

TEAMS

Transition Employment Assistance for Military Spouses

Mastering Resume Essentials for Military Spouses

Participant Guide

SEPTEMBER 2021

Transition Employment Assistance for Military Spouses
(TEAMS)

U.S. DEPARTMENT OF LABOR

Veterans' Employment and Training Services (VETS)

Transition Assistance Program (TAP)



Table of Contents

Introduction to TEAMS	4
Workshop Introduction.....	5
Section 1: Resume Basics	8
Resumes	9
Activity: Resume Quiz.....	10
Resume Quiz – Answers	11
Your Application and ATS.....	12
Activity: Job Description Analysis.....	14
Section 2: Resume Types	17
Two Types.....	17
Activity: Resume Quick Scan	20
Activity: Resume Quick Scan Sample Job Description.....	21
Activity: Resume Quick Scan Sample Resumes	22
Section 3: Job Posting Analysis	26
Reviewing Job Postings	27
Activity: Analyze a Job Posting	29
Activity: Job Posting Analysis T-Chart	32
Section 4: STAR Statements.....	33
What is the STAR Method?	33
Putting STAR into Practice.....	34
Activity: Creating an Accomplishment Statement with STAR.....	36
Section 5: Military to Civilian Terms	38
Translating Military Terminology into Civilian Terms	39
Section 6: Resume Styles	43
What Type of Resume Should You Use?	44
Activity: Resume Critique	45
PMP Certification, PMI, maintained.....	52
Penn State University	52
Case Western Reserve University	52
Section 7: Drafting Your Resume	54

Building Your Resume	55
Contact Information	57
Activity: Create Your Contact Information.....	58
Career Objective Statement (Optional)	58
Activity: Create Your Objective Statement	59
Summary of Qualifications	60
Activity: Create Your Summary of Qualifications.....	62
Experience/Accomplishments.....	63
Activity: Create Your Accomplishment Statements.....	69
Education and Training.....	70
Activity: Create Your Education and Training	71
Other Additions	72
Section 8: Writing Your Cover Letter	74
Purpose of a Cover Letter.....	75
Drafting Your Cover Letter	76
Don't Let the Cover Letter Become a Hurdle.....	78
Section 9: Reviewing Your Resume.....	81
Matching Resumes to Job Descriptions	82
Finalizing Your Resume	82
Activity: Resume Review	84
Section 10: Submitting Your Resume	89
Submitting Resumes in Digital Form	89
How to Upload a Resume Online	90
How to Send a Resume in an Email.....	91
Wrap Up and Evaluations	92
Appendix	94
Action Verbs for Accomplishment Statements	94

Introduction to TEAMS

It is our pleasure to welcome you to this Transition Employment Assistance for Military Spouses (TEAMS) workshop. TEAMS was launched in September 2020 by the Department of Labor (DOL) Veterans' Employment and Training Service (VETS) as a part of the Department of Defense (DoD) Transition Assistance Program (TAP) and is designed specifically for the spouses of transitioning service members.

Whether you are a spouse of a service member who is relocating, retiring, separating, or a member of the reserve component who is deactivating, demobilizing, or being released from active-duty orders, this workshop is designed to assist you with finding employment.

Providing employment assistance to transitioning service members and their spouses is part of the mission of DOL VETS TAP. Each year, approximately 90,000 military spouses are impacted by their service member's military transition (DoD 2018 Demographics Profile of the Military Community). While spouses are eligible to attend military TAP briefings and workshops, the majority do not participate for a variety of reasons (DOL VETS TAP Military Spouse Curricula Needs Analysis, 2020).

In early 2020, DOL VETS conducted extensive research to discover what military spouses want and need in both education and delivery methods as well as what employment resources are available and accessible to military spouses.

The research, which spanned 11 reports, five website analyses, over 700 individual military spouse surveys, and dozens of interactions and interviews with military spouse advocacy groups, confirmed a demand for employment-related workshops concentrated on the issues encountered by transitioning spouses.

The TEAMS workshops are adapted from the current DOL TAP curriculum that is provided to over 170,000 service members annually.

Thank you for your participation and for your support of our nation's service members.

Workshop Introduction



Slide 1



Objectives

- Determine difference in master and targeted resumes.
- Discuss how a resume is used for branding and job applications.
- Describe elements to put on a resume.
- Apply the STAR method to write an accomplishment statement.
- Prepare a resume draft.
- Use strategies to review and evaluate a resume.

Slide 2

Welcome to the Resume Essentials workshop. This four-and-a-half-hour workshop is provided by the Department of Labor (DOL) to military spouses preparing their first resume or updating their resume for a career change. In this workshop, you will

- Determine the difference between master and targeted resumes.
- Discuss how a resume is used for branding and job applications.
- Describe elements to include on a resume.
- Apply the STAR method to write an accomplishment statement.
- Prepare a draft resume.
- Use strategies to review and evaluate a resume.

Workshop Section Focus

Workshop Section	Section Focus
Resume Basics	What do you want to do next?
Resume Types	What are employers looking for in a resume?
Job Posting Analysis	What do you need to look for in a job posting?
STAR Statements	What makes a good accomplishment statement?
Translating Military to Civilian Terms	How can you think like an employer?
Resume Styles	What is the best style for your resume?
Drafting Your Resume	How can you best represent your skills and qualifications?
Reviewing Your Resume	What techniques will help you polish your resume?
Submitting Your Resume	How can you effectively deliver your resume?

Slide 3

Workshop Section	Section Focus	Topics and Activities
Resume Basics	What do you want to do next?	<ul style="list-style-type: none"> • Resumes • Activity: Resume Quiz • Applicant Tracking Systems • Activity: Job Description Analysis

Workshop Section	Section Focus	Topics and Activities
Resume Types	What are employers looking for in a resume?	<ul style="list-style-type: none"> • Master and Targeted Resumes • Activity: Resume Quick Scan
Job Posting Analysis	What do you need to look for in job postings?	<ul style="list-style-type: none"> • Job Postings • Activity: Analyze a Job Posting
STAR Statements	What makes a good accomplishment statement?	<ul style="list-style-type: none"> • STAR method • Activity: Creating an Accomplishment Statement
Translating Military to Civilian Terms	How can you think like an employer?	<ul style="list-style-type: none"> • Military and Civilian Terms
Resume Styles	What is the best style for your resume?	<ul style="list-style-type: none"> • Chronological, functional, and combination resumes • Activity: Identify Resume Styles
Drafting Your Resume	How can you best represent your skills and qualifications?	<ul style="list-style-type: none"> • Activities: Drafting each part of the resume
Reviewing Your Resume	What techniques will help you polish your resume?	<ul style="list-style-type: none"> • Finalizing Your Resume • Activity: Resume Review
Submitting Your Resume	How can you effectively deliver your resume?	<ul style="list-style-type: none"> • Submitting Digital Resumes • Uploading Resumes Online • Sending Resumes in Email

Section 1: Resume Basics



Slide 4

Resumes

- Necessary for job applications
- Quickly shows your relevant skills and experience
- First line of contact with potential employer
- First impression of you
- Goal—to get an interview

Resume Quiz: Test your understanding of resumes by answering “true” or “false” in the quiz on page 8-9 of your guide.

Slide 5

Resumes

Most jobs you apply for require a resume. A resume is a document that quickly shows an employer your relevant skills and experience. It is often the first line of contact that you have with a potential employer. An employer will form his or her first impression of you based on your resume.

The purpose of a resume is to effectively summarize and highlight your qualifications in a way that will make the employer want to contact you for an interview.

Before you begin drafting your targeted resume, review the statements below and determine if they are true or false.

Activity: Resume Quiz

Read each statement and indicate whether it is true or false	True	False
1. The number one rule for writing a good resume is "more is better."		
2. Regardless of your age, your resume work history should list all jobs going back to high school.		
3. Your resume should not be longer than two pages.		
4. A good resume is flexible enough to cover various job options within your professional field of interest.		
5. A good resume paints a clear picture of you, including your height, weight, race, age, gender, marital status, and your number of children.		
6. Employers like to see that you are interested in things other than just your job, so include volunteer work, continued education, and association involvements.		
7. All resumes should contain the complete names, addresses, and telephone numbers of your references.		
8. To help your resume stand out, you should make it as unusual as possible by printing it on brightly colored paper or including a picture of yourself.		
9. A well-written resume is sufficient to get you the job you want.		
10. It is always better to spend money getting a professional resume writing service to write your resume for you as opposed to doing it yourself.		

Resume Quiz – Answers

1. FALSE: An employer reviews a resume, on average, less than 30 seconds, so there is a very short amount of time to catch their attention.
2. FALSE: The guideline for work history is about 10 years, unless the employer specifically requests more information. Federal resumes and applications may also require a longer and more comprehensive history.
3. TRUE: (In most cases) Depending on the employer and what they are requesting, federal resumes are likely to be closer to five pages.
4. FALSE: Resumes need to be targeted for specific job postings/jobs. A networking or general resume may be used at certain times, but when applying for a job, a targeted resume is recommended.
5. FALSE: It is important to stay away from discriminatory types of information. The items listed in this statement are not necessary for doing a job and would not be necessary to include.
6. TRUE: Remember to include things other than your jobs that are relevant to the specific position. Resumes can include paid and unpaid (volunteer) work to show experience.
7. FALSE: References will be on a separate document and will be provided to the employer if they ask. Some online resume applications will ask for this information, so it is important to identify your references in advance.
8. FALSE: Avoid using gimmicks that you think will get your resume reviewed. It will most likely backfire, and you will be remembered— but not in a good way.
9. FALSE: Resumes are designed to get you into the interview seat, and the interview will also play a role in your hiring process.
10. FALSE: Most resume writing service providers will need a great deal of assistance from you, so it will not save time and will cost you money. Furthermore, if you follow the best practices discussed in this curriculum, you will understand how to write your resume and will not need their help.


Your Application and ATS

Applicant Tracking Systems

In addition to organizing your resume for a visual scan, which we will discuss in the next section, you will prepare you will prepare it for an applicant tracking system (ATS).

Employers use ATS software to match candidates to job qualifications. The software will quickly filter job applications based on criteria for a position:

- Keywords
- Skills
- Former employers
- Years of experience
- Schools attended

A photograph showing a stack of resumes. A magnifying glass is held over one of the resumes, focusing on the word 'RESUME' which is printed multiple times. The resumes are slightly offset, showing different sections like 'EXPERIENCE' and 'EDUCATION'.

Slide 26

An **applicant tracking system (ATS)** is software used by many companies to manage the recruiting and hiring process, including job postings and applications. The ATS tracks candidates through the hiring process and organizes information about job candidates. It is a searchable system for the hiring organization. Some features of an ATS include scheduling interviews and sending emails to candidates, and alerts to company employees such as the hiring manager and recruiter.

A common ATS feature companies use is analysis of applicants to recommend the most qualified candidates. An ATS can use different algorithms and even varying degrees of artificial intelligence to sort large numbers of applications and speed the HR process.

Many companies use an applicant tracking system (ATS) to scan for keywords, former employers, years of experience, and schools attended to quickly identify candidates that match the company's desired qualifications. These scans are designed to weed out less qualified candidates and expedite the resume review process for the employer. However, ATS scans may eliminate people who are qualified but who have not included the keywords on their resume that an ATS system has been programmed to identify.

Getting Resumes Through ATS Scan

- Add keywords and phrases that appear in the descriptions of the job
- Use an acceptable file format.
- Avoid uploading charts, images or PDFs.
- Use both the long-form and acronym version of keywords.
- Use a chronological or combination resume format.
- Do not use tables or columns.
- Do not use headers or footer.

Slide 27

To ensure your application passes the ATS scan and makes it to the employers' hands, do the following:

- Add keywords and phrases that appear in the job description or job announcement throughout your resume. For example, if the job requires someone with experience in HTML and CSS, then you will need to include HTML and CSS on your resume and application if you have those skills.
- Use an acceptable file format. When you attach or upload documents, use standard formats such as .docx or .doc.
- Avoid uploading charts, images or PDFs unless otherwise instructed. Most automated screen technologies cannot index non-text files.
- Use both the long-form and acronym version of keywords (e.g., "Master of Business Administration (MBA)" or "Search Engine Optimization (SEO)") for maximum searchability.
- Use a chronological or combination resume format (avoid the functional resume format).
- Do not use tables or columns, as they often cause errors.
- Do not use headers or footers, as the information might get lost or cause an error.

Activity: Job Description Analysis

Review the job descriptions below and determine the key words should be included on a resume.

Job Description: Multi-media Video Editor

What You'll Do

- Produce and managing incredibly engaging multimedia assets—from concept through delivery
- Edit raw footage or longer programming into shorter social-friendly segments, teasers/promos, and sizzle reels of live and virtual events
- Work directly with a cross-functional team, ensuring that work is completed on time and that final products meet the expectations
- Intake, organize and archive raw video footage and photography
- Maintain best practices and industry standards to produce video for web and social channels
- Create and maintain standards for future use such as DAM (Digital Asset Management) searchability and file size/format guidelines
- Maintain and update legacy video to keep it current with branding and messaging
- Collaborate with other members of the design team to uphold and maintain brand standards
- Operation of production equipment (cameras, audio, lighting) and provide training and guidance for remote/home recording
- Assist in developing interview questions and storyboards
- Edit video assets in accordance with creative or editing guidelines
- Respond timely to editing requests and post-production questions

Technology You'll Use

- Adobe Premiere, Adobe Creative Cloud apps (Illustrator, Photoshop, InDesign), Microsoft Office Apps, macOS

Job Description: Multi-media Video Editor

What You'll Do

- Produce and managing incredibly engaging multimedia assets—from concept through delivery
- **Edit raw footage** or longer programming into shorter social-friendly segments, teasers/promos, and sizzle reels of live and virtual events
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- Respond timely to editing requests and post-production questions

Technology You'll Use

- **Adobe Premiere, Adobe Creative Cloud apps (Illustrator, Photoshop, InDesign), Microsoft Office Apps, macOS**

Slide 29

Job Description: Contracts Administrator

Duties to include but not limited to:

- Conducts competitions for supplies and services.
- Reviews Prime and subcontract documents and correspondence as part of the analysis of incoming bid requests and develops preliminary subcontract terms and conditions.
- Participates in negotiations with existing or prospective suppliers.
- Monitors subcontractor performance to ensure cost and technical objectives are being met.
- Recommends appropriate activities to resolve performance difficulties.
- Request amendments or modifications to subcontracts as required.

Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to plan and accomplish goals.

Qualifications:

- Bachelor`s degree in Business Administration or related field or years of experience in lieu of degree
- 2-4 years related experience
- Proficient with MS Office Suite
- Training in contract law preferred.
- Experience with CostPoint preferred

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- Proficient with **MS Office Suite**
- Training in contract law preferred.
- **Experience with CostPoint preferred**

Slide 31

Section 2: Resume Types

Two Types



Slide 32

There are two types of resumes: the master resume and the targeted resume.

Master Resume

Master Resume

A master resume:

- Lists and completely describes your skills, work experience, training, certifications, and any awards
- Serves as a document for you to store information on your accomplishments and work history

The background image shows a wooden desk with a round wooden clock, a calendar, and several colorful sticky notes.

Slide 33

A master resume lists and completely describes your skills, work experience, training, certifications, and any awards you have earned. The master resume will serve as a document for you to store information on your accomplishments and work history.

Writing a master resume can be time consuming, but it is worth the effort and time upfront. While there is no template, you may include the following information in your master resume:

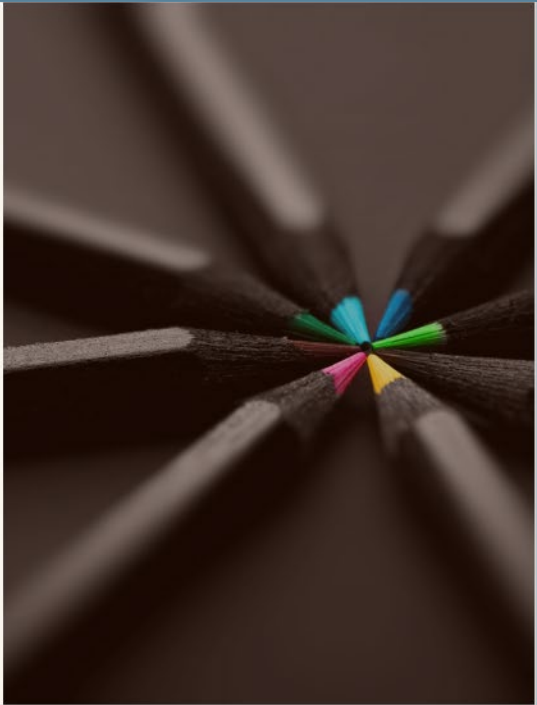
- Organization's name
- Organization's city and state
- Job title
- The month and year that you started and finished
- Your job responsibilities
- Your accomplishments
- Supervisor's name and contact information

A well-written master resume will:

- Make it easier on your memory. It is hard to recreate your work history time and time again. If you have a master resume, you have your chronological work history and skills listed in one place.
- Allow you to present your experience and skills to best position yourself for a specific employer or opportunity.
- Make it easier to create a targeted resume and avoid writing a generic resume.

In this workshop, there is not enough time to fully develop your master resume. However, you have the tools and knowledge to start the process immediately. Remember, as you acquire new skills and experiences, continue to add this information to your master resume.

Targeted Resume

	<h1>Targeted Resume</h1> <p>The targeted resume:</p> <ul style="list-style-type: none">• Focuses on a specific organization or job opening• Highlights the skills and experiences relevant to that position• Shows how specific skills and qualifications match the job requirements <p>To write a targeted resume:</p> <ul style="list-style-type: none">• Analyze the job posting and research the company• Determine key skills or qualifications required	
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Slide 34

A targeted resume focuses on a specific organization or job opening and highlights the skills and experiences you have gained, relevant to that position. The targeted resume helps the employer see how your specific skills and qualifications match the job requirements.

To write a targeted resume, you must know what position, career field, or company you are targeting. Take some time to analyze the job posting and research the company. What are the key skills or qualifications this company cares about? The goal of your targeted resume is to show the employer that you match the exact skills and qualifications they are seeking.

Activity: Resume Quick Scan

Activity: Resume Quick Scan

- You will play the part of a hiring manager who is looking for an employee for the position of human resources generalist.
- Read the sample job description in your participant guide.
- Review the job requirements on the next slide
- As hiring manager, you received two resumes for the position
- You have 20 seconds to scan each resume to determine if you want to call the candidate in for an interview.

Slide 35

In this activity you will play the part of the hiring manager who is looking for an employee for the role of human resources generalist. As hiring manager, you received two resumes for the position. Think about the important components of the job description and what you will look for in a candidate.

Sample Job Requirements

- Bachelor's Degree in Human Resources, Business or related plus 3-5 years of direct Human Resources experience.
- Knowledge of Human Resources practice areas of recruitment, compensation & benefits, training, employee relations and legal compliance.
- PHR certification desirable
- Knowledge of ClearCompany talent management system desirable
- General knowledge of federal and multi-state employment laws
- Ability to work with a variety of company management team to build consensus around HR strategies and tactics
- Advanced MS office skills (Word, Excel, PowerPoint, Outlook)
- Position requires independent judgment and decision making, excellent communication and customer service skills and follow through on commitments

Slide 36

Read the following sample job description. Review the job requirements. Follow your facilitator's direction for completing the activity.

Activity: Resume Quick Scan Sample Job Description

How You Will Contribute

Williams Management LLC is seeking a full-time, exempt Human Resources Generalist. Under direction from the HR Manager, the Human Resources Generalist will provide support on all company matters related to Human Resources. This includes assisting in the day-to-day operations of all HR functions and directly supporting management/employees with dedicated responsiveness and effective solutions.

Things You Will Do

- Provide guidance to managers, and supervisors in all Human Resources aspects including recruitment and staffing, compensation and benefits, employee relations, training, and legal compliance.
- Provide support to hiring managers in the staffing life cycle through crafting job descriptions, posting open positions, determining sources, screening candidates, and assisting with the interview process and job offers.
- Administer onboarding process for new hires that includes pre-employment and post-offer screening/testing such as employment eligibility verification, employment references, drug and alcohol testing, background investigations, and new hire orientations.
- Assist management team members on issues involving employee relations such as progressive discipline, terminations, EEOC claims, and legal or policy interpretations.
- Assist HR Manager and management team with employee performance management process.
- Ensure the compliance of training and documentation required for employees according to multi-state regulations and professional standards.

Things You Will Need

- Bachelor's Degree in Human Resources, Business or related plus 3-5 years of direct Human Resources experience.
- Knowledge of Human Resources practice areas of recruitment, compensation and benefits, training, employee relations and legal compliance.
- PHR certification desirable.
- Knowledge of ClearCompany talent management system desirable.
- General knowledge of federal and multi-state employment laws.
- Ability to work with a variety of company management team to build consensus around HR strategies and tactics.
- Advanced MS office skills (Word, Excel, PowerPoint, Outlook).
- Position requires independent judgment and decision making, excellent communication and customer service skills and follow through on commitments.

Activity: Resume Quick Scan Sample Resumes

Diane Brown

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SUMMARY OF QUALIFICATIONS

- Four years of administrative duties working at Child, Youth & School Services (NAF)
- Two years' experience as a manager working for Child, Youth & School Services
- Proficiency in Microsoft Office (Word, Excel, Power Point, Access and Outlook)
- Taught CPR/First Aid Classes as an American Red Cross Volunteer
- Received consistently outstanding performance ratings and an "Employee of the Month" Award
- Excellent customer service skills and team player
- Ability to establish rapport with people of diverse backgrounds
- Fluent in English and German

WORK EXPERIENCE

Food Program Manager/Nutritionist June 2018 - Present
 Child, Youth and School Services (CYSS), MWR, Fort Drum, NY

- Oversee Child, Youth and School Services Food Program in accordance with USDA rules and guidelines and supervised a staff of five Administrative Assistants.
- Conduct annual employee performance ratings for five staff members and provide ongoing feedback and mentoring.
- Train an average of 15 new employees every month and conduct orientations about the Food Program.
- Deliver an average of five classes monthly, audience ranged in size from 10 to over 50.
- Update job descriptions, conduct interviews with potential candidates and select new hires.

Key Accomplishments

- Streamlined and shortened the process of analyzing data, which eliminated human error and saved approximately eight hours every month.
- Redesigned all monthly employee training and created presentations using Microsoft Power Point reducing paper waste and the time to prepare class packets.

Administrative Assistant, Food Program July 2003 - June 2007
 Child, Youth and School Services (CYSS), MWR, Fort Drum, NY

- Maintained automated databases records for over 200 families.
- Counseled childcare providers one-on-one to resolve individual issues and concerns.
- Provided informational briefings providing a program overview.
- Conducted interviews with potential candidates.
- Provided advice and assistance to employees and patrons about the Food Program.

EDUCATION AND TRAINING

- M.A., Human Resources Management, GPA 3.75, University of Missouri, Columbia, MO, 2011
- B.A., Business Administration, University of Arkansas, Fayetteville, AR, 2004
- Equal Employment Opportunity (EEO) Course for Department of the Army Civilians, U.S. Army, Fort Drum, NY, 2018

Molly Burns

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Human Resources Generalist

- Certified Professional in Human Resources® (PHR®) with additional state certification in California (PHRca®) offering an HR career distinguished by commended performance and proven results.
- Extensive background in HR generalist affairs, including experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, HR records management, HR policies development and legal compliance.
- Demonstrated success negotiating win-win compromises, developing teambuilding programs, and writing personnel manuals, corporate policies, job descriptions and management reports.

Human Resources Skills

HR Department Startup	Staff Recruitment & Retention	Orientation & Onboarding
Employment Law	Employee Relations	HRIS Technologies
FMLA/ADA/EEO/WC	Alternative Dispute Resolution	Training & Development
Mediation & Advocacy	Benefits Administration	Performance Management
HR Policies & Procedures	HR Program/Project Management	Organizational Development

Professional Experience

Simmons Communications — Sacramento, CA

Provides voice and data communications systems for small and mid-sized companies.

HR Generalist, 2008 to Present

Recruited to help open new company branch in Sacramento, guiding the startup and management of a full spectrum of HR operations, systems and programs. Worked with senior management to create HR policies and procedures; recruit employees; create group benefits databases; and develop orientation, training and incentive programs.

Key Results:

- Played a key role in ensuring the successful launch of Sacramento office. Structured and implemented programs and policies in the areas of training, compensation structures, benefits packages, incentives and new-employee orientation.

Molly Burns

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- Fostered a teamwork environment conducive to positive dialogue across the organization. Personal efforts were cited as the driving force behind branch's employee-retention rate of 89% within an industry where high turnover is the norm.
- Negotiated approximately 50 salary offers and dozens of sign-on bonuses/relocation packages annually at both the exempt and nonexempt level.
- Brought workers' compensation program into full compliance. Instituted preferred providers list and trained managers and associates on procedures to follow in case of injury.
- Cut benefits costs by 16% by negotiating favorable contracts and ensuring that company did not pay for benefits for which employees were ineligible.
- Wrote employee manual covering company policies, disciplinary procedures, code of conduct, FMLA policy and benefits information.
- Introduced company's first formal performance review program, creating a flexible and well-received tool that was later adopted company-wide.
- Revised job descriptions across all levels and 25+ categories. "Shadowed" and interviewed employees to construct an accurate picture of the duties and skills required for each position.

Finley Health — Richmond, VA

Leading home healthcare company employing 4,500 professionals.

HR Representative, 2005 to 2008

HR Assistant, 2004 to 2005

Promoted to fulfill a broad range of HR functions, including recruiting and training employees, administering benefits, overseeing disciplinary action and managing HR records. Co-chaired annual flex-enrollment meetings, resolved conflicts between employees and insurance carriers, coordinated health fairs to promote employee wellness and performed exit interviews.

Key Results:

- Trained 25-member management team on interviewing techniques and best practices, conducting workshops and coaching sessions that contributed to sound hiring decisions.
- Co-developed company's first standardized disciplinary procedures and tracking system that insulated company from legal risk and ensured consistent and fair discipline processes.
- Devised creative and cost-effective incentive and morale-boosting programs (including special events and a tiered awards structure) that increased employee satisfaction and productivity.

Molly Burns

Sacramento, CA 94207 | (714) 555-5555 | molly.burns@somedomain.com | LinkedIn URL

- Reworked new-hire orientation program to include HR information and company resources.
- Saved company thousands of dollars every month by reducing reliance on employment agencies. Brought the majority of formerly outsourced recruiting functions in-house to reduce billable hours from 200+ to less than 15 per month.

Education and Certifications

University of California, Davis — Davis, CA

Bachelor of Arts (BA) in Psychology with honors

Worked during college as a sales rep and team supervisor for Shea Art Supplies.

HR Designations:

- PHRca® (Professional in Human Resources – California®)
- PHR® (Professional in Human Resources®)

Of Note

Professional Development:

- Complete ongoing training in the areas of compensation and benefits, employee and labor relations, leaves of absence, workers' compensation and workplace safety/security.

Affiliations:

- Society for Human Resource Management (SHRM)
- Staffing Management Association (SMA) of Southern CA

Computer Skills:

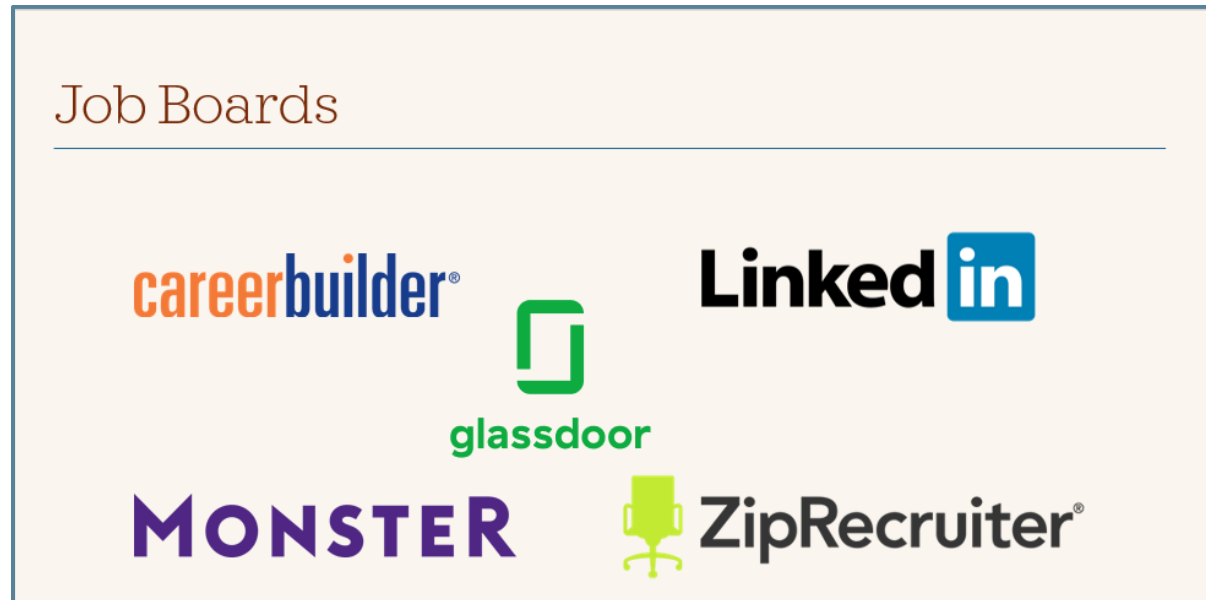
- HRIS applications (UltiPro, PeopleSoft Enterprise Human Resources, ADP)
- MS Office (Word, Excel, PowerPoint, Access, Outlook)

Section 3: Job Posting Analysis



Slide 37

Reviewing Job Postings



Slide 38

Job postings can provide insights into the skills, experience, and other selection criteria that an employer considers most important for a specific job vacancy. Here are some tips for maximizing the information you can gain from job postings:








Slide 39 features a title "Tips For Job Postings" in a brown serif font. Below the title is a bulleted list of seven tips. The slide has a light beige background and a vertical line on the right side.

Tips For Job Postings

- Read the entire job posting.
- Print out the job posting and highlight keywords.
- Be sure you meet the minimum requirements.
- Consider requirements that include "preferred."
- Apply directly through the company website rather than through the job board.
- Find out if any private employment agency posting is charging a fee.
- Be wary of job postings that ask you to pay for training.

Slide 39

Tips for Maximizing Job Posting Information

-  Read the entire job posting. Skimming the posting may cause you to miss pertinent information such as type of position (full-time or part-time), location, or travel expectations.
-  Print out the job posting and highlight keywords in the qualifications, skills, and experience sections.
-  Verify you meet the minimum requirements when sending a resume in response to a job posting. If the job posting says certification, license, degree, experience, etc. required, you might be wasting your time if you do not have those qualifications.
-  Apply even if you do not have a skill if the posting presents that skill as “preferred” (degree preferred, two years of experience preferred, etc.). Including the word “preferred” usually means you can apply if you do not have that skill or ability if you have other qualifications.
-  Apply directly through the company website rather than through the job board if you locate a job posting on a job board that interests you.
-  Find out if a job posting from a private employment agency will charge you a fee. Some agencies charge the employer a fee; some charge the job seeker a fee.
-  Be wary of job postings that ask you to pay for training or purchase kits or training materials as a condition of employment.

Activity: Analyze a Job Posting

Activity: Job Posting Analysis

1. Navigate to your preferred job board and select a job posting that interests you.
2. Thoroughly read the job description, paying close attention to the position requirements, qualifications, and responsibilities.
3. Review the job posting for keywords and phrases that provide insight into the company's mission, values, and organizational culture.
4. Use the T-chart in your participant guide to document the keywords and job requirements from the job posting, as well as your qualifications. Check to see how you meet and exceed the job requirements to determine if you are a qualified candidate.
5. Ask yourself: "Am I qualified to apply to this job?" If no, go back to your list of job postings and look for another job that is a better match for your qualifications. If yes, continue to Step 6.
6. Ask yourself:
 - A. Will this job help me reach my goals?
 - B. Does the job description interest me?
 - C. Can I see myself working in this job for 8 hours a day?
7. If yes to all these questions, you may be ready to apply for the job!

Slide 40

Review the example job posting below for a Respiratory Therapist position and pay special attention to key words and phrases.

Job Description: Respiratory Therapist

Position Summary: The Respiratory Therapist assumes responsibility for the management and delivery of patient care for their assigned areas. This position requires population specific competencies. Adheres to National Patient Safety Goals as appropriate based on the level of patient contact this position requires.

The Respiratory Therapist RRT responsibilities include, but are not limited to, the following:

- Administers a wide variety of therapeutic services and diagnostic tests to various patient types
- Sets up all equipment/supplies needed and provides assistance to the physicians during special procedures
- Performs assessments and re-assessments of patient history, chest x-rays, vital signs, blood gases, progress notes, etc. in order to determine appropriate therapy modalities/frequencies or effects of conscious sedation and communicates this to the physician
- Performs arterial punctures or blood gas analysis for arterial blood gases
- Performs intubation as needed or requested where credentialed and approved by the medical staff
- Provides onboarding education to new departmental staff and assists students rotating through the hospital

Qualifications:

- Graduate of a Registry Eligible Respiratory Therapy School
- Registered Respiratory Therapist (Graduates will have 12 months to become registered.) If employee fails to become registered within the 12 months, will be moved to CRT Therapist position.
- Current Respiratory Care Practitioner License issued by the Oklahoma Board of Medical Licensure and Supervision (OSBMLS). The incumbent may work under a temporary letter to practice issued by OSBMLS until the board meets to issue their Respiratory Care Practitioner License.
- Requires one year of full-time experience in respiratory care or 1 recent year of a hands-on clinical practicum in an accredited respiratory care program.
- Must be an RRT and Conscious Sedation Certified before participating in IV Conscious Sedation procedures.
- Must be able to communicate effectively in English (Written/Verbal)

When you find a job posting that you are interested in, it is beneficial to consider all the keywords and phrases and compare your qualifications with the job requirements, as done in the example.

Now complete this process on your own with a job posting that you are interested in. Follow the steps below to determine if you should apply for a particular job.

Job Posting Analysis	
1	Navigate to your preferred job board and select a job posting that interests you.
2	Read the job description, paying close attention to the position requirements, qualifications, and responsibilities.
3	Review the job posting for keywords and phrases that provide insight into the company's mission, values, and organizational culture.
4	Use the T-chart below to document the keywords and job requirements from the job posting, as well as your qualifications. Check to see how you meet and exceed the job requirements to determine if you are a qualified candidate.
5	<p>Ask yourself: "Am I qualified to apply to this job?"</p> <p>If no, go back to your list of job postings and look for another job that is a better match for your qualifications.</p> <p>If yes, continue to Step 6.</p>
6	<p>Ask yourself:</p> <ul style="list-style-type: none"> • Will this job help me reach my goals? • Does the job description interest me? • Can I see myself working in this job for 8 hours a day?
7	If yes to all these questions, you may be ready to apply for the job!

Activity: Job Posting Analysis T-Chart

Job Posting Keywords	Your Qualifications



Activity Debrief

- What do you think about this activity?
- What did you learn from this activity?
- Did you find that you have the qualifications for the job you selected?
- What skills and qualifications should you highlight in your resume?

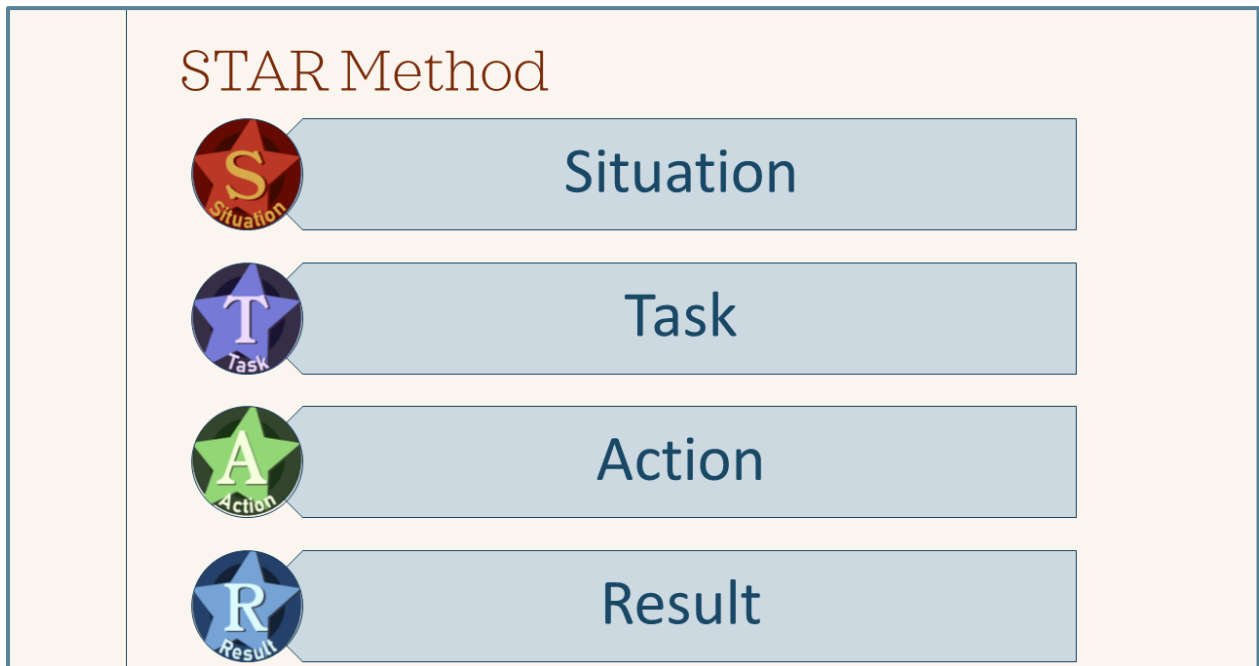
Slide 41

Section 4: STAR Statements



Slide 42





What is the STAR Method?



Slide 43

STAR is an acronym for **Situation, Task, Action, and Result**.

The STAR method is a four-step technique that will help you discuss how you used your skills to achieve goals. It provides a concise narrative that gives a fuller picture of your competencies and how you previously put them into practice.

	<p>Situation: Think of a specific time or circumstance when you used this skill; define the general context of that situation.</p>
	<p>Task: Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.</p>
	<p>Action: Describe what you did to complete the assigned task; emphasize the skills you used, and the resources involved. Use the word “I,” not “we” when describing actions.</p>
	<p>Result: Summarize the outcome and how you specifically contributed; describe the improvements and/or benefits that resulted from the outcome.</p>

STAR statements are valuable for more than just your resume. They can help you:

- Develop a concise professional introduction.
- Write effective cover letters.
- Prepare for behavioral interviews.

Putting STAR into Practice

One of the most important parts of your resume is the Experience section, where you list past jobs and responsibilities. Instead of simply listing job responsibilities, convert your job responsibility statement into an accomplishment statement.

Refer to the job posting you selected and review the job responsibilities. Think of a skill you used to accomplish that responsibility. Put the skill in the STAR format. See the example below.

Job responsibility: Plan and establish work schedules, assignments, and production sequences to meet production goals.

To create the accomplishment statement, describe the specific actions and results associated with a responsibility. Start with a powerful action verb and use numbers to quantify your accomplishments, if available.

STAR accomplishment statement

Developed and applied a comprehensive document tracking system, ensuring 100% of 5,500 supply orders were updated, accurate and filled ahead of the deadline.

<h2>STAR Method Statement Examples</h2>	
Prepare training for department.	Conducted compliance training for 225 managers across six locations with 95% satisfaction rate.
Determine appropriate equipment and staffing levels to load, unload, move, or store materials.	Reduced time spent on inventory by 20% by reorganizing physical storage of supplies.
Perform personnel functions such as selection, training, or evaluation.	Increased employee retention rate by 16% by focusing on training, team building, and recognition programs.

Slide 48

Examples of how to convert a job responsibility into an accomplishment statement:

Job Responsibility	Accomplishment Statement
Prepare training for department.	Conducted compliance training for 225 managers across six locations with 95% satisfaction rate.
Determine appropriate equipment and staffing levels to load, unload, move, or store materials.	Reduced time spent on inventory by 20% by reorganizing physical storage of supplies.
Perform personnel functions such as selection, training, or evaluation.	Increased employee retention rate by 16% by focusing on training, team building, and recognition programs.

Activity: Creating an Accomplishment Statement with STAR

Activity: Accomplishment Statement

- Review the job responsibility and ask yourself the following questions?
 - Did I implement any new processes to improve things?
 - What did I do that went above and beyond my normal responsibilities?
 - What problems did I solve and what skills did I use to solve it?
- Use the STAR method to create your accomplishment statement.
- Refer to the appendix in your participant guide for examples of action verbs for accomplishment statements.
- Complete the STAR method table and accomplishment statement box in your guide.


Slide 49




Take one job responsibility or task in a previous position and write it down in the box provided below.

Review the job responsibility and ask yourself the following questions?

- Did I implement any new processes to improve things?
- What did I do that went above and beyond my normal responsibilities?
- What problems did I solve and what skills did I use to solve it?

Use the STAR method to create your accomplishment statement.

The STAR Method	
<p>Situation</p> 	<p>Think of a specific time or circumstance when you used this skill; define the general context of that situation.</p>

<p>Task</p> 	<p>Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.</p>
<p>Action</p> 	<p>Describe what you did to complete the assigned task; emphasize the skills and resources involved.</p>
<p>Result</p> 	<p>Summarize the outcome and how you specifically contributed; describe the improvements and/or benefits.</p>

Take the information from the Action and Result areas to create your accomplishment statement below. Start with a powerful action verb and use numbers to quantify your accomplishments, if applicable. **STAR Accomplishment Statement**

Section 5: Military to Civilian Terms



Slide 50

Translating Military Terminology into Civilian Terms

Military and Civilian Terms

- Think about your background, skills and work in terms of action verbs and results that you have achieved.
- Help recruiters and hiring managers understand the scope of your experience.
- Spell out all acronyms
- For example:
 - Led 10 volunteers in 2-month fundraising effort; resulting in \$10,000 in funds, a 15% increase over prior years.
 - Organized six large scale events for 250+ military family members during six-month deployment resulting in high participation and community engagement levels.
 - Coordinated five key volunteers to train community members in life skills resulting in improved community member readiness in addressing military life-cycle events.

Slide 51

As a Military Spouse, you might have volunteer or work experience specific to military communities. These experiences should be included on your resume and application materials. However, some terms may be unfamiliar to employers. One of the easiest ways to help employers understand this experience is to substitute the terms or job titles in your professional introduction, cover letter, resume, and interview, with more familiar civilian equivalents.

Think about your background, skills, and work in terms of action verbs and results that you have achieved. Help recruiters and hiring managers understand the scope of your experience. For example, insert numbers to demonstrate what size audiences you work with on a regular basis.

Spell out all acronyms; civilians will typically not know what a PCS, FRG, AFB, PX are. Be sure to explain all phrases, but only use words that are relevant to your professional job search.

For example:

- Led 10 volunteers in 2-month fundraising effort resulting in \$10,000 in funds, a 15% increase over prior years.
- Organized six large scale events for 250+ military family members during 6-month deployment resulting in high participation and community engagement levels.
- Coordinated five key volunteers to train community members in life skills resulting in improved community member readiness in addressing military life-cycle events.

Military and Civilian Terms Cont.

- Focus on what your activities enable you to do in a job setting, not what they mean to military families.
- Translate your military language into civilian, professional language.
- Remember, it is not the responsibility of recruiters and hiring managers to understand the military lifestyle; it is the job of hiring managers and recruiters to find the most qualified individuals to fill their job openings.

Slide 52

Focus on what your activities enable you to do in a job setting, not what they mean to military families. For example, preparing family members for deployments might include the following “transferable” skills: training, oral and written communications, managing/leading volunteers, motivating volunteers, organizing people and events, managing projects (by setting dates, organizing materials, publicizing the event, reserving the rooms, gathering feedback, etc.) and coordinating with disparate offices to produce communication materials (bringing together unit leadership, family readiness, medical, transportation, etc. to provide family briefings).

Translate your military language into civilian, professional language. Remember, it is not the responsibility of recruiters and hiring managers to understand the military lifestyle; it is the job of hiring managers and recruiters to find the most qualified individuals to fill their job openings. By translating your experience, we hope you will become the most qualified candidate!

Review and familiarize yourself with the following examples.

Terms and Acronyms

Military	Civilian Equivalents
Family Readiness Group (FRG)	Family and Welfare Association
Army Community Service (ACS), Airman and Family Readiness Center (AFRC), Fleet and Family Support Center (FFSC)	Family Services Center
MWR	Recreation Department
Commander, Chief	Division Head, Director, Senior Manager
Executive Officer (XO)	Deputy Director, Assistant Manager
Action Officer (AO)	Analyst (or Senior Analyst, if applicable)
NCOIC, Watch Captain, Petty Officer of the Watch	Supervisor, Manager, Coordinator, Shift Supervisor
TDY/TAD	Business travel
Permanent Change of Station (PCS)	Relocation, Move
Orders	Personnel Action
Leave and Earnings Statement (LES)	Paystub
OER/NCOER/Fit Rep/Evaluation	Performance appraisal, Evaluation
Thrift Savings Plan (TSP)	Retirement plan, 401K
Leave	Paid Time Off, Vacation
Tricare	Healthcare, Health or Medical Insurance
MOS/MOC/AFSC/Rate	Career field, career specialty
Battalion, Unit, Platoon, Squad, Wing	Organization, agency, department, team
OCONUS and CONUS	Overseas and United States or in the US
Mission	Responsibility, task, objective, job
Combat/War	Hazardous conditions, conflict
Headquarters	Headquarters, corporate office
Subordinates	Employees, coworkers
Service members	Employees, coworkers, colleagues, personnel, individuals
Regulations	Guidance, policy, instructions, guidelines
Reconnaissance	Data collection, survey, analysis
Recruiter, Personnel Services Specialist, Career Info Program Specialist	Human Resources
Billet	Role or job

Job Titles

Military	Civilian Equivalents
Senior Field Grade Officer (O5-O7)	Director, Chief Operating Officer (COO), Chief Executive Officer (CEO), Deputy Chief Administrator
Field Grade Officer (O4)	Executive Officer, Deputy Director, Assistant to the Director, Operations Manager
Company Grade Officer (O1-O3)	Operations Officer, Program Administrator, Supervisor
Warrant Officer (W1-W5)	Technical Manager, Specialist, Department Manager
Senior NCOs (E7-E9)	First-line Supervisor
Sergeant Major, Master Chief Petty Officer, Master Gunnery Sergeant, Chief Master Sergeant (E-9)	Senior Advisor
First Sergeant, Senior Chief Petty Officer, First Master Sergeant, First Sergeant (E-8)	Personnel Supervisor
Squad Leader	Team Leader, Team Chief
Supply Sergeant	Supply Manager, Logistics Manager
Operations NCO	Operations Supervisor
Platoon Sergeant	Supervisor, Instructor, Trainer
Action Officer	Analyst
Aide-de-camp	Executive assistant
Aviator	Pilot
Executive Officer	Chief of Staff
Corpsman	Nurse
Gunnery Sergeant	Organization supervisor
Platoon Platoon Leader Team leader Platoon Sergeant Team supervisor	Team
Platoon Leader	Team leader
Platoon Sergeant	Team supervisor
Judge Advocate General (JAG) Lawyers or legal advisors	Lawyer, Attorney or legal advisor

Section 6: Resume Styles



Slide 53

The goal of a resume is to effectively summarize and highlight your qualifications in a way that makes the employer want to reach out and schedule an interview with you.

In this section, you will learn the basic components of a resume and prepare for the resume writing process.

There are three styles you can use to organize the information on your resume: chronological, functional, and combination. In this training, we will focus on the chronological resume style due to its popularity among employers, but you should be familiar with all three types.

What Type of Resume Should You Use?

Three Styles of Resumes	
Chronological - Time Based	Most preferred by employers.
	Lists the jobs you have held in reverse chronological order.
	Describes your experiences and accomplishments in each position.
Functional - Skill Based	Allows you to group your skills and accomplishments into one or more categories.
Combination - Time and Skill Based	Incorporates features of both the chronological and functional format.
	Categorizes your skills followed by a work history.


Slide 54

A chronological resume format suits people who have an extensive work history that is in the same line of work as the job for which they are applying, but the chronological resume does not work well for career changers or people who have been out of the workforce for some time. If you have a lot of work experience in different industries or significant gaps in employment, you should opt for a functional or combination resume.

If you have little relevant work experience, gaps in your employment history, or are looking for a job in a creative industry where your portfolio matters more than your resume, the functional resumes is a good option.

Combination resumes were designed for job seekers who already have a relevant work experience or are looking to jump into a new industry. If you're applying for a position that requires a lot of technical skills and expertise, using a combination format is the best way to showcase these abilities to the hiring manager. If you had an impressive set of accomplishments and job duties in previous positions and want to highlight the skills you've developed over the years this style is perfect to help you succeed in a career path.

Activity: Resume Critique

<p>Activity: Resume Critique</p> <p>What are the strengths?</p> <p>What are the weaknesses?</p> <p>How is the information arranged?</p> <p>How is the information presented?</p>	
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Slide 55

Refer to the resumes below. Discuss the features of the resume with other participants. Identify the chronological and skill sections of each resume.

Diane Brown

Fort Drum, NY 00956 • (555) 789-6543 • diane.brown@somedomain.com • LinkedIn URL

SUMMARY OF QUALIFICATIONS

- Four years of administrative duties working at Child, Youth & School Services (NAF)
- Two years' experience as a manager working for Child, Youth & School Services
- Proficiency in Microsoft Office (Word, Excel, Power Point, Access and Outlook)
- Taught CPR/First Aid Classes as an American Red Cross Volunteer
- Received consistently outstanding performance ratings and an "Employee of the Month" Award
- Excellent customer service skills and team player
- Ability to establish rapport with people of diverse backgrounds
- Fluent in English and German

WORK EXPERIENCE

Food Program Manager/Nutritionist June 2018 - Present

Child, Youth and School Services (CYSS), MWR, Fort Drum, NY

- Oversee Child, Youth and School Services Food Program in accordance with USDA rules and guidelines and supervised a staff of five Administrative Assistants.
- Conduct annual employee performance ratings for five staff members and provide ongoing feedback and mentoring.
- Train an average of 15 new employees every month and conduct orientations about the Food Program.
- Deliver an average of five classes monthly, audience ranged in size from 10 to over 50.
- Update job descriptions, conduct interviews with potential candidates and select new hires.

Key Accomplishments

- Streamlined and shortened the process of analyzing data, which eliminated human error and saved approximately eight hours every month.
- Redesigned all monthly employee training and created presentations using Microsoft Power Point reducing paper waste and the time to prepare class packets.

Administrative Assistant, Food Program

July 2003 - June 2007

Child, Youth and School Services (CYSS), MWR, Fort Drum, NY

- Maintained automated databases records for over 200 families.
- Counseled childcare providers one-on-one to resolve individual issues and concerns.
- Provided informational briefings providing a program overview.
- Conducted interviews with potential candidates.
- Provided advice and assistance to employees and patrons about the Food Program.

EDUCATION AND TRAINING

- M.A., Human Resources Management, GPA 3.75, University of Missouri, Columbia, MO, 2011
- B.A., Business Administration, University of Arkansas, Fayetteville, AR, 2004
- Equal Employment Opportunity (EEO) Course for Department of the Army Civilians, U.S. Army, Fort Drum, NY, 2018

Molly Burns

Sacramento, CA 94207 | (714) 555-5555 | molly.burns@somedomain.com | LinkedIn URL

Human Resources Generalist

- Certified Professional in Human Resources® (PHR®) with additional state certification in California (PHRca®) offering an HR career distinguished by commended performance and proven results.
- Extensive background in HR generalist affairs, including experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, HR records management, HR policies development and legal compliance.
- Demonstrated success negotiating win-win compromises, developing teambuilding programs, and writing personnel manuals, corporate policies, job descriptions and management reports.

Human Resources Skills

HR Department Startup	Staff Recruitment & Retention	Orientation & Onboarding
Employment Law	Employee Relations	HRIS Technologies
FMLA/ADA/EEO/WC	Alternative Dispute Resolution	Training & Development
Mediation & Advocacy	Benefits Administration	Performance Management
HR Policies & Procedures	HR Program/Project Management	Organizational Development

Professional Experience

Simmons Communications — Sacramento, CA

Provides voice and data communications systems for small and mid-sized companies.

HR Generalist, 2008 to Present

Recruited to help open new company branch in Sacramento, guiding the startup and management of a full spectrum of HR operations, systems and programs. Worked with senior management to create HR policies and procedures; recruit employees; create group benefits databases; and develop orientation, training and incentive programs.

Key Results:

- Played a key role in ensuring the successful launch of Sacramento office. Structured and implemented programs and policies in the areas of training, compensation structures, benefits packages, incentives and new-employee orientation.

Molly Burns

Sacramento, CA 94207 | (714) 555-5555 | molly.burns@somedomain.com | LinkedIn URL

- Fostered a teamwork environment conducive to positive dialogue across the organization. Personal efforts were cited as the driving force behind branch's employee-retention rate of 89% within an industry where high turnover is the norm.
- Negotiated approximately 50 salary offers and dozens of sign-on bonuses/relocation packages annually at both the exempt and nonexempt level.
- Brought workers' compensation program into full compliance. Instituted preferred providers list and trained managers and associates on procedures to follow in case of injury.
- Cut benefits costs by 16% by negotiating favorable contracts and ensuring that company did not pay for benefits for which employees were ineligible.
- Wrote employee manual covering company policies, disciplinary procedures, code of conduct, FMLA policy and benefits information.
- Introduced company's first formal performance review program, creating a flexible and well-received tool that was later adopted company-wide.
- Revised job descriptions across all levels and 25+ categories. "Shadowed" and interviewed employees to construct an accurate picture of the duties and skills required for each position.

Finley Health — Richmond, VA

Leading home healthcare company employing 4,500 professionals.

HR Representative, 2005 to 2008

HR Assistant, 2004 to 2005

Promoted to fulfill a broad range of HR functions, including recruiting and training employees, administering benefits, overseeing disciplinary action and managing HR records. Co-chaired annual flex-enrollment meetings, resolved conflicts between employees and insurance carriers, coordinated health fairs to promote employee wellness and performed exit interviews.

Key Results:

- Trained 25-member management team on interviewing techniques and best practices, conducting workshops and coaching sessions that contributed to sound hiring decisions.
- Co-developed company's first standardized disciplinary procedures and tracking system that insulated company from legal risk and ensured consistent and fair discipline processes.
- Devised creative and cost-effective incentive and morale-boosting programs (including special events and a tiered awards structure) that increased employee satisfaction and productivity.

Molly Burns

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- Reworked new-hire orientation program to include HR information and company resources.
- Saved company thousands of dollars every month by reducing reliance on employment agencies. Brought the majority of formerly outsourced recruiting functions in-house to reduce billable hours from 200+ to less than 15 per month.

Education and Certifications

University of California, Davis — Davis, CA

Bachelor of Arts (BA) in Psychology with honors

Worked during college as a sales rep and team supervisor for Shea Art Supplies.

HR Designations:

- PHRca® (Professional in Human Resources – California®)
- PHR® (Professional in Human Resources®)

Of Note

Professional Development:

- Complete ongoing training in the areas of compensation and benefits, employee and labor relations, leaves of absence, workers' compensation and workplace safety/security.

Affiliations:

- Society for Human Resource Management (SHRM)
- Staffing Management Association (SMA) of Southern CA

Computer Skills:

- HRIS applications (UltiPro, PeopleSoft Enterprise Human Resources, ADP)
- MS Office (Word, Excel, PowerPoint, Access, Outlook)

Anna Spencer Thomas

(555) 987-6321 • Fayetteville, NC • anna.spencer.thomas@somedomain.com

PROJECT MANAGER

Certified professional project manager with ten years of proven effectiveness in managing multiple simultaneous projects and teams to budget and schedule while maintaining quality. Strong mentor and leader, with experience working with internal and external customers; able to generate detailed, yet digestible, reports using various software packages to exceed standards and expectations. Focused on delivering exceptional customer service, managing diverse teams, and increasing revenue while maintaining quality. A quick learner who utilizes new information and leverages knowledge and experiences to identify opportunities for both organizational and process improvement while mitigating risk. Skilled in Microsoft Office, MS Project, Google Suite Apps, Salesforce, and various proprietary software packages.

Unisys Corporation

Feb 2018 - Current

Department of Defense contractor offering services in project management, facilitation and training services.

Trainer

- Conduct multi-day workshops ranging in size from 5 to 50 participants made up of military personnel from the US military (Air Force, Army, Marine Corps, and Navy) and spouses.
- Educate military personnel and spouses by delivering training courses and effectively engaging over 700 students, both eager and disassociated.
- Observe and interpret attitude, behavior, and non-verbal communication to tailor delivery style and fulfill unspoken needs and assist transition from comfortable perspective in gaining new skills.
- Communicate proactively with individual site supervisors and staff in identifying student and technical issues across multiple services.
- Research and report the status of U.S. and international economies, markets, and legal practices.
- Participate in virtual group trainings and status meetings monthly.

Advise + Assist, Inc.

Feb 2019 – Current

Virtual team of professionals who help small businesses fulfill their needs in public relations, business strategy, bookkeeping, digital marketing, web design, and more.

Project Manager

- Virtually manage digital marketing, virtual administration, and website build projects and technical teams in the United States, passing schedule gateways and meeting profit goals of 40%.

Anna Spencer Thomas

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- Set and communicate schedules, budgets, and statement of work (SoW) to teams and management via emails, slack messaging, and teleconference calls as needed.
- Manage customer expectations and adhere to SoW while providing excellent customer service.
- Document project workflow, task assignment, and tracking to create historical record for future reference and post-project reporting.

Relocated in support of USAF Military Spouse from USA to Europe

Nov 2017 – Jan 2018

SIGNET AUTOMATION

May 2013 – Oct 2017

Value added distributor of Fanuc, Kuka, and ABB robots.

Project Manager

- Scheduled, managed, and addressed all incoming division projects, service orders, maintenance requests, and warranty calls simultaneously. Customer, distributor, and vendor liaison.
- Managed up to 40 new installation projects concurrently with individual budgets ranging \$90k - \$2.5M.
- Clarified and documented scope and completion criteria for projects while standardizing procedure.
- Approved and supervised vendor contracts, acting as an escalation path for vendor negotiations, complaints, and expedites.
- Lead team meetings to identify, resolve, and report relevant issues, delays, project status, and updates.
- Facilitated team communication (internal and external), participation, conflict resolution and consensus.
- Implemented project summary meetings to identify and document lessons learned and post-mortem conclusions for presentation to ownership.
- Partnered with HR to address employee concerns regarding payroll, benefits, reviews, and legal matters.

FAST SYSTEMS LLC

May 2011 – Apr 2013

Manufactures and installs flexible manufacturing systems for automating CNC machine tools.

Project Manager

Responsibilities include managing up to 15 new installation projects simultaneously with individual project budgets ranging from \$200k to \$1.4M.

Anna Spencer Thomas

(555) 987-6321 • Fayetteville, NC • anna.spencer.thomas@somedomain.com

- Identified project stakeholders, planned communications, and distributed information to manage expectations and report performance.
- Developed schedules by coordinating manufacturing in Finland, third-party machine tool manufacturers, distributors, and end users.
- Conducted kickoff meetings with customers to collect requirements, set expectations, and define scope.
- Administered and streamlined logistics including customs clearance and system transportations.
- Planned, administered, and closed procurement of US vendors to solve European production errors and avoid additional overseas shipments.
- Supervised remote installation teams of 2-6 technicians.

ICONLOGO COMPANIES

Mar 2008 – Jan 2011

Provide brand consulting, program and project management; site audits, design translation and engineering; sign manufacturing and maintenance services

Regional Manager, IMS division

Responsible for managing the Northeast service department and accounts including Bank of America and Target.

- Developed customer relationships to expand services used and coverage areas
- Acquired, developed, and managed a team of four service managers.
- Accountable for regional P & L, including capital decisions, gross margins, and vendor negotiation.
- Increased average monthly revenue by 270% through increased training and productivity
- Doubled customer revenue streams and account forecasts from \$1M to \$2.4M annually

Account Manager, ECSA division

Managed Citibank and USAA accounts, specifically their ATM and signage projects.

- Focused on customer satisfaction, returning maximum satisfaction scores of 5 out of 5.
- Generated and managed revenue of \$4.5M annually.

Education and Training

PMP Certification, PMI, maintained

Completed 2011

Penn State University, State College, Pennsylvania, MBA

Graduated 2010

Case Western Reserve University, Cleveland, Ohio, BA, Art History

Graduated 2003

Lisa M. Rodriguez

(555) 555-7777 lrodriguez@yyy.com www.linkedin/in/lisa-rodriguez

Professional Summary

Professional retail manager with twelve years' experience improving productivity through training and merchandising. Trained, supervised, and supported dozens of team members.

Areas of expertise include:

- Retail Management
- Team Building
- Training and Mentoring
- Scheduling and Personnel
- Inventory Control
- Safety and Security

Leadership and Supervision

- Supervised 12 team members in all front-line duties to include cashier, point of sale (POS) merchandising and customer service.
- Monitored daily operations at two locations, each averaging \$2.8M annual sales.
- Assisted store manager with store plan and layout, hiring staff and compiling weekly reports.

Logistics and Distribution

- Managed weekly inventory receipts and product orders of over \$300K retail cost.
- Developed ticketing system to monitor and reduce pilferage by 10% annually.
- Managed bi-annual two-day store inventory cycle and SKU catalogue system with 98% accuracy.

Training

- Created and delivered comprehensive training programs for over 60 new hire retail clerks.
- Trained all new hires and seasonal staff on product knowledge and corporate policy.
- Coordinated annual safety training for 120 team members.
- Monitored risk management training resulting in 20% reduction of store loss in one year.

Employment History

- Old Navy (Assistant Store Manager), Norfolk, VA, 2017 – Present
- Navy Exchange (Customer Service Representative and Trainer), NAS Rota, 2015 – 2017
- The Gap (Retail Clerk), San Diego, CA, 2010 –2012

Education

- Associates of Applied Science, Oregon Community College, 2012

Section 7: Drafting Your Resume



Slide 56

Building Your Resume

Resume Sections

1. Contact Information
2. Career/Job Objective Statement (Optional)
3. Summary of Qualifications
4. Work Experience/ Accomplishments
5. Education/Training

Slide 57

Employers often spend fewer than 30 seconds looking at your resume on the first review. To pass the initial screening, you should ensure that your resume format is visually appealing and easy for an employer to quickly scan. There are many resume formats and templates, so you will want to find one that works best for you.

The commonly included sections of a resume are:

1. Contact Information
2. Career/Job Objective Statement (Optional)
3. Summary of Qualifications
4. Work Experience / Accomplishments
5. Education/Training

There may be times when it is also appropriate to include additional sections or use other headings, such as Awards and Recognitions, Volunteer Service, etc.

Resume Format

- **Length:** One to two pages (add your name to each page if two pages)
- **Alignment:** Left-aligned
- **White space:** Clear margin, one inch all around is recommended
- **Styles:** Use bold, italics, and underlines sparingly
- **Font:** Arial, Calibri, Verdana
- **Font size:** 10 to 12-point font
- **Review:** Proofread and spell check

Slide 58

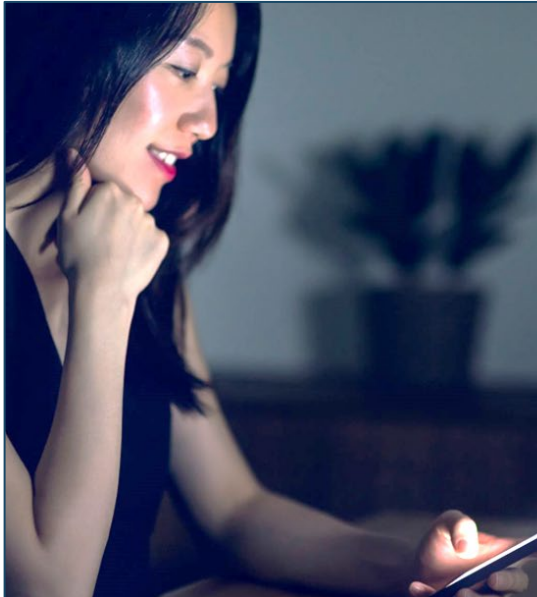
Keep your resume formatting professional and simple using the following guidelines:

- **Length:** One to two pages (add your name to each page if two pages)
- **Alignment:** Left-aligned
- **White space:** Clear margin, one inch all around is recommended
- **Styles:** Use bold, italics, and underlines sparingly
- **Font:** Arial, Calibri, Verdana
- **Font size:** 10 to 12-point font
- **Review:** Proofread and spell check

Remember, your resume will introduce you to a potential employer. Be sure that your brand is presented well in your resume and that it makes an excellent first impression. Misspellings, inconsistent use of font and type size, and misaligned margins can all indicate a lack of attention to detail. In the eyes of the employer, a sloppy resume equates to a sloppy work performance.

Now, use the following sections as a guide to create your targeted resume.

Contact Information



Contact Information

- Include email and phone number for recruiter or employer to contact you.
- Include your LinkedIn profile URL to direct recruiters to your profile page.

Slide 59

Your contact information goes at the very top of your resume and should be up to date.

Traditionally, your home address would go in the contact section, but this is no longer required by most employers, as it could lead to discrimination and privacy concerns. Most recruiters recommend not including an address. If the employer is interested in the skills offered, they will contact the applicant who can explain their relocation. Ensure the email address you list is professional and include the web address to your LinkedIn profile and/or professional websites. Also make sure your voice mail message is appropriate and professional. It may be cute to have one of your kids record your greeting, but you should refrain from doing so while job hunting.

Example address information:

Jan Lee
(301) 555-1111
Jan.Lee@email.com
www.JanLee.weebly.com
www.linkedin.com/in/Jan-Lee

Jan Lee
(301) 555-1111
Jan.Lee@email.com

Activity: Create Your Contact Information

Use the space below to create the contact information section of your targeted resume.

Career Objective Statement (Optional)

Career Objective (Optional)

- Career objectives are typically unnecessary, but are useful for candidates with no professional experience
- Objective statements also effective for candidates who are shifting careers.
- Start with a strong trait, add one or two skills, describe your career goals, and say what you hope to do for the company.
- State the position to which you are applying and use the name of the company.
- Keep it short and concise—use one to two sentences.
- Avoid first-person pronouns (I, me).

Slide 60

The career objective statement **might be** the second section of a resume. However, it is typically unnecessary, as employers do not see the value of an objective statement when it is focused on your career goals. For this reason, resume objectives or career objective statements should be used by candidates with little or no professional experience in the field or industry.

If written correctly, an objective statement can set you apart from others. If poorly written, the objective statement can move your resume to the bottom of the pile. Objective statements present a natural opportunity to state the exact job title you are applying for, which helps your resume get noticed by recruiters when they search for the job title in the applicant tracking systems (ATS).

A strong objective statement can also be effective for job seekers who are shifting careers or industries. In these cases, a strong objective statement can be used to explain how you plan to transfer the skills you developed in the past jobs into the new job or industry.

Tips for writing a job objective statement

- Start with a strong trait, add one or two skills, describe your career goals, and say what you can do for the company.
- State the position to which you are applying and use the name of the company.
- Keep it short and concise—use one to two sentences.
- Avoid first-person pronouns (I, me).

Examples of targeted career objective statements

- Communications graduate with proven organization, research, and communication management skills. Seeking a position as an administrative assistant at Adams Inc., to support internal and external communication.
- Results-driven team leader with 12 years of experience, seeking to use effective leadership and communication skills as a Team Leader at Skyware Global to deliver excellent services to customers and stakeholders.
- Friendly, efficient office assistant, seeking the position of Office Manager at Caliphon, Inc., to leverage proven technical and communications skills to build customer loyalty.
- Detail-oriented IT Support Specialist with over 4 years of experience, seeking the position of IT Specialist at Cisco to utilize exceptional problem-solving skills to assist with sales and customer loyalty.

Activity: Create Your Objective Statement

Use the space below to create the objective statement section of your targeted resume:

Summary of Qualifications

Summary of Qualifications

- Write a targeted summary relevant to the future employer.
- Use the exact terms listed in the job posting.
- Your summary can be a short introductory paragraph, a brief list of skills to showcase your talent, or you can combine the two.

Slide 61

The goal of the summary of qualifications is to summarize your skill set and let the reader know you are qualified for the position by highlighting relevant experience, key skills, and accomplishments. Skills are classified as either hard or soft. Hard skills are technical knowledge or training that you have gained through any life experience, including your career or education. Soft skills are personal habits and traits that shape how you work, on your own and with others. See the examples of hard and soft skills below. Hard skills can be specific within a career field.

Hard Skills

- Bilingual
- Adobe software suite
- Statistical analysis
- HTML
- Coding
- SEO/SEM marketing
- Microsoft Office
- Dependability
- Teamwork
- Problem-solving
- Critical thinking
- Effective communication
- Organization
- Adaptability

Remember, this section must be **targeted** so that you include information relevant to the job posting and the future employer (rather than just a summary of your best skills). Use your company research and job posting to help you identify the preferred and required qualifications so you can create a targeted resume for the position. Use the exact terms in your targeted resume that are listed in the job posting.

Your summary can be a short introductory paragraph, a brief list of skills to showcase your talent, or you can combine the two. The following examples demonstrate the three different ways you can write your summary of qualifications.

Example 1: Bulleted List

Summary of Qualifications for a Project Manager role:

- PMP Certified Project Manager with 10+ years of proven experience overseeing application development, vendor management, and implementation strategies supporting business and financial objectives
- Respected leader with excellent communication skills and experience building highly motivated teams focused on achieving project goals
- Diligent Project Manager with a proven record of success working with Microsoft Project Server
- Proficient in MS Office Suite (Project, Excel, Word, PowerPoint) and Visio
- Graduated with a bachelor's degree in Project Management

Example 2: Paragraph

Summary of Qualifications for an Education role:

Education Social Worker with 18 years of experience working with students in 6th-8th grade with social, emotional, adaptive, and other difficulties that may impact one's ability to succeed personally and academically. Proficient in DBT, crisis management, RtI/MTSS.

Example 3: Combined

Summary of Qualifications for a Law Enforcement Professional role:

Law Enforcement Professional with a degree in criminal justice and over 15 years of experience providing protective services for over \$10M in assets during state, federal, and global security operations. Key skills:

- Patrol procedures
- Testifying in court
- Investigations
- Interrogation
- Search and rescue
- Surveillance

Activity: Create Your Summary of Qualifications

Use the space below to create the summary of qualifications section of your targeted resume.

Experience/Accomplishments

Experience/Accomplishments

- List your work history (organization names, job titles, and start and end dates of the positions).
- List your results and/or accomplishments from each job you have held that relate to the position or occupation you are targeting.
- Include time, numbers, financial savings, percentages, statistics, and examples to illustrate your accomplishments with STAR skill statements.
- Show progress in your current work history; do this by making your promotions stand out.

Slide 62

The experience section provides the details of your professional experience. This is where you need to use company information and keywords that relate directly to the position and/or company.

This section should:

- List your work history (organization names, job titles, and start and end dates of the positions).
- List your results and/or accomplishments from each job you have held that relate to the position or occupation you are targeting.
- Include time, numbers, financial savings, percentages, statistics, and examples to illustrate your accomplishments with STAR skill statements.
- Show progress in your current work history; do this by making your promotions stand out.

Work History Format

The experience section provides the hiring manager with a list of the companies you have worked for, dates of employment, and the position titles you held.

Format for listing your work history

Job Title

Month and Year Start Date – Month and Year End Date

Company, City, State Location

- List your job skills and accomplishments for this position. Use STAR statements.

- List your job skills and accomplishments for this position. Use STAR statements.
- List your job skills and accomplishments for this position. Use STAR statements.

Example:

System Administrator	January 2017 – Present
USAA Dallas, TX	
<ul style="list-style-type: none">• Resolve Service Desk tickets for more than 3,000 users across 21 states and abroad• Maintain three domains to include updating, troubleshooting, and repair of network connectivity to achieve goal of 95% continuous connectivity• Act as Active Directory and Exchange Administrator for over 3,000 users• Serve as Information Assurance (IA) Manager; annually train over 150 staff on IA protocols to ensure standards are maintained	

How to Format a Resume for Multiple Jobs at One Organization

Participants with multiple jobs at one base may use the following format:

Option 1: Stacking

This method is used to draw attention to progressive responsibilities, accomplishments, and dedication to the company. There are a few simple rules to this resume format:

- Include the overall date range at the top
- List dates for each position next to the title
- Place job descriptions and bulleted key accomplishments directly below each position.

Stacking Format

Company Name, City, State,

Start Date – End Date

Position 1

Start Date – End Date

- List your job skills and accomplishments for this position. Use STAR statements.

Position 2

Start Date – End Date

- List your job skills and accomplishments for this position. Use STAR statements to develop each bullet point and add to your resume.

Stacking Example

USAA Dallas, TX	June 2002 – Present
System Administrator	May 2008 – Present
<ul style="list-style-type: none"> • Resolve Service Desk tickets for more than 3,000 users across 21 states and abroad, maintaining a 24-hour resolution time • Maintain three domains to include updating, troubleshooting, and repair of network connectivity to achieve goal of 95% continuous connectivity • Act as Active Directory and Exchange administrator for over 3,000 users 	
Service Desk Supervisor	June 2002 – May 2008
<ul style="list-style-type: none"> • Maintained and provided troubleshooting for desktops, laptops, and tablets with Windows 7 and 10 to prevent breaks in service or work productivity • Managed life cycle replacement, backup, and disaster recovery for computers, Blackberries, iPhones, and other portable devices within the organization to ensure no loss of connectivity • Proficient in all Microsoft Office products including Office 365, Office 2016, Skype, and OneDrive 	

Option 2: Separate Listings

You can list each position separately on your resume as you would if they were positions at different companies. This approach draws attention to your accomplishment history according to both the position and time frame.

Example Separate Listings Format

Company A's Name, City, State

Start Date – End Date

Position Title 1

- List your job skills and accomplishments for this position. Use STAR statements.

Company A's Name, City, State

Start Date – End Date

Position Title 2

- List your job skills and accomplishments for this position. Use STAR statements.

Separate Listings Example

USAA Dallas, TX

May 2008 – Present

System Administrator

- Resolve service desk tickets for more than 3,000 users across 21 states and abroad
- Maintain three domains to include updating, troubleshooting, and repairing of network connectivity to achieve goal of 95% continuous connectivity
- Act as Active Directory and Exchange Administrator for over 3,000 users

USAA Dallas, TX

June 2002 – May 2008

Service Desk Supervisor

- Maintained and provided troubleshooting for desktops, laptops, and tablets with Windows 7 and 10 to prevent breaks in service or work productivity
- Managed life cycle replacement, backup, and disaster recovery for computers, Blackberries, iPhones, and other portable devices within the organization to ensure no loss of connectivity
- Proficient in all Microsoft Office products including Office 365, Office 2016, Skype, and OneDrive

Accomplishment Statements

Accomplishment Statements

As you describe your experience and accomplishments:

- Select the skills related to the job you are targeting and highlight your major accomplishments that relate to the job.
- Use the STAR method.
- Use civilian terms and avoid acronyms.
- Begin with an action verb or dynamic adjective. Using action verbs will demonstrate to an employer that you acted and produced results
- Avoid using the phrases “skills included” and “responsible for.”
- Write in past tense for all previous jobs.
- Avoid the use of personal pronouns (I, me, she, he, we, they, etc.)

Review the sample accomplishment statements. The most effective statements are those that are both targeted and results-oriented. Not every statement needs to be a STAR bullet, but the majority should follow the STAR method.

Slide 63

One of the critical aspects in the resume writing process is integrating keywords into your accomplishment statements. The goal is to demonstrate to a potential employer how well you performed the skill, NOT to simply state what skills you have or were responsible for performing.

You can use your performance reviews, collateral duties, internships, awards, volunteer activities, and training records to identify and explain where and when you executed each skill and how it will contribute to the success of the organization.

As you describe your experience and accomplishments:

- Select the skills related to the job you are targeting and highlight your major accomplishments that relate to the job.
- Use the STAR method.
- Use civilian terms and avoid acronyms.
- Begin with an action verb or dynamic adjective. Using action verbs will demonstrate to an employer that you acted and produced results
- Avoid using the phrases “skills included” and “responsible for.”
- Write in past tense for all previous jobs.
- Avoid the use of personal pronouns (I, me, she, he, we, they, etc.)

Review the sample accomplishment statements. The most effective statements are those that are both targeted and results-oriented. Not every statement needs to be a STAR bullet, but the majority should follow the STAR method.

Examples of Accomplishment Statements

Personnel/ Human Resources

- Organized, maintained, and reviewed 75 automated employee records, including pay documents, improving record accuracy by 20%.
- Prepared and provided current information about employee benefit programs to employees and administrators, decreasing personnel complaints by 30%.
- Trained 13 colleagues on new HR Information System (HRIS), reducing the training needs of corporate staff and saving \$15K during installation of software system.

Engineer

- Conducted job analysis and provided suggestions for improvement, saving the company \$300,000 over a two-year period, and saving five labor-hours each week.
- Directed daily operations for an engineering department, including supervision of 4 administrative personnel, and receiving the department award for internal customer service.
- Directed design, installation, and testing of custom software equipment, ensuring satisfactory and timely completion of tasks on time and on budget.

Medical

- Organized and led emergency response drills for 25 personnel, decreasing response time by seven minutes, and was awarded most efficient and timely response team.
- Ordered diagnostic X-ray and laboratory procedures, wrote consultations to specialty clinics, and prescribed courses of treatment and medication to a client base of 3,500.
- Consistently recognized by clients for outstanding customer service.
- Taught and trained medical technicians and performed as a medical supervisor for up to 125 personnel; rated 4.8 on a 5.0 scale by peers.

Administration

- Prepared data processing plans for an organization of 80 employees with 98% accuracy.
- Designed and maintained computer software and databases; translated specific objectives and needs into computer systems requirements, improving efficiency by 12%.
- Planned and supervised the installation of new office equipment, surpassing previous efficiency records by 30%.

Activity: Create Your Accomplishment Statements

Begin the descriptions of your experience with action verbs from the list in the Appendix. Use the space below to create the accomplishment statement for your targeted resume:

Education and Training

Education and Training

- List your most recent education and training first.
- If you have not yet graduated, indicate the number of credit hours completed or provide an expected graduation date.
- Certifications should have the year certified or renewed (if relevant). Discard irrelevant certifications (e.g., Do not list CPR unless it is used in the job).
- List special honors you achieved, such as graduating Cum Laude, with honors, or having a grade point average (GPA) at or above a 3.5.
- Include licenses, course work, and military schools relevant to the job.
- Include all degrees achieved beyond high school, highest to lowest.
- List the locations of colleges and universities, but it is not necessary to include dates attended.

Slide 64

Formal education and specialized training belong on your resume. The key is to determine what is most relevant to the future employer and what will best position you as the ideal candidate for the job. Use the following guidelines to list your education and training history:

- List your most recent education and training first.
- Indicate the number of credit hours completed or provide an expected graduation date if you have not yet graduated.
- Provide certification or renewal year for any certifications you have. Discard irrelevant certifications (e.g., Do not list CPR unless it is used in the job).
- List special honors you achieved, such as graduating Cum Laude, with honors, or having a grade point average (GPA) at or above a 3.5.
- Include licenses, course work, and schools relevant to the job.
- Include all degrees achieved beyond high school, highest to lowest.
- List the locations of colleges and universities, but it is not necessary to include dates attended.

Use the following examples to list your education:

If you have completed your degree

Type of degree, major, university name, city, state, and date (optional), honors or GPA (optional)

- Master of Arts in Educational Leadership, University of Arizona, Tucson, AZ, June 2017, Summa Cum Laude
- Bachelor of Arts, Political Science, Emory University, Atlanta, GA
- Associate of Science in Human Resources Management, Georgia State University, Atlanta, GA, May 2016

If you are still working on your degree

There are different ways to list degrees in progress:

- Master of Arts in Educational Leadership, University of Arizona, Tucson, AZ, 25/30 semester hours completed
- Bachelor of Arts, Political Science, Emory University, Atlanta, GA, Expected in 20XX
- Associate of Science in Human Resources Management, Georgia State University, Atlanta, GA, in progress—16 credit hours completed

If you are including a certification or license

Type of certification, certifying organization, date completed/expires

- Senior Professional of Human Resources (SPHR), HR Certification Institute, December 2018/December 2021

Activity: Create Your Education and Training

Use the space below to create the education and training section of your targeted resume:

Other Additions

Other Additions

- List relevant volunteer experience as if it is a paid position and use the STAR method to describe your skills.
- Non-relevant volunteer experience can be listed in a separate section near the end of your resume.
- Include awards and recognitions with a brief statement to explain why the recognition was earned.

Slide 65

Volunteer Service

Volunteer experience is valuable because it illustrates important skills you possess and shows that you are involved in your community. If you have volunteer experience, it is highly recommended that you add it to your resume.

If you have **relevant** volunteer experience, list it in your experience section as if it is a paid position. Use the STAR method to create your skill statements.

Example

Website Designer – volunteer

June 20XX-present

Lifehealth Foundation, Fayetteville, NC

- Designed website for the Lifehealth Foundation, increasing traffic to website by 25%
- Developed a front-end WordPress site and blog with 341+ pages
- Customized a web app to schedule donations pickup to facilitate on-site processes
- Created an online presence on social media sites such as Facebook, LinkedIn, and Twitter, and increased market awareness by 65%

If you have non-relevant volunteer experience, list it in a separate section at the bottom of your resume titled Volunteer Experience, Community Service, or Additional Activities.

Awards

Awards are valuable because it shows you performed so well in a specific position that your efforts were recognized. Use the following guidelines to list your awards:

- Include the award as a bullet point in the experience section under the position you earned it. (It is no longer customary to have an award section at the end of your resume. Including the award under a specific job position is more influential.)
- Provide the name of the award and a brief statement explaining why you received the award.

Example:

- EDDIE award – received for outstanding work in development of Introduction to Drawing course.

Section 8: Writing Your Cover Letter




Writing Your
Cover Letter

Section 8

Slide 66

Purpose of a Cover Letter



What is a Cover Letter?

The cover letter helps you introduce yourself in a memorable, personal way and expands on information in your resume. Your cover letter should show:

- How your work experience meets job requirements.
- How your skills meet job requirements.
- Why you want to work at the organization.

Slide 67

Most applications require a cover letter to be submitted with your resume. The cover letter helps you introduce yourself in a memorable, personal way and expands on information in your resume. An engaging cover letter will spark the hiring manager's interest and get them to read your resume.

Your cover letter offers an opportunity to represent your skills and achievements in a narrative format. Select a story from your career that gives the reader a clear idea of who you are and how you can add value to their company. Don't try to fit your whole career and life into the space of a cover letter; focus on key aspects. Your cover letter should show:

- How your work experience meets job requirements.
- How your skills meet job requirements.
- Why you want to work at the organization.

Parts of a Cover Letter

Write a cover letter to tailor it for each application you submit. The cover letter should be 250 to 400 words and include the following:

1. Header with contact information
2. Salutation (or greeting) to hiring manager
3. Paragraph communicating your qualifications for the job
4. Paragraphs describing a key achievement to show why you're the right person for the job
5. Closing paragraph with a call to action
6. Complimentary close and signature

Slide 68

Like a targeted resume, a cover letter should be based on the requirements of the job you're applying for. Your cover letter should be from 250 to 400 words long and follow this format:

1. Header with contact information
2. Salutation (or greeting) to hiring manager
3. Paragraph communicating your qualifications for the job
4. Paragraphs describing a key achievement to show why you're the right person for the job
5. Closing paragraph with a call to action
6. Complimentary close and signature

Drafting Your Cover Letter

Before you draft your cover letter, research the company to get a sense for the company's culture and compare your skills with the requirements for the position. Make a list of competencies you want to highlight and the specific experiences you want to share.

Telling stories from your career is a great way to demonstrate your skills and give hiring managers some insight into your personality and work style. Let's say you're applying for a project manager position. From the job description you see the job requires several years' experience managing multiple projects and strong collaboration skills to partner effectively across various levels of the organization. Describe how, in your previous role as a project manager, you successfully managed a project (with specific numbers if possible), communicating and collaborating with many different coworkers.

Your anecdote can accomplish a lot at once—it can show your knowledge of project management methods, your ability to lead teams to successful outcomes, and your ability to trouble-shoot problems so they are quickly resolved.

End your letter with a reason for them to contact you. Your call to action should be polite and open ended, suggesting that you are excited to offer more information and that you're looking forward to talking with them. Don't be too forward, though. Remarks such as, "I'll call to schedule an interview" are too aggressive coming from a job applicant.

Writing Tips

Cover Letter Writing Tips

- Be specific.
- Write in an appropriate voice and tone.
- Be honest.
- Avoid overused words and phrases.
- ❖ Don't procrastinate. Write a basic cover letter and revise it for each job application to facilitate the process of preparing for submission.

Slide 69

- **Be Specific:** Saying you have amazing problem-solving skills is too vague. Explain the details of a problem you solved and explain how you used your skills to solve it.
- **Write in an Appropriate Voice and Tone:** Your writing should convey your personal voice, but you should also pick an appropriate voice and tone for the company you're applying to. Researching the company will help dictate the tone you want to use, which may differ greatly, depending on where you apply. For example, the tone of your letter for a legal consulting firm will likely differ from a tech startup.
- **Be Honest:** You should never be dishonest in a cover letter. Implying or stating that you have a skill that you don't have will come back to bite you upon being asked to use that skill in the interview or on the job.

- **Avoid Overused Words and Phrases:** Hiring managers will read the same basic cover letter repeatedly, and you don't want to be the last template email the hiring manager discounts before lunch. Adding a little word variation helps you stand out against other applicants. Instead of describing yourself as creative, try imaginative. You're inventive, not innovative. You're not determined, you're tenacious. These word variations at least show that you can think beyond what the average applicant is willing to do.

Don't Let the Cover Letter Become a Hurdle

The longer you "sit on" a cover letter to edit and re-write it, the longer you allow someone else to get the attention of the hiring manager you want to impress. You should submit your cover letter as soon as you are certain that:

1. Your cover letter, resume, and portfolio work are free from errors.
2. Your cover letter is written in a way that balances professionalism with personality.
3. Your cover letter catches the reader's interest from the first sentence and maintains it throughout.
4. Your cover letter uses the requirements for the job and information on the company as a guide for its content.
5. Your cover letter tells stories that are filled with examples that satisfy job requirements and make you stand out positively as an individual and a potential employee.

Cover Letter Template

Your Name

Your website or LinkedIn

Email

Phone

Date of Letter

Employer's Name

Employer's Title

Company Name

Street Address

City, State, Zip Code

Dear Hiring Manager [or Employer's Name]:

INTRODUCTORY PARAGRAPH: You want to tell the reader why you are writing as well as list the name of the position or department for which you are applying. Mention how you heard about the organization or the opening.

BODY: Build a connection between your background and the company's needs. Name someone you know in the company (if they have agreed to be a reference for you). Show that you have done some research on the company by talking about new projects the company has taken on, mentioning the management philosophy they use, or citing something you have read about them. If you have any directly related experience or education, summarize it here so the reader can look for it in your resume. If you have relevant skills or accomplishments related to the job, mention them here.

CONCLUSION: Indicate your interest in the job. State that you look forward to being able to discuss your background in an interview. Thank the reader for his/her time and consideration.

Sincerely,

Your name

Example Cover Letter

James Donaldson
www.james.donaldson.com
James@email.com
555-123-4567

July 10, 2020

Ms. Margaret Cook
Personnel Director, Accounting Software International
5678 East Doral Street, Suite #1200
Lockridge, Tennessee 77777

Dear Ms. Cook,

As a highly skilled Business Consultant, I read your posting for a new Business Consultant position at Accounting Software International with interest. My experience aligns well with the qualifications you are seeking. I am drawn to Accounting Software International because of my interest in accounting software and the opportunity to use my skill sets in a more specialized career.

ASI's commitment to its customers and culture of excellence aligns perfectly with my own convictions. I have spent the past five years working with clients around the globe, helping them to improve operations and maximize profits by utilizing all the features of their existing software programs. I can quickly and accurately understand organizational needs, and I have a proven track record of meeting those needs.

I am adept in business analysis, program implementation, and performance monitoring. Last year I led an initiative to implement a new process for identifying compliance issues and improving accuracy in reporting. As a result, productivity increased 12% overall and client satisfaction significantly improved. I am confident that I will be a valuable addition to your team.

I look forward to the opportunity to discuss this opportunity with you. Thank you for your time and consideration.

Sincerely,

James Donaldson

Section 9: Reviewing Your Resume



Slide 70

Matching Resumes to Job Descriptions



Slide 71

Targeted resumes should address the specific needs of the employer and demonstrate how you can and will meet the goals of the role. In addition, they should be optimized with the keywords from that job posting. Once your targeted resume is ready and you are prepared to submit for a job application, find out how well your resume might do in an ATS scan. Refer to [Jobscan.co](https://www.jobscan.co), an online tool that will instantly analyze your resume against a particular job description. On the Jobscan site, you can either paste in the text of your resume or upload a Word or PDF file, then paste the text of the job posting you're interested in.

Use the result of the Jobscan analysis to revise your resume so that it is optimized for your selected job description. Repeat these scans for each job that you apply for.

Finalizing Your Resume

When you finish writing your resume, put it aside for a day before you start making revisions. You will be better able to identify errors or other issues if you view it from a fresh perspective. Use the editor tool in your word processing software to identify spelling and grammar problems. Also consider downloading Grammarly to help you identify errors in your document.

As useful as these tools are, they will not pick up every error. You should not rely on them to identify all issues in your resume; you will need to do your own careful review. When you are ready to review, keep in mind that you are not simply looking for spelling errors. You should read your resume thinking like an employer. Ensure all information flows logically and presents your skills and qualification clearly.

Resume Review And Revision

- Take time to review your resume and cover letter carefully, giving both documents your full concentration.
- Verify all dates, names, and phone numbers are accurate.
- Review several times, each time looking for a type of error. Read once for organization of content, another time for formatting, and another time for spelling and accuracy.
- Read the documents backwards. This tip forces you to slow down and look at each word. Do not trust spell check to catch your errors; many words can be spelled correctly but be incorrect in the context.
- Once you have reviewed and revised, ask a trusted friend or colleague to read the documents for you. Explain to them that you are looking for feedback and accept their input graciously.

Slide 72

Follow these tips to create a polished final version of your resume.



Take time to review your draft carefully and give you resume your full concentration.



Verify all dates, names, and phone numbers are accurate. Check for consistent verb tenses and parallel structure in bulleted lists.



Review several times, each time looking for a type of error. For example, read one time for organization of content, another time for formatting, and another time for spelling and accuracy.



Read it backwards. This tip forces you to slow down and look at each word. Do not trust spell check to catch your errors; many words can be spelled correctly but be incorrect in the context.



Ask a trusted friend or colleague to read your resume after you have reviewed and revised. Explain to them that you are looking for feedback and accept their input graciously.

Activity: Resume Review

Review the resumes excerpts below and note any errors or issues you think will distract from the content of the resume. Make your comments in the box below each excerpt and prepare to discuss how they might affect a hiring manager's impression of the candidate.

Resume Excerpt 1

Megan Myers

Frisco, TX 75033 | (714) 555-5555 | megan.myers@domain.com | [linkedin.com/in/megmyers](https://www.linkedin.com/in/megmyers)

Human Resources Generalist

- Certified Professional in Human Resources® (*PHR*®) with additional state certification in California (*PHRca*®) offering an HR career distinguished by commanded performance, and proven results.
- Extensive background in HR generalist affairs. including experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, HR records management, HR policies development and legal compliance.
- Demonstrated success negotiating win-win compromises, developing teambuilding programs, and writing personnel manuals, corporate policies, job descriptions and management reports.

Resume Excerpt 1 – Findings

Megan Myers

Frisco, TX 75033 | (714) 555-5555 | megan.myers@domain.com | linkedin.com/in/megmyers

Human Resources Generalist

- Certified Professional in Human Resources® (PHR®) with **spelling error** c **punctuation error** California (PHRca®) offering an HR **career distinguished by** **commanded** **performance,** and proven results. **punctuation error**
- Extensive background in HR generalist **affairs. including** experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, HR records management, HR policies development and legal compliance.
- **Demonstrated** success negotiating win-win compromises, developing teambuilding programs, and **spelling error** el manuals, corporate policies, job descriptions and management reports. **extra space between bulleted items**

Slide 74

Resume Excerpt 2

- Managed customer expectations and adhere to SoW while providing excellent customer service.
- Documenting project workflow, task assignment, and tracking to create historical record for future reference and post-project reporting.

Relocated with USAF Military Spouse from USA to Europe

Nov. 2017 – January 2018

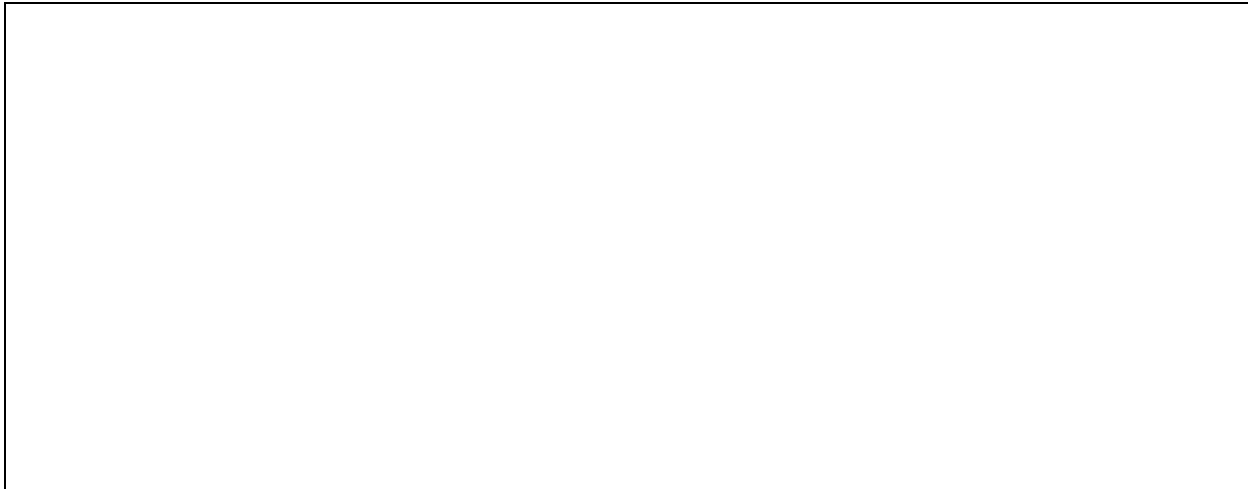
SIGNET AUTOMATION

May 2013 - Oct 2017

Value added distributor of Fanuc, Kuka, and ABB robots.

Project Manager

- Responsible for scheduling, managing, and addressing all incoming division projects, service orders, maintenance requests, and warranty calls simultaneously. Customer, distributor, and vendor liaison.



Resume Excerpt 1 – Findings

- Managed customer expectations and adhere to SoW while providing excellent customer service **wrong verb tense**
- **Documenting** project workflow, task assignment, and tracking to create historical record for future reference and post-project reporting.

dates written inconsistently and flowing over to extra line

Relocated with USAF Military Spouse from USA to Europe

Nov. 2017 – January 2018

**SIGNET AUTOMATION
2017**

May 2013 - Oct

Value added distributor of Fanuc, Kuka, and ABB robots.

change in font

Project Manager **weak verb**

- **Responsible for** scheduling, managing, and addressing all incoming division projects, service orders, maintenance requests, and warranty calls simultaneously. Customer, distributor, and vendor liaison.

Slide 76

Resume Excerpt 1 – Corrected

Megan Myers

Frisco, TX 75033 | (714) 555-5555 | megan.myers@domain.com | linkedin.com/in/megmyers

Human Resources Generalist

- Certified Professional in Human Resources® (*PHR*®) with additional state certification in California (*PHRca*®) offering an HR career distinguished by commended performance and proven results.
- Extensive background in HR generalist affairs, including experience in employee recruitment and retention, staff development, mediation, conflict resolution, benefits and compensation, HR records management, HR policies development and legal compliance.
- Demonstrated success negotiating win-win compromises, developing teambuilding programs, and writing personnel manuals, corporate policies, job descriptions and management reports.

Resume Excerpt 2 – Corrected

- Managed customer expectations and adhere to SoW while providing excellent customer service.
- Documented project workflow, task assignment, and tracking to create historical record for future reference and post-project reporting.

Relocated with USAF Military Spouse from USA to Europe

Nov 2017 – Jan 2018

SIGNET AUTOMATION

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Project Manager

Scheduled, managed, and addressed all incoming division projects, service orders, maintenance requests, and warranty calls simultaneously. Customer, distributor, and vendor liaison.

Section 10: Submitting Your Resume



Submitting Your Resume

Section 10

Slide 79

Submitting Resumes in Digital Form

Submitting Your Resume Digitally

- Follow directions in applications about how to submit your resume.
- Consider the pros and cons of each file format.
- Give your resumes and cover letters logical and professional filenames.
- When you email resumes and cover letters, provide informative subject lines and content in the body of the email to explain attachments.
- As always, strive for clear and professional communications with recruiters and potential employers.

Slide 80

Once your targeted resume is finalized, you will be ready to upload it to a job application or send it as an email attachment. Most resumes are delivered in digital form.

Digital resumes can be sent as either word documents (.docx or .doc) or as a PDF. Recruiters and hiring managers do not agree which format is best. Each format has its own benefits, but in certain situations, you should definitely use one over the other.

Always go with the format the employer requests. If job application instructions specifically say, "Please submit your resume in PDF format," then do that. And the same goes for a word document. If a choice isn't given, consider the pros and cons of each file format:

- A PDF cannot be altered, whereas a word document can be edited (either accidentally or intentionally) by the recruiter or company you submit it to.
- A PDF requires Adobe Acrobat Reader to be viewed correctly, and some computers may not have that software installed.
- Traditionally, a word document is the preferred format for ATS tracking systems. When recruiters upload a resume using this scanning software, it's easier for the system to scan for keywords and chosen phrases if the document is saved in a word format. However, recent advancements have made PDF readable by ATS tracking system if the document doesn't contain images.

Employers and recruiters do notice if you can't follow directions, and they generally favor employees who are savvy with technology, so be sure to take the time to provide what is requested.

How to Upload a Resume Online

You may need to upload a targeted resume and cover letter to a job search engine or a specific company's job site page. Here are some general tips to follow:

- Look for a text box. Some sites will let you copy/paste the text of your resume into a box on their job application form. If you choose to do this, make sure the formatting looks professional and correct within the text box.
- Search for a button that says "Upload" or "Upload a resume." When you click this button, you can then find the file on your computer to add it as an attachment to your job application.
- Pay special attention to any instructions about uploading. Look for any notes specifying a preferred format.

How to Send a Resume in an Email

Sometimes employers will ask that you submit your resume, cover letter, and other required credentials via email to the hiring manager or other human resources professional. Follow specific directions provided in the job posting regarding attaching or pasting the content of your resume in the body of the email. Do not do both unless specifically requested. If no specific request is given, attach your resume to the email.

If the employer requests the resume in the body of the email, ensure that your formatting is correct. Sometimes formatting changes when copying and pasting, especially fonts, spacing, and paragraph alignment.

Put the name of the position and job reference number for which you are applying, if applicable, in the subject line. Include a message in the body of the email with a brief explanation of why you are writing and submitting your resume. Think of it as a mini cover letter. You may want to attach a longer cover letter separately, definitely if the application instructions ask for it. Make the email and cover letter separate attachments to reduce confusion.

Give your documents a logical file name. Employers often download resumes and cover letters to a common folder so your filename should help them identify your document later. Make sure your filenames do not have any spaces in them. If you want to include a space in the name, use an underscore.

- AliciaThomas_resume
- AliciaThomas_coverletter

When you take the time to upload a targeted resume that is professional and easy to read, it can help you stand out from the competition and land a job you really want.

Wrap Up and Evaluations

Wrap Up

In this training you have:

- Determined the difference between master and targeted resumes.
- Analyzed a job vacancy posting and connected your skills and abilities with the needs of an employer.
- Applied the STAR method to write an accomplishment statement.
- Prepared a resume draft.
- Used strategies to review and evaluate a resume.

You are informed, prepared, and well on your way to a successful transition to a new and rewarding career.



Slide 81

Congratulations! You have taken significant steps toward setting yourself up for success. There will be many more steps you need to take to get ready for your transition but know that you have a network of supporters to assist you on your journey. You are not alone.

In this training you have:

- Determined the difference between master and targeted resumes.
- Analyzed a job vacancy posting and connected your skills and abilities with the needs of an employer.
- Applied the STAR method to write an accomplishment statement.
- Prepared a resume draft.
- Used strategies to review and evaluate a resume.

You are informed, prepared, and well on your way to a successful transition to a new and rewarding career.

	<p data-bbox="331 254 716 380">Thank You for Attending</p> <p data-bbox="824 264 1252 390">If opportunity doesn't knock, build a door. -- Milton Berle</p>  <p data-bbox="402 806 1268 879">Feel free to provide any additional thoughts, comments, or suggestions by email to MilSpouse@dol.gov.</p>
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Slide 82

Lastly, I want you to remember what the American comedian and actor Milton Berle (1908–2002) said, “If opportunity doesn’t knock, build a door.”

Visit <https://www.dol.gov/teamsworkshops> to register for all TEAMS Workshops and download the Website Guide.

Thank you for attending. Feel free to provide any additional thoughts, comments, or suggestions by email to MilSpouse@dol.gov.

Appendix

Action Verbs for Accomplishment Statements

Action Verbs for Accomplishment Statements				
Accelerate	Delegate	Halt	Operate	Research
Accomplish	Deliver	Head	Orchestrate	Resolve
Achieve	Demonstrate	Hire	Organize	Respond
Acquire	Deploy	Honor	Orient	Restore
Adapt	Design	Hypothesize	Originate	Restructure
Address	Detail	Identify	Outsource	Retrieve
Advance	Detect	Illustrate	Overcome	Review
Advise	Determine	Imagine	Oversee	Revise
Advocate	Develop	Implement	Participate	Revitalize
Analyze	Devise	Import	Perceive	Satisfy
Apply	Direct	Improve	Perfect	Schedule
Appoint	Discover	Improvise	Perform	Secure
Arbitrate	Dispense	Increase	Persuade	Select
Architect	Display	Influence	Pilot	Separate
Arrange	Distribute	Inform	Pinpoint	Serve
Ascertain	Diversify	Initiate	Pioneer	Simplify
Assemble	Divert	Innovate	Plan	Sold
Assess	Document	Inspect	Position	Solidify
Assist	Double	Inspire	Predict	Solve
Author	Draft	Install	Prepare	Speak

Action Verbs for Accomplishment Statements

Authorize	Drive	Institute	Prescribe	Specify
Brief	Earn	Instruct	Present	Standardize
Budget	Edit	Integrate	Preside	Stimulate
Build	Educate	Intensify	Process	Streamline
Calculate	Effect	Interpret	Procure	Structure
Capture	Elect	Interview	Program	Succeed
Catalog	Eliminate	Introduce	Progress	Suggest
Champion	Emphasize	Invent	Project	Summarize
Chart	Enact	Inventory	Promote	Supervise
Clarify	Encourage	Investigate	Propose	Supply
Classify	Endure	Judge	Prospect	Support
Close	Energize	Justify	Provide	Surpass
Coach	Enforce	Launch	Publicize	Synthesize
Collaborate	Engineer	Lead	Purchase	Systematize
Collect	Enhance	Lecture	Qualify	Tabulate
Command	Enlist	License	Question	Target
Communicate	Ensure	Listen	Rate	Teach
Compare	Establish	Locate	Realign	Terminate
Compel	Estimate	Maintain	Rebuild	Test
Compile	Evaluate	Manage	Recapture	Thwart
Complete	Examine	Manipulate	Receive	Train
Compute	Exceed	Manufacture	Recognize	Transcribe
Conceive	Execute	Map	Recommend	Transfer

Action Verbs for Accomplishment Statements				
Conclude	Exhibit	Market	Reconcile	Transform
Conduct	Expand	Mastermind	Record	Transition
Conserve	Expedite	Measure	Recruit	Translate
Consolidate	Experiment	Mediate	Redesign	Troubleshoot
Construct	Export	Mentor	Reduce	Unify
Consult	Facilitate	Model	Reengineer	Unite
Continue	Finalize	Modify	Regain	Update
Contract	Finance	Monitor	Regulate	Upgrade
Convert	Forge	Motivate	Rehabilitate	Use
Coordinate	Form	Navigate	Reinforce	Utilize
Correct	Formalize	Negotiate	Rejuvenate	Verbalize
Counsel	Formulate	Nominate	Render	Verify
Craft	Found	Normalize	Renegotiate	Win
Create	Generate	Observe	Reorganize	Write
Critique	Govern	Obtain	Report	
Decrease	Graduate	Offer	Reposition	
Define	Guide	Officiate	Represent	