

Resume Fundamentals

Marketing Your Brand

Your resume can be your most critical marketing tool, playing a key role in making or breaking your job search. Because reviewers often spend no more than 30 seconds reviewing your resume during an initial screen, clearly stating the value you can bring and tailoring content to meet their needs are critically important.

The ultimate purpose of your resume is to spark enough interest to get an interview with the company by:

- Highlighting your knowledge, skills and strengths that are relevant to the job you are pursuing.
- Summarizing your personal accomplishments.
- Emphasizing your career direction and objectives.

Your goal should be to make your resume visually appealing, readable, compelling, concise and informative.

Resume Formatting and Writing Tips

- Choose Arial or Times New Roman as your font.
- Select a font size that is at least 10 point but not larger than 12 point.
- Avoid spelling errors, typos and poor grammar.
- Assure that content is accurate and factual.
- Keep consistent indenting, margins and alignment—never use margins less than ½-inch.
- Use regular round bullets. Decorative bullets often do not upload correctly.
- Use tabs to align text. *Do not use tables or the space bar to align text.*
- Remove hyperlinks from email addresses and websites.

Important Things to Remember

- ✓ Resume Building is a process—not a one-time event.
- ✓ Your resume is a reflection of you, so you must be comfortable with its content and any questions about it.
- ✓ Keep track of your accomplishments!

Biggest Mistakes in Writing a Resume

- ▶ Listing every task you have ever performed or just cutting and pasting your job description
- ▶ Not explaining results
- ▶ Using "industry jargon," language only those within previous industries/functions will understand

Resume Writing Guide

As you get started building and creating your resume, here is an outline of what to include in each section.

Name/Address

- Your name should be in bold all capital letters and should be the largest point size on the page.
- If you have a name that may make it difficult for reviewers to determine your gender (e.g., Marshall, Mason, Pat), it is acceptable to put a “Mr.” or “Ms.” in front of it.
- Do not abbreviate—for example, “Ave.” for Avenue—unless space restrictions make it mandatory.
- You may combine a cell phone number and email address on the same line. You may also list the street address, city, state and zip code on one line.
- List your LinkedIn url AFTER you have edited it.

Experience

This is the most important section of your resume! Companies will judge your fit for their organizations by assessing whether **your knowledge, skills, past experiences and results meet their current needs.**

- Place your full-time jobs in reverse chronological order, starting with your most recent job.
- List your divisional employer when working for a multi-division corporation. If the corporation you worked for is not easily recognizable, feel free to add information regarding its size, revenue, parent company, etc. (example: a \$3 million manufacturer of widgets).
- Highlight increases in responsibility, measurable accomplishments and promotions, wherever possible.
- Keep industry jargon to a minimum.
- List dates in years only, except in the case of internships. List internship date as “Summer 2012.”
- Provide a bulleted list of your accomplishments using detailed, action-oriented, results-focused statements.
- If an accomplishment bullet does not clearly define a skill, think about revising the bullet.

Education and Training

- List university names and degrees received in reverse chronological order with most recent listed on top. Do not use abbreviations.

Certifications

Community Activities and/or Professional Associations

Create Compelling Accomplishment Bullets

When writing your accomplishment bullets, focus on the knowledge and skills you need to convey for the job you *want*, not the job you *had*. Always ask yourself what the recruiter will find valuable, NOT what you find to be valuable! Below are a few steps to help you write powerful bullets.

Step 1: Document your work history: List all tasks for which you had responsibility. To help you generate ideas, review job descriptions and annual evaluations from previous positions. Keep these notes, as they are also helpful in preparing for interviews.

Step 2: List actions and results: Use the SOAR framework to reword your accomplishment bullets.

Situation – Concisely identify the project, problem or situation you were working on.

Obstacle – What was the challenge or obstacle inherent in this situation?

Action – Focus on business language and tasks that are meaningful to the reader and use specifics wherever possible. Use action verbs that easily identify the skills you used.

Results – Quantify results in business terms such as: increased revenues, reduced cycle times, etc. If the result isn't quantifiable, list the intended goal (e.g., in order to increase customer satisfaction).

The goal is to answer the question “*How did your actions impact the business?*” Follow these guidelines for writing compelling accomplishment bullets:

- ✓ Begin with powerful, past tense action verbs followed by results.
- ✓ Try not to repeat the action verbs in consecutive bullets.
- ✓ Quantify as often as possible.
- ✓ Refrain from using pronouns (e.g., I, we, my).
- ✓ Use objective language rather than subjective language.
- ✓ List bullets in order of importance or chronologically if necessary for logical interpretation.
- ✓ Overall, does the language convey leadership and teamwork simultaneously?

Accomplishment Before	Questions to Ask	Accomplishment After
Worked to improve inventory system for product lines.	<ul style="list-style-type: none"> – What tasks did you perform? – What was the goal? – What were the results? 	Designed and instituted a spare parts inventory system for eight product lines which reduced material costs by 15%.
Evaluated ethnic marketing opportunities and designed business plan.	<ul style="list-style-type: none"> – What was your role? – What results did opportunities produce? 	Led initiative to evaluate ethnic marketing opportunities and designed integrated business plan to increase share and loyalty among ethnic groups.
Trained international sales personnel on sales system.	<ul style="list-style-type: none"> – Did you only conduct the training or did you actually determine the need? – Did you design the materials & curriculum? – What countries were involved? 	Analyzed skills gaps of worldwide sales personnel in moving to new tracking system; developed and delivered training to 350 employees across 25 countries.

Step 3: Know the knowledge and skills required for your career area of interest: After doing your research, tweak your bullets to match the information that you have gathered about the key knowledge and skills required for your career area of interest. When you are applying for a specific position, review the job description and include on your resume the bullets that best match the requirements, job responsibilities and qualifications.

Tailoring Your Resume to the Job

It's important to customize your resume so that your knowledge, skills and qualifications best match the specific requirements of each individual job for which you apply. Starting with the job description, follow this approach for each position profile or job posting:

Assess the Position

1. Read the job posting and write down the top five responsibilities. You may need to “read between the lines” to create your list. If, for example, the position reports to the vice president or has staff in various locations, responsibilities will include providing support to the vice president and creating ways to increase teamwork among the staff.
2. For each responsibility, describe all of the associated tasks—anything that the person holding this position will actually do on a daily/weekly basis.
3. List the specific knowledge and skills the person holding the position must have to complete these tasks and manage the responsibilities of the job.
4. List the personal attributes that the position requires. Attributes are personality traits that describe your behaviors and how you perform, such as proactive, organized, perceptive, sense of humor and diplomatic.

Describe the Ideal Candidate

After you have assessed the position, think about the qualities that would make a candidate the perfect “fit” for the position, including:

- Ideal Work Experience
- Ideal Education
- Ideal Knowledge/Skills
- Ideal Personal Attributes

Write the “Ideal” Resume

Based on these qualities, tailor your resume to ensure you're highlighting the most relevant and compelling aspects of your past experiences and skills for the specific role:

1. Dissect your work experience into the kinds of responsibilities, tasks and skills shown on the position posting.
2. What educational experiences or professional training relates specifically to the job requirements?
3. What extracurricular activities have resulted in learning, developed skills or strengthened personal attributes that are tailor-made for this job?
4. Prioritize your work experience, education and other activities according to those apt to be perceived of most value by the interviewer.
5. Use the wording or phrasing from the job posting, if accurate and appropriate from your background.

Key Knowledge and Skills by Function

While your first resume may be more general, you will begin to tailor it as you become more focused. Think like a recruiter! Remember, recruiters are looking for specific competencies related to a specific position. Your results-based resume should reflect these competencies, knowledge and skills. The following is a list of general MBA and function-specific competencies that you should try to include in your resume.

Essential MBA Skills

- Leadership
- Teamwork
- Problem-solving and analytical skills
- Initiative
- Adaptability to change
- Interpersonal and communication skills
- Strategic thinking and planning abilities
- Global orientation
- Ability to leverage technology
- Time management and project management skills
- Prior history of results and progressive experience

Function-specific Skills Based on Concentrations and Key Functions

Corporate Finance

- Quantitative skills
- Basic understanding of accounting and financial management principles
- Ability to interpret numbers and draw conclusions from results of various financial strategy changes
- Ability to handle a wide variety of tasks

Investment Banking

- Strong quantitative and financial skills
- Team player
- Handle multiple tasks/multiple bosses
- Ability to analyze diverse information and formulate recommendations quickly
- Ability to synthesize large amounts of data into small manageable chunks and then communicate these chunks both in writing and verbally
- Willingness to take risks, deal with uncertainty and accept occasional failure
- Ability to perform well under pressure
- Ability to take criticism lightly
- Aggressiveness, strong internal motivation and ambition

Consulting/Strategy

- Evidence of solid intellectual capacity
- Ability to elicit information from others and to synthesize that information into a cohesive story
- Strong listening skills
- Ability to communicate with all levels of management, from line managers to the CEO
- Ability to see the big picture
- Solid business judgment and desire to tackle complex business problems
- Creative/conceptual ways of thinking
- Ability to determine key issues from confused and incomplete information

- Project management skills
- Professional presence
- Ability to assess situations and devise solutions

Marketing

- Ability to motivate others not under your control
- Strategic thinking
- Multi-functional team experience
- Tolerance of ambiguity; flexibility
- Creativity
- Quantitative/research skills
- Coordination/project management skills
- Presentation skills
- Ability to recognize key factors in extensive data
- Passion
- Knowledge of marketing principles and experience marketing something

Operations/Manufacturing

- Ability to work with a wide variety of people
- Basic understanding of the supply chain and a production environment
- Preference for a variety of tasks
- Quantitative skills
- Ability to coordinate with departments and individuals not under your control
- Ability to initiate and implement major projects

Human and Organizational Performance

- Strong presentation, communication and interpersonal skills
- Mentoring/coaching experience
- Management skills
- Analytical skills
- General business understanding
- Basic understanding of change management and organizational processes
- Analytical and quantitative skills
- Ability to understand how business results ultimately tie to human performance
- Basic understanding of the HR generalist role

Sample Resume Bullets

The collection of resume bullets listed in this section not only gives you an idea of how to present your accomplishments on your resume, but it also provides you with a glimpse of what types of projects and work you could be doing during your summer experience.

Consulting/Strategy

Analyst, Strategy and Operations

- Conducted competitive analysis evaluating pricing zones and ad zones and identifying key competitors in various markets for a Fortune 500 retail client; results to be used for benchmarking items comprising 75% of chain-wide revenues.

Associate, Strategy and Operations (Financial Shared Services: Retail Client)

- Designed framework of Key Performance Metrics to evaluate the associates and devised reporting structures for leadership in the form of scorecards giving a concise view of financial operations.
- Presented best practices for Service Level Agreements for shared services centers and the various pricing models used therein to client executives and department heads.
- Identified key activities to be performed by Shared Services Center to realize cost savings of up to \$2 million and made recommendations for designing the global financial operational process for the client.

Health Care Consultant

- Analyzed workflow and developed Value Stream Process Maps in a cross-functional team to implement improvements; streamlined patient flow in OR by employing pull system; reduced prepped wait by 35%.
- Constructed a strategy for a health care provider based on physician productivity to dissolve uncompetitive OB/GYN practice; resulted in savings in excess of \$1 million.

Financial Services

Associate – Private Banking

- Created asset allocation draft proposals for clients and prospective clients.
- Prepared investment product/service presentation materials for relationship managers.
- Presented product overviews and pitches to firm executives and product specialists.
- Monitored global investment markets through attending daily equity research overview.
- Attended Private Banking training program covering managed equity, fixed income, private equity, equity overlay strategies, trust and estate planning, and legal and compliance.

Research Associate, Small and Mid-cap European Equities

- Applied value and activist investing strategies at \$300 million hedge fund managed by European investor David Marcus.
- Evaluated potential investments by interviewing management teams of European small and mid-cap companies.
- Recommended investments in two French logistics companies based on in-depth research of the Central European logistics industry.
- Created and designed a pitch book, including valuation, recommending the break-up and sale of a Swedish IT company for which the portfolio manager is Chairman of the Board.
- Conducted due diligence and created pitch book for the first target of a potential private equity vehicle.

Investment Analyst

- Developed hedged equity strategies by means of self-made quantitative models incorporating market and fundamental ratios using tools like Compustat, Capital IQ and Excel.
- Constructed a portfolio monitor and developed trading screen in Excel to visualize dynamic long/short/mixed positions with minimum required upside/downside characteristics and high expected return potential.
- Fundamentally researched/analyzed companies based on historic ratios and potential future cash flows to compare intrinsic value to market value and identify potential catalyst or trigger.

Corporate Finance

Financial Analyst Intern

- Created a projection of 2008 commercial membership to estimate demand for three newly proposed health coaching delivery methods. Worked with special project and financial consultants to develop a plan estimate to produce \$650,000 in increased revenues.
- Built a flexible and integrated Excel model to estimate pricing for new health coaching services.
- Interviewed various groups throughout company to establish structure and cost estimates for the new health coaching programs.

Corporate Financial Planning and Analysis – Graduate Intern

- Rebuilt and enhanced Shares Outstanding projection model to more accurately represent three-year projection of earnings per share numbers.
- Analyzed and presented management with EPS scenarios under varying share repurchase programs.
- Collaborated with investor relations management to draft Q2 earnings call summary and press release.
- Used variance analysis to determine changes in year-over-year and quarter-over-quarter R&D expenditures.

Associate – Finance Development Program

- Improved the budgeting and forecasting planning process by initiating a new process to determine market data more accurately.
- Analyzed historic market size and share data to forecast future sales and determine budgeting requirements for multiple business units.
- Evaluated research capabilities of various market research firms and negotiated services and costs based on a limited budget.

HOP

Human Resources Associate

- Analyzed employee satisfaction survey data for an organization of 1,200 people and presented recommendations to leadership team including the General Manager, Director and team leaders.
- Created new recruitment strategy that shortened the recruiting cycle by 15%, optimized resources and provided more effective ways to identify and select top candidates.
- Developed accountability model for an organization of 350 people to assist with the coordination, delivery and measures of success for current and future leadership development training programs.

Global Human Resources

- Mapped out a communication and training plan to increase productivity through added transparency in the company's pay-for-performance strategy, impacting more than 3,000 managers and associates.
- Collaborated with more than 100 leaders and line of business teams to gather data and assess project barriers to ensure senior leadership buy-in and optimize project outcomes.

Marketing

Associate Brand Manager, ABC Division

- Managed the execution of a national television and online direct response campaign. Controlled a \$200,000 budget, developed inventory forecasts and administered supply logistics. Analysis provided a framework for future campaigns.
- Examined consumer trends and historical performance to delineate competitive analysis; identified unique opportunities for brand and supported implementation by authoring integrated marketing plan.
- Researched website monetization and presented concept on user-defined products to CFO and marketing division.

Global Brand Communications

- Led the creation and launch of a global public relations campaign spotlighting key business achievements of ABC Company. Secured coverage in more than 70 print and online publications.
- Conducted focus group and analyzed results to provide recommendations to agency for the corporate website redesign.
- Designed and implemented a creative global strategy to increase insight into the youth consumer market to ultimately secure a larger market share.

Business Development, Health Care

- Analyzed historic market characteristics of competing products' usage and reimbursement rates in order to develop and implement market rollout strategy focused on targeted consumer.

Operations

Assistant Manager, Store Operations

- Originated, conceptualized and proposed to the CEO a competitive bidding process projected to lower company-wide maintenance costs by \$4.4 million and reduce workload in the field by 2,080 days annually.
- Led the planning, data gathering, analysis, scope and recommendation phases of a three-month project to understand and explain the 54% growth of maintenance expenses across approximately 8,300 stores.
- Identified and recommended a process enhancement expected to improve labor efficiency around vendor invoicing by \$242K annually.

Corporate Sponsorship MBA Program

- Created web portal for tracking and implementation of new Advanced Product Quality Planning initiative; developed status tracking method; modified and created supplemental forms for project documentation.
- Compiled data and created presentations reviewing the past five years and projecting the future five-year plan for the annual Profitability Review with COO.
- Analyzed all cost reduction projects greater than \$5,000 for Tennessee, China and Mexico plants for the annual Financial Review; verified cost savings and project implementation date; categorized the cost savings projects to the appropriate accounts.

Real Estate

Intern

- Underwrote the proposed sale, including Argus runs and preliminary investment memorandum, of a \$35 million industrial portfolio, a \$10 million office building and a \$45 million industrial portfolio.
- Performed feasibility studies and market research for six proposed developments including competitive analysis, sales calls and research on demographics, traffic, zoning and utilities.
- Maintained the Nashville Operating Budget requiring monthly updates to reforecast management fees, development and construction fees, leasing commissions and operating costs.

Real Estate Development

- Conducted market research and feasibility analysis to evaluate potential property acquisitions.
- Created pro-forma financial models for multiple developments to forecast profits and assess risks.
- Pitched opportunistic investment proposals and development sites to the firm.

Resume Action Verbs—By Skill Sets

Refer to this list of strong action verbs when writing your resume bullets.

Communication Skills				
Addressed	Consulted	Enlisted	Mediated	Referred
Advertised	Contacted	Explained	Moderated	Reinforced
Answered	Conveyed	Expressed	Negotiated	Reported
Arbitrated	Convinced	Formulated	Observed	Resolved
Arranged	Corresponded	Illustrated	Outlined	Responded
Articulated	Critiqued	Influenced	Persuaded	Simplified
Authored	Debated	Informed	Presented	Solicited
Briefed	Defined	Instructed	Promoted	Suggested
Clarified	Directed	Interacted	Proposed	Summarized
Communicated	Discussed	Interpreted	Publicized	Synthesized
Compiled	Documented	Interviewed	Recommended	Taught
Composed	Drafted	Lectured	Reconciled	Translated
Condensed	Edited	Listened	Recorded	Transmitted
Conferred	Elicited	Marketed	Recruited	Wrote

Management Leadership Skills

Accelerated	Coordinated	Executed	Instituted	Recommended
Administered	Decided	Expanded	Launched	Reduced
Advanced	Decreased	Expedited	Led	Reorganized
Analyzed	Delegated	Generated	Managed	Replaced
Anticipated	Determined	Governed	Merged	Restored
Appointed	Developed	Handled	Motivated	Reviewed
Approved	Directed	Headed	Navigated	Scheduled
Assigned	Doubled	Hired	Organized	Secured
Attained	Eliminated	Hosted	Originated	Selected
Authorized	Emphasized	Implemented	Overhauled	Streamlined
Commanded	Enforced	Improved	Oversaw	Strengthened
Consolidated	Enhanced	Incorporated	Planned	Supervised
Contracted	Envisioned	Increased	Presided	
Controlled	Established	Initiated	Prioritized	
Converted	Exceeded	Inspected	Produced	

People Skills

Adapted	Counseled	Evaluated	Managed	Resolved
Advised	Critiqued	Explained	Mediated	Simulated
Advocated	Cultivated	Facilitated	Mentored	Staffed
Assessed	Demonstrated	Guided	Motivated	Stimulated
Championed	Developed	Individualized	Persuaded	Supervised
Clarified	Diagnosed	Informed	Prevented	Supported
Coached	Directed	Inspired	Recruited	Taught
Collaborated	Educated	Instilled	Referred	Trained
Communicated	Enabled	Instructed	Rehabilitated	Tutored
Coordinated	Encouraged	Intervened	Represented	Volunteered

Planning and Administrative Skills

Activated	Consolidated	Formulated	Orchestrated	Routed
Amended	Coordinated	Generated	Ordered	Scheduled
Approved	Corrected	Implemented	Organized	Solved
Arranged	Corresponded	Imported	Planned	Standardized
Catalogued	Decentralized	Incorporated	Prepared	Submitted
Categorized	Deployed	Inspected	Procured	Supplied
Centralized	Developed	Laid out	Projected	Systematized
Charted	Distributed	Logged	Provided	Transformed
Classified	Engineered	Maintained	Purchased	Updated
Coded	Estimated	Mapped	Recorded	Validated
Collected	Executed	Mobilized	Registered	Verified
Compiled	Exported	Monitored	Reorganized	
Connected	Filed	Obtained	Reserved	
Conserved	Formalized	Operated	Reviewed	

Research and Investigative

Analyzed	Critiqued	Explored	Observed	Surveyed
Assessed	Detected	Extracted	Organized	Systematized
Clarified	Determined	Formulated	Proved	Tested
Collected	Diagnosed	Gathered	Researched	Verified
Compared	Discovered	Inspected	Reviewed	
Computed	Evaluated	Interviewed	Searched	
Conducted	Examined	Investigated	Solved	
Correlated	Experimented	Measured	Studied	

Technical Skills

Adapted	Constructed	Fabricated	Printed	Restored
Applied	Converted	Fortified	Programmed	Solved
Assembled	Debugged	Installed	Rectified	Specialized
Built	Designed	Maintained	Regulated	Standardized
Calculated	Determined	Manufactured	Remodeled	Studied
Computed	Developed	Operated	Repaired	Upgraded
Conserved	Engineered	Overhauled	Replaced	Utilized

Quantitative and Analytical Skills

Adapted	Compared	Estimated	Measured	Strategized
Analyzed	Concluded	Evaluated	Observed	Targeted
Applied	Consulted	Examined	Prospected	
Assessed	Critiqued	Hypothesized	Questioned	
Calculated	Defined	Identified	Reviewed	
Clarified	Determined	Improved	Solved	

Communication Skills

Addressed	Consulted	Enlisted	Mediated	Referred
Advertised	Contacted	Explained	Moderated	Reinforced
Answered	Conveyed	Expressed	Negotiated	Reported
Arbitrated	Convinced	Formulated	Observed	Resolved
Arranged	Corresponded	Illustrated	Outlined	Responded
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Composed	Drafted	Lectured	Reconciled	Translated
Condensed	Edited	Listened	Recorded	Transmitted
Conferred	Elicited	Marketed	Recruited	Wrote

Creative Skills				
Adapted	Created	Fashioned	Integrated	Promoted
Architected	Customized	Formulated	Introduced	Revised
Combined	Designed	Founded	Invented	Revitalized
Composed	Developed	Generated	Marketed	Shaped
Conceived	Displayed	Identified	Modified	Solved
Conceptualized	Entertained	Illustrated	Originated	Transformed
Condensed	Envisioned	Initiated	Performed	
Crafted	Established	Instituted	Planned	
Management Leadership Skills				
Accelerated	Coordinated	Executed	Instituted	Recommended
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Analyzed	Delegated	Generated	Managed	Replaced
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Controlled	Established	Initiated	Prioritized	
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Assessed	Critiqued	Hypothesized	Questioned	
Calculated	Defined	Identified	Reviewed	
Clarified	Determined	Improved	Solved	

Guidelines for Electronic Resumes

Because many companies now use computerized Resume Management Systems, your resume will need to be in a format that can be scanned or submitted through the company's website. When you submit your resume with these systems, it is immediately processed into the system before anyone sees it. The systems do not read fonts, graphics or other aesthetic features, and they left-justify every line. Consequently, you will need to create an electronic version of your resume so that you—not the system—will be in control of how it is presented.

- ✦ Remove any special formatting that exists in your original word processing document. (The easiest way to do this is to save it as a text-only file with a new name and then re-open it.)
- ✦ Do not use bold, italic, graphics, boxes or formatted bullet points. (These will not transfer to plain text format.)
- ✦ Instead of bullets, use asterisks or dashes.
- ✦ Distinguish your various categories, such as “work experience” or “education” with capital letters, and double space between each section.
- ✦ Use separate lines for name, address and email address, so the information doesn't blend together in one line.
- ✦ Use a separate line for job title, company name, location and employment dates.
- ✦ Use standard fonts such as Arial, Courier, Helvetica or Times New Roman.
- ✦ Use a font size that is between 10 and 12 point.
- ✦ Save your document in plain text format, or as a “text only” file.
- ✦ Many electronic resumes are scanned to find key words; consider adding a “Key Skills” section to your resume that would include typical key words that employers use for that particular job.