio upon request.

Resume don'ts

- Don't include a photograph.
- Don't list references or that they are "available upon request." This is implied.
- Don't enclose your resume in a binder or folder.
- Don't list gender, weight, state of health, or other extraneous personal data.
- Don't include the mailing address of prior employers. (City and state are sufficient.)

The formats

In the pages below we will review five different resume formats. Each presentation will include a description of the format and its pros and cons, the instructions for preparing that format, and a sample resume written in that format.

Here are the five formats that you should consider:

Chronological Resume
Functional Resume
Targeted Resume
Combination Resume
Resume Alternative

10 Steps To A Perfect Resume

The Chronological Resume format

Popular with employers, easiest to read, and easiest to understand, it starts with the present, then goes back in reverse chronology to what you have been doing since you finished school. It shows your work situation right now, and perhaps the recruiter will stop right there. If what you're doing now fits what the employer is looking for right now, there may already be a match.

However, the chronological resume works against you if you don't want to stay in the same job. Perhaps you are on a new learning track, perhaps you want to choose from something you did well a few years ago, or perhaps you are just leaving college and don't want to put your clerical level job as the first thing a recruiter sees.

Here is how to prepare a Chronological Resume:

The Chronological Resume highlights a good work history that relates directly to your next targeted job. There should be no major time gaps and few employer changes within your work history.

1. Start with your present or most recent position and work backward in time, devoting the most space to your most recent employment.
2. Cover only the last eight to ten years or three or four positions you held. Summarize previous positions simply and briefly, even if they are relevant to your present targeted work. One-line descriptions are sufficient and could be put under a heading "Other Relevant Experience." However, be sure all relevant keywords that a company search engine might look for are listed at least once.
3. For experience with different employers, cite years, not months and days, on your job history. You can provide exact detail on an application.
4. It's not necessary to list every change of position within a given employer. List those that are relevant to your next targeted job. Be sure to list your most recent positions.
5. Do not repeat details common to several positions, unless you need to reinforce some aspect of your skills.

10 Steps To A Perfect Resume

6. For each position, include the major results and talents that demonstrate your competency on that job. Secondary results and achievements can be left off if you have already been clear about your major accomplishments.
7. Always keep your targeted work in mind, emphasizing those past jobs and results that are most closely related.
8. If you have earned a formal degree within the past four years and have less than four years of work history, list your degree at the top of your resume; otherwise, education should be the last item on your resume.
9. Keep the language clear and crisp. Keep it short.

10 Steps To A Perfect Resume

Chronological Resume

e mail a must

Should eliminate / so each term can register when-if scanned

Bolds will not show up in electronic version - better to change in case scanned

Emphasizes long term

Given the prominence and bold setting of past positions - no objective statement is needed- assuming Austin does indeed want to stay in a senior sales or marketing position.

Expressions shown in color (by us) are some of the many good keywords - terms that are searchable

Notice how earlier positions are given less space

Military and Hobbies- not needed- save for interview

Education not required -with so much experience - unless it added something new. If used, would go here.

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AUSTIN TREMBLAY
17719 Bridge Road
Bridgeport, CT 06216
(500) 555-6643
tremblay@yahoo.com

WORK EXPERIENCE :

1982 to Present : **U.S. ELECTRICALS, Division of Hammond Electric**
Bridgeport, CT

1999 to Present : **AREA SALES MANAGER/ ADMINISTRATION MANAGER**
Direct sales and marketing responsibility for the Middle East and Africa. Make four to six sales trips per year ranging from two to three weeks per trip. Assisted in setting forecasts, administering salary planning, and implementing budgets of \$2,000,000. Handle direct negotiation of contracts and projects with foreign government municipalities.

1991 to 1999 : **INTERNATIONAL MARKETING SERVICES MANAGER**
Reported directly to Vice-President of International Sales. Managed 16 regional marketing representatives and customer service personnel. Directed and coordinated all administrative functions performed by foreign subsidiaries and offshore sales offices. Responsible for the training, performance evaluations and work load measurements of direct personnel. Established procedures and practices, and administered pricing, credit, financing, and distribution policies. Assisted Vice-President in expense control and budget development. Controlled and maintained incentive and commission policies.

1989 to 1991 : **PRICE ADMINISTRATOR—INTERNATIONAL**
Administered pricing policies on orders, contracts and project bids to meet annual gross profit targets. Analyzed sub-product mix relative to product objectives and the effect on profit and loss. Conducted pricing studies on competitor's product, resulting in price publication changes.

1986 to 1989 : **SUPERVISOR—INTERNATIONAL**
Supervised order entry, customer service, shipping and documentation and inside sales functions. Responsible for product training and education of all personnel.

Military: Connecticut National Guard 1985 to present. Rank Colonel
Hobbies: Sailing, landscaping, cabinet making

10 Steps To A Perfect Resume

The Functional Resume format

The Functional Resume groups together skill areas according to their relationship to your targeted job – the direction you want to go. It breaks the emphasis on your most recent work that defines the Chronological Resume format. In a Functional resume, you can focus the reader's attention on selected functional or skill areas while minimizing – not hiding – any gaps or inconsistencies in your work history. If you're changing jobs or work direction or newly entering or reentering the job market, the functional resume will allow you to include and highlight the skills used in non-paid work experiences, like school, community, or volunteer activities.

Closely related to the Functional Resume is the Combination Resume format. The Functional Resume format includes minimal information about your employment history, so will make gaps and non-related work less obvious. These questions will arise at the interview, or even before; however, like a good marketer, you will have an opportunity to get your main message out front.

1. Use two to four separate categories or sections, each one highlighting a particular area of skill or results, such as: *Webmaster, Risk Management, Aggressive Cost Control, Meetings Management*.
2. List these functional categories in order of importance to your targeted job, with the most relevant category at the top. This first paragraph usually contains the most information. You might have several different functional resumes for different job targets, each with the functions in a different order.
3. Within each functional category, stress those talents that most directly relate to your targeted work. Make a compelling case for your future value.
4. Formal education is listed at the end of your resume, unless you have earned a formal degree within the past four years and you have fewer than four years of work history. If your degree is in a field completely unrelated to your targeted job, list it at the very end, no matter how recently it was received.
5. List your job history in the last third of the resume, in order of relevance to the targeted job, giving dates, employers, and job titles. If there are serious gaps that can be explained, you may generalize the dates and offer an explanation in your cover letter or interview.
6. Keep the resume length to one page if possible. Pay particular attention to the cover letter: It directs the reader's attention to those skills most relevant to the employment opportunity.
7. This is a good place to use a skill summary with keywords at the top of the resume.

10 Steps To A Perfect Resume

Note that there is some inherent bias against the Functional Resume format in some counseling quarters and with certain employers because of the low emphasis given to employment chronology. However, it is still the best way to affect a career or job change that would not be supported at all with a Chronological Resume.

If you are ready to change fields and do have a solid employment record, even if not in the direction you are aiming, the Combination Resume might be best for you.

In using functional headings pick identifiable specialties. Words like *Managing*, *Supervising*, *Coaching* are too general. You must be more specific: *Managing a Sales Team*, *Supervising Quality Control*.

10 Steps To A Perfect Resume

Functional Format Presentation Style

In this situation we have an Army Veteran (with 15 year's service) who wants to build on her three years of experience in the public restaurant business, and used the **Functional** format to keep the emphasis on restaurant management and downplay the 15 years in the Army - most in training work - at least until an interview. If she had wished to go back into training she would have put that category at the top and expanded it considerably, reducing the emphasis on food service

CHANTAL MARCOS
 244 Arnold Circle
 Birmingham, AL 35092
 (500) 335-2125
 chantmar@yahoo.com

RESTAURANT MANAGEMENT:

- Established total front house system of a 300-seat business. Directed all hiring, training, motivating, and scheduling of 15-person staff. Handled payroll. Managed liquor and food orders and all inventory control.
- Interfaced with corporate accounts successfully building strong relationships and banquet business. Directed unique set-up of three kitchens with three separate menus. *Became* restaurant's first female manager and handled all operations with *equal ease*.
- Supervised restaurant makeover from neighborhood pub to popular Bistro-type trendsetter with profitable menu and volume. Dealt with budgets, decorators, building inspectors, hiring, training, menu design and more
- Managed Army base foodservice at Fort Leonard Wood. Three facilities responsible for producing over 20,000 meals per week on demanding schedule. Citation for quality control.

INSTRUCTION / TEACHING:

Taught adult classes in organizational strategies, communication's skills, teambuilding and leadership in the US and abroad.

EXPERIENCE:

2000-2003	Hooligan's Restaurant & Pub	Birmingham, AL
□	GENERAL MANAGER	
1998-2000	Yamiyuri Japanese Restaurant	Atlanta, GA
□	DAY MANAGER	
Prior to 1998	US Army	

EDUCATION: BS UNIVERSITY OF ALABAMA in Food Service Management

CAPABILITY SUMMARY: Budgeting Scheduling Food Service Management Supervising Training
 Hiring Marketing Facilities Management Public Relations Quality Control

Powerful set of **Accomplishments** show both skills and results

Should consider eliminating reference to being first female manager- not relevant

Chose not to expand on 10 years of training work as not the direction she wants to go in now

Reduces attention paid to 15 yrs spent in Army. Wants to set the stage for discussion about restaurant management first and plans to discuss military experience in interview

Although it is not likely that this candidate will be applying through digital job listing services, the **Capability** summary at the bottom is a good one and provides a good list of skills for a potential employer to consider- it also makes up for the lack of detail

10 Steps To A Perfect Resume

The Targeted Resume format

This is the single most creative resume format you can use, focused on targeting to a particular opportunity. It emphasizes what you can do for an employer by looking at their needs both immediate and in their future. The future? Yes, this is the one format that does not limit you to your past. Like a stiletto- each version is specific to one job target. It requires sharp focus and is only effective if you pay attention to detail. However, the payoffs are worth the work you put into it. Most counselors or resume sites don't refer to it because they haven't seen it in action.

If you are ready to move to your future, this is the format to choose.

Unlike the Chronological, Functional and Combination resumes that describe results you have produced and jobs you have held, the Targeted Resume starts with what you *can* or *could* do to accomplish a particular job or opportunity – whether you have actually done that or not. If you are an architect who has built houses and garages, it's believable you could build a store, even if you haven't done so. If you have managed a group of salespeople, it would be no long shot for you to convince someone you could manage a group of dealers. However, you would have to dig into the subject to find out about the types of dealers, the special issues and terminology. Spend a few hours on the Internet, and then you could get this resume started.

Use a Targeted Resume when you know what you want. In this format, it is usually necessary to customize each resume for a specific employer or type of position. Research is required and pays big dividends.

The more you know about your targeted job or work, the easier it will be to select the related capabilities and accomplishments you need to project -- the competencies and results you know you can produce. A Targeted Resume is very easy to read. Everything is straightforward.

1. Put your job target at the top of the resume right under your name and address. You can name a particular title or describe a function, such as *Data Programming Consultant* or *Service Coordination for Earthmoving Equipment*. Keep it specific.
2. The first section head is *Capabilities*, which are your translations of your skills and abilities to that particular function. This shows up as a list of short, one- or two-line bulleted statements expressing the variety of things you can do to accomplish the job. Use competencies and language that the company understands and that internal screening systems recognize. The skills or capabilities you list should answer the question "What *can* you do for me?" Remember to think about this in advance and back up your claims through your research.

10 Steps To A Perfect Resume

3. Following this is a section headed *Accomplishments*. In a bulleted list under this heading, list specific things you have achieved in another job that directly or indirectly support your statement of what you know you can do going forward. These accomplishments or results answer the question, "What have you done in the past to demonstrate that you can do what you say you can in the future?" In the architect example, you would list the projects you have designed in the past that are closest to designing a great store.
4. Your work history and your education are described in the bottom third of the resume.

Think about the Targeted Resume this way: Every person who has taken on something new that stretched him or her has had to follow the same process -- see what was needed, figure out what they could do about it, and convince someone to give them the chance. It is one of the major weaknesses of the current job-search system that so much is boxed into past experience. It's more about slots than opportunity.

10 Steps To A Perfect Resume

Targeted Resume Format

email is a valuable communications asset - show it

In this type of resume a very clear job target must be used so it goes right to the attention of the reader

This entire list of capabilities are outcomes that Madison is confident he can do. To be capable is to be able to do, not to have done. analyze the job first, then define what you can do to make it happen

Keeping in mind what he has said he can do, Madison now wants to present the closest match of things he has already accomplished to support his claims

This resume format is not about the history of the past- the employment history is obviously relevant in this case. In many others, the target is in a direction that diverges from the past

ELLIOT R. MADISON
1222 Hickory Drive Seville, CO 81009
Phone & fax (303) 555-5424

JOB TARGET **Rehabilitative Physiotherapist**

CAPABILITIES
Determine appropriate treatment for muscular injuries.
Accurately diagnose sprains, strains, and ruptures.
Prepare detailed home-care programs.
Train loss-of-limb patients in use and care of prosthetic devices.
Instill motivation in newly handicapped patients.
Train medical personnel in basics of physical therapy.
Accurately evaluate physician's recommendations.
Effectively use ultrasound and diathermy equipment.

ACCOMPLISHMENTS
Diagnosed and successfully treated hundreds of patients.
Performed extensive patient tests and evaluations such as range of motion, functional analyses, and body parts measurements.
Administered a variety of massage techniques, deep and superficial.
Administered traction equipment to patients.
Prepared accurate records of patient treatment and progress.
Trained patients in manual therapeutic exercises for home care.
Assisted patients adjust daily activities to support their condition.

WORK HISTORY 1991 - Present
ST. MARY'S HOSPITAL: Seville, CO Colorado Staff Physical Therapist
UNIVERSITY OF MICHIGAN MEDICAL CENTER: Ann Arbor, MI Intern Physical Therapist

EDUCATION
1990 UNIVERSITY OF MICHIGAN B.S. - Physical Therapy
Certificate of Physical Therapy

10 Steps To A Perfect Resume

The Combination Resume format

The Combination Resume is like the Functional. It features skill areas grouped together according to their relationship to your targeted job. However, it deemphasizes your most recent positions, which would be highlighted in the Chronological format. In a Combination Resume, you focus the reader's attention on selected functional or skill areas and searchable keywords in prime position. The reader pays attention to that first, then looks at the details of where you have worked. Think of it as an advertisement for the direction you want to go rather than a recital of where you have been.

If you're changing work direction or applying new skills, the Combination Resume will create a context for change right at the beginning of the resume. Once the recruiter is clear about the functions you can perform, he will review your work history, provided on the lower half of the resume. It therefore matters much less that the work you last did is not what you want to be doing now.

Differing slightly from the Functional format, the Combination Resume provides employment information in more detail and in chronological order so that the recruiter gets the best of both worlds. Your success strategy is to know what you want to do and how to support that in your functional headings, and to know which employers are seeking just those functional skills areas.

1. Use two to four separate categories or sections, each one highlighting a specific (the more specific the better) area of functional skill or results, such as: *Sales Administration, Field Repair, Financial Counseling, Machine Design*. List these in order of importance. Place at the top the most relevant to your career goal, making sure it contains the most information. (You might create Combination Resumes for several job targets, each with the functions in a different order. If you do, keep good records about which version was sent where.)
2. List your job history in the bottom half of the resume. It will be an abbreviated employment history since you have already defined your work skills. Include dates, employer, job title and one or two lines that highlight the core competencies you delivered on the job.
3. Formal education can be listed at the top of the resume if it supports your functional direction, otherwise at the bottom.
4. This is a good format to use a keyword summary at the top of the resume.

10 Steps To A Perfect Resume

Combination Resume Format

One thing interesting about this Combination Resume example is the way Maines got his technical skills right up top in a summary section called Background. No problem meeting scanning requirements here.

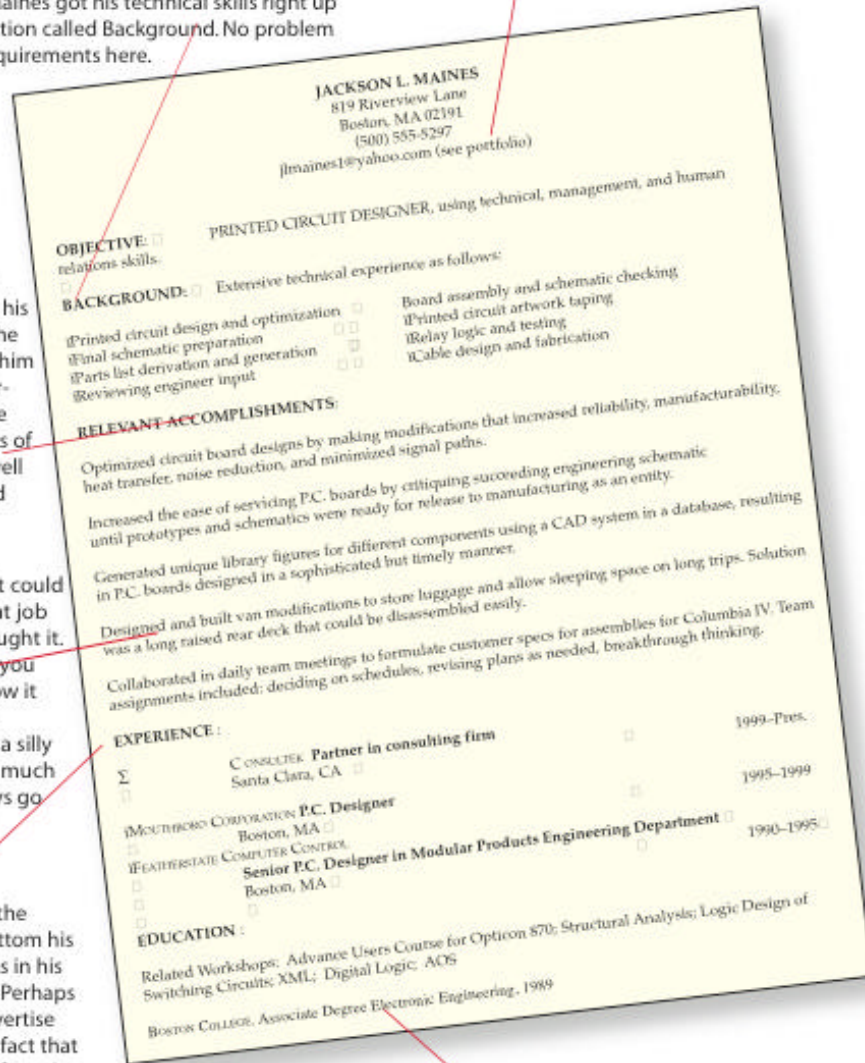
At this email address Maines offers a link to a fully developed Portfolio that will allow any user (previously identified by him) to sort through a more detailed set of skills and accomplishments - almost like having an interview with him. He scores big with this.

He gets us thinking outcomes not titles- his Accomplishments - he wants us to think of him as a results producer- which he is. Verbs are used followed by lots of technology. Works well with the Background skills.

This is a mistake that could have cost him a great job offer if we hadn't caught it. We left it in here so you could experience how it might change your opinion of him- just a silly slip left over from a much earlier resume. Always go for good editing.

As you can see from the Experience at the bottom his most recent work was in his own consulting firm. Perhaps he didn't want to advertise that up front - or the fact that he is in the process of moving back from California. (He is using his parents address.)

He has moved way beyond his formal education in know how, so the Education is rightfully at the bottom



10 Steps To A Perfect Resume

The Resume Alternative format

How do multifaceted men and women with a history of non-traditional work experience express themselves in a two-dimensional search engine environment where they confront a variety of narrow keyword criteria? The challenge is daunting.

In most cases, the process of narrowing a varied life experience into a “fill the slots” proposition looks like a construction worker’s shapeup: what trade line do you stand in, and for how long? Is the system efficient? Yes. Effective? Yes and No. Yes, when a company is looking for a highly specific, well-defined, and universally accepted position – *Six Sigma Black Belt Facilitator*. No, when a company needs to fill a less-structured position and when the right match-up in culture, temperament, values and adaptability to changing needs is highly important.

How does a company promote innovation and productivity when a talented man or woman with a variety of skills, mobility and non-conventional experience gets screened out by micro-filtering programs? Gates, Jobs, Pearse, Dell -- or for that matter, Edison, Einstein, and Land -- might well have found it difficult to even get an interview using today’s typical job websites.

The problem lies in the difference between a *job description* and a *valuable outcome*. A job description is someone’s preexisting idea of what is needed to accomplish something, and a valuable outcome is the *result itself* no matter how it gets done. In a resume that lists job descriptions, the focus is on what you know – process, technology, keywords. But you can communicate powerfully how you can produce a valuable outcome by using the Resume Alternative---a letter, rather than a resume. It’s like the Targeted Resume, except more specialized.

In a Resume Alternative, you write a letter in which you define in clear terms three things:

1. What you can produce for the company by way of a specific outcome or result
2. Why you are putting this in letter form rather than in a conventional resume
3. How the person reading the letter can find out more of or feel confident in what you have presented

10 Steps To A Perfect Resume

A Resume Alternative is used in a variety of situations such as:

- A person who did not obtain a requisite degree and reads that a degree is required. He can show a skill level or results that exceed that of other applicants.
- A person with serious gaps in job continuity that could knock her out of the position. She can use the letter to explain those gaps in detail.
- A person who has none of the skills listed in the job requirement. He can demonstrate that he knows of other, better ways to accomplish the same results that the company may not have considered.
- A person transferring from one field to another where it appears on the surface that the skills are not relevant. The writer can make the connection the firm might not have.
- A person with a disability or other special circumstances that if not explained might appear to block her from consideration for the position.

To prepare a Resume Alternative letter:

1. Do enough research into the company to ensure that you know the firm, its competitors, and its customer needs, as well as its markets and products.
2. Know what you can do for its needs and how you can back that up with your competencies and experience – not just “I think I can help you in this...”.
3. Know the person to whom you are sending the letter by name, position and if possible their reputation in the field, or by a referral from another person.
4. Keep the letter to one page, and suggest what the next steps should be.
5. Have someone knowledgeable in the field review it and proofread it.

10 Steps To A Perfect Resume

6. Be prepared to back up what you said you could accomplish if the person were to call you the next day. Make a list of specific answers to anticipated questions, as well as personal references.
7. Send it two ways -- by e-mail (as an attachment if they take attachments, or message) and by regular or priority mail.
8. Follow up with a phone call to the person within three days of when you expect him to have received the letter.
9. If you are still requested to send a resume, send a copy of the letter along with it for reference. (Consider using the Functional, Targeted or Combination formats.)

10 Steps To A Perfect Resume

Resume Alternative Document

Having good looking letterhead stationery is essential for looking professional

email contact is a must for business contacting

Joan Peerzy
1756 Colorado Drive
Pasadena, CA 91128
626 555 1234
jperz@aol.com

March 17, 2003
Mrs. Solon Hendricks CEO
Acusel, Inc.
Rosefair Dr.
Pasadena CA 91106

Dear Mrs. Hendricks,

Congratulations on your recent award as one of the most innovative new companies in Southern California. I know everyone in town who has followed your growth was delighted to hear about the recognition and what went behind it. Miles Fortune, with whom I serve on the Pasadena Employment Training Team, has told me a lot about your business, and how you have grown from three people to over two dozen.

I am sending this letter in lieu of a resume since I don't believe a conventional resume would give a clear portrayal of what I believe I can offer your firm.

I am an excellent interviewer and "talent scout" and will be able to help you staff top talent for your future growth. At Pasadena Community College I was a feature writer and interviewed dozens of people for articles. I know how to ask tough questions without offense, and to write up accurately what I find out. On the PETT project I helped interview volunteers and assign them to the appropriate work. In this same program I became very familiar with all the local colleges and training programs and have good relations with the placement offices. My two children are now both in school and I am available for work.

I know that a good interviewer needs to understand a variety of non-discrimination practices and protocols, and have just finished researching these requirements on the State Web site. I am in touch with a member of the local Personnel Resources Assn chapter and he has checked my knowledge and found it to be very up to date. He has also led me to some assessment resources that I am becoming familiar with. In finding out about Acusel, Inc. I have assumed you do not yet have a full time Personnel Manager or Recruiter. If this is true, I would like to apply for the position. I can be flexible about my hours in the first months, however will want to work a minimum of 25 hours per week and expand as your needs grow, as I am sure they will.

When would be a good time for us to meet and discuss how I can contribute to your continued success? My schedule next week is flexible.

Sincerely,

Reference to recent event is great opening as is naming a well known mutual contact

Right up front acknowledges there is a reason not to send a conventional resume. No apology needed

Talks specifically about the kind of value she can offer and how she is certain of this

Shows she has done her research and is not doing a mass mailing-offers some flexibility and states her needs as well

Politely but firmly shows she wants to meet soon

10 Steps To A Perfect Resume

Your Perfect Resume

Step 6: The Custom Cover Letter

What you will get from this step:

- The rationale for using a cover letter with your resume
- The key factors of a powerful cover letter
- A step-by-step approach to preparing custom cover letters
- Samples of good cover letters

As you write, edit, and format your resume, you may polish it to a high sheen, but it will still be a generalized, impersonal communication. This is especially true with the pigeonholing that comes with keywording, as you try to make your marketable skills fit into search engine vocabularies. Just as most company job descriptions tell you little about the culture, projects and working style of an enterprise, most resumes, to get through the system, are too structured and simplistic to get more than the bare bones across.

That is your loss – and a loss for employers as well. For them, defining the right people by simple sets of functional terms is like trying to define a good book by the sets of words and phrases it uses most or least. Even if they are looking at a good Presentation Resume, it is hard for them to get an accurate picture of how you as the candidate will fit into their culture and contribute to their complex challenges. Sometimes employers interpret resumes well, and sometimes they don't. Generally, the situation is near-impossible.

There is no software on the horizon that can out-do one-on-one communication – and that is where a good cover letter comes in. In recent years, the use of customized cover letters has been ignored or short-circuited into a formality, the result of digital screening and the resume broadcasting by the thousands. Yet it is one of the few remaining ways to make your singular mark as a job-seeker or career-changer and to shape the hiring process to your own needs and objectives. That is why a custom cover letter is essential in this digital age.

What is a custom cover letter?

Often sent by email, occasionally sent as an attachment, a custom cover letter is an individualized communication to a specific person that makes him want to find out more about you to fill announced and unannounced positions in his company. It gives you these potential benefits:

10 Steps To A Perfect Resume

- 1. Voice.** For all of history, letter writing by common folk or the literati has given people a way to be heard. In its tone, character and expressions, a letter conveys the feeling of a personal conversation with the sender. On a digitalized, scanned, keyworded resume, you have no voice. You are printed out as a set of specs like an invoice or purchase order. But with a letter that you have authored, who you are rises like a character from the page into the mind of the reader. Don't write anonymously.

Examples:

Confident, upbeat: *I saw the good news about your award from DOD-SL. Congratulations! It should also be helpful to your Boeing project – Aviation Week certainly wrote glowingly about that!*

Technical: *My skills in non-linear programming and mathematical distortion should be valuable to your new work, especially as to probability modeling which will introduce many advantages in structuring tests. My paper on the subject might be of interest to you. A link is attached for your convenience. If you would like to view my full technical portfolio- resume, please let me know.*

Strategic: *This is meant to be an inquiry prior to a possible application or interview with Raytheon Systems: Over the years, as simple GPS has evolved to onboard multivariable precision navigation, I've watched with interest the research and development leadership your company has assumed. I would like to consider opportunities at your firm, should I qualify.*

However, before I send out a resume and perhaps waste your time, there are two concerns I need to clear up: Are people working on a PhD (as I am) allowed to take certain amounts of time off for thesis work? And, do you encourage participation in scientific conferences on related subjects? These are important considerations in my future planning so I hope you do not mind my clearing them up in advance.

Thank you in advance for your answers. I've attached a list of preliminary qualifications and will be happy to send a full resume when appropriate.

- 2. Relationship.** In any good letter, you are speaking person-to-person one to the other. In the language of the letter, you are setting up your relationship to the reader. Are you a supplicant, colleague, potential partner, peer? Are you making an offer or are you asking a favor? The way you write the letter will establish this initial relationship.

10 Steps To A Perfect Resume

Examples:

I would very much appreciate the ability to discuss some of these matters with you and your colleagues personally. Can we schedule a phone call?

It would be professionally exciting to work with your team on this project. I know that Ford is noted for its teamwork models around Six Sigma.

We have something in common: the belief that the customer comes first. I read your article from last June's Wharton School Quarterly and found it to be very powerful compared with similar work from others.

- 3. Scope.** Even with the best natural language programming or semantic interpreters, there is no scanning software available that can understand the scope of capability you offer to a work situation. Most search engines can only slice, define, count, add, subtract and score. Screened out are precisely those terms you might need to define the scope of your capability. Words such as *breakthrough, quantum leap, invention, creative, expressive, major, minor* don't even show up.

How, for example, could you define the size and complexity of problems you took on when you transformed losses to gains in customer satisfaction indexes across a dealer network? Instead, we are back to "years of experience" as the measure of a person's scope. Back to haunt us is that old adage that a person who has one year of experience 16 years over has 16 year's experience. With your letter, you can show that your experience actually exceeds your years.

Examples:

... Although the exact numbers are proprietary, this was a very big win for the company and was widely credited with bringing that division well into the black for the first time in three years.

Through my staff I interacted with over two dozen field reps in this launch, and their subsequent breakthrough earnings caused the company to use the launch as a model for future promotions.

Each of my three main clients retained my services for more than five years, a major feat considering the volatility of that market segment.

- 4. Individuality.** Most company job-listing sites ask you to be sure to include the file number of the job you are applying for – otherwise they won't process you. You go from being an individual to a resume to SQL server mincemeat, and then you're screened through lots of filters by clerks and given the verdict: accept for investigation, consider later, hold,

10 Steps To A Perfect Resume

invite, delete. Who are you, really? Hard to say. The custom cover letter, if well done, will reconstitute you as a unique individual.

Examples:

Few Industrial lighting-fixture sales reps have a fine arts degree, but it has proven to give me a special rapport with a top tier of clients.

It was valuable and motivating to bring together my skills of opinion research from my work at Marist and my long time interests in community planning in such a high profile way (article attached); I consider myself to have effectively done that. I am looking for the opportunity to do something even larger next time.

We took risks that produced major payoffs- after one or two attempts where there was pressure to pull back – and now those approaches are becoming commonplace in the industry. I am not risk adverse, nor am I foolhardy.

- 5. Legitimacy.** With agencies that bundle thousands of resumes together each day and send them out to thousands of commercial placement agencies and spam resume generators, companies are increasingly suspicious of what they get. Is this a person looking for a free interview trip to Colorado in ski season? Are his credentials fictitious? Does she have pseudo-job searches going at dozens of other firms, including competitors? Or is she really as good as she looks? A custom cover letter makes you real and tangible. The better the letter the more memorable.

Examples:

I am well aware of the throngs of people hitting you with resumes as you grow. I'm sending this to you personally to assure you of my credentials are authentic. For further verification, feel free to contact my colleague Raphaela Giani, who I understand was your classmate at Penn.

In sending this resume to you, I am assuring you that you are the only firm I have made inquires to so far, for you are my first choice. I will widen my search if I don't hear from you within a week.

- 6. Inquiry.** The most respected job-seekers are often those who have the best questions to ask. To answer a question, the reader has to engage his mind, which puts you squarely into his field of attention. And his response will let you know if this is the kind of place you want to work. It may also result in the manager who is in charge of the operation reshaping his idea of what the job entails. This regularly happens if you can generate the right combination of questions and responses – in other words, kick off a dialogue. It can start with your letter.

10 Steps To A Perfect Resume

Examples:

I found the digital job descriptions on your site to be generalized, intentionally I am sure. My area of marketing is not as well known as many, and I would like to know more about what you are looking for before I send a regular resume. My combinations of skills, abilities, and experiences are easier to describe when I know what the challenges are. Could you tell me in more detail what results you are looking for, and how you plan to measure them? This will give me the opportunity to be more focused in my response to you. Thank you.

I have been a heavy producer in this field for five straight years. Would it be possible for me to discuss your approach to this job opening before applying for it with my rather general resume?

- 7. Action.** In a resume, there is no room to request a specific action. A call for action is a legitimate part of a custom cover letter, and it demands an answer. Most resumes submitted today are not responded to. Far more custom cover letters are.

Examples:

If a personal conversation is possible, please let me know what time is convenient for you. Thank you.

One of my rare trips to New York is coming up in two weeks, and this would be an excellent time for us to meet or for me to talk with one of your staff. I will be there for business on March 17th. I can keep the next day free if you wish.

Although it may be presumptive of me to do so, I will call your office next week to see if what I suggest is possible. Thank you for your time and attention.

- 8. Resume Spotlight:** One common use the cover letter provides is to point the reader's attention to particular parts of the resume that apply to that particular employment opportunity, and to add clarification if necessary. This allows one basic resume to serve many purposes.

Examples:

As you will see from my resume, much of my recent work has been with non – profit groups. I'd like to emphasize that my work in these organizations was highly driven towards budget and return on funding. I am no stranger to making sure that every initiative has a powerful payoff.

As you see from my resume my GPA at Brown was lower than I would have liked. This was a function of the time bind I had: I was holding down a 20-hour-per-week paying job while editing the

10 Steps To A Perfect Resume

student newspaper. My journalism grades taken alone would have put me at a 3.8.

Thank you for taking the time to read my resume. You will see my general reference to digital graphics in the section about my skills. To expand on that, I'd like you to know that I am highly capable with Illustrator, Photoshop, In Design and PageMaker. Since these are tools that are used in your design shop, these skills should be valuable. I have an online portfolio of my work if you would like to review it. Please let me know.

Putting your letter together

First of all, know by name the person to whom you want to send the letter, along with her email or mail address. A letter to just a title, or an email without a name, loses impact. The person you want to send the letter to is the person who would normally make the hiring decision – not a personnel officer but a manager or division head. There are several ways to get this valuable information.

If you know the division or department you are interested in working in, call the company and ask for the manager of that department and speak to her secretary. Or call a company officer described in an annual report or other public document and ask a secretary in that office for the name of the person holding the position you want to reach. Note the spelling carefully, then ask for the email and the phone extension for future direct contact.

Make certain you are accurately spelling the person's name, her position, and the company. You will get off on the wrong foot fast if you get those wrong, especially if the job is detail-oriented.

Be prepared. If you are connected directly to the person you had wanted to email, just say that you are planning to send her an email and are calling now to verify her name and address. It is better at this stage to get your ideas together by email than leap right into a conversation. However, if there is a conversation, say something like, "I am considering opportunities at your firm, but before I apply, there are a few questions I would like to ask, and I'd like to email them to you." Having done your preparation, if she wants to hear the questions right away, you can ask such things as:

"Is this a growing area at the company? Are there any good trade journal articles I can read about the company? Does the company do the work itself or is it outsourced?" As you speak, use the person's name. Don't panic and ask for a job – play it strategically to build the relationship first. Having had this conversation, don't forget to mention it when you send your email. Send it the next day if possible.

Another good source of names to contact at a particular division of a company is search engines. For example, say you have an M.B.A. and want to get into GE

10 Steps To A Perfect Resume

Capital because they are located where you want to live and are a big player in the field. Get on Google.com or your favorite search engine and type in *GE Capital*. This will take you to a financial products page showing the different services they provide. Pick one or two to review. (Remember, you are not searching anywhere near the careers page – you're where their customers go.) You will find press releases and lots of detail, including recent deals, quotes from real people by name, email addresses, and by implication the kinds of skills they are looking for and where their business is headed. You can spend an hour and come up with a dozen real live contacts.

It's even simpler than that at times. Say you want to work in a small web design firm in Greeley, Colorado. On Google, type in the terms, hit enter, and you'll retrieve more than 10,000 files. Try it to see! Pick one, and on the web page you'll find lots of information and contacts. It has never been easier than this.

If you are emailing both a cover letter and a resume at the same time, it is important to insure that they don't get separated – as will happen often if your cover letter is in the email message and your resume is an attachment. This calls for having a referral message in the body of the email: *Given your interest in structured finance, I invite you to see the attached cover letter and resume.* Then have the cover letter and resume as part of the same attached document with a page or section break to separate them. . If you want to put your cover letter in the email, that's OK but repeat it in the attachment.

If you have done the preliminary work, there are many ways to personalize your approach to the job you want and increase your odds of getting it. If you have not taken the time for research, you lose a lot of advantages shown here.

If you use a printed cover letter, edit it carefully and use **Letterhead Stationery** and good paper. Like dressing for the interview, appearance counts.

Simple Recap:

1. Decide on the purpose of your cover letter
2. Decide who you are going to send it to by name and address – email or postal
3. Introduce yourself
4. Make your point
5. Ask for a response
6. Thank them for their time
7. Follow up no more than one week later

10 Steps To A Perfect Resume

The Perfect Resume

Step 7: The Digital Resume

What you will get from this topic:

- An understanding of the transformation that has taken place over the past five years in the ascendancy of electronic digital resumes over printed Presentation Resumes.
- The different forms and uses of digital resumes
- When and how you should use a digital resume
- The do's and don'ts of preparing a digital resume

Facts of life about the digital age

Today, there is some good digital resume news, and a lot of bad. The good news is that if you have done a superb job of researching your job targets and have compiled a list of skills and competencies that are highly relevant to the job description, you will be quickly found by a company looking for those exact skills. This is a big time advantage for those whose skills are easily definable, specific and recognizable.

The bad news is that if you don't get the relevant language right, or get too abstract, or try the generalized "one size fits all" approach, you may never get out of the electronic filling system that holds your resume among thousand of others. Most medium to large companies prefer electronic resumes because they are easier to track in their applicant tracking systems (ATS). This doesn't mean that they are best for you, but you must know how to master them.

Any document done by a word processing software program is in a sense digital, including resumes. However, this is not the popular understanding of what a digital resume is: It is a resume that is *delivered* digitally or *converted* to digital format after delivery. For reference, a Presentation Resume is one that is designed to be formatted, printed and reviewed by the human eye – hopefully kindly.

10 Steps To A Perfect Resume

You will undoubtedly be using a computer to compose your Presentation Resume, and right from your first contact with your job target, that resume must look good, present effectively your skills and accomplishments, be correctly formatted, critiqued, edited and printed. Digital or otherwise, a resume scores readership by having the right keywords, statements and phrases. In the days when resumes were always reviewed by eye, it was the same. If your resume was full of windup phrases or superfluous information or repetition, the reader's eyes glazed over and in a minute or two, it was in the Reject for Now pile or sent to Resume Siberia to languish in files that were periodically dumped.

Your resume will be delivered by mail, by hand or electronically to the company you've researched so thoroughly. What happens then? Upon receipt, especially in medium to large companies, a personnel clerk will unceremoniously feed it into a digital OCR scanner— the old way – or direct it to a recruiter or clerk who puts it into a presorting program— the new way. The presorting program sends your resume through a set of search engine nomenclature filters that separate out resumes with terms for jobs that someone in the company is filling now. If you're lucky, you make the hallowed "short list" – your resume goes to a vast storage farm with thousands of other resumes for the company to peruse at its own pace, using search categories and terminology it alone controls. What? Help!!

Yes, the digital process starts by shredding your well-designed Presentation Resume into definable slugs and symbols. Then the file can be updated, sent overseas to vendors or outside recruiters, folded, squeezed, analyzed, mailed and used in so many ways that you will want to read the privacy policy terms of any company that you give it to. Talk about broadcasting your identity! Here is your past, your economic worth, your location, your credit, your work history spread all over the place. And, of course, it can be reassembled again whenever wanted – which could turn out to be just what you want if the job of your dreams comes up.

Because of these developments, your resume is best delivered in digital form to begin with. Below are the many ways that you can enter your resume into the digital machinery. (One major caveat: Many smaller companies, specialized fields, and big companies seeking top executive and professional employees have not yet embraced the digitizing requirement, and neither have most government offices – local, state or federal. But the digitalizing trend is quickly catching on in those places, too.)

- **Email resumes** are embedded into the body of an email message, usually at the request of an advertised listing (online or printed) or in response to a specific request from an employer. These are usually sent to an address that automatically scans them into a database. Before you send a resume by email, remember that it will lose a lot of its formatting – italics, bold, indentations, and so on. Try it out by emailing it to yourself first, and then

10 Steps To A Perfect Resume

making adjustments until you get the look you want. The same holds true if you paste your document into a resume service site.

- **Scannable resumes** are printed resumes that are sent by snail mail (regular post) or delivered by hand to a firm and then fed into an optical scanner that converts it into a digital resume. The paper copy is usually trashed. Scanning is a practice that is on its way out because of the shortcomings of character recognition software. However, if you are sending a printed resume that might be scanned, be careful to use the following format rules:
 - Do not use shadings and underlining.
 - Do not use **bold-face** type. Try ALL CAPS for emphasis.
 - Do not use *italics*.
 - Do not use tables.
 - Use only sans serif fonts – that is, plain-looking fonts without decorative squiggles, such as Arial and Helvetica.
 - Do not use bullets. Asterisks or dashes will work fine.
 - Do consider using a series of dashes ----- to separate sections

When you prepare a document you want to send electronically as a Presentation Resume but you suspect it will be scanned, save a copy from your word processor as a txt or ASCII file and send that as well, with a note that you are sending one for reading and one in case it will be scanned into a database.

- **Attachment resumes** are word-processed resumes and cover letters sent as attachments to emails. This is the best way to go if you can. However, some firms do not accept attachments because of virus concerns, so check their policy first, by phone or Net.
- **Templated resumes** are submissions to online job search services that give you the opportunity to “apply to thousands of immediate jobs with one short form” and give you a fill-in-the-blanks format to complete.
- **Other forms of digital resumes** go to the sites that give you a place to “paste your resume here,” to resume writing services, and to college placement services that offer materials to company recruiters in advance.

Note that not every digital resume ends up being unseen by human eyes in the screening process. Many firms make it a practice to pass each resume – on its way to the storage chambers – to the computer screen of a busy recruiter. Unfortunately, that practice is ebbing with the growing ease of job applicants and distribution services to send unrequested data to hundreds of recipients with a few simple keystrokes. The volume of data is skyrocketing and the ability to provide a human review is shrinking. The system is in chaos, with old tracking

10 Steps To A Perfect Resume

system vendors losing their market, a dozen new ones arising, and 30% of the corporations designing their own. This disarray calls for aggressive action on your part to get to the right people with the right information.

How to ace keywords and phrases

The sorting and selecting of resumes is done mostly through the identification of keywords and phrases. These are best related to the phrases used in your industry, and you should study the industry's professional sites, job sites, publications and more, as described in Step 2.

A keyword or key phrase is a searchable term that defines something an organization understands as a valuable aspect of its work or business proposition. Short, meaningful and clear, they are mostly nouns.

Good keywords and phrases:

accounts receivable manager
customer relations representative
hydrologist
customer satisfaction
dealer rebates
expedite projects
net programmer
XML
manage compensation plans
lath operator
published

Poor keywords and phrases:

achieved great results
high performer
managed a staff of 100
trustworthy
creative
like working with people
prompt and dependable
Ph.D.
top of my class

The current protocols mostly take a very shallow approach to handling the flood of applicant input for jobs – in many cases not even providing for a response. Thus they drive applicants to do more of what isn't working now, which accelerates the pace of the problem.

The smart way to get hired is to make sure to demonstrate high value added – the universal hiring rule we talked about in Step 2.

10 Steps To A Perfect Resume

How do you accomplish that in a digitized key worded environment? You do so by integrating the keyword that will be searched into statements that show the value you have contributed, so that your resume will first be retrieved and then will pass the human judgment process. This requires value statements that are a combination of the retrievable and the irresistible.

Digital value statements:

As manager of compensation plans, promptly produced highly creative and ethical ways to combine stock options with performance plans.

Received Ph.D. as a hydrologist and developed new applications of old technology that expanded our customer base.

This is the art of the digital resume: to combine both employability and marketability in concise phrases to answer the question “Why should I hire you?”

The enduring value of the Presentation Resume

A Presentation Resume is a fully developed resume in one or more formats. (Yes, you will want to consider producing several formats, depending on your situation. See Step 4.) It has an attractive layout, good editing, is organized to support your future targets and communicate value and accomplishments, and is printed well on decent paper. Isn't this old-fashioned here in the high-speed digital age? Yes and no. It is a bit like dressing for the interview. You want to look your best to make the best impression even if, when you actually get to work, you find that the dress code is more informal. Also in many professions outside of high-tech fields, there are a lot of people who still have an attachment to the formality of good documentation.

So even with the pervasive digital filtering and routing, take the time and trouble to prepare a Presentation Resume as a starting point. Here are some more reasons why:

1. You can take a good-looking Presentation Resume to every interview to give the person you are meeting a first-hand view of the high quality of your work.
2. You can easily give a paper resume to friends, acquaintances and others to pass along to their contacts who are potential employers.
3. If you are asking people for feedback on your resume, it pays off more if you have already taken the time to complete a Presentation Resume in one or more formats.

10 Steps To A Perfect Resume

4. Having done a Presentation Resume, it will be easier for you to study and rewrite the most important parts and convert these to your digital resume.

Rob Fitz Recruiter GM Telstar Systems: Hey, I know a good one from a bad one in an instant. I can tell the people who didn't care enough to give us what we asked for, who are in the wrong industry, are too inexperienced, over-qualified, or just not down our alley, if I can put it that way. They get zapped. We keep their names on file and the date of receipt – you'd be surprised how many times we will get the same person's forms. How much time do I spend? Well, not much. The company is cutting back and they want productivity. I give it to them.

We also want talent where it counts, so I am very interested in some highly specific skills. If I see them I stop, send the resume to the "hold for later review" bin, so someone with more technical expertise can take a closer look.

Do I miss a few? Yes, I'm sure I do, but I do my best with the time I have. I think that it is the responsibility of the person who wants me to review their file to put it together in a way that I can quickly see what I need. Frankly, the less information the better-- if the person's skills stand out, I'll get them. If there is too much to read, then the risk of being missed goes up. If it's too long – well, watching ASCII files flicker by all day is not easy.

Other than the ones I zap, there is always a second chance. We routinely pan through our database with our own list of terms -- new needs show up, so new searches. The ones we look at the closest are the ones who have responded to a specific listing we have. However, even there the numbers run over several hundred files for each position.

We have a separate process for external recruiters and we expect them to have done lots of the legwork before they send someone to us. Of course, they have the same problem we have in terms of the enormous volume of input they get. It is like the old days in the Yukon. You've got to pan more soil or dirt to get to the gold.

What would I tell someone to do to make the most of the system? That's simple: Don't send a resume too soon. Find a referral, a contact, a person who will make sure that you are paid attention to first. Other than that, well, it's a numbers game, no question about it.

10 Steps To A Perfect Resume

Do's and don'ts for digital resumes

Do make sure that all the keywords and phrases relevant to your field are listed as statements and accomplishments and are as close to the top as possible. A summary statement is good, but make it a paragraph, not a list. This is not the “Objective” statement – that is mostly out of date. Some experts recommend a box of keywords at the beginning, but others see it as overkill, and some search engines will ignore them. What is important is that your chosen keywords (skills, capabilities, functions) do get listed fully. If they are not, or if including them in your text will make the resume run over the maximum of three pages, add a section at the end that says something like: *Here is a listing of other skills I can bring to bear in this job* and provide a bulleted list of short keywords.

Do keep in mind that what can be seen on the monitor without scrolling – equivalent to “above the fold” in a newspaper – is most likely to get read. Keep the lengthy details for the interviews.

Do keep track of the firms to whom you have sent your resume so you can request to have it removed when you want to rein it in. This is an important way to clear the stage for your next job change – get out of the game totally so you can enter fresh when you want. Carefully research each company's privacy policy.

Do be sure the terms you use are in the most common, contemporary business language. If there are other terms that mean the same thing (*mortgage assessment, mortgage appraisal, appraiser, transfer appraiser, property appraisal, property evaluation*) either put them in to a bulleted list as described above, or decide on the one or two most likely to be used. Look for synonyms and alternative terms by entering the skills or functions in a search engine, and seeing what comes up. Read the documents and adjust your phrasing.

Do offer the receiving company the opportunity to have your resume and cover letter available as an attachment in addition to being in ASCII format in the body of the email itself. Some folks won't download an attachment; many will.

Do remember that despite the many resume rules, suggestions, and layout and format considerations you've been learning, the main aim of the game is to communicate your value to the arena where you want to be employed. Substance is more important than form – yet substance must be delivered in a form that powerfully communicates your intention. Sounds complicated? It is. Worth working at? Without question, if you value the quality of your life and your standard of living.

Do pick a simple sans serif typeface if you are sending a paper resume for scanning, or processing an original for attaching to an email that will then be scanned. What looks good on a printed document may not look good on a

10 Steps To A Perfect Resume

computer screen. Times, Helvetica, Arial are good. We prefer 14-point type for screen readability; however, if you use 12-point, you will get more information per page. **Don't** use 10-point or smaller type except for references to articles, publications or other documents.

Don't use Greek, Latin or scientific terms or foreign languages unless you know in advance that the organization's tracking and screening software can handle it.

Don't overload your resume with too many descriptors that may cloud your strongest assets. The company will ask you for more information if they need it. Just to keep you honest, some organizations have set up semiprofessional call banks to speak with selected resume submitters. They ask predetermined questions to see if the applicant is really as qualified as he has claimed, what he might have stretched and what is on the mark. Did you really leap tall buildings in a single bound?

Don't fall for the trap that more is better. Rather than pumping out more resumes for more jobs, you will advance your future far more by focusing on the whole value equation and your strategy for getting your resume in the hands of the right person. A great resume sent to a crappy job is not a score.

Don't fax your resume unless it is an emergency or you are specifically requested to do so. Email it as an attachment instead.

Do send your digital cover letter along with the resume. A cover letter is a valuable way to differentiate you from the competition. (Refer back to Step 6 for more details.) In a digital framework, make sure to include both the cover letter and the resume in the same document so they don't get separated in the filing and scanning process. If you are using the document as an attachment to an email, put the cover letter as the first page in a Word document and the resume as the second page. In an email, include them both in the same message, with a line of dots to separate them. Different submissions of the same resume should use different cover letters to ensure the message is customized. If a job listing has an official number, always reference it in all documents.

Harnessing the power of email

Email is the most powerful tool of the Internet. Here is a simple but powerful way to put it to early use in your digital job search:

Use the Internet to track down forums, professors, company managers, editors, and so on, until you get the name and email address of several people in your field who will recognize your abilities. Send them a simple question by email. Begin by referring to something you know about them, or an article you have read, or another relevant comment. Ask a question important to you, such as: /s

10 Steps To A Perfect Resume

there a particular industry job-listing site you recommend? What is the most up-to-date and reputable publication in the field? Is there a particular recruiting agency that dominates the field?

Then provide five or six accurate lines about you that gives a picture of your talent. Thank them in advance for answering – and thank them again when they do answer. After their response, check it out, and then get back to them about what you did and what happened. Stay upbeat and avoid conveying any complaints about your search. If you have another question, ask it. If you need to puzzle something out, ask if you can call them.

When you develop a good and honest rapport, ask the person by email if they would look at your resume – attached – to give any leads or advice. Do *not* ask them to consider you for a job – they will do that on their own if they want to. This is the good old-fashioned information interview. People will help you with pleasure if they can. Most get uncomfortable if you press for advantage in their own organization. If you plan to send the resume to the company and are qualified, tell them you are putting it through channels and ask them if there is anyone in particular they recommend you forward it to. Do so. If nothing happens, send them a short email that you haven't heard back and will therefore assume there was no interest. Push no further – and wait to see if any advice comes along. Renew the contact a few months later. Have several of these conversations going at any one time.

As a rule of thumb, always go to the professional sites in your field as a start if you are seeking job-search connections on the Internet. See Step 8, Mastering the Monster, for more information.

10 Steps To A Perfect Resume

Your Perfect Resume

Step 8: Mastering The Monster

What you will get from this step:

- Ways to use job-listing websites strategically
- Insight into the dangers to your identity on many sites
- A detailed step-by-step process for getting your resume to the right persons

The Monster Mash

“Internet recruiting has forever changed the job-search process.”

“The digital job search is hopeless. Career-changing is still a one-by-one exercise: You have to locate possibilities, attract interviews and negotiate for the best job offers.”

Which is true? Both are. To get the most out of your job search now and in the future, you will need to know how to use the Internet to expand your reach and multiply the number of prospective employers. At the same time, you can't afford to give up the basics.

Today you will find a large number of commercial and non-commercial services available online, all with high-flying and mostly inaccurate claims of success. This includes the over 100 “across-the-board” job- and resume-listing sites such as Monster, HotJobs, CareerBuilder, Flipdog, and – perhaps ultimately the most important of all – America's Job Bank www.ajb.dni.us/ from the U.S. Department of Labor. As this book goes to press in early 2003, that site is undergoing a multimillion-dollar upgrade provided by, of all people, the parent company of Monster. Are they going to build a free service that is better than their own fee-based services? Hmm.

In addition to the high-profile sites that advertise extensively and compete aggressively for market share, there are hundreds of industry-specific job boards that represent trade groups, professions, and journals. There are college alumni sites, community sites, headhunter sites, newspaper sites. And there are 10,000 company job sites that tell you all about the company, its products and what opportunities are available right now. For a list of many different job search sites, go to The Riley Guide (www.rileyguide.com/multiple.html). Or go to your favorite

10 Steps To A Perfect Resume

search engine and type in the words *job sites* or *job listing services*. You will have hundreds to choose from.

There are some important things to consider as you look at the biggest commercial job sites. First, watch out for the hype. Don't believe that there are millions of jobs and recruiters watching and waiting for your superb qualifications to show up on the site. In early February 2003, for example, the number two-rated site, HotJobs.com, claimed 245,000 open jobs on its national radar screen. But perhaps 75% of these were not direct jobs, but 'standard' jobs posted by third-party placement services and temp services; some were for self-employment opportunities, and others were multiple listings of the same job. Some were real jobs, no question about it – and if you see one that matches your criteria, you should go for it. Most if not all sites post resumes.

In a relatively new development, as job-listing sites face declining revenues from fewer employer listings, many are offering a "premium service." If you pay \$30 to \$100 or more, your resume will pop up at the top of the search list when an employer looks for certain keywords. Some sites will give you a better presentation for more money.

A recent story from *The New York Times* tells of a woman whose resume came up first in a list of 2,348 search results for a systems administrator in the New York area. She said she had paid \$40 for a search site upgrade because she had been getting no responses from employers. (On most job sites, anyone who posts a resume can track how many times it comes up in employers' searches and how often it is actually viewed.) "The number of searches that it's come up in and the number of clicks it has gotten has doubled since I did it," said the woman, who was laid off from her previous position as a developer for a technology company in New York City. But here's the catch: Although her resume received more exposure, that did not lead to a single phone call from an employer. "It hasn't worked one way or the other yet," she said. "I'm not really sure if it was the right thing to do or not."

Given the incredible number of non-standard, unconnected electronic job nodes, there are also "collectors" or aggregators who promise to pack up your digital resume and ship it out – with hundreds of others – to a full list of search engine connections and recruiters, who will then multiply it even further. So, hey, looks like the odds are in your favor, right? Well, not necessarily. It could very well turn out that simply sending your resume like spam out into the digital job zone will put your complete identity, history, earning power and more in hundreds of different locations for a dozen different purposes, and do so in a way that you'll never be able to retrieve it, and it might just show up on your present or prospective employer's job site even long after you've stopped looking. Active competitors in your field can scan the information too. We suspect this is not what you were looking for in your 21st Century career plan.

10 Steps To A Perfect Resume

Here are two clips from a frequent Web and email advertiser to make our point. First, the headline, which was made to look like a newspaper quote:

LOS ANGELES – January 13th, 2002 – So, you're considering putting your resume on Monster, Hot Jobs, CareerBuilder, Dice.com, and a ton of others. But you're wondering, is it worth the time?

The answer is yes. Read on...

There still are millions of jobs listed amongst all the top career sites. With companies currently staffing for their 2003 business plans, this is the BEST time to put your resume on ALL major career sites. Additionally the top 50 career sites are reported to be searched by 1.5 million employers and recruiters daily!

This was followed by a pitch to use this company's resume-aggregation service to forward a resume to *all* of these sites plus a hundred more and "the list is growing daily." Sounds great.

But when you go online and look deeply into the fine print of this firm's privacy agreement, here, among other things, is what you will find:

You are responsible for maintaining the confidentiality of your information, username and password. You shall be responsible for all uses of your registration, whether or not authorized by you.

You hereby further convey to (company) power of attorney to sign on your behalf (whether on paper or digitally) specifically indicating to each of these 3rd party career web sites that you have read, understood and agree to abide by *their* terms, conditions, rules and regulations.

By entering into this Agreement you're accepting full and total responsibility for the actions (company) performs on your behalf and at your request, as if you had performed those actions yourself.

By submitting your Personal Information to the Site you automatically grant (company) the royalty-free, perpetual, *irrevocable*, non-exclusive, transferable right and license to use, reproduce, modify, adapt, publish, distribute, translate, create derivative works from, perform and display such Personal Information (in whole or part) worldwide or to incorporate it in other works in any form, media, or technology now known or later developed, without restriction or compensation. In addition, you warrant that all so-called "moral rights" in the Personal Information have been waived.

So, given the pitfalls, let's look at how you can get the most out of the digital job universe – which is still the most amazing set of resources for job-seekers ever created. However, it is no panacea. To get the most from these resources –

10 Steps To A Perfect Resume

particularly in a tight job market –be prepared to put at least as much time and effort into your job search as you would a high school or college term paper. Look at the following:

- Consider how you usually use the Internet. You decide on the information you want, the facts you need, the ideas you want to explore, the products you want to research or purchase, the things you want to learn, the people you want to connect with, the addresses you need, the schedules, definitions, news events, and other content – mostly public – that you want to survey or review. You turn to your favorite sites for those things that you are already familiar with, or to one of the wizard-like search engines that give you 50 to 200,000 places to look in under one second. You are in the driver's seat all the way and can elect to connect to or skip over whatever is served up to you.
- Next, consider how you think about your work life. You have strengths that you know about, skills you have learned, accomplishments you're proud of, perhaps jobs you've already held, functions you have performed, functions you have not yet performed but probably could, preferences as to work style, time and income trade-offs, quality of life considerations, family needs, learning and personal development needs, and personal values that are important to you. Lots of variables that form the backbone of your life.
- You also have your own current situation: happily employed and looking to plan your future, bored with your current position and wanting to improve on it, worried about being laid off and preparing yourself for that eventuality, committed to changing your career direction, looking at a change in family requirements – like children – and how to adjust to these new circumstances, out of work and considering this as an opportunity to reinvent your future, just laid off and working with an outplacement or career coaching firm, or out of work and feeling broke and worried as hell about your survival. Each situation is different, and each has its emotional and motivational components. In almost every case, your willingness to go beyond the ordinary resume-posting sites will pay enormous dividends in results.
- Regardless of technology advances, the basics of good job-finding strategies have not changed. You will find that trying to take shortcuts by simply using mass distribution tools will be as unproductive and frustrating as any mass mailing campaign has ever been.

10 Steps To A Perfect Resume

Principles to remember

Principle One: *Any employer will hire any individual as long as the employer is convinced that the hiring will bring more value than it costs.*

We call this the Universal Hiring Rule.

Principal Two: *There is no scarcity of jobs.* Even in a down market –say 6 % unemployment – what is left is 94% *employment*: great odds for most of life's undertakings. A job is an opportunity to solve a problem, and since there is no scarcity of problems, there is no scarcity of jobs. What is scarce are people who know how to translate problems into job opportunities.

Principle Three: *Every individual has the inherent responsibility for translating his or her own skills and needs into high-quality employment opportunity.* No one else can take that responsibility. Others can help, but you need to be the active ingredient in your own career life. Many of us have grown up in a time of quick placement hits – from on-campus recruitment services, job fairs, or job-search services on the Internet when talent was extremely scarce – and it's easy to forget what it really takes to get the best for ourselves. It requires an organized campaign, and even using online job-search sites demands a thoughtful and persistent strategy.

Principle Four: *Most Internet job-bank sorting protocols are at best hit-and-miss.* If the exact descriptors used in an employer's search do not match the descriptors you used in your resume or the site's entry template, your document will probably not be selected. This is particularly true the larger the database. With the 20 million resumes that Monster.com claims, unless you have the right buzzwords, your chances of being retrieved are quite small. Granted, if you are a highly specialized *paleontologist of the Precambrian Era*, you've got a chance; or if you're one of the few people who combine DNA decoding with research on autism, the search will probably find you quickly. On the other hand, the people doing the search would probably already know who you are. The point we're making is that to be a resume waiting around for someone to find you is much less powerful than being a person with a marketable profile who knows exactly what you're looking for.

Making the Net work for you

Here is the approach we recommend:

Don't file your resume into a passive database where it sits awaiting a score. On your own initiative, use the public job-search Internet services as a way of identifying the kind of job situations you are looking for. When you locate what meets your criteria, do not simply fill out an application template or send a digital resume. Instead, construct a strategy that will get you face-to-face with a real

10 Steps To A Perfect Resume

person that can make the hiring decision or influence it. Happily, you are probably five times more likely to be able to make such a connection with the resources of the Internet than you would have been able to half a decade ago.

Here's how to do it:

1. **Start with your specific job target in mind.** This is the subject of Step 1 of this ten-step series, and it would be valuable for you to review it. It makes little sense to reach into the vast dimensions of the national job market without a target of some specificity. Probably, you should have three or four specific targets rather than lumping them together into a more general statement. The more specific your job target, the more likely you are to locate corresponding opportunities and make a compelling case for yourself. Remember that a job target combines intersections of your skills and your interests. Once you have named your job targets, see how many different ways you can describe each job. You will want to be able to search under several terms, and it is useful to explore this thoroughly. The Occupational Outlook Handbook published by the U.S. Department of Labor is like a career thesaurus: It will show you many variations in terminology that you can use as well as meticulous descriptions of what each job entails.
2. **Identify specific locations where you desire to live and work.** To embark upon a national search when you really wouldn't consider moving out of California is a waste of time. Your most important search parameter is where you want to live. Pick a number of locations if you wish, so long as they are true possibilities for you even if a company wouldn't pay for relocation. (Many will, some won't, depending on how much competition there is for that job). By researching each location separately, you will realize benefits of proximity, local networking and ease of obtaining an interview with a firm that is in the "neighborhood".

*Get the names of all of the employers in each location, whether they have posted job listings or not. This is an important step, and one that will give you a big advantage. It is also easy. On your search engine, name the location and the words: >business directory< or >laboratory< or >small business directory< or a similar term. **Memphis Business Directory** used as a search term will give you an enormous amount of information that no job-listing site will come close to since job-listing sites usually contain only paid listings for open jobs. You, however, are looking way beyond that into the hidden job market, since you know the vast majority of organizations with pending job openings do not post them, at least until they have done their own internal networking.*

With the information about companies in your prime location lined up, you are building the base for your own custom-tailored job-getting expedition.

10 Steps To A Perfect Resume

You may have to work harder and smarter than others, but you will be hired faster and better in the arena of your choice.

- 3. Research the organizations that appeal to you the most**, whether or not they have advertised open positions. Know their competitors, the industry, their products, and their financial condition as well as their mission and values and relationships to the community. Try www.vault.com to see if the site has a bulletin board on the company or industry you are interested in. Although rather gossipy, these boards can give you insights into how some firms hire and test and other aspects of their culture. Network for people you know in the locality who might have contacts in the organization. Look for SEC documents (www.sec.gov), Chamber of Commerce chapters, school boards anywhere that influential folks tend to be.
- 4. Get up-close and personal.** Check the companies' web sites to see what jobs are listed, if any. If you find a listing that matches your qualifications, don't respond yet. Find a more personal means of access: Get the name of a person in the firm (not necessarily in the recruitment role) who is responsible for managing that position or whose job is related to it. Call that person directly, or send him an email in advance of your resume. If you find no prospective job listing, do something similar. Considering what you know about the firm and where you could be effective, send an email to the person and ask for an opportunity to discuss future possibilities. Always stress the benefits you bring to the enterprise – and make sure your resume is organized to reflect these.

When you deduce how a company can use your skills even before they know about you, it is called **job creation** – and it is one of the most powerful drivers of our economy. You can create your own job when you have a deep understanding of what processes can help a company accomplish something that is challenging them. You figure out how you can benefit them, put a case together, and deliver it to the right person. Where value is shown, opportunity opens. (See Principles One and Two above.) By using hidden job market concepts, you step out of the realm of the obvious and competitive into the opportune.

Stop and think where we are going with this approach. You have a personal target worth investing in. You have assessed your skills, interests and values. You have chosen one to four geographic locations, from the ideal to the next best. You have gone into the information infrastructure of your most desired location to find out what enterprises are there and found out about them, perhaps even stopped by to find out more, or networked to find someone who knows about them. You are building a case of how you will fit in and how you can convince them of that. You have chosen resume formats

10 Steps To A Perfect Resume

and cover letter messages that make your case to the right people. You are also refining your ideas about your future career as you go through this research.

You are also taking more time to do this than pursuing the hit-and-miss routine of the public job-search sites. However, you might want to try these sites selectively – with emphasis on the local ones.

With the strategy above, you are not depending on a flawed and incomplete system of over-hyped Internet job-finding services to manage your future. Instead, you are using the Internet on your own terms – and you are skillfully managing your career and your job search at the same time.

10 Steps To A Perfect Resume

Your Perfect Resume

Step 9: Keep Your Message Alive

What you will get from this step:

- An understanding of how good follow-up builds credibility and choices
- Specific follow-up strategies you can use
- Sample follow-up language to try

Gene Edelstein, Senior Vice President, Omnix Systems: *The biggest scores in the job market are made not by the most qualified people but by those who are best at handling the job search. Shameful but true.*

I consider myself to be fair-minded and can recognize talent when I see it, yet when I speak to someone and never hear back, I lose interest. When I see a typo, I lower my opinion, even though it could happen to me. When a resume interests me and we ask for more info and it is not what we asked for, I shrug. Another thing is in the area of contact. I can't tell you how many people have gotten a message to me in one way or another and we found an interview for them, and how many just become numbers. Tell me how difficult it must be for someone to send a substantive follow-up note after an interview or a phone conversation. Even a simple thanks is rare, let alone something the person has thought about after we met.

I can remember one person who sent us a letter with some interesting ideas after we met, and it provoked a second interview that might not have happened otherwise. I suppose it is a bit like politics. You can be a good person and have a keen sense of law, but if the public doesn't hear about you, you'll never get into office.

Not following up after you have made contact or initiated contact is a bit like waiting for someone to call you after your first date. They may, or they may not. Why wait? Perhaps you are afraid of a turndown and would rather avoid the pain. Perhaps you have made the assumption that the system knows what it is doing or that good companies must have it all handled. Don't believe it. Without good follow-up, you are only running half a job search – or less.

The purpose of a good follow-up campaign is to accelerate response *and* to push for getting a job offer. Those are two quite separate objectives. If the response is absolutely negative, you want to find it out quickly and keep moving. On the other hand, the essence of a follow-up strategy is to intervene at those moments when

10 Steps To A Perfect Resume

the decision-making process is in flux so that you can influence a positive outcome for yourself. If the timing and strategy is right, you can even reverse turndowns.

Here are some proven, practical follow-up approaches.

Tactic 1: Convey urgency

Waiting tensely or waiting peacefully – either way, too much waiting around is not productive in a job campaign. You must impart a sense of urgency to every step in this process. And you must do it in a way that communicates itself to the prospective employer. Stay on follow-up timetables. If the employer says he will get back to you in a week and ten days go by, call him.

You: I really appreciate the interview we had, and now that ten days have gone by, I'd like to know if you need any further information and if we can set up another meeting.

Tactic 2: Provide additional information

New information opens new possibilities. It can be used at any point in your job campaign after you have made initial contact with an employer: after you have sent a resume and cover letter, emailed, or had an interview or phone conversation. Now that you know more about the company, think about some ideas to pass on or qualities to emphasize that could work to your advantage. This latest information can be both a means of staying in touch and of giving the employer another reason to make you an offer.

You: Knowing more about the growth of GM products in your stores and the need to raise public awareness about them reminded me of a similar situation I handled on a microwave product introduction that encountered some public resistance. This was a few years back, but the scenarios are close. I'd like to explain more on this in another meeting or send you an addendum to my resume. I'll call your office this week to find out if you want to proceed.

Tactic 3: Repeat and recap the benefit

If at first you don't convince, repeat, repeat again. That's why TV commercials repeat the same sales message over and over. People unintentionally – and intentionally – tune out. Your self-selling commercial will not suffer from repetition. It will be remembered. Therefore, if you don't hear a word from a prospective employer, follow up with a repeat and a recap. Email or telephone to

10 Steps To A Perfect Resume

remind them who you are and, most importantly, what you have to offer to that organization. You want to be subtle about your repetition: You are not hustling them to make up their mind, you are reasserting the benefits you offer in slightly modified ways.

You (by email): *I am happy to have been invited to provide more information about my background, and I sent the revised resume – including the facilitation experience – to your recruiter yesterday. The primary goal for me would be to work with your team to address ways to bring the five divisions together in each geographic location so that the goals and targets are coordinated to most efficiently meet the full company's objectives.*

Tactic 4: Respond to a question or problem

A question or problem has come up in an interview or a phone conversation, and you use this as a lead-in to your follow-up. The question or problem could concern the position, the company, or your qualifications. Sometimes coming up with a practical solution will require your doing some research. But having learned how to do this, it's not that hard. For example, in an interview for a position as executive chef for a large hotel, the hotel manager mentions that one of the major problems is high staff turnover. You make a mental note. A week after your interview, you send a follow-up letter:

You: *I've been thinking about your problem with high staff turnover. One approach I might suggest is giving incentive bonuses to people who have stayed for a certain duration. I know that this has worked quite successfully with The Marriott chain.*

Tactic 5: Go beyond HR or the recruiting section

You can follow up with a hiring manager after you have faced a rejection or lack of response from Human Resources. The best time to use this tactic is when you've been unable to get HR's attention. The tactic does not work in reverse: If you have been turned down at the hiring manager level, you won't gain a thing by then contacting HR, unless it is to find out about alternative positions.

When going beyond HR, you must do so in such a way that the decision-maker is not put in the untenable position of implying that HR was not on its toes. People up the line generally have a sense of protection for the decision of subordinates. There is also a built-in suspicion of people who are bucking the system. But it can be done.

10 Steps To A Perfect Resume

The tactic is simply to email the hiring manager or someone senior in the targeted division. Tell him that you have already applied to the firm, that you hope he has had a chance to review your records, and if not, since there is a bit of urgency on your part to make a decision, you would like to have a phone conversation to define how you can make a contribution. This gives you the opportunity to gain interest on a different path than the HR route.

If you have actually been rejected by HR, frankly acknowledge that decision and say that it was your responsibility that they did not have all the information they needed. Don't even imply they could be wrong. If you have already been interviewed by a line manager and were later turned down by HR, be prepared for the fact that the manager may have made the decision himself and had HR send out the notice.

Tactic 6: Send an updated or improved resume

As you have learned in earlier steps, it is important to have several versions of your resume ready based on your job targets and what you find in the marketplace as you go through the possibilities. If it has been many weeks since you made contact with a particular person or organization of interest, and you are still available you can send a new, improved resume to them. In a note, indicate the resume has new and relevant information in it on a subject important to that firm. On the Internet, if you have sent out older, less worked-through resumes, you will want to get them back or cancel them out – easier to do with corporate sites than aggregator sites. We recommend taking them out of circulation rather than updating them. Then you can post freshly your new cover letter and resume.

Mastering the Rule of Nos

The best job searches in the world look like this: No No No No No No No No No No No No No **YES**.

Many of us take the Nos personally, and that negative perception slams on the psychological brakes. We lose momentum. We grab for the six-pack or sink into channel-surfing, hoping something will happen somehow and that job offers will show up if we just wait long enough. We stop moving forward with enthusiasm – and this is deadly. Every bit of negative information we hear becomes an excuse to stay stuck: *It is the market not us, the economy will have to turn around first, we knew it wouldn't work out until next year, or....STOP!*

Follow-up is about Nos. It is about creating more Nos faster. It is about celebrating Nos as a central part of the process of finding our matches in life.

10 Steps To A Perfect Resume

Create more Nos faster and then the Yeses will start. That is the secret of follow-up. And the secret to many other things in your life. Don't take No for an answer. You are not a failure. You are a success going through the process that everyone who builds a valuable life goes through: continually putting yourself out there to communicate the fundamental value you offer, over and over, sharpening it every step of the way until you have a breakthrough and the rewards come to you.

Take every No as an opportunity to upwardly calibrate your talent and refocus it. Know that you are a valuable being and that your participation adds value to the enterprises of others. Keep communicating – and racking up those Nos!

Exercise: Count your Nos

Make a chart with 10 rows of 10 Nos each. Every week, see how many you can scratch off. Hunt down the Nos and persist in getting them. Try more and more avenues that others may have given up on. Celebrate each No. Acknowledge yourself for your persistence and for having the winning formula on the way to the big YES.

10 Steps To A Perfect Resume

Your Perfect Resume

Step 10: Fifteen Perfect Resumes

In this collection, we have:

- Five Chronological Resumes
- Two Functional Resumes
- Four Targeted Resumes
- Three Combination Resumes
- One Letter Alternative

Each resume represents different aspects of the writing challenge. The following career families are represented:

- Finance (3)
- Education (1)
- Business (4)
- Software (2)—one engineering; one sales and marketing
- Public Relations (1)
- Political consulting (1)
- Telecommunication (1)
- Social Welfare (1)
- Human Resources (1)

- Two completely changed industry (one remained in the same function; one changed skills areas and also went from not-for-profit to for-profit)
- One went from military to civilian with a masters degree in between
- One is international
- Three have language fluency (Arabic, Spanish, Chinese)
- Four are new college graduates (May 2003)
- One has no college, but has a technical certificate
- One has one year of work history after college
- One is seeking part-time work after being unemployed for awhile
- One is seeking a regular education position with after school sports coaching

We know that these practical examples will help you to have your own resume bring out the best in you.

10 Steps To A Perfect Resume

Edward chose a targeted resume since he was changing functions within the same industry. He went from a technical desk job to people-oriented management. Note how specific is his objective.

EDWARD P. LOCKHARDT

222 Barkley Plaza

Beacon, NY 12508

(555) 838-0000

elscience@internetprovider.com

OBJECTIVE: Manage communication projects for conferences to assure high performance in voice and data transmissions.

CAPABILITIES:

- Meet with conference planners to assess communication requirements.
- Assure that equipment meets technical specifications of space/locations.
- Negotiate prices to keep projects in line with budget requirements.
- Coordinate activities with equipment suppliers and crews to minimize staff down time and contain costs.
- Interview and hire crews with required skill-sets.
- Supervise work crews for set up/breakdown.
- Orient technical operators to task and program.

ACHIEVEMENTS:

- Assessed phone system networks for new installations or expansion capability of new extensions
- Reviewed specifications required for voice and data telecommunication lines.
- Prepare cost estimates for both equipment and labor.
- Negotiate contracts for equipment, installation and service.
- Evaluated problems to determine probable causes and dispatch repair staff to minimize time to return customer to full service.
- Monitored staff at multiple locations to insure that all projects were on schedule and within budget.
- Interfaced with customer to assure that communication requirements were met and staff had provided excellent customer service.
- Met with upper management to inform them of current project time lines and proposed projects under consideration.
- Relayed customer identified needs for future service expansion.

PROFESSIONAL EXPERIENCE:

1992 – 2003 Technical Supervisor. Mid Catskill Communications. Beacon, NY.

EDUCATION: Telecommunications Certificate—Hallon Tech School,
West Springfield, MA

10 Steps To A Perfect Resume

Arianna had an impressive work history with one company, ideal for a chronological resume, EXCEPT she was changing industries completely. She did loads of research and could include what she found on this targeted resume.

ARIANNA CORBUSKI

58 Blue Mountain Road
Houston, TX 76065
Residence: (500) 555-6531
Office: (500) 555-0290
arianna@internetprovider.com

OBJECTIVE: QUALITY MANAGEMENT EXECUTIVE: AUTO INDUSTRY

CAPABILITIES:

- Assess and evaluate customer requirements and business objectives
- Develop and deploy organization-wide improvement strategies
- Apply Six Sigma to national or international business units as needed
- Design systems and internal support for continuous improvement
- Integrate organizational designs with interlocking natural unit teams
- Implement and follow up consulting to put principles into practice

ACCOMPLISHMENTS:

- Consulted on a major chemical company's Administrative Organization Redesign process and strategic intent initiative that yielded a 22% increase in productivity with a 13% reduction in staff
- Maintained full responsibility for developing and implementing plans and courses of action for six management teams and 23 technical teams for four divisions.
- Originated and led the Quality Leadership Process in two large business units (over 1,000 each), three major support organizations and the Latin American region impacting close to 3000 employees.
- Developed a cost-saving infrastructure of dynamic internal consultants through training and strategic advising.
- Coordinated Team Management effort with full responsibility for seventy interlocking teams. Pioneered planning, implementing and coaching facets of the quality process.

WORK HISTORY:

1994–Present	Canfield Chemical Company (CCC), Houston, TX
2001–2002	Canfield Photo Division Company (CPD), Houston, TX
2002–Present	QUALITY MANAGEMENT CONSULTANT
2001–2002	CANFIELD PHOTO QUALITY CORE TEAM
1999–2001	PILOT OF TEAM MANAGEMENT
1994–1999	PROJECT INDUSTRIAL ENGINEER; SYSTEMS ANALYST

EDUCATION: B.S. Business Administration U. of Texas, Austin

10 Steps To A Perfect Resume

Mary Lynn was just one year out of school and disillusioned with the legal profession after spending a year with a law firm. Since she was changing to not for profit and into research, she chose the targeted format.

MARY LYNN PALARMO
22 Castle Court

San Francisco, CA 12233
(768) 456-7890

mlpalarmo@internetprovider.net

OBJECTIVE: Research Assistant For An Organization Focused On
Social Welfare

EDUCATION: B.A. SYRACUSE UNIVERSITY Pre-law and Urban Studies 2002
Certified Paralegal, National Paralegal Association

CAPABILITIES:

- Write complete and detailed research reports.
- Edit written materials for content and grammar.
- Work well under pressure to meet deadlines.
- Communicate effectively with librarians and staff to support research work.
- Skilled in the use of Internet research tools.
- Read and provide executive summaries of detailed material.
- Prepare charts and visual materials using both Windows and Mac.

ACHIEVEMENTS:

- Wrote a research report on the effect of crowding and reported incidences of violence; results used by non-profit in grant application for additional funding.
- Developed a system to track prices of common purchases to assist non-profit organization with limited funding to serve more clients.
- Researched background material for textbook on urban issues by Professor Louis Hornbeck.
- Edited university political magazine and wrote more than a dozen articles on pertinent and controversial social issues.
- Retrieved case and briefs and checked citations related to current lawsuits.
- Analyzed data using statistical programs SPSS and SAS.
- Conducted research project on levels of moral development on group decision-making.

EMPLOYMENT HISTORY:

2002-2003

PARALEGAL

Law Offices of Moore and Wallace, Los Angeles, CA

Summers

1998-2002

NANNY for family traveling to Southern France for 60 day stays
Visited nine additional countries, many villages, museums, student
hostels. Developed conversational French and read Italian

10 Steps To A Perfect Resume

Cornell had a substantial history with the US Marine Corps. He also started his masters degree after completing his career and was ready for a civilian job. He used the combination format to emphasize his skills areas as well as his excellent career growth with one organization.

CORNELL FRENCH III

16 Broadlane Avenue #24
Cambridge, MA 02138
(500) 555-7501
cfrenchIII@yahoo.com

EDUCATION

The Harvard School of Law and Diplomacy, Harvard University
Master of Arts in International Relations, May 2003.
Ames College, Dover, DE. B.A. May 1990. 3.7 GPA in major.
Nominated for Harry S. Truman National Scholarship.

PROFESSIONAL EXPERIENCE

- Research Assistant, Harvard Law School, 2001–2003.
- Liaison Officer, 1st Battalion, 1st Marines, Camp Pendleton, 2000–2001
- Surveillance and Target Acquisition Platoon Commander, 1992-1999
- Executive Officer/Platoon Commander, Bravo Company, 1990-1992.

SKILLS SUMMARY

Leadership / Training / Program Development

- * Chief Instructor for Squad Leader courses; developed a comprehensive program of instruction and field training to teach leadership under extreme stress. Coordinated the actions of 40 students, 8 instructors, and 45 support personnel.
- *Chosen to screen, select, and train 45 qualified Marines for the elite missions of reconnaissance and target acquisition.
- *Conducted prep training using digital video that twice produced the top two graduates of the Marine Corps' most demanding special school.
- *Developed comprehensive training in land navigation, communications, and patrolling culminating in a week of unprecedented independent operations in the Mojave Desert.
- *Co-developed original doctrine for cliff assaults, later adopted throughout the Marine Corps.

Organizational Management

10 Steps To A Perfect Resume

- *Coordinated the training schedules of a battalion's six subordinate companies.
- *Scheduled and coordinated all training for the Marine Corps' first fully qualified raid force throughout a six-month deployment to the Persian Gulf.
- *As Officer-in Charge of a U. S. Marine Mobile Training Team, supervised weapons and tactics training of 300 Philippine Marines, Republic of the Philippines.

Research/Analysis/Writing/Editing

- *Masters' theses: *Vietnam: Reporters and the My Lai Crisis of 1968; Rethinking and Reinforcement in NATO "After the Pact": US Strategies and the Atlantic Alliance.*
- *As Historical Officer, researched and wrote an account of a battalion's training and deployment.
- *Selected for year-long Honors program, Department of History, Ames College; thesis: *America in Vietnam 1945-1950: The Origins of an Incomplete War.*
- *Delegate to Naval Academy Foreign Affairs Conference, 1998.

INTERNATIONAL EXPERIENCE

- *Traveled extensively: 49 states, The Netherlands, Italy, Okinawa, Republic of the Philippines, Republic of Korea, People's Republic of China, Hong Kong, Cairo, Dubai, Iraq and Kuwait.
- *Working knowledge of Portuguese and Russian.

INTERESTS

- *Active in Representative Assembly, African-American Society, and the Colloquium on Nuclear Weapons and Arms Control, Ames College.

10 Steps To A Perfect Resume

Although Kelly was applying for a corporate job, it was still the same function he'd been performing for many years in not-for-profits and his chronological resume choice was exactly right for him. His objective and summary are also very specific and clear.

KELLY M. JONES

Address, phone
mjones @internetprovider.com

OBJECTIVE AND SUMMARY

Corporate Foundation Manager to coordinate philanthropic programs to meet established goals and assure regulatory compliance.

- Experienced non-profit financial manager with expertise in understanding and compliance with government regulations.
- Skilled developing guidelines and procedures to meet organization goals.
- Successfully managed benefits programs to control costs with minimal reduction in services valued by employees.
- Produced full-range of public relations materials from newsletters, newspaper articles to annual reports.

PROFESSIONAL EXPERIENCE

1995 – present **Director of Finance and Operations**
Haldane Career Center, Haldane, NY

- Manage fiscal reporting for 10 million-dollar federal grant.
- Develop financial policy and procedures to assure compliance with government regulations and reporting requirements; submitted timely reports.
- Managed the Management Information System department training all employees in new database system developed to track outcomes.
- Coordinated the organization and state databases to produce reports required by several levels of government.
- Conducted an organization-wide survey to determine staff benefit needs
- Negotiated with providers to create a custom benefits package at no additional cost to employee or employer.

1990 – 1995 **Controller/Chief Financial Officer**
Upstate Employer's Federal Credit Union, Masena, NY

- Coordinated and directed investments to ensure financial goals were met.
- Directed preparation of reports on financial condition to regulatory agency.
- Reorganized accounting department saving \$85,000 annually.
- Oversaw the selection and training of all department staff.

EDUCATION

State University of NY at Plattsburg,

BS, Accounting

10 Steps To A Perfect Resume

Carle was changing careers entirely. He had 13 years in not for profit but several years moonlighting as an investment advisor. Now going to full time, he chose the functional resume to highlight his part-time skills and accomplishments and to downplay his full-time work history.

CARLE B. GOODRICH
1387 South Park Drive
Lincoln, NE 68156
(h) (500) 555-1111
carlebgood@internetprovider.com

OBJECTIVE: INVESTMENT ADVISOR

ANALYSIS:

- Developed a stock selection method that results in a projected return six times greater than the Dow Jones Industrial Average increase.
- Performed analyses which have produced stock selections that consistently achieved an above average return on a risk-adjusted basis.
- Analyzed numerous applications for funding including an evaluation of cost budgets and revenue projections.
- Produced monthly client newsletter containing “best bet” stock picks.
- Participated in research projects on the following topics:
 - Effects of reduced institutionalism on the elderly.
 - Method for reducing cultural barriers to cancer screening among Sioux Indians.
 - Effects of Medicare on patterns of hospital utilization in five Midwest locales
- Author of three articles appearing in professional publications.
- Performed tax planning/preparation for investment accounts.

INVESTMENTS:

- Started and continue to manage an investment business composed of three major areas of concentration: limited partnerships, individual accounts, and newsletter clients.
- Series #7 license; associated with Horne Investments and Insurance.
- SEC licensed investment advisor.
- Managed trusts and personal accounts.

MANAGEMENT AND ADMINISTRATION:

- Chaired committee to develop a formula for determining nursing home bed need per geographic area.
- Qualified numerous areas to receive additional medical manpower.
- Administered National Health Service Corps contract.

10 Steps To A Perfect Resume

- Chaired a task force to determine the type and usage of health data to be used by state and local agencies.
- Supervised clerical staff.

WORK HISTORY:

1996–Present **Licensed Investment Advisor**, Carle B. Goodrich Enterprises, Omaha, NE.

1989–Present **Senior Health Planner**, State Health Planning and Development Agency, Division of Health Systems Planning, Omaha, Nebraska.

1981–1988 **Research/Teaching Assistant** for University of Iowa

EDUCATION:

University of Nebraska, 1996, M.B.A.
University of Iowa, 1984, M.A. (Sociology)

10 Steps To A Perfect Resume

Chadwick's resume was ideally suited for the chronological resume. He was staying in the same industry but wanting to transfer back to the USA and take a bigger position in a smaller bank. He put his language fluency up front since they are a major asset.

CHADWICK ABDUL DUNA

42 Blenheim Cresent
London W2
(044-1) 234-8730
cadcomposer@yourinternetprovider.net

OBJECTIVE: Executive Director Small Boutique Bank: USA

LANGUAGES: Fluent in English, French and Arabic - read, speak, and write.

WORK EXPERIENCE

- 2003 - Present CHASE INVESTMENT BANK: London, U.K.
Managing Director
Arranged a \$500 million multiple option facility for the Kingdom of Spain. Originated ten Eurobond issues throughout the EEC for U.S. and European multinationals. Arranged and syndicated a ten-year S.F. \$100 million loan swap transaction.
- 1996 - 2003 THE CHASE MANHATTAN BANK, N.A.: New York, NY
- 1991 - 1994 **Vice President - Swiss Institutional Banking**
Managed eleven person team overseeing employer's relationship with 150 Swiss and Lichtenstein banks. Negotiated over \$100 million in new documentary business. Coordinated five-year European Strategic Plan.
- 1999 - 2001 **Vice President - International Trade Finance**
Created and implemented innovative approach to extending credit in conjunction with the World Bank. Developed new financial risk participation product to increase trade finance business. Coordinated employer's worldwide financial activities with World Bank and IMF.
- 1996 -1999 **Second Vice President - Corporate Foreign Direct**
Managed employer's relationship with U.S. subsidiaries of French and Swiss multinationals. Developed \$30 million portfolio of high quality financial assets. Directed marketing that resulted in 20% increase in free business.

EDUCATION

1996	New York University: New York, NY	M.B.A.
1992	Williams College: Williamstown, MA	B.A.

MEMBERSHIPS: International Bankers Consortium; MENSA

HONORS: Honored by Consortium of Swiss Bankers for effective planning.

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10 Steps To A Perfect Resume

Faith was looking to stay in exactly the same function and more or less the same field. She had an excellent work history, mostly with one company and its subsidiary and all her jobs showed growth. This is ideal for the chronological format.

FAITH DUNPHY SIMONSON

Address, phone

fdsimon@internetprovider.com

1995 - 2002 CAPSTONE DUNWOODY (CD) COMPANY

1999 - 2002 CORPORATE RESEARCH & DEVELOPMENT CTR.: Salt Lake City, UT

2000 - 2002 Manager, Employee Relations Programs

- Provided comprehensive employee relations support to approximately 1,000 technical and professional employees.
- Introduced and managed new career development training program for employees. Administered annual manpower review.
- Supervised eight employees.

1999 - 2000 Administrator, Organization and Staffing

- Administered annual manpower and staffing review.
- Developed management candidates' slates.
- Designed programs with local schools to enhance science and math education.

1995 - 1999 CAPSTONE ATOMIC POWER RESEARCH LAB (subsidiary): Fargo, ND

1998 - 1999 Supervisor, Professional Recruiting

- Hired 160 engineers and scientists.
- Coordinated campus visits for 60 WD recruiters.
- Completed U.S. Government audit of recruiting practices with successful outcome. Supervised five employees.

1997 - 1998 Specialist, Education and Training

- Managed \$1/2 million budget.
- Administered technical and non-technical training programs for lab personnel.
- Provided career counseling to employees.

1995 - 1997 Specialist, Recruitment and Placement

- Sourced, recruited, hired, and oriented new technical employees.

1992 - 1995 LANGELY TECHNICAL INSTITUTE: Greeley, CO

- Assistant Director, Financial Aid
- Completed needs analyses.
- Awarded aid packages.
- Counseled students and parents regarding eligibility.
- Responded to problem correspondence for Director and President.

EDUCATION

1992 University of Colorado at Boulder

M.S. - Personnel and Counseling

10 Steps To A Perfect Resume

Caren had only teaching and related activities in her work history and teaching was her next goal. The chronological resume format fit her needs.

CAREN STELLOS HOPPER

2332 Hanover Road
North Chicago, IL 60674
(500) 555-8978
csh@yourinternetserviceprovider.net

TEACHING EXPERIENCE:

2001 - Present HOLY NAME SCHOOL: Chicago, IL Teacher

- Design lessons, instruct in all subjects adapted for grade level.
- Adapt and create learning materials to meet the needs of diverse student competencies.
- Organize Career Week for fifth grade class, recruiting community workers as speakers.
- Plan and accompany students on field trips.
- Provide interesting activities for special holidays and ethnic celebrations as approved by the board curriculum. Science includes timely information, such as communicable disease awareness and prevention.
- Write illustrated class newsletter for open, frequent communication with parents.
- Maintain attractive classroom, meaningful bulletin boards, special learning areas.
- Received "superior" rating in management and leadership from school principal.

1999 - 2001 CHICAGO BOARD OF EDUCATION Substitute Teacher.

- Implemented lesson plans from permanent teacher to promote continuity.

CHICAGOLAND MARITIME MUSEUM Instructor and Tour Guide

- Gave scientific presentations to all age groups.
- Trained 20 Instructors.

VOLUNTEER ACTIVITIES: Sunday School Teacher, St. Timothy's (1 year) Lutheran Bible School (2 years)

PROFESSIONAL DEVELOPMENT: Workshops in Language Arts, Creative Writing, Ethics, Learning Disabilities, Classroom Management

CERTIFICATIONS:

Chicago Board of Education, Elementary Illinois State Board, K-9, Type 3 Archdiocese of Chicago, Elementary

EDUCATION:

University of Illinois: Urbana, B.S. Elementary Ed. - Early Childhood Education

10 Steps To A Perfect Resume

Frank used a chronological format since he had interesting summer work experiences, although not all directly relevant to his job target. However, his military leadership training is a big plus in business and he highlights this wisely in the Activities section

FRANKLYN STEWART GRAVES

Email: franklyngraves@internetprovider.com

Campus Address:, phone

permanent address, phone

JOB TARGET: BUSINESS MARKETING

EDUCATION

Hamden University, Military College of Connecticut Hamden, CT
B.S. in Business Administration, Minor in Business Marketing May 2003
Dean's List-3 Consecutive Semesters

COURSE WORK RELEVANT TO MARKETING AND BUSINESS

Advertising International Business Social Psychology
Marketing Management Introduction to Business Military-
Small Business Strategies Mass Media Leadership Lab I, II
Psychology Senior Research: Positive and Negative Framing in Advertising

SKILLS

Computer-MS Excel, Word, Power Point, and Adobe Workshop

Languages-Conversational Spanish

Other-Supervisory and Leadership skills developed in Corps of Cadets

EXPERIENCE

Finishing Touches Lubbock, TX 2002-Present
Marketing and Sales Consultant for Startup Company Summer & Present
Part time Head of Marketing Development
Developed portfolio of primary work to present to potential clients state- wide
Developed Marketing Plan to enhance business relationships
Set up strategy meetings with local entrepreneur to increase sales
Sold services of company to target market state- wide

OTHER EXPERIENCE

Gold's Gym Lubbock, TX
– *Weight Room Coordinator* 2001 Summer
Specialty Concrete /Gray Doves Design Lubbock, TX
– *Concrete and Landscape Staff Member* 1998-2000 Summers

ACTIVITIES

Corps of Cadets- Hamden University is a private military college instilling leadership and integrity
– **Duty Corporal**-Carry out assigned duties such as Security, and President Escort
– **SSG Cadre**-Train freshmen recruits of Military Police to be upper class cadets
– **1st Lt. Executive Officer**-Second in command of Military Police Company, comprised of 24 cadets-Assign and supervise duties to cadets, evaluate them

10 Steps To A Perfect Resume

Genevieve was changing orientation within the same field. She wanted to show off her skills specialties and de-emphasize her image as large firm packaging manager. The functional format was a good choice for her.

GENEVIEVE BARIETT

Home address, phone
gbari@yourinternetprovider.net

OBJECTIVE: Software packaging for an innovative start-up group

PROJECT COORDINATION

- Managed and coordinated the packaging concept and layout of an entire computer software package, including artwork concepts, graphic design and color choices.
- Worked with production and distribution vendors for software product.
- Arranged full logistics for company participation in quarterly trade shows.
- Proficient with Lotus Notes and video conferencing software.
- Provided liaison between Paris and New York, handling foreign exchange problems, travel, and other international trade issues.
- Assisted in setup, administration, accounting, bookkeeping, and advertising.

RETAIL ADMINISTRATION

- Assisted in setting up and hanging photography gallery exhibits.
- Organized and inventoried photographs using Microsoft Access.
- Worked extensively with clients on the phone and in person.
- Handled, showed, and sold works of art.
- Organized mailing lists, books, and artists' biographies.
- Aided in artistic choice decisions for advertising and American product design.

SPECIAL SKILLS

- Fluent in written and oral French.
- Operate movie cameras and direct short-subject stories.

WORK HISTORY AND EDUCATION:

- 1996 - Present FRN INTERNATIONAL: New York, NY
Software Packaging Manager
- 1995 HOWARD HARTMANN, INC.: New York, NY
Assistant to Gallery Owner
- 1993 VASSAR COLLEGE: Poughkeepsie, NY
B.A. in Language and Literature - Photography Minor
- 1991 INSTITUT DE FRANCAIS: Paris, France
French Language and Art History

10 Steps To A Perfect Resume

Jarwal graduated one year ago but still puts his education at the top since he has little work history. He uses a modified targeted resume format to highlight his objective, which is different from his current job. This resume is formatted for electronic mail (no bullets or bolds). A good -looking presentation resume would include both.

JARWAL MOHINDER

jarwal@internetprovider.com

Home address, phone

OBJECTIVE Software Engineer in a business environment.

EDUCATION BS, Computer Science, Rochester Institute of Technology,
Rochester, NY GPA 3.3 May, 2002

COMPUTER SCIENCE COURSES

- Object-Oriented Programming Using C++ Advanced Data Structures
- Theory of Programming Languages Algorithm Analysis and Design
- Formal Languages and Computability Logic Design
- Computer Graphics I & II Architecture of Hardware and Software
- Operating Systems Computer Organization and Architecture

COMPUTER SKILLS: MS Visual C++, Visual Basic, Java, Java Script, UNIX, LINUX, Windows XP

CAPABILITIES

- Analyze end users' needs to assure program design meets cost guidelines.
- Participate in design and code review to coordinate/ integrate each section of code.
- Design, code, test, debug and maintain software programs based on defined requirements.
- Develop and implement test plans to ensure software meets quality standards.
- Research/test existing programs to modify software to meet organizations' needs.
- Consult with hardware engineers to evaluate hardware/software interface and compatibility.
- Document all procedures to facilitate support for developed application.

ACHIEVEMENTS

- Develop concept and preliminary design for games targeted to pre-teen audience.
- Write and test code for computer games; composed technical and user manual.
- Designed web site with flashy graphics and advertising promotions for market segment.
- Participated in computer sales presentations to small to mid-sized organizations.
- Configured system to meet the business needs and cost constraints of customer.
- Instructed on-site technician in operation, routine maintenance and problem solving.
- Provided continuing technical help-desk support as needed.

PROFESSIONAL EXPERIENCE

2001 – present GAME DESIGNER
Algonquin Computer Games, Rochester, NY

1997 – 2001 TECHNICAL SALES SUPPORT/ INSTALLATION, part-time
Technical Solutions, Inc. Tarrytown, NY

10 Steps To A Perfect Resume

Carlos chose a combination resume format that gives special focus to selling his senior project. His summary is also impressive. He could put that either at the top where we show it here or at the bottom. Either way it will be scanned into a database if he sends this resume electronically.

CARLOS DAPENA
carlos@internetprovider.com

Home address
Home Phone

School Address
School Phone

TARGETED WORK Accountant In A Health-Care Agency

EDUCATION B.S. Business Administration, Accounting,
SUNY, Plattsburgh, NY. GPA 3.3

SUMMARY

- Financed more than 70% of college expenses by working as the sole bookkeeper in a small medical practice.
- Experience with third party billing including Medicare and Medicaid
- Increased collections by resolving payment issues with patients.

ACCOUNTING COURSES

Cost Accounting
Accounting Information Systems
Legal Environment of Business
Business Law

Auditing
Strategic Management
Non-Profit Accounting
Social Data Modeling

SENIOR PROJECT

Audited purchasing patterns in medical practice; submitted suggestions resulting in 20% cost reduction with computer tracking future needs and quantity discounts.

COMPUTER SKILLS: Excel, Quick Books, Peachtree, Word, PowerPoint,

PROFESSIONAL EXPERIENCE

1998 – 2002 Assistant Bookkeeper/Receptionist, J. Smithers, MD- Metuchen, NJ

- Recorded all daily transactions balancing each day's accounts; maintained accurate payment record for 500 patients per month.
- Prepared monthly balance sheet to submit to accountant.
- Arranged payment plans to minimize bad debt while retaining patient in practice; less than 2% of accounts sent to collections.
- Submitted insurance claims with required documentation to private companies, Medicaid and Medicare; achieved 70% payment without dispute.
- Negotiated with private insurance companies to ensure patient treatments were covered to full extent allowed.
- Converted all records to new software program; trained receptionist in the use of the new system.

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99

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10 Steps To A Perfect Resume

Sonya had an OK GPA, but didn't need to flag it as she had other good experience to start in her field. Her fluency in Chinese is a big plus, particularly since she wants to return to her hometown of San Francisco. This is a combination format.

SONYA LEHANI CHU

School, address, phone

Sonya@internetprovider.com

Home address, phone

JOB TARGET: Public Affairs/Public Relations, Health Care

EDUCATION:

B.A. in Public Relations, University of Colorado at Boulder
Emphasis in Public Affairs Writing 2003 graduate

Course work included

Corporate Public Relations	Interaction with the Media
Public Relations Writing	Crisis Management
Public Speaking I and II	Reporting for Public Affairs
Publication Design	Writing for Broadcasting

PUBLIC RELATIONS EXPERIENCE:

Co-created pre operative question and answer material used by Hospital Public Relations Representative for families with children entering Holy Cross Hospital for routine surgery.

Organized mock informational workshops on new pharmaceuticals between Chemistry majors and Pre Med students at University of Colorado.

Self published monthly newsletter on dorm life during stay at Compton Hall dormitory, producing 225 copies monthly for a two year period.

OTHER WORK:

Summer 2001-02

Sales, Radio Shack, Pleasant Hills Mall, San Leandro, CA

Summer 2000

Chamber of Commerce, San Leandro, CA

Attendant at info booth, assisting visitors on locating activities, lodging, and restaurants in and around the Bay Area region.

Intern: Our Redeemer Hospital Customer Relations Dept.

ACTIVITIES AND INTERESTS:

Volunteer in Literacy for America teaching reading to adolescents

Speak fluent Chinese; taught English to Chinese immigrants

10 Steps To A Perfect Resume

RESUME ALTERNATIVE

Joan Peerzy
1756 Colorado Drive
Pasadena, CA 91128
555 555 1234
jperz@internetprovider

March 17, 2003

Mrs. Solon Hendricks CEO
Acusel, Inc
12200 Rose Fair Dr.
Pasadena. CA 91106

Dear Mrs. Hendricks,

Congratulations on your recent award as one of the most innovative new companies in Southern California. I know everyone in town who has followed your growth was delighted to hear about the recognition and what went behind it. Miles Fortune, with whom I serve on the Pasadena Employment Training Team, has told me a lot about your business, and how you have grown from three people to over two-dozen.

I'm sending this letter in lieu of a resume since I don't believe a conventional resume would portray clearly what I believe I can offer your firm.

I am an excellent interviewer and "talent scout" and will be able to help you staff top talent for your future growth. At Pasadena Community College I was a feature writer and interviewed dozens of people for articles. I know how to ask tough questions without offense, and to write up accurately what I find out. On the PETT project I helped interview volunteers and assign them to the appropriate work. In this same program I became familiar with all the local colleges and training programs and have good relations with the placement offices.

I know that a good interviewer needs to understand a variety of non-discrimination practices and protocols, and I've just finished researching these requirements on the State Web site. I am in touch with a member of the local Personnel Resources Assn chapter and he has checked my knowledge and found it to be very up to date. He has also led me to some assessment resources that I am becoming familiar with. In finding out about Acusel, Inc. Assuming you do not yet have a full time Personnel Manager or Recruiter, I would like to apply for the position. I can be flexible about my hours in the first months, however will want to work a minimum of 25 hours per week and expand as your needs grow, as I am sure they will.

When would be a good time for us to meet and discuss how I can participate in your continued success? My schedule next week is flexible.

Sincerely,