

# **Skills: Resume**

# **RESUMES THAT WORK:**

Market Your Story Successfully



### INTRODUCTION

A good resume presents a prospective employer, and all potential advisors in your job search, with a clear and concise summary of your knowledge, skills and accomplishments. In essence, it is a snapshot of the "professional you" designed to get you the interview!

As you start to prepare a resume, always keep in mind that it may be a person's first introduction to you, the candidate. First impressions count. In just a few seconds, the reader will form a judgment on the care and reflection you have brought to writing your resume and, by inference, how committed you are to the job search. Both the presentation and content are important to forming the employer's initial impression of you. Therefore, be sure your resume reflects the same level of professionalism that you would bring to a presentation to a client. Be sure that the content is thoughtfully prepared to emphasize your most significant accomplishments and to address the specific requirements of the type of work you plan to pursue.

Employers usually scan a resume quickly, rather than reading it as a narrative. Therefore, the resume must be clear and consistent, making the highlights of your training and accomplishments easy to spot. Your reader will be asking: "Do I want to talk to this candidate; does s/he have the skills and knowledge we need?" Your reader will have many applications to consider and will be making quick comparisons between candidates. Of course, you want to stand out for the clarity of your presentation of your knowledge, skills and accomplishments. The Office of Career Advancement (OCA) has consulted with employers about their preferences and recommends the following guidelines in preparing a resume.

### 1. DESIGN

The Office of Career Advancement (OCA) has developed design templates that are pleasing to the eye and easy for a reader to scan. We recommend that students use the overall design, incorporating appropriate changes to fit individual circumstances. You may download the template from the JACK document library on the OCA website. Additional samples of MPA and MPA/ID resumes are also available in the library. If you have fewer than five years of professional experience, we usually recommend a one-page resume.

We suggest these design specifications:

- Times New Roman 10.5 or 11 point throughout the document
- Margins: top and bottom minimum of .5 inch, maximum 1.0 inch; left and right minimum of .5 inch, maximum 1.0 inch
- Text left justified, except header, which is centered, and locations, which are right justified
- Insert your name and page number in header, if your resume is more than one page
- Use FULL CAPITALS, Initial Capitals, and **Bold** to help the reader readily distinguish the elements in each block of text
- Use italics for book or thesis titles, for example: Soft Power: The Means to Success in World Politics; Understanding International Conflict





### 2. CONTENT

Present information in reverse chronological order within each section of the resume.

# 3. NAME & CONTACT INFORMATION

Provide your current mailing, e-mail and telephone information.

### 4. EDUCATION

Your educational history should be described in reverse chronological order. Present the information in a consistent format, listing university first, then school within the university as appropriate, for example: Harvard University, John F. Kennedy School of Government.

Write the full name of your HKS degree:

- ---- Master in Public Policy
- --- Master in Public Administration
- --- Master in Public Administration in International Development
- Mason Fellows may add below Master in Public Administration:

If your resume includes credentials from universities outside the U.S., use the exact name of the degree as provided by the granting institution. If necessary, you may add a phrase to clarify the level of training attained, for example: "equivalent to JD."

--- COURSEWORK Here is an opportunity to educate your reader about your program and your own focus. You may include selected course titles, if they are short, or key words such as "statistics" or "environmental policy." MPPS may wish to include their PAC.

MPPS and MPA/IDS are advised to use the term "Policy Analysis Exercise" or "Second Year Policy Analysis," respectively. In a cover letter, you may then explain briefly that the PAE or SYPA is the HKS-equivalent to a master's thesis. --- HONORS Be selective in honors you list, enumerating the highest in each category. Similarly, if you were awarded several scholarships/fellowships, list only those to which you attach the most importance. The terms summa cum laude, magna cum laude, and cum laude are always italicized.

GPA is not routinely included in an HKS resume. However, if an employer states a minimum requirement, include your GPA in the resume. Similarly, if an employer requires high proficiency in quantitative analysis, you may include your GRE or GMAT score.

### 5. LEADERSHIP

This section of your resume is discretionary. You may wish to include information on extra-curricular activity that highlights your growing interest in a professional field, your capacity to organize and manage people and teams, personal accomplishments, or management skills that may not be readily discerned from the Experience section described below.

### 6. EXPERIENCE

As in Education (see above), you should always list your professional experience in reverse chronological order. List the name of the organization, followed by your department within the organization. If the organization is not well-known and its mission is not evident from its name or the context, you may choose to add a descriptive phrase.

Provide a brief description of each experience. Present the information in abbreviated sentences, omitting definite and indefinite articles such as "the," "a," "an," and also omitting pronouns, such as "I" or "their." As a convention, numbers with \$ or % signs and all numbers 10 and above are written as figures, for example: 9%, team of 25.

Use verbs, in the past tense, to describe your work. Use active voice. See page 4 of this document for a list of verbs commonly used in resume writing. Whenever possible, introduce a variety

of verbs, for example: "managed," "directed," and "oversaw."

Emphasize your accomplishments in the context of the resources available to you. Be specific about size of budget, size of team supervised, etc. Numbers are more effective than adjectives in describing your success. For example, "increased enrollment by 15%" lets the reader learn more than "successfully increased enrollment."

Within each job, organize information in a logical flow so the reader can understand the different elements of what you have accomplished. Assign more space to describing more recent and/or more significant experiences and less space to less recent or less significant experiences.

The description of each experience should be presented in a bulleted format that highlights your accomplishments and results. These descriptions should market your skills and accomplishments, not simply list tasks and duties. We suggest that each bullet point be one to four lines.

#### --- FOR EXAMPLE:

- Wrote successful grant proposals generating \$1.2 million in new revenue.
   Funds supported development of innovative literacy programs reaching 100,000 additional clients across five states.
- Received "Top Volunteer" award from local City Council for more than 100 hours volunteering in homeless shelter, food bank and senior citizen day program.

# 7. OPTIONAL **ADDITIONS**

Your resume may conclude with the Experience section, or you may choose to add further relevant information. Below are some common additions in an HKS resume.

- ---> TRAVEL Be specific about countries visited and length of time spent abroad where this sheds light on your professional interests, capability to live in hardship conditions, etc.
- ---- LANGUAGES Be specific on your fluency: native, fluent, proficient, intermediate, beginner, and whether skills are spoken or written.
- ---- PROFESSIONAL AFFILIATIONS You may include membership in professional organizations. Be prepared to discuss vour active involvement.
- ---- **COMPUTER SKILLS** General proficiency may be assumed and does not need to be stated. Include in this section specific skills required for a type of position, for example: Proficient in STATA.

# 8. POLISHING YOUR RESUME

Always proofread your resume, and never rely entirely on the spell check function on your computer to catch all errors. The most effective way to catch mistakes is to read your resume aloud from start to finish, and also to read it aloud from last word to first. In addition, ask a friend to proofread with you.

For individual advice, make an appointment (30-45 minutes) with an oca coach. Coaches can advise you on tailoring your resume to a particular employer, assist in organizing material, and brainstorm an effective resume for a student making a significant transition. Quick questions can be addressed in 15-minute walk-in sessions offered daily.

# 9. FREQUENTLY **ASKED QUESTIONS**

--- How long should my resume be?

A general rule is that a candidate with less than five years work experience should be able to write an effective one-page resume. No resume should be longer than two pages. Candidates with extensive publications and presentations may include this information as an addendum in following pages.

--- Should I include references?

Where required with an application, references should be listed on a separate sheet of paper. Be sure to include current contact information.

--- Should I include information about my date of birth, marital status and number of children? Should I include a photo?

NO. U.S. law prohibits recruiters or employers from asking for any personal information that is not essential to the job function. U.S. employers may not ask for, nor should you provide information about, your date of birth, height or weight, marital status, number of children or sexual orientation. Never attach a photograph to your resume for a U.S. employer.

--- Should I mention political affiliations?

First ask yourself: "Is this information relevant?" Include information on your political involvement only if it will be of interest to your reader, and you are reasonably certain it will be viewed in a positive light by your audience.

--- How far back should I go in listing my positions and activities?

Kennedy School students in two-year programs usually include all professional positions from the completion of their first degree, with a description of each that will vary in length depending on the activity and relevance. Students with very extensive experience may describe more

recent experience in full and a summary of their earlier work history. As for activities, list those which most directly connect to the work you want to do, and/ or which you believe most distinguish you. Be selective and keep the list brief.

--- What type of paper should my resume be printed on? Is it ok to email a resume?

If you are sending a hard copy resume, print it on resume stock in a neutral color, white or cream. Many resumes today are submitted by email, and some through online resume collection systems for posted opportunities. Follow the directions for submission indicated by the employer. PDF format is recommended.

--- How should I name the file?

Name your resume clearly, using last name, first name or initial, and the word "resume," for example: BennettD resume.pdf.

# 10. ACTION WORDS

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### (RESUME: SAMPLE ONE, MPP)

#### **DANA BENNETT**

### 1350 Massachusetts Avenue, Apt. 805 Cambridge, MA 02138

(617) 123-1636 | dana\_bennett@ksg09.harvard.edu

#### Education

#### HARVARD UNIVERSITY, John F. Kennedy School of Government Master in Public Policy expected June 2009

Cambridge, MA

- Coursework: Public Finance, State and Local Public Finance, Social Problems and Government Responses, Quantitative Analysis. Course Assistant, Public Finance.
- Policy Analysis Exercise: Turning on the tap: considering an index for water and sewer rate adjustment; client: Miami-Dade County Office of Strategic Business Management.

BROWN UNIVERSITY Providence, RI

Bachelor of Arts, magna cum laude, May 2002

Major: Political Science. Elected to Phi Beta Kappa, May 2001

Leadership

**Co-Chair** - Business and Government Policy Professional Interest Council **Public Policy and Leadership Conference Coordinator** - Office of Admissions

**Experience** summer 2008

# HARVARD UNIVERSITY, Rappaport Institute for Greater Boston Research Fellow

Somerville, MA

- Conducted financial modeling and quantitative analysis for City of Somerville's \$5MM solid waste management system and infrastructure.
- Recommendations to Mayor on shifting from property tax to user fee funded system implemented in 2008 with \$3.5MM projected annual cost savings.

#### 2004-2007

#### OFFICE OF ALAMEDA COUNTY SUPERVISOR

Oakland, CA

#### **Legislative Aide**

- Key staff to \$100MM Housing Endowment and Regional Trust. Helped secure \$2MM in California State housing bond money. Researched state and local affordable housing policy and data, financing mechanisms, and administrative structures for a countywide Joint Exercise of Powers Agreement. Testified before city councils and organizations to secure endorsements.
- Co-coordinated 2005 Agricultural Summit. Co-authored and published final report on economic development panel presentations and community building action items.
- Researched financial models for Health Plan of Alameda, a pilot program for administering Medicare at county level, including cost structures, performance assessment, and dedicated funding streams.

#### 2002-2004

#### UNITED STATES PEACE CORPS

Burkina Faso

#### Non-Governmental Organization Development Volunteer

- Initiated and formalized collaboration among government health staff, village health management committee, and village theater troupe. Helped develop troupe's health education programs, successfully advocated for their inclusion in center's annual budget, and developed evaluation report to measure program effectiveness.
- Guided health center and village authorities through successful USAID proposal to procure first self-sustaining U.S. Embassy-supported ambulance to serve 15,000 people in three jurisdictions.
- Selected from 1,500 West Africa-region volunteers to present at 14th International Conference on AIDS and STDs in Africa.
- Advised middle school students on sustainable microfinance project. Secured seed money for students to purchase supplies to paint wild fruit shells as soccer balls for sale at weekly markets.
- Voted "Ms. Peace Corps" by peers for best embodying spirit of cross-cultural collaboration.

#### Skills Personal

Fluent in French. Proficient in Spanish and Djoula. Proficient in Access, STATA. Extensive travel in Latin America, including six months in Chile, Uruguay, Peru. Volunteer, Harvard Square Homeless Shelter, 2007-08.

# (RESUME: SAMPLE TWO, MC/MPA)

#### JENNIFER B. FRANKLIN

### 1150 Massachusetts Avenue, Apt. 18 Cambridge, MA 02138

(617) 000-0000 | jbfranklin@ksg08.harvard.edu

# **Executive Summary**

- Over 18 years experience in financial services advising corporations, entrepreneurs, senior executives, nonprofits, foundations, and high net worth individuals.
- Managed teams of financial services specialists in developing integrated planning strategies and customized services to meet complex needs of wealthy individuals and businesses.
- Led Board of Directors and staff of NYC Theater in strategic reorganization and development of \$4M capital campaign. Focused on board cultivation and restructure, governance, fundraising, and financial oversight.

#### **Education**

### HARVARD UNIVERSITY, John F. Kennedy School of Government

Cambridge, MA

Master in Public Administration, June 2008

Concentration in Leadership

- Coursework: international finance, leadership, negotiation, leadership strategies in social enterprises (Harvard Business School) and international entrepreneurship (MIT Sloan School).
- Harvard Mediation Program, Harvard Law School. Completed intensive training program and mediated two-party disputes in local Boston courts.
- Strategic Management of Nonprofit Organizations: Teaching Assistant; co-managed class benchmarking research initiative involving 18 domestic and international NGOs.
- World Bank Developing Markets (MIT Sloan School). Advised international social entrepreneurs on proposals for 2008 World Bank Developing Markets Competition that awarded grants of up to \$200M per winner to promote and develop innovative and sustainable solutions in Water, Sanitation, and Energy.
- Kennedy School Student Government: Class Representative.

#### RUTGERS UNIVERSITY, Camden, NJ

Master of Business Administration, June 1986

Major: International Finance.

Bachelor of Science, cum laude, June 1982

Major: Chemistry; Minor: Marketing

### Professional

# **Experience** 2003-2007

#### MAJOR BANK, N.A.

New York, NY

### Senior Relationship Manager, Vice President, Wealth Management Group

- Provided integrated planning services to wealthy clients located in the New York tri-state area.
- Led startup team in generating investment revenues by cultivating over \$80M in new assets.
- Initiated and coordinated NYC Team's client and prospect cultivation strategy and marketing events.
- President's Award Recipient: leading Relationship Manager in Atlantic region; exceeded 1st year investment goal by 260%.

#### THE BANK OF NORTH AMERICA

New York, NY

#### 2001-2003

#### Vice President, Private Banking Group, Business Development

- Engaged in consultative sales and developing extensive network of referral sources.
- In 12 months generated over \$95M in current fee assets and \$80M in future fee assets.
- Trained and coached Wall Street private bankers and retail officers in new business development.
- Recognized by CEO and senior executives for cultivation and service delivery to high profile corporate clients.

CITIBANK New York, NY

#### 1999-2001 Private Client Services

#### Senior Business Developer, Vice President

- Senior business developer of new initiative designed to serve growing client segment with investable assets from \$1M to \$20M.
- Exceeded division's goal by 20%; achieved 70% close ratio which resulted in 31 new clients and assets over \$65M. Referred \$175M in new business opportunities to other bank divisions.
- Pioneered Morgan Online, cutting-edge financial management on-line service, and attained 55 new clients in four months.
- Redesigned and implemented new sales process and prospect transition strategy that markedly increased teamwork, new business, and client retention.

#### 1996-1999 Private Banking Group

#### Senior Relationship Manager, Vice President

- Managed portfolio of 60 of division's top clients representing \$600M in assets and over \$3M in annual revenues.
- Led division every year in new client acquisitions, with average annual portfolio growth exceeding 100, and new business referrals to other segments throughout the bank.
- Generated 35 new client relationships and developed existing relationships representing over \$140M in assets and \$2M in revenues.

#### 1994-1996 **Development Officer, Vice President**

- Delivered Private Banking services to high net worth individuals, companies, and nonprofits.
- In first four months, turned around under-performing territory by generating revenues that exceeded predecessor's annual revenues by 310%; exceeded sales goal by 195%.
- Tripled referrals in first six months by implementing innovative marketing strategies, incentive programs, and increased training.

#### 1990-1994 Commercial Banking Group

#### **Lending Officer, Vice President**

- Managed relationships of small and mid-sized companies with revenues from \$3M to \$500M.
- Increased portfolio profitability by 90%, generating \$1M in annual profits.
- Negotiated repayment of inherited problem loans avoiding over \$1M in potential loss to the bank.

#### BARCLAYS BANK, USA

New York, NY

#### 1987-1990 Commercial Lending Officer, Assistant Treasurer

- Managed portfolio of small business (revenues under \$20M) and advised owners and senior executives. Marketed financial services to local entrepreneurs and family-owned businesses.
- Completed 16-month Loan Officer Development Program in top third of class.

#### Additional Information

- Irish Repertory Theater, Vice Chairman of Board, 1996 to 2005.
- School of Visual Arts, Inc., Board Member, Commencement Committee, 1995 to 2006.
- Concern Worldwide, Advised on launch of "Women of Concern" initiative. Active supporter.
- Major Bank Volunteers, Selected to lead division in initiative to engage employees in community volunteerism.
- Teach for America, Participant in Mayor's initiative to support 1st grade programs in NYC public schools.

# (RESUME: SAMPLE THREE, MPA/ID)

### MARIA GONZALEZ 20 Peabody Terrace Cambridge, MA 02138

617-000-0000 | mgonzales@ksg09.harvard.edu

#### **Education**

#### HARVARD UNIVERSITY, John F. Kennedy School of Government

Cambridge, MA

#### Master in Public Administration in International Development expected June 2009

- Concentration: International Trade
- Coursework in economics, trade, statistics, negotiations, and international finance
- Second Year Policy Analysis: Strategy for the development of the Peruvian rural economy in light of the Free Trade Agreement with the U.S.

#### PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ

Lima

#### Bachelor of Economics, December 2002

1st place Award of the Economics Class of 2002

#### CENTRAL BANK OF PERU

Lima

XLVI Summer Advanced Course in Economics (January – March 2002)

### Experience

#### HARVARD UNIVERSITY, John F. Kennedy School of Government

2008 – 2009 Course Assistant – Spring 2009

- Economic Analysis for Public Policy
- Macroeconomic Theory and Policy

Teaching Fellow - Fall 2008

• Political Economy of Trade. Conducted WTO Simulation Exercise of the Hong Kong Ministerial Conference.

# June-August 2008

#### INTER-AMERICAN DEVELOPMENT BANK (IADB), Regional Operations Department II, Environmental and Natural Resources Management Division Research Assistant

Washington, DC

- Supported design of a strategy for the development of rural economies of Central American countries in light of the Central America Free Trade Agreement (CAFTA).
- Researched development of the rural economy: rural finance, rural risk management, agricultural insurance, and non-agricultural rural income.
- Conducted quantitative analysis of rural economy trends and development hypotheses in Central America and Mexico. Analysis entailed the utilization of household level datasets and macroeconomic variables in econometric analysis.
- Supported logistics and content of the rural economy CAFTA strategy.

#### 2003-2007

#### MINISTRY OF FOREIGN TRADE AND TOURISM

Lima

#### **Economic Advisor – Trade Negotiator**

- Advisor to World Trade Organization (WTO) and Free Trade of the Americas (FTAA) topics; represented Peru at WTO at FTAA negotiations.
- Participated at the IV WTO Ministerial Conference (Doha-Qatar).
- Conducted extensive analysis research on agriculture, antidumping, subsidies, countervailing measures, safeguard, tariffs and market access. Represented Peru at the Negotiating Group on Subsidies, Antidumping and Countervailing.
- Chaired national team responsible for submissions for WTO Agriculture negotiations.
- Achieved expertise on agricultural issues such as food security, food aid, price-band systems, rural poverty, environment, market access, and phytosanitary measures.
- Conducted economic analysis for WTO case, "EC -Trade Description of Sardines."
- Participated in design and implementation of IADB Project, "Foreign Trade Policy Development,"
  which aimed to improve national policy trade management to diversify country's exports
  and markets by boosting Peru's institutional capacity to formulate an effective, comprehensive
  and consistent external trade policy.

#### Maria Gonzalez, 2 of 2

- Conducted Seminars/Training Courses for the private and academic sector.
- Coordinated trade policy with public sector agencies, private sector enterprises, universities, and NGOs

#### 2002 PONTIFICIA UNIVERSIDAD CATÓLICA DEL PERÚ

Lima

- Assistant Teacher of Econometrics: time series analysis, co-integration and error correction models, panel data, regression with fixed and stochastic regressors.
- Assistant Teacher in Economics: consumer theory, competitive firms, imperfect competition, general equilibrium, and theory of households and firms, welfare economics and game theory.

#### 2001 **CENTRAL BANK OF PERU**

Lima

#### Assistant in Economic Analysis Area, Production Department

- Responsible for preparing weekly reports of the Industrial Sector.
- Survey of Industrial Sector Production.
- Economics and financial analysis of important mining and industrial enterprises.
- Construction of indicators for evaluation of private consumption and investment.

#### Other Professional Activities

#### Food and Agriculture Organization of the United Nations, July 2005

#### Consultant

Lectured at Training Program: "Multilateral Trade Negotiations on Agriculture" (Proyectó Regional de Cooperación Técnica para la Formación en Economía y

Políticas Agrarias y de Desarollo Rural en América Latina)

# Training Programs

- Regional Training Course for APEC Countries on the Administration of Trade Remedies Laws under the WTO Agreement (Antidumping, Safeguards, Subsidies and Measures) – December 2005

  Toyko
- "Multilateral and Regional Trade Issues for the Americas," organized by Georgetown University, Organization of American States and WTO June 2005

Washington, DC

- Regional Course WTO and ALADI: Agriculture Trade negotiations April 2005
- Montevideo
- Course for Negotiators of the Andean Community Countries in Agriculture organized by the WTO and UNCTAD – March 2004

Geneva

 Seminar, "Agriculture and New Issues in the WTO: Interests, Options and Strategies for Latin America and the Caribbean" organized by the Permanent Secretary of Latin American Economic System (SELA) – March 2004

Caracas

 Regional Seminar for the Andean Community Countries on Rules and Procedures of Dispute Settlement in the WTO – Organized by the WTO, IADB – INTAL and the Andean Community Secretary – Feb. 2004

Lima

 Training and Antidumping Investigations – Organized by the National Institute of the Defense Competition and the Protection and the Protection of Intellectual Property (INDECOPI) and WTO – April 2003

Lima

#### **Activities**

#### John F. Kennedy School of Government, 2007-present

Dean's Ambassador

#### Pontificia Universidad Catolicá del Perú

- Member of the Board "Integration and Development of Peru," 2004-2005
- Organization of International Forum: Impact of the FTAA in the Domestic Industrial Sector, 2004
- Social Science Faculty Students Board Academic Affairs Secretariat, 2001-2002

#### Special skills/ Personal

Language skills: Bilingual – English and Spanish; basic knowledge of French Computer skills: Proficient in Microsoft Office, STATA, Econometric views, RATS

**Travel**: South America (Uruguay, Argentina, Chile, Venezuela); North America (Mexico, USA); Europe (United Kingdom, France, Switzerland, Spain, Netherlands); Panama, Japan and Qatar

Nationality: Peruvian





#### OFFICE OF CAREER ADVANCEMENT

79 John F. Kennedy Street Cambridge, Massachusetts 02138