

# CAREER DEVELOPMENT *at Yale*

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## Writing a Winning Resume

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# Introduction and Objectives

## Introduction

Your resume is a marketing tool you'll use to promote your background throughout your career. Crafting a compelling resume allows you to distinguish yourself and will propel the reader to want to learn more about you.

A resume should not present everything there is to know about you. It is a selective summary of the most significant facts outlining your professional and educational background, as well as additional interests and activities. Your resume should be tailored strategically to present the accomplishments, skills and experiences that are transferable to the position you seek.

*“A resume is a marketing tool that presents a summary of your qualifications, including education, professional experience and skills. It is a snapshot, NOT your life history.”*

## Objectives

The purpose of this guide is to provide you with best practices and reference material for both the format and content of your resume. Please keep in mind that when all is said and done, this is YOUR resume. Every person that reviews this document will give you different suggestions. Some of the feedback from the second reviewer may even directly conflict with the feedback from the first reviewer. That is OK, there are different ways of thinking about resumes. The suggestions in this document are targeted to the general population and we encourage you to take it all in and make the best decision for you and your individual situation. Your end product should reflect how you want to market yourself.

This guide will walk you through a few major sections:

1. The resume writing process – what to think about before diving in
2. Formatting – how to present your resume in a clean, easy to read, format
3. Content – ways to craft high impact accomplishment statements detailing the situation, action, and results

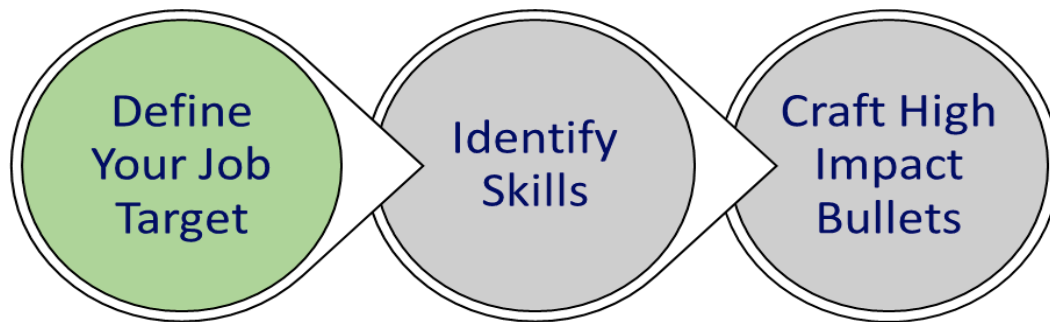
Read the guide as you craft your resume and revisit it periodically as you transition throughout your career. Please reach out to us [learning@yale.edu](mailto:learning@yale.edu) if you have questions.

# The Resume Writing Process



## The Resume Writing Process

Before you begin to think about the format and content of your resume, let's walk through a high level overview of the resume writing process (represented by the graphic below):



1. Define Your Job Target - Think about your career goals first.
  - a) Your next professional move may include getting promoted, changing roles within a department, making a lateral transfer to a new department, or even taking a step back to make career change.
  - b) Identify your job targets. A job target may include the specific role or department, or it may be more broad. You may have multiple job targets and not just one (you might love working in the field of communications but not be tied to a particular school or area at Yale that has a communications function). No matter how focused or open you are, begin to think about this so that you are ready for the next step in the process, which is to identify critical skills needed for the job.

# The Resume Writing Process



2. Identify Skills - Understand the role you are targeting and the skills needed to be successful.

- c) Print a job description of interest and use a highlighter to mark any skills or requirements mentioned a few times. For example, if the job description says something about managing four people directly and leading cross-functional teams – you should think about how to demonstrate your leadership skills on your resume.
- d) Pinpoint any skills you have that align with your target job(s). Think creatively about where you have garnered those skills - professionally, from your education, volunteering, etc. Maybe you don't have direct supervising experience, but have coordinated an event in charge of 50 volunteers. This still demonstrates leadership experience, even if it is not part of your current role at Yale.
- e) Determine the transferable skills. These are any talent or skill you possess that you can use in another job. Make the connection for the reader; pick and choose skills you wish to highlight based on what you want to demonstrate for that position.

## Examples of Transferable Skills

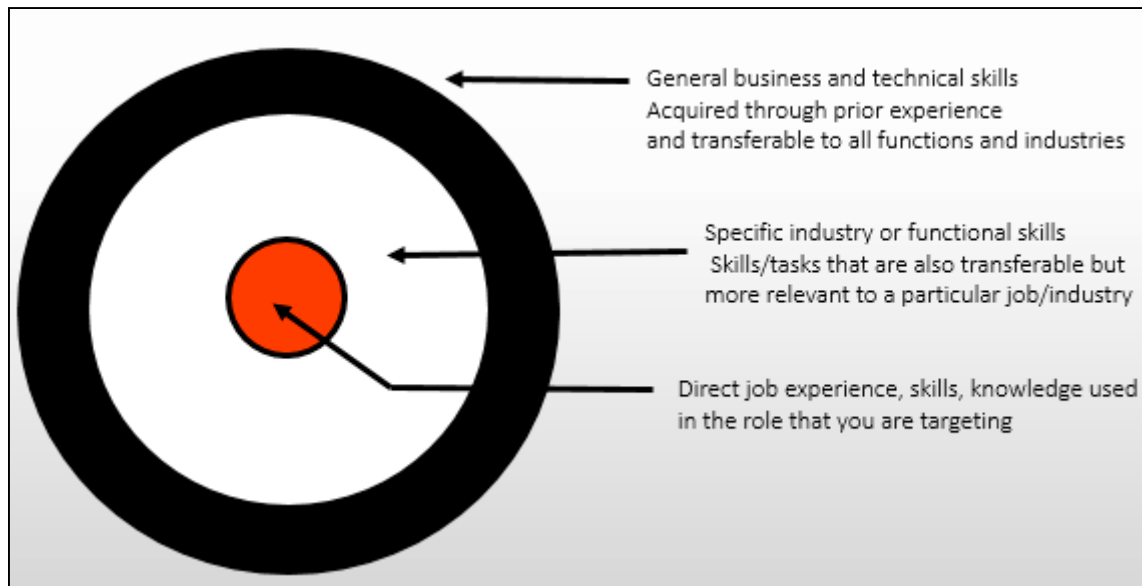
- Analyze and evaluate
- Communicate
- Influence decision making
- Work efficiently under pressure
- Lead teams and projects
- Provide recommendations
- Collaborate cross-functionally
- Multi-task
- Problem solve
- Think creatively
- Research issues
- Synthesize complex data





## The Resume Writing Process

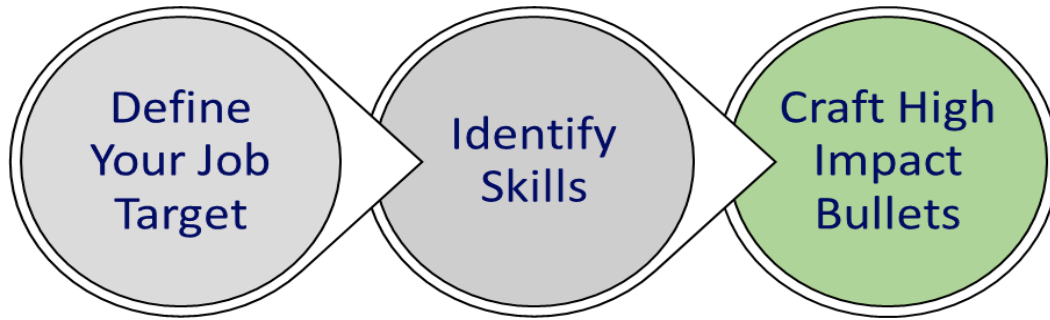
Transferable skills fall in to three categories – general, specific, and direct.



### Examples of Transferable Skills used in Resume Bullets

- General - Interviewed and trained five new hires in 11-person office.
- Specific - Prepared monthly accounting entries and performed financial analysis.
- Direct - Reviewed over 300 applications for each Admissions deadline; interviewed and evaluated prospective students assessing their qualifications for admission.

## The Resume Writing Process



3. Accomplishment Statements – Once you know the skills you need; you can build accomplishment statements that link your prior professional experience with the skills relevant to your target job(s). An accomplishment is something that you did and were proud of; a situation where you played a key role in making it happen; or something you did that resulted in benefiting the organization.
- f) Craft high impact bullets that reflect your accomplishments.
- g) Use the “SAR” (Situation – Action – Result) framework to write the accomplishment statements, which will become you high impact bullets.
- The **situation** should provide context for the accomplishment.
  - The **action** should tell the reader what you did in that situation.
  - The **result** should present a specific impact upon the organization or department.

NOTE: More in-depth information on the SAR framework and detailed examples can be found in the “Content – Tips for Writing a Winning Resume” Section III of this document on pages 16 - 18.

# Resume Formatting

# Resume Formatting

Before we dive into content, let's talk about formatting. It is important to have a clean and easy to read format. That way, there are no distractions and the reader can focus on looking for and reading content that is important. There is no "right" format and no Yale template, in fact there are many formats to choose from. Look at the three samples below, don't try to read the small font, just focus on the format. What do you notice?

All three of these:

- Are clean and easy to read – the reader can find key information quickly.
- Contain bullets – not paragraphs.
- Have a good amount of whitespace.

Best Practices

- Keep it simple and don't include designs or art. More examples of resumes, and when it is appropriate to use design, are located in the appendix.
- Limit the length to one to two pages long (most readers won't make it to a page 3).  
NOTE: if you are an experienced professional, your resume does NOT need to be one page.

Note: Review the comprehensive formatting checklist found on the next page.

**SAMPLE RESUME 1**  
1 Avenue A, Saratoga Springs, NY 12866  
email@yahoo.com; 518-555-9999

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**PROFESSIONAL**

Private Practice in Dentistry, Schenectady, NY 1973 - 2013

- Provided high quality patient care by performing oral surgery, restorative dentistry, implant restoration, endodontics, TMJ therapy and pedodontics
- Directed team of up to 6 employees; hire and train accordingly
- Managed \$400,000 budget for cost of supplies and equipment; oversaw property

**SCHENECTADY COUNTY DENTAL SOCIETY**

President 1984 - 1985  
Vice President 1983 - 1984  
Treasurer 1981 - 1983

**TEACHING**

STATE UNIVERSITY OF ALBANY, Albany, NY 1991 - Present  
ELIUS HOSPITAL (Dorothy St. Clare's Hospital), Schenectady, NY  
Clinical Instructor, Dental Residency Program 1978 - 2013

**EDUCATION**

WEST HAVEN VETERAN'S ADMINISTRATION HOSPITAL, West Haven, CT 1973  
General Practice Residency

COLUMBIA UNIVERSITY SCHOOL OF DENTAL & ORAL SURGERY, New York, NY 1972  
Doctor of Dental Surgery  
Minor: Oral Surgery

COLLEGE OF THE HOLY CROSS, Worcester, MA 1968  
Bachelor of Arts in Biology  
Minor: Education

**VOLUNTEER**

DENTAL MISSIONARY TRIPS 1995 - Present

- Lead Annual Dental Missionary trips to third world countries, including Haiti, Cuba, Jamaica, Guatemala

ST. HELEN'S CHURCH, Schenectady, NY 1983 - 1993  
Lector  
Christian Youth Organization Basketball Coach  
Eucharistic Minister

**PROFESSIONAL ASSOCIATION MEMBERSHIPS**

New York State Dental Association 1973 - Present  
American Dental Association 1973 - Present

**AWARDS**

BRDC's Administration of the Year 2012  
Columbia's International College of Dentist award for the highest standards of professionalism 1972

**SAMPLE RESUME 2**  
5 Main Street, Fairfield, CT 06824  
(203) 555-5555 email@gmail.com

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Account Executive with ten years of experience uncovering new business opportunities. Dynamic professional that's exceptional in managing multiple relationships. Proven leader in new business development.

**Great Insurance Company - Shelton, CT** April 2011 - Present

**REGIONAL SALES CONSULTANT**

Uncover new business opportunities utilizing a consultative sales strategy. Strengthen existing relationships with current client base. Meet and exceed sales goals.

- Proven relationship builder; currently working with over 150 independent financial planners
- Professional training in the consultative sales process through The Baron Group
- Highest percent to goal leader for multiple months throughout tenure
- Personally uncovered over \$500 million in new revenue growth

**Another Company - Stamford, CT** May 2010 - April 2011

**REGIONAL VICE PRESIDENT - THE BAILEY GROUP**

Worked closely with both individuals and small business owners in creating custom plans to help achieve their long-term financial goals. Specialized in retirement income planning and small business loan insurance.

- Prospect firm's existing client base. Cross sell appropriate investments and solutions
- Provided in depth financial analysis using proprietary software. Recommend suitable products
- Promoted in 2011 to a specialized business development team focusing on small business loans

**Transamerica Capital Management - Denver, CO** March 2006 - May 2009

**INTERNAL WHOLESALER**

Prospected financial planners and developed lasting business partnerships. Maintained responsibility of more than \$1M in new business every month. Tracked all customer contacts and sales data through Salesforce.

- Generated \$500k year over year territory growth (\$6M revenue in '07 to over \$16M in '09).
- Recognized as leader of national sales desk for asset retention.

**TIAA-CREF - Denver, CO** October 2004 - March 2006

**CLIENT RELATIONS ASSOCIATE**

Provided retirement planning guidance to 403b and 401k participants. Presented suitable investments and solutions based on clients' individual risk tolerance, time horizon, and other unique factors.

- Provided award winning customer service

**The Ohio State University - Columbus, OH**  
B.A., Mass Communication  
Dean's List - 2000 - 2001

**SAMPLE RESUME 3**  
5 Smith Avenue, Armonk, NY 10804  
914-555-4934; email@gmail.com

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**EXPERIENCE**

2007 - Present **Wonderful Records** New York, NY  
**Senior Director of Digital Sales & Retail Marketing**

- Create and maximize digital sales and marketing plans for all key accounts such as iTunes, Amazon, Spotify, Google, Microsoft
- Drive the strategic goals of RCA while leveraging sales opportunities and brand partnerships
- Optimize new product release flow to drive revenue and maintain our #1 market share rank (7.4% market share, 1.1% growth year over year)
- Develop new relationships with third party partners and emerging enterprises as well as pursuing new business lines with existing partners.
- Currently driving +110% year over year global revenue growth within the streaming media space with a focus on reaching \$13M of newly established revenue
- Manage sales and promotional opportunities throughout the entire sales cycle, inclusive of developing partnerships, identifying campaign details, execution, and quantitative analysis.

2005 - 2007 **Zomba Label Group (Live Records, SoSo Def, LaFace, Verity)** New York, NY  
**Director of Sales & Marketing, Eastern Region**

- Developed physical retail strategy for all product releases
- Identify, leverage, and maximize revenue opportunities and industry trends which align Zomba content with new and existing partners
- Managed an annual advertising budget of \$5 million
- Created marketing campaigns for Zomba Label Group artists (Usher, Justin Timberlake, Chris Brown, etc.)

2003 - 2005 **Sony/BMG Music Entertainment Distribution** New York, NY  
**Marketing Manager, Northeast Region**

- Directed and managed 24 retail coordinators, sales representatives, marketing assistants, and graphic designers
- Grew and maintained relationships with key accounts, including Virgin Records and Tower Records
- Managed the advance set-up and execution of all in-store performances and signings with priority artists including: Jessica Simpson, Good Chariots, Shakira, Jennifer Lopez, Bow Wow, etc.

1999 - 2003 **Columbia Records** New York, NY  
**Associate Director of Single Sales & Artist Development**

- Responsible for national sales and marketing campaigns aimed to increase single chart positioning
- Directed Sony Music Distribution field staff (300+) on marketing and sales plan execution

**EDUCATION**

1993 - 1999 **SYRACUSE UNIVERSITY** Syracuse, NY  
School of Management, Bachelor of Science degree in Marketing, Dean's List

**VOLUNTEER** T1/Martell Foundation, James Beard House

# Formatting - Resume Formatting Checklist

Use the following checklist as a guide for writing and editing your resume. A clean, well-formatted resume will make it easier for readers to find critical information they need to know. It is important for the reader to be able to locate this information quickly. Once they have found what they want, the content becomes the next most important part.

## 1. General Formatting Guidelines

<input type="checkbox"/>	Condense your resume into one or two pages
<input type="checkbox"/>	Ensure formatting is consistent throughout the entire resume (i.e., headings, font)
<input type="checkbox"/>	Use an appropriate font and size e.g.: Times New Roman or Calibri; 10 – 12 point (anything less than 10 point is too small)
<input type="checkbox"/>	Format margins to be no less than 0.5” on each side
<input type="checkbox"/>	Include ample whitespace
<input type="checkbox"/>	Put the most impressive and relevant bullets at the top of each job
<input type="checkbox"/>	Use one format throughout your resume when referencing dates. E.g.: months and years (Month, 20XX - Month, 20XX) or years only (20XX – 20XX). The preferred Yale method is to list months and years (Month, 20XX), especially if you have less than 5 years of experience at Yale
<input type="checkbox"/>	Use the same, very basic, bullet point (•) throughout the entire resume
<input type="checkbox"/>	Use periods at the end of each bullet or do not use them – the key is to be consistent
<input type="checkbox"/>	Do not go “font happy” by putting everything in bold and italics. The point of bold and italics is to make something stand out, not to make it blend in. Put <b>ORGANIZATIONAL NAMES</b> in bold caps and <b>job titles</b> in bold lowercase (and do the same for <b>EDUCATION</b> and <b>degrees</b> respectively). <i>Awards</i> you have won are ok in italics as long as nothing else is in italics, that way the reader’s eye will go right to your awards)
<input type="checkbox"/>	Do not include current or desired salary, benefits, vacation, travel or hour restrictions
<input type="checkbox"/>	Do not include age, sexual orientation, marital status, kids, religion, politics, or photos
<input type="checkbox"/>	Do not list references, these will be part of your online application (with a separate space to enter them) or HR will ask for references when you are a finalist. There is no need to include it as part of your resume (and no need to list ‘available upon request’)

## 2. Contact Details

<input type="checkbox"/>	Position your name at the top. Option: bold and capitalize it to make it stand out
<input type="checkbox"/>	Include your mailing address and phone number. e.g.: (10) (203) 432-XXXX
<input type="checkbox"/>	Add your e-mail address (either personal email or Yale email are acceptable)



## Formatting - Resume Formatting Checklist

### 3. Professional Experience

- List the company/organization name first; then list the job title below the organization name. List the company/organization name in **BOLD CAPITAL** letters with the job title in **bold lowercase** letters to make them stand out
- List both your generic title and working title (e.g.: if your Yale title is Senior Administrative Assistant and your working title is Fellowship Coordinator, then: “Fellowship Coordinator; Senior Administrative Assistant”)
- Ensure all accomplishment statements start with an action verb (see appendix for list); verbs should be in past tense for past jobs and present tense for your current job. If you have completed a project in your present job, that particular bullet should be in past tense. Any bullets in past tense (under your current job) go at the **BOTTOM** of the list for that job. For example, see Erin King’s resume on p.29 and reference her current job. The last bullet is past tense because she already completed that project.
- If you use jargon or abbreviations, be sure to spell it out the first time you mention it
- State currency consistently (e.g. 1,000,000 = 1M). *Note: there are several ways to denote amounts (i.e., millions can be M or MM), just be consistent*

### 4. Education

- Reverse chronological order of your education - list the highest degree achieved first
- List the school name first; then the degree and majors below the school name. List school name in **BOLD CAPITAL** letters with the degree name in **bold lowercase** letters to make them stand out
- Include the school location with city and state (and country if not in the US)
- Use graduation date or expected graduation date only (20XX)
- Reflect academic achievements e.g. Latin honors, or GPA (if GPA > 3.0/4.0)
- Include education-related activities in bullet points (e.g.: academic awards, scholarships, leadership positions, exchange programs, club activities)

### 5. Additional Information/Other Sections

- Include licenses, memberships, accreditations, volunteer work, any activities that show professional or personal commitment, leadership, interests outside of work
- Never include anything that could be judged such as politics or religion. Exception: leadership work (e.g., coordinated political event overseeing 250 volunteers)
- Use consistent formatting (e.g., if you include years that you volunteered at one

organization, include the years that you have belonged to a professional association)

# Content – Tips for Writing a Winning Resume



## Content - Tips for Writing a Winning Resume

A well written resume is made up of a few sections:

- I. Contact Information
- II. Summary (optional but highly recommended)
- III. Professional Experience
- IV. Education
- V. Additional Information (optional but highly recommended)

### ***SECTION I – Contact Information (required)***

This is a required section. Personal information goes at the top of the resume and is a simple identifier. Include your full name and contact information, along with your email address

#### *Recommendations*

- Ensure you have an appropriate and professional voicemail message on your phone.
- Include your home address and email address.

#### *Examples*

- **SALLY SMITH**  
1114 Main Street, New Haven, Connecticut 06520  
Tel. (203) 555-5555: sally.smith@yale.edu

## Content - Tips for Writing a Winning Resume

### SECTION II – Summary (optional but highly recommended)

The purpose of this section is to call attention to your key strengths. You can call it “Professional Summary”, “Executive Summary”, “Profile”, or “Summary”.

#### *Recommendations*

- Do not label this section “Objectives”, it is not about what YOU want it’s about the value you can add to the employer and the job. Use your cover letter to express your career goals.
- Avoid personal pronouns such as “I”, “my”, “me”, etc.
- Keep it brief and easy to read, two to four sentences at the most.

#### *Examples*

- **EXECUTIVE SUMMARY:** Innovative, results-oriented, “hands-on,” senior financial leader with 15 years’ experience working at leading universities. Proven track-record in streamlining processes and improving efficiencies, resulting in increased revenue.
- **PROFILE:** Passionate about the human development of others with a focus on increasing diversity in higher education. Areas of expertise include strategic management of colleges and universities and leadership development of senior level administrators.
- **SUMMARY:** Seven years of experience as a brand ambassador who travels worldwide to recruit top student talent. Energized professional who is passionate about developing creative recruiting strategies to reach prospective applicants, as well as serving specific populations, such as young women leaders, working professionals, members of the U.S. military and undergraduate students.

## Content - Tips for Writing a Winning Resume

### SECTION III – Professional Experience (required)

When developing this section, your goal is to highlight the skills and achievements most relevant and transferable to the position you are seeking. Describe your major activities (transactions and projects), but place the greatest emphasis on your accomplishments.

#### *Recommendations*

- Begin each bullet with a strong action verb (see list of examples on pages 25 -26). Do NOT start a bullet with “responsible for” - that doesn’t say what you accomplished.
- Avoid personal pronouns such as “I”, “my”, “me”, etc.
- Include the city and state/country of work experience, don’t assume.
- Draw connections between past experiences and skills required in the role you are applying for. Be explicit and show how past achievements relate to the position.
- Rank your bullets from most important to least important. Don’t focus on what is most important/relevant in your *current* job, rather focus on what will be viewed as most important/relevant in your *next* job (the one you are designing this resume to get).
- Use “SAR” (Situation – Action – Result) framework for accomplishment statements.

#### When describing the **situation**:

- Summarize the nature of the problem you faced or the goal you were after.
- Provide context for the accomplishment.

#### When describing the **action** taken:

- Tell the reader what you did. What skills and expertise did you demonstrate?
- Lead with action verbs such as “delivered,” “managed,” “created” and avoid passive words such as “participated in” or “monitored”.

#### When describing the **result** achieved:

- Present a result or impact upon an organization or department. As often as possible, bullets should quantify impact. When you cannot quantify, qualify.

**Quantify** – when you can, list a specific amount - *“Designed new process that improved efficiency by 10%, enabling employees to dedicate this time to other projects.”*

**Qualify** – if you can’t list a specific amount, elaborate by sharing more details – *“Designed new processes that increased collaboration between cross-functional departments”.*

## Content - Tips for Writing a Winning Resume

- When writing SAR statements, think about expanding upon accomplishments wherever possible:
  - Improved quality, productivity, teamwork
  - Increased sales, profits
  - Reduced costs
  - Planned/designed a program/process to improve
  - Reduced or changed some factor for the better
  - Decreased turnover, failures, breakdown, shrinkage, overtime, etc.
- Consider the following questions when thinking about which accomplishments to include:
  - Did I train or in any way develop other employees?
  - Did I receive any recognition or award?
  - Did I point out the need for or create a new procedure?
  - Did I improve customer service?
  - Did I reduce turnover?
  - Did I meet or surpass standards for speed or accuracy?
  - Did I do something special?
- Ask yourself with every question: What were the results?
- If possible, try to relate the size and/or scope of accomplishment. Focus on your individual impact and do not exaggerate or misrepresent your background.
- It is not required that the “SAR” (Situation – Action – Result) framework always be used in this order to write an accomplishment statement. Here are a few examples of how SAR can work in a different order.

**S-R-A:** “Oversaw Annual Fund calling center of 25 employees; established a positive working environment by communicating expectations with clarity and professionalism while answering students’ questions.”

**R-S-A:** “Established a positive working environment in an Annual Fund calling center of 25 employees; communicated expectations with clarity and professionalism while answering students’ questions.”

**A-R-S:** “Communicated expectations with clarity and professionalism while answering students’ questions; established a positive working environment in an Annual Fund calling center of 25 employees.”

## Content - Tips for Writing a Winning Resume

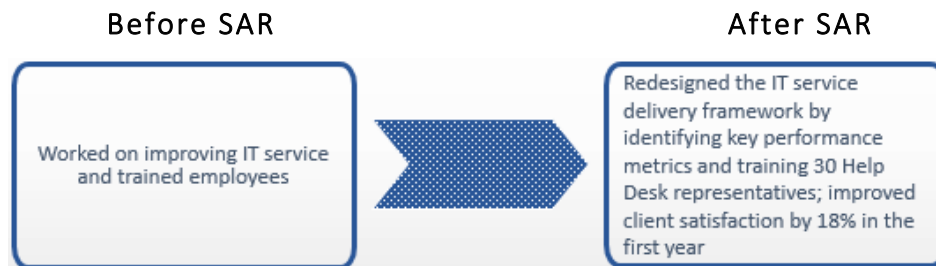
### *Examples (Accomplishment Statements):*

- Advised 50 students per week on courses to take for the Psychology major; department retained 99% of majors from freshman to senior year while successfully earning required credits to graduate on-time.
- Reorganized department files using a color coded system which resulted in a 20% improvement in retrieval of key documents.
- Initiated advanced assembly procedures to increase production 10% by reducing turn-around time from five to four days. Presented report on procedural improvements to senior management, informing next round of strategic planning.
- Earned promotion to Senior Administrative Assistant within 10 months of start date.
- Led sales team of 12 professionals in doubling market share of company's largest product segment from 15% to 30%, despite negative economic indicators in industry sector.
- Developed a spreadsheet for determining salary and benefits plan impact on finances; model has become company-wide standard and is still utilized.
- Led a 10-member cross-functional task force charged with improving administrative processes, resulting in overall savings of \$300,000 annually.
- Analyzed statistical reports to pinpoint cost overruns, saving \$500K annually in raw material sourcing.
- Created and presented a program to educate regional branches in anti-fraud compliance best practices.
- Compiled and distributed weekly activity reports to all vice presidents (meeting all deadlines and attaining the highest degree of accuracy).
- Trained approximately 50 new employees in customer service, secretarial, and telephone procedures, generating a 30% reduction in customer complaints. One of five employees nominated for annual *Customer Orientation Award* by supervisor.
- Studied 30 bids and contracts from outside service providers, totaling more than \$30M annually, and presented recommendations to senior managers.
- Created new loan procedure that resulted in \$200K savings and 50% improved processing turnaround time.
- Analyzed, approved and documented over \$75 million in new business. Earned unanimous perfect ratings in peer appraisal reviews as a result.

# Content - Tips for Writing a Winning Resume

A few more examples of High Impact Accomplishment Statements:

*Situation:* IT was in need of a new framework, you redesigned it.  
*Action:* Identified key performance metrics. Developed training around those metrics and trained 30 people who work at the Help Desk.  
*Result:* Client satisfaction increased by 30% in the first year.



*Situation:* Answers the main phone line and directs callers to the correct department contact.  
*Action:* You met with each department employee to learn about everyone's jobs so that you could properly triage calls.  
*Result:* Phone is answered quickly with 100% accuracy when transferring the callers to the appropriate contact.



*Situation:* Work in an environment where safety is a priority.  
*Action:* New safety procedures were implemented.  
*Result:* Won an award and were accident free for five years.



# Developing Strong Accomplishment Statements Worksheet

Think about a specific experience or accomplishment that you want to showcase. Frame your response to the prompts below using the SAR method. This will help you craft a strong accomplishment statement. Feel free to practice this several times until you are comfortable writing in the SAR format.

## Context

### *Situation*

Summarize the nature of the problem you faced or the goal you sought to accomplish.

## Your Role

### *Action*

Describe the action taken. What did you do? What skills, knowledge and expertise did you demonstrate? Include analysis of the opportunity, the planning and preparation, and the resources involved. Use action words and avoid passive constructions such as “participated in”.

## Impact

### *Result*

What resulted from your effort? What impact did your actions lead to?

Draft one accomplishment statement using the SAR framework

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## Developing Strong Accomplishment Statements Worksheet Sample

Below is a sample of a strong SAR resume bullet.

Context	
<p><b>Situation</b> Summarize the nature of the problem you faced or the goal you sought to accomplish.</p>	<p>I was in charge of processing expenses for everyone in the department (22 staff members).</p>

Your Role	
<p><b>Action</b> Describe the action taken. What did you do? What skills, knowledge and expertise did you demonstrate? Include analysis of the opportunity, the planning and preparation, and the resources involved. Use action words and avoid passive constructions such as “participated in”.</p>	<p>I processed all expenses within two business days of receiving receipts and details from staff.</p>

Impact	
<p><b>Result</b> What resulted from your effort? What impact did your actions lead to?</p>	<p>Expenses were reconciled and employees were reimbursed in a timely manner.</p>

Draft one accomplishment statement using the SAR framework

Managed expense reimbursement process for 22 employees in department; ensured staff were reimbursed in a timely manner by processing all expenses within two days.

*(Note: the S-A-R does not have to be in that order. In this example, the order is S-R-A).*

## Content - Tips for Writing a Winning Resume

### *SECTION IV – Education (required)*

The Education section is typically listed after the Professional Experience section of the resume. There are two exceptions to this rule (listed below). This section covers the degrees that you have received and any activities/honors associated with the degrees.

#### *Recommendations*

- Present your graduate and undergraduate institutions in reverse chronological order with the most recently attended school first.
- In general, the Education section should come after Professional Experience. However, there are two exceptions to this rule:
  - If you have recently obtained a degree (in the last year), then you may want to put the Education section at the top if you would like the new degree to be the first thing the reader notices. When applying to internal jobs at Yale University, you may still wish to leave your experience at Yale closest to the top even if you just graduated (although this is really up to your discretion and what you want the reader to see first).
  - If you are changing careers and your education is more relevant to the job you want than your experience, then you may want to put the Education section at the top.
- List your GPA, if you have graduated (undergraduate or graduate program) within the past 10 years and your GPA was greater than 3.0.
- Record any Latin honors (i.e., cum laude) or scholarships from previous degrees.
- Include leadership roles, extracurricular activities, and related coursework (if applicable).

#### *Examples*

- Elected to Student Government as Treasurer
- Selected as an Admissions Tour Guide
- Awarded All-American for 2013; three-year Captain of Varsity Lacrosse team
- Awarded Dean's list for 2014 – 2015 academic year

## Content - Tips for Writing a Winning Resume

### *SECTION V – Additional Information (not required but highly recommended)*

The additional information section makes a statement about you. This section exhibits your enthusiasm to learn new things and reveals your personality beyond work. This information can be crucial in making a connection with the interviewer.

#### *Recommendations*

- Use this space to highlight additional information such as (but not limited to) membership in professional organizations, licenses/certifications, language skills, volunteer activities, special projects and independent studies when those exceed the scope of basic coursework, non-traditional computer skills that may be job relevant, and any additional personal interests or achievements (i.e., exhibition of artwork, etc.).
- If you have licenses, memberships or accreditations, you may want a separate “Professional Affiliations” section. If you volunteer outside of work, you may want to include a separate “Community Involvement” or “Volunteer Experience” section. Otherwise, the “Additional Information” section will serve as a catch all for anything that does not fall under “Professional Experience” or “Education”.
- If you are in a field that requires certain technical skills, you may want a “Computer Skills” section. Examples of when this may be relevant are for jobs in IT, graphic design, the medical field (if EPIC is required), and Administrative Assistants.
- Avoid including anything that could screen you out such as political or religious organizations. The exception is if you hold a leadership position that you want to highlight (i.e., coordinated a political event where you were in charge of 250 volunteers). Note: you may want to leave out the name of the political affiliation.

#### *Examples*

- Enthusiastic hiker (Adirondack Park, Zion, Bryce, and Yosemite National Parks)
- Yale Grad Rugby Club forward player and Travel Logistics Manager; competitive rower
- Co-developed NEED Young Professionals’ Organization
- Mentor, Student Sponsor Partners NY
- Coach, Little League baseball
- Volunteer Coordinator, United Way campaign
- Interests: Golf, my hometown of Schenectady, exploring the art museum of every city
- Languages: French (conversational)
- Software Skills: Advanced Microsoft Excel Modeling and Programming, ArcGIS, Stata
- Interests: Practitioner and teacher of Vinyasa Yoga, lover of strategy board games

## Closing Comments

In conclusion, please remember that the purpose of this guide is to provide you with best practices and reference material for both the format and content of your resume. The suggestions in this document are targeted to the general population and we encourage you to take it all in and make the best decision for you and your individual situation. Your end product should reflect how you want to market yourself.

There are a few things that are important to remember as you finish crafting and editing your resume:

- Use the checklist on pages 11-12.
- Print a copy of your resume to edit it. This will help ensure you have the proper formatting and alignment. It will also help you catch any errors you may have missed online.
- Despite all of the tips and samples in this guide, remember that this is YOUR resume and it should be authentic to who you are and what you do.

We are happy to provide feedback to you via a one-on-one resume review through one of two avenues:

- A meeting with a Recruiter in the Staffing & Career Development group. To view the recruiters by area, visit the “Employment” page on the website (<http://your.yale.edu/>) and click on the links for “Internal Applicants” and then “Find Your Recruiter”.
- A career coaching appointment with a member of the Organizational Effectiveness & Staff Development group. To learn more about the career coaching practice and how to request an appointment, visit the “Career Development” page on the website (<http://your.yale.edu/>) and click on the links for “Career Development Resources” and then “Career Coaching”.

Good luck in your journey and do not hesitate to reach out to us if you have any questions [learning@yale.edu](mailto:learning@yale.edu).

Best,  
Organizational Effectiveness & Staff Development

# APPENDIX: Action Verbs

## List of Resume Action Verbs

<u>Achievement</u>	<u>Administrative</u>	<u>Communication</u>	<u>Creative</u>	<u>Financial</u>
Accelerated	Amended	Addressed	Adapted	Accounted
Accomplished	Arranged	Advertised	Authored	Adjusted
Achieved	Collected	Arbitrated	Blended	Allocated
Activated	Compiled	Articulated	Built	Analyzed
Attained	Computed	Assembled	Changed	Appraised
Awarded	Consulted	Bridged	Commissioned	Assessed
Circumvented	Contributed	Briefed	Conceived	Audited
Completed	Coordinated	Charted	Conceptualized	Balanced
Conserved	Deducted	Circulated	Constructed	Budgeted
Earned	Dispensed	Cited	Created	Built (models)
Elected	Displayed	Communicated	Cultivated	Calculated
Executed	Distributed	Conducted	Customized	Capitalized
Expanded	Documented	Contacted	Designed	Classified
Expedited	Established	Conveyed	Developed	Compared
Generated	Executed	Convinced	Devised	Compiled
Identified	Hired	Corresponded	Directed	Consolidated
Improved	Hosted	Critiqued	Drafted	Constructed
Increased	Implemented	Debated	Envisioned	Controlled
Manufactured	Installed	Delivered	Established	Created
Marketed	Maintained	Demonstrated	Formulated	Disbursed
Mastered	Measured	Edited	Founded	Diverted
Mobilized	Nominated	Informed	Illustrated	Estimated
Obtained	Ordered	Interviewed	Influenced	Evaluated
Orchestrated	Outlined	Lectured	Initiated	Exchanged
Overhauled	Partnered	Mediated	Introduced	Figured
Produced	Performed	Negotiated	Invented	Financed
Reduced	Prepared	Persuaded	Launched	Forecasted
Reorganized	Processed	Presented	Modeled	Formulated
Reproduced	Provided	Promoted	Originated	Increased
Resolved	Purchased	Proposed	Revamped	Modeled
Restructured	Recorded	Publicized	Revised	Projected
Revitalized	Rendered	Reported	Shaped	Reconciled
Simplified	Served	Represented	Spearheaded	Reduced
Streamlined	Serviced	Responded	Staged	Researched
Succeeded	Sourced	Suggested	Updated	Saved
Upgraded	Supported	Translated	Visualized	Tabulated
Won	Tracked	Wrote		Valued

## Teach

Accommodated  
Advised  
Awarded  
Certified  
Clarified  
Coached  
Collaborated  
Consulted  
Counseled  
Educated  
Exhibited  
Explained  
Facilitated  
Fostered  
Guided  
Helped  
Informed  
Instructed  
Mentored  
Modeled  
Navigated  
Participated  
Taught  
Trained  
Tutored

## Manage

Acquired  
Administered  
Advanced  
Approved  
Assigned  
Authorized  
Chaired  
Challenged  
Closed  
Contracted  
Controlled  
Decided  
Delegated  
Designated  
Directed  
Enlisted  
Handled  
Initiated  
Instilled  
Instituted  
Issued  
Managed  
Motivated  
Presided  
Recruited  
Retained  
Reviewed

## Organize

Allocated  
Anticipated  
Appraised  
Arranged  
Catalogued  
Categorized  
Classified  
Collected  
Consolidated  
Convened  
Edited  
Eliminated  
Employed  
Finalized  
Gathered  
Grouped  
Incorporated  
Linked  
Mapped  
Monitored  
Organized  
Planned  
Regulated  
Scheduled

## Research

Analyzed  
Assessed  
Collected  
Compared  
Critiqued  
Defined  
Derived  
Detected  
Determined  
Disclosed  
Discovered  
Dissected  
Evaluated  
Examined  
Explored  
Inspected  
Interpreted  
Investigated  
Located  
Measured  
Predicted  
Proposed  
Qualified  
Rated  
Recommended  
Researched  
Reviewed  
Searched  
Studied

## Technical

Adapted  
Adjusted  
Applied  
Built  
Computed  
Constructed  
Converted  
Designed  
Diagnosed  
Diagrammed  
Engineered  
Experimented  
Fabricated  
Innovated  
Integrated  
Maintained  
Modified  
Programmed  
Proved  
Purchased  
Repaired  
Resolved  
Restored  
Solved  
Specified  
Systematized  
Tested

# APPENDIX: Sample Resumes



## Erin King

1111 Whitney Avenue, New Haven, CT 06510 • (203) 777-5566 • [erin.king@yale.edu](mailto:erin.king@yale.edu)

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### ADMINISTRATIVE WORK EXPERIENCE

**Yale University School of Management**, New Haven, CT November 2014 – Present

*Career Development Office, Senior Administrative Assistant*

- Greet visitors as first point of contact for the Career Development Office; triaged questions and provided friendly and efficient direction to appropriate career resources via phone, e-mail, and in person
- Draft and edit segments in key communication efforts, including the department's eNews items and the Career Development Office Tip of the Week, each published weekly on various online platforms
- Created Reciprocity program coordinating over 40 contacts at domestic and international partner school career offices to arrange meetings for job-seeking students

*Faculty Support, Administrative Assistant* July 2014 – November 2014

- Provided administrative assistance to a pool of over 35 professors by coordinating travel arrangements for guests, preparing course materials, and organizing events to help successfully facilitate programs
- Prioritized competing tasks using an online ticketing system in cooperation with a team of 7 faculty support members in order to effectively manage the needs of SOM faculty

**Choate Rosemary Hall**, Wallingford, CT October 2013 – June 2014

*Calling Center Manager and Supervisor*

- Oversaw Annual Fund student calling center of 25 total callers; established a positive working environment by communicating expectations with clarity and professionalism while answering students' questions

### WRITING EXPERIENCE

**Hersam Acorn Newspapers**, Ridgefield, CT November 2013 – January 2015

*Freelance Journalist*

- Researched and wrote articles for publication in local newspapers, including the Monroe Courier
- Collaborated with editors to ensure that articles were written with grammatical accuracy and to standards

**Works Featured:** *The Hartford Courant, The Monroe Courier, The Redding Pilot, Silk Road Review*

**Baas International**, Alexandria, VA August 2013 – January 2014

*Intern: Health and Fitness Reporter and Analyzer*

- Drafted, edited, and analyzed articles pertaining to health in collaboration with Baas International's team of writers to produce 15 articles for [kaizenyourself.com](http://kaizenyourself.com) while accommodating strict deadline schedules

### EDUCATION

**University of Connecticut**, Storrs, CT May 2013

*BA in English with a minor in Cognitive Science*

- Correspondent: The Daily Campus
- Volunteer: Student Board of Governors Concert Committee

# JENNIFER TROLLEY

1111 Prospect Street  
New Haven, CT 06511

jennifer.trolley@yale.edu  
cell: 203.555.3333

## SUMMARY OF QUALIFICATIONS

- Fourteen years of experience in communications, public relations, and development
- Areas of expertise: writing and editing, fundraising, events, collaborations, social media
- Creative and strategy-oriented team leader

## PROFESSIONAL EXPERIENCE

### YALE UNIVERSITY, New Haven, CT

#### *Associate Director of Stewardship for Leadership Donors, 2015–present*

- Build and direct a new stewardship program that provides high-level donor relations for Yale's most generous contributors, including books, videos, and special events. In FY2016 we will focus on 20 donor households.
- Ensure that Yale creates, nurtures, and sustains long-term personal relationships with top donors.
- Manage project teams university-wide to provide donors with customized products and experiences.

#### *Senior Project Manager, Stewardship, 2013–2015*

- Wrote and edited a wide range of communication materials, including financial reports on fund performance, donor reports on scholars and professors, articles on gifts for the web and contributions to *ELI* magazine.
- Oversaw stewardship reporting: trained and managed writers, researched and edited reports, tracked progress and goals, and addressed donor questions.
- Managed stewardship of the Alumni Fund's Nathan Hale Associates giving program: oversaw student assignments and wrote donor reports. Created new program to incorporate color images of scholars in reports.
- Co-led development of stewardship department's first website.
- Served in lead role for departmental transition to the university's new database systems: led presentations and training workshops, represented department on project teams and worked with IT to create new systems.
- Collaborated with offices of the President, Provost and Vice President to track professorship funds/appointments.
- Led and/or served on committees to implement special projects such as expanding a *Marketing and Communications Style Guide*, identifying best practices, and incorporating diverse voices in stewardship.

#### *Associate Writer, Stewardship, 2011–2013*

- Collaborated with schools and departments university-wide to research, strategize, and implement customized stewardship efforts, sharing Yale's stories with donors and friends.
- Wrote stewardship reports, including financial reports on endowed fund performance, donor reports on scholars, and updates on professors.

### INTERNATIONAL FESTIVAL OF ARTS & IDEAS, New Haven, CT

#### *Manager of Strategic Partnerships, 2008–2010*

- Surpassed 2010 fundraising goal of \$260,000 by 35%, raising \$350,000. Met fundraising goals each year.
- Managed corporate fundraising and business development for approximately 200 prospects, including national and regional sponsors, media sponsors, in-kind donors, and local merchants.
- Wrote and designed marketing materials, presentations, proposals, and content for print and online media.
- Oversaw budgets and financial reports; managed all follow up, pledge remittance, and contract fulfillment.
- Planned and hosted special events including galas, donor receptions, hospitality and pre-performance dinners.

### EDUCATIONAL FOUNDATION OF AMERICA, Westport, CT

#### *Program Associate, 2004–2008*

- Worked one-on-one with approximately 250 nonprofit applicants and grantees in areas such as education, human rights, and the arts.
- Reviewed, edited, revised, and proofread proposals and progress reports.

### MUSEUM OF THE CITY OF NEW YORK, New York City, NY

***Business Development Associate, 2003–2004***

- Managed a new revenue-generating program hosting private events at the museum.
- Designed marketing materials and coordinated public relations.
- Handled client relations and assisted with special events.

**SOLOMON R. GUGGENHEIM MUSEUM, New York City, NY**

***Curatorial Intern, Summer 2001***

- Assisted with preparations for Matthew Barney: THE CREMASTER CYCLE, an international exhibition.
- Created bibliography and artist biography for exhibit catalogue.
- Researched material for catalogues accompanying exhibitions in Cologne and Paris.

**COMMUNITY ENGAGEMENT AND PROJECTS**

**FREELANCE WRITING – specializing in arts and culture**

- Reviews to be published by Art New England magazine, forthcoming fall 2015

**NEW HAVEN FREE PUBLIC LIBRARY FOUNDATION – member of Board of Directors, June 2014–present**

- Co-chair of annual fundraising gala; reimagined 2015 gala which resulted in 45% increase in attendance and 22% increase in net profits. Support fundraising efforts; create and edit annual appeal messages, press releases, and marketing materials; created and led social media initiatives and workshops.

**NEW HAVEN BALLET – communications and development volunteer, April 2014–June 2015**

- Train staff in social media; create PR plans; write press releases; research grants and funding opportunities.

**ARTSPACE NEW HAVEN – communications and PR volunteer, October 2014–January 2015**

- Created marketing and social media plans and wrote and disseminated press releases to promote CT (Un)Bound, an exhibition of Connecticut book arts.

**NEW HAVEN SYMPHONY ORCHESTRA – freelance writing and events, June 2012–November 2012**

- Wrote staff handbook/job descriptions, solicited in-kind donations, helped plan annual gala.

**EDUCATION**

Sarah Lawrence College, Bronxville, NY: Bachelor of Arts, 2003

Sarah Lawrence College in Florence and the Bisonte Art School, Florence, Italy, 2001–2002

Yale Organizational Development and Learning Center:

- *Managing Essentials at Yale*, 2014
- *Motivating and Energizing a Team*, 2013

## Mary Jane Paul MBA, MPA

1111 Prospect Street, New Haven CT 06510  
[MaryJane.Paul@yale.edu](mailto:MaryJane.Paul@yale.edu) (203) 444-4444

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### Professional Experience

#### YALE UNIVERSITY

New

Haven, CT

#### School of Medicine, Department of Internal Medicine

Assistant Administrator

March 2015 – Present

- ◆ Report to the human resources generalist and operations managers; provide administrative, human resource, faculty affair and operational support for the Sections of Digestive Diseases, Infectious Diseases, and the AIDS Program in the Department of Internal Medicine.
- ◆ Coordinate the appointment and promotions process for assigned sections.
- ◆ Manage the annual merit process for both managerial and professional staff as well as faculty.
- ◆ Organize and distribute broad sectional communications.
- ◆ Maintain compliance with university and federal training and reporting requirements.
- ◆ Serve as the point person in the sections of digestive and infectious diseases for all departmental human resource policies and practices, providing coaching and leadership to faculty and managers in all human resource management issues.

#### School of Public Health

Coordinator, Human Resources & Faculty Affairs

October 2013 – March 2015

- ◆ Worked directly for the Director of Faculty Affairs and Human Resources Generalist for the school.
- ◆ Coordinated and managed the temporary and student employment processes.
- ◆ Established the electronic timesheet procedure for approximately 50 student employees.
- ◆ Managed and organized the onboarding process for both new and transfer employees.
- ◆ Ensured compliance for all steps of the faculty search process.
- ◆ Accounted for all components of the faculty recruitment and interview process including but not limited to travel and accommodations, itineraries, and seminar/presentation arrangements.
- ◆ Prepared and assisted in the creation of job descriptions and compiled all information for position.
- ◆ Served as the principle source of information to faculty and staff on policies, procedures and office activities related to both Human Resources and Faculty Affairs.

#### School of Medicine

Employee Relations Support Specialist

August 2011 – October 2013

- ◆ Provided support to and served as the main resource to the Director and Associate Director of Human Resources as well as 12 Generalists.
- ◆ Delivered inclusive operating, reporting and project support.
- ◆ Served as a liaison to staff, faculty, and all other employees.
- ◆ Provided guidance to departments and sections on changes in policies and procedures.
- ◆ Preserved a detailed calendar for the Director and Associate Director of Human Resources.
- ◆ Prepared expense reports, travel arrangements, reservations, meeting plans and provisions as needed.
- ◆ Entered, maintained and processed all position requisitions within the Yale School of Medicine.
- ◆ Designed, implemented and maintained significant procedures and tracking systems to support the comprehensive work of the Human Resource Generalists

#### ENTERPRISE RENT-A-CAR

Milford/Stratford/West Haven, CT

Customer Service Representative/Management Training Program

May 2010 – August 2011

- ◆ Interacted with and provided superior service to customers ensuring they have a great experience throughout the entire rental process.
- ◆ Marketed to gain additional business from local automotive based corporations.
- ◆ Managed accounts receivables for various different clients.

Management Training Program, Intern

May 2009 – April 2010

- ◆ Interacted with customers ensuring impeccable customer service during all aspects of the rental contract process.

## **WESTERN NEW ENGLAND COLLEGE**

**Springfield, MA**

Admissions Associate

January 2008 – May 2010

- ◆ Host prospective students and parents on campus tours and at college open house events.
- ◆ Provide demographic information and create a positive visitor experience.

Career Center & Employer Relations Assistant

September 2006 – May 2010

- ◆ Conduct phone inquiries to confirm and revise company contact information, student job listings, and market upcoming employer events.
- ◆ Design student promotional flyers for featured jobs and programs.
- ◆ Create a periodic newsletter featuring employer services, activities, and offering job tips to the student population.

## **Education**

**Masters of Business Administration, 2012**

University of New Haven – West Haven, CT

**Masters of Public Administration, 2012**

University of New Haven - West Haven, CT

**Bachelors of Science in Business Administration, Management, 2010**

Western New England College – Springfield, MA

## **Professional Affiliations**

**Western New England College**

**Springfield, MA**

AACSB School of Business Advisory Board Member

January 2008 – May 2010

- ◆ Selected to be a member of the student board of advisors in the re-accreditation process.

Development & Advancement Board Member

September 2009 – May 2010

- ◆ Selected to be one of 20 out of 2500 students chosen to represent the college in its development and advancement practices.

# James Filtz, CHE, CPCE, CMP

1111 Prospect Street  
New Haven, CT 06511

C: 203-222-2222  
[james.filtz@vale.edu](mailto:james.filtz@vale.edu)

## Conferences

NACE Experience Conferences  
Phoenix, Baltimore, Chicago, New Orleans, Austin,  
Charlotte and Philadelphia  
2015, 2014, 2013, 2012, 2010, 2009 and 2008

Catersource Conference and Tradeshow  
Las Vegas, NV  
2015, 2010, 2009 and 2008

NACE Leadership Summit  
Henderson, NV and Portland OR  
2008 and 2010

## What people are saying...

"I have worked on several large programs with James over the last two years. James is a detailed and professional conference manager. He is knowledgeable and always maintains a professional manner. He is a pleasure to work with. I would recommend him on a personal and professional level. His work ethic is high and he goes above and beyond to ensure the best possible customer service experience."

-Susan Genicevitch, Vice President, Event and Roadshow Marketing at Barclays

\*

"I had the opportunity to work very closely with James for 2 years at the Sheraton New York Hotel and Towers. As a Convention Service Manager, James flawlessly managed many of my customers events and conventions, regularly exceeding the highest of expectations. At all times I have found James to be, dependable, reliable, hard-working, conscientious and honest. James would make a great addition to any team and his positive can do attitude allows him to thrive under deadlines and pressure situations. I endorse James and would be happy to provide additional information if required."

-Alex Racciopi, Account Director, Starwood New York City Metro Market Sales

\*

"When I met James, he had the difficult challenge of increasing revenues for the Venetian's Wedding Chapel while also dealing with turnover in the department. It was a pleasure to work with James to help find the right talent in his department while also working with him to find a compensation strategy that would retain his team."

James is a progressive manager who works diligently to suffice the needs of his guests and his team while maintaining a positive attitude to all. He is an asset to any organization he works in."

-Dan Nogal, Director of Employment and Compensation  
The Venetian | The Palazzo

\*

## THE INTERNATIONAL SCHOOL OF HOSPITALITY Las Vegas, NV

2008 – CURRENT

### Instructor and Curriculum Advisor

- Collaborated with school leadership to develop the Art of Food and Beverage Curriculum
- Instructed the Art of Food and Beverage, Wedding Coordination and Design and Conference Management and Event Planning courses
- Strengthened institutional reach and recognition as a frequent panelist in courses related to other subject matter areas
- Expanded culinary and wine sales and service expertise throughout all curriculum areas

## LOEWS LAKE LAS VEGAS RESORT Henderson, NV

2006 – 2008

### Catering and Conference Manager

- Developed new wedding packages which grew average checks from \$90 to \$145
- Grew sales from \$600,000 per year to \$1.2 million in food, beverage and room rental
- Created value-added services increasing profitability by 30%
- Generated \$130k in definite booked events per month
- Structured vendor contracts to ensure a high degree of profitability
- Managed a team of several coordinators all of which were promoted to managerial roles
- Designed site-visit standards and business tracking solutions increasing efficiency by 100%
- Attracted elite media events which expanded wedding sales by 30%
- Excelled at creating exceptionally detailed wedding event orders and diagrams
- Expert in cultivating high end, high revenue generating social clientele
- Prolific in the local, corporate, and wedding business community

## THE HYATT REGENCY LAKE LAS VEGAS RESORT, CASINO AND SPA Henderson, NV

2005 – 2006

### Catering Manager

- Sold over 170 groups including weddings, corporate and social events
- Planned events for high end clientele such as Christian Dior and Louis Vuitton
- Solicited and Coordinated Multicultural and International Weddings
- Averaged 120% of Sales Quota

### Corporate Management Trainee

- Hand-picked by Hyatt Corporate Human Resources to have a Food and Beverage focus at one of their marquee properties
- Participated in weekly departmental rotations within all Hotel departments
- Received training in employee specific line-level and managerial skills
- Participated in Human Resources employee appreciation events
- Provided operational suggestions and performance management observations with Hotel Leadership team

## THE HOTEL DUPONT

April 2002 – August 2002

### Culinary Externship

- Selected from a highly competitive pool of candidates to be only one of two externs
- Mentored by the Hotel Executive Chef and Executive Pastry Chef
- Weekly training and skill development in cold food production, bakery and pastry, and meat and fish fabrication
- Training on Cook-Chill systems for corporate wide production of soups, sauces, stocks and salad dressings
- Mastered culinary skills in over 12 culinary departments within my 20 week externship
- Upon graduation was offered a position by my mentor and Executive Chef

## Conferences

NACE Experience Conferences  
Phoenix, Baltimore, Chicago, New Orleans, Austin,  
Charlotte and Philadelphia  
2015, 2014, 2013, 2012, 2010, 2009 and 2008

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- Upon graduation was offered a position by my mentor and Executive Chef

# APPENDIX: Sample Resume – Before & After

The following is a real resume of a Yale employee. The first resume shown is the “before” version. The second resume shown is the “after” version, with suggestions incorporated from this guide and from a one-on-one career coaching session.



**Jane J. Doe**  
**Anywhere, CT 06500**  
**203-671-0000 (cell)**  
**203-432-0000 (work)**  
**jane.doe@yale.edu**

## Jane J. Doe

---

### Summary

Over thirty years experience in logistics, operations, and business administration. Strong organizational and project management skills. Over fifteen years experience in the university training and financial environment. Strong customer service and people skills. Collaborate with a wide range of departments and individuals. Solid communication skills. Excellent in making connections. Knowledgeable the PC, Mac and iPad environments.

### Yale University – XYZ Department

#### Logistics Manager (April 2013 - Present)

- Continue to provide logistical and operational management for the newly formed XYZ department. Retained most responsibilities from previous role as Logistics Manager for the ZYX department.

#### Logistics, Operations, Workshop, and Event Management

- Manage the logistics ensuring the successful delivery of specialized workshops.
- Lead in the merger of two departments into new organization. Created action planning spreadsheets detailing items in need of changing; from business cards, branding, databases, websites, shared servers, to the daily operations and blending of processes. Manage the change via prioritization, communication, training, and follow through.
- Serve as liaison between master teacher and logistics team.
- Oversee administrative daily operations, ensuring quality customer service by support staff.
- Create efficient and streamlined procedures in both operational and financial areas.
- Lead in the monitoring of departmental websites, databases, and enhancements.
- Research, report, and make recommendations for the scheduling of workshops.
- Set, document, and ensure quality control standards.
- Liaison with database managers on the resolution of issues, enhancements, and updates of three training databases. Lead on the transition of data and functionality from the database into the Training Management System (TMS) database.
- Participate in the creation of departments mission, vision, and values.
- Serve as room coordinator for two lecture and four computer-lab training rooms.
- Coordinated several departmental moves, involving of 15 staff and their workstations.
- Lead on the training and transition of knowledge related to the merging of departments, decoupling of Business Applications, and the decommission of instructor led computer training.

#### Financials and Business Partner

- Partner with the Director, Business Office, and Yale Shared Services (YSS) to ensure the accurate and timely processing of financials.
- Approver of invoices, JSAs, and Expense Management System (EMS) reports.
- Create, make recommendations, and monitor detailed budget spreadsheets.
- Review monthly financial statements for accuracy, budget adherence, and process corrections.
- Research and resolve errors.
- Manage the Internal Service Provider (ISP) process adhering to set university procedures.
- Oversee the collection, processing, documentation in TMS, and reporting out on account receivables for workshops, room reservations and chargebacks via PTAEs, cash, check, and credit cards.

- Created and now lead the monthly cross-functional Financial Processing Team, ensuring efficiency, accuracy, consistency, and adherence to university policies.
- Approver of department's C&T timecards via Kronos, monitor paid time off (PTO).
- Serve as back up processor.
- Assist in the creation of new and closing PTEAOs, change charging instructions, monitoring statements, processing JSAs as needed.
- Advise staff on university and departmental processes, policies, and best practices.

#### Marketing, Communication, and Course Material Design

- Lead on the monthly and special event marketing emails to the Yale community; design, research, make recommendations, create, and distribute via Message III.
- Lead on the creation of brands for the department, programs, and website.
- Lead on the tri fold informational brochure; research, make recommendations, design, and create via Microsoft Publisher.
- Responsible for the creation and updating of existing course materials with new branding.
- Ensure the implementation of standardized course design and format of course materials, print material, signage, and related materials.

#### Staff, Partnerships, and Client Management

- **Staff Management**
  - Supervise two C&T front-line staff. Provide coaching, annual performance reviews, encourage individual development plans, and provide disciplinary actions when appropriate.
  - Conduct bi weekly front-line meetings with 3 staff.
  - Ensure quality customer service delivery by support staff.
  - Onboard temporary staff.
- **Partnerships**
  - Partner with the TMS team for database enhancements and process owner merger.
  - Partner with ITS graphic designer and other departments to deliver marketing email.
  - Partner with ITS developers for database enhancements.
  - Partner with the Yale Shared Services (YSS) as financial approver of invoices, JSAs and Expense Management System (EMS) reports.
  - Partner with various University departments; Yale Police Department, Staffing, and Procurement providing registration oversight and marketing of their events.
  - Partner with business office monitoring, and transfer of expenses related to closing PTAEOS.
- **Instructors and Vendors**
  - Manage and maintain instructor relationships including workshop scheduling, payment resolution, and regular communications with reminders, updates, and inclement weather notifications.
  - Maintain vendor relationships and oversee front-line relationships.

#### **Yale University – XYZ Department**

##### **Logistics Manager** (February 1, 2006 - April 2014) - Oversaw all logistics for XYZ Department

- Handled departmental specialized training requests.
- Led the transition of the database into the Training Management System (TMS). Served as liaison with database administrator and website developers. Ensured the safe transition of over 10 years of training data. Resulted in multiple enhancements to TMS, benefiting entire TMS community.
- Designed, developed, and delivered facilitator training for staff members.
- Assisted with the design of the bi-annual course catalogues over 14 years. Submitted course catalog entries for bi-annual university-wide catalog.
- Researched, made recommendations, and oversaw the selection of promotional items.
- Partnered with the Benefits department speaking on the University Educational Benefits via 24 New Employee Orientations; speaking to over 1000 new employees.
- Partnered with the ZYX department. Backfilled open Senior Administrative Assistant roles during applicant searches. Trained support staff on TMS, marketing email. Provided support to workshops via scheduling, course creation revenues collections, and was financial and payroll approver. Created and distributed the WorkLife monthly marketing email via Message III.

- Partnered with the TMS team. Recommended enhancements to TMS dbase to accommodate database functionality. Ensured the safe transition of 10 years of training data. Provided testing in development and production environments.
- Partnered with the Human Resources Business move coordinator in the return of over 30 staff into renovated space.

**Senior Administrative Assistant II** (July 1999 – June 2006)

- Provided support to Associate Director. And three Learning Associates.
- On-boarded and off-boarded staff, consultants, and instructors.
- Instrumental in the start-up of the redesigned training unit. Creating workstations, filing systems, financial and supply processes. Participated in the creation of departments mission, vision, and values.
- Created departmental administrative and financial processes in adherence with University policies.
- Led the Educational Assistance Programs; Tuition Reimbursement, Tuition Reduction, Auditing and Local 35 Training Funds. Served as a source of information on Educational Assistance policies and procedures. Processed and batched Tuition Reimbursement applications into Oracle. Researched all inquiries using Oracle's Benefits and Human Resources applications.
- Led the outsourcing of the Tuition Reimbursement Program to ADP services. Conduct monthly audits of the Tuition Reimbursement Program ensuring accuracy of processing and identifying any risk areas.
- Led the logistical support of Leadership & Management Training Series, Customer Service Institute, Employee Performance & Development Program, New Employee Orientation, misc. events, such as Faculty Orientation, John Pepper's Open House, etc.
- Assisted in the revamp of the New Employee Orientation workbook. Created and maintained via Word.
- Served as Interim IEP Pool Manager for 3 months.
- Provided speaking facilitation to 30+ training classes per year.
- Processed Payroll Time Entry for Casuals, Interns, and Clerical & Technical staff.

**Education and Additional Experience**

**Education**

2001 to 2002 Bachelor's Degree, Business Mgmt., Albertus Magnus College, New Haven, CT  
 2001 to 2002 Greater New Haven Leadership Program, Graduate

**Skills**

Microsoft Office: Word, Excel, PowerPoint, Publisher, and some Access. (both PC and MAC)  
 YAMS: AP Worklist, EMS, Data Warehouse, START, Procurement, Phase 2 Staging Mgr. (JSA).  
 Yale: E-Portal, KRONOS, SciQuest, Message III.  
 Hyperion: Create Brios, analysis and report writing into Excel.  
 Data Bases: Training Management System (TMS), Xtrain, Learning Center dbase, Epic (DiSC assessments).  
 Other: Microsoft XP, Outlook, Meeting Maker, Internet Explorer, Firefox, Safari, various Apple applications, Snag-it, some Dreamweaver.

# Sample Resume – AFTER

JANE J. DOE

100 Main Street, Anywhere, CT 06500 \* (203) 671-0000 (cell) \* [Jane.J.Doe@yale.edu](mailto:Jane.J.Doe@yale.edu)

## SUMMARY OF QUALIFICATIONS

Creative, results-oriented logistics and project manager who thrives in a start-up environment; creating and setting something in motion. Over 20 years' experience working at a leading university with a proven track record in project management, customer service, organization, and communication. Actively seeks out learning opportunities, projects, and leadership roles.

## PPROFESSIONAL EXPERIENCE

### YALE UNIVERSITY, New Haven, CT

#### Logistics Manager – XYZ Department, April 2013 - present

- Coordinate and update over 30 courses and their collaterals to ensure materials are current and relevant.
- Create course materials by collaborating with course owners. Apply brands and format; provide feedback on how curriculum is organized.
- Curate and manage Drupal website and e-Learning environment. Partner with course owners to bring together information focused on learning objectives for specific audiences.
- Design and administer a University-wide monthly marketing email. Make content and format recommendations to Director. Create and distribute to 11,000 staff utilizing a central messaging system.
- Oversee daily financials for two departments with operating budgets of \$252,000 and \$328,200. Lead the year-end closeout process. Perform financial analysis and ensure best practices and adherence to policies.
- Coordinate room reservations for over 400 training events across 15 departments annually.
- Provide guidance to staff and developers as the subject matter expert to three Learning Management Systems.
- Mentor junior manager in the Working Women's Network (WWN) Mentoring Program Pilot. Provide a forum for mentee to develop relationships with senior management and build upon skills.
- Created 3 print brands with a modern and professional look: Career Development, Professional Development, and Staff Development. Updated course materials and collaterals.
- Collaborated on a large cross-disciplinary team of leaders from Human Resources, Finance & Administration, and Business Operations to create the new 'It's Your Yale' website. The team replaced 47 different websites. Reviewed and made recommendations to reduce over 100 webpages, links, and content.
- Evaluated, reorganized, and consolidated four shared drives into one (reduced 61.33 GB to 7.25 GB).

#### Logistics Manager, XYZ Department, 2006 - 2013

- Directed two full-time front-line customer service union employees for 8 years.
- Interviewed, on-boarded, and trained over 30 staff members (both permanent and temporary).
- Managed the logistics for 125 University-wide courses delivered twice a year.
- Designed, created, edited, and proofed 14 unique print brochures distributed to 14,000 staff university-wide.
- Developed a collection of 10 innovative 90 minute courses. Collaborated with content owners to create fast-paced and experiential courses. Reduced student time spent in classroom. Self-taught in Publisher.
- Taught over 1,000 new employees annually about the University's 'Educational Assistance Program'.
- Oversaw the transition of 10 years of data from a Learning Management System into the university compliance system. Liaised with database administrator and website developers. Championed numerous enhancements that continue to benefit the user community.
- Created the brand and course materials for: Yale Security, Yale Medical Group, and Yale Dining.
- Transitioned 30 staff in and out of swing spaces during several building renovation projects.

## Senior Administrative Assistant II, XYZ Department, July 1999 – 2006

- Led the start-up of the administrative and financial office for the XYZ Department at Yale. Created processes and procedures. Collaborated with cross-functional teams to create the first Learning Management System at Yale.
- Managed the Tuition Reimbursement Program for staff. Processed over 1.5 million dollars in applications annually into staff payroll. Developed and managed the appeals process. Educated staff. Received a promotion.
- Grouped four independent educational assistance programs into a single 'Educational Assistance Program'. Resulted in an increase in staff awareness, accessibility to programs, richer conversations, and participation.
- Created the brand, marketed, and delivered the 'Back 2 School' marketing campaign. Invited representatives from local colleges and universities providing informational sessions to the campus.
- Oversaw the outsourcing of the Tuition Reimbursement Program to ADP services. Trained, monitored, and audited monthly transfer of funds (\$20,000 to \$200,000); resulted in a substantial savings for the University.
- Managed the 'Staff 10-25-year Service Gift Program'. Reached out to staff on anniversaries and maintained inventory.
- Served as Interim Employment Pool (IEP) Manager, a partnership between the University and Local 34 union. Placed candidates and made improvements to internal processes. Met weekly with Union and Labor representatives.

## EDUCATION

**Albertus Magnus College**, New Haven, CT, Bachelor's Degree, 2002.

**Greater New Haven Leadership Program**, Graduate, 2002.

### **Yale Organizational Effectiveness and Staff Development:**

Management Training - InsideOut Coaching, Great Manager Program, Pathways, Supervisory Training Program.

Lectures presented by - Queen Noor of Jordan, Donna Brazile, Peter Salovey Ph.D., J. Richard Hackman Ph.D., Norman Fischer, Bruce Kasanoff, David Whyte, Marc Bracket Ph.D., Dr. Beverly Kaye.

## COMMUNITY ENGAGEMENT AND PROJECTS

- **Member** - Yale University Community of Practice Groups - Design, Change Management, Project Manager.
- **Member and Mentor** – Yale University Working Women's Network Affinity Group.
- **Creative Writer and Advocate** – Local Library Creative Writers Workshop.
- **Creative Arts** – self-taught in Zentangles, Crocheting, Pen and Pencil drawing.