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# RÉSUMÉS

## Definitions

- Résumé** A clear, concise outline of your education, achievements and employment background demonstrating your suitability for employment.
- Curriculum Vitae** A specialized résumé used primarily for academic positions. It emphasizes academic history such as research, teaching, lectures and publications.
- Portfolio** A collection of any material relating to your suitability as an applicant. It contains your résumé and may include term papers, publications, graphics, samples of artwork and special confidential references.

## Purpose

### *Why do I need one?*

- To concisely summarize relevant qualifications:
  - skills
  - education
  - experience
  - activities
- To interest an employer and successfully pass through two steps:
  - First, the initial 15-second screening
  - Second, a more in-depth review

Upon receiving your résumé, many employers will quickly scan it, sometimes for as little as 15 seconds. In many instances, employers may not even read your cover letter during the initial screening process. Your cover letter may only be read if the résumé passes the initial screening and makes it into the 'potential interviewee' pile. As a result, it is important that your résumé stands alone. Do not rely on your cover letter to entice an employer to read your résumé.

The whole process of building a résumé results in the identification of your skills and abilities and will assist you with your performance in an interview.

**The goal of the résumé is to get an interview, not to get the job.**

### *When should I use one?*

- When applying to a job
- For an employer's reference during an interview
- When applying to graduate school

### *How do I start?*

Begin this process by doing some self assessment. It is important to list all of the skills that you possess, diverse work experiences, volunteer commitments, academic projects, publications, participation in special events, languages, technical skills and anything else that you think would make you a valuable asset to an organization. A career advisor will be able to offer you some assistance with self assessment.

## Format

### *Which format is best for you?*

There is not one format that works for everyone. Some people may want to emphasize their history of

employment and others may wish to focus attention on their education or past achievements. Whichever style you choose, you must use a reverse chronological order (most recent first). Below are descriptions of three formats commonly used and recommended.

### 1. **Modified Chronological Résumé** (see pages 14 to 21)

The traditional chronological résumé emphasizes specific employment and education and the dates of these activities in reverse chronological order. To strengthen (or modify) the traditional chronological résumé, add a profile or summary at the beginning of the résumé to draw attention to the most relevant and important aspects of your background and education. There will be a discussion on profiles further in this guide.

The **strengths** of the Modified Chronological Résumé

- If you have solid, recent and relevant experience, education or training, then this style of résumé draws the potential employer's attention to these points immediately.
- It is conservative in style, is easily recognizable and is often the most preferred format of employers.
- It is straight forward and concise.

The **weaknesses** of the Modified Chronological Résumé

- If your most recent education and employment are not your most relevant or strongest points, this style may not highlight your qualifications as effectively as other styles.
- If you are a recent graduate with little relevant experience, if you have not worked in some time or if you are changing careers, this style may magnify these issues and an employer might not take the time to look for your other relevant qualifications.

### 2. **Modified Functional Résumé** (see pages 22 to 23)

The traditional functional résumé includes a list of key skills and qualifications (three to five including a brief summary) with an emphasis on the most recent. These are drawn from your education, work history, other experiences and interests, regardless of chronology. Key skill sets for the job to which you are applying are identified and your relevant qualifications are grouped under main headings, e.g., customer service skills.

A traditional functional résumé does not usually include reference to or specific details about employment or education, i.e., it may not include dates or descriptions as the emphasis is on your transferable skills and not when or how you acquired these skills. To strengthen (or modify) the traditional functional résumé, include a list of relevant education and employment with limited details and place this information on the second page of your résumé. This format is often referred to as a combination résumé.

The **strengths** of the Modified Functional (or Combination) Résumé

- Vital elements of both a functional and chronological résumé are included.
- It highlights skills and qualifications while briefly listing responsibilities and achievements of your chronological work history.
- This style is particularly effective for people changing careers, recent graduates, those with widely varying experience or those with limited work experience where an emphasis on skills would be beneficial.
- It enables you to sell your most relevant qualifications to an employer in a direct and concise manner instead of requiring the employer to search through your résumé in an attempt to identify your

relevant qualifications.

The **weaknesses** of the Modified Functional (or Combination) Résumé

- Many employers may not like the fact that employment and education details are not prominent or may not be included at all.
- As details and dates may be missing, employers may wonder if you are trying to hide something.

### 3. Curriculum Vitae

This style is most commonly used by graduate students and those seeking academic positions. It emphasizes research, teaching positions, seminars, lectures, publications and academic history and is not restricted in length.

For more information, refer to additional resources in Career Services and/or book an appointment with a career advisor.

### Layout

Your résumé will be one of many read by a potential employer. A professional appearance will help it stand out from the others. Consult the following list of suggestions before approving the final draft.

- Use point form so that it is easier for an employer to view key information.
- Ensure that your margins are even and information is well balanced on the page. Normally, allow one inch on either side and top and bottom. However, you could reduce the top and bottom margins to as little as .6 of an inch but be consistent on top and bottom.
- The length of your résumé will be dependent upon your experience but it may not be read thoroughly if it is longer than two pages. A two-page résumé is recommended in most situations.
- Any arrangement of headings and margins is acceptable provided it is consistent throughout.
- A format that ensures a good use of white space will make the final copy easy to read.
- Place your name on the top of each page.
- Get reactions from family or friends on your résumé layout or make an appointment to have it reviewed by a staff member in Career Services.

### Language

- **Proofread, proofread, proofread!**
- Always check the spelling and grammar of your writing. Ensure Canadian spelling but if the résumé is being sent to a U.S. employer, make sure to use American spelling.
- Avoid using personal nouns like ‘I’ and ‘my’ and use action verbs. (see page 13 ), e.g., “Supervised 20 employees” rather than “I supervised 20 employees”.
- Quantify your accomplishments.
- Avoid using abbreviations.
- Use appropriate verb tenses to reflect whether a task was performed in the past or is still part of your current position.

### Graphics, Colours, Photographs and Reproductions

- You may use underlining, italics, boldface type, shading and boxes unless you are preparing a

scannable résumé.

- Do not use more than two styles of fonts and ensure that the font is easy to read.
- The use of corporate logos in your résumé is illegal.
- Choose neutral paper colours such as white, off-white, cream, ivory or light grey. You may have your résumé reproduced on parchment or textured bond. Purchase sufficient copies of the paper stock on which to print your cover letters, reference sheets and follow-up letters.
- When considering the style of font, remember your target audience. Traditional employers may prefer a font such as Times New Roman; fonts vary from the more traditional (e.g., Times New Roman) to the more contemporary (e.g., Arial).
- It is not recommended that you include a photograph with your résumé (in North America).
- Be sure to reproduce your résumé on a high-quality printer (e.g., laser printer).

## **Content**

### ***Traditional Content Sections***

There are several key sections of information you will find on almost every résumé, regardless of the type of résumé you select:

- Contact Information
- Education
- Academic Awards and Scholarships
- Employment History
- Volunteer Work
- Activities and Interests
- References

### ***Additional Content Sections***

Depending on the type of résumé you select and on your background and qualifications, there may be additional sections which you choose to include on your résumé to best sell yourself.

- Objective
- Profile
- Professional or Executive Statement
- Relevant/Key Skills and Qualifications Section (Technical Skills)
- Professional Development or Additional Training
- Professional Affiliations

Note: You will not want to include all of these sections but select the ones which concisely present your most relevant and impressive qualifications to the employer. In most situations, inclusion of an objective or profile is recommended.

### ***Contact Information***

Include name, street address, city, province, postal code, telephone number (including area code), e-mail address.

### ***Education***

The placement of this section is flexible, and your decision on this should be based on relevance. If you do not have much relevant experience (and are a recent graduate or current student), you could place this on the first page after the profile). If placed on the second page of the résumé (which takes the emphasis off education), you may wish to include your degree after your name on page one.

- Include all post-secondary institutions attended. Only include secondary school information if you reference awards or activities during this time period in other sections on the résumé.

- State your degree or diploma in full and include the name of the institution, location and dates attended.
- List your major(s), related courses, area of specialization or thesis title if applicable and relevant. Do not list more than five course titles and do not use course numbers.
- If you have achieved an average that is a B+ or better, you may consider including it in this section. Not all institutions follow a 12-point GPA scale like Laurier, so use a letter grade or percentage instead of a GPA on your résumé.
- Include scholarships and/or awards in this section if you have less than three to list.

### Sample Layout Options

<b>Bachelor of Arts</b> (Honours Psychology)	June 2004
Wilfrid Laurier University, Waterloo Ontario	
Additional Courses: Business Principles, Marketing	
<b>Honours Bachelor of Science</b> , Wilfrid Laurier University, Waterloo Ontario	2002-present
Major: Biology      Minor: Chemistry	

### *Academic Awards and Scholarships*

- If you have more than three awards, include these in their own section entitled ‘Academic Awards’ or ‘Achievements’.
- If you have two or fewer awards, consider listing these in the education section under the relevant academic institution.
- Explain any acronyms (e.g. A.C.E. Award) and you may wish to include the value if over \$500.00.
- Mention your high school awards if you attended recently, if you are looking for work in the same community or if you refer to high school activities in your résumé.
- If you do not have any recent academic awards (in the past two to three years) but only have awards from high school, you should consider not including any awards. You want to avoid drawing attention to the fact that you have no recent awards. If you are a first- or second-year student, you can include awards from your last few years of high school.

### *Employment History*

- May include full-time, part-time, summer, contract, field placements, internships or volunteer positions where you have demonstrated relevant skills.
- Indicate the name of each organization which has employed you, its location, your job title, and dates of employment.
- Describe your skills and achievements wherever possible (e.g., increased sales by 20%).
- Begin most lines with an action verb (see page 13).
- Stress activities that demonstrate the knowledge useful in your chosen field.
- If you want to emphasize **relevant work** you may choose to have two employment sections (often used if your most recent work experience is not directly-related to the current job). You may divide your experience into various categories such as ‘Related Experience’, ‘Recent Experience’ and ‘Additional Experience’.
- If you have positions which are not very relevant, include them to avoid gaps and show you have a steady work history. Do not include lengthy descriptions for these (perhaps one line per job).
- If a specific detail is not relevant to the current job, do not be too specific. For example, if a job

involved supervising 3 to 12 year olds and this has nothing to do with the target job, say, “supervised youth” or “supervised small groups”. Do not put yourself in a box by being too detailed.

- List positions held in reverse chronological order (most recent first) including;
  - Position • Organization • Location (City and Province)
  - Dates of Employment - use either month and year, or season and year (e.g., Summer 2004) or simply year. However, be consistent for all employment listed.
- Minimize redundancies; if you did similar tasks at two jobs, do not include all of the same details for each job. List the most relevant details in the more recent job and the less important details in the previous job.

### ***Unpaid or Volunteer Work***

- If you call the work experience section ‘Work History’ or ‘Related Experience’ (as opposed to calling the section ‘Employment’), you may include unpaid work in the preceding section. However, you may wish to create a separate section titled ‘Volunteer Work’ or ‘Community Activities’.
- List unpaid work, co-op work terms, field placements, etc. as you would list paid work, but indicate work context. For example:
  - Volunteer Leader, Organization, Location, Date
  - Marketing Co-ordinator (Co-op Work Term), Organization, Location, Date

### ***Activities and Interests***

The key to an effective interests section is to appear interesting and well-rounded, and to try to make a connection with a potential employer. As a result, you cannot simply list generic interests such as ‘sports’ or ‘travelling’ if you want this section to be of benefit.

- Include positions that you have held in clubs and professional associations unless they are already listed in the ‘Related Experience’ section.
- Include volunteer work if it is not mentioned in the ‘Related Experience’ section, or you may want to highlight it under a separate heading, e.g., ‘Volunteer Experience’. If you have strong and relevant experience gained through your volunteer activities and are including it in ‘Activities and Interests’, you may incorporate a brief (normally one line) description under the activity.
- Emphasize those activities which demonstrate skills you may not have developed through paid employment, e.g., sports and hobbies.
- Be careful not to overemphasize high school experience or to include those clubs or memberships that were strictly social where no leadership or co-ordination roles were held.
- Consider the omission of reference to specific religious and political groups so as to avoid any hidden biases of an employer. Instead, refer to these experiences as community groups or political organizations.
- For interests, do not simply list individual words, explain your interest in such a way as to catch the reader’s attention. For example, ‘enjoy reading’ really tells the employer little about you and therefore you may not make a connection or appear interesting. Instead, you could include ‘Enjoy reading adventure novels and political biographies’.

If you are including specific activities where you were a member of a team, club or committee, it is suggested that you format the information similar to the layout for your work experience. For example, identify a position, organization, city, province and date.

### Examples of How to Present Activities

Example 1: **Team Captain**, Kitchener Women's Soccer League, Kitchener, Ontario 2002-present

Example 2: **Fundraiser**, Canadian Diabetes Association, Waterloo, Ontario (2001 and 2002)

Example 3: **Committee Member**, Career Services Advisory Committee 2003

Wilfrid Laurier University, Waterloo, Ontario

If you had multiple roles within the same organization, you could set them up under a common heading

### Wilfrid Laurier University Volunteer Activities

Team Member, Laurier Volleyball Team (2002-2004)

Ice Breaker, Orientation Week (2002)

### References

- Two options exist, both of which are acceptable: either supply names of references or indicate on your résumé that they will be supplied upon request.
- Unless otherwise requested, provide three professional references, that is, individuals who can comment on your work skills and qualifications. These references do not need to be employers (although you should include at least one supervisor or employer), but they do need to be able to comment on your work skills and habits (either in work, at university, through volunteer experiences, sports, etc.), or academic accomplishments (e.g., a professor).
- Consider having a personal reference available, such as a family friend, in case the employer wants personal references. Do not use relatives or any person whose position could potentially cause religious or political discrimination.
- Always ask permission to use someone as a reference and send a copy of your résumé to each reference.
- When provided, references should be listed at the end of the résumé or on a separate piece of paper with your name and contact information at the top and the heading 'References'. Include the person's name, current position or title, current organization, address and contact telephone number. If the current position or title of the reference is not the same as when you were in contact with the person, you can indicate after the person's name, the former position and organization.

### Objective

This is typically one to three lines in length under your name and address on the first page. It focuses on some combination of the following as they relate to your career interests: position, field, population, organization and/or service.

It is usually recommended that you begin your résumé by clearly outlining the specific type of job (or at least the career field) you are targeting. A résumé which lacks a focus is never as effective as a résumé where the goal is easily identifiable.

While there may be times you are sending a résumé to an organization and you will take almost any job available, this is not an effective way to approach an employer (refer to the *Job Search Techniques and Networking Guidebook* available in Career Services for more information on effectively targeting employers). If you are uncertain of a specific job title such as 'Customer Service Representative', then

target a type of job or a department such as a position in ‘Customer Relations’ or with the ‘Customer Service Department’. In the interview or when speaking to a representative of the organization, you may indicate your interest in other opportunities, but begin by targeting one type of position.

Many people make the objective very simple and plain. However, your objective will be more effective if it is targeted. For example, a basic objective might be:

‘To obtain a position as a Marketing Representative.’

A more effective targeted objective would be:

‘A position as a Marketing Representative with a focus on developing new customer business throughout Southwestern Ontario.’

Either option would be acceptable. However, whenever possible, the objective should be in keeping with the specific posting or organization by directly addressing the job you are targeting. If you are a seasoned or highly-skilled and experienced professional, you may want to begin your résumé with an Executive Summary or Statement in place of the objective (see discussion on page 10).

**NOTE: If you are submitting résumés to the Alumni Employment Service in Career Services and you are submitting résumés with a career objective, you must also submit one without a career objective. For more information on this Service, refer to the Career Services Web site.**

### ***Profile, Summary of Qualifications***

This section is an excellent way to effectively present your qualifications in the 15 seconds most employers spend on the initial review of a résumé. With a strong Profile Summary section, you can quickly move into the ‘maybe’ or ‘will interview’ stack of résumés.

This section would often be presented as a point-form section with four to six points of relevant statements. The goal of this section is to demonstrate to the employer that you have the specific and relevant qualifications for the job. To be effective in this section, you need to know what skills and qualifications you have which will most benefit the employer.

Key components of a profile summary include:

1. Key or relevant experience
  - Experience needs to be relevant and targeted and provide some connection to the current position.
  - Example of a basic experience point:  
‘Two years experience in customer service.’
  - Example of a targeted experience point:  
‘Two years experience effectively addressing customer needs and building customer relationships.’

**Tip:** The relevance and connection between the experience and position should be apparent. If customer service is not a relevant qualification for the specific job to which you are applying, then do not include this point, even if it is part of your skill set

## 2. Specific job skills or key achievements

- Select two to three of the most important, relevant skills needed to do the job (often these are identified in the job description).
- Demonstrate these skills with insight into their purpose or application (do not just list a skill). Provide a tangible demonstration of the application of the skill.
- Use active words to describe using a skill well.
- Examples of generic or basic skills:
  - ‘Effective presentation skills’
  - ‘Strong listening and communication skills’
  - ‘Good problem-solving skills’
- Examples of stronger skill statements:
  - ‘Developed effective presentation material and successfully communicated key information to potential customers.’
  - ‘Quickly built rapport with customers to ensure accurate and relevant information was gathered.’
  - ‘Identified and anticipated potential problems; developed solutions to address customer needs.’

## 3. Key qualities or characteristics

- You may want to include a statement which demonstrates the ‘type’ of worker you are. For example:
  - ‘A reputation as a creative problem solver.’
- You may also combine this type of statement with a statement demonstrating your job skills:
  - ‘A creative problem solver with a solid ability to gather, assess and analyze market information.’

## 4. An achievement or bonus statement

- An achievement should be related to the target job and should demonstrate a relevant qualification. For example:
  - ‘Introduced a customer loyalty program which exceeded projected participation rates by 15 %.’
- A ‘bonus’ could be a skill or qualification you bring to the position which, although not a requirement, could be a benefit. For example:
  - ‘Communicate fluently in three languages including English, French and Spanish.’

## 5. Certification or technical qualifications if relevant

- You may want to indicate that you have a specific certification or license required or listed in the posting. Perhaps the job requires CPR or a specific computer skill. You could emphasize that you have the key skill required by placing it in the profile. However, if the qualification is not a major component, simply list the certification in your Education or Additional Training section.

### **The ‘Test’ of a Good Profile Statement**

This section of your résumé can often have a significant impact on whether your résumé makes it through stage one of the screening process. If your profile is uninspiring, your résumé may not get a second look.

To test the strength of your profile statement, ask yourself three questions:

1. Is this a statement I could put on any résumé for any job to which I might apply? For example, the line ‘Good customer service skills’ could be included on a résumé for almost any job (office work, service industry, social worker) and therefore, is not distinctive enough.
2. Could any other job seeker include the exact line on their résumé and have it be just as true for them? For example, what other student could not include the line ‘good presentation skills’ on a résumé?
3. Does the line say something unique or demonstrate that you understand the realities of the job to which you are applying? For example, replacing ‘good customer service skills’ with ‘quickly responded to customer inquiries’ shows you have good customer service skills, that you understand you will be responding to customer enquiries and that you know you need to do so quickly.

### ***Executive Statement or Summary***

If you have solid experience in a career field in combination with the full required qualifications, you may want to consider using an Executive Statement in place of the pointform list of key qualifications as typically used in a ‘Profile’ or ‘Highlights of Qualifications’ section. This section would not normally be used by a recent graduate unless the person had significant relevant skills and previous experience.

Key components of the Executive Statement:

- Combine the objective and profile and present them in paragraph form with three to four sentences.
- Indicate a target position as in the objective.
- Expand on the objective to include qualifications such as related experience, specific job skills, major achievements and key qualities/characteristics.
- Example:  
*‘An experienced customer service specialist with a solid background in identifying new market opportunities. Skilled in conducting consumer research including the development of on-line and direct-mail surveys and organization of focus groups. A strong communicator with an excellent ability to generate and maintain long-term customer relationships. Seeking an opportunity to contribute to the success of a professional sales and marketing team.’*

### ***Key Skills Set(s)***

If you have chosen to use a Modified Functional Résumé, you will need to identify three to four skill sets of relevance to the job to which you are applying. You may still include a summary section with skill sets, but you may want to limit yourself to two to three skill sets in addition to the Summary. Of importance is to ensure that all of these statements are limited to the first page to create impact on the employer.

To create a skill set:

- Identify key areas (headings) of qualifications relevant to the target position. You may want to use skills or qualifications identified in the job description or there may be obvious skill sets based upon the specifications of the job.
- For each skill set, provide examples or details which demonstrate you have the skills within the set. You do not need to include details regarding where the skills were acquired or developed, just

include a statement which illustrates you have the skill set you have identified.

For example, if you were applying for an administrative position in an office setting, you might select skill set headings such as:

- Customer Service
- Office/Administration Skills
- Organizational Skills

Under each skill set heading you may include two to five supporting statements. For example:

Customer Service Skills

- Provided customers with accurate and timely information
- Ensured that customer requests were quickly processed

The more directly-related your previous experience is to the type of job for which you are applying, the more detailed you can become. If the job to which you are applying will involve invoicing customers, then you can include a statement which demonstrates that you have this relevant experience. However, try not to be generic with your examples. Instead of including a line such as, 'managed customer invoices,' create a line which shows the employer you understand something about this task. For example 'Effectively managed the customer invoicing function by ensuring accuracy and timeliness.'

If you include a skills set in your résumé:

- you will not need to include job details in the employment history as this information is contained in the skills sets
- in the Employment History section of your résumé, list only job identification information

### Options

Example 1 - List only the job title, organization, location, and date(s) for information purposes

**Sales Associate**      Madison Retail, Waterloo, Ontario      2001

If you believe this information may be misleading or needs clarification, then you could include one line of description. Either describe the job or the type of organization.

Example 2 - Single-line summary description of the position

**Sales Associate**      Madison Retail, Waterloo, Ontario      2001

- Provided service to customers in a high-volume retail environment.

Example 3 - Single-line description of the organization

**Youth Worker**      Springvale House, Waterloo, Ontario      2001

- A not-for-profit residence for street youth

### ***Professional Development or Additional Training***

In this section, provide a list, if relevant, of professional development and certification programs which you have attended. List them in the same format as educational program listings.

## Possible Résumé Headings

<b>OBJECTIVE</b> Career Goal Career Objective Employment Objective Goals Professional Objective Career Focus	<b>PROFILE</b> Key Competencies/Skills Highlights of Qualifications Career Profile Professional Qualifications Qualifications Professional Profile	<b>EDUCATION</b> Academic/Educational Background Academic/Educational Training Professional Education Additional Training Professional Development Professional Certification
<b>EXPERIENCE</b> Related Experience Employment History Work Experience Additional Experience Professional Background Professional Experience Relevant Experience	<b>OTHER SKILLS</b> Career-Related Skills Computer Skills Technical Skills Computer-Related Skills Additional Skills Certification Specialized Skills	<b>PROFESSIONAL AFFILIATIONS</b> Associations Club Memberships Professional Memberships Professional Associations Memberships Affiliations
<b>ACTIVITIES</b> Community Involvement Community Service Community Activities Volunteer Activities Related Activities University Activities Community Memberships	<b>INTERESTS</b> Special Interests Hobbies and Interests	<b>ACADEMIC PRESENTATIONS</b> Publications Conferences Attended Conferences/Conventions Papers Presented Professional Presentations Seminars Lectures
	<b>ACHIEVEMENTS</b> Accomplishments Awards Recognitions	

## VERBS DENOTING SKILLS

accelerated	controlled	founded	observed	revised
achieved	co-operated		obtained	revitalized
acted	co-ordinated	gathered	operated	
adapted	correlated	generated	orchestrated	saved
administered	corresponded	granted	ordered	scheduled
advised	counselled	guided	organized	secured
allocated	created		originated	selected
analyzed	critiqued	handled	oversaw	served
appraised		heightened		set up
approved	developed		participated	shaped
arbitrated	decided	identified	performed	sold
arranged	defined	implemented	persuaded	solicited
assembled	delegated	improved	planned	solved
assessed	delivered	increased	prepared	spearheaded
assigned	demonstrated	influenced	presented	specified
assisted	designed	informed	presided	stimulated
attained	detected	initiated	prioritized	strengthened
audited	determined	inspected	processed	studied
authorized	devised	instituted	produced	submitted
	diagnosed	instructed	projected	summarized
balanced	directed	integrated	promoted	supervised
began	dispensed	interpreted	provided	supplied
billed	displayed	interviewed	publicized	surveyed
budgeted	distributed	introduced	published	synthesized
built	drafted	invented	purchased	
		investigated		tabulated
calculated	earned		recommended	taught
canvassed	edited	labelled	reconciled	tested
catalogued	educated	launched	recorded	trained
chaired	encouraged	lectured	recruited	transformed
changed	engaged	led	reduced	translated
clarified	enabled		referred	transmitted
classified	enlisted	maintained	regulated	treated
coached	established	managed	released	tutored
collaborated	estimated	manufactured	removed	
collected	evaluated	mapped	re-organized	updated
compared	examined	marketed	repaired	upgraded
compiled	expanded	measured	reported	utilized
composed	expedited	mediated	represented	
computed	explained	moderated	researched	validated
conceived		monitored	resolved	verified
conducted	facilitated	motivated	responded	visited
confirmed	familiarized		restored	
consolidated	forecasted	negotiated	retrieved	worked
contracted	formulated	notified	reviewed	wrote

## **Modified Chronological Zack Saulk**

---

22 Brentwood Road, Guelph, ON L9L T2T  
(519) 444-7070 - saulk04@mymail.com

### **OBJECTIVE**

To acquire a kinesiologist position in a Sports Medicine Clinic or Wellness Centre collaborating with other health professionals and working with clients to enhance fitness and aid recovery.

### **PROFILE**

- Two years of experience assessing injuries in recreation and rehabilitative settings
- Utilized excellent observation skills and knowledge of kinesiology to develop and implement exercise regimes to meet individual client requirements.
- Demonstrated the ability to quickly build rapport with clients in order to facilitate the treatment process, enhance compliance and build productive relationships.
- Applied excellent research and problem-solving skills to adapt physical exercise routines to the unique needs of individual patients.
- Used effective listening techniques to identify patient concerns and communicated detailed treatments and plans of action to clients with compassion and clarity.

### **EDUCATION**

**Honours Bachelor of Science, Kinesiology and Physical Education (2000-2004)**  
Wilfrid Laurier University, Waterloo, ON

#### **Awards**

- President's Scholarship (2004)
- Academic All Canadian (2002, 2003, 2004)
- Dean's List (2002, 2004)
- Scholarship for Academic Achievement (2002)

#### **Athletic Achievemets**

- Team Captain, Wilfrid Laurier Waterpolo Team (2004)
- Team Member, Junior Men's National Waterpolo Team (2003)
- Silver Medalist, Sunvalley Junior Nationals (2002)

### **WORK HISTORY**

**Health Attendant**, Grace General Hospital, Guelph, ON (Summer, 2004)

- Assessed hospital patients physical status to provide suggestions regarding improving health status.
- Worked effectively as a team member with a variety of different health professionals.
- Observed physiotherapist assessments in orthopedic and post-surgery settings.

**WORK HISTORY cont'd....**

**Tourism Specialist**, Lions Head Travel Promotions Association, North Bruce, ON (Part-time, 2003 - 2004)

- Promoted tourism by educating the public about services and attractions.
- Developed and implemented promotional materials for tourism shows.
- Used statistical analysis to determine growth of visitors to area.

**Volunteer**, Summers Sports Medicine Clinic, Guelph, ON (Part-time, 2004)

- Trained and observed procedures related to causes of injury.
- Built relationship and rapport with health care workers to increase treatment effectiveness.
- Applied learned knowledge and experience for patient treatment.

**Program Co-ordinator**, Sunvalley Watersport Camp, Sunvalley, CA (Summers, 2002, 2003)

- Managed finances and a budget of over \$100,000 for entire camp.
- Supervised staff of 10, delegating responsibilities as required.
- Ensured client concerns were anticipated and addressed.
- Developed and distributed educational and promotional material.

**Personal Support Attendant**, Private Client, Waterloo, ON (Part-time, 2002)

- Communicated with and educated child with a developmental delay.
- Developed strategies to enhance the learning process.
- Identified and adapted various activities to meet client's needs.

**RELEVANT CERTIFICATION**

First Aid and CPR Certification (2004)

Level 1 National Coaching Certification - Waterpolo and Snowboarding

**INTERESTS**

- Enjoy mountain biking on the Blue Mountain section of the Bruce Trail
- Avid reader of health magazines concerning fitness and wellness
- Encouraging youth to participate in fitness and sports

**REFERENCES SUPPLIED UPON REQUEST**

## **Modified Chronological**

### **Sandra Smythe**

123 Harrows Lane, Waterloo, Ontario N0N 0Z0

(519) 888-5555 or [smythe80@sympatico.ca](mailto:smythe80@sympatico.ca)

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## **OBJECTIVE**

*A position in the communications/public relations department assisting with the development of promotional materials and the creation of marketing strategies.*

## **PROFILE**

- ◆ Previous experience contributing to the co-ordination and development of promotional plans and the creation of marketing materials
- ◆ Excellent ability to provide professional services and information to the public
- ◆ Co-ordinated the day-to-day activities of an office including training new staff
- ◆ Collaborated effectively with colleagues and management to identify and assess key information and make well-informed decisions

## **EDUCATION**

**Honours Bachelor of Arts, English Language and Literature** (June 2004)

Wilfrid Laurier University, Waterloo, Ontario

## **WORK EXPERIENCE**

**Office Assistant**, Blummer Insurance Company, Hamilton, Ontario (2004 - Present)

- Assist in the design, creation and editing of material distributed to the public
- Gather key information and responded to inquiries from the public and suppliers
- Ensure the accuracy and clarity of correspondence sent on behalf of management
- Maintain files and database information ensuring accuracy of customer information

**Literacy Tutor** (Part-time), St. Joseph's Institute, Waterloo, Ontario (2002 - 2003)

- Assessed and evaluated the education and literacy needs of clients
- Utilized creative communication skills to build rapport and enhance instruction

**Forestry and Horticulture**, The City of Hamilton, Hamilton, ON (Summers, 2001 to 2003)

- Contributed to the design of landscape projects throughout the city
- Effectively trained and oriented new employees
- Contributed to The City of Hamilton 'Community in Blooms' achievements

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## VOLUNTEER ACTIVITIES

### **Volunteer and Member (2003 - 2004)**

Campus Cheer Club, Wilfrid Laurier University, Waterloo, Ontario

- Co-ordinated membership drive to recruit new members
- Designed flyers and Web site content to promote activities and the value of membership

### **Volunteer Tutor (2002-2003)**

University Students for Literacy, City of Waterloo, Waterloo, Ontario

- Created promotional and educational materials for use by the program

### **Contributor and Assistant Editor (2000-2002)**

*The Community News*, Priority Publications, Waterloo, Ontario

- Reviewed and assisted advertisers with the creation of press release information
- Contributed to decisions related to layout design and editorial content

## INTERESTS

- ◆ Enjoy reading horticulture magazines and designing gardens and landscape features
- ◆ Avid landscape photographer with a goal of writing and photographing travel destinations
- ◆ Participate in a variety of outdoor activities including hiking, canoeing, running and skiing

## REFERENCES

John Simpson  
Manager, Forestry and Horticulture  
City of Hamilton  
1205 Dixon Road  
Hamilton, ON L7N 2C5  
(905) 525-9375

Dr. Elizabeth Munroe  
Department of English and Film Studies  
Wilfrid Laurier University  
75 University Avenue West  
Waterloo, ON N2L 3C5  
(519) 884-0710, ext. 7325

Erica Johnston  
Program Leader  
City of Waterloo  
22 King Street North  
Waterloo, ON N2L 5E2  
(519) 883-7777

## Modified Chronological

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### Stephen Black, BBA

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55 Mockingbird Crescent  
Waterloo, Ontario N2N 2N2  
(519) 555-5555 StephenBlack\_99@yahoo.com

***Objective:** Seeking a responsible position in a Corporate Communications and Media Relations office utilizing personal experience, creativity and co-ordination skills to assist in building public awareness of the corporation's products and image.*

### Profile of Qualifications

- Over two years experience successfully contributing to media relations and communications projects
- Successfully completed a capital spending analysis which led to higher customer retention and cash savings of \$100K annually
- Demonstrated a solid ability to enhance client relationships through diligence and efficiency while ensuring joint projects are brought in on time and on budget
- Strong understanding of corporate identity and positioning issues with impressive aptitude for developing initiatives to enhance an organizations's image
- Ability to relate to people from diverse backgrounds, stemming from extensive travel experience coupled with a fluency in French and Spanish

### Professional History

#### Media Relations Manager

2003-2004

Blueskies Technologies, Waterloo, Ontario

(Part-time)

- Managed the development, implementation and co-ordination of media activities to establish and maintain positive corporate image; modified strategy to deal effectively with market changes
- Responsible for writing press releases and managing relationships with the media while building extensive media database. Co-ordinated media commendations including briefings, researching editorial opportunities and pitching story ideas
- Advised directors in relations with media including formal training, preparing talking points and 'Q & A's', tracking, analyzing and distributing coverage of company and telecom industry

#### Marketing Communications Associate

2003

Redskies Communications, Toronto, Ontario

(Summer)

- Conducted a capital spending analysis and developed and implemented solutions and changes which led to higher customer retention and cash savings of \$100K annually
- Managed design and production of loyalty program mailings to customers
- Escorted President on public appearances which included co-ordination, preparation and logistics

### **Professional History Continued**

- Corporate Communications Assistant** 2002  
Blueskies Technologies Canada, Toronto, Ontario (Summer)
- Co-ordinated team for event which raised \$18,500 for charity; managed logistics, volunteers, communications, municipal affairs, media invitations and entertainment
  - Professionally managed correspondence from external and internal customers and was main point of contact for stakeholders requiring corporate information

- Marketing Assistant** 2001  
The Priority Team, Toronto, Ontario (Summer)
- Produced two innovative and selectively-targeted direct mail pieces for AIR MILES collectors using advanced database analysis
  - Contributed detailed customer segment profiles for use in briefings to ad agency
  - Implemented POS (point-of-sale) material inventory management system which resulted in storage cost savings and decreased delivery times

### **Education**

- Bachelor of Business Administration (Honours)** 2004  
Wilfrid Laurier University, Waterloo, Ontario

### **Activities**

- Member of 'Business Achievement' Selection Committee, Waterloo, Ontario 2002-2004
- Team Member, Recreational Indoor Soccer League, Waterloo, Ontario 2001-2003

### **Interests**

- Enjoy travelling; spent time in South America, Australia and Southeast Asia
- Scuba diving enthusiast; completed PADI certification on the Great Barrier Reef
- Avid athlete; enjoy surfing, canoeing and kayaking

**- References Available Upon Request -**

## Modified Chronological

**Ali. M. Mosaq** (M.B.A. Candidate)

767 Waterloo Drive · Kitchener, ON N2H 2P2 (519) 232-2323, e-mail [alimm@online.com](mailto:alimm@online.com)

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*Seeking a responsible, senior position in Investment Banking and Financial Management*

### CAREER PROFILE

- ◆ Achievement-focused Finance and Investment Professional with a proven ability to exceed business development goals in dynamic, results-oriented environments
- ◆ Outstanding ability to assess individual client needs to better understand financial situations and develop effective solutions to further financial planning goals
- ◆ Solid ability to establish a secure client base through relationship building and client management with a goal of expanding revenue growth
- ◆ Comprehensive knowledge of and experience in leveraging numerous investment instruments in a variety of complex scenarios
- ◆ Proven manager and consensus builder with experience in directing strong teams to enhance customer relationships and build investment services

### EDUCATION

**Master of Business Administration** Candidate (Finance) (Graduation) 2005  
Wilfrid Laurier University, Waterloo, Ontario

MBA Project: Consultant, Baskin Sales & Planning Limited, Markham, Ontario (2004)  
- Provided financial analysis, generating recommendations and effective financial strategies

**Bachelor of Commerce** 1999  
University of Calgary, Calgary Alberta

### PROFESSIONAL EXPERIENCE

**West Regional Bank**, Calgary, Alberta 2001 to 2004  
Built a solid reputation as an achiever by successfully managing increasingly responsible financial investment portfolios.

**Investment Officer** (**NOTE: this info can be presented in point or paragraph form**) (2003 to 2004)  
Successfully managed investment team to produce solid revenue levels and maintain territory profitability. Directed product sales and ensured professional levels of customer relationship management. Assessed individual situations and developed strategic plans through collaboration with clients. Oversaw securities transactions, funds transfers, margin accounts and option trades.  
**Key Accomplishments:**  
- Consistently maintained 100% or better of established production goals; exceeded 2003 business development goal set by company management.

- Recognized for outstanding professional acumen with industry award for annual production of capital and mutual funds in 2003 and 2004.

**Investment Consultant, Private Banking (2002 to 2003)**

Served as key member of the financial services team offering fiduciary, investment management and private banking services to high net worth clientele. Established and maintained strong relationships with fixed income investment clients to continually drive revenue growth.

***Key Accomplishment:***

- Surpassed customer retention and business development goals by building client base to more than 400 investors.

**Financial Consultant (2001 to 2002)**

Effectively developed client base through a variety of techniques including network and seminar marketing. Ensured client retention by providing strategic investment recommendations based on evaluation of analyst reports covering fixed income and equity investing. Employed numerous investment instruments in complex option hedging strategies and trading scenarios, including fixed-income and equity securities.

***Key Accomplishments:***

- Consistently exceeded established account development and revenue generation goals.

*ALB Insurance Brokerage*, Moose Jaw, Saskatchewan

1999 to 2001

**Registered Representative**

Consulted with management and other key players to develop marketing strategies for estate and business succession planning insurance. Created proposals exhibiting extensive detail in Canadian tax laws. Developed solid estate and tax law knowledge base.

***Key Accomplishment:***

- Executed strategic sales techniques resulting in a solid account base and consistent performance above quotas.

**PROFESSIONAL TRAINING**

- ◆ Completed Canadian Securities Exam (2004)
- ◆ Account Management Systems Training, WestRange Training Partners (2002)
- ◆ Attended Leadership and Team Building Seminars through West Regional Bank (2001 to 2002)

**INTERESTS**

- ◆ Volunteer for a local Jazz Radio Station to provide a financial advice segment on the weekends
- ◆ Attend and act as a committee member for local Uptown Jazz Festival
- ◆ Participate in mountain biking and attempting to enhance golf scores by taking lessons

**REFERENCES SUPPLIED UPON REQUEST**

**Modified Functional**

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**TERESA ANN MERRITT**

48 Cravenwood Crescent  
Rexdale, Ontario M3R 5T4

(905) 543-0000  
Tmerri@hotmail.com

**OBJECTIVE**

To obtain a counselling position within a community-based setting with a focus on crisis intervention, client assessment and group and individual counselling.

**PROFESSIONAL PROFILE**

- Five years of experience counselling individuals, families, couples and leading groups
- In-depth understanding of individual client assessments and the group process
- Consulted effectively as part of a multi-disciplinary team to develop and implement well-considered client action plans while managing an extensive caseload
- Solid ability to research and generate effective presentations and materials for use with individuals or to enhance the development and facilitation of group sessions and workshops
- Skilled in identifying relevant community agencies and services and ensuring appropriate referrals which will meet the unique needs of individual clients

**Counselling Experience**

- Counselling individuals and families using a variety of therapeutic modalities
- Provided assessments and utilized a range of therapies tailored to meet the needs of individual clients
- Responded to after-hours emergency calls and provided crisis intervention as required
- Maintained well-documented client contact notes including observations and recommendations
- Participated in successful discharge planning of elderly and high-needs patients

**Program Facilitation and Development**

- Acted as participant on Evaluation Committee of Community Service Council of Waterloo
- Developed, implemented and co-lead a range of programs and groups including stress management group for hospital patients, self-esteem groups for youth and assertiveness training for women
- Assessed and reported on the needs of individuals with disabilities, evaluated available services
- Effectively managed files, maintained statistics and generated reports using computer applications including Word, WordPerfect, various databases and SPSS

**EDUCATION**

**Master of Social Work**, Wilfrid Laurier University, Waterloo, Ontario 2002 - 2004  
Specialization: Individuals, Families and Groups  
Award: Graduate Scholarship (\$1,000)

**Honours Bachelor of Arts (Psychology)**, University of Guelph, Guelph, Ontario 2001

**RELATED EXPERIENCE**

<b>Social Work Intern</b> (field placement) University of Waterloo Counselling Services, Waterloo, Ontario	Fall 2003
<b>Emergency Worker</b> (part-time) Family and Children's Services, Kitchener, Ontario	2001 - 2003
<b>Medical Social Worker</b> (field placement) Grand River Hospital, Kitchener, Ontario	Winter 2003

**ADDITIONAL EXPERIENCE**

<b>Student Placement Officer</b> Student Employment Centre, Toronto, Ontario • Interviewed, screened and assessed over 145 students seeking summer jobs	Summer 2000
<b>Volunteer Support Worker</b> Employment Outreach Program, Guelph, Ontario	1999 - 2000

**PROFESSIONAL AFFILIATIONS**

- Member of Ontario Association of Social Workers 2004 - Present

**COMMUNITY ACTIVITIES**

- Volunteer for Rose Marie's Home for Women, Waterloo, Ontario Present
- Chairperson, Kitchener Women's Economic Development Committee, Kitchener, Ontario 2003-Present

**INTERESTS**

- Actively travel throughout Canada, enjoy spending time on the Atlantic Coast
- Participate in recreational sports including swimming and jogging
- Enjoy reading, particularly science fiction anthologies

**REFERENCES AVAILABLE UPON REQUEST**

## ELECTRONIC APPLICATIONS

Over the past few years, more and more organizations have moved to sourcing applicants through on-line submission procedures, a trend which appears to be continuing and growing. In some circumstances, this simply involves requesting that job seekers forward or attach an electronic copy of a résumé in an e-mail. However, the way in which electronic applications are collected continues to evolve and being prepared to send an attached document may not be enough.

For a more detailed discussion on this topic refer to the *Electronic Applications and On-Line Résumé Submissions* handout available in Career Services or on the Career Services Web site.

### Attaching or Sending Résumés via E-mail

If an employer requests that you forward a copy of your résumé via e-mail, you have a few options for the type of file format you can use. If you do send your résumé as an attachment, it is suggested that you send one document in total which includes both your cover letter and résumé. If you do send your cover letter as an attachment, include a short, specific and professional message in the e-mail. Introduce yourself, indicate the purpose of your e-mail and indicate that you are including a document. You can also include a brief statement highlighting two or three interesting pieces of information.

**Tip:** When you are sending an attached résumé, you should not name the file 'Résumé'. Imagine how many applicants simply name their file 'Résumé'. The document name you select should include your first and last name (or your first initial and last name), the name of the job or the word 'Résumé' and perhaps even the date (Dec 03 or 12-03. You cannot use the '/' key). For example, JSmythe Marketing Resume Dec-03.html

### *Attached File Types*

You can send your résumé as a **word processing** document (in Word or WordPerfect).

You may convert your résumé and cover letter to a **pdf** (portable document format) document.

You could convert your document to an **plain text** (txt), ASCII or rtf (rich text format) document.

You could send a résumé as an **html** formatted document.

**Tip:** The advantage of text documents is that a text document can be more easily cut and pasted into an e-mail or for applications which require that you 'fill out' or complete a preformatted application form. Because a text document is already 'plain', you do not need to do a lot of re-working when cutting and pasting. We recommend you have a plain text version of your résumé available whenever you are preparing to apply on-line.

If you are sending a résumé and cover letter as an attached document, here are some general tips.

- Leave margins of at least one inch on the top, bottom and sides (even 1.5 on the sides)
- Use common, plain fonts (Arial, Times New Roman, Courier)
- Select a font size of approximately 12 points
- Use only basic symbols (the asterisk '\*', a dash '-', a plus sign '+')
- Line up information with the left margin (centre justification may not work)

To assist an employer in quickly reading a résumé consider the following

- Make headings stand out by typing them in all capitals.
- Line up similar types of information. For example, line up your headings, space over five spaces from the left margin and line up all your sub-headings.
- Use the space bar to move over, the ‘Tab’ function may not work properly.

In general, the following formatting features will be preserved when your résumé is submitted and uploaded by employers:

- ☞ Underline
- ☞ Bold
- ☞ Italics
- ☞ Font colors
- ☞ Text Justification
- ☞ Hyperlinks
- ☞ Bullets (converted to round bullets)

Some features which will not be normally preserved:

- Font type (text is converted to the same font and size)
- Background colors (default to résumés with a white background)
- Images, pictures and graphics

Because of a concern over viruses, some employers will not open an attached document. It is in your best interest to seek out information from the organization regarding how they prefer to receive applications. When possible, follow up electronic résumés with paper copies. This way you have the option of sending an attractive version of your résumé and you increase the number of times a potential employer will see your résumé. If you are going to follow up with a hard-copy, indicate your intention in either the e-mail or cover letter.

### **Submitting Applications Through On-line Forms**

Some employer organizations are moving away from accepting personal résumés and are developing application forms to be completed on-line. In some situations you may have an opportunity to print the form for review and prepare your answers prior to completing the application. However, in other situations, you may have to complete the application the first time you view it.

Here are some tips for completing on-line applications:

- If possible, do not complete and submit an on-line form immediately. When possible, print off or copy and paste the form for review and practice.
- Scan through the entire form (if possible) before you begin. There may be opportunities to provide specific information (a section asking for a list of skills or certifications) in other sections.
- Have word processing software open in a separate window so you can use spell checking and editing features. Then, cut and paste your responses into the form (use plain text formatting)
- When pasting from a word processing software, do not rely exclusively on the spell checker; consider using the grammar check feature. Also, read the content out loud to check for errors.
- Many forms have both optional and compulsory fields; ensure you complete the compulsory fields.
- If possible, save a copy of the completed form for yourself. Most browsers will have a File, Save As... option or you can cut and paste your responses.

## **What Should You Write on On-line Applications?**

In some circumstances, employers may request point form ‘facts and details’ responses to specific questions. You should have prepared all of this information when you prepared your initial résumé by saving a text version of your résumé for easy cutting and pasting. In these circumstances, you should be able to cut and paste your objective, profile, skills, activities and so on directly into on-line forms. However, some on-line application forms require that you do more than simply provide facts and details. More employers are including specific questions which need responses in either detailed point form or even essay or paragraph answers.

The best way to prepare for on-line applications is to take the same approach you would when preparing for an interview. You can consult the Career Services *Interview Skills Guidebook* for detailed information on how to identify and communicate key qualifications to employers.

### ***Key Word and Qualifications***

For each job or type of job to which you are applying, you should identify key words or qualifications you need to include in your application. If you are uncertain what these should be, you need to do your homework. Begin by identifying your own skills (Career Services can provide you with assistance in identifying your skills). You also need to know the key skills required to do a specific job. There are resources in Career Services and on the Web which provide descriptions of jobs and the key requirements and qualifications for jobs.

Identifying key skills for an employer may be as simple as making a list of qualifications and skills and presenting this information in point form in a specific section (a Key Skills Section). You could divide your list into sub-headings such as technical skills, education, product knowledge and so on depending on the specific job. Under each heading, you could list relevant skills as either one or two word phrases or in short sentences. For example, Technical Skills: Computer Languages; C++, Java, HTML.

If you do not have a specific key words section (or for on-line submissions, if there is no section which allows you to simply list key skills), you need to be certain that these words are contained in sections throughout your résumé. While you do not want to list only generic skills (such as communication skills, customer services skills), you should ensure that the generic skills are mentioned (for the purpose of key word searches), then expand to provide more information. For example, in your profile you could say ‘*Demonstrated excellent customer service skills while building rapport with customers . . .*’ In this example, you included the generic skills and a bit more insight into the skill and its application.

For a list of sample key words, check out page 13 of this Guidebook.

### **Posting Your Résumé**

If you are considering posting your résumé on-line, be aware that this is not the most effective way of promoting yourself to an employer. Certainly, there are good job posting sites but to be effective you must be an active job seeker. If you do post your résumé on-line (or create your own Web site), do not sit back and wait for the responses to pour in. Continue to actively seek out opportunities and send your résumé directly to organizations and individuals, even if you may be in their electronic system already.

When posting your résumé for viewing on-line, consider not including much specific personal identifying information. For example, include only part of your name (perhaps your first or last name, and an initial), your e-mail address and your general location (province or city, but not street address). Your exact location is not necessary. In addition, you might want to consider removing the specific names of employers, especially your current employer and the names of institutions from which you received your education. In place of the employer name, you could provide a brief description of the type of organization. For education list your degree. For example:

- Human Resources Manager, Mid-Sized Technology Company, Ontario, Canada, 2003-present.
- Bachelor of Arts (English), Canadian, Graduated 2004

Keep in mind that any information you post on-line is not protected. It would be easy for an unscrupulous person to borrow your identity or for third parties to use information to target you for spam or marketing purposes.

### **Scannable Résumés**

Sometimes a résumé is scanned by the employer into a database where ‘Optical Character Recognition Software’ (OCR) is used. The employer can then do a keyword search on your résumé, looking for specific qualifications. When writing your résumé you may want to include a keyword summary to capture key skills and achievements.

Tips for creating scannable résumés:

- When a résumé is scanned, it is important that letters, symbols and so on do not touch. Scanning systems have difficulty interpreting characters that are melded into one another.
- Choose a common, non-decorative font and keep the font size between 10 and 14 points.
- Underlining and horizontal/vertical lines may work, as long as the lines do not touch any of the letters (above or below).
- Avoid columns. The OCR program reads the text from left to right.
- Choose solid bullets (symbols). Round, hollow bullets may be interpreted as the letter ‘o’.
- When quantifying information, do not use percent signs, ampersands or foreign characters.
- If using acronyms or ‘/’ (slashes), add a space before and after slashes so they do not touch the letters.
- Use light-colored paper (white is best) and avoid paper that contains dark speckles.
- Do not staple or fold your résumé (avoid creases).

## **PAPER APPLICATION FORMS**

You may be asked to complete an application for employment such as a CACEE (Canadian Association of Career Educators and Employers) Form. The CACEE form is a four-page form used primarily for recruiting on campus by certain employers. Your application form will be judged as carefully as any other document in your application package. Therefore, it should be completed accurately and effectively market your skills and accomplishments. Here are some general tips:

- Read the entire application form before providing any information.
- Although hand-printed applications may be acceptable, they are not recommended.
- Proofread your answers for spelling mistakes as well as clarity.
- A response must be given to each question, even if your response is simply ‘N/A’ to indicate that the

question does not apply to you. (You are not obliged to answer questions which violate the applicable provincial human rights code such as those referring to age and social insurance number).

- Try to answer as fully as possible in the space provided.
- If information about grades is requested, provide your GPA and letter grade to assist the reader.
- Sign and date the application form if requested.
- When asked to state expected salary, it is usually best to indicate that it is open or negotiable.
- Feel free to attach a copy of your résumé to the form to provide additional information, but never refer readers to your résumé instead of providing complete responses.

## **EMPLOYMENT LETTERS**

### **Cover Letters**

When mailing a résumé in application for an employment position, a cover letter must be enclosed. The cover letter supplements and accentuates information provided on the résumé. It states the position for which you are applying, identifies those qualifications which are relevant to that position and contains a request for an interview. The cover letter should motivate the employer to read your résumé and make a positive appraisal of your skills. The cover letter should be no longer than one page in length with three to four paragraphs. It follows the format of a standard business letter.

Many employers will read your résumé prior to reading your cover letter. It is important that your cover letter does not simply repeat the content of your résumé. Your cover letter should augment your résumé by demonstrating how the qualifications and information provided on your résumé will enable you to undertake various aspects of the job for which you are applying.

### ***Cover Letter Content***

#### **1. Introduction**

The opening paragraph of a cover letter tells the reader why you are writing. It is often the most difficult to write well. Consider your motivation for applying to the organization. Did you learn of a position from the newspaper or in conversation with a friend, professor or colleague? Were you inspired by the reputation of the company? Are you prospecting an organization for potential openings?

The key to an effective opening paragraph is to include information which will ‘grab’ the employer’s attention. There are two key ways to accomplish this. First, draw attention to one or two of your key qualifications. Second, demonstrate you have done your homework on the organization. Do not miss this opportunity to include information which will encourage the employer to read your résumé further to see how well you back up the attention grabber you presented in the opening paragraph. Do not waste this paragraph by simply saying, ‘Here is my résumé. Please read further.’

Typical openings might include the following:

- In conversation with Mr. Brian Charters, I learned of a counselling position available with Brant County Family and Children’s Services. As a highly-trained children’s aid worker with outstanding assessment skills who is nearing completion of an MSW, I would be interested in an opportunity to contribute to your organization. Please accept the attached résumé for your review.

- In a recent article in *The National Post*, I learned that S & G Limited will be expanding their interests to include the Kitchener-Waterloo area. With previous experience opening new sales territories and successfully expanding organizations' existing customer bases, I am very interested in a sales position with your company and have enclosed my résumé for your consideration.
- The excellent reputation of the marketing division of Raymore Technology has motivated me to inquire regarding openings in this division. As a recent Business graduate from Wilfrid Laurier University, coupled with solid experience contributing to the development and implementation of marketing material and strategies, I would enjoy an opportunity to make a contribution to your team.
- I am writing in application for a summer position with CBB National. I have a specific interest in the securities industry and I would like to discuss an opportunity to work with your organization this summer. With a solid education in business and finance and outstanding analytical and problem-solving skills, I look forward to an opportunity to meet and discuss positions with your organization.
- I am currently in my graduating year of a Bachelor of Science program with a major in Chemistry at Wilfrid Laurier University. I have a reputation as a thorough and detail-oriented worker with excellent analytical and processing skills. I am interested in a position as a laboratory technician with Baton Chemicals.
- In a recent advertisement in *Career Options*, your company urged young, aggressive, university graduates to consider your management training program. As a highly-motivated Arts graduate with previous experience managing the staff and services at a fast-paced retail outlet, I am confident my skills and experience would enable me to meet the challenge. Please find enclosed my résumé.

## 2. The Body

The main body of the cover letter is the key to effectively communicating why you are an appropriate candidate for the job. In these paragraph(s), the more you can demonstrate that you understand the job to which you are applying and understand how and where your qualifications fit with the job, the more effective you will be at standing out from other candidates.

When constructing these paragraphs, think about the position for which you are applying. It is always a good idea to add company or job specific information to the middle paragraph(s). Do not just reiterate the company mission statement or repeat the facts from your résumé. This is an opportunity to show the employer that you have done your research and know about the organization, that you know the job and understand how your skills and qualifications will fit with the job. Your goal is not just to list your experiences and skills, the goal is to persuade the employer that you possess the skills and qualifications to actually work successfully in the specific job and with that specific organization.

Often, the body of a cover letter consists of two paragraphs. These paragraphs may be divided into two general areas. For example, in one paragraph you could demonstrate how your education and training will allow you to undertake specific functions of the job. In the other paragraph, you could present information which demonstrates how your experiences (work, volunteer, school and other activities) have enabled you to develop the key skills required to undertake the job. Or, you could divide the body into two paragraphs by examining the job and identifying two general components (skill or competency areas) of the job. Then, in each paragraph you could discuss how your skills, education, experience and

so on will enable you to undertake the functions associated with these key components. For example, the key components of a specific job include management and administrative functions on one hand and working with the public and customers on the other hand. In the body you would focus one paragraph on each of these key components.

The fact is that you cannot fit all of your qualification or address every detail or requirement of the job in one page. Given this fact, it is important to communicate a few points very well. Tell the employer, ‘I have ‘X’ skill and I will use this skill to perform a specific component of the job well.’

### 3. The Conclusion

The final paragraph gives you an opportunity to draw attention to a key qualification or skill and tell the employer what your next form of communication will be, or to request further information about employment opportunities within the specific organization. In the opening paragraph you should have introduced a key skill(s) or qualification(s). In the closing paragraph, you can draw attention to your understanding of the job with a statement where you indicate what, in particular, it is about one or two of your strengths which you know are important on the job.

Examples of concluding paragraphs follow:

- Thank you for the opportunity to be considered for this position. I know that with my ability to really listen to clients and establish long-term customer relationships, I could make a solid contribution to your sales team. I will be in London on May 4. Would it be convenient to meet with you then? I will follow up with your office to see if it is possible to arrange a convenient time.
- As a skilled accountant with a demonstrated ability to accurately interpret detailed financial information, I know I could become a key member of your auditing team. I will call you the week of March 5 to discuss my qualifications further. Please feel welcome to contact me in the interim.
- As a motivated worker with a strong insight into the interests of the public, I know I have something to offer your marketing department. I would appreciate it if you could advise me regarding possible marketing positions with Polar Canada Inc. Thank you very much for your assistance.
- I am eager to begin my career with an internationally-recognized leader in innovation and I know that with my \_\_\_\_\_ and \_\_\_\_\_ (*some key skills or qualifications*) I will excel given the opportunity to join your team. I would appreciate the opportunity to discuss employment possibilities with Bright Sky Tech at your convenience. I look forward to hearing from you.

### Helpful Hints for Cover Letters

1. Each cover letter must be an original. Do not use copies. Make certain you sign your letter.
2. Use the same type of paper and set-up as on your résumé.
3. Address your letter to a specific person, like the manager of a department. Names can frequently be obtained from front-line staff. You can also send a second résumé to Human Resources.  
If you are unable to obtain a name, it is acceptable to address the letter to the organization advertising the position, or use "Re: Position". If a position title is given as the recipient of the résumé, you may use the title in the salutation, e.g., Dear Human Resources Manager.
4. Be specific about your qualifications. Do not merely state that you are 'well-qualified' for the position. Identify your skills and training. You do not need to provide many, if any, specific details about where you obtained a skill or qualification, as that information is contained in your résumé. For example, you do not need to say, "*while working as the assistant manager at ABC Retails store in 2002 . . .*" Instead, you could say "*My experiences as an assistant manager enabled me to develop a solid understanding of retail sales . . .*"
5. Keep your letter to one page in length using proper business letter format.
6. If the letter was unsolicited by the organization, indicate in the letter you will follow up with a telephone call. Be sure to call the employer on the date you specified or within seven days if you did not specify a date. If you suggested the employer contact you but you have not received a response within 7-10 days, you should call the employer. This lets the employer know you are interested.
7. Do not overuse the word 'I' or begin every sentence with 'I'.
8. Limit the length of your paragraphs so that you keep the employer's interest.
9. Do not be negative or apologetic. Some students and recent graduates, especially those without a lot of professional work experience, get caught in the trap of sometimes apologizing for what they do not have. They may say '*I do not have a lot of experience but . . .*'

***John E. Henderson***

*36 Dearborn Avenue, Kitchener, Ontario N2H 3G4 (519) 555-7777*

January 9, 2004

Mr. Curtis Kentle  
Director, ABC Management  
123 Rawdon Street  
Toronto, Ontario N2H 2H2

Dear Mr. Kentle:

I am writing in response to your advertisement of January 6 in the *Toronto Star* inviting applications for the position of Marketing Trainee. As a business student with a background in sales and marketing, I would be interested in an opportunity to learn more about your program.

I will be graduating in May 2004 with a Bachelor of Business Administration from Wilfrid Laurier University. Over the course of my studies, I had the opportunity to learn about business and marketing. With my current education I will be in a position to quickly integrate my knowledge with the training I will receive as a Marketing Trainee. In addition, my experience as the President of the Laurier Marketing Association has enabled me to develop solid leadership skills and has enhanced my ability to organize people and tasks. Throughout my education, I have successfully combined learning with working, a skill which I will bring to the trainee position.

My work experiences have helped me develop a range of skills which would be useful in this position. While working as a sales associate, I designed marketing plans which effectively captured the attention of the public. I also learned how to prioritize tasks including balancing customer interactions with completing paperwork and developing new projects. As a marketing trainee I know that it will be important to balance learning about company products and procedures and completing required paperwork while developing solid customer relationships.

I believe my qualifications, in particular my ability to quickly apply training and manage multiple tasks, will be of interest to you in the selection process. I would appreciate the opportunity to discuss employment possibilities with you at your earliest convenience. I will call you January 18 to arrange a meeting.

Sincerely,

John Henderson

**Zahra Susta**  
**5-444 Sidestreet Drive, Toronto, Ontario M1M 3C3**

February 3, 2004

J. Robinson  
Rogers Communications Inc.  
[J.Robinson@rci.rogers.com](mailto:J.Robinson@rci.rogers.com)

Dear Ms. Robinson:

In recent conversation with Chelsea Laidlaw, I learned of possible opportunities available at Rogers Communications for summer students. As a current university student with a background in customer service, I would be interested in an opportunity to join your customer service department.

I am in my second year of study at Wilfrid Laurier University where I am majoring in Biology. I am also taking courses in information technology and business organization. As an active member of the school community, through participation in clubs and other volunteer organizations, I have had an opportunity to develop my ability to work effectively with others, to assist in the co-ordination of activities and to effectively manage my own time and activities. I recognize that in a busy environment working with the public, efficiency, accuracy and teamwork are important skills.

My summer jobs have also helped me develop several skills which would be useful in this position. Working as a sales associate has enhanced my communication skills and improved my ability to deal professionally with customers and their concerns. I understand that patience and listening skills are important when dealing with customers who are seeking clarification or information. In addition, working in an office support position has improved my organizational and critical-thinking abilities. My experience working closely with senior management demonstrated to me the importance of ensuring the accuracy of information I gather and manage. I believe that this attention to detail combined with an ability to take initiative will enable me to succeed in a position working at Rogers.

Thank you for the opportunity to be considered for this position and taking time to consider my letter. I would enjoy an opportunity to speak to you in person. If you are interested in meeting with me, I will be in Toronto from February 7 until February 14. I look forward to hearing from you.

Sincerely,

Zahra Susta

SAMPLE: COVER LETTER 3 - Technical

18 Central Park Street  
 Guelph, ON N36 5L9  
 March 2, 2004

James Jones, President  
 Craig Office Equipment  
 12 Financial Drive  
 Guelph, ON N3G 5J6

Dear Mr Jones:

I was very pleased to learn of the need for a computer technician within your organization. Having recently completed my Honours Bachelor of Science (Computer Science) at Wilfrid Laurier University, where I also provided assistance to other students as a tutor in computer labs, I am very interested in an opportunity to work as a computer technician for your organization.

Requirements	Qualifications
Technical Skills	<ul style="list-style-type: none"> <li>• Computer languages include: Java, C++, HTML</li> <li>• Networking Administration knowledge and experience including completion of MCSE and knowledge, CISCO System training, TCP/IC, routing protocols, with exposure to Unix and solid database skills</li> <li>• Extensive Web management and development skills</li> </ul>
Customer Service Experience	<ul style="list-style-type: none"> <li>• Previous experience responding to the public and providing effective troubleshooting assistance over the telephone</li> <li>• Effectively trained other computer professionals and computer novices on various computer systems; developed training programs</li> </ul>
System Management	<ul style="list-style-type: none"> <li>• Developed training and procedures manuals to assist with troubleshooting, training, and system set-up for customers and staff</li> <li>• Ensured accurate tracking of system bugs through documentation, record keeping and by developing system maintenance monitoring procedures</li> </ul>

My knowledge of the technical aspects of working with computers is enhanced by my understanding of the importance of working effectively with other people. I understand that as a computer technician for your company I will be working with not only your equipment, but also your staff and customers. As a result, I have developed my ability to communicate technical information clearly and with patience when working with people without technical backgrounds.

My résumé is enclosed and covers my experience and qualifications in greater detail. I would appreciate the opportunity to discuss my credentials in a personal interview.

Sincerely,

Jane Swift  
 (519) 824-9999

## **Other Letters**

### ***Follow-up Letters (Thank-you Letters)***

Writing letters is an essential part of any well-organized job search campaign. Letters can be used effectively to convey your continued interest in a position or to clarify details discussed during an interview. The point of the follow-up letter is not really the content, it is more the act of making the effort to send a letter and thank the interviewer.

- A follow-up letter immediately following an interview provides another opportunity to express your interest and/or include key information that may have been missed during the interview.
- Always address your letter to the person who interviewed you. If you were interviewed by two people, send a letter to each individual slightly changing the content of each letter. If you were interviewed by three or more people, send the letter to your primary contact. In the opening line of the letter, ask the person to express your appreciation to his/her colleagues.
- Be brief and courteous. Watch for correct spelling of the person's name. If you are unsure of the correct spelling of a person's name, call the organization and ask for clarification.
- The letter should arrive within 24 to 48 hours. It can be handwritten on a thank-you card or typed in a similar format to the cover letter. Mail or drop off the letter. If time is a concern, a fax is an option. Do not use e-mail as it is too informal and easily forgotten. Also, it does not demonstrate a tremendous effort on your part.

### ***Acceptance Letters***

- Acceptance letters confirm the details of your employment such as the start date, position title, salary, and other arrangements such as reimbursement of moving expenses.

### ***Declining an Offer***

- Should be tactful, friendly and professional.
- Declining letters should express your regret that you will not be accepting the position but leave the door open in case you want to reapply in the future. Stating a reason for declining the offer is optional. Thank the organization and express your appreciation for their offer.

### ***Response to a Rejection Letter***

- Response to a rejection letter should be to thank the employer for the opportunity to be interviewed, emphasize your on-going interest and possibly suggesting interest in another opportunity within the organization.

**SAMPLE: FOLLOW-UP TO AN INTERVIEW**

*Jane Smythe*

417 Hazel Street, Waterloo, Ontario N1G 2B9

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November 13, 2003

Ms. H. Bush, Production Manager  
Collier Manufacturing  
32 Bell Street  
Vancouver, British Columbia Z4G 1N6

Dear Ms. Bush:

It was a pleasure to meet with you and Mr. Rush on Friday, November 10, 2004, especially in light of the fact that the expansion project of your company has now been approved. My interest in the Quality Control position with Collier Manufacturing has been reaffirmed and I am certain that my experience would be an asset to your department.

It was of particular interest to me to hear about Mr. Rush's own career path with your firm. I would welcome these opportunities and the challenges of advancement.

I appreciate your frankness about following through with the other candidates and I look forward to hearing from you by the end of this month. I would certainly be willing to forward any additional information you might require.

Sincerely,

Jane Smythe

**SAMPLE: ACCEPTANCE LETTER**

36 Dearborn Avenue  
Kitchener, Ontario N2H 3G4

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January 8, 2004

Ms. Susan McKay  
Director of Research  
Hampton Marketing Research  
23 Stone Road  
Toronto, Ontario M3L 5C7

Dear Ms. McKay:

I was very pleased to receive your offer and I am very interested in working as a Research Assistant in your company. I am able to begin work on May 1 under the conditions stipulated in the contract.

Your company is regarded as one of the finest in the field of research. The projects we discussed will offer challenges as well as the opportunity for me to make a significant contribution to your team.

Thank you for your offer. I am looking forward to seeing you again soon.

Sincerely,

Erica Young

**SAMPLE: DECLINING AN OFFER**

*Kim Watson*  
123 King Street West  
Waterloo, Ontario N2K 3S5

May 5, 2003

Mrs. Pamela Small  
Director  
Toronto Historical Society  
456 Wellington Street  
Toronto, Ontario M1A 5G6

Dear Mrs. Small:

I very much appreciate the offer to join your organization as an Archivist. However, after much careful deliberation, I must respectfully decline your offer.

Although many aspects of the position were of interest to me, I have decided to accept a position which more specifically relates to my research interests. However, I would appreciate the opportunity to keep in touch in the future.

I again thank you for your time and consideration.

Sincerely,

Kim Watson

**SAMPLE: IN RESPONSE TO A REJECTION**

Chris Thompson

789 Krug Street  
Kitchener, Ontario N4J 6H9

November 1, 2003

Mr. Bob Jenson  
Group Product Manager  
Consumer Goods Ltd.  
5-340 Yonge Street  
Whitby, Ontario M3H 4H8

Dear Mr. Jenson:

I would like to thank you for the opportunity to interview for the Marketing Assistant position.

Although I regret not being chosen for this position, I am still very interested in the opportunities your company offers. I would appreciate any feedback from you on how I might better prepare for other opportunities with your organization. I hope you do not mind if I contact you in the next few weeks to discuss some ideas as to how I might position myself for future opportunities at Consumer Goods.

Thank you for your consideration.

Sincerely,

Chris Thompson

