



Facilitating management
development for the health
services in Ireland

Guidelines on preparing a CV

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CV preparation

Why do you need a CV?

A CV is often the first and only information a prospective employer will receive about you so its importance should never be underestimated. Prospective employers want to see a document that demonstrates how you could meet their needs by displaying your talents and achievements clearly and positively. Job search is a marketing exercise where you are both the product and the salesman. The CV is your prime marketing tool - its aim is to create the interest that ensures that the person recruiting calls you in for an interview. To do this it must set you apart from your competitors by:

- summarising your qualifications and experience
- highlighting how your skills and achievements benefited your previous employer
- projecting your personality as much as possible
- showing what problems you solved, rather than “I am good at ...”

It should not be a complete autobiography, but simply give enough information to let the person recruiting see how well you match their requirements.

The person in an organisation who will make the final decision to employ you will rarely be the first to see your CV. There will normally be a filter process generally carried out by human resources staff which ensures that the decision maker(s) are only faced with a shortlist of candidates for interview. Your CV and application letter therefore will generally be reviewed by a professional, practised in the art of checking to see which candidates meet the specification of the job and which are worth short listing for interview. If you observe the guidelines that follow, your CV will make it easier for them to do their job.

All recruiters are looking for a person for a job; not a job for you. Fit your personal selling points to their needs and you'll make it easy for them to decide to see you. If a busy manager, overburdened by daily routines, has to carry out the whole filtering and sifting process as is sometimes the case, it is unlikely to be so thorough. In these cases, it is even more important that your CV highlights your strengths and key experiences.

Sometimes the simplest things in life are the hardest to achieve - the CV is one of them! It requires hard work, a great deal of thought and several drafts to ensure that it says just enough to gain interest. It needs to follow a logical pattern, be succinct, talk in terms of achievements and promote you in as positive a manner as possible - without going over the top!

While many organisations in the Health and Personal Social Services are currently using standard application forms, the guidelines below should still be of assistance to you. If you are applying for a position which requires a completed application form, be sure to do this - you may decide to include your CV in addition but it should not be a substitute for the application form itself! Guidelines on filling in application forms are dealt with on page 25.



Choosing your CV format

There are many ways of presenting information but the most successful CVs are variations around a reverse chronological format of factual steps back through your job history starting with your most recent position.

Reverse chronological

This is the format that tends to be most favoured by human resources staff and line managers and is the easiest and most straight-forward to prepare. This type of CV enables the most recent job to be given prominence and make an immediate impact on the reader. It emphasises the titles of jobs and organisations you have been with, and should be achievement-orientated.

It is most useful:

- when the last employer provides high credibility and is an important selling point for you
- when the next career move is in the same field as previous jobs
- when the career history shows natural and sustained growth and development

It is not so useful:

- when seeking to change career direction
- where changes in employment are frequent
- where work history is intermittent

Four examples of reverse chronological CVs are shown on pages 8 to 15.



Ground rules for all CVs

Whichever format you choose and indeed you may decide to employ more than one type, there are a number of ground rules common to all CVs:

<i>Length and presentation</i>	Try to keep it to two pages and certainly no more than three. Use good quality paper and a clear professional typeface.
<i>Personal Data</i>	Include name, address and, if appropriate, both home and work phone numbers on the front page. Other personal details can be positioned either at the beginning or end of the CV, depending on individual circumstances.
<i>Profile or summary</i>	Only include one if you are certain that it substantially adds to the CV. Clichés and generalisations such as “proactive and people-orientated with extensive experience of managing change” is of questionable added value - in fact, none!
<i>Job titles</i>	State title (which need not be the one given by the organisation) and clarify ambiguities.
<i>Dates of employment</i>	Normally the year is enough, younger people may like to include the month. Any gaps in employment must be explained - otherwise recruiters will assume the worst.
<i>Career history</i>	Try, wherever possible, to substantiate your work experience with specific achievements and their benefits. Highlight your key strengths through carefully chosen examples.
<i>Employer information</i>	State name of employer and, unless very well known, state what they do and size of the organisation.
<i>Date of birth</i>	Put the date, month and year and also consider including your age - it saves the reader time. Employers often state age limits, so if there is a possibility of being screened out at first glance, put date of birth at the end of the CV, together with other personal information.
<i>Education</i>	Highest or most relevant qualification first and with the most detail. Include dates and institutions. Mention all relevant professional examinations passed.
<i>Courses</i>	State no more than five relevant courses you have attended. Name any major or well known institutions or training centres attended.
<i>Languages</i>	Be clear about your level of proficiency - either spoken or written.



<i>Professional memberships</i>	State current memberships, including any posts held. As with courses use your discretion and include only the most interesting and relevant.
<i>Interests</i>	Try to balance intellectual vs physical, and group vs individual pastimes.
<i>Marital status</i>	There are differing views about saying you are single/divorced/separated. You may prefer to leave it out and cover such matters at interview.
<i>Items to avoid</i>	<ul style="list-style-type: none"> Height, weight or state of health Religious or political beliefs Excessive personal details (e.g. children's names) Photographs Over elaborate presentation methods (e.g. binders) Abbreviations or jargon Copies of references or qualifications (unless specifically requested) Last or expected salary Reason for leaving job Over-embellishment, distortion or avoidance of facts

References

When filling out an application form you will generally be asked to provide full contact (name, address, telephone number) details on a minimum of two referees. It is important that you inform referees beforehand and let them know specifically the kind of position (and level) you are seeking.

Never use an individual's name as a referee without first getting their approval and remember to bring them up to date with what you have been doing since you were last in touch.

When submitting a CV for a job application, it is generally accepted practice not to provide full contact details of referees but to state 'References will be provided upon request'. This allows the candidate to have more control over who contacts their referees and when - and therefore not use up their goodwill! It also gives the candidate an opportunity to brief the referee more fully about the position, who will be contacting them, when etc.

Unless specifically asked to provide referee contact details in your CV, it is sufficient to leave these until they are requested.



Common problems with grammar in writing CVs and covering letters

<i>Acronyms</i>	<p>Do not assume that the person reading your CV or letter understands the abbreviation; it is usually safer to spell the word(s) in full.</p> <p>Technical/medical/information technology jargon is annoying to those not familiar with it.</p>
<i>Alternative</i>	<p>This is one of two. 'Options' may be a better word where there are several courses of action.</p>
<i>Apostrophes</i>	<p>Use the 's even when the word ends in s - e.g. my boss's job; St James's Hospital.</p> <p>Do not use apostrophes with plural abbreviations - e.g. TDs, CEOs.</p>
<i>Bullet points</i>	<p>When giving a list, e.g. of achievements or successes, begin each with a lower case letter and end with a semi-colon, except for the last bullet point which ends with a full-stop.</p> <p>Most commended achievements are:</p> <ul style="list-style-type: none"> streamlined existing procedures to reduce patient waiting time by 15 minutes; implemented two new projects which resulted in a cost of savings of 10%.
<i>Capital letters</i>	<p>Use infrequently except for organisations, institutions or proper nouns.</p> <p>Thus: Department of Health and Children St Michael's House</p> <p>Not for: government value added tax</p> <p>(A proper noun is the given name of people or things - e.g. Dublin, Rathmines, Peter, Grafton Street)</p>
<i>Full stops</i>	<p>Use them frequently, particularly in covering letters. Resist the temptation to fill paragraphs with commas and subordinate clauses.</p>



Hyphens

Hyphens are used in the following circumstances:

fractions e.g. two-thirds
 most words beginning with anti and non
 separating identical letters in one word e.g. co-operate
 adjectives created from several words e.g. long-term career ambition.

Numbers

Spell numbers one to ten; from 11 upwards use figures.
 Use m for million (never M - the US M means thousands).
 Avoid K for thousands.

Split infinitives

Don't split infinitives - e.g. to boldly go...

Prepositions

Don't end sentences with a preposition - e.g. hang up your boots NOT
 hang your boots up.

Semi-colons

For pauses longer than a comma and shorter than a full stop.

Spelling

The following words are common misspellings in CVs and covering
 letters. The correct Irish spellings are shown:

address
 adviser
 benefited
 budgeting
 connection
 consensus
 definitely
 dependent (adjective)
 focused
 install
 led (past tense), lead (present tense)
 practice (noun), practise (verb)
 principal (head or adjective), principle (abstract noun)
 programme; (program is computer terminology only)
 supersede.

Unique

Remember that this means 'being the only one of its kind'.
 Therefore, if you are writing about your unique selling proposition, you
 can only have one.



Sample CVs

Look at the following sample CVs before starting to prepare your own.

Note: The following CVs are entirely fictitious and are not intended to represent any individual, institution or organisation. Any such representation is entirely coincidental.



Curriculum Vitae

Mary Kelly,
56 Dublin Road, Arklow, Co. Wicklow.
Home (01) 999999 Work (01) 1234567

Career record

1995 - Current

St. John's Hospital, Bray Road, Arklow, Co. Wicklow.

250 bed general hospital providing acute hospital, community care, and mental health and disability services.

Head Occupational Therapist - Mental Health Services

Reporting to the Chief Executive, key responsibilities are to:

- manage occupational therapy services and undertake agreed clinical caseload;
- plan, organise and co-ordinate the overall development of the occupational therapy service in conjunction with other health professionals to ensure a holistic approach;
- provide for the recruitment, training, supervision and appraisal of all occupational therapists (four in total), including the supervision of undergraduate research;
- submit and manage the occupational therapy budgets;
- implement quality assurance programmes and audits and ensure optimum standards of practice are maintained;
- ensure all occupational therapy administration and patient records are current and well maintained.

Achievements included:

- undertaking a significantly increased clinical case load without a corresponding increase in staffing when the Mental Health Services division increased its bed capacity from 50 to 75 in 1995;
- expanding the range of occupational therapy services available to patients by introducing two major new programmes;
- reducing staff turnover from 25% in 1994 to 10% in 1998.

1992 - 1995

El Aram Hospital, Baghdad, Iraq.

A state of the art 500 bed hospital providing a full range of acute hospital services.

Senior Occupational Therapist

Reporting to the Head Occupational Therapist, responsibilities were to:

- provide a range of occupational therapy services to orthopaedic patients;
- undertake an agreed clinical caseload;
- liaise closely with other medical professionals in addressing patient needs;
- oversee and maintain all occupational therapy equipment used in the hospital;
- provide support and in-service training to junior staff;
- attend clinics, division meetings and ward rounds if necessary.



Achievements included:

- participating in a review of all key patient services through sitting on a cross hospital committee as the occupational therapy representative and contributing to a report to the senior management;
- devising a new in-service training programme for student placements and junior staff.

1987 - 1992

St Margaret's Hospital, Dublin Road, Carlow

150 bed mental health, community care and maternity hospital

Junior Occupational Therapist

Reporting to the Head Occupational Therapist, responsibilities were to:

- assist two senior occupational therapists in undertaking their case loads;
- undertake an initial assessment of all new patients and assist senior staff in drawing up individual programmes;
- oversee and update all patient files and occupational therapy administration.

Achievements included:

- completing and presenting a piece of research entitled 'Current Best Practice in Occupational Therapy Services in the Mental Health Sector' .

Education & qualifications

University College Dublin - Bachelor of Science (Occupational Therapy) 2.1 honours 1986

Trinity College Dublin - Postgraduate Diploma in Occupational Therapy 1987

Both courses consisted of six month student placements in St Mary's and St Paul's Hospitals respectively

Training courses & conferences attended

One day training course in St Vincent's Hospital, Dublin 4 on 'Best Practice in Occupational Therapy' September 1997

Delivered research paper at UCD Occupational Therapist Case Study Conference March 1996

Five day workshop in St James's Hospital, Dublin 2 on 'Developments in the Provision of Occupational Therapy Services' October 1995

Two day training course in the Institute of Public Administration on 'Managing and Supervising Staff' June 1994

Personal

Date of Birth: 6th June 1964

Married: One child

Mobility: Full clean driving licence and car owner

Interests: Computers, photography, badminton and antiques

References: Will be provided upon request



Curriculum Vitae

Carol McDonagh
14a Glenfield Court
Kinsale Road
Cork
Home 021 552 437 Work 021 331 465

Work history

1995 - Current

Regional Health Board, Limerick Road, Cork.

Main health board in the southern region responsible for the administration and provision of health services in Cork, Kerry and Tipperary; 550 staff.

Senior Human Resources Officer

Responsible to the Head of Human Resources for major aspects of HR work.

Principal responsibilities were to:

- establish coherent induction, training and development programmes;
- develop sound HR policies and practices;
- manage the recruitment and selection process;
- facilitate good staff relations;
- prepare annual manpower and succession plans;
- manage four clerical staff.

Achievements included:

- completed a training needs analysis exercise across all management grades and subsequently devised a management development programme;
- established new HR policies and practices for performance appraisal;
- led a major recruitment effort at all levels from graduate trainee to functional head which resulted in the recruitment of 30 new staff.

1989 - 1995

St Clare's Maternity Hospital, Navan Road, Trim, Co. Meath.

120 bed hospital providing a full range of maternity and gynaecological services; 300 medical, nursing and clerical staff.

Personnel Officer

Responsible to the Head of Personnel for:

- staff induction, training and development;
- recruitment and selection;
- industrial relations;
- personnel policies and procedures;
- personnel administration.



Achievements included:

- contributed to a significant improvement in harmonious industrial relations through weekly attendance at trade union meetings;
- reviewed recruitment and selection procedures and introduced 'criteria/competency' based interviewing;
- project managed the installation of a new computerised personnel database;
- published Staff Handbook with new policies for Conditions of Employment and Health & Safety.

1982 - 1989

International Computer Manufacturing Ltd

A US multinational computer company; 1140 Irish employees.

1986 - 1989

Manager of Administration Training

Responsible for design and delivery of technical and managerial training to the Administration Division. With a department of ten trainers, achieved:

- a major review of training needs for the division;
- implementation of a new series of training events;
- a division-wide programme to address new products and systems.

1984 - 1986

Management Development Officer

Responsible for the design and delivery of management development programmes and assessment centres for the selection of new managers.

Achievements included:

- significantly amended assessment centre design;
- created and delivered several new manager training programmes;
- implemented follow-up training for new managers.

1982 - 1984

Junior Personnel Officer

Accountable to the Personnel Manager of the A&G Division with responsibility for:

- compensation analysis and planning;
- performance appraisal programmes.

Education

University College Galway - BA (Hons) English & French 1982

Professional

Fellow of the Institute of Personnel and Development (IPD)

Date of Birth

12 February 1962

Interests

Photography, genealogy and cycling.

References

Provided upon request



Curriculum Vitae

Jean Doyle, 22 Park View, Galway.

Tel: 091 523511 (Home) 091 511711 (Work)

Career record

St. Brendan's Hospital, Mayo Road, Galway.

Ward Sister

July 1990 - current

Reporting to the Director of Nursing, is responsible for the day to day running and management of a twelve bed surgical ward, the provision of a high standard of patient care, and the supervision of nursing staff.

Duties & Responsibilities:

- Ensure that patients are fully cared for and that treatments prescribed by medical staff are carried out;
- Assess and monitor patient needs on an on-going basis;
- Recruit, train and supervise the ward team and student nurses to ensure a high quality standard of healthcare;
- Draft budget estimates and monitor expenditure on the ward;
- Liaise closely with other medical and professional staff and attend hospital management meetings;
- Provide statistical and management information for reports on the ward;
- Act as Acting Director of Nursing when required.

Staff Nurse

September 1982 - June 1990

Reporting to the Ward Sister, is responsible for the provision of nursing care to meet the needs of patients in accordance with treatments prescribed by the medical team.

Duties & Responsibilities:

- Provide nursing and therapeutic care in accordance with nurse management's instructions, and nursing procedures and standards;
- Liaise with other hospital departments in the provision of patient care and services;
- Ensure that all equipment and supplies are clean, sterile and well maintained;
- Take care of new patient admissions to the ward, including completing all relevant documentation;
- Monitor all visitors to the ward and liaise with opposite shift staff at changeover times.

Student Nurse

January 1979 - September 1982

Reporting to the Ward Sister and Staff Nurses, was responsible for assisting in the provision of a high standard of care to patients while undergoing training.



Early career

September 1976 - December 1978

My earlier career was spent working in a variety of office and administrative roles before commencing a career in nursing.

Professional qualifications & training

Diploma in Bereavement Counselling, UCG, 1996

Ward Management Workshop, St Brendan's Hospital, 1995

Diploma in Managing and Supervising Staff, Institute of Public Administration, 1991

Finance for Non Finance Staff, Irish Management Institute, 1990

Coronary Care Course, Irish Heart Foundation, 1987

Wound Management Seminar, St Vincent's Hospital, 1986

Patient Lifting and Handling Study Days

Registered General Nurse, St Brendan's Hospital, 1982

Other information

Committee Member, Irish Nurses Organisation, 1995

Part time Bereavement Counsellor, Private Practice

Appointed Trainer in Bereavement Counselling

Personal details

Date of Birth 5 November 1958

Marital Status Married with two children

Education Leaving Certificate; St Anne's Girl's School, Galway

Interests Golf, Badminton and reading

Referees

Mrs Carmel Owens
Director of Nursing
St Brendan's Hospital
Galway
Tel 091 541213

Ms Mary Murphy
Matron
St Finbarr's Hospital
Cork
Tel 021 212326



Curriculum Vitae

Stephen O'Brien,

21 Farmstead Avenue
Rathmines
Dublin 6

Home: 01 977 2934
Office: 01 236 3782

Profile

A finance professional with extensive experience in the health service and with substantial hospital budgeting experience. PC literate with a logical and systematic approach to his work, now seeking to expand his responsibilities to include a senior financial management role.

Career history

1993 - Current The Eye & Ear Hospital, Airport Road Dublin 10.

200 bed hospital employing 420 staff and with an annual operating budget of £30 million

1995 - Current Grade VI - Finance Section

Reporting to the Head of Finance responsibilities include preparation of monthly management accounts, assisting with annual budgeting and forecasting, undertaking capital expenditure appraisal, contributing to the development of accounting policies and procedures, supervising hospital payroll, managing three junior clerical staff, and undertaking ad hoc finance projects.

Achievements

- enhanced format of monthly management accounts and accompanying analysis;
- installed PC based budgeting and forecasting system;
- devised PC based overhead cost control system;
- revised capital expenditure control system for all departments;
- increased financial awareness at line manager level through regular presentations.

1993 - 1995 Grade V - Finance Section

Reporting to the Head of Finance responsibilities included assisting with preparation of monthly management accounts, ensuring accuracy of general ledger information, reporting on equipment/supplies cost and control, liaising with internal auditors, running monthly payroll, and supervising one clerical officer.

Achievements

- contributed to a reduction of equipment/supplies costs through identifying waste and obsolete stock;
- researched potential financial accounting software packages and presented findings;
- ensured smooth and problem free audits for two successive years.



1990 - 1993 Limerick Health Board, Strand Road, Limerick.

South Western Health Board responsible for the administration and provision of health services in Limerick, Clare and Kerry; 900 staff.

1991 - 1993 Grade IV - Accounts Department

Reporting to the Section Head, responsibilities included the maintenance and continual updating of all ledgers. Completed monthly accruals, staff payroll returns, pension revisions, bank reconciliations, updated the fixed asset registrar, assisted in the preparation of annual estimates, and compiled statistical returns for the Department.

Achievements

- collated information from line managers for annual estimates two weeks before deadline for both years;
- reviewed and updated the fixed asset register after a two year lapse;

1990 - 1991 Grade III - Accounts Department

Responsibilities included assisting with payroll, registering and passing invoices, chasing debtors, and posting movements to the general ledgers.

Achievements

- Devised new spreadsheets and reports to analyse the payment of mileage and subsistence for 900 staff.

1989 - 1990

After graduating from Tralee RTC in 1989, I spent a year travelling and touring around South-East Asia and Australia, before returning home in 1990 to join the Limerick Health Board.

Qualifications and education

Advanced Management Programme, Trinity College, 1997

Chartered Institute of Management Accountants, 1994

Diploma in Business Studies, Tralee Regional Technical College, 1989

Computer literacy

Microsoft Word, Excel and PowerPoint, Lotus, SUN Accounts, Sybase, and Take 5 software.

Personal

Date of Birth: 1 Oct 1968

Status: Single

Interests: Gaelic football, scuba diving, travelling



Preparing your CV

Using the following CV organiser, record your personal information, career history, responsibilities and achievements. For each job ask the questions “As a result of my input, what improvements resulted?” and “What did I do to solve problems, improve situations and thus make a contribution to the success of the organisation?” Then review what you have written and delete anything repetitive, unnecessary or superfluous. Be ruthless, refine the information, avoid jargon and check for clarity, pertinence and accuracy.

After you have completed the editing process, arrange your achievements in order of importance to the type of position you are seeking, and concentrate on illustrating your key strengths. Once it has been typed, look carefully at the layout as well as the content, First impressions are very important:

- is it pleasing to the eye?
- is there enough white space?
- does it look clear and professional?
- check the content; does it highlight key strengths?
- is it a true representation of who you are, what you have done and how well you performed in each function?
- does it sound like someone you would like to employ?

You will notice that the CV organiser is significantly longer (6 pages) than the recommended length for your CV (2/3 pages). There is a very good reason for this! As with writing any document you should start by recording as much information as possible. Through continual reviewing, refining and editing you should end up with a concise document detailing the most relevant of the information, which should be no more than three pages long.

Check it out with friends and relatives. When you are happy with the final product, double check it for spelling and grammatical errors - it is amazing how easily they slip in. Always review your CV in the light of each and every application - it may be that a different or more focused version is required depending on the position you are applying for. Remember the CV and its accompanying cover letter may only have seconds rather than minutes to grab attention in the first screening.



Cover letters

You should always include a cover letter to accompany your CV - never send your CV without an accompanying note referring to the position you are applying for. The cover letter also presents a good opportunity for you to highlight key skills and achievements that are particularly relevant to the position. Always address your letter to a named person, quote the job reference and source of advertisement (if advertised) and be brief and to the point - aim to keep the cover letter to a maximum of one page. Most advertised vacancies are quite specific about how they want you to apply i.e. by letter, by phone, sending a CV, completing an application form etc. But sure to comply with the recruiter's wishes. Applying in a different way normally only irritates. But a cover letter should always be included. Only forward your application by electronic mail if this is stated as an option.



CV organiser

Use this form to capture all the information needed to prepare your CV.

Personal details

Name:	<hr/>
Address:	<hr/>
Home No:	<hr/>
Work No:	<hr/>
E-Mail:	<hr/>
Date of Birth:	<hr/>
Age:	<hr/>
Marital Status:	<hr/>
No. of Children:	<hr/>
Languages:	<hr/>
Degree of Fluency:	<hr/>

Education and qualifications

Start with highest qualification gained, list educational institution, grade attained and calendar year. Work backwards.

<hr/>
<hr/>
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Professional and technical training

List all significant training courses taken, giving institution, course name and year.

Professional affiliations

List any professional/committee memberships (past and present) you have. Give title (if any) of position you held, and year.

Personal interests

List here hobbies, sports, voluntary work, etc.



Work history

Start with the most recent:

Organisation:	_____
Department/Division:	_____
Dates you were employed:	_____
Description of organisation size, sector, services, etc.:	_____ _____ _____ _____
Job title:	_____
To whom reported:	_____
Staff responsibilities (if any):	_____

Main responsibilities:	_____ _____ _____ _____ _____ _____
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Quantifiable results if possible (i.e. Saved £..., Increased...by ...%, Set up new... Implemented..., Planned..., Administered..., Developed..., Improved... etc.)

List main achievements:	_____ _____ _____ _____ _____
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Work history continued

Repeat this process on the following pages for all jobs held. Do not omit anything. The material can be refined later.

Organisation:	
Department/Division:	
Dates you were employed:	
Description of organisation size, sector, services, etc.:	
Job title:	
To whom reported:	
Staff responsibilities (if any):	

Main responsibilities:	

Quantifiable results if possible (i.e. Saved £..., Increased...by ...%, Set up new... Implemented..., Planned..., Administered..., Developed..., Improved... etc.)

List main achievements:	



Work history continued

Organisation:	
Department/Division:	
Dates you were employed:	
Description of organisation size, sector, services, etc.:	
Job title:	
To whom reported:	
Staff responsibilities (if any):	

Main responsibilities:	

Quantifiable results if possible (i.e. Saved £..., Increased...by ...%, Set up new... Implemented..., Planned..., Administered..., Developed..., Improved... etc.)

List main achievements:	



Work history continued

Organisation:	
Department/Division:	
Dates you were employed:	
Description of organisation size, sector, services, etc.:	
Job title:	
To whom reported:	
Staff responsibilities (if any):	

Main responsibilities:	

Quantifiable results if possible (i.e. Saved £..., Increased...by ...%, Set up new... Implemented..., Planned..., Administered..., Developed..., Improved... etc.)

List main achievements:	



Suggested action verbs for use in preparing your CV

Although these action verbs have been arranged in alphabetical sections, they are not in any order of importance within these sections, nor is the list exhaustive!

Analysed	Established	Judged	Reorganised
Arranged	Expanded	Juggled	Renovated
Administered	Encouraged		Reported
Accomplished	Eliminated	Launched	Renegotiated
Activated	Expediated	Learned	Repaired
Adjusted	Explained	Led	Reviewed
Assisted	Evaluated	Listened	Reduced
Applied	Enlisted		Recognised
Authorised	Exceeded	Managed	Released
Approved	Empowered	Monitored	Rendered (services)
	Edited	Maintained	Reconciled
Budgeted		Moulded	
Built	Forecasted	Motivated	Secured
	Followed-up	Memorised	Succeeded
Calculated	Followed-through	Mechanised	Sold
Counselling	Finalised	Mediated	Scheduled
Conceived	Foresaw	Merged	Summarised
Compiled			
	Fostered (relationships)		Set up
Catalogued	Facilitated	Negotiated	Supervised
Consolidated	Formulated		Synthesised
Coached		Organised	Simplified
Communicated	Gained	Observed	Selected
Computed	Generated	Oversaw	Saved
Co-ordinated	Guided	Operated	Sorted
Controlled	Guarded		Strengthened
Conducted		Planned	Stimulated
Constructed	Hired	Persuaded	Solved
Consulted	Helped	Participated	
Classified	Headed	Performed	Taught
Compared		Perceived	Trained
Composed	Introduced	Proposed	Tended
Completed	Implemented	Programmed	Translated
	Improved	Presided	Transformed
Designed	Instituted	Projected	Transferred
Developed	Increased	Problem-solved	
Directed	Invented	Prepared	Uncovered
Delegated	Investigated	Produced	Utilised
Demonstrated	Indexed		
Defined	Interpreted	Questioned	Verified
Decided	Informed		Viewed
Dealt with	Influenced	Recommended	
Debated	Inspected	Researched	Won
Diagnosed	Instructed	Revised	Wrote
Delivered	Installed	Rectified	



Application forms

The following are guidelines when filling out application forms:

- always photocopy the form first and practice filling it out
- decide on whether you are going to hand write or type
- only hand write if you have neat clear handwriting
- follow precisely the instructions on how to complete the form
- complete all sections and leave no blanks, unless they do not apply to you in which case write 'not applicable'
- when filling out sections on education, qualifications or employment history, always list in chronological order, starting with the most recent
- enclose a cover letter to accompany your application form
- consider enclosing a CV in addition to the application form but never as a substitute for the application form itself
- always abide by the closing date
- when fully completed, always take a copy of the form for your records and as a reference if called for interview
- finally, if in doubt about how to complete any aspect of the form, contact the human resources department to clarify before proceeding

