



Resume Assessment Checklist

Whether you're transitioning out of the military for the first time or changing civilian jobs, an effective resume showcases your unique value proposition to prospective employers and markets your brand. This 35-Point assessment checklist will help you build a resume that not only gets you through the screening process, but also demonstrates to hiring managers and recruiters that you've taken the time to assess their requirements against your credentials. Use this checklist in conjunction with resume samples we've provided in our job search toolbox.

GETTING STARTED

- ☐ **Select a font that matches the vibe of the position or organization you're targeting:** use a font like Calibri or Arial Narrow for creative professions and a traditional font like Cambria or Garamond for conservative positions. Do not use ornate or script fonts. Fonts that vary too much from the accepted norms can leave negative impressions and will not be properly read by resume databases.
- ☐ **Use a type size between 10 and 12 for resume text.** For section headings, use up to a 16-point size. Use 9 or 9.5 point type size for company/unit descriptions. Never use a type size smaller than 9 or larger than 16 for any reason.
- ☐ **Utilize a layout and design that reflect the position and compensation you are seeking.** This is your marketing document. The font, borders and layout choices of your resume should properly organize and clearly present your information to convey the appropriate image.

CONTACT INFORMATION

- ☐ **Place your contact information at the top of the resume but not in the header.** Resume databases and email previewers typically do not pick up information in headers or footers. Include your physical address (city/state is sufficient), personal email address and cell phone number.
- ☐ **Include your social media links with your contact information.** Include a personalized version of your LinkedIn Profile URL link, Facebook page and/or Twitter account under your name, address, phone number(s) and email address. Make sure that the link supports your professional purpose and are not personal.
- ☐ **If you went to a top school and/or a school with a robust alumni network, use your school's email address** (yourname@schoolname.edu). It's the best tool for objective branding without appearing like a braggart. Otherwise, make sure that your email address is neutral and professional, such as a Gmail email address.

BRANDED SUMMARY SECTION

- ☐ **Remove any section titled "Objective" that states what you are looking for in your next role or company.** Employers want to learn what value and skills you will bring to their organization—not what you are looking for in your next role.
- ☐ **Instead, create a branded title or heading for yourself that relates to job you are applying for.** Here are some examples: Project Manager; Business Analyst; Versatile Office Manager; Marketing Communications Specialist.

Make it easy for the reader to position you in the context of their company. This will also help communicate the job for which you are applying, even if your resume is separated from your cover letter. See “The Branded Summary Section” at the end of this section to see how this can be done.

- ❑ **Under your branded heading, create a bulleted key word section using phrases, topics and skills that you derive from job ads for the position you are targeting.** Resume databases and recruiters use key phrases to source candidates; this list will help them find you and will make sure you are offering them exactly what they are asking for. See “The Branded Summary Section” at the end of this section to see how this can be done.
- ❑ **Use action verbs and nouns when writing your branded title and keyword section, like ‘profitable’ and ‘optimized.’** Avoid subjective descriptions such as reliable, excellent, best and cooperative.

EMPLOYMENT SECTION

- ❑ **Save space on the first page by not using the heading ‘Experience.’** This will be obvious to the reader. However later in your resume, do use headings such as Skills, Interests, Education, Licenses, Certifications, Training/Professional Development, or Volunteer, as they make that information clear to the reader.
- ❑ **Use present tense verbs for current positions currently held and past tense verbs for all past positions.** Do not use first person pronouns (I, We) anywhere in your resume...ever.
- ❑ **Do your bullets demonstrate how you can solve problems experienced by the prospective company?** Ask this question for each bullet that you have listed on your resume. Review job ads that describe the kind of job you are seeking to ensure you are customizing your resume appropriately.
- ❑ **Include employment experience within the last 15-20 years.** Do not cite jobs from more than 15-20 years ago. Exceptions to this rule can be jobs that resulted in earning a professional certification (i.e. CPA) or jobs with a top-tier company that demonstrate exceptional caliber and depth of experience (i.e. early Microsoft or Fortune 100 experience). Other than these exceptions, it is better to leave off experience from more than 2 decades ago.
- ❑ **Ensure your employment bullets cite measurable achievements.** Show the results of your work using quantifiable references. Answer the question “How do I know I did a good job?” with numbers for each bullet. Outline how you reduced expenses, increased revenue, optimized services or streamlined a process. **For example:**
 - “Drove membership to highest level in organization’s history” does not give a sense of from how many to how many. If you write “Drove membership from 50 to 75” or “Drove membership from 1500 to 4500,” those are two different experiences, despite both starting the sentence with “Drove membership...” The numbers give context to your achievements.
- ❑ **Give a sense of size and scope of your previous and/or current employer. For example:**
 - If you list ‘Managed financials for this start-up division of this progressive Fortune 500 firm,’ there is no sense of the size of the budget. It is better to write the bullet as ‘Managed the \$400,000 budget for this start-up division of this progressive Fortune 500 firm.’ This gives a greater sense of the size and scope of the environment where you worked.
- ❑ **Structure your promotions at one company under a single company heading.** Do not show them as jobs under separate company headings. Using separate headings gives the impression that you had roles at different companies when, in actuality, you were promoted. Listing your progress under one heading demonstrates that you had career progression at one company versus different companies.

- ❑ **Accentuate the positive attributes in your background and de-emphasize the negative with placement, font treatment (bold, italics, and underlining). For example:**
 - If you worked for great companies, make the company names more prominent by listing them first. If you have relevant job titles but you are looking to switch industries, downplay the company names where you worked and emphasize the titles you held.

EDUCATION SECTION

- ❑ **Schooling should be at the bottom of your resume** unless (a) you graduated within the last year or (b) you graduated within 2-3 years from an area of study that is related to the work you are pursuing **and** it is a different field from your past/current work experience.
- ❑ Include your GPA if you graduated within the past 5 years and your GPA was above a 3.0.
- ❑ If you graduated from school over 15 years ago, you do not need to include the year of graduation. Always include graduation honors and honor societies from universities/colleges.
- ❑ Unless you are a recent college graduate, you do not need to include job experiences or activities performed while in school.
- ❑ Once you have obtained your Bachelor's degree, don't list your Associate's degree.

ADDITIONAL SECTIONS

- ❑ **When listing volunteer / professional affiliations, utilize the same parameters as listing an employer.** Give yourself an appropriate title like 'Membership Coordinator' or 'Financial Manager' instead of 'Volunteer.' If you have this experience listed in a section entitled Volunteer, it is understood you are/were a volunteer. Craft achievement-driven bullets outlining goals met in fundraising, membership increases, budgets managed, programs administered, groups coordinated and other crucial functions that had impact.
- ❑ Remove any clubs/associations that relate to religious, political or controversial issues.
- ❑ Ensure that any software skills you list are current and relevant to today's marketplace.
- ❑ **If you have them, list language skills other than English on your resume.** If you are bi-lingual, do not list English as one of your languages for domestic positions. It is implied. **If the bi-lingual skills are highly pertinent to the position being applied to, consider including this in the branded summary at the top of the resume.**
- ❑ **Do not add any references to your resume and remove the 'References Available Upon Request' statement at the bottom of your resume.** It is understood that references will be provided if asked during the interview process—so do not waste the space stating the obvious.

OVERALL ANALYSIS & REVIEW

- ❑ **If you have a 2+ page resume, ask yourself 'Am I keeping the reader interested in 5-10 second increments to ensure they read the subsequent pages?'** Just because you have a two- or three- page resume does not mean it will be read.

- ☐ **Do not insert graphics, text boxes or tables into your resume.** These are not digested by resume databases very well and the information contained in/on them will most likely not make it past resume parsers. Use the borders/shading function in MS Word to create simple design elements without inserting lines or complex graphical components.
- ☐ **Test your resume online and on paper.** Print it out and see that it lays out the way you expected. Open the document and view it on your computer screen—does it format as you expected? Make sure there are no odd page breaks.
- ☐ Put your name, contact information (email/phone number only) and page number **on subsequent pages and addendums** of your resume.
- ☐ **Can your resume be read on most commonly used PDA devices and within resume databases?** This is worth exploring since most people do not work in front of a PC all day anymore. To create a text-only resume (called an ASCII Resume) for entering into online job applications that populate resume databases, save a version of your resume as a .txt file.
- ☐ Put your bullets to the test:
 - Are they easy to understand?
 - Could you say the bullet phrase aloud and it makes sense?
 - Would it make sense to someone not in the industry?

Now that you have finished auditing your resume, you can take the next step to rebuild the sections of your resume—or start over—that need more work. This will ensure you have the best Branded Resume to showcase your skills effectively.

THE BRANDED SUMMARY

PROJECT MANAGER (PMP) | BUSINESS ANALYST

Accomplished leader with a keen ability to envision global project perspectives while implementing plans within critical deadlines. Highly skilled at managing multi-faceted projects by communicating clear mission and key objectives to cross-functional teams. Recognized for consistent success streamlining corporate operations, increasing revenues and driving performance. Demonstrated abilities in establishing best practices for increased accountability, productivity, cost reduction, resource allocation and return on assets. Skillful at coaching and mentoring teams at all levels towards success, growth and fulfillment.

- Project Management and Reporting
 - Global Business Process Improvements
 - Quality Control & Process Re-engineering
 - Data Gathering & Process Mapping
 - Information Technology Needs Assessment
 - Change Management & Performance Development
 - Contract Negotiation & Facilitation
 - Business Recovery & Contingency Planning
-

DIRECTOR OF OPERATIONS

Solutions-focused Operations Leader with a record of reducing expenses and enhancing revenues through streamlining operations within cutting edge industries and competitive establishments. Establish priorities, leverage team skill sets and gain executive sponsorship to complete projects on time and within budget. Excellent process improvement, troubleshooting and communications skills honed at top firms.

- Cost & Expense Management
 - Staffing Logistics & Hiring
 - Client Quality Assurance
 - Project Management
 - Training & Team Building
 - Internal Communications
 - Operational Policy & Procedures
 - Internal Operational Audit
 - Business Operations Analysis
-

VERSATILE OFFICE MANAGER

Highly-detailed **Office Manager** with documented success streamlining office processes and developing productive staff within the travel and tourism vertical. Consistently exceed company profit goals through efficient expense management, effective sales training and creative marketing programs. Provide the highest level of consultative client service with accuracy and responsiveness. Experienced in opening and moving offices in new markets.

- Strategic Business Planning
- Forecasting, Budgeting & Accounting Operations
- Staff Training & Leadership Development
- Sales Development & Training
- Marketing, Advertising & Public Relations
- Executive Team Support

WEST POINT ASSOCIATION OF GRADUATES

698 Mills Road | West Point, New York 10996 | 845.446.1618 | careers@wpaog.org

ACTION VERB GUIDE

Use action verbs to tell your story with impact. They let you create impactful bullets that communicate clearly to hiring managers and resume readers exactly what you did and how you did it. The list below will enable you to create your own successful resume.

Remember: Use present tense verbs with current positions and past tense verbs for previous roles.

- Grew
- Doubled
- Returned
- Constructed
- Spearheaded
- Led
- Integrated
- Reduced
- Served
- Evaluated
- Assessed
- Directed
- Managed
- Selected
- Compiled
- Presented
- Built
- Ensured
- Created
- Deployed
- Honored
- Named
- Marketed
- Sold
- Positioned
- Branded
- Communicated
- Drafted
- Consolidated
- Cultivated
- Volunteered
- Tested
- Contributed
- Collaborated
- Partnered
- Initiated
- Implemented
- Devised
- Designed
- Forecasted
- Tracked
- Hired
- Screened
- Supervised
- Inspected
- Strategized
- Supported
- Approved
- Organized
- Procured
- Researched
- Standardized
- Sourced
- Represented
- Processed
- Coordinated
- Orchestrated
- Oversaw
- Advise
- Played
- Interfaced
- Added
- Generated
- Produced
- Founded
- Received
- Restructured
- Structured
- Rebuilt
- Liaised
- Coached
- Consulted
- Executed
- Centralized
- Transitioned
- Moved
- Participated
- Discovered
- Introduced
- Investigated
- Conducted
- Assembled
- Authored
- Wrote
- Reported
- Facilitated
- Mediated
- Monitored
- Presided
- Qualified
- Moderated
- Promoted
- Performed
- Gathered
- Expanded
- Invited
- Arranged
- Crafted
- Prepared
- Recruited
- Prepared
- Testified
- Optimized
- Maximized
- Minimized
- Opened
- Helped
- Recalibrated
- Pitched
- Presented
- Achieved
- Accomplished
- Increased
- Decreased
- Established
- Shifted
- Fostered
- Maintained
- Forged
- Chosen
- Repositioned
- Conceptualized
- Formulated
- Utilized
- Engineered
- Conceived
- Streamlined
- Counseled
- Outperformed
- Planned
- Administered
- Saved
- Exceeded
- Launched
- Negotiated
- Focused
- Cited
- Briefed
- Appointed
- Manifested

SAMPLE RESUME

Sales and Business Development

FirstName LastName

123 Main Street, City, State, Zip
123.567.6789 | prefix@domain.com

BUSINESS RELATIONS & SALES MANAGEMENT LEADER

Building High-Performing Teams to Drive Revenues for New & Repositioned Business Divisions

Agile Market Strategy Executive with proven experience in identifying, analyzing and exploiting market opportunities within various organizational structures and development stages. Results-driven business partner and team builder with demonstrated, repeat success in developing successful teams and organizations. Creative and multi-disciplinary executive renowned for identifying cryptic connections among players from various environments using multi- and cross-disciplinary approaches to deliver innovative solutions. Proven leader with outstanding relationship building skills, strong communication abilities and exceptional emotional intelligence that excels in matrix and hierarchical structures.

- **Business, Marketing & Product Branding Strategy**
- **Plan Formulation & Results-Generating Execution**
- **Change Management & Resource Allocation**
- **Quality Control, Process Audit & Logistics**
- **Distribution Channel & Client Relations**
- **Business Trend Identification & Forecasting**
- **Talent & Performance Management**
- **Fiscal Accountability & Goal Achievement**

ARMSTRONG THERAPEUTICS, INC., Baltimore, MD

2010 – present

A biotechnology firm specializing in emerging neurological therapies for nervous system disorders with a \$1.4 Billion market capitalization.

Area Relations Director (October 2014 – present)

- Appointed to create a new position to grow select regional accounts using customized business solutions in managed care, specialty pharmacy distribution, marketing, legal and sales management areas to improve service delivery.
- Lead efforts to expand effectiveness of message within the healthcare practitioner community, key industry organizations, internal corporate audiences, government agencies, insurance companies and non-profits.
- Anticipate trends and remain abreast of current scientific and industry knowledge to formulate strategies and implement plans creating opportunity, capitalizing on market shifts and driving market penetration.

Regional Business Manager (October 2010 – October 2014)

- Grew entire business unit's average dollar volume of sales 326% over 2012-2014
- Selected by leadership and peer group to spearhead key corporate projects, such as developing departmental performance metrics, devising customer relationship management systems and introducing a values program.
- Received the Winners Circle Award for expanding the top-ranked business unit by 26% in US Sales in 2010 and placing first in sales among Area Business Managers.
- Awarded # 1 Area Business Manager, National Highest Capsule Dollar Volume and National Highest Market Share Awards in 2009 and exceeded \$4.4 MM in US sales during this economically challenged period.
- Exceeded goal by 16% achieving top ranked business unit in Eastern region in (108% of goal) for 2010 and 2011.

EMECLEX, INC., Charlotte, NC

2004 – 2010

A start-up, privately owned, medical software technology company developing clinical trial development solutions.

Manager, Business Development

- Cultivated marketing strategy and identified best use of human capital resources to deliver customized solutions.
- Successfully generated company's first sale valued at \$50,000 within six months of launch.
- Built a pipeline exceeding \$7 MM in premier medical centers and government agencies within first year.

IMMUNIMED, INC., Reston, VA

1996 – 2003

A start-up Biotechnology firm specializing in Infectious Disease therapies acquired by TetraNyma in 2006 for \$14.4 Billion.

Senior Clinical Marketing Manager

- Pioneered the launch of three novel drugs utilizing entrepreneurial business development and built a top-performing interdisciplinary team consisting of multiple divisions and co-marketing partners.
- Devised a traditional and social marketing strategy to expand current customer base. Managed team effectively by instilling a diagnostic approach to fiscal and business management that prompted appropriate solution development.
- Led nation in exemplary payer relations and policies for managed markets and government affairs.
- Ranked in the top three of forty business units in combined sales each year from 1996 to 2003.
- Generated \$27MM of company's \$600MM gross sales in 2003 (over 4% of gross revenues for company).
- Drove the business unit growth rate to exceed 25% annually for nine years.
- Received the following awards during tenure:
 - Outstanding Sales Achievement Awards (1996-2002)
 - Chairman's Award (2000)
 - Region of the Year Award (1996-1999)
- Attained Medicaid guidelines for first of class drug, which eventually became national standard for the firm.
- Facilitated public policy changes in Virginia and North Carolina resulting in 10% decrease in infant infection rates.
- Created Infant Wellness Program/Public Health Initiative that was adopted by 72 pediatric centers nationally.
- Established globally recognized program with Johns Hopkins Comprehensive Transplant Center.

HEALTHSAGE, INC., Washington, DC

1993 – 1995

A multi-divisional medical device manufacturer that has currently grown to 11,000 employees and offices in 90 countries.

Senior Sales Representative

- Launched new combined division while restructuring existing product line that generated \$17 MM in sales annually.
- Exceeded 100% to goal in product categories annually. Rose from 28th to 7th out of 30 in nine months in first year.
- Developed focused business plan aimed at hospital accounts and distributor relationships; created strategic relationships with targeted health care systems and negotiated comprehensive contracts.

EDUCATION

KELLOGG SCHOOL OF BUSINESS, NORTHWESTERN UNIVERSITY, Evanston, IL, MBA

UNIVERSITY OF KENTUCKY, Lexington, KY, BS - Major: Interior Design & Architecture, Minor: Business

PROFESSIONAL MEMBERSHIPS/ACTIVITIES

Health Care Businesswoman's Association

2009 – Present

National Multiple Sclerosis Society

2006 – Present

- Volunteer/Team Captain for annual MS Walk events

SKILLS

Microsoft Office: Word, Excel, Access, PowerPoint and Outlook; CRM Systems; Proprietary Drug Distribution Systems


SAMPLE RESUME

Finance/Accounting

FIRSTNAME LASTNAME

123 Main Street, City, State, Zip

123.567.6789 | prefix@domain.com

 [linkedin.com/in/firstnamelastname](https://www.linkedin.com/in/firstnamelastname)

FINANCIAL AND ACCOUNTING EXPERT

Entrepreneurial Financial Leader with a proven track record of profitable financial management and innovative company development for Fortune 500 firms, progressive small businesses and mid-sized firms. Versatile manager with a diverse combination of financial, operational and technological knowledge and expertise. Possess comprehensive product experience and regulation knowledge for a variety of financial and non-financial products. Particularly skilled in process re-design, workflow analysis, controls, restructuring and change management.

- Strategic Financial & Accounting Management
- Financial System Assessment & Conversions
- Global Chief Financial Officer Experience
- Change Management – Mergers & Acquisitions
- Regulatory, Governance, & Internal Audit
- Leadership and Team Development
- Budgeting, Forecasting, Strategy & Planning
- Operations and Financial Analysis

Accounting Advisory Firm, New York, NY

April 2014 – Present

CFO Consultant

- Partner with small business owners with capitalizations from up to \$450,000 within a variety of industries at a various business growth stages to outline financial plans that support business goals and funding initiatives.
- Establish accounting and bookkeeping operations for remote maintenance and upkeep.
- Make recommendations to ensure clients are compliant to tax filing and accounting regulations.
- Advise clients on created business and financial plans and guide them through the financing or investment process if seeking outside funding to support business initiatives.
- Perform business development activities and client service to ensure satisfaction and referral business.

Global Financial & HR Services Firm, New York, NY

February 2011 – April 2014

Chief Financial Officer

- Maintained staff of 50 handling general ledger, reporting, accounting operations, planning, analysis, forecasting, budgeting, risk management and revenue billing for this division with \$260 million in Sales.
- Led a team to uncover a potential loss of over \$30 million in cash within nine months.
- Integrated HR related consulting, benefit products and outsourcing revenue into one function, including divisional 10K, 10Q submissions and FX conversions, consolidations and eliminations reporting.
- Directed team in conversions of PeopleSoft to GEAC, Hyperion to INEA; also from GEAC to JD Edwards/
- Monitored accounting for several acquisitions, dissolutions, discontinued operations and mergers.
- Fully coordinated Sarbanes Oxley implementation, developed controls, compliance, remediation.
- Performed due diligence for sale of consulting and outsourcing functions to ultimately divest businesses.
- Reduced redundant processes and staff, increased automation and redesigned process flows to streamline Finance functions. Researched and handled offshore initiatives, product profitability and unit cost studies.

Global Financial Firm (acquired US Firm), Chicago, IL

April 2002 – February 2011

Controller

- Managed staff of 25 performing operational accounting for accounts valued at over \$250,000,000 in assets.
- Consolidated post merger processes and designed abandoned property process that allowed the process to be completed within a 2-week period versus a 4.5-week period before the plan implementation.
- Automated financial statement reporting which eliminated 4 positions saving \$350,000 in compensation.

Regional CPA Firm, New York, NY**December 1998 – April 2002****Senior Audit Manager**

- Specialized in auditing and consulting for financial services, i.e. brokerage, hedge funds and REITs for the corporate client, American Express.
- Produced analyses and financial statements to support audits and handled regulatory reporting.

Charles Schwab & Co, Boston, MA**July 1996 – December 1998****Director, Internal Control & Asset Reconciliation**

- Managed 20 staff analyzing internal controls, stock record reconciliations, cash journals and other systems.
- Created internal control procedures for the Risk and Credit services division.
- Assisted in pricing, valuation and reporting functions and audit processes.
- Improved compliance with SEC and NYSE rules, assisted in 10K and 10Q reporting.
- Performed system analysis, design and implementation and automated reconciliations and reporting.

Fidelity Investments, Boston MA**August 1991 – July 1996****Manager, Customer Tax Reporting****Senior Analyst, Regulatory and Financial Control****Goldman Sachs, New York, NY****May 1988 – August 1991****Financial Analyst****Deloitte & Touche (formerly Touche Ross & Co.), New York, NY****December 1985 – April 1988****Senior Auditor**

EDUCATION

- MBA - Rutgers University Graduate School of Management, Newark, NJ
- BA - Douglass College, New Brunswick, NJ, Major: Economics/Accounting

CERTIFICATIONS & LICENSES

- Certified Public Accountant, State of NY
 - Financial Industry Regulatory Authority (FINRA), Series 7, 63, 27 completed
-

TECHNICAL SKILLS

- **Desktop Software:** Microsoft Products – Excel, Access, Word, Project; Lotus Notes, Visio and ABC Flowchart
- **Relational Databases and Reporting Systems:** SAP GL, Oracle/PeopleSoft (General, Accounts Payables, Accounts Receivables, Project, Billing, Payroll and Procurement Modules), GEAC, Hyperion, McCormick & Dodge, Collier Jackson, INEA, Lawson Billing, AMB General Ledger, and QuickBooks
- **Operating Systems:** ADP, SunGuard, Autocage, SmartSeg, Checkfree, SSC/Camra Trading System

SAMPLE RESUME

Operations Management

FirstName LastName

123 Main Street, City, State, Zip

123.567.6789 | prefix@domain.com

VERSATILE OPERATIONS MANAGER

Profitability-focused Operations Manager with demonstrated abilities turning around troubled business units and building strong, collaborative teams that generate profitable with low turnover. Focused leader who consistently attracts and manages superior talent that provides exceptional account oversight and delivers solutions-focused client service. Analyzes and creates operational processes that optimize revenues, profit margins and labor costs.

- Talent Development & Management
- Profitable Operational Management
- Innovative Approach to Problem-Solving
- Diplomatic Communication Skills
- Departmental Budgeting & Forecasting
- Employee Relations & Team Building

Upscale Resort Complex, Tempe, AZ

7/2006 – present

Full service spa and recreation resort complex with \$35 Million in annual revenues, 6 properties and a residential complex which holds hotels which hold 225 condominiums, 225 hotel rooms, a full service spa and indoor/outdoor recreation center

Senior Manager of Guest Sales (03/07-present)

- Facilitate \$29 Million in revenues through the effective management of a centralized reservations center handling lodging bookings (\$5 Million) and season passes, spa bookings and recreation lessons (\$14 Million)
- Manage the \$735,000 operational budget for Central Reservations Lodging & Guest Services departments and oversee its two departmental managers and 45 employees
- Successfully transitioned and developed the onsite resort lodging call center from centralized call center in Chicago resulting in increased closed sales rate from 19% to 25% within six months, higher revenues year-on-year since and significantly improved agent product knowledge
- Collaborate with sales executives and marketing team to devise and implement marketing plans and ensure operational workflow is communicated with recreation and spa operations, corporate sales and front office
- Interview, hire and evaluate employees on performance metrics regarding group cohesion, guest services execution, troubleshooting and interdepartmental collaboration
- Start and manage the Loyal Guest program for VIP handling initiatives, generating \$500K in revenues in 2010
- Implement and orchestrate the resort-wide program to enhance the first-time resort visitor experience
- Spearhead the Employee Experience Committee to maintain cohesive teams among 370 resort employees
- Rate within the Top 3 of 50 departments in survey as the area where employees want to work for last 5 years

Guest Services Manager (7/06-3/07)

- Successfully managed team of 30 tenured employees in all aspects of delivering the mountain experience
- Surpassed season pass budget during a challenging season
- Created efficiencies in staffing through cross training to reduce and sustain labor budgets

PTO – Lincoln School, Chicago, IL

9/2002 – 5/2006

President – Volunteer (9/04 – 5/06)

- Direct all business dealings, marketing initiatives and fundraising projects for this 726-volunteer member parent-teacher organization that has an operating budget of \$87,000 per year

Membership Coordinator – Volunteer (9/02-9/04)

- Launched an innovative membership drive that increased membership by 22% in 2002 and 14% in 2003

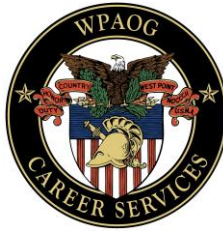
Payment Data, Des Plains, IL - **Client Services Manager**

11/1999 – 11/2002

EDUCATION

University of Chicago, Chicago, IL - **MBA**

| Cornell University, Ithaca, NY - **BS Degree in Political Science**



Resume Tips for Job Seekers

Resume Tips

1. Header – Needs to include City/State and cell #, LinkedIn profile link and personal email. LinkedIn is the first place they will look. You can edit your LinkedIn profile Link to make it more presentable? Have a business friendly email.
2. Q What is the mission of this resume? A - To present your detailed accomplishments, experience and scope of responsibility so the employer can see you have done or can do their job. NOT everything you ever did. Make the resume as targeted as possible; you need a complete, general resume on job boards. Craft one specifically for each job you go after.
3. Tell YOUR story. Why are you looking? Will you relocate on your own or on the Army with an ETS move? Why is your personality a fit with this job and company and reasons for any short tenures (huge restructure, company sold etc.)
4. Add as much specific detail about your accomplishments as possible barring confidentiality breaches. What specific, personal **accomplishments** make you **THE** person to hire if your colleagues apply?
5. \$ Sales/year, names of customers, \$ Revenue/Budget responsible for or saved/year, % over budget, # direct reports/total staff, stack ranking vs. colleagues, look at your monthly reports for the last year. How large an area do you cover? (Road warrior or inside sales?)
6. BE HONEST – previous jobs, employment dates and past compensation (and sometimes W-2's for sales jobs with highly leveraged comp plans) will be checked after you get an offer. We have seen offers of employment withdrawn when a candidate lied or misled on facts they presented about themselves or in their resume or LinkedIn profile were uncovered in a background check.
 - 6.1. Don't fill in gaps in your employment (dates of employment will always be checked.)
 - 6.2. OK to summarize old data or that which doesn't apply to your current job search.
 - 6.3. OK to present out of chronological order to show experiences that match a certain job on page 1.
 - 6.4. OK to summarize military data unless looking for a job in the defense sector.
 - 6.5. Jobs and Dates must align with LinkedIn as it is the first place potential employers look
 - 6.6. If you have been in sales or other jobs which have high commission or bonus structures, you may need to show previous W-2s as part of your onboarding process (where legal) to back up your "great success" story.
7. Resumes are ingested by candidate tracking systems at companies and recruiters
 - 7.1. Standard format, standard font (unless you are going for an art/creative/design position)
 - 7.2. No info in headers (may get missed in parsing.)
 - 7.3. AT LEAST City, State, HOME Email and one phone number (cell recommended)
 - 7.4. Minimize your "greatest hits" summary – if you have great accomplishments there the person will then have to go find them in the body of the resume to see if they are current/relevant
 - 7.5. Use your first and last name as the resume file name
8. Do not "civilianize" military job titles and turn yourself into a platoon CEO.



Resume Tips for Job Seekers

9. Use acronyms and military lingo ONLY if specific to the position you are applying for that that an HR manager at the employer will understand. You could be screened out by HR if they don't understand.
10. Add a summary sentence or two for each company (public, national or global, X thousand employees \$XX in sales, and what they or the division you were in sell etc.)
11. PDF or Word? PDF is much less likely to get reformatted in email transmission