

**Trends, Tips and
Templates**

**Bentley University
Career Education and
Alumni Career Services**

Resume and Cover Letter Guide

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Introduction

The Purpose of a Resume

Your resume is a **marketing tool designed to get you an interview**. It needs to position you as a top candidate, with the skills and education that match the requirements in the job posting. The resume needs to be engaging and position you confidently, honestly, and persuasively.

How a Resume is Read

In 2012, The Ladders commissioned ground-breaking research¹ on how recruiters scan resumes: where they look, what they look for, and how long they review a resume. The study found that “recruiters spend only **six seconds** reviewing an individual resume” and making their initial “fit/no fit” decision. These findings show the importance of a highly targeted, concise resume with no extraneous information.

The second finding showed how recruiters spent those six seconds. The study’s “gaze tracking” technology showed that recruiters spent **almost 80%** of their resume review time on the following data points:

Name	Previous position start and end dates
Current position/employer	Current position start and end dates
Previous position/employer	Education

"Beyond these six data points, recruiters did little more than scan for keywords to match the open position, which amounted to a very cursory "pattern matching" activity. Because decisions were based mostly on the six pieces of data listed above, an individual resume's detail and explanatory copy became filler and had little to no impact on the initial decision making."

Who Reads Your Resume – and What They Look For

Your resume will be read by various people – an initial screener, Human Resources, the hiring manager, and members of the team. Each group has unique needs and focuses on different parts of the resume. Let's explore each audience and what they seek.

Initial Screener:

Your resume may get a “first pass” review by an initial screener. They will look at specific details to make sure the resume matches the position/company needs. Their goal is to cull the candidate pool quickly. Some of the information they seek is:

- Are you located where the job is?
- Do you have required degree and/or certification?
- Do you have experience in line with the job requirements?
- Do you have specific software or other technical skills?
- Do you have related industry expertise?

¹ <http://cdn.theladders.net/static/images/basicSite/pdfs/TheLadders-EyeTracking-StudyC2.pdf>

Applicant Tracking Software:

Increasingly, the initial scan is performed electronically by Applicant Tracking Software (ATS), a software application designed to help recruit employees more efficiently. It is estimated that roughly 50% of all mid-sized companies and almost all large corporations use some type of applicant tracking system.

ATS systems primarily use keyword searches to find candidates that most closely match the requirements of a position. To increase your chances of being selected, use the keywords in the job posting.

Human Resources (HR):

Whether the initial screen is electronic or human, the next reviewer is likely to be from the corporate Human Resources department. They seek to answer three questions:

1. Do you have the skills/education/experience to do the job?
2. Will you be a good fit with the corporate culture?
3. Are there any red flags that may indicate problems?

For the first point, HR will review your skills, matching yours to those required. They will also ensure your education and previous experience match the job requirements.

HR usually spends more time on the second point. They carefully read the summary, noting tone and word choice as personality indicators. They focus on your previous employers and how long you were in each position. Spelling, grammar, and punctuation are carefully assessed. Sloppy formatting or cut-and-paste errors rarely slip by their eagle eyes.

Red flags may pop up during this review. Having a number of jobs in a short period of time or gaps between periods of employment are typical red flags. HR will look more closely at these situations to see if they can determine the cause. Some red flags are minor and won't stop you from moving to the next level, while others are too big to ignore. We'll cover how to deal with red flags in the Summary section.

HR also looks at the resume holistically. Does the entire thing hang together? Does it tell a story of a person who provides increasing value to the organization? A survey conducted by Reppler² found that 91% of organizations use, or plan to use, social media as part of the background check. Be sure your online presence will further your career, not derail it.

Hiring Manager:

The third type of reviewer is the hiring manager. This person will look very closely at your previous employment, education, and most especially – your accomplishments. They look for a candidate who can do the job with enthusiasm. They seek a person who has a passion for the work and a visible commitment to the industry. Membership in professional organizations is one indicator.

Team Members:

This group reviews your resume to make sure your skills match the needs of the job. They are also looking for clues about your fit into the company culture, and more specifically – the team. They often like people who share similar backgrounds, educational credentials, or have the same interests. While all previous reviewers are likely to look you up on social media, this group will almost certainly do so.

Your resume has to provide the information each reviewer needs – in a very concise manner.

² <http://theundercoverrecruiter.com/infographic-how-recruiters-use-social-media-screen-applicants/>

Elements of an Outstanding Resume

As described in the previous section, recruiters spend an average of 6 seconds reviewing a resume, and the majority of the time is spent in specific areas. The following elements will help your resume stand out from the crowd.

Targeted

The first key element of a great resume is that it is targeted to a specific role or type of role. Focus on the skills required for the job you seek; delete anything extraneous.

Concise

The “six-second resume” requires you to tell your story in as few words as possible.

Branded

Have a clear understanding of who you are, and what differentiates you from other candidates. Get the information across as succinctly as possible in your Summary.

ROI-Focused

Prospective employers want to know what you have accomplished in previous jobs using key skills. Know, and express your value to the organization.

“When I am looking at a resume I look to really see how this person was a value-add to the companies they've worked or interned for. What did they bring to the team? It is important to have everything quantified - hiring managers are always looking at numbers; did you reduce costs in a certain amount of time, or process a certain amount of paperwork in a given week? Please document this work on your resume!”

Kayt Kelley
Financial Recruiter
Kelly Services

Preparing to Write Your Resume

Data Collection

Before you begin writing your resume, it is very important to do some self-reflection and self-assessment. Taking the time now to do this will help you:

- Be objective about your strengths and weaknesses
- Effectively communicate your accomplishments and transferable skills
- Target the right job for you that combines your interests, skills, values, and personality

Complete these two key steps:

1. Gather as much information as possible about your best skills.
 - a. Use a self-assessment tool, and/or ask people who know you well
 - b. Collect data from performance reviews and LinkedIn recommendations
2. Look past the tasks to what you achieved (from the boss' viewpoint) and how the organization benefited from having you in the position.

Why Write Accomplishment Statements?

One of the hallmarks of an excellent resume is the use of accomplishment statements for each job entry. Accomplishment statements or "success stories" are written proof of the results, achievements, and successes from your past work experience. They are the core of your marketing campaign and demonstrate what is UNIQUE about you as well as provide proof of the VALUE you can bring to a prospective employer.

In the previous section, you were asked to consider what you accomplished in each of your previous jobs. You will use this information to show a prospective employer what you can do for them. The best way to predict what you will do in the future is to look at what you've been able to accomplish in the past. Accomplishment statements are the best way to showcase results.

Accomplishments can be drawn from your professional work experience or from experiences in other areas, such as:

- Positive impact of your work in an organization
- Developing new skills
- Enhancing existing expertise
- Receiving recognition, special award, promotion or commendation
- Performing (or being selected to perform) higher-level tasks

Accomplishment statements may be comprised of:

- Something you learned on the job
- Something you improved, made better, faster, easier, automated, standardized
- Goals you met or exceeded
- Recognition for performance

Ask Yourself These Questions to Help You Write Your Accomplishment Statements

“Have I ever.....?”

- Invented or improved something?
- Achieved more with fewer resources or money?
- Saved the company money or found a way to reduce costs?
- Improved productivity?
- Saved time?
- Increased sales?
- Done something newsworthy or noteworthy?
- Designed a new process, program, or product?
- Developed and implemented a new procedure or program?
- Completed something on time or ahead of schedule?
- Completed a project under budget?
- Identified new markets?
- Demonstrated outstanding leadership skills?

What is the Difference between Duties/Responsibilities and Accomplishments?

Duties and responsibilities typically refer to items that were listed on your job description, i.e., what you were supposed to do.

Accomplishments or success stories give specific examples of what **YOU** actually did and the **IMPACT** your efforts had on your employer.

Examples:

<i>Duties and Responsibilities From Job Description</i>	<i>Accomplishment Statements on Your Resume</i>
Responsible for sales in Northeast region.	Managed a team of three account executives and two inside sales representatives. Produced \$6M in new revenue in less than 12 months.
Responsible for relationships with benefits providers. Provide competitive benefits plans to employees.	Researched new dental providers and managed the RFQ process with providers. Signed contract with local firm resulting in a 10% cost savings to the company.
Responsible for the startup of a manufacturing facility.	Led the planning, design, and construction of a multi-purpose manufacturing facility in Japan. Improved product quality and delivery time for local customers.

Responsible for implementing a new IT system for a growing firm.	Planned, designed, and implemented a comprehensive business and IT strategy to shift growing firm to a decentralized IT architecture. Reduced operating costs by 40% saving the firm \$1 million over three years.
--	--

Is it necessary for each statement on the resume to be accomplishment oriented?

While including accomplishment statements is strongly advised because they make your resume more substantive, incorporating a combination of accomplishment statements with descriptions of duties and responsibilities is acceptable.

HOW TO WRITE ACCOMPLISHMENT STATEMENTS:

There are three steps to writing an accomplishment statement. The first is to identify the **Problem, Action and Results (PAR)** for each one of your work experiences. The second is to write out your PAR statement, and the third is to transform your PAR statement into a bullet that can be used on your resume.

1. **P** = Problem, challenge or opportunity that existed
2. **A** = Action you took to solve the problem
3. **R** = Result or Outcome of your efforts

Example:

Problem

- Company was experiencing many customer complaints (20+) on a monthly basis. They complained that the software was hard to install and the installation instructions were difficult to understand.

Action

- Collaborated with R&D to develop a more user-friendly installation package.
- Established a "hot line" to handle these complaints.
- Purchased and implemented software to track customer complaints and resolution.

Result

- Decreased customer complaints from 20 to less than five complaints per month.

Resulting Accomplishment Statement on Resume:

Decreased customer complaints by 75% monthly by initiating the design of a new user-friendly installation package.

Recommended and implemented a new customer hotline and software application, resulting in increased customer satisfaction and more timely resolution of customer complaints.

Example:

Problem

- Summer camp facilities owned by non-profit Community Outreach were no longer adequate. They were too small and there was not enough outdoor equipment.

Action

- Organized a community event that raised money to build new camp facilities. Managed a team of 30 volunteers for a local fundraising event.

Result

- Raised over \$65,000 in one weekend which allowed Community Outreach to build two new camp facilities.

Resulting Accomplishment Statement on Resume:

Organized a highly successful fundraising event for Community Outreach and managed a team of 30 volunteers.

Raised over \$65,000 in one weekend, which allowed this local nonprofit to design and build two new inner-city camp facilities.

“Hard” Accomplishment Statements

Using numbers, percentages, and facts to convey accomplishments and results

- Grew loan portfolio from \$75M to \$225M and managed \$50M in deposit accounts; portfolio generated over \$3M in revenue.
- Assisted clients with achieving portfolio growth rate of 25-30%, a higher return than market trends.
- Reduced day's sales outstanding (DSO) by 10% through attentive relationship management, frequent credit review, and proactive collection initiatives.
- Revamped invoicing system to reduce processing time from three weeks to five days.
- As Sales Manager, produced \$6.5M in revenue in 2004 with aggressive client development.
- Developed aggressive marketing campaigns and channel marketing programs that increased revenue from \$5M to \$25M over a four-year time period.
- Initiated revolutionary lead tracking system that resulted in a 25% increase in new sales leads being transferred to direct sales team. New leads resulted in \$2M in incremental revenue over two years.
- Managed all merchandising decisions across four product categories and 13 stores. Restructured product lines, renegotiated vendor agreements, and spearheaded new sales programs, resulting in a 45% increase in new product sales over a three-year period.
- Selected and installed a new purchasing, receivables, and payables solution. Reduced purchase order time from four weeks to one, while staff productivity increased by 35% and company saved over \$90K in annual overpayments.
- As part of management team, successfully completed Customer Relationship Management (CRM) project one month ahead of schedule and \$250K under budget.
- Developed and implemented strategic manufacturing plan including the realignment and consolidation of six plants worldwide. New plan resulted in a 40% reduction in headcount and a 25% increase in inventories.
- Managed data center for hosted small business applications. Reduced hosting costs by 35% while maintaining superior service levels.
- Led a team of three IT analysts in the analysis of firm's software maintenance costs. Made recommendations to senior management team that ultimately led to a yearly cost savings of \$55K.

“Soft” Accomplishment Statements

Using words to convey accomplishments and results

- Developed profitable relationships with clients based on excellent customer service, plus thorough understanding and assessment of client’s credit needs for working capital, acquisition, and investment purposes.
- Improved cash reporting system and internal control procedures.
- Exceeded revenue goals by maintaining volume, increasing business, and renegotiating contracts with multinational accounts.
- Played a pivotal role in landing ABC account in pharmaceutical industry. Convinced ABC to leave competitor by substantially improving perception of firm with ABC.
- Developed and implemented innovative marketing communication plans which significantly increased firm’s coverage and reputation in national, business, and trade publications.
- Led the development of a “New Product Introduction” kit to assist account executives with assimilating information on new products. The kit’s comprehensive nature significantly reduced follow-up calls to product and marketing teams and increased sales team’s ability to introduce new products more effectively.
- Performed primary and secondary research on worldwide competitors and created internal knowledge management system to disseminate information rapidly. Up-to-date competitive positioning caused positive changes in product strategy and resulted in releases of products more suited to customer requirements.
- Implemented new employee training program that dramatically increased productivity and morale in key business unit.
- Led a cross-functional team to evaluate customer complaints; identified sources of dissatisfaction and recommended new workflow process that greatly enhanced employee morale and customer retention.
- Designed and implemented competitive compensation programs resulting in improved employee productivity and morale.

***You can see more examples of effective accomplishment statements in the
Sample Resume Section of this Guide***

Creating Summary Statements

A summary statement is a powerful resume tool that quickly describes who you are and shows how well your skills, education, and experience align with those in the job description.

In the 6 seconds a reviewer spends on your resume, they might only have time to read your summary. That means your summary needs to be able to stand alone and provide enough information for the reviewer to determine whether to proceed with your candidacy.

The problem with most summaries is that they contain mostly adjectives and opinions, rather than facts and results.

Examples:

- "results-oriented professional"
- "hard working," "dedicated," "strong work ethic" and related personal traits
- "excellent interpersonal skills," "excellent communicator"
- "dedicated to providing superior personalized customer service"
- "creative and successful problem solver"

Starting your summary with a statement of tenure like "13 years accounting experience" is another common mistake. It focuses on the time you were in a position rather than on what you were able to achieve. You can create interest in your candidacy by stating what you've accomplished for previous employers, showing the kind of results your new employer can expect.

An effective summary has three parts

- A branding statement that tells the reader about your experience and key differentiators
- A few sentences showing achievements (high level, not much detail) using key skills; utilize objective statements of fact instead of opinions
- Setting expectations by reframing of red flags into positive statements

How to write a summary

The first sentence of your summary is a branding statement that clearly indicates who you are and what you do as well as your most powerful differentiator.

Examples:

- Experienced accounting professional with extensive Sarbanes-Oxley reporting experience.
- Emerging marketing professional with corporate social media expertise.
- Seasoned financial analyst with comprehensive treasury experience.
- IT professional especially skilled at global implementations/updates of CRM and ERM systems.

In each case, notice the first part of the sentence describes who you are and the second part (after the word "with"), indicates experience which differentiates you from other candidates and is desirable to the employer.

Key Skills

The best resumes are highly targeted and focused on a specific position or type of role. The only way to produce a targeted summary is to carefully review several job descriptions for the position in which you are interested. To identify the skills required print 10 job postings for the role or range of roles you seek. Take a highlighter and identify the skills required in each posting, and then go back with a different color highlighter and mark the skills common to all of them. These are the key skills for this position.

Consider how your experience, education, and skills reflect those skills and identify results you have achieved through the use of these skills.

Examples:

- “Proven sales ability” *Maximize relationship with channel partners and end customers to grow sales*
- “Strategic thinker” *Leverage revenue development, operations and alternative financing skills to create and implement cohesive and targeted strategies focused on seizing market opportunities ahead of competition*

Setting Expectations

In addition to positioning you for the job, summaries can turn *red flags* into positives. A prospective employer or recruiter expects to see a certain profile in candidates. Usually, candidates for a specific position have similar backgrounds like education, skills, and prior work experience. If your profile is not what they expect, a single well-worded sentence in your summary can both properly set expectations and showcase this difference and turn it into a positive.

Examples:

- Candidate seeking a permanent position after a series of temporary/contract positions.
"Ability to master and utilize new content developed as a highly sought after contractor in varied industries."
- Working mother with five year employment gap.
"Experienced financial analyst returning to the workforce after five year sabbatical to raise family."

Alternative to the word “Summary”

Research indicates that many recruiters avoid reading summaries simply because the majority are poorly written and don't add value. To increase the chances of your resume being read you might want to replace the word “Summary” or “Profile” with a job title and/or key skills.

Examples:

- **Senior Accounting Professional with Big 4 Experience** This combines a broad job title and specific industry experience
- **Marketing Associate with Significant Social Media Expertise** This combines a specific job title and skill set
- **Accounting/Corporate Tax/Compliance** This contains no job title and instead focuses on key skills

You'll note the first two examples look a lot like branding statements. If you use these (or something similar) for your section header, don't repeat the same phrase in your branding statement. Instead, provide a little more detail. For example, under the section heading “*Senior Accounting Professional with Big 4 Experience*,” the branding statement might be “Public accountant at Deloitte and PwC with international experience.” The third example can be followed by the usual branding statement.

You can see examples of effective summary/profile statements in the Sample Resume Section of this Guide.

Sample Resume Evolution

We've discussed a number of ways to improve the impact and effectiveness of a resume by targeting it to a specific position, adding an effective summary statement, and creating accomplishment statements for each position. Each of these elements draws the reviewer's eye to key information.

In this section, you'll see a resume "before" and "after" these elements are included. The subject of the resume, "Walter Waltham," is a career changer. Walter received an undergraduate degree in marketing. After graduation, he held two marketing positions of increasing responsibility.

During this time, Walter realized he was more interested in finance than marketing. As a working professional, he attended graduate school to earn a Master of Science in Finance.

Even though Walter's "before" resume included his new degree, an outstanding GPA, and relevant coursework, he wasn't being selected to interview for the finance positions he sought. A recruiter told Walter his experience was too marketing centric, and his skills didn't transfer easily to the type of position he wanted.

Take a moment to review the "before" resume to see Walter's original resume. Then review the "after" resume to see the new and improved version of the resume that helped him land his new job.

We've outlined the changes we made to strengthen this career changer's resume and position him for his new career on page 17.

Before

Walter Waltham

175 Forest St.
Waltham, MA 02452
781-891-0000

EDUCATION

McCallum Graduate School of Business, Bentley University, Waltham, MA

Candidate for Master of Science in Finance GPA: 3.58 2012 - 2015

Relevant coursework: Equity Valuation, International Financial Management, Investment Administration, Risk Management

Boston College, Chestnut Hill, MA

Bachelor of Science in Marketing

May 2010

Founder, Marketing Club

SKILLS

Microsoft office applications, Microsoft project, Microsoft access, Microsoft FrontPage, Visible Analyst, Bloomberg

EXPERIENCE

Mayflower Brokerage Services, Inc., Boston

Marketing Manager

2013 - 2015

Established first regional office in Boston, marketing institutional brokerage and investment banking services nationally. Met with firms throughout the country to develop relationships. Analyzed customer needs and drafted marketing plan. Prioritized marketing plan and expenses. Led an evaluation of the website by contracting a usability study; worked with web development group to implement changes.

New England Investments, Inc., Waltham, MA

Marketing Specialist

2010 - 2013

Critiqued and rewrote business plan, focusing on short-term goals and financials for presentations to potential investors. Analyzed market opportunities through competitive analysis and product evaluation. Researched application service providers based on price/requirements and negotiated contract with selected vendor. Develop marketing strategy based on consumer and local business research. Assisted in other marketing projects when needed.

Consolidated Telemarketing Co., Boston, MA

Assistant Supervisor

2008 - 2010

Supervised a call-center team. Resolved all represented issues from trade errors to service quality. Implemented and led weekly training sessions. Responsible for a successful employee development program including training all new employees. Acquired excellent customer service skills.

Cell Phone Kiosk, Burlington Mall

Cellular Telephone Salesperson

2003 - 2008

Worked part-time. Received "hot shot" award three times

ACTIVITIES

Reading, watching movies, travel

Walter Waltham

175 Forest St. • Waltham, MA 02452 • 781-891-0000 • walterwaltham@gmail.com

SUMMARY

Recent Master of Science in Finance graduate with business development and marketing experience. Experienced in sales forecasting and revenue recognition, pricing and vendor contract negotiation. Top performer that has met or exceeded operations and revenue goals in past three positions. Strong analytical skills include advanced Excel, financial modeling, Bloomberg and Visible Analyst.

EDUCATION

Bentley University - Graduate School of Business, Waltham, MA

Master of Science Finance GPA: 3.58

May 2015

Relevant coursework: Equity Valuation, International Financial Management, Investment Administration, Risk Management

- VP and Controller, Graduate Finance Association

Boston College, Chestnut Hill, MA

Bachelor of Science, Marketing

May 2010

PROFESSIONAL EXPERIENCE

Everest Financial Management and Advisory Corp., Boston, MA

Financial Analyst, Intern

2/15 - 5/15

- Increased client net worth 12% by developing custom asset allocation strategy through analysis of mutual funds and stocks to present alternatives to high net worth clients
- Added five new high technology clients to the financial advisors corporate client base through effectively marketing corporate services along with research on the technology sector

Mayflower Brokerage Inc., Boston, MA

Marketing Specialist

2013 - 2015

- Partnered with management to establish first regional office in Boston, marketing institutional brokerage and investment banking services
- Instrumental in the firm's signing a strategic new client in the biotechnology sector
- Developed 20 new relationships including Pfizer, Gillette, and Target through 100+ sales meetings

New England Investment Inc., Waltham, MA

Market Analyst

2010 - 2013

- Assisted in raising \$500,000 in angel funding by collaborating with senior management on the development of a new business plan, with an emphasis on financial analysis
- Achieved 30% increase in website traffic by analyzing new business opportunities through competitive and market analysis; recommended and signed three strategic partnerships

Consolidated Telemarketing Co., Boston, MA

Assistant Supervisor

2008 - 2010

- Met and/or exceeded team performance goals by creating employee development program including weekly training
- Achieved 85% customer satisfaction rate (up from 68%) by timely issue resolution
- Earned performance award for excellent customer service skills twice

SKILLS

Advanced Excel skills include pivot tables, V-lookups, and financial modeling scenarios. Proficient with Bloomberg, Microsoft FrontPage, Visible Analyst, Lotus Notes, HTML, Microsoft Word, PowerPoint, Project, Outlook and Access

COMMUNITY LEADERSHIP

Big Brother, Big Brothers/Big Sisters Association of Greater Boston, 2008 through present

Reading Mentor, Literacy Volunteers of America, 2006 – present

"Before" and "After" Resume Analysis

The changes made in Walter's "after" resume helped him secure a corporate financial analyst role.

Let's review the changes and why they were made.

- **Standardized Fonts:** Notice how sleek and modern the "after" version appears. The "before" version used a creative font for Walter's name, and Times New Roman for the body. The "after" resume uses Arial rounded MT Bold for his name, Arial for his contact information, and Arial Narrow for the body.
- **Summary:** By adding a summary, we tied together his degrees in finance and marketing, and highlighted his transferable skills. Walter is showcased as a top performer with sophisticated financial analysis skills.
- **Reformatted Education:** Walter's new degree pops by utilizing standard formatting in the education section.
- **Standardized Work Experience Section:** Walter's previous work experience is much easier to read by clearly formatting the company name, his title and tenure in the role, and bulleting his achievements.
- **Added Internship:** Experience utilizing new financial skills was shown by adding Walter's internship as a financial analyst.
- **Finance-Focused Achievements:** In the first version, Walters achievements were marketing focused and described from a marketer's point of view. Because his future job would be very different from his previous positions, Walter's accomplishment statements needed to be revised. Notice that now they are more financially focused and transferable skills are highlighted.
- **Repositioned Technical Skills:** Walter's technical skills were moved to the end of his resume except for those required in the job posting. Critical technical skills were mentioned in the summary.
- **Edited Job History:** The cell phone kiosk job that Walter held during undergraduate school was deleted as it was not relevant to the position he sought.
- **Deleted Activities Section:** Resume best practices do not include hobbies like reading or watching movies. This section was deleted.
- **Community Leadership Section Added:** Walter earned his graduate degree and maintained a high grade point average while being active in two community organizations. These roles were added to his resume in a section called community leadership.



Resume Resources

Grammar Rules

Grammar Heading	Rule	Example	Comments
Capitalization	<ul style="list-style-type: none"> • Capitalize the names of foreign countries, nationalities and languages • Do not capitalize industries or disciplines such as marketing, finance or biotechnology • Proper names/titles are capitalized 	<ul style="list-style-type: none"> • French, not french • Australia • Spanish national • Performed market research on high technology and medical device firms • "Financial Analyst" 	
Abbreviations	<ul style="list-style-type: none"> • Abbreviate states for employer locations • For percentages, consider using the percentage sign 	<ul style="list-style-type: none"> • MA for Massachusetts • Increased sales by 25% over a three-year period. 	<ul style="list-style-type: none"> • Except in the body of a job description, e.g., responsible for sales in Massachusetts
Dates	<ul style="list-style-type: none"> • Write out years completely • It is not necessary to include months 	<ul style="list-style-type: none"> • 2010-2012, not 2010-12 • Not June 2010-Nov 2012 	
Spelling	<ul style="list-style-type: none"> • Spell out address information, such as street, unless space is an issue 	<ul style="list-style-type: none"> • 15 Tenth Street, not 15 Tenth St. 	
Writing Numbers	<ul style="list-style-type: none"> • Numbers less than eleven should be written out • Numbers beginning a sentence should be written out • Use numbers for large monetary amounts • When referring to monetary amounts from overseas, translate the amount into U.S. 	<ul style="list-style-type: none"> • Two, not 2 • Ten, not 10 • Six percent increase in sales • \$250,000 in sales • \$15.2M • US\$15.2M 	<ul style="list-style-type: none"> • You can either spell out million or use upper case "M"

Resume Action Verbs

Management and Leadership Skills	Communication	Research	Technical Skills	Teaching	Organizational	Financial	Creative
administered analyzed assigned attained chaired contracted consolidated coordinated delegated developed directed evaluated executed improved increased organized oversaw planned prioritized produced recommended reviewed scheduled strengthened supervised	addressed arbitrated arranged authored corresponded developed directed drafted edited enlisted formulated influenced interpreted lectured mediated moderated motivated negotiated persuaded promoted publicized reconciled recruited spoke translated wrote	clarified collected critiqued diagnosed evaluated examined extracted identified inspected interpreted interviewed investigated organized reviewed summarized surveyed systematized	assembled built calculated computed designed devised engineered fabricated maintained operated overhauled programmed remodeled repaired solved trained upgraded	adapted advised clarified coached communicated coordinated developed enabled encouraged evaluated explained facilitated guided informed initiated instructed persuaded set goals stimulated	approved arranged catalogued categorized chartered classified coded collected compiled corrected corresponded distributed executed filed generated incorporated inspected logged maintained monitored operated ordered organized provided purchased reviewed verified	administered allocated analyzed appraised audited balanced budgeted calculated computed developed forecasted managed marketed planned projected researched	acted conceptualized created designed developed directed established fashioned founded illustrated instituted integrated introduced invented originated performed planned revitalized shaped

Resume FAQs

In this section, we've collected some of the most common questions asked by Bentley alumni. For ease of reference, we categorize them by topic and refer back to the relevant guide pages.

Purpose:

Q: What is the purpose of a resume?

A: The resume has several purposes. (See page 4)

- Marketing tool designed to get you an interview.
- To position you as the top candidate.
- To showcase the skills and education which match the requirements in the job posting.
- To engage the reader and position you confidently, honestly, and persuasively.
- To remind the interviewer of you after you're gone.
- To serve as the basis for justifying the hiring decision to others.

Q: What are the unbreakable rules of resumes?

A: There are two – no grammatical errors or misspellings; and don't exaggerate!

Formatting:

Q: Should my resume contain my full street address?

A: If your street address will be a benefit (if you live nearby), you can list it. Otherwise, it's fine to skip it. If you do include your address, there is no need to include specifics such as apartment number.

Q: Should my resume have my legal name or the name by which I am known?

A: Both. Recruiters and hiring managers need to be able to find you, so consistency across platforms is key. List your legal name followed by the name you're known by in parenthesis.

"As a recruiter, my pet peeve is receiving resume file named "resume." Drives me nuts and makes the search for their materials so much harder."

Fran Blanco
Director New Business
Contact Communications

Q: Does it matter what I name my resume file?

A: Yes it does! As you can see in the comment above, name your file with your first and last name, perhaps adding the position title you seek. Avoid naming it “resume.”

Q: In what format should my resume be saved?

A: You’ll need two versions. The first is a PDF, to be used whenever your resume is to be attached to an email. This insures that it will look and print exactly as you intended no matter what browser or operating system the viewer is using. The second is a TXT file, to be used whenever you cut and paste the contents of your resume – often an online application form. This format strips away all formatting, keeping just the text. It’s not very attractive, but will preserve the content and avoid viewing and printing errors.

Q: What are the best fonts to use on my resume?

A: Use sleek san serif fonts like Arial, Arial Narrow, or Calibri. Avoid curly serif fonts like Times New Roman because they don't scan as well.

Q: I’ve seen so many resume formats. How do I know which one is best for me?

A: Recruiters and HR professionals are virtually unanimous in their preference for the chronological resume. It is differentiated by having work experience in chronological order – starting with the most recent and going back. Although it is tempting to use a functional resume (especially if you’re a career-changer), they are not as well-received. In fact, recruiters will often ask candidates to rewrite their resume into chronological order.

Summary:

Q: What is the purpose of a summary section?

A: A summary statement concisely describes who you are and shows how well your skills and career highlights align with those in the job description. (See page 12 for additional details)

Q: My resume has an objective. Why should I remove it?

A: The objective is all about what *you want*; the summary focuses on *what you can do* for the prospective employer. The objective statement is an artifact from a very different job market. With more jobs than qualified candidates to fill them, organizations sought to woo prospective employees. Job candidates used the objective section to indicate how a company could get their attention, for example with a fast career track. These days the equation has been turned inside-out; organizations have their pick from a huge pool of qualified applicants.

Q: What is a “branding statement?”

A: The branding statement is the first sentence of your summary section. It describes who you are followed by a key differentiating skill. Below are some examples. (See pages 12-13 for more detailed information).

- Accomplished customer care and project manager with IT service management, support, and call center experience.
- Emerging marketing analytics professional with recent MBA and healthcare technology experience.
- Accounting professional with Big 4 experience.
- Marketing assistant with social media and analytics experience.
- Senior finance executive that has led organizations through peak growth, extensive mergers & acquisitions, and restructuring.
- Strategic business analyst with strong record of reducing significant risk factors through audit program enhancements.

Q: What do you mean when you say a resume should be focused on a specific job? Shouldn't it be all about my skills and accomplishments?

A: A hiring manager expresses the skills they need in the job posting. Targeted resumes focus on those skills, and delete anything extraneous. Describe how you've used key skills listed in the job posting; and delete any skills not mentioned. For example, if you have extensive experience creating financial models, but you seek a position in marketing, this is probably an extraneous skill set.

Work Experience:

Q: I'm changing careers. How can I structure my resume when the jobs I've held don't match the job I want?

A: The best approach is to find the skills you have which transfer to the new position. Start by investigating the core skills needed for the position you seek. Then consider how you've used those skills in the past. Focus the summary and accomplishment bullets **ONLY** on the skills required for the new position. The Walter Waltham before and after resumes are an excellent example of framing your experience for the job you seek rather than the jobs you held in the past. (See Jane Gray sample resume)

Q: How can I explain an employment gap?

A: It's best to disclose possible red flags early and in a positive light. One sentence in your resume Summary will do it. Check out this example, which deals with a gap in the second sentence of the Summary: *"Finance professional with Fortune 100 experience. Returning to workplace after sabbatical to raise family."*

Q: How do I create a quantifiable result statement when my job is not at all quantifiable?

A: Most resumes list *tasks* instead of results. You can use "hard" metrics such as "increased customer satisfaction by 20%," but many times these are not available. You can use a "soft" measure instead: "noticeably increased staff morale." (See pages 8-12 for detailed explanations and examples)

Q: The company I worked for has changed names. Which name should be on my resume?

A: This is very common as organizations merge, are acquired, or re-brand. Your resume should have the company name as it was when you worked there, followed by the new name in parenthesis. An example would be ABC Co. (Now Big Conglomerate Inc.)

Q: The company I worked for went out of business. How should that be shown on my resume?

A: This answer has two parts. First – you should list the company as it was when you worked there – name and location. The second (and perhaps more critical) part of the answer is access to people who could serve as references. LinkedIn is a great tool for keeping up with colleagues throughout your/their careers. Make sure you keep track of your former managers, especially for recent positions as you will likely be asked to provide their contact information as references.

Q: I worked multiple contract positions while I was unemployed. How do I list this?

A: If you worked for multiple organizations assigned to you by a single placement agency, list the agency name followed by bullets with specific details. This would include the company and your title there. You may also include achievements for longer positions. See Example #1.

On the other hand, if various different agencies hired you for temporary or contract positions, list the company where you worked, followed by the placement agency name in parenthesis. See Example #2 below. (See an example in the Heather Fairfield)

Example #1:

PROFESSIONAL EXPERIENCE

Accountemps, Boston, MA

Accounting Contractor

2014 - 2015

- Performed accounting functions for a variety of companies including EMC Corporation, IBM Corporation, Fidelity Investments, and State Street Corporation.

Example #2:

PROFESSIONAL EXPERIENCE

EMC Corp., Hopkinton, MA (Through Accountemps)

Q: I consulted during my period of unemployment. How do I list that on my resume?

A: If you were self-employed as an independent consultant, it is beneficial to include this information on your resume. Provide a description of the type of service you offered and an overview of some of your client projects. (See an example in the Jane Gray resume)

Education:

Q: I have more than one degree. How do I list them?

A: If you have multiple degrees, list the higher level, most recent one first followed by the earlier degree. Remember that the purpose of your resume is to market YOU, so boldface your degree not the granting institution. See the "Walter Waltham" resumes for an example.

Q: What if I attended multiple colleges before earning my degree?

A: You can choose to list both colleges (see example below). Most people opt to list only the institution that actually granted the degree.

EDUCATION

Bentley University, Waltham, MA

Bachelor of Science, Finance, *summa cum laude*

May 2015

University of Massachusetts, Amherst, MA

2010 - 2012

Coursework toward Bachelor of Science

Q: I spent a year abroad in college. How do I list this?

A: If you studied abroad and this experience could interest a potential employer, include it in Education section. See example below.

Bentley University, Waltham, MA

Bachelor of Science, Finance

May 2015

American Business School, Paris, France

2012

Study Abroad Program



Sample Resumes

Susan Smith

200 Main Street, Waltham MA 02452

781-555-5555

susansmith@gmail.com

EDUCATION:

Bentley University, Waltham, MA

Bachelor of Science, Corporate Finance & Accounting, *candidate*

GPA 3.6

May 2016

ACADEMIC HONORS: President's list, Dean's list, Member of Honors Program, The Falcon Society – Highest Honor at Bentley University, Financial Management Association National Honor Society

American Business School, Paris, France

Study Abroad Program

1/2014 - 5/2014

Studied French language and culture, international finance, managerial accounting and quantitative analysis

PROFESSIONAL EXPERIENCE:

Jones & Somers Corp., Jersey City, NJ

6/2015 - 8/2015

Summer Intern, Global Controllers Group Analyst

- Extended knowledge of treasury functions, advanced analysis, and Excel modeling
- Ensured accuracy of analyst data by analyzing the impact of changing the current transfer price methodology for Treasury's borrowing costs
- Maintained high level of customer satisfaction for global private client by gathering interbank offer rates from Bloomberg to calculate the net interest and reporting to client
- Assisted in meeting monthly reporting deadlines by preparing report based on the average monthly balance and calculated the implied yield
- Assisted in the achievement of required deadlines by completing month-end close processes including posting journal entries for Balance Sheet Management System of over \$440 billion in assets
- Selected to lead five Summer Analysts on corporate audit website redesign project

Bentley Center for Undergraduate Career Services, Waltham, MA

5/2014 - 8/2014

Administrative Assistant

- Improved effectiveness and office reputation by creating and maintaining a student database
- Noticeably increased student attendance for events and workshops by designing and posting advertisements
- Enhanced student awareness of available services by generating and presenting ideas to director
- Increased department value to students by answering questions on BentleyLink and other services

INVESTMENT EXPERIENCE:

Bentley Investment Group, Waltham, MA

9/2013 - Present

Co-Vice President (2011-13)

- Assisted in increasing the value of a \$401K portfolio and managing a group of over 80 members
- Researched and analyzed stocks by utilizing various resources such as the Trading Room, Internet, and the company reports and applying different methods of valuations
- Developed and delivered buy and sell comprehensive PowerPoint presentations
- Increased the ease of scheduling workshops by creating a BIG Alumni MS Access

VOLUNTEER EXPERIENCE:

Massachusetts Attorney General's Office: Bentley Consumer Action Line, Waltham, MA

9/2012 - 12/2015

Charles River Public Internet Center, Waltham MA

2/2012 - 4/2013

COMPUTER SKILLS:

Proficiency in First Call, Market Guide, Standard & Poor Net Advantage, Lotus Notes, MS Access, Excel, PowerPoint, Word, Basic I, FrontPage, Knowledge of Bloomberg, Crystal Ball, Peachtree, Oracle Applications

ACTIVITIES:

Student Judicial Board Member, National Association of Black Accountants, Student Technology Advisory Council, Academic Honesty Task Force, Allocation and Internal Audit Liaison.

PROFILE

Master of Science in Finance candidate with exceptional quantitative finance skills. Extensive skills in statistical arbitrage, quantitative risk modeling, and database management. Proficient with business applications. Knowledge of Fixed Income, Equity, and FX models. Previous achievements include optimizing and enhancing processes while delivering outstanding customer service. Risk management experience includes designing new analysis to identify trends and opportunities and automating processes.

EDUCATION

Bentley University – McCallum Graduate School of Business, Waltham, MA

Master of Finance, candidate GPA 3.62

August 2016

Relevant courses – Applied Modeling (Continuous probability, Brownian motion stochastic processes, Ito calculus), Time Series (decomposition, ARIMA, GARCH, VaR), Fixed Income (bonds, repos, swaps, MBS), Equity Valuation (fundamental research, financial statement analysis), Derivatives (options, futures, hedging)

Babson College, Wellesley, MA

Bachelor of Science in Business Management

May 2010

Concentrations: Computational Finance, Information Technology

PROFESSIONAL EXPERIENCE

Medical Technology Group, Boston, MA

2010 - 2014

Analyst – Actuarial Department (2012 – present)

- Reduced delivery time of reports to clients and internal employees from months to minutes by independently designing and programming automated reporting systems (SA & OA) in SAS and VBA
- Ensured continuous delivery of highest level of service by meticulously documenting all processes and code; providing ongoing educational support
- Optimized tracking of indemnity payments through Specialty Analysis (SA) – Classifying medical complications of closed claims
- Simplified the process of updating records by redesigning database to eliminate repetition
- Enhanced the database to aid in tracking practices and preparing appraisals
- Surpassed customer requirements and expectations through direct client interaction

Analyst – Risk Management Department (2010 – 2012)

- Improved Risk Management by designing new analysis to detail payment trends and identifying opportunities
- Identified poor performing areas by Office Appraisal (OA) – Benchmarking physicians against their peers
- Maintain accuracy Risk Management and Actuarial groups by continuously reviewing/updating data management and statistical modeling
- Automated assessment reporting and sustained future written policies by developing Access database

TECHNICAL SKILLS AND CERTIFICATIONS

Finance: Bloomberg Certified, FactSet, CRSP, Thomson, MetaStock, exposed to MSCI Barra

Programming: C#, Visual Basic .NET, VBA, SQL, PHP, HTML, CSS, exposed to C++, ColdFusion

Statistical Packages: Base SAS (Macros), R, SPSS, MINITAB, exposed to MATLAB

Simulation / Optimization: Palisade Decision Tools @Risk, Oracle Crystal Ball, ARGUS

Database: MySQL, Microsoft Access, Oracle Hyperion, exposed to kdb+, Time Series db Structure

Other: Unix, Procomm Plus, Elluminate, Saba Centra, IS4W, Adobe Fireworks, AutoCAD

PROFESSIONAL AFFILIATIONS

Association for Finance Professionals, Boston chapter, 2014 – present

Risk Management Association of Boston, 2010 – present

LAURA GOLDEN

618 Newbury Drive, N. Andover, MA 01845

978-222-2222

laura.golden6@gmail.com

SUMMARY

Emerging recruiting professional. Sourced top performers and increased applicant pool by 30% to 50%. Successfully utilized social media to publicize and attract new candidates. Trusted with confidential materials in HR and political settings.

WORK EXPERIENCE

Worldwide Software Inc., Boston, MA

Recruiting Assistant

June 2014 - Present

- Coordinated annual industry conference which 92% of attendees rated as "excellent"
- Increased company awareness by attending 12 regional college career fairs in which booth was among the busiest
- Sourced 17 new top performers last year through well attended monthly recruiting events
- Increased online job applications 30% by maintaining current web page job descriptions and job postings
- Established new candidate sourcing by creating Twitter account and posting openings daily
- Doubled the qualified candidate pool and increased search efficiency of MBA recruiting database

Massachusetts State Senate, Boston, MA

Senate Page, Offices of Senator Edward Markey

Jan. 2013 - May 2014

- Decreased time required to produce daily itineraries by automating process through macros in MS word and Excel
- Maintained consistently superior customer satisfaction by answering constituent questions quickly and accurately
- Enhanced process of answering constituent questions quickly and accurately by creating FAQ documents
- Established social media presence by creating Facebook page which received over 2000 "likes" in three months
- Increased communication among staff by creating a daily update email
- Trusted with access to confidential, political information

The Athena Institute, New York, NY

Administrative Intern

Feb. 2013 - May 2014

The Athena Institute focuses on women's issues in Hollywood and popular culture

- Provided new client resource by assisting founder with creation and publication of e-book of women directors
- Enhanced existing popular resource by updating list of screenplays by women writers
- Contributed to the publication of a list of screenplays by women screenwriters
- Increased prospective donors list 30% through online research and analysis
- Increased page views and click through rate 55% by analyzing and optimizing keywords using Google analytics

Somerfield Women's Film Festival, New York, NY

Production Assistant

June 2013 - Feb. 2014

- Assisted in successful film festival launch by providing logistical and administrative support
- Significantly increased program awareness by active promotion on social media (Twitter and Facebook)
- Helped program achieve 30% increase in Festival donors by identifying new prospects

Bentley University Athletic Office, Waltham, MA

Assistant to Soccer Coach

Sept. 2010 - May 2012

- Increased pool of potential recruits by analyzing high school player statistics and creating MS Access database
- Helped maintain high recruiting yield rate by providing campus tours and information sessions

EDUCATION

Bentley University, Waltham, MA

Bachelor of Arts, Sustainability, Magna cum Laude

GPA: 3.7

May 2014

SOFTWARE/TECHNICAL SKILLS

Proficient in Microsoft Excel, Word, PowerPoint, Outlook and Access; internet research; social media.

ACTIVITIES & INTERESTS

Organized, lobbied, and secured university approval of campus-wide "green" initiative for a "tray-less" cafeteria

Bentley University Varsity women's soccer team, 2007 – 2009

Senator, Bentley University Student Government. Pre-Law Society (Member)

Anna M. Salmon

200 South Street • Arlington, MA 02476 • 978-222-2222 • Anna.m.salmon@gmail.com

Summary

SENIOR MARKETING MBA PROFESSIONAL WITH EXTENSIVE ONLINE MARKETING SKILLS. Strategic marketing skills have generated extensive revenue growth, increased revenues, and increased business partner revenues. Achieved several multimillion dollar new product launches. Produced \$3M revenue from previously negative product line. Deep expertise generating revenue through e-commerce and online products.

Professional Experience

Belvedere Services Company, Boston, MA

2009 - Present

Provider of strategic government alliances between advertisers and consumer segments under strict privacy

Director of Magazine Business Division (October 2011 - Present)

- Increased revenues from \$3.7M to \$6M in less than 12 months through highly targeted online marketing
- Increased business partner revenues 30% by developing innovative cobranded advertising
- Developed \$2M projected additional revenue through strategic partnership with magazines.com
- Generated additional \$500K in annual revenue by closing deals with 10 new magazine publisher partners, including Rolling Stone, Martha Stewart Living, and Wall Street Journal

National Sales Director, Magazines (March 2010 - October 2011)

- Generated \$3M from previously negative margin product line by revising pricing model and partnerships
- Met or exceeded revenue and production goals for national sales and marketing teams
- Grew revenue from \$0 to \$3M in less than a year by closing deals with eight partners (including Time Inc., largest publisher in the world) in less than eight months
- Grew the Time Inc. partnership from \$500,000 in 2008 to over \$1M in 2010

Marketing Manager, New Product Development (July 2009 - March 2010)

- Assisted in introduction of three new product lines projected to yield \$4M first year revenue by managing ideation, development, focus groups, and in-market testing
- Generated \$2.7M new revenue by developing gaming magazine business from startup to national rollout
- Created new and incremental revenue by creating analyzing market opportunities and creating online products
- Maintained profit margins by analyzing product sales data and projecting future sales
- Analyzed product sales data and created sales forecasts
- Significantly increased sales leads by leading cross functional teams for multiple pipeline initiatives
- Maintained brand consistency by working directly with third-party vendors and outside creative agencies on print and web products

Flower Power Inc., Quincy, MA

\$50M importer and distributor supplying florists and large national supermarket chains

Director, Sales and Marketing

2007 - 2009

- Increased revenues 15% by planning and developing sales goals, policies and programs for b-2-b marketing and sales activities
- Generated over \$5 million in sales in 2006 by negotiating and signing on four new product lines
- Increased monthly sales from \$4,800 to \$63,000 on Black Widow product line through aggressive marketing
- Decreased inventory and costs 35% by implementing innovative online buying program for customers

- Contributed to a 15% total customer account growth in less than six months, by capitalizing on customer relationship management, account recovery, and customer segment analysis, and creating the company's first marketing department
- Brought in over \$350,000 in non-customer account sales in the first six months by hiring and developing new positions for outside sales representatives
- Significantly increased brand and services awareness by coordinating and managing customer and sales force training seminars, floral industry trade shows and conferences on topics such as maximizing sales, marketing, product training, and cost control

Target Marketing Inc., Cambridge, MA

Marketing consulting firm targeting small business clients in New England area. Client portfolio included a wide array of industries including high-tech, residential land development, stone masonry, bridal salons, rest homes, and medical centers.

Co-Founder and Marketing Consultant

January - August 2007

- Increased sales 56% by developing and implementing marketing plan which increased the number of residents from 18 to 32 in less than four months
- Generated a steady stream of residual income for rest home by creating a waiting list of prospective clients
- Tripled sales in two months and expanded business throughout East coast for small stone masonry company through streamlined online presence; developed lead generation system to maintain steady sales flow
- Established marketing plan and evolution of online marketing with CEO of small engineering start up

Education

Bentley University - McCallum Graduate School of Business, Waltham, MA

Master of Business Administration (MBA), Marketing Management

May 2010

Bachelor of Science (BS), Marketing

May 2007

Technical Skills

Proficient with Microsoft Excel, Word, Access, PowerPoint, Publisher and Project Manager; Google analytics; Dreamweaver; HTML

Professional Affiliations

New Business Development Consultant & Activity Leader

Horizons for Homeless Children – Roxbury, MA

Board Member, Planning Committee, New England Aquarium – Boston, MA

JANE R. GRAY

1200 Osgood Street, Newton, MA 02468
617-444-4444 ■ Jane.Gray@verizon.net

HUMAN RESOURCES / RECRUITING MANAGEMENT PROFESSIONAL

Global HR/recruiting executive transitioning to graduate career services advisor. Award-winning, key resource instrumental in the achievement of global diversity and key talent acquisition corporate initiatives. Consistently over delivers on aggressive goals. Extensive expertise in sourcing and recruiting worldwide top talent, facilitating successful assimilation into the corporate culture, and retention of top performers. Instrumental in reversing talent drain in specific department. Excellent program design and delivery skills. Provides exceptional value to graduate school programs.

EXPERIENCE AND ACHIEVEMENTS

East New England University Graduate School Career Services, Boston, MA

Human Resources Executive-in-Residence

2014 - present

- Achieved 98% placement rate for domestic graduates of MBA and MS programs
- Regularly invited to participate in "Focus Your Career" programs for students unsure of career paths
- Delivered well received job search skill development workshops by utilizing extensive corporate and recruiting knowledge
- Assisted in development and delivery of new service offering in response to increased number of alumni in career transition
- Maintained high job placement rate by assisting domestic and international students to enhance interview skills through mock interviews, and create/polish resumes through resume clinics
- Generated two graduate school internships by developing five new company recruiting contacts through employer outreach
- Noticeably increased subscribership in biweekly department newsletter by writing new editorial column

Big Financial Services Co., Boston, MA

Recruiting Consultant, Wealth Management

2012 - 2014

- Recruited 120+ candidates yearly (exempt and non-exempt), managing 30–45 concurrent requisitions
- Significantly increased quality and size of applicant pool by strengthening sourcing and recruiting activities including analyzing and streamlining vendor list, invigorating employee referral program, developing contacts in employment agencies and placement offices, participating in college recruiting events and career fairs
- Insured efficient, cost-effective recruiting efforts by adding three new high-value vendors and removing two low performers
- Strengthened sourcing and recruiting activities
- Increased number of good fit hires by building strong relationships with hiring managers and executive management; learned team culture and dynamics to identify and source appropriate hires
- Assisted in meeting company diversity recruitment goals by coaching hiring managers in strategic recruiting practices, fair treatment, and diversity development practices
- Significantly increased team value to the organization; was promoted from contractor to permanent employee after three months

Monolith Bank & Trust, Boston, MA

Employment Specialist (Independent Contractor)

January - August 2012

- Significantly increased the caliber of candidates sourced, screened, and hired for a wide variety of departments
- Enabled organization's rapid growth by hiring 12 top performers, including three senior managers, in five months
- Earned company award for hiring the most people (five) in one week
- Exceeded department sourcing, interviewing, and hiring goals; original two month contract extended to eight months

Global Financial Services Co., Boston, MA

Multiple Positions

1991 - 2012

Recruiting Manager (2009 - 2012)

- Set records for both recruitment and retention by building a highly effective HR recruiting program
- Successfully introduced US and corporate culture to high potential employees around the world
- Successfully recruited 50+ experienced candidates in six months, setting new records for recruiting speed and effectiveness
- Achieved the best retention record in the company by creating and executing individualized career development plans in tandem with management team, implemented follow-up, training, and mentoring programs to ensure progress
- Developed Global Development Program (GDP), recognized as one of the best in the country, to assist in the achievement of strategic corporate initiative to integrate worldwide business talent by profiling and approving international candidates for high-level US rotational assignments
- Developed formal coaching/mentoring programs to facilitate each candidate's professional and cultural transition
- Company named Fortune's 8th Best Company to Work For by collaborating closely with national leader of the Advancement and Retention of Women Program; a key factor to achieving award
- Enhanced internal referral program by creating an experienced hire database
- Facilitated new hire fit into corporate culture by developing and delivering biweekly new-hire orientation communiqué

Assignment Director (2006 - 2009)

- Stemmed talent drain by instituting an effective career development program for 200-member audit staff
- Improved retention by 25% by serving as liaison between audit staff and management with a focus on employee relations and staff retention
- Increased department effectiveness by developing programs to build staff knowledge and experience while balancing Department and client needs
- Created a platform to identify and discuss issues proactively by conceiving, launching, and leading Scheduling Advisory Committee
- Facilitated smooth staff integration after major merger and an acquisition by leading corporate cultural-change initiatives and educational programs that improved employee relations during challenging periods

Scheduling Manager (2003 - 2006)

Audit Assignment Coordinator (1991 - 2003)

EDUCATION

Ecole Technique Supérieure De L'état, Brussels, Belgium

Bachelor of Arts (equivalent), Major: French

TECHNICAL SKILLS

Proficient in MS Word, Excel, and PowerPoint; Internet applications; proprietary business and HR applications

Heather Fairfield, PMP®

617-555-1212

heatherfairfield@yahoo.com

Summary: IT Project Manager for companies providing financial services to investors ▪ in depth knowledge of Software Development Life Cycle, Project Management best practices, Enterprise Content Management Systems, Client and Vendor Management ▪ success leading projects in platform and software implementations and historical report conversions

Core Competencies:

- Project Management
- Software Development Life Cycle
- Platform Migrations
- Business Needs Alignment
- Client Relationship Management
- Technical Vendor Management

Specialized Knowledge:

- PMP best practices
- Enterprise Content Management Systems
- PMO Implementation
- Technical Training
- SLA Measurement & Reporting
- Platform implementations/upgrades
- Project lifecycle processes
- Global resource management
- Historical report conversions

STATE STREET CORPORATION, Boston, MA

2012 - 2015

(Acquired Investors Bank & Trust in July '13)

Project Manager (Vice President - Investment Manager Solutions IT Department)

Overhauled a \$20 million per year Global IMS Demand Management process which increased operating efficiency by 38%. Deployed an automated model for distribution of project approvals and tracking information using SharePoint.

- Project Manager of the Business Technology PMO who was responsible for providing oversight and implementation management of programs and projects related to the business technology efforts within the IMS group.
 - Put into practice a customizable framework on SharePoint within which the group selected, controlled, and evaluated its projects by using statistically comparable data pulled from MS Project, Access, and InfoPath.
 - Project Manager for multiple concurrent small to mid-size projects. Prioritized and allocated available resources. Managed a Master Project List of over 350 IMS requests and projects.
 - Produced status reports and issues lists to reflect the current state of projects, deliverable timelines, and cost estimates. Prepared a variety of periodic and ad hoc reports for management, clients and business groups.
 - Led process improvement sessions with the PMO, functional managers, and external stakeholders.
 - Coordinated vendor management activities to support business requirements. Continuously reviewed the technology budget to achieve additional sources of funds for projects.
- Managed the IMS Triage Process – daily, ongoing review of client and business-reported IT issues.
 - Defined best practices and established a process which met corporate accountability, reporting requirements, and data integrity.
 - Conducted weekly, monthly, and quarterly performance and strategy reviews.
 - Increased operating efficiency by deploying an automated model for distribution of issues to appropriate development teams.

Project Manager/Vendor Relationship Manager (Director - Enterprise Architecture and Development)

Completed a three million historical report conversion project in 2/3 the projected time which led to a potential reduction in operation cost in 2015 of \$450,000. Led projects which improved SLAs, increased functionality and BCP capabilities.

- Project Manager for several large scale software implementation projects which used Agile and Scrum development practices. Provided an Enterprise Content Management solution and migrated millions of historical reports from one platform (FileNet) to another (Documentum and CMOD).
- Managed the IT Vendor relationships for EMC (Documentum & Captiva), IBM (FileNet), and ASE.
 - Initiated, planned, executed, monitored/controlled, and closed projects.
 - Specified project goals, strategy, staffing, scheduling, and allocation of available resources.
 - Managed and mitigated project risks, led change control functions, and resolved problems and issues.
 - Produced project plans that reflected Business' and Systems' ability to meet stated goals and milestones.
 - Defined, maintained, and oversaw Vendor SLAs, RFPs, and fees.
 - Conducted performance and project reviews for all project team members and vendors.

OLMSTEAD ASSOCIATES, INC., Needham, MA

2010 - 2012

Consultant/Business Analyst

Client Assignment: Columbia Management Group

Collaborated with the business community and software development groups to create business requirements documents which conveyed, clarified, and improved the stated requirements and solutions.

- *Business Analyst for projects that migrated BACAP institutional accounts from PMIS to the IDS GIM 2000 investment accounting platform and for projects that converted PFPC data loads to custom built or existing DST TIP files.*
 - Collected and analyzed business requirements and documented design specifications. Provided gap analysis of the current and future processes and functionality.
 - Created business requirement documentation (BRDs), functional specifications, unit test plans, testing case plans, and issues logs.
 - Translated business needs into functional specifications to ensure that the business partners' functional requirements were fulfilled and that all systems conform to the specifications.
 - Performed unit testing. Validated all data mappings, data transformation, calculations, and business logic.

INVESTORS BANK & TRUST, Boston, MA

2006 - 2010

Systems Consultant Business Application Support

Created a service level measurement and reporting process that tracked the daily and monthly performance of systems availability, top twelve client service level agreement performance, and business success rates.

- Provided pricing support and problem resolutions for Custody Operations by taking ownership of production issues, providing follow up, and sharing information.
- Systems subject matter expert/vendor relationship contact for pricing and data vendors (FT Interactive Data, Reuters, Bloomberg, Merrill Lynch, and Bear Stearns).
 - Analyzed daily application problems and system related issues for in-house developed and third party purchased software.
 - Documented procedures for daily support procedures and created centralized database for support documentation.
 - Proactively disseminated information to all stakeholders through various communication channels.

INTERACTIVE DATA CORPORATION, Bedford, MA

2001 - 2006

Funds Product Manager & Senior International Pricing Specialist

Enhanced an IT issues database that tracked systems events with an adverse impact on client deliverables. Integrated this data into graphical depictions of our performance in meeting client service level agreements.

- Provided support for an online product for Mutual Fund clients to view security pricing information, evaluations, detailed descriptive data, earnings, shares, volatility, corporate actions, and identifier cross-references. Transitioned clients from a mainframe platform product, FundRun, to a UNIX based product, NextGen Funds.
 - Managed daily production responsibilities for the mutual funds product line.
 - Defined projects that enabled production efficiencies. Communicated production trends and analysis to internal and external customers. Addressed complex and time critical customer issues and concerns.

Technical Skills:

Software: MS Office Suite, MS Project Server, MS Project, InfoPath, SharePoint, Remedy

Content Management Software: EMC's Documentum, EMC's Captiva, IBM's FileNet, IBM's CMOD, ASE Products

Pricing Applications: Reuters, Bloomberg, FT Interactive Data

Certification:

Project Management Professional (PMP®) Certification

Project Management Institute (PMI®), 2013

Education:

Boston College, Carroll Graduate School of Management, Master of Business Administration, 2003

Bentley University, Bachelor of Science in Finance, 2001

Memberships & Affiliations:

PMI Mass Bay Chapter & SIG Women in PM

Planning Committee Member and Volunteer for the Bentley Success Network

Resume Review Checklist

Your resume is an advertisement of your skills and experience focused on a specific job that makes an emotional connection with the reader. It is designed to get you an interview — not a job.

FORMAT

NOTES

Layout	11-12 pt. font Arial/Tahoma/Calibri ½ - 1 inch margins Save as .PDF	_____
Length	1 page if <5 years' experience (2 pages max.)	_____
Format Chronological		_____
Grammar	3 rd person Active verbs Capitalize: Proper Nouns & Titles	_____

CONTACT INFO

Name	Larger font, bold	_____
Address	Optional	_____
Phone	Mobile phone only	_____
Web	Email address and LinkedIn URL	_____

SUMMARY

Content	Branding Statement (Not Objective)	_____
	Enable employer to see you as qualified	_____
	Convey value you bring to the job	_____
	Describe job you are seeking	_____
	Maximum impact areas/industries	_____
	Disclose possible "red flags" positively	_____
	Add "Tipping Points"	_____

EXPERIENCE

NOTES

Time Span	Not more than 10 years	_____
Heading	Company, City, State, Position Title, Years of Employment (not months)	_____
Optional	Company Profile/Position Summary	_____
Focus	Needs of prospective employer	_____
Descriptions	Mapped to job description & summary	_____
Results	How you made a difference Quantifiable/Measurable	_____

EDUCATION

Location	Top/bottom depending on relevancy	_____
Degrees	Highest degree first	_____
GPA	Recent grads only and >3.0	_____
Credentials	Certifications, Licenses, Prof. Designations (<i>could also be in contact info or summary</i>)	_____

TECHNOLOGY

Location	In summary, job description, or separate section depending on relevancy	_____
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ACTIVITIES

Interests	If relevant	_____
Leadership & Community Service	Organization, position, years and achievements (if relevant)	_____

REFERENCES	Not necessary
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COVER LETTERS

Cover Letters

Introduction

A great cover letter can differentiate you from other candidates. It presents your education, skills, and experience in a different way than your resume, and allows you to focus more precisely on the needs of the employer. Even if the cover letter is not required, it's generally a good idea to provide one. A well-written cover letter will:

- Create a positive first impression
- Convince the reader to read your resume
- Demonstrate how you fulfill the company's needs
- Showcase your accomplishments in a way that is relevant to the position
- Showcase additional accomplishments that are not on your resume
- Demonstrate your work ethic and commitment to going above and beyond (especially if the cover letter is not required)
- Explain any gaps in employment

A prospective employer will review your cover letter (and resume) with one question in mind: "what can you do for me?" The most important thing to keep in mind when writing a cover letter is to keep it focused on the employer (and the position) instead of on you. The second most important thing to keep in mind is that people are busy, and there are many applicants for each position. Keeping your cover letter targeted and concise will make you stand out.

Most cover letters are submitted electronically, usually as an attachment along with your resume. They may be read on-screen or printed; choose standard fonts and clean formatting that will be effective on both platforms. Be sure to create your cover letter with both spell-check and grammar-check turned on.

Helpful Tips

- Identify your audience and target your letter by imagining yourself in the prospective employer's position
- Keep it short and to the point by eliminating all unnecessary details
- Write in active voice
- Read the cover letter at least three times, then put it aside and reread once more
- Have others read your letter to edit and proofread

Try to answer the question the employers will be asking themselves as they read your letter: "Why should I hire this person? What value can this person add to our company?"

Personalize your cover letter with Dear Mr. or Ms. X (last name). Utilize LinkedIn, the company website, and any other tools and connections possible to get the name of the hiring manager. Always research whether the person is male or female. Never assume someone's gender based on his or her first name. (For example, Randy and Sandy are names that can be used by both males and females). If you are unsure, call the company's main number and ask.

Use the generic "Dear Hiring Manager" or "Dear Recruiter" only as an absolute last resort. Your resourcefulness in tracking down the name of the hiring manager is an example of taking the extra step and will differentiate you.

Some people create one cover letter and use it for everything. Generic cover letters don't make a very good impression – in fact they may give the impression that the writer couldn't be bothered to do a little research and spend some time writing a more focused letter. It is far more effective to write a targeted cover letter.

Be sure to save your cover letter with the name of the company and the date so that you can quickly find it when you are called in for an interview!

Additional Resources

Quint Careers Website:

<http://www.quintcareers.com/covres.html>

http://www.quintcareers.com/cover_letter_tutorial.html

Two-Column Cover Letter Article:

<https://www.bentley.edu/files/2019/03/07/Two-Column%20Cover%20Letter%20Article.pdf>

Template for a Traditional Cover Letter

Your Name
City, State Zip Code

Date

Mr. or Ms. Name of Recruiter
Recruiter's Title
Company or Organization
Street Address
City, State and Zip Code

Dear _____:

Paragraph One: Opening and Introduction (i.e., why you are interested in them.) Who you are, why you are writing and how you learned of the open position.

- If someone referred you to the company and the person WILL speak highly of you, then don't hesitate to mention their name. Be sure to get prior approval when using someone's name in the cover letter.
- Convey enthusiasm and eagerness to work for the company.
- Include a "grabber" statement. Research the company and find something very compelling to say about why you want to work for them. Avoid very "general" statements such as "I would like to work for an industry leader."
- Summarize in ONE sentence the value you can add to the company.
- Use the job description as a guideline and make the MATCH between what the buyer wants and what you, the seller, have to offer.

Paragraph Two: Prove you are the best person for the job (i.e., why they should be interested in you.)

- Give evidence of your skills and accomplishments.
- Provide several accomplishments with astounding detail.
- Showcase different accomplishments than those on your resume.
- Demonstrate knowledge about the company and the issues they are facing. The organization is looking for you to do the matching work for them. If you can understand their needs and communicate your ability to solve their problems you will be more likely to get an interview.

Paragraph Three: Closing Paragraph and Next Steps

Restate your eagerness about working for the company.
Request an interview. (optional)

Thank the reader for their time and attention.

Sincerely,

(Two spaces)

Your Name (Typed)

cc: Name (if you were referred by someone)

Att: resume (if applicable)

Sample Traditional Cover Letter

Ms. Susan Holmes

200 Lexington St. • Waltham, MA 02154 • 781-891-2000 • sholmes@bentley.edu

Date

Mr. John Smith
Vice President of Corporate Marketing
XYZ Software Inc.
285 Appletree Way
Boston, MA 02215

Dear Mr. Smith:

Mr. Steve Johnson suggested I write to you regarding my interest in the Marketing Manager position posted on your company website. Forrester Research ranked XYZ Software as the market leader for web-based learning, and I am eager to work for a company on the leading edge of Internet software development. I am currently a second-year MBA student at the Graduate School of Business at Bentley University. After attending your company information session, I am confident I can make an immediate contribution to XYZ Software by applying marketing skills that I have developed during my previous work as well as my academic studies.

As Marketing Manager at eLearning Magazine, I helped the company develop and implement marketing programs to compete effectively in a crowded marketplace. Using qualitative and quantitative market research, I analyzed the firm's strategic position and recommended market and partner opportunities to strengthen its competitive advantage. Several of these partner agreements have led to increased sales opportunities and revenues for eLearning Magazine. I also developed targeted PR campaigns, which greatly enhanced eLearning's image in the magazine and trade show market.

Prior to my experience at eLearning Magazine, I managed lead generation programs for ABC Software in Boston, which resulted in a 25% increase in total leads generated over a one-year period and an increase in direct sales revenues of \$1.5M.

I am eager to continue my career in the web-based learning marketplace and bring my marketing and communications experience to XYZ Software. I welcome the opportunity to learn more about your needs and provide you with additional details regarding my background and how I can contribute to your organization. I am available for an interview at your convenience. Thank you in advance for your time and consideration.

Sincerely,
Susan Holmes

cc: Steve Johnson, Director, Marketing Communications, XYZ Software, Inc.
Att: resume

Introduction – T-Style Cover Letter

A two-column cover letter, while not written in a traditional format, can still be very effective. The two columns make it easy for the recruiter to see that you are the perfect match for the position.

First paragraph:

- The title of the position for which you are applying
- How you learned about the job
- Why you want to work for the company—a “grabber statement”
- The name of someone you know in the company if applicable

Second paragraph:

- Present your qualifications for the job formatted in two columns “Your Needs and “My Qualifications”
- Under the first column list three or four skills or qualifications the company is seeking (based on the job description)
- In the second column describe how your education/experience match the organization's needs.

Third paragraph:

- Reiterate your interest in the position
- Convey your availability for an interview
- Your plan to follow up with them
- Thank them

This format makes it very easy for the recruiter to see that you are the perfect match for the position. This template also allows you to see for yourself if you are a good fit for the job. After all, if you can't complete the second column (because you don't have what the company wants/needs) you may well be wasting your time applying for this job and may want to focus your efforts on positions for which you are a better match.

Sample T-Style Cover Letter

Ms. Susan Holmes

510 Forest Street
North Andover, MA 01451

781-891-2000
sholmes@gmail.com

Ms. Nancy Bigwig
Corporate Recruiter
Sigma 11
414 Main Street
Waltham, MA 02452

January 30, 2016

Dear Ms. Bigwig:

I was very excited yesterday to find, on LinkedIn, the posting for the Managed Services Project Manager – IT Implementations position with Sigma 11 in Waltham. I was speaking with Tom Johnson about it, and he offered to forward this letter and my resume to you. I worked with Tom at my current position for a couple of years. I both admire him as a professional and consider him a good friend.

What excited me about the opportunity is the description of the job, which I think perfectly matches my background, and your recent acquisition by XYZ Software. I suspect that your team is energized by the deal and the potential for growth. I'd like to contribute to that growth and energy. Here are just a few skills and areas of experience that make me a good fit for the job.

Requirement

- 6 years experience in related fields
- Working knowledge of Project Management Best Practices
- Ability to multi-task between concurrent assignments and to work in a fast pace organization
- Ability to develop strong professional relationships and to influence peers, managers and other teams

Skill/Experience

- 7+ years experience managing IT projects
- SkillPath Fundamentals of PM, ITIL v3 Certified, SAS70
- Manage up to 20 concurrent clients in an environment that requires rapid revenue recognition
- Average client tenure: 5 years; all current clients referenceable; 98+% client retention; effective management of non-reports on internal teams; strong influence on C-level

I'm attaching my resume along with this letter in my email to Tom. He expects to deliver them to you on Monday, January 5. May I follow-up with you by email on Wednesday to see if you received them and what the next steps might be? I very much appreciate your time and attention.

Sincerely,

Susan Holmes
cc: Tom Johnson

Cover Letter Checklist

A great cover letter can differentiate you from other candidates. It presents your education, skills, and experience in a different way than your resume, and allows you to focus more precisely on the needs of the employer.

FORMAT

NOTES

Layout	11-12 pt. font Arial/Tahoma/Calibri $\frac{3}{4}$ - 1 inch margins Save as .PDF - unformatted .txt file Block style format aligned on the left margin	
Length	1 page 3 paragraphs	
Grammar	1st person – don't overuse the word 'I' Active verbs Capitalize: Proper Nouns & Titles	
Heading (return address) or Letterhead	Name Mailing Address (optional) City, State Zip Code	
Date	Month (spelled out) and year	
Recipient Information	Name Position Company Address and Zip Code	
Greeting/Salutation	Dear Mr/Mrs person's last name Dear Recruiting Director or Dear Marketing Director followed by a colon	

Opening and Introduction Paragraph

Who you are – your status statement

Position you are applying for

How you learned about position

Grabber Statement

Why do you want to work for the company

Use unique information pertaining
to the company

Name of person who referred you _____

Descriptive Paragraph

Tailored to job posting

Identify what the employer is looking
for (skills, experience)

Use of KEY TERMS from posting

Confidently state how your skills
and experience would meet their needs

Give a TASTE, not regurgitation, of resume _____

Conclusion Paragraph

Reiterate interest in the position

Convey availability for interviews

Plan to follow-up with them, indicate
date/time

Thank them _____

Close

Sincerely, Sincerely yours, Yours truly
followed by a comma

Signature

First and Last Name

CC:

Name and position of anyone you
reference in the letter

Attachment(s)

Use if you are attaching your resume or
any other document references
in your letter

References

Not necessary in cover letter
