



# Crafting a Good Resume and Cover Letter

6th April 2023

# Agenda



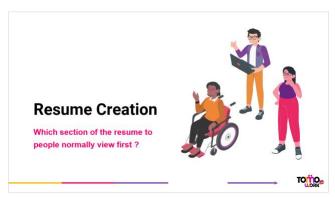




a. About the Speaker

b. Career Strategy & Planning

d. KSAEE



d. Resume Crafting



e. Online Tools for Resume Al Checker



f. Cover Letter



# **About the Speaker**

Woei Luen brings with him 12 years of experience working in various leadership positions, allowing him to hone his business acumen in different functions; strategy development & implementation, project management (Agile), operations, digital marketing, and talent management

He possesses a strategic mindset that allows him to formulate and implement strategies. He also has a proven track record in helping organization slingshot forward even in a very challenging environment. He is an effective leader that builds high performance team, and a good collaborator that can foster long-term partnership and work well in a matrix organization.

He has been volunteering in the community since 2003, holding leadership positions at various grassroots committees. He spearheaded various causes ranging from disability inclusiveness, active youth citizenry, helping vulnerable elderly, and revitalizing of Jurong Lake. For his service to the community, he was conferred the Public Service Medal by President of the Republic of Singapore in 2019.



Name : Mr Wong Woei Luen, William, PBM : Chief Operating Officer (COO)

**Email**: william@tomowork.org

LinkedIn: <a href="https://www.linkedin.com/in/woei-luen-wong/">https://www.linkedin.com/in/woei-luen-wong/</a>



# What Keeps Me Awake at Night (WKMAAN)

- US Non-Farm Payroll & Unemployment Benefit Claim
- US & China Affairs, Ukraine Russia War
- Singapore's GDP Growth
- Singapore's politics especially on next generation leader, Xenophobia or racial tension
- Global IT Sector growth
- Singapore's social issues e.g., Youth Empowerment, Accessible Infrastructure Design, increasing Singapore's social mobility
- Singapore and Malaysia's Bi-lateral relationship.
- TomoWork Member's development and well-being



# **Career Strategy & Planning**

## Preparatory

- Self-Discovery (understanding your strengths, interest and where you fit most)
- Creating the Personal Value Proposition (PVP) statement
- -Identify Target Industry, Function
- -Identify 10 Target Companies and Roles
- One Page CV / Resume
- Create LinkedIn Profile
- Clean up your digital profile

# Counselling Sessions

- Review of past activities & experiences
- Development of Short & Long-term strategies and the "next step"
- 3<sup>rd</sup> party objective view by one of two Mentor

# Training & Workshop

- Networking and understanding different industry and roles
- Job Market / Industry Insights
- Improve on personal branding via acquiring new skills, networking, interview skills (Case Interview)
- Circulation of CVs as a cohort

#### Job Hunt

- Preparation for Interviews (Grooming)
- Offer and Negotiation
- Decision



# **Exercise 1**

Please copy and paste your research into the Worksheet found in MS Teams. Please download them.



# **Creating the Career Checklist**

Start a Career Journal and speaking to your family, significant others about your career aspirations / plan
Find a mentor or maybe two- someone who is committed to your personal development and isn't afraid to say "that really isn't a good idea"
Clean-your digital profile
Research and develop a dynamic list of 10 target companies in your desired industry/industries
Develop your Personal Value Proposition or your "why you should hire me" story
Have a professional corporate profile shot taken and prepare your working wardrobe
Develop, refine and constantly review an impactful one-page resume
Creation of a robust LinkedIn profile  Expand on resume content  Link with as many relevant people as possible  Request recommendation and endorsement from networks and former supervisors, clients, co-workers.  Engage on your current network e.g., community, professional network, volunteer, alumni
Practice on case interview techniques
Follow business news and geo-politics about your target companies and industry daily e.g., Google News



# Reason Why Business Hire You?

- How will you generate or contribute to the "top line"?
  - Sales, Business Development, Digital Marketing, Operations, R & D
- How will you reduce expenses?
  - Automation, Project Management, Process Improvement, quality assurance and control (QAQC)
- How will you more fully leverage current or future assets?
  - Finance
- How will you reduce the risk associated with doing business?
  - Compliance, Organization Safety & Health
- How will you improve the marketplace's perception of the company/firm?
  - Marketing, Communications, Corporate Social Responsibilities



### Skills Development Framework - Roman 2 Model ©



different culture

Past Project & Past Achievements

**Psychometrics Test** 



# Your role?

 Explain to your target employers, why you are an outstanding candidate for that position out of so many other candidates. In short, communicate clearly "who are you" and "what you can bring to the table."

- Optimised for busy junior HR Professional to do the screening (6 Seconds only)
- Optimised for AI to filter



**JobStreet** 





# What is Your KSAEE?





# **KSAEE**

The theoretical or practical understanding of a subject. Having Knowledge knowledge doesn't mean you can apply it. The proficiencies developed through training or experience. It Skills is usually something that have been learned. Skills are picked up through the transfer of knowledge **Abilities** Abilities are usually innate or being internalised Experience Something that you have gone through repeatedly over a period of time Something that you are very good at and people regard you as the top few Expertise echelon in the field



# KSAEE – Example 1

**Knowledge:** You have knowledge in and is fully aware of the road rules and know what each of the button do in a car.

**Skills:** You practice your driving skills in a controlled environment



Abilities: You get your license by demonstrating your knowledge and skills in an uncontrolled environment



**Experience:** Your ability to drive improve each time you drive it slowly build into your muscle memory



**Expertise:** You have been driving for many years now over many cars. You know the in and out of the cars and even know the different engines and know how to repair and fix cars. You are now an expert.



# Exercise 2

Take 2 Minute to reflect, please write down on your worksheet's Exercise 2 what is your KSAEE?



# **Resume Creation**

Which section of the resume to people normally view first?





# **Creating a One Page Resume**

- Resume is a "Marketing Tool", and the goal is to goal is to get you an interview,
   NOT a job;
- Include only your most relevant experiences and education;
- Only include information that will increase your chances of getting a call for an interview;
- Help shape the conversation of your interview;
- Latest Experience will appear on top;
- Optimized for AI Screening tool.
- NEVER EVER LIE OR PROVIDE FALSE INFORMATION IN YOUR RESUME



# Elements of a One Page Resume

- 1. Personal Particulars
- 2. Personal Value Proposition Statement (Summary)
- 3. Education
- 4. Professional Experience
- 5. Co-Curricular Activities
- 6. Skills / Qualifications / Projects / Achievements
- 7. Interest, Hobbies

Which part do you think Recruiter read first?



#### WONG, Laurence Yit Ming (Laurence)

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LinkedIn: https://www.linkedin.com/in/laurenceyitming

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Languages: English (Business), Mandarin (Native), Malay (Conversational)

#### SUMMARY

- Strong expertise in planning and coordinating large scale marketing events
- · Experience in social media marketing, with good knowledge of Hubspot, Meta, Google and LinkedIn advertising
- · Ability to lead integrated digital marketing campaigns from concept to execution

· Processes skills in data analytics to create management dashboard and track indicators

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#### PROFESSIONAL EXPERIENCE

Secret Lab Pte Ltd, Singapore Digital Marketing Intern

2021/09 - 2022/03

- Assisted in conceptualizing and implementing digital marketing campaign for 11.11 Sales, by liaising with multiple stakeholders and using
  various digital marketing tools e.g., HubSpot, Meta, Google, LinkedIn advertising which lead to a 20% growth in sales y-o-y
- Worked on marketing research by conducting focus group discussions which led to the development of new product range for newly
  identified market segment, helping the company to improve their revenue by 5%
- Prepared weekly sales reports by creating dashboard and robotics process automation using visual basics and Power BI to improve
  efficiency which led to a reduction of 1040 manhour per year.

National Environment Agency, Singapore Safe Distancing Ambassador (Part-time)

2021/03 - 2021/08

- · Patrolled assigned areas to advice members of public and business owners on the safe management measures with no negative feedback
- Educated 153 heartland shop owners on the importance of safe management measures by building a partnership relationship which
  resulted in 100% compliance to the regulations

Singapore Tourism Board, Singapore Events Marketing Intern

2018/03 - 2018/08

- Assisted in organizing roadshows to promote Singapore as a tourism destination, outreaching out to 424,000 people during the 1-month
  roadshow and received 99.5% customer satisfaction level
- Developed contents for social media marketing during the roadshows, with total 4 million organic impression from the region, resulted in a conversion rate of 5%

#### **EXTRA-CURRICULAR ACTIVITIES**

Ngee Ann Polytechnic – Business & Accountancy Club Events Director

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2020/09 - 2021/09

- Led a team of 10 committee members to organize orientation programme for 400 over freshmen in 2021, pivoted to virtual during enhanced safe measurement measures
- Organised a series of talks and workshop, garnering 350 unique participants, a 18% improvement from 2020, and participants satisfaction level at 8.8/10

#### SKILLS/ QUALIFICATIONS/ ACHIEVEMENTS

- Awarded Edusave Scholarship Award, Awarded Bronze Medal Certification by Silver Generation Office in 2018
- Meta Digital Marketing Associate, Google Digital Marketing Certification, Hubspot CRM

(

• Microsoft Visual Basic, Python, Power BI, Tableau

#### EDUCATION

Diploma (Merits) In Business, GPA: 3.83/4.0, Ngee Ann Polytechnic, Singapore
Higher Nitec (Director List) in Events Management, GPA: 3.9/4.0, ITE College East, Singapore

- 3

2019/05-2022/05 2017/04-2019/04

#### INTERESTS

- Community involvement through pro-bono services for different NGOs such as Willing Hearts, Singapore and Silver Generation Office
- Group Cycling across Singapore and region—A great platform for self-discovery and acquired soft skills of resilience, problem solving, teamwork

7

# 1. Personal Particulars

- ✓ Profile Photo (No selfie or Avatar Photo)
- √ Full Name with Surname in Caps and Preferred Name in (Bracket)
- ✓ Nationality
- ✓ Email (Simple Email Address)
- ✓ Mobile Number
- ✓ LinkedIn Link
- ✓ Language
  - ✓ Native: Most Fluent
  - ✓ Business: Can use in Business Context
  - ✓ Conversational: Can only Speak but not write



#### **WONG, Laurence Yit Ming (Laurence)**

Nationality: Singaporean Mobile: (+65) 8765 4321 Email: abc@gmail.com

LinkedIn: https://www.linkedin.com/in/laurenceyitming

Languages: English (Business), Mandarin (Native), Malay (Conversational)



# 2. The Summary AKA the Value Proposition Statement

#### BAD SUMMARY X

**Sample 1:** I am an experienced professional seeking an opportunity to use my background in data analytics and market trend research. I am a dedicated and detail-oriented, looking for an opportunity to expand my professional skillset and help your company grow.

**Sample 2:** I am a fresh graduate from Ngee Ann Polytechnic, having a Diploma (with Merits) in Business Studies, seeking and opportunity in any growth industry to expand my knowledge. I possesses great interpersonal skills. I am great team player and enthusiastic learner. I will always strive to do my best in task that are assigned to me.

#### **Recommended Summary**

#### **SUMMARY**

- Strong expertise in planning and coordinating large scale marketing events
- Experience in social media marketing, with good knowledge of Hubspot, Meta, Google and LinkedIn advertising
- Ability to lead integrated digital marketing campaigns from concept to execution
- Processes skills in data analytics to create management dashboard and track indicators



# 2. The Value Proposition Statement

- Core of your Personal Branding that state your Unique Selling Point (USP).
   When people mentioned your name, what do people associate you with?
- Share that you posses the relevant Knowledge, Skills, Abilities Expertise, Experience (KSAEE) for the job and is what make recruiters priorities you over the rest.
- Make the recruiter more interested in reading further on your resume.
- 4Cs Rule
  - Clear, Concise, Compelling, Customised



# Personal Value Proposition Statement (Sample 1)

William graduated with a Masters of Business Administration from the prestigious Nanyang Business School with a CGPA of 4.8 / 5.0 putting him in the Dean's List. He brings with him 12 years of experience working in various leadership positions, allowing him to hone his business acumen in different functions; strategy development & implementation, project management (Agile), operations, digital marketing, and talent management. (Knowledge, Skills & Experience)

He possesses a strategic mindset that allows him to formulate and implement strategies. He also has a proven track record in helping organization slingshot forward even in a very challenging environment. He is an effective leader that builds high performance team He is also a good collaborator that can foster long-term partnership and work well in a matrix organization. (Abilities and Expertise)

He has been volunteering in the community since 2003, holding leadership positions at various grassroots committees. He spearheaded various causes ranging from disability inclusiveness, active youth citizenry, helping vulnerable elderly, and revitalizing of Jurong Lake. As a leader in the social service sector, he was part of the NCSS 40 under 40 in the year 2020. For his service to the community, he was conferred the Public Service Medal by President of the Republic of Singapore in 2019. (Interest & Achievement that reinforce KSAEE)



# **Exercise 3: Personal Value Proposition Summary Statement**



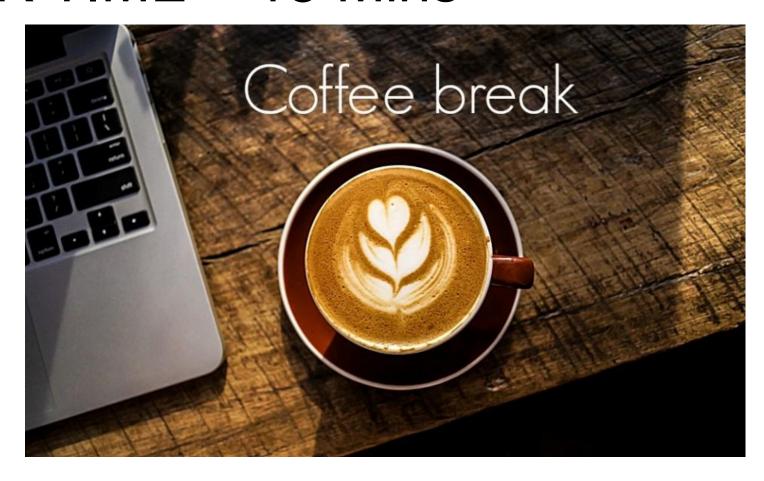


# 3. Education Qualification

- List your certification, matriculation dates the name of your institution, university, and location, and, if relevant, your major and minors.
- Chronological Order with the latest Education coming first.
- Omit irrelevant information
  - Are Primary School and Secondary School information relevant?
  - Results?
- Write about educational achievements in the same way as your work achievements (i.e. graduated with honors). But not more than one point for each listing.
- Do not overload with dates, schools, colleges



# BREAK TIME – 15 Mins



# 4. Professional Experience

- Chronological Order with the latest first
- Any job experience is fine, including part-time ones if IT IS RELEVANT
- USE S.T.A.R STATEMENT to list 3 4 achievement for latest job and 2 – 3 for others
- Paint the picture with numbers (Recruiters LOVE numbers)
- Use bullet format
- Use Action Verbs
- Omit Articles (a, an, and) and Personal Pronouns (e.g. I, we, )



# 4. Professional Experience – Sample from the cohort

- 1. Help to stock up goods from the store storage to the shelves. Stock ranges from drinks, to rice to even noodles. Able to pack the goods daily.
- 2. Stocked up enough items and sufficient ingredients before peak periods
- 3. Revamp websites according to updates requested by client.
- 4. Used Smart Glass and Android devices for testing
- 5. Partnered with Micro2000 to provision laptops for MOE
- 6. Completed a team internal Validation Station project.

Which of These are Good Statements that reflect your professional experience?

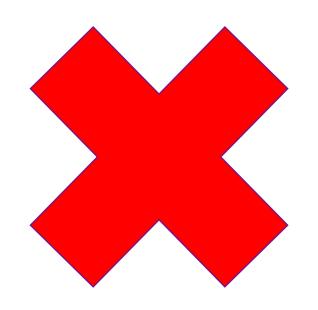
**To Update** 



# 4. Professional Experience – STAR STATEMENT

#### **Avoid Task-Driven Statements!**

- Assisted Relationship Managers
- Did security and loan documentations
- Tracked Client Relationship database portfolio
- Worked on Marketing projects
- Analyzed data







# 4. Professional Experience – S.T.A.R STATEMENT

S

#### **SITUATION**



- What was the situation you / your previous employer faced?
- Set the Context for Your Story
- Try to Include the Who, What, When and How

T

#### TASK



- What was required of you?
- What tasks were involved in that situations?

A

#### **ACTION**



 What Actions did you Take? R

#### **RESULTS**



- What were the results of those actions?
- Emphasize what you accomplished and highlight traits (qualities) that recruiters will find desirable?



# 4. Professional Experience – STAR Statement

#### Which is Better?

United Overseas Bank Relationship Support Association

July 2017 - June 2018

#### Sample A

- Assisted Relationship Managers
- Did security and loan documentations
- Tracked Client Relationship database portfolio
- Worked on Marketing projects
- Analyzed data

#### Sample B

- Assisted 5 Relationship Managers to drive bank's 20% growth strategy, by providing client servicing for portfolio of 100 clients, with 99% customer satisfaction
- Supported completion of security and loan documentation as part of compliance programme, for up to 10 different portfolios a week, ensuring 100% accurate alignment with credit approvals



# 4. Professional Experience – STAR STATEMENT

- Help you gain self- awareness, which means better prepared for interviews.
- The summary keep you focus so you don't ramble on...
- Allow you to demonstrate the positive impact you will have on company's bottom line and to show how well you fit the role requirement





# 4. Professional Experience – Action Verbs

#### Use Action Verbs

- To amplify your skills and accomplishments
- Get pass the AI scanning software
- Al search for Action Words that stand out and signal a potential match
- Compelling verbs like "Created", "implemented", "produced" let employers know you are a capable, assertive and result-orientated candidate.



# 4. Professional Experience – X-Y-Z Statement by Google (Method 2)

Simply put, "Accomplished X as measured by Y, by doing Z"

1. Won 2<sup>nd</sup> Place out of 50 teams in hackathon organized by NUS by working with 3 team members to develop a solution to spread awareness for Persons with Disabilities

2. Achieve top salesperson in the agency to securing \$20 million worth of software sales by aligning new software features as solutions to their business goals

3. Improved company's production efficiency by 10% by redesigning the manufacturing process to cut down on downtime



#### Action Verb List for Resumes & Cover Letters

Management Skills	Communication Skills	Research Skills	Technical Skills	Teaching Skills	Financial Skills	Creative Skills	Helping Skills	Clerical or Detail Skills	Other Verbs
administered analyzed assigned attained chaired consolidated contracted coordinated delegated developed directed evaluated executed improved increased organized oversaw planned prioritized produced recommended reviewed scheduled strengthened supervised	addressed arbitrated arranged authored collaborated convinced corresponded developed directed drafted edited enlisted formulated influenced interpreted lectured mediated moderated 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 upgraded	adapted advised clarified coached communicated coordinated demystified developed enabled encouraged evaluated explained facilitated guided informed instructed persuaded set goals stimulated trained	administered allocated analyzed appraised audited balanced budgeted calculated computed developed forecasted managed marketed planned projected researched	acted conceptualized created customized designed developed directed established fashioned founded illustrated initiated instituted integrated introduced invented originated performed planned revitalized shaped	assessed assisted clarified coached counseled demonstrated diagnosed educated expedited facilitated familiarized guided motivated referred rehabilitated represented	approved arranged catalogued classified collected compiled dispatched executed generated implemented inspected monitored operated organized prepared processed purchased recorded retrieved screened specified systematized tabulated	achieved expanded improved pioneered reduced (losses) resolved (problems) restored spearheaded transformed

 $<sup>\</sup>sim From\ The\ Damn\ Good\ Resume\ Guide\ by\ Yana\ Parker,\ Berkeley:\ Ten\ Speed\ Press$ 

# **Exercise 4**

Please think of a past working experience (Contract, Part-time or internship). Please use that and write your 3 – 4 STAR statement for the role.



# 5. Co-Curricular Activities (CCA)

- Employers looked for well-rounded candidate with active participation in CCA or community service.
- Include activities that underscore skills acquired (teamwork, project management, leadership) that could apply to future career.
- Do Not overload resume with CCAs. It's not meant to be exhaustive.



#### 6. Professional Certificates and Achievements

- Highlight those that are relevant and up-to-date.
- Specify in MMM / YYYY of exams results
- Include your NS experience as well.
- What about Edusave award in your Secondary School?















#### 7. Interest & Hobbies

- Describe depth of Involvement rather than a laundry list of activities
  - Regular open water diving trips to Malaysia and Indonesia to discover wonders of aquatic world.
- Avoid "dull" interest (collecting stamps) and controversial hobbies (poker, hunting wilder animals, catching Pokémon)
- Sensitive to "negative reinforcers" (e.g., solo activities)
- Be prepared to articulate and share about them during an interview





## **Final Tips!**

- Always send in PDF Format
- Always use long form unless you are very sure the reader understand your short form
- Make sure you check your grammar and punctuation
- Look up for your word capitalisation





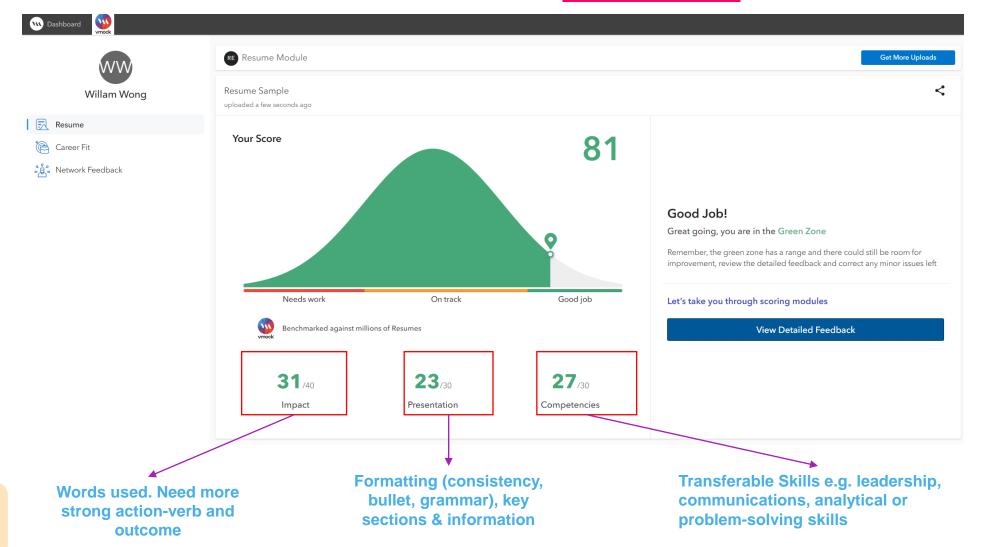
## **Online Checker**





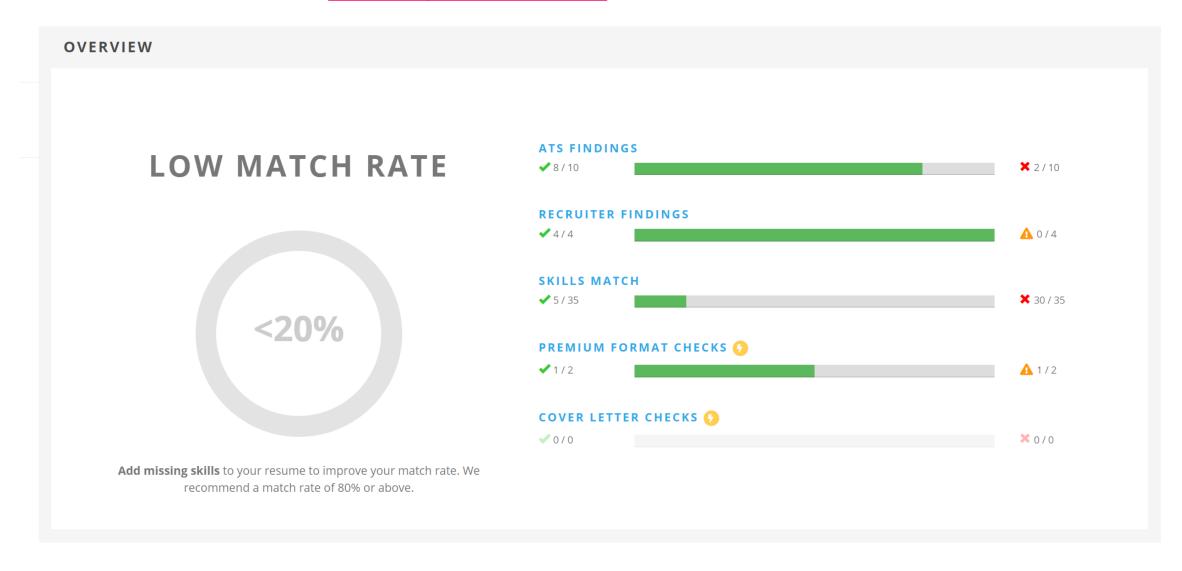
## **Resume Checker - Vmock**

Aim for 75% and above. www.vmock.com





#### Resume Checker – <u>www.jobscan.co</u>



#### ATS FINDINGS ?

ATS TIP 3	×	Adding this job's company name and web address can help us provide you ATS-specific tips.  Company: Add Company Name   URL: Add web address for this job		
SKILLS AND KEYWORDS ?	*	You are missing <b>3 important high-value skills</b> on your resume.  For example, <i>Consulting</i> appears on the job description 2 times and is not on your resume. <b>You are additionally missing 12 other hard and soft skills.</b> Review your <b>missing skills below</b> .		
JOB TITLE MATCH ?	*	The job title 'Volunteer', from the job description is also found in your resume. We recommend this to be the case to ensure you're found when recruiters search by job title.  Incorrect job title in the job description?		
EDUCATION MATCH ?	•	This job requires or prefers a Bachelor's degree. A Master's degree was found in your resume.		
SECTION HEADINGS ?	·	We found the work experience section in your resume.  We found the education section in your resume.		
FILE TYPE ?	•	You are using a .pdf resume. Most ATS can process .pdf files but more accurately process .docx files. Consider using a .docx file instead.  Your file name doesn't contain special characters that could cause an error in ATS.  Your file name is concise and readable.		
DATE FORMATTING ?	<b>✓</b>	The dates in your work experience section are properly formatted.		

SKILL	VARIATIONS ?	RESUME	JOB DESCRIPTION
Entrepreneurship		×	2 Required ?
Financing		×	1 Required ?
Information Technology		×	2
Consulting		×	2
Startup Environment		×	- Predicted Skill ?
Dynamic Environment		×	1
Lean		×	1
Sales		×	1
Finance		×	1
Banking		×	1
Writing		×	1
Affinity		×	1
Start-up		×	1
Internship		×	1
Partnerships	O	1	1
Financial Services		×	1

# **Cover Letter**





### **Cover Letter**

Most companies say cover letter is optional

Is Cover Letter Compulsory?

YES! It is your best chance of getting the attention of the HR and an important opportunity to distinguished yourself.

Whenever possible, always attached it or if not send a separate email for the cover letter.

Always send a customised Cover Letter that is aligned to the roles you are applying for



### **Cover Letter - Customized**

- 1. Do Your Research First (even reach out to hiring manager to ask smart questions)
- 2. Future- Orientated (Resume is about history, Cover Letter about future)
  - Use this opportunity to sell your transferable skills
- 3. Open Strong (Start with punch line- why this job is exciting for you and what you bring to the table but no Humour)
- 4. Emphasis on personal value-add to the role or company
- 5. Convey Enthusiasm (don't apply for the role if you are not excited)
- 6. Watch the Tone (don't go overboard with flattery)
- 7. Keep it Short (Remember the 4 Cs? 1 Page Maximum)
- 8. Get Feedback



## **Cover Letter – Principles to Remember**

#### Do:

- •Have a strong opening statement that makes clear why you want the job and what you bring to the table.
- •Be succinct a hiring manager should be able to read your letter at a glance.
- •Share an accomplishment that shows you can address the challenges the employer is facing.

#### Don't:

- •Try to be funny too often it falls flat.
- •Send a generic cover letter customize each one for the specific job.
- •Go overboard with flattery be professional and mature.



## Cover Letter – Recommended Style

**Paragraph 1:** Refer to the position you or type of work you are applying for. Identify how you found out about this position (for example through online portal or through a business contact), briefly (in one or two sentences) introduce yourself and explain your interest in the job and something about the company that attracts you.

**Example:** Following a recommendation from David McAvoy, Director of Sales at Universal Hub, I wish to express my interest in the role of Business Development Manager – Supply Chain, as advertised on your website. I expect to graduate by 1 May 2021. My interest and training are directly aligned with the requirements of this position, and I am committed to contributing my efforts to a world-class logistics provider in order to enhance my professional growth.

**Paragraph 2:** Present a summarized version of your Personal Value Proposition (strengths and what you bring to the table). Avoid starting your sentences with "I" in this section.

**Example:** With 6+ years of business development experience in international logistics, I am an experienced professional who understands the importance of understanding local, regional and foreign import/export regulations and documentation. Having worked in two of the top commercial logistic operations, I have accumulated a proven track-record of spearheading supply chain and logistic projects, ranging from warehousing to transportation globally to conducting root cause identification, in-depth analysis on strategic development and corrective planning to achieve the strengthening of day-to-day operational capabilities while aligning operations to business goals.



## Cover Letter – Recommended Style

**Paragraph 3:** Close with a request for action and thank them for their consideration.

**Example:** Again, please find my resume attached for your review and I look forward to the opportunity to meet with you to learn more about your firm, its plans and goals, and how I might contribute to its continued success. Please feel free to contact me by phone (+65) 8888 888 or email at 123@gmail.com and thank you for considering my application.

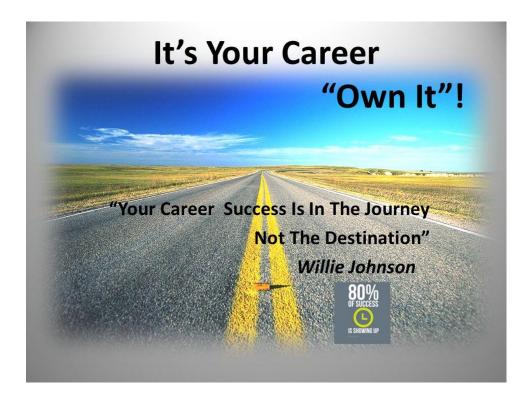
**Another Example:** I have included my resume for your review and would welcome the opportunity to demonstrate my abilities and to further explain my experience at your convenience. Please feel free to contact me by the phone number (+65) 8888 888 or email at 123@gmail.com. Thank you for considering my application.





## Q & A Session





### Homework

- 1. Complete 1<sup>st</sup> draft cover letter and resume by this weekend. Use one of the roles you have identified and try working on it
- 2. Final draft to be ready during Mid-term break
- 3. I will provide you a separate link next week for you to upload both Cover Letter and Resume

