



COUNTY OF
LOS ANGELES

CREATING AN EFFECTIVE RESUME

Tips for creating an effective
resume.



Los Angeles
County
Human Resources
YOUR CAREER STARTS HERE.

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■ INTRODUCTION

The Department of Human Resources (DHR) is committed to providing exemplary service to current and prospective employees of the County of Los Angeles (County). We are pleased to provide informational materials to support you as you participate in the County's employment process.

Purpose of this Guide

This *Guide* provides information on preparing an effective resume. It is designed for anyone who seeks to enter or promote within the County's workforce. It can benefit individuals applying for a first job and those who already have a work history. Specifically, this *Guide* will describe:

- how resumes function in the County's employment process
- common resume styles and information to help select the best style for you
- typical resume sections and guidelines on the content to include in those sections
- guidelines and a recommended structure for describing work experience on a resume
- tips on designing the formatting and layout of a resume

We provide several examples throughout this *Guide* to illustrate the recommendations we describe. The Appendix also contains additional tools and resources for you to use.

Note: This *Guide* is intended to assist you in presenting your qualifications. Following the *recommendations* contained herein does not guarantee you will receive an employment offer.

What is an Effective Resume?

A resume is a marketing tool that "speaks" on your behalf to describe your professional qualifications to the reader. To be considered effective, it must be more than a summary of your job responsibilities and level of education. To be effective, your resume must have the following important characteristics:

- Focus. It should target a specific job opportunity and minimize or exclude irrelevant information.
- Proper Organization. It should present the most important information first and be structured in a manner that makes sense for your unique professional background.
- Sound Expression. It should be concise and error-free as it actively expresses your qualifications.
- Visual Appeal. It should look professional, approachable, and easy-to-read.

These characteristics collectively work to guide readers in their understanding of your qualifications.

Getting Started

Writing *any* document involves a process. The particular process of writing an effective resume usually involves considerable time and effort. There will likely be *several* revisions before you perfect your resume. Follow the steps below to get started:

- Obtain an understanding of the job you are seeking.
- Make a list of your education and training that are relevant to that job.
- Make another list of your skills and experience that are relevant to the job.
- Brainstorm on specific accomplishments that illustrate your qualifications for the job.

A worksheet is provided in Appendix A to help you as you complete these steps.

RESUMES IN THE COUNTY

A resume is generally considered a tool to help you “get a foot in the door” with an employer and lead to an interview. In the County, a resume functions in a slightly different way. To understand that function, it is important to have a basic understanding of the County’s employment process.

County Employment Process Overview

Like most public agencies, the County has a structured process in which employment applicants must participate. An overview of this employment process is provided below.¹



¹ Executive and high-level management positions have a different employment process.

The Role of the Resume

As shown in the process overview, there are many steps in the County's employment process. Although the examination analyst may review your resume in Step 4, in most cases he/she will primarily rely on the information on your actual job application to determine whether you are qualified to participate in the examination. Your resume serves its *major* role with hiring managers in Step 6. The following information elaborates on how resumes can be used by hiring managers canvassing an eligible list.

■ CANVASS METHOD 1

When canvassing a list, a hiring manager can choose to first review candidates' application materials to narrow the candidate pool to those he/she will consider. Because a resume is a *concise* summary, many hiring managers prefer and find it easiest to review a resume instead of other application materials.

■ CANVASS METHOD 2

When canvassing a list, a hiring manager can choose to contact all candidates to describe the specific vacancy in his/her work unit and request resumes from any interested candidates. The hiring manager may interview or further consider only the most qualified candidates based on his/her review of resumes submitted.

The role of the resume is to help draw a hiring manager's attention to **YOU**, particularly when there are numerous other individuals he/she can consider. The remaining sections of this *Guide* provide information on developing a resume that will be effective in the County's employment process. The word "reader" is used to reference examination analysts and hiring managers in County departments.

Note: Although the County's internal transfer procedures are different from the employment process described above, County employees seeking internal transfers can also use this *Guide*.

■ COMMON RESUME STYLES

There are many ways to organize an effective resume, and the County does not have a preferred style. The following section describes the most common resume styles, including several inherent benefits and cautions regarding use of each style. Use this information to help identify the style that is best suited for presenting your qualifications. Appendix B contains resumes that illustrate these styles.

Chronological

This style focuses on where you have worked and how long you worked there. It lists your work experience in reverse chronological order, with your most recent position listed first. This style works best for individuals who have consistent work histories with no gaps. It also works well for those who have had increasing responsibility and who are seeking to advance in the same field.

Benefits

- Easiest style to write and interpret
- Clearly shows a career progression
- Emphasizes employers for whom you have worked
- Is perceived to be more credible and fact-based

Cautions

- Employment gaps stand out
- Highlights career stagnation (i.e., performing same job at same level for a long time)
- Easily shows frequent job changes or lack of work experience

Functional

This style focuses on the types of work you have performed rather than where and how long you performed them. It groups your work experience into 3-8 major functional areas, describing responsibilities and achievements within each area. Functional areas can be **competencies** (e.g., leadership, change management, customer service, administrative support), **functions or fields** (e.g., human resources, accounting, social services, budgets, contracts), **industries**, (e.g., local government, banking, non-profit, retail), or **other groupings** that make sense based your experience.

This style works well for the following types of job seekers:

- Have at least 10 years of experience
- Change employers frequently (e.g., working in freelance, consulting, or temporary positions).
- Have gaps in their work history
- Are changing careers

Benefits

- Emphasizes accomplishments across a varied or extensive career
- Easy way to directly relate your work experience to the information on the job bulletin
- De-emphasizes specific job titles and employers

Cautions

- More challenging style to write
- Makes it difficult for readers to grasp specifics about your work history
- Can highlight a lack of range in the type of work you have performed (i.e., not many functional areas)

- Are re-entering the job market
- Have professionally plateaued (i.e., experienced stagnant/idle career growth)
- Have job titles that do not reflect the level of skills used or experience gained

Combination

This style includes elements of both the chronological and functional resume styles. It outlines your responsibilities and achievements within major functional areas first, and then describes your work history in chronological order. This style works best for individuals who have consistent work histories (i.e., no employment gaps) and varied and/or extensive experience (i.e., at least 10 years).

This style is most effective and impactful if you have standout accomplishments.

Benefits

- Easily shows a career progression
- Emphasizes accomplishments across a varied or extensive career
- Easy way to directly relate your work experience to the information on the job bulletin

Cautions

- Employment gaps stand out
- Highlights career stagnation (i.e., performing same job at same level for a long time)
- Easily shows frequent job changes or lack of work experience

Regardless of the resume style you select, we recommend that you tailor your resume for a specific job opportunity. This requires that you obtain information about the job opportunity, such as that provided on a job bulletin or by a hiring manager/designee during the canvassing process. Although creating a targeted resume can be challenging, it helps readers quickly see how your qualifications match their specific needs. As such, you will need to create multiple versions of your resume that address different job opportunities.

■ RESUME SECTIONS

Your resume should provide enough information to enable the reader to know who you are, where you can be reached, and why you are qualified for the job opportunity. To best facilitate this for the reader, categorize the information on your resume into clearly distinguishable sections. The next section of this *Guide* provides information on resume sections.

Typical Resume Sections

Information on typical resume sections is provided below. Note that a single resume should not include all of these sections. Rather, select the sections to include on your resume that make the most sense based on your individual background. The sections are listed below in alphabetical order.

Activities

A bulleted list of unpaid activities (e.g., community involvements and volunteerism) in which you currently are, or previously have been, involved. An effective activities section includes reference to your role (e.g., any leadership positions you held).

| Examples:

- *March of Dimes Team Leader, Fire Department, Green County, 2012-2014*
- *Charitable Giving Coordinator, Fire Department, Green County, 2010-2014*
- *Volunteer, Los Angeles Food Bank, Thanksgiving Holidays, 2003-2012*

This section could also be called *Community Involvements, Philanthropy, or Volunteer Work*.

Awards and Honors

A bulleted list of any work-related honors and awards you have received. An effective honors and awards section specifies the award you received, the entity that issued the award, the date you received the award, and any noteworthy details about the award.

| Examples:

- *Employee of the Month, Capstone Industries – July 2012 and December 2014*
- *Service Excellence Award, Green County Water Agency, presented by the Director – May 2011*

Certifications and Licenses

A bulleted list of your professional certifications and licenses. Note that professional certifications are different from award certificates you have earned. To be effective, this section should include the full name of the certification or license along with its acronym, if any, because some readers may be more familiar with the acronym. Additionally, for a certification or license that must be renewed, indicate the certification or license number, and active date or date range, if any.

| Examples:

- *Cisco Certified Network Associate (CCNA), 2011*
- *California Notary Public Commission, April 2012 to April 2016, Commission #123456*
- *California State Bar, License Number #123456*

Education

A description of your formal academic achievements. An effective education section lists your academic achievements in reverse chronological order (i.e., most recent achievement listed first) and specifies the degree awarded (e.g., B.A., B.S., M.A., M.S., J.D., Ph.D., etc.), major, minor (if any), and name and location of the college or university. Certifications earned from a college or university should also be included in this section.

| Examples:

- *M.A. Public Administration, Loyola Marymount University – Los Angeles, CA*
- *B.A. Public Policy with a Minor in Economics, University of San Diego – San Diego, CA*

In general, the more recently you have attended college, the more education related details you may want to provide because you will most likely have relatively less work experience. If you have been working for fewer than five years, you may include your grade point average (overall and/or in major, if 3.0 or higher), relevant courses, scholarships, honors, thesis or dissertation topic, etc.

| Examples:

- *Ph.D. Accounting, University of Washington – Seattle, WA*
Dissertation: Dynamic Learning Effect In Public Finance and Risk Management
- *B.S. Mechanical Engineering, Texas A&M University – College Station, TX*
Honors Scholar Graduate, Distinguished Military Graduate, GPA 3.45 / 4.0

If you have not earned a degree, indicate the number of credits earned and/or your status toward acquiring the degree (e.g., expected completion date and/or “degree in progress” or “candidate”).

| Example:

- *A.A. Business (in progress), Southern California College – Los Angeles, CA*
36 units earned toward degree; expected completion June 2015

Note: Generally, we recommend only including the year you earned a degree if it was earned within the past five years. Additionally, do not list your high school diploma unless you have not completed any college courses.

Military Service

A brief bulleted list about your military service. Include this section to inform the reader of your military service that is *in addition to* education, non-military work experience, or other qualifications related to the job opportunity. An effective military service section includes the branch of service, highest rank, clearances, decorations, and type of discharge, if applicable.

Do not include this section if you have extensive military experience or if you have exclusively worked in the military, as such experience would be described in greater detail in other section(s) of your resume (e.g., work experience or qualifications summary).

Name and Contact Information

A description of who you are and how the reader can reach you. An effective contact information section includes the following:

- First and last name
 - Including your middle name or middle initial is optional
 - Including a previous name is optional (e.g., if your references know you by that name)
- Full mailing address
- Telephone number(s)
 - Be sure your outgoing voicemail message is professionally-appropriate
 - Designate whether the number(s) provided is your home, business, or mobile number
- Email Address
 - Ensure the username (i.e., the part before “@”) and provider (i.e., the part after “@”) are professionally-appropriate

Objective

A brief statement about your immediate career goal. An effective objective is not vague (e.g., “A position with growth potential” and “A challenging and rewarding position that uses my education and experience”). It describes your need (i.e., the specific kind of work you want to do, the field in which you want to work, and the level at which you want to work) as well as how you will meet the reader’s need (i.e., the particular benefit you would provide to the job opportunity).

| Examples:

- *An IT-contracts management position with a large agency that utilizes my 5 years of experience managing IT contracts for small, local jurisdictions*
- *A trainee position in human resources that utilizes my attention-to-detail and analytical ability*
- *A position in the Los Angeles County Public Library where my background in library and information science will assist the agency in maintaining regulatory compliance and customer service*

If included, the objective should be the first section after your name and contact information. Generally, only applicants for entry-level job opportunities include an objective, if at all.

Presentations

A bulleted list of presentations you have made to professional groups. Use a standard format for citations (e.g., APA - American Psychological Association or MLA - Modern Language Association).

| Example:

- *“Succession Planning.” Presented at the International Conference of the Human Resources Association, San Diego, March 2011.*

Professional Affiliations

A bulleted list of professional groups (e.g., organizations, associations, or societies) to which you belong. It should include reference to your role (e.g., any leadership positions held).

| Examples:

- *Member, Society for Human Resources Management*
- *Member & Elevator Safety Committee Chair, Society for Building Safety*

If included, professional affiliations are listed near the end of the resume.

Publications

A list of published materials you authored. Use the standard format for citations (e.g., APA or MLA).

| Examples:

- *Doe, M. (2007). Risk Management Factors. New York: Baily Press.*
- *Doe, M. (2012, June 1). Well-being linked to exercise. The New York Times. Retrieved from <http://wellbeing.blogs.nytimes.com>*

Qualifications Summary

A 5-7 statement bulleted list or paragraph summary that outlines your strengths and the value you provide to the job opportunity. It condenses an extensive background to describe your qualifications *most* relevant to the job opportunity. An effective qualifications summary should be mostly factual (i.e., excluding overuse of statements about work style and professional traits) and may be structured to include information such as the following:

- How much relevant experience you have in the targeted field
- What your formal training and credentials are, if relevant
- One or two significant accomplishments, broadly stated
- One or two demonstrated skills or abilities relevant to the job opportunity
- A reference to your professional values, commitment, or philosophical perspective on your field

| Examples:

- *Four successful years as County Finance Workgroup Chair*
- *M.S. degree in business finance with over seven years of supervisory experience*
- *Highly organized with the ability to efficiently manage several complex projects simultaneously*

A qualifications summary is most appropriate for an applicant who has substantial experience; is changing careers and wants to demonstrate transferable skills; or has a varied work history. If included, the qualifications summary should be one of the first sections after your name and contact information. This section could also be called *Professional Profile* or *Summary of Qualifications*.

Skills

A bulleted list of skills that are relevant to the job opportunity. Examples of skills include typing speed, use of specific software applications, and languages spoken. An effective skills section specifies your level of proficiency in each skill.

| Examples:

- *60 word-per-minute typing speed*
- *Advanced user of Microsoft Excel*
- *Extensive graphic design experience using Adobe Photoshop and Illustrator*
- *County Certified Bilingual in Armenian – Read, write, and speak*

Generally, only include this section to highlight skills that are not directly or indirectly referenced in other sections of the resume (e.g., Education, Qualifications Summary, Work Experience).

Technical Summary

A bulleted list of your technical strengths important to a technical job opportunity (e.g., for an information technology field, the specific networking protocols and programming languages with which you have experience). An effective technical summary includes any technical certifications you have earned and describes your level of expertise. This section could also be called *Technical Expertise* or *Technical Qualifications*.

Training

A bulleted list of any training you have completed relevant to the job opportunity. Examples include courses that did not lead to a degree/certification and employer-sponsored workshops. An effective training section includes the name of the training body/entity and basic information about the training that lends credibility (e.g., number of hours to complete).

| Examples:

- *Completed Staff Work, 50-hour workshop, Green County Training Academy*
- *Budget Basics for the Public Sector, 6-unit course, California Community College*

Work Experience

A description of your employment history relevant to the job opportunity. Provided below are some general guidelines on the work experience section:

- Include relevant full-time, part-time, and internship positions. In general, do not include volunteer experience in the work experience section.
- In general, limit yourself to describing your past 10-15 years of experience. You may go back further if you have gaps in your work history, or experience from more than 10-15 years ago that is more relevant to the job opportunity than your more recent experience.
- If you have experience that you want to include on the resume that is not directly relevant to the job opportunity, use a “Relevant Experience” section and an “Additional Experience” section on the resume. Be brief in describing the additional experience.
- Depending on the selected resume style, indicate the following for each position you have held:
 - Job title
 - Name and location (i.e., city and state) of your employer
 - Include a brief description to provide context (e.g., “Furniture distribution company with \$1.5 million in revenue) if the employer is not well-known or its mission is not apparent
 - Job duties and accomplishments
 - See the “Describing Work Experience” section of this *Guide* for more information
 - Number and level of employees supervised, if any
 - Dates of employment
 - Provide the month and year (i.e., specific day is unnecessary)

This section could also be called *Work History, Employment History, or Professional Experience*.

Order of Resume Sections

Sequence the sections of your resume in order of importance to the reader. That is, list the sections in the order that first shows who you are (i.e., your name) and then how you are qualified for the job opportunity. Position your strongest qualifications at the beginning of your resume (i.e., the top third of the page). New graduates should typically list the education section near the top, while individuals with a work history will list the qualifications summary and/or work experience section near the top. Additionally, consider whether the job opportunity is in a field that values certain qualifications over others, and adjust the order of your resume sections accordingly (e.g., scientific fields tend to value education more than work experience).

Information to Exclude

There are several types of information that you should not include on your resume:

Hobbies & Interests Information about how you like to spend your free time. Although this kind of information can “personalize” resumes, it is irrelevant to the purpose of resumes in the County’s employment process. The reader is not looking for the most interesting applicant, but rather the applicant who best demonstrates qualification for the job opportunity.

Personal Details Information such as your age, ethnicity, religion, health condition, financial circumstance, etc. Your resume must only include information directly relevant to your qualifications for the job opportunity.

Photograph Although including a photograph as part of an academic or employment application process is a common practice in some arenas, do not include your photograph on your resume or with your application materials for the County. An exception would be for job opportunities that require a copy of a license that features photographic identification to be submitted with the application.

References A list of three to five individuals who have agreed to provide information about your work products, style, and behaviors based on their experience working directly with you. References should be listed on a separate document from your resume. You may choose to indicate, “References available upon request” at the very end of your resume; however, it is generally understood by any reader that you will provide references. Have your list of references available to be provided upon request at any point of the employment process.

Note: Your references must be professional and/or educational (i.e., not personal references). The list should specify each individual’s name and title; business address, phone number, and email address; and type of relationship to you (e.g., supervisor, co-worker, professor).

Salary Your last yearly, monthly, weekly, or hourly earnings for each position you have held. Salary is a required field on the job application because it can help the examination analyst understand a non-County position. You do not need to indicate salary on your resume.

■ DESCRIBING WORK EXPERIENCE

Properly articulating your work experience is one of your most challenging and important tasks as you develop or revise your resume. The following section presents information to help you effectively describe your work experience.

Resume versus Job Application

Generally, the same information about your qualifications appears on your resume and a job application. However, to be effective, the way the information is presented differs dramatically. Statements about work experience on the job application need to include more specifics. Statements about work experience on a resume are more focused and concise, emphasizing accomplishments or results achieved. The example below illustrates a statement on a resume versus job application.

Resume: *Implemented four statewide public relations campaigns for radio and print media that resulted in a 40% increase in program participation.*

Application: Implemented four statewide public relations campaigns for radio and print media to promote the agency's "Healthy Living" program. Designed all print advertising materials using Adobe Photoshop. Composed the scripts for the radio advertisements. Selected and worked with diverse media outlets to produce the pieces. Designed metrics to evaluate the effectiveness of the campaign, which resulted in a 40% increase in program participation.

Individualizing Job Description Language

One of your goals in describing your work experience is to show how you have contributed beyond just "getting the work done." A common resume mistake that impedes the achievement of this goal is to include statements that are similar to, or exactly copied from, a job description. These statements usually begin with phrases such as **duties included**, **responsibilities included**, or **responsible for**, followed by highly generic descriptions of work performed.

This is a mistake because these statements describe your position, not what you did to impact the position. The example below illustrates a statement that echoes a job description along with a revised version reflecting individualized performance of the same work.

Job Description: ***Duties included** analyzing, evaluating, and improving the efficiency of internal administrative operations.*

Individualized: Designed and conducted a multi-department study for the Board of Supervisors that evaluated the return-to-work program, which led to transformations that enhanced compliance with federal guidelines.

To individualize your work experience statements, 1) do not use introductory phrases from a job description such as those highlighted in bold above, 2) consider the job description an *informational* document that can help you frame your individual work experience, and 3) include specific reference to the impact you made in the positions you have held. The next section describes a method for structuring your work experience statements to help individualize them.

Recommended Structure

An effective statement about a work experience is structured to include three elements: the **ACTION** you took, the **CONTEXT** in which you took that action, and the **BENEFIT** that was realized from your action. These three elements are described below.

ACTION

Each work experience statement should begin with an action word that describes a specific action you took. Although a single statement can include multiple action words, the action word that begins the statement is the one that will be emphasized most to the reader. Ensure that it is the most important action you want to highlight as you structure the statement.

A list of action words is provided in Appendix C. The list is not exhaustive, and we recommend that you use additional resources to identify other appropriate action words for your work experience statements. Keep in mind, however, that some action words can be vague or unclear (e.g., facilitated). Choose strong action words that help the reader clearly understand the work you performed.

CONTEXT

The context provides information to help the reader frame the action you took to better understand it. The context addresses questions such as the following:

- What was the project/assignment for which you performed the action?
- Under what conditions or circumstances did you perform the action?
- What issues or challenges did you face in performing the action?
- How did you perform or carry out the action?
- With whom did you interact as you performed the action?
- How often did you perform the action?

BENEFIT

The benefit provides information about the outcome or result of your action. It addresses the question, “Who or what was impacted by your action?” Although the benefit could be described in a generic way, the best way to describe the benefit of your action is to describe it in relation to the accomplishment(s) you achieved. Accomplishments provide information about the meaningful outcome or result of your action in a qualified and/or quantified manner.

Accomplishments help the reader project the value you provide in your current or previous position to the value you could provide in the target job opportunity. Below are some broad examples of accomplishments to prompt your consideration of your past work experience:

- Resolving a problem
- Increasing customer satisfaction
- Saving time, money, or resources
- Enhancing your employer’s image
- Developing more efficient processes
- Enabling managers to make more informed decisions
- Completing a significant number of activities (e.g., customers served, transactions processed, cases closed)

The next page illustrates several statements that follow the ACTION-CONTEXT-BENEFIT structure.

Note: Reviewing your past performance evaluations, work logs, work status reports, and letters of recommendation can help you identify or recall information to use in statements that follow this structure.

Examples

Recommended Work Experience Statement Structure

Key: (A) = Action (C) = Context (B) = Benefit

Original: *Facilitated training for staff*

Revised: **(A)** Created and delivered **(C)** a multi-module project management training for 200 entry-level analysts **(B)** which achieved a 98% participant post-test pass rate

Original: *Trained administrative staff*

Revised: **(A)** Trained **(C)** four new administrative personnel on office procedures **(B)** resulting in an organized and efficient administrative team within two weeks from their hire date

Original: *Attended group meetings and recorded minutes*

Revised: **(A)** Recorded **(C)** weekly meeting minutes using a laptop computer and **(A)** compiled them **(C)** in a Microsoft Word-based file **(B)** for future organizational reference

Original: *Updated departmental files*

Revised: **(A)** Scanned **(C)** hardcopy files and **(A)** created **(C)** an electronic retrieval data file with instruction guide **(B)** which increased efficiency by 10%

Original: *Hired employees for a restaurant*

Revised: **(A)** Recruited, hired, and trained **(C)** more than 20 employees for a restaurant with \$2 million in annual sales, **(B)** contributing to a 100% retention rate after 90 days despite a 40% industry average turnover

Original: *Moved the office supply process from a paper to electronic system*

Revised: **(A)** Simplified the office supply process **(C)** by creating an electronic supply request form that replaced the hard-copy form **(B)** which reduced workload for the procurement section by 12%

Original: *Elevated the division's efforts to "go green" and help the environment*

Revised: **(A)** Wrote **(C)** feasibility study for a file sharing program **(B)** that was ultimately adopted, **(B)** helped reduce paper waste by 27%, **(B)** and contributed to a 15% division budget surplus

Original: *Composed a speech on industry innovations for the department head*

Revised: **(A)** Composed **(C)** speech on industry innovations for the department head to deliver at the regional conference **(B)** that led her to being invited to speak at the national conference

We acknowledge that it may not be feasible to structure every work experience statement in this manner; however, work toward the goal of having your work experience statements reflect this structure.

Deciding What Is Relevant

A resume is a document intended to provide a great deal of information in a small amount of space. A resume that includes too many details, particularly irrelevant details, appears unfocused and sends the message that you do not know how to present your qualifications. Thus, deciding what information to include on your resume is as important as deciding how to describe that information.

Carefully reading the job bulletin is a good first step. It helps you understand the job opportunity so you can better determine what aspects of your work experience to include on your resume. This action can also help you determine the **transferable skills** to emphasize if your work experience is not directly similar to the job opportunity. Transferable skills are broad qualifications that apply across many job opportunities (e.g., working with others, oral or written expression, accountability, critical thinking, follow-through).

Note: Completing the resume worksheet in Appendix A can help you narrow down your relevant work experience and transferable skills to highlight on your resume.

Additional Guidelines

Additional guidelines are provided below to help you as you develop your work experience statements.

- Strive to have 4-7 separate statements about a single position or functional area. Each statement should be no more than 3 lines of text, ideally restricted to 1-2 lines.
- Prioritize your statements. List statements that are most relevant to the job opportunity first.
- Review your statements to ensure that each statement is unique. If any statements are redundant (e.g., reflect the same or similar work performed), consolidate them. However, be careful to not confuse the reader by combining too many concepts or details into a single statement.
- Provide more information about your recent work experience than work experience from several years ago. Simply summarize experience acquired five or more years ago, unless that experience is more relevant to the job opportunity than your recent experience.
- Do not describe commonly known or understood aspects of a work experience. For example, if you proofread outgoing communications, there is no need to specify that you a) receive documents; b) review the documents for proper structure, form, and content; and c) denote errors or areas for document improvement. The action word “proofreads” encompasses these activities.
- If you have held multiple positions of increasing responsibility or complexity with the same employer, focus on describing your highest level of work experience and briefly list the positions from which you have been promoted.

Resume Sidebar

Years ago, a famous American writer received this telegram from a publisher:

NEED 2-PAGE SHORT STORY TWO DAYS.

The writer's response:

NO CAN DO 2 PAGES TWO DAYS. CAN DO 30 PAGES 2 DAYS. NEED 30 DAYS TO DO 2 PAGES.

We provide this example to reassure you. Even highly-regarded writers find that it is easier to “write long than short.”

Being concise and selective about what to include on your resume will be a challenge, but it is a challenge to embrace!

Additional Guidelines cont'd

- If you have held multiple positions at the same level with the same employer, focus on describing the diversity of your work experience (e.g., using a functional or combination style resume).
- Be factual and accurate. Do not embellish or exaggerate your qualifications. Likewise, do not “undersell” your qualifications; a resume should not be modest. Additionally, be sure to describe your individual actions and accomplishments. If you worked on a team or in a group, emphasize what you accomplished toward the shared goal.
- Do not copy the job bulletin language; use your own words to describe your unique experience.
- Avoid overuse of belief and judgment statements (e.g., *Demonstrated commitment in helping managers carry complex hospital administration projects through to completion*). These types of statements simply relay your opinion about yourself. They do not give readers meaningful information about the work you have performed or how well you performed it.

General Writing Style

Provided below are writing style guidelines to follow when developing your work experience statements and other parts of your resume.

- Statements should not be full sentences. Specifically, this means they do not need a subject, as all readers understand that YOU are the subject. Thus, do not use the first person (e.g., *I, me, my*).

Original: *I organized two fundraising events...*

Revised: Organized two fundraising events...

- Similarly, because your statements are phrases instead of full sentences, you may choose to exclude articles (e.g., *a, an, the*) and helping verbs (e.g., *have, had, was, were*).

Original: *Assisted the analysts of the Engineering Office with their research on automation protocols to refine the information that was in the procedures manual*

Revised: Assisted engineering analysts with automation protocol research to refine the procedures manual

- Use neutral language. Avoid colloquialisms, slang terminology, jargon, clichés, figures of speech, or biased language. Spell out acronyms, even if you think they are probably familiar to readers.

Original: *Developed a proprietary drilling technique for USC that reduced manpower for capital projects by 30% over a 10-month trial period*

Revised: Developed proprietary drilling technique for the University of Southern California that reduced capital project hours worked by 30% during a 10-month trial

- Use present tense for statements about your current position, even if the statement reflects work performed in the past. Use past tense for statements about your previous position(s).

Current Position: *Manage annual departmental budget of \$2.8 million...*

Previous Position: Assisted engineering analysts with automation protocol research to refine the procedures manual

General Writing Style cont'd

- Use active voice instead of passive voice. That is, choose action words that describe an action you performed, rather than an action someone else performed that impacted you.

Original: *Selected to lead project team of 10-12 managers in the development of a strategic plan for the department*

Revised: Led project team of 10-12 managers in developing departmental strategic plan

- Be consistent. This guideline relates to many aspects of your resume, including the following:
 - Word versus symbol usage (see examples below)
 - “Percent” -OR- “%”
 - “And” -OR- “&”
 - “One” -OR- “1”
 - Date Formatting (see examples below)
 - “10/14” -OR- “October 2014”
 - “Feb 2015” -OR- “February 2015”
 - Punctuation (e.g., using the same dash throughout)
 - Order of information (e.g., listing employer, title, and description of work experience OR title, employer, and description of work experience, not both)
- Use a thesaurus to find synonyms for words you find yourself frequently using in your statements.

Note: Many of these writing style guidelines apply to bulleted statements only. Although your resume should mainly consist of bulleted statements, short paragraphs can be suitable and appropriate:

- As a qualifications summary or profile
- To describe work experience for a given function on a functional style resume
- When you have limited work experience (i.e., only 1 or 2 bullets are needed to describe it)
- To describe your role (e.g., the overall scope and responsibilities for a high-level or complex position) as an introduction to a bulleted list of accomplishments in that position

If you use paragraphs, ensure they are concise, action-oriented, and grammatically correct. For assistance, refer to the “English Usage Guide” on the County’s Test Preparation System.

■ RESUME DESIGN

After working on the content of your resume, the next step is to work on its design. The design serves as the platform for displaying your qualifications, and it defines the manner in which readers interact with your information. Design establishes the first impression your resume makes with readers, which is by extension, the first impression they may have of you. The following section provides information to help you design an effective resume.

Basic Formatting

These guidelines relate to the simplest and most fundamental ways to format your resume.

Length/Number of Pages

Ideally, your resume should be one page, and using the recommendations in this *Guide* can help you refine it to fit within this guideline. Additional techniques such as adjusting the margins, line spacing, font size, and/or flow of information (e.g., placing an employer name on one line instead of two) can help you save space to fit your resume to a single page.

A two-page resume *may* be warranted for applicants with extensive work experience. If the resume extends to a second page, the content should fill more than half of the second page. We do not recommend that you submit a resume that is longer than 2 pages unless you are applying for an executive or upper management position.

Page Size and Orientation

Pages must be standard letter-size (8 ½ x 11 inch) with portrait (not landscape) orientation.

Margin Size and Alignment

Your margins must not be smaller than ½-inch and not greater than 1-inch on all edges. For optimal readability, use left-aligned text instead of right-aligned or full/block justified text. However, you may choose to center align some text (e.g., your name, dates, locations).

Font Type and Size

Resume fonts must be aesthetically-neutral and easy-to-read. Conservative fonts such as Arial, Calibri, Times New Roman, and Verdana work well. Do not use more than two fonts overall.

The ideal font size depends on the font type (e.g., some fonts appear too large at 12 points and others appear too small at 12 points). The most common resume font sizes are 10-12 points. Do not use more than three font sizes overall (e.g., 18 point for your name, 14 point for section headings, and 12 point for body text).

Mechanical Techniques (e.g., bold/italics/underline)

When used properly and sparingly, using mechanical techniques on certain words can create visual appeal and emphasize important information. However, choose one technique (e.g., bold OR underline OR italics, but not all three) to use as needed throughout your resume.

Other Visual Aids (e.g., color/graphics/images)

Visual aids such as color, graphics, and images can be effective in document design. However, overuse can detract from your resume's content and make the design seem to "try too hard." Unless the job opportunity you seek is in a creative field (e.g., graphic design), we do not recommend that you incorporate color, graphics, and images on your resume.

Usage Formatting

These guidelines relate to optimizing your resume for the ways readers will physically review and handle it.

Keyword Scanning

Some organizations use computer software to scan resumes for keywords. Resumes that undergo this process are ideally formatted as “plain-text” to enable the software to read the resume content. Currently, the County does not use computer software to scan resumes during the employment process.² You do not need to format your resume for keyword scanning.

Electronic and Printable Format

Design your resume with the understanding that it may be utilized in any of the following ways:

- reviewed on a computer screen
- emailed as an attachment (not within the body of the email message)
- printed on standard, black-and-white printers

File Type

Before emailing your resume or uploading it to the County’s online job application system, convert it from the file type of the software application you used to create it (e.g. the “.docx” file type for Microsoft Word). Converting it to a PDF or JPG will help ensure that readers see your resume the way you intended it to look. Otherwise, it could potentially appear to readers with substitute fonts or extra pages because the readers’ computer and/or printer settings may be different from yours.

Layout

These guidelines relate to more advanced considerations for formatting your resume. Even though they are elevated beyond basic formatting, nevertheless consider them as having critical impact to the effective design of your resume.

Headers and Footers

Headers and footers are blocks of information at the top and bottom of the page, respectively. They generally stand out (e.g., larger or smaller font) and serve to visually anchor the page. The table below provides information about the items that can be included in headers and footers.

Item	Include in Header or Footer?	Each page or first page only?*
Name	Header always	Usually first page only**
Contact Information	Header or Footer**	Usually first page only**
Page Number*	Footer usually**	Always on each page

* Applies to multi-page resumes only

** Choice based on your personal resume design preference

Note that your name should have the greatest visual emphasis on the page (e.g., have the largest font size, all letters capitalized, or be the only bold text present). Additionally, page number should have the “Page 1 of 2” format.

² The examination analyst may search for keywords on applications in the applicant database to assess potential interest in a given job opportunity. This is for recruitment purposes only and is not part of a screening process.

Section Headings

Section headings should be visually-distinguished from other parts of your resume. The following are some ways to achieve this objective:

- Apply bold, italics, or underline to each word.
- Capitalize each letter of each word in the section heading.
- Use a larger font size or a different, but complimentary font type.
- Place under the section heading a horizontal line that goes across the entire page.

Line and Page Breaks

It is visually unappealing if a statement breaks leaving one or two words alone on the next line (i.e., the next line is mostly blank). Ideally, you would re-write the statement to consolidate the two lines of text or add more content to the second line. However, if you are still left with one or two words “hanging” on a single line by themselves, use a manual line break (SHIFT + ENTER in Microsoft Word) to move additional words to the second line.

- Original: • Recommended a file sharing program that contributed to a 15% division budget surplus. *(One word left hanging on the line)*
- Revised: • Suggested a file-sharing program that contributed to a 15% division budget surplus. *(Statement re-written to fit on one line)*
- Evaluated options and recommended a file sharing program that helped the division achieve a 15% budget surplus. *(Statement re-written to wrap additional words to better fill the line)*
 - Recommended a file sharing program that contributed to a 15% division budget surplus. *(Manual line break inserted to move additional words to the line)*

Likewise, it is visually unappealing if a section breaks leaving one or two lines alone on the next page (i.e., the next page is mostly blank). Re-structure the section to eliminate the hanging lines, or use a manual page break (CTRL + ENTER in Microsoft Word) to move the entire section to the next page.

Line Spacing

Bulleted statements and paragraphs relating to a common topic (e.g., describing a single position) should be single-spaced. Double space between sections.

White Space

One way to achieve visual appeal is through proper balance between the parts of the page that have text and the parts that do not have text (i.e., the white space). Effective use of white space can help your resume look clean and uncluttered, and it can help prevent your resume from being too text-heavy, which can be taxing to readers. The following are some techniques to manipulate white space to ensure your resume is not visually crowded:

- Adjust the margins
- Increase or decrease the space between sections
- Combine or eliminate sections, as appropriate
- Increase or decrease the density (i.e., amount) of text in your statements

Resume Templates

Many websites and software applications (e.g., Microsoft Word) offer resume templates. Although templates can be very common (i.e., readers may review multiple resumes that have the same template), using one can ease the process of resume design. If you decide to use a template, evaluate it based on the information provided in this *Guide* and adjust it as needed to best present your professional qualifications.

■ FINISHING STEPS

The last steps in the process of developing or revising your resume involve the finishing touches to produce a final product that is ready for readers. These steps are as important as the previous steps to presenting your qualifications in the best possible manner to be received and understood. The next section of this *Guide* provides recommendations on finalizing your resume.

Self-Review Checklist

Use the following checklist to pose questions to yourself about your resume and some of the major elements of effective resumes described in this *Guide*. You should answer “yes” to each question presented. If you are hesitant to answer “yes” to any question, continue refining your resume.

Does your resume...

Overall Appearance

- look professional?
- appear inviting and easy-to-read?
- make an immediately favorable impression?

Organization

- emphasize your strongest qualifications first?
- utilize a style that is appropriate based on your background?
- have an appropriate number of pages based on your work history?

Content

- highlight your qualifications in your own words, instead of listing duties found on the job bulletin or on a job description?
- provide examples that are relevant to the job opportunity?
- emphasize transferable skills and focus on accomplishments?
- exclude embellishments or exaggerations about your qualifications?
- omit personal details (e.g., interests) unrelated to job qualifications?

Language

- use action verbs to begin phrases?
- use active rather than passive voice?
- have concise phrases instead of complete sentences?
- omit personal pronouns, unfamiliar acronyms, and jargon?
- exclude spelling, grammatical, and typographical errors?

Design

- have adequate margins and font size(s)?
- use clearly distinguishable section headings?
- incorporate mechanical techniques and visual aids sparingly?
- appear well-balanced with enough white space for easy reading?

Another activity is to search online for resumes in your field and critique them. Putting yourself in the mindset of a reviewer can potentially give you “fresh eyes” from which to evaluate your own resume.

External Review

After you conduct your own review, ask two people to review your resume. The first person should be someone who knows your work and can point out qualifications you may have forgotten to include (e.g., specific projects and accomplishments). The second person should be someone who is not familiar with your work. This person will have the distance to be able to point out confusing statements that may also confuse your readers. Revise your resume as needed based on their feedback.

■ RESUME ALTERNATIVES

Although this *Guide* focused on resumes, there are other effective ways to present your professional qualifications. Two of these ways are briefly described below, and the additional resources section in Appendix D lists resources you may access for further information.

Curriculum Vitae (CV)

A CV is used when applying for academic, scientific, or research opportunities. It includes a summary of your educational background as well as teaching and research experience, publications, presentations, awards, and professional affiliations. Although a resume may also contain this information, a CV is much more detailed in describing it, often in paragraph form. As such, a CV is longer than a resume.

Career Portfolio

A career portfolio is akin to a “super resume.” Initially common to job seekers in the arts (e.g., photography and design), it has been adapted and is now widely used in many other fields. It is a paper-, computer-, or web-based collection of tangible evidence about your professional accomplishments. It includes your resume or CV, work samples, performance evaluations, letters of reference, transcripts, presentation videos, awards, etc.

■ COVER LETTERS

A cover letter is an optional communication from you to the reader that describes in paragraph form why you are suited for the job opportunity. It serves as a quick introduction to the more detailed information in your resume. Guidelines on preparing an effective cover letter are provided below.

- Limit the letter to one page.
- Briefly describe how you meet the requirements and desirable qualifications, if any.
- Focus on addressing what you can contribute and offer to the job opportunity, rather than describing your specific career needs and work history.
- Expound upon one or two of your strongest qualifications.
- Address the letter “To whom it may concern” if you do not know the name of the reader(s).
- Use the standard order of sections for a business letter (e.g., your address, date, recipient address, salutation, body, closing, signature, enclosures).

■ CONCLUSION

Although your resume is ultimately a personal reflection of your professional accomplishments, there are certain expectations most readers have when reviewing resumes. This *Guide* has provided information on the function of resumes in the County’s employment process; selecting the best resume style and content based on your individual qualifications; describing your work experience with an emphasis on accomplishments; and designing your resume.

We hope you found this *Guide* useful in developing or improving the quality of your resume. Remember that your resume is a living document. Continue to revise it as you acquire new qualifications so that you will be prepared to present yourself for new job opportunities as they occur.

The County of Los Angeles wishes you the best in your career endeavors.

Appendix A

Resume Worksheet

INSTRUCTIONS: Use this worksheet to create an inventory of information that can serve as a useful reference document to help you begin the process of resume writing.

1. Your Name & Contact Information

Document the specific contact information you plan to provide on your resume in this section.

Full Name: _____

Mailing Address: _____

Home Phone: _____ **Work Phone:** _____

Mobile Phone: _____ **Email Address:** _____

2. Job Opportunity Information

Review the job bulletin, classification specification, transfer opportunity posting, and/or job information provided by the hiring manager or other reliable source to complete this section.

Duties and responsibilities

Requirements and Desirable Qualifications
(if any)

Knowledge, Skills, and Abilities*

* This information may or may not be directly provided to you. If it is not provided, think about the duties and responsibilities listed above, and consider the professional attributes that would be required to successfully perform those job duties and carry out those responsibilities. The US Department of Labor's O*Net website (<http://www.onetonline.org/>) has information that may help in this regard.

3. Education

Provide information about your educational achievements below. Use the "Special Information" part of this section to denote notable projects, papers, roles, and accomplishments.

Note: Do not worry about phrasing this information as you would on your resume. You will refine this information when you begin writing your actual resume.

Degree #1: Doctoral Master Bachelor Associate Certificate

College/University: _____

City and State: _____

Major: _____ Minor: _____

Major GPA: _____ Overall GPA: _____

Status: Completed Not Completed: Units Earned: _____ Expected Completion: _____

Special Information:

Degree #2: Doctoral Master Bachelor Associate Certificate

College/University: _____

City and State: _____

Major: _____ Minor: _____

Major GPA: _____ Overall GPA: _____

Status: Completed Not Completed: Units Earned: _____ Expected Completion: _____

Special Information:

Degree #3: Doctoral Master Bachelor Associate Certificate

College/University: _____

City and State: _____

Major: _____ Minor: _____

Major GPA: _____ Overall GPA: _____

Status: Completed Not Completed: Units Earned: _____ Expected Completion: _____

Special Information:

Degree #4: Doctoral Master Bachelor Associate Certificate

College/University: _____

City and State: _____

Major: _____ Minor: _____

Major GPA: _____ Overall GPA: _____

Status: Completed Not Completed: Units Earned: _____ Expected Completion: _____

Special Information:

4. Work Experience

Provide information about your work experience below. Refer to your performance evaluations, work logs, work status reports, and letters of recommendation to help you recall information to include.

Note: Do not worry about phrasing this information as you would on your resume. You will refine this information when you begin writing your actual resume.

Job Title #1:	_____		
Employer:	_____		
City and State:	_____		
Start Date (month and year):	_____	End Date (month and year):	_____
No. Supervised:	_____	Level of Employees Supervised:	_____
Field:	_____	Industry:	_____
	(e.g., human resources, accounting, information technology)*		(e.g., government, banking, retail, non-profit)*
Major tasks, duties, and responsibilities:	<div style="border: 1px solid black; height: 100px;"></div>		
Knowledge, skills, and abilities used:	<div style="border: 1px solid black; height: 100px;"></div>		
Results, successes, and accomplishments:	<div style="border: 1px solid black; height: 100px;"></div>		
Tools, equipment, and software used:	<div style="border: 1px solid black; height: 100px;"></div>		
Major type(s) of work performed (e.g., leadership, change management, customer service, administrative support)*	<div style="border: 1px solid black; height: 100px;"></div>		

* This information will help you if you decide to develop a functional or combination style resume.

Job Title #2: _____
Employer: _____
City and State: _____
Start Date (month and year): _____ End Date (month and year): _____
No. Supervised: _____ Level of Employees Supervised: _____
Field: _____ Industry: _____
(e.g., human resources, accounting, information technology)* (e.g., government, banking, retail, non-profit)*

Major tasks, duties,
and responsibilities:

Knowledge, skills, and
abilities used:

Results, successes, and
accomplishments:

Tools, equipment, and
software used:

Major type(s) of work
performed (e.g.,
leadership, change
management, customer
service, administrative
support)*

* This information will help you if you decide to develop a functional or combination style resume.

Job Title #3: _____

Employer: _____

City and State: _____

Start Date (month and year): _____ **End Date (month and year):** _____

No. Supervised: _____ **Level of Employees Supervised:** _____

Field: _____ **Industry:** _____

(e.g., human resources, accounting, information technology)*

(e.g., government, banking, retail, non-profit)*

Major tasks, duties, and responsibilities:

Knowledge, skills, and abilities used:

Results, successes, and accomplishments:

Tools, equipment, and software used:

Major type(s) of work performed (e.g., leadership, change management, customer service, administrative support)*

* This information will help you if you decide to develop a functional or combination style resume.

Job Title #4: _____

Employer: _____

City and State: _____

Start Date (month and year): _____ **End Date (month and year):** _____

No. Supervised: _____ **Level of Employees Supervised:** _____

Field: _____ **Industry:** _____

(e.g., human resources, accounting, information technology)*

(e.g., government, banking, retail, non-profit)*

Major tasks, duties, and responsibilities:

Knowledge, skills, and abilities used:

Results, successes, and accomplishments:

Tools, equipment, and software used:

Major type(s) of work performed (e.g., leadership, change management, customer service, administrative support)*

* This information will help you if you decide to develop a functional or combination style resume.

5. Other Professional Details

Provide other professional information about yourself in this section.

Activities

(e.g., community involvements and volunteerism)

--

Honors & Awards

Award Title	Issuing Body	Date Awarded

Military Service

Branch _____ Type of Discharge _____

Highest Rank _____

Other Noteworthy Information (e.g., clearances and decorations)

--

Professional Affiliations

(e.g., organizations, associations, and societies)

Organization Name	Your Role

Presentation & Publications

--

Skills

(e.g., typing speed, software expertise, languages – read/write/speak)

Skill Area	Level of Proficiency

6. Professional Certifications

Provide information about your professional certifications and licenses below.

Certification #1: _____
Acronym (if any): _____ No. Courses/Units Required: _____
License No. (if any): _____ Active Date or Date Range: _____

Certification #2: _____
Acronym (if any): _____ No. Courses/Units Required: _____
License No. (if any): _____ Active Date or Date Range: _____

Certification #3: _____
Acronym (if any): _____ No. Courses/Units Required: _____
License No. (if any): _____ Active Date or Date Range: _____

7. Other Training

Provide information about other training you have completed in the section below.

Course Title	Educational Body/Entity	Date Completed

8. Relevancy Check

Review each piece of information you provided in sections 3-7 of this worksheet to decide whether to include it on your resume. That is, decide whether it is relevant to one or more parts of section 2 about the job opportunity. As a guide, ask yourself the following questions about each piece of information you listed:

- Does this information show that I have performed the **same or similar** job duties listed in Section 2 of this worksheet?
- Does it demonstrate that I have had the **same or similar** responsibilities listed in Section 2 of this worksheet?
- If I have not performed the same or similar job duties or had the same or similar responsibilities, does this information suggest that I have **transferable skills** that apply to those job duties and responsibilities?
- Does this information highlight that I possess the knowledge, skills, or abilities listed in Section 2 of this worksheet?
- Does this information directly or indirectly match the requirements and/or desirable qualifications for this job opportunity?

Include the piece of information on your resume **ONLY** if you can answer “yes” to one or more of these questions. For each piece of information that you decide to include, apply the recommendations in this *Guide* to describe and present it in the most effective manner. Any piece of information you decide to exclude can be saved for potential inclusion on a future resume for a different job opportunity.

- Chronological Resume -

EDWARD SMITH

1234 Main Street, Los Angeles, CA 90010 • (310) 555-6532 • edsmith@email.com

OBJECTIVE

Results-driven talent acquisition professional seeking opportunity to leverage 5 years of experience in the application of recruitment best practices to assist Los Angeles County's central human resources agency in achieving significant strategic goals

WORK EXPERIENCE

Davidson Corning Corporation Los Angeles, CA October 2013 – Present

Talent Acquisition Specialist

Implemented full cycle recruitment process for manufacturing facility with \$13 million annual revenue

- Oversee all aspects of a critical staffing project requiring the hiring of 30 semi-skilled and skilled production technicians for a new plant which resulted in successfully filling 25 positions well before the target date
- Coordinate the relocation of existing exempt and non-exempt administrative staff to the new plant within a condensed 60-day window, resulting in the retention of 104 employees (86%)
- Develop a proprietary online tracking tool that provides ad-hoc reports on the progress of open requisitions that has been widely-accepted, utilized, and valued by users
- Institute social media recruiting (e.g., Facebook and LinkedIn) for all recruitments to raise the employer brand

City of Evergreen Evergreen, CA September 2009 – October 2013

Human Resources Generalist

- Implemented low-to-no cost sourcing techniques such as database searches, cold calling, and networking that saved the agency an estimated \$225,000 in outside recruiter fees
- Researched and recommended metrics such as time to fill, quality of hire, cost to fill, manager/candidate satisfaction, referral rates, and pipeline development that are now folded into the annual report
- Reviewed job profiles and position requirements to ensure alignment with the goals and objectives of the overall organization
- Investigated and responded to a wide-range of employee relations issues (e.g., employee discipline, union negotiations, workforce reduction) for an agency of over 2,000 employees

EDUCATION

Bachelor of Science – Political Science Loyola College Templeton, CA

Dean's List 6 of 8 semesters and Member of University Honor Society

CERTIFICATIONS

Senior Professional in Human Resources (SPHR)

SKILLS

Applicant Tracking Systems:

Virtual Edge – 3 years of advanced experience

Brass Ring – 3 years of advanced experience

Office Productivity Software:

Microsoft Word – Advanced user

Microsoft Excel – Intermediate user

CYNTHIA LIN

142 Center Street, Henderson, NV 89074 | (702) 555-3365 | lin_cynthia@email.com

PROFESSIONAL EXPERTISE

Leadership

- Managed 13 direct reports and 20 indirect reports, ranging from clerical to journey-level technical staff
- Implemented new performance evaluation system with individual cycle time reporting, reducing case completion times by 22%
- Led project steering committee for the establishment of a new technical operations division
- Designed and launched new employee development program, increasing employee retention by 30%

Innovation

- Created project tracking database with SQL, which allowed monitoring of various performance metrics for each project and the creation of customized reports for client departments
- Redesigned procurement workflow process to eliminate redundancies and reduce average time to vendor approval by 14 business days
- Developed marketing outreach program to solicit partnerships with neighboring agencies
- Expanded department services by creating new service delivery model for three newly acquired clients

Fiscal Operations

- Managed annual departmental budget of \$2.8 million including 43 independent revenue streams
- Secured additional program funding needed to preserve two primary service programs
- Reduced overhead expenses by 15% through implementation department-wide internal controls
- Coordinated account reporting and logistics for external consultants conducting annual fiscal audits

Managing Change

- Coordinated transition to new procurement workflow process, providing training and support to staff
- Provided supervisor training and conducted focus groups to improve morale of layoff survivors
- Redesigned division structure and team performance objectives for alignment with new division strategy
- Coordinated modernization project involving \$600,000 of improvements made to two satellite facilities

EDUCATION

Master of Business Administration, Finance emphasis
University of Washington

Bachelor of Arts, Business Information Systems
Oregon State University

Cynthia Lin

142 Center Street, Henderson, NV 89074 | (702) 555-3365 | lin_cynthia@email.com

QUALIFICATIONS SUMMARY

Accomplished management professional with over 15 years of experience leading operations in private and public sectors. Innovative leader with an intense focus on process improvement, project management, and change management. Successfully oversaw a budget in excess of \$2.8M while implementing changes resulting in a 15% reduction in overhead expenses. Highly organized manager and coach who quickly assesses a situation and guides a team to resolve difficulties, promote learning, and exceed performance goals.

PROFESSIONAL EXPERTISE

Leadership

- Managed 13 direct reports and 20 indirect reports, ranging from clerical to journey-level technical staff
- Implemented new performance evaluation system with individual cycle time reporting, reducing case completion times by 22%
- Led project steering committee for the establishment of a new technical operations division
- Designed and launched new employee development program, increasing retention of support staff by 30%

Innovation

- Created project tracking database with SQL, which allowed monitoring of various performance metrics for each project and the creation of customized reports for client departments
- Redesigned procurement workflow process to eliminate redundancies and reduce average time to vendor approval by 14 business days
- Developed marketing outreach program to solicit partnerships with neighboring agencies
- Expanded department services by creating new service delivery model for three newly acquired clients

Fiscal Operations

- Managed annual departmental budget of \$2.8 million including 43 independent revenue streams
- Secured additional program funding needed to preserve two primary service programs
- Reduced overhead expenses by 15% through implementation department-wide internal controls
- Coordinated account reporting and logistics for external consultants conducting annual fiscal audits

Managing Change

- Coordinated transition to new procurement workflow process, providing training and support to staff
- Provided supervisor training and conducted focus groups to improve morale of layoff survivors
- Redesigned division structure and team performance objectives for alignment with new division strategy
- Coordinated modernization project involving \$600,000 of improvements made to two satellite facilities

EMPLOYMENT HISTORY

Administrative Officer, *Nevada Department of Administration*, 2012 - Present

Manager, *SPL Services*, 2007 - 2012

Senior Administrator, *SPL Services* 2000 - 2007

EDUCATION

Master of Business Administration, Finance emphasis

University of Washington

Bachelor of Arts, Business Information Systems

Oregon State University

Appendix C

Action Words

Management/Leadership/Decision-Making

administered	directed	increased	recruited
advocated	elected	initiated	reorganized
analyzed	eliminated	inspected	replaced
appointed	emphasized	instituted	represented
approved	enforced	led	restored
assigned	enhanced	managed	reviewed
attained	enlisted	merged	scheduled
authorized	established	moderated	secured
chaired	executed	motivated	selected
considered	formed	operated	sponsored
consolidated	founded	organized	staged
contracted	generated	overhauled	started
controlled	governed	oversaw	streamlined
converted	handled	pioneered	strengthened
coordinated	headed	planned	supervised
decided	hired	presided	
delegated	hosted	prioritized	
determined	improved	produced	
developed	incorporated	recommended	

Communication/Interpersonal

addressed	debated	interpreted	publicized
advertised	defined	interviewed	reconciled
arbitrated	described	involved	recruited
arranged	developed	joined	referred
articulated	directed	lectured	reinforced
authored	discussed	listened	reported
clarified	drafted	marketed	resolved
collaborated	edited	mediated	responded
communicated	elicited	moderated	solicited
composed	enlisted	negotiated	specified
condensed	explained	observed	spoke
conferred	expressed	outlined	suggested
consulted	formulated	participated	summarized
contacted	furnished	persuaded	synthesized
conveyed	incorporated	presented	translated
convinced	influenced	promoted	wrote
corresponded	interacted	proposed	

Analytical/Research

analyzed	evaluated	interpreted	searched
clarified	examined	interviewed	solved
collected	experimented	invented	summarized
compared	explored	investigated	surveyed
conducted	extracted	located	systematized
critiqued	formulated	measured	tested
detected	gathered	organized	
determined	identified	researched	
diagnosed	inspected	reviewed	

Technical

adapted	debugged	operated	restored
applied	designed	overhauled	solved
assembled	determined	printed	specialized
built	developed	programmed	standardized
calculated	engineered	rectified	studied
computed	fabricated	regulated	upgraded
conserved	fortified	remodeled	utilized
constructed	installed	repaired	
converted	maintained	replaced	

Teaching/Training

adapted	developed	informed	taught
advised	enabled	instilled	tested
clarified	encouraged	instructed	trained
coached	evaluated	motivated	transmitted
communicated	explained	persuaded	tutored
conducted	focused	set goals	
coordinated	guided	simulated	
critiqued	individualized	stimulated	

Finance/Fiscal/Budget

administered	balanced	developed	prepared
adjusted	budgeted	estimated	programmed
allocated	calculated	forecasted	projected
analyzed	computed	managed	reconciled
appraised	conserved	marketed	reduced
assessed	corrected	measured	researched
audited	determined	planned	retrieved

Persuasion/Influence

arbitrated	marketed	promoted	served
convinced	mediated	publicized	sold
dissuaded	negotiated	resolved	solicited
explained	persuaded	secured	

Creativity/Innovation

acted	designed	illustrated	planned
adapted	developed	initiated	revised
authored	devised	instituted	revolutionized
began	directed	integrated	revitalized
combined	displayed	introduced	shaped
composed	drew	invented	solved
conceived	entertained	modeled	
conceptualized	established	modified	
condensed	fashioned	originated	
created	formulated	performed	
customized	founded	photographed	

Helping/Advising/Collaborating

adapted	collaborated	familiarized	referred
advocated	comforted	fostered	rehabilitated
aided	contributed	furthered	represented
answered	cooperated	guided	resolved
arranged	counseled	helped	settled
assessed	demonstrated	instilled	simplified
assisted	diagnosed	insured	supplied
attended	educated	intervened	supported
cared for	encouraged	mentored	tutored
clarified	ensured	motivated	volunteered
coached	expedited	prevented	

Organization/Administrative/Detail

approved	distributed	ordered	routed
arranged	executed	organized	scheduled
catalogued	filed	planned	screened
categorized	formalized	prepared	set up
charted	generated	processed	submitted
classified	implemented	provided	supplied
coded	incorporated	purchased	standardized
collected	inspected	recorded	systematized
compiled	logged	registered	updated
coordinated	maintained	reorganized	validated
corrected	monitored	reserved	verified
corresponded	obtained	responded	
disseminated	operated	reviewed	

Accomplishments

achieved	improved	resolved	succeeded
completed	led	surpassed	transformed
created	pioneered	restored	won
expanded	reduced	revised	
exceeded	reorganized	spearheaded	

Appendix D

Sources

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Additional Resources

Curriculum Vitae

- <https://owl.english.purdue.edu/owl/resource/641/01/>
- <http://jobsearch.about.com/od/curriculumvitae/>
- <http://writingcenter.unc.edu/handouts/curricula-vitae-cvs-versus-resumes/>
- <https://grad.ucla.edu/asis/agep/advcv.pdf>

Career Portfolios

- <https://www.uwfox.uwc.edu/admreg/downloaddoc/CAREER%20PORTFOLIO%20for%20Web.pdf>
- <https://www.gtcc.edu/media/38323/gtcccareerportfolioguide.pdf>
- <http://career.fsu.edu/Images/PDFS/Guides/PortfolioPreparation.pdf>
- <http://www.astd.org/Publications/Blogs/Career-Development-Blog/2012/10/Using-a-Career-Portfolio>

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Angela holds an MBA and has over 13 years of public-sector human resources experience involving succession and workforce planning; recruitment and selection; survey and training program development and implementation; and other human resources activities. She has presented at a regional conference sponsored by the International Public Management Association – Human Resources and has been published in its publication.

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Marc holds an M.S. in Industrial/Organizational Psychology and professional certificates in Human Resources Management, Project Management, Technical Writing, and Business Management. He has over 15 years of professional experience in public, private, and consulting organizations. His areas of practice include selection research and test development, succession and workforce planning, organizational surveys, recruitment, training, compensation administration, and other human resources activities. He has presented at regional and international conferences and has been published in professional journals.

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