



THE PURPOSE OF RESUMES



A focused, concise and accurate resume is the critical sales piece in your job search portfolio. It is designed to market You, Inc., to prospective buyers by showcasing and summarizing your experience and accomplishments, and by highlighting your skills, talents and any education or training related to your career objective.

For your resume to be an effective tool, and for it to advance progress toward your career transition goals, it must be carefully written...free from exaggeration, completely factual, and accurate in content, while presenting you, and your work history, in the very best light possible.

And remember that most resumes only get a cursory thirty second scan in the initial screening process, so the most important territory on your document is the top half of the first page, just under your contact information. This is the place for your sharply focused profile, giving a capsule review of your skills, experience, awards and special talents. (Avoid using a job objective if you possibly can, because you waste this valuable marketing opportunity and date your resume as old fashioned. The few times when including one might help you, are discussed later in this chapter.)

The purpose of your resume is to get you an interview, not to get you the job. It can open the door if it is focused toward the needs of your targeted company, but should not be an exhaustive and lengthy explanation of your career. It will provide talking points for that desired interview and when the time comes, you will verbally enlarge upon and round out the presentation that your resume began, so it is important that you be able to discuss in depth, your accomplishments, and to illustrate with examples and stories, any subjective claims you have made in your profile.

Much of the work you have already done has prepared you to begin writing this important document. Once you have finished this chapter you will have your resume ready and be well on your way to your new opportunity, so let's get started!

Action: Download the [Test Your Resume Knowledge Questions/Answers Worksheet](#), and [Resume Templates](#): [The Test Your Resume Knowledge Questions/Answers Worksheet](#), and [Resume Templates](#) can be downloaded in Word format under [Meridian Career Compass](#). Use these worksheet/templates to develop your resume, and be sure to save a copy for your own records.

TEST YOUR RESUME KNOWLEDGE WORKSHEET

The resume is the most important document you will create in your search campaign. It is your written advertisement that illustrates your experience, skills, and career accomplishments to a hiring company. Before we begin, let's see how much you know about the use of resumes in a job search. The answers, which are shown on the next page, may surprise you.

RESUME KNOWLEDGE QUESTIONS

		True	False
1.	The purpose of a resume is to share your employment history in a snapshot format.		
2.	Resumes should be only one page, whenever possible.		
3.	Potential employers typically read resumes thoroughly the first time.		
4.	A functional resume, one that lists groups of skills and achievements with little emphasis on work history, should be avoided since it is rarely used and because a potential employer might view it with some skepticism.		
5.	A resume should always contain an objective statement.		
6.	An effective resume highlights pertinent achievements.		
7.	It is okay to indicate that you are out of work on a resume.		
8.	One version of a resume is all that job seekers will need in their campaign.		
9.	You should list your complete employment history in full detail.		
10.	You should include all certifications and licenses you have had during your career.		
11.	Dates should always be provided when listing formal education.		
12.	Personal information should be omitted from a resume.		
13.	Special interests and hobbies can be included on a resume.		
14.	References should be added to the bottom of a resume.		
15.	You will stand a better chance of being granted an interview if you are creative with your resume paper selection.		
16.	You should develop an Applicant Tracking System (ATS) resume for use on the Internet.		
17.	It is a good idea to test-market your resume before distributing it to a large audience.		

RESUME KNOWLEDGE ANSWERS

1. The purpose of a resume is to share your employment history in a snapshot format:

True: A resume serves as a way for you to state your experience, qualifications, skills, and career accomplishments to a potential employer. However, it needs to be to the point and bring out the most significant highlights. A resume is intended to open the door to an interview opportunity, and not to act as a stand-alone method for obtaining a position. Today, most employers are looking for the best fit in a candidate, and personality traits are difficult to portray in a one-dimensional piece of paper. Leave the details for the interview.

2. Resumes should only be one page whenever possible.

False: Many job seekers fall into the trap of thinking that they must squeeze all of their career history into a one-page document. This results in important omissions of accomplishments or poor layout choices such as small fonts or extending type beyond normal margins. If you can effectively summarize your career history in one page, great! If not, it is certainly okay to go to two pages. If your resume extends beyond two, you may want to seek areas you can trim it. Most employers are only interested in your career history covering the last ten to fifteen years.

3. Potential employers typically read resumes thoroughly the first time.

False: You will be lucky if your resume gets more than thirty to sixty seconds of reader attention, the first time around. With the massive volume of job seekers today, human resources professionals must go through a tremendous number of resumes per day. Many now rely on computer programs to screen resumes to find a match for the opportunities they are trying to fill.

4. A functional resume, one that lists groups of skills and achievements with little emphasis on work history, should be avoided since it is rarely used and because a potential employer might view it with some skepticism.

False: A functional resume can be very effective for job seekers in the following categories: those with diverse backgrounds wanting to focus their searches in a specific area; those who want to completely change their careers, or those who have gaps in their employment histories. Functional resumes are sometimes met with skepticism because they make it more difficult to see actual career progression. Use a functional resume if it will work best for you, but be prepared to answer any questions that might arise in an interview.

5. A resume should always contain an objective statement.

False: Since your resume may only get a brief initial scan, why waste valuable space at the beginning of your resume with a statement about what you are looking for in a company? A better solution is to present the objective in the cover letter and replace this information on your resume with a powerful statement which presents a brief overview of your qualifications.

6. An effective resume highlights pertinent achievements.

True: A resume is your written advertisement to a company. It lists not only your employment history, but also career accomplishments and achievements. It is especially important to note any significant contributions you personally made that benefited your previous employers.

7. It is okay to indicate that you are out of work on a resume.

True: In today's job market, most employers have moved beyond making assumptions or judgments about candidates based on whether or not they are currently employed. The market is in a constant state of change. Pick up any newspaper in a mid-to-large sized city and you will surely find an article about a corporate merger, acquisition, downsizing, or closure. This has generated a pool of highly experienced and qualified professionals, out of work and in the job market – a valuable resource that potential employers cannot overlook.

8. One version of a resume is all that job seekers will need in their campaign.

False: There are many circumstances in an individual's job search, where that individual would benefit from having more than one version of a resume. What if you have been in a certain field for a number of years and want to branch out into a different direction? You might first create a chronological resume to match opportunities that are similar to your most recent position, and then create a second resume in a functional format that highlights transferable experiences and skills that would suit a new career path. In this manner, you can have some sense of security and a safety net as you explore alternatives.

9. You should list your complete employment history in full detail.

False: Your resume should only highlight in detail your employment history for the last ten to fifteen years. Beyond that time frame, it is not necessary to list every position and every company that you have worked for since you obtained your Social Security card. Make sure that the resume stays focused on experience and accomplishments that will make you a viable candidate for a current potential opportunity. Don't waste a lot of valuable space on your resume with old, dated information.

10. You should include all certifications and licenses you have had during your career.

False: Current certifications and licenses are essential pieces of information in a resume, especially if your area of expertise requires them to conduct your profession legally. However, don't include certifications or licenses that have expired.

11. Dates should always be provided when listing formal education.

False: This is a gray area. If you have received a degree within the last ten years, it is certainly appropriate and beneficial to include the year that you received the degree. However, if you obtained the degree over ten years ago, you may want to omit the date to keep the potential employer from using the information to eliminate you from consideration, based on your age.

12. Personal information should be omitted from a resume.

True: The Equal Employment Opportunity Act prohibits job discrimination on the basis of age, race, color, religion, sex, national origin, or disabilities. Therefore, it will be to your advantage to omit this type of information on your resume.

13. Special interests and hobbies can be included on a resume.

True: These items can be included if they are interesting, something out of the ordinary, and don't cause your resume to go to three pages. This can be a great way to spark interest by showing that you are well rounded and may get your foot in the door for a potential opportunity. This same rule applies to Volunteer and/or Community Activities.

14. References should be added to the bottom of the resume.

False: References should not be included with an initial submission of a resume. Submission of your resume is only the first step in the hiring process. If you are granted an interview and do well, this would be the appropriate time for the employer to request your references. You should not offer them unless asked. In any case, the references should be provided in a professional, polished, stand-alone document, ready to distribute upon request. Avoid adding a statement to your resume that references are available. Employers already know this.

15. You will stand a better chance of being granted an interview if you are creative with your resume paper selection.

False: If you think that selecting neon colored paper will get your resume noticed in a large stack of resumes, you are correct, but you won't get the kind of attention and respect you are really after. Unless you are in a creative field, stick to regular, white copy paper.

16. You should develop an Applicant Tracking System (ATS) resume for use on the Internet.

True: The Internet has had a significant impact on how employers and job seekers connect. Therefore, taking time to create an Internet friendly version of your resume is essential. [This LinkedIn article](#) covers the importance and instructions to help you create an ATS resume. Generally, when applying for jobs on an online job board, you will attach or paste your ATS resume into the body of the resume submission section.

17. It is a good idea to test-market your resume before distributing it to a large audience.

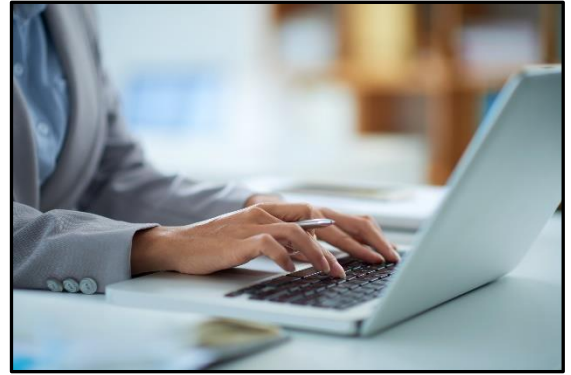
True: Once your resume is completed to your satisfaction, you may want to share it with a close circle of personal and professional acquaintances to get their feedback. A resume can be a challenging document to create, because it makes us step back and "toot our own horn", which many of us feel uncomfortable doing.

By soliciting feedback, you can enlist the help you need to make sure that you are sending the right message to potential employers. Some of the best feedback just might be from your former boss!

In any case, review your resume with a fine-toothed comb before distribution. Check for misspelled words, and errors in grammar or format. Employers are particularly tuned in to the initial impact that a resume presents. If it is obviously over-copied, hard to read, sloppy, and printed on bright pink paper, this reflects on you and the impression that this sort of resume makes with that prospective hiring professional is not one that will help you get the job. On the other hand, if your resume is concise, thorough, accurate, free of misspellings, and professionally formatted and presented, the hiring company will expect a professional and well- put-together candidate in an interview.

KEY COMPONENTS OF EFFECTIVE RESUMES

While you will probably devote a great deal of effort to putting your resume together, it is more than likely that it will get only a brief initial scan by a potential employer. Therefore, it is important that you include key components in a well-organized document with the most critical information in the top half of the first page. Focus on what a potential employer would want to know about you, rather than what you want from a company or new position.



Your Contact Information: Your name, mailing address, phone, e-mail address, and LinkedIn URL.

Job Objective: (Not suggested - Try using a Profile Statement instead for more power.) Tells the reader what type of job you are targeting. Remember, use only if you are targeting a very specific type of job, are a new grad or if you are changing career paths, otherwise, it is a waste of valuable space in the top half of your resume.

Profile: Powerful summary of your career in a brief paragraph highlighting your skills and experience. It provides the potential employer with a snapshot of your most marketable attributes, in a capsule paragraph.

Skill Summary: List of key skills that you offer an organization, (i.e., computer hardware/software, technical abilities, or other function-related skills), often presented in a bulleted list.

Employment History: Companies that you have worked for with geographic location and dates worked, and your job title, listed from the most recent back.

Description of Responsibilities: Under each job, brief summary of your basic responsibilities in each position. Use specific numbers whenever possible to provide additional emphasis.

Accomplishments: List of activities in which you participated, or that you pursued on your own, resulting in something positive for the organization. (These are listed under the position in which they occurred.)

Training: Professional or technical training that has enhanced your career effectiveness.

Associations: Professional or trade associations to which you currently belong.

Licenses/Certifications: Current professional certifications or licenses.

Education: Formal education from the most recent and highest level backwards in time.

JOB OBJECTIVE STATEMENTS

Beginning a resume with a job objective is no longer considered a good use of that prime area of this all-important sales document, and savvy resume writers generally opt for a profile or summary. The defining of a personal job objective helps you to understand more about what you want and helps you to focus your search to those areas, but when would you put the objective in your resume? **The truth is...very rarely.**

There are three relatively rare situations when you might use a job objective in a resume:

- If you know exactly what you want and are only willing to accept that very particular type of opportunity.
- If you have just graduated and have little job experience to guide the reader or to use in a profile.
- If you are changing fields and you want to focus on an industry or function within which you have no experience (In this circumstance, an objective statement might be used at the beginning of a functional resume, to help the reader understand your goals.)

Job objective statements need to be brief and to the point. Simply state your career goal, ensuring that it is relevant to the companies that you are targeting. The objective contains the following information:

- The generic job function (Actual job titles and responsibilities vary from company to company.)
- The targeted industry (if desired), otherwise not mentioned.

JOB OBJECTIVE EXAMPLES

A middle or upper-level management position in the chemical industry that will utilize strengths in project management, production planning and budget management.

Seeking a position in retail sales in the food and beverage industry.

An executive-level position within the non-profit sector that will utilize strengths in strategic business management and fund-raising.

A challenging position in information systems development in a fast-paced business environment. The ideal opportunity would provide advancement potential.

To obtain a position as a key financial leader in the pharmaceutical industry, utilizing 20 years of experience in reducing costs and maximizing profitability.

An administrative position in support of human resource function, utilizing knowledge employment law and benefits administration.

Summary/Profile Statements:

A summary or profile statement is the best use for the valuable space at the top of your resume, just under your contact information heading. This is a chance to summarize your qualifications in a form that the reader can conveniently gain at a glance...the perfect sales opportunity. This short paragraph provides a solid introduction to your entire document. It should include your primary talents, areas of expertise, training especially important to the interviewing company, and perhaps any top awards you have won. This is the only place in the resume where you can introduce subjective traits that have been key to your success. (Remember, you must be able to back up these claims with examples.)

Sample Summary/Profile Statements:

“Senior executive with a strong background in sales and marketing, as well as managing multi-plant manufacturing or capital and non-capital equipment. Significant international-experience including overseas assignments.”

“Intelligent, enthusiastic, creative, versatile and extremely organized public and private administrator, marketing and writing professional, with strong private non-profit and retail experience. Adept at streamlining and instituting functional systems; teaching, educating and interacting with the public, corporate representatives and funding agencies in a variety of settings; encouraging and guiding companies and private-non-profit agencies through transitional periods. Award-winning business, advertising and creative writer; experienced editor, advertising and public relations consultant. Conversant in Microsoft Word, and Excel.”

“Innovative profit-oriented manager tested at solving complex managerial problems. Adept at coordinating and consolidating information to develop concise budgets and strategic plans. Strong interpersonal skills along with excellent track record in the development of people.”

“Highly qualified and motivated manager with broad experience and accomplishments in manufacturing. Experienced in "Lean Management" strategies and application. Proactive with the ability to manage change and lead employees. Talent for developing budgets and controlling costs. Results-oriented self-starter with the ability to communicate effectively with all levels of the organization. Ability to recognize opportunities and reverse negative trends. Extensive travel to Mexico, El Salvador, Dominican Republic, and Jamaica to problem solve and improve communications with customers. Have the ability to communicate in Spanish at a basic level. Proficient in the use of computers.”

“Innovative physical distribution executive with proven strategic business planning and design expertise. Dynamic problem solver with strong interpersonal skills and the ability to maximize employee involvement in the development of improvement programs. Creative bottom line manager adept at cost reduction through increased "through-put" activity.”

“Process Engineer with strong production, development and quality assurance track record. Proven background in statistical process control, production organization, start-ups, customer interaction and cost reduction.”

FORMATTING YOUR RESUME



By completing the Self-Assessment and Resume Building Exercises in this workbook, you have generated the elements you need to build a powerful resume. The next step is to select a format or layout. There are two types of common resume formats, Chronological and Functional.

If you want to stay in the same general field that your past work experience covers, consider creating a chronological resume that highlights your accomplishments within the frame work of each job in your work history.

If you are thinking of changing the type of job you do, consider creating a functional resume that highlights your skills and your accomplishments within specific functional areas.

If you aren't entirely sure what you would like to do next, consider a "skill driven" profile or summary - one that focuses on the skills you will bring to the job, not on the specific job or industry segment in which you have worked in the past. This choice can work well within either format.

Two Forms of Resumes:

Chronological: The chronologically-arranged resume summarizes your experience and describes each job from the most recent back – first describing your responsibilities and then noting your accomplishments within those duties.

This choice is normally the right one for a person seeking a similar or a higher-level position of the same general type, and in the same or a closely related industry.

Functional: The functionally-arranged resume focuses on your key skills and talents in certain functional areas or specialties, by means of accomplishments that are important in the type of job you are seeking. The goal is to summarize your experience through these accomplishment statements in a way that offers a clear value to a new employer outside of your previous specialty or industry, by concentrating on transferable skills. Following the functional overview, one then briefly provides a chronology of your employers, positions, and dates, so that the reader can readily see your job history.

The functional arrangement can be used to show your ability to perform a somewhat different job or to handle the requirements of a position in a different industry.

CHRONOLOGICAL RESUMES

A chronological format is the most commonly used approach to resume writing. This layout organizes your employment and educational experiences, in reverse chronological order, listing the most recent job experience first, followed by the previous jobs, etc.

Employers tend to prefer the chronological resume because it is easy to follow and is typically straightforward with factual information about your qualifications.



Advantages:

- You can tell the employer directly what your work and educational history has been and show your order of progression.
- You can demonstrate an impressive and interesting promotion or job succession record.
- You can highlight meaningful or impressive positions you have held and/or organizations for which you have worked.
- Some people are more familiar with this type of resume and therefore are more comfortable with this form of organization.
- This is often an easier approach for resume writers, lending it to quicker updating.

Disadvantages:

- If you have frequently changed jobs, this format may make you appear to be a “job hopper” and this may be undesirable to a targeted employer.
- Any gaps or breaks in your work experience will be highlighted by this format since all of your jobs are listed in reverse chronological order.
- Since your work history will be listed in reverse chronological order, your age may be apparent to the reader. This may be a disadvantage to a young person just entering the job market or to an older worker. Note that the most important work history is that of the last ten years, so an individual with a long work history may opt to eliminate some older jobs that may no longer be relevant.

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HUMAN RESOURCES DIRECTOR

Start-ups | Acquisitions | Turnarounds | High-Growth Organizations

Strategic and innovative HR Executive who translates business vision into HR initiatives that improve performance, profitability, growth, and employee engagement. Empowering leader who supports companies and top executives with a unique perspective and appreciation that human capital is every organization's greatest asset. Genuine influencer who thrives on tough challenges and translates visions and strategies into actionable, value-added goals.

HUMAN RESOURCES SKILLS & QUALIFICATIONS

- Leadership Development
- HR Policy, Process & Systems Design
- Change Management
- Workforce Planning
- HR Best Practices
- Relations & Diversity
- Acquisition
- Staff Coaching
- Organizational Development
- Employee Performance Improvement
- M&A Strategies
- Due Diligence
- Organization-Wide Consensus Building

PROFESSIONAL EXPERIENCE

ADVANTECH, Chicago, IL

2009 – Present

Director – US & International Human Resources

Recruited to direct HR for US and newly launched international operations. Partner with other directors and senior executives to develop new business initiatives, foster employee engagement, and mobilize talent. Manage \$135K budget.

- **HR Organization Leadership:** Most senior HR executive in Advantech, directing 4 HR professionals in staffing, recruitment, benefits, executive compensation, training, leadership development, succession planning, HRIS, and regulatory compliance. Heavy emphasis on leading Donovan through rapid HR change and transformation programs.
- **International HR Launch:** Created HR organization – recruitment, staffing, onboarding, training for both expatriates and local national hires in Brazil, Mexico, and Spain.
- **Organization Transformation:** Enabled operational change essential to a \$5M reduction in HR costs. Helped to facilitate redesign of core business operations, including 2 site closures and 1 fast-track expansion.
- **Post-Acquisition HR Integration:** Streamlined integration of VueX Wireless Systems, Advantech's largest-ever acquisition at the time. Ensured strategic alignment of HR with new business objectives and minimized business interruptions through execution of workforce integration plans.
- **M&A Due Diligence:** Contributed to senior-level M&A decisions, supporting initial analysis through due diligence and subsequent integration. Enabled business growth by assessing HR cultural compatibility and talent impacts.

GHI CORPORATION, Indianapolis, IN

2006 – 2008

Director – Human Resources

Transformed HR into a true strategic business partner in the aftermath of an end-to-end HR restructuring. Championed HR vision while forging sustainable HR infrastructure, systems, processes, and practices.

Oversaw budget and a staff of 2.

- **HRIS Technology:** Drove transition from outdated HR systems into a fully integrated HRIS platform from Oracle. Instantly improved analysis, reporting, and planning capabilities while streamlining daily HR functions.
- **Employee Relations:** Introduced proactive employee relations and communications programs to resolve previous labor and management issues and restore the credibility and employee-centric focus of the HR organization.
- **Career Coaching:** Rolled out the company's first HR shared services center for delivery of internal coaching services.
- **Workforce Expansion:** Ramped up California-based engineering group of 50 new employees in just 3 months.

BLAINE CORPORATION, Indianapolis, IN

2003 – 2005

Manager – Human Resources

Joined new management team tasked with revitalizing Blaine Corp. following years of instability, internal change, restructuring, and absent leadership. Supported corporate repositioning, guiding recruitment of 100 technical, professional, and management staff for US HQ.

- **Workforce Integration:** Integrated 30+ staff in the aftermath of 2 acquisitions, steering flawless workforce assimilation into core business operations. Contributed to profitable turnaround with >\$1M in first-year savings.
- **HR Operations:** Consolidated HR functions previously managed by several different departments into a single consolidated organization to manage all generalist affairs. Trained and supervised 2 HR assistants.

MOMENTUM E-COMMERCE, LTD., Chicago, IL

2001 – 2002

HR Consultant

Consulted with major online retailers to help them build both on-site and remote workforces. Created staffing models and recruiting strategies to meet each client's unique requirements.

PROFESSIONAL AFFILIATIONS

Member, Society of Human Resources Management (SHRM)

Committee Chair, World at Work

CERTIFICATIONS

Senior Professional in Human Resources (SPHR)

Society of Human Resources Management Senior Certified Professional (SHRM-SCP)

EDUCATION

MBA Degree, F.W. Olin Graduate School of Business, Babson College, Babson Park, MA

MS Degree, Organization Development, Loyola University, Chicago, IL

BA Degree, Industrial Relations, Loyola University, Chicago, IL

FUNCTIONAL RESUMES



The functional resume organizes employment accomplishments into sections, often under functional headings, that highlight general areas of skill and quality of work, rather than listing of job history in reverse chronological order. The idea is to down play the work situation itself, (i.e., the industry or specific job title), and to concentrate on the traits and abilities of the individual as they might apply within many different industries.

For example, the skill of managing technical teams of specialized scientists might be useful in industries as widely varying as automotive development, fragrance manufacturing, or offshore gourmet coffee blending.

The functional resume positions the individual to cross industrial lines much more easily because it provides the reader with assistance to think broadly about the skills and talents discussed. This resume style is recommended if you are considering a new career path or if you have significant gaps or breaks in employment history, since there is less emphasis placed on job history per se and more emphasis on functional capabilities.

This sort of resume features a person's job or career objective, which helps the intended employer understand how this person wishes to apply these major skill areas. This the resume highlights skills, experience, training and education that are applicable to the new objective. A very brief reverse chronological work history is listed at the end of the resume.

Advantages:

- Emphasizes skills and abilities in demand by the desired employer and so can be written to directly address those requirements.
- Lets the applicant demonstrate transferability of skills acquired in another field or through unpaid activities such as volunteer work. This is especially important for students or people who must, or wish to, change careers or re-enter the work force.
- Helps shift the focus from an unusual or seemingly boring employment record.

Disadvantages:

- Some employers are suspicious of this type of resume and may want additional work history information.
- It may be difficult to organize this type of resume because there is no one set way to write it.
- It must be written with a clear and focused goal in mind to avoid the appearance of confusion or disorganization. Because the format is more loosely defined, the core structure is determined by the objective and, for this form of resume to be effective; the accomplishments must be chosen and phrased specifically to support that objective.

JAMES MERIDIAN, SPHR, SHRM-SCP

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OBJECTIVE

Recruitment and Business Management Professional seeking a position that refocuses years of top-level Human Resources Management experience, proven leadership and sales capabilities into a mentorship and direct hands-on recruitment opportunity. Interested in branch or team leadership, troubleshooting/training role, combined with the opportunity to interface directly with client companies on behalf of a top-notch recruitment industry leader.

SUMMARY OF QUALIFICATIONS

Sales Management:

- Identified, recruited and developed top producing sales teams.
- Built a new business from the ground up to \$45 million in revenue in less than 10 years.
- Achieved a low industry turnover rate of approximately 20%.
- Recruited, hired and trained sales and operational staff.
- Developed and applied sales measurements, forecasting and incentives.
- Provided individual and team coaching and performance management.

Operations Management:

- Held total P&L accountability exceeding \$90 million.
- Directed multiple office location start-ups.
- Developed, presented and executed business plans.
- Executed six-sigma operational strategies.
- Developed cost-effective operational procedures.

Key Account Development:

- Specialized in building and maintaining relationships with major key clients.
- Handled negotiations and contract management of global accounts.

BUSINESS EXPERIENCE

LANGLEY HEALTH SERVICES, INC., New York, NY

2/2017 – 5/2019

Division President, Greenville, SC (7/2018 – 5/2019)

Managed growth, forecasting, business planning and daily operations of a \$90 million traveling-nurse staffing company.

- Stopped the downward trend of working nurses and stabilized nurse turnover from 40% to 25% in 6 months.
- Increased client openings by 75% through directed target marketing.
- Oversaw company through successful JCAHO certification preparation and survey.

Division Vice President, Greenville, SC (2/2017 – 6/2018)

Facilitated the start up, growth and development from its conception. Held complete bottom line responsibility and accountability for the company's performance.

- Achieved company revenues exceeding \$45 million in 10th year of operation, accomplished through both growth in human resources and the addition of new business lines.

- Entered a very competitive marketplace and established Langley Health Services as a well- known name in the physician temporary placement industry.
- Produced company growth levels exceeding 50% annually.
- Led company to industry leading gross profit margins exceeding \$500.00 per physician per day.
- Successfully opened a second office location, which took on incremental business lines and became profitable in first year of operation. Grew sequentially by 50+% per year.
- Developed the company’s protocols with regard to physician credentials, malpractice, insurance, contractual relationships, etc.

MEMORIAL HOSPITAL, Greenville, SC

6/2012 – 1/2017

Director (6/2015 – 1/2017)

Headed a division of the company consisting of 15 employees. Reported directly to the COO. Stopped a decline in the company’s OB/GYN business by redefining pricing strategies and target markets.

- Improved the filled days ratio by more than 20% by attracting more OB/GYN physicians.
- Increased bill rates provided increased physician compensation without lowering profitability.
- Established the successful startup of a Neurosurgery business line growing it to a level of 40 filled days per month.
- Redefined responsibilities and compensation plan of the staff. Changed compensation of the sales team to be driven by gross margins rather than days filled.

Assistant Director (6/2012 – 5/2015)

Oversaw the Internal Medicine, Psychiatry, Subspecialties, and Regional Primary Care Divisions. Increased Government Accounts business by more than 30%. Developed budgets, marketing plans, recruiting objectives, and managed overall staffing.

- Led a division to a 26% increase in production and revenue over previous year results.
- Initiated two new businesses, establishing each as a major contributor to the bottom line.
- Personally handled all National and Government Accounts increasing that business by more than 30%.

PROFESSIONAL AFFILIATIONS

Member, Society of Human Resources Management (SHRM)

Committee Chair, World at Work

CERTIFICATIONS

Senior Professional in Human Resources (SPHR)

Society of Human Resources Management Senior Certified Professional (SHRM-SCP)

EDUCATION

MBA (in progress; anticipated completion: May 2021)

Clemson University, Greenville, SC

BA, Business Administration, May 2012

University of South Carolina, Columbia, SC

RESUME DESIGN TIPS

Formatting:

Remember that your resume is designed to get you an interview – not a job. Think of your resume as a sharp, to the point, marketing brochure to capture the reader's interest with key points about your career and accomplishments. Use a consistent, professional-looking type font throughout the entire document, like Arial or Times New Roman. Fancy or decorative fonts have no place on a professional resume. Use a consistent font size throughout; (no smaller than 10.5 and no larger than 12 points).



Use even margins around the edges of your resume, of no less than half an inch on any side. Use bold and italic type to help differentiate items, but don't be too excessive. Eliminate excessive underlines; they make the resume hard to read.

Presentation:

- It is perfectly acceptable to print your resume on a regular white piece of paper from home with your printer.
- If at all possible, print your resume copies on a laser printer or print one master for additional copies on a high-quality copier. Never send out a resume in which the printing is not dark, clear, and legible.
- Only use single-sided, never double-sided, copies.
- It is fine to paperclip your resume pages together. Never staple them.
- It is fine to fold your resume and place it in a standard business-sized envelope.
- It is fine to submit your cover letter and resume via e-mail. Common document formats include Word and PDF.

RESUME REVIEW CHECKLIST

Summary/Profile:

- Does the profile describe one or several areas of functional expertise?
- Does the profile contain three major strengths you offer a potential employer?
- Do the strengths listed in the summary/profile illustrate the appropriate contribution to the prospective company?
- Does the summary/profile clearly summarize your past experience?

Experience:

- Does the experience presented in your resume support the profile?
- Is the presentation of your experience clear and effective?
- Did you use specific numbers whenever possible to show level of responsibility?

Accomplishments:

- Do all of the accomplishments listed in your resume illustrate your skills, aptitudes or strengths included in your summary/profile?
- Do the accomplishments listed in your resume relate to and verify the summary/profile?
- Are the verbs used in your resume powerful and specific?
- Are the positive results in each accomplishment clear?

Awards, Honors, Certificates and Memberships:

- Are these resume entries professional and relevant to your job search?
- Are memberships or certificates current?

Education:

- Does the information about your educational background support the profile?
- Did you list the institutions where you obtained your degrees along with the city and state where they are located?

Visual Impact:

- Is the length of your resume appropriate?
- Is the important information on the upper third of the first page?
- Is the reader's eye immediately drawn to the most important part of the resume?
- Do the italics, bold, and underlining, indicate importance? (Remember that this resume is about you, and so your title is more important than the name of the company for which you worked.)