

Yale University

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TO: YSN Current Students

FROM: Frank Grosso
Assistant Dean for Student Affairs

As Assistant Dean for Student Affairs, I am available, by appointment to help you with resume and cover letter writing. To schedule an appointment, please contact my assistant at 737-2257. We will do our best to accommodate your busy schedule. You may also wish to send your documents to me via email attachment; my address is: frank.grosso@yale.edu. I can either make changes directly to the documents and leave them in your mailbox or contact you to schedule an appointment, if necessary.

Attached are several articles and handouts that will assist you as you begin the resume/cover letter writing process. Included is:

- a powerpoint presentation on how to write an authentic resume;
- two sample resumes written by former students of YSN;
- a chapter of "buzz" words;
- a chapter devoted entirely to cover letter writing, with a specific section on mistakes you should not make;
- a chapter on the electronic submission of both cover letters and resumes

Even if you are not graduating, you may wish to review these materials or keep them for future reference.

I look forward to helping you.



Mistakes You Should Not Make



Don't Start Your Letter with: "I'm Applying for the Job I Saw in Sunday's Newspaper"

Imagine yourself with 200 resumés to sort through and 195 start their cover letter this way: "I'm applying for the job I saw in Sunday's paper."

We gave our hiring managers several choices of openings for cover letters—96% selected The Power Impact Technique—the very technique you'll learn to use in this book. This technique includes a strong opening sentence. It shows you how to address the requested criteria as you identify the job an employer needs done and your ability to excel in performing it. Sue Carroll, executive vice president at Westar Insurance Managers, recommends: "Start your letter with your 'closing statement.'" Pete DeBottis, school district administrator, echoes the same sentiment. He states: "Use an opening paragraph that tells me what you feel you can do to fill the position I have available."



General Letters Are Worthless

Employer after employer after employer told us they hated general cover letters containing no specific content. "I'm convinced that they can't write, are just lazy, or both," says one HR manager. Specifics sell—specifics and facts in the content of your letter are essential. Accomplishments and evidence of your productivity are the necessary ingredients for a good cover letter. Employers often use your cover letter as a yardstick to measure your writing and communication skills. Therefore, the content must be substantial.

Victor, a CEO in the healthcare industry, said it's a major mistake to mail the same obvious "form letter" to every prospective employer. Several other employers agreed. In the haste to get a resumé in the mail, applicants use their one written letter without adapting it to the specifications of each different opening. Job hunters overlook the importance of targeting each and every letter to address that employer's specific needs and requirements. That's why so many get overlooked. Once you offer solid facts, skills, and abilities as evidence of how well you can do the job, your success with potential employers will improve dramatically.



3 Do Not Ignore the Stated Criteria

"Applicants who do not address the qualifications or other information requested in the advertisement make a huge mistake. And it seems so many *don't* address the employer's needs—at all," said Kelly Bachman, finance manager for a large agricultural company. She found this very frustrating, and many other employers agreed—applicants simply do not READ ads to determine if they could actually fulfill the job.

"Job candidates, unqualified for the position advertised, mail in and tell you all about their skills for a totally unrelated position," one manager noted. "We advertised for an executive assistant and got a letter that told all about [the applicant's] marketing skills. Why did he waste his time and mine?" Just mailing in for any job, hoping to get noticed for a different position than the one advertised, rarely, if ever, works in today's competitive marketplace. This candidate would have gone much further if he had written a self-marketing letter (see Chapter 6) and mailed it to the head of the marketing department, the correct area for the job he wanted.

Employers want you to address each specific qualification and state the experience and skills you possess to perform that task or function. You'll soon learn exactly HOW to write a cover letter that matches the employer's advertised criteria succinctly and effectively. The bottom line is that you must show how you are qualified—and if you truly are not, save your time and effort and don't apply.



4 Don't Let Careless Errors Torpedo You

"Nothing's worse than typos," says Stephanie, a Human Resource Manager who's hired over 500 people. "Once I see a typo—any typo—I know that this is NOT a person we want to hire into our organization." Typos were high on the list of major mistakes that caused employers to reject applicants. I repeatedly was told, "I stop reading when I see spelling mistakes."

Spellcheckers miss word meanings. Unfortunately, spellcheckers correct misspellings but they don't correct incorrect word usage. So, if you type "from" but mean "form," the computer will not correct it. Read your letter out loud and listen to each word, so you don't make a mistake that will be a glaring error to an employer. It's a good idea to have a friend or family member read the letter before you mail it, just to be sure you didn't miss anything.

Grammar imperfections can cost you. Employers said blatant grammatical mistakes were a major turnoff. Proofread and use a dictionary, so that your letters will be perfect. Read the letter out loud to make sure you haven't missed a word or two. Ask a friend to read your letter to confirm that your points are well written and clear. Several human resource directors and hiring managers stated they use cover letters as active representations of people's written communication skills. With that yardstick in mind, you can see how important a good cover letter truly is



5 Clueless About My Company

Kathryn, HR manager for a Fortune 100 company, said, "I can understand it a bit more when a person is clueless about a small employer, but not for a large well-known public company like us. Once, we got this cover letter from a woman highly praising our company and stating how much she wanted to work for us as a flight attendant. Problem was, we're an air freighter, not an airline."

Many managers told us that few people bother to learn anything about the company they're applying to, and their cover letters reflect their lack of knowledge. A few respondents in our hiring survey offered suggestions on how to impress them. "Share some brief knowledge about my company and possibly a success or key effort of ours," suggests Colleen Kill, regional account manager at Searle. "Show interest in the successes of our organization. Explain how you could be part of keeping up the productivity." Many employers agreed. It seems most hiring managers want you to "show you know something about my position and needs," as Susan, a senior executive, pointed out. For many job hunters, information about companies can be challenging to uncover. A quick phone call, however, can often provide you with a complete job description or a talkative manager who'll share important insights, allowing you to specifically address the employer's needs. Check the Internet and definitely visit the company's website. More effort, YES—but our employers all felt it made a big difference. In my opinion, familiarity with the company is often the only difference between applicants who get an interview and those who do not. Too many people ignore the need to do a thorough job analysis and company research.

Of course, you don't want to spend several paragraphs telling a company how great they are, trying to impress them. A manager at Nike said, "Forget the superlatives—we know we're a great company. What we don't know (and want to know) is how you can keep us on top and add to our team." In other words, spend your time giving the prospective employer the specifics on how you would excel at the job and the results they might expect from you—that's what they'll react to.



Paying Little Attention to Format or Style

"The most important thing is the overall appearance of a letter, followed by it being an intelligently written letter," noted Oris Barber, a Director of Human Resources. Our survey respondents emphatically stated they want letters that are professionally formatted, concise, and easy to read. Sandy, an HR Recruiter, said, "The cover letter is my first impression of the person. Professionalism, a good format, and the letter style influences me to either read more or not read the letter at all."

Microscopic type is a bad choice! Every manager reiterated that letters must be easy to read, which means no font type size that requires a magnifying glass. Keep the font clean—Arial is a good choice—at point size 12 or 13. Too many job hunters shrink down the font size to squeeze the entire letter onto one page. Careful editing is a better alternative. One HR rep sent along a cover letter that had *no address or phone number* on it. She sarcastically wrote, "Don't you just love this? We couldn't contact this person even if we wanted to." I recommend you include your address and always include your home telephone number. It is not advisable to list your work number. That way, when an employer calls, you'll be able to ask questions about the job, get directions, and never worry that someone at work is listening. You also won't worry about who hears your messages.

Don't leave off important credentials. Special designations, such as: MBA, JD, Ph.D., or PE are vital ingredients in your package of skills. Major titles such as these need to be placed in the letterhead, after your name, at the very top of your letter. So instead of writing "Mary Stephens," it's more powerful to have your top line read "Mary Stephens, MBA."

Josh, a Personnel Recruiter for a prominent retail store chain, noted, "We often get letters that are unsigned." A few other human resource managers also pointed this out as a noticeable mistake. A good, clear signature is a must on every letter you mail. You can remember everything, but if you use a poor-quality printer, especially a computer-generated fax copy that produces a faint, light type that is difficult to see on the page, you'll likely be skipped over. If you make it hard to read your letter, you know what will happen—they won't read it! Use a laser printer or go to a copy center to print out a crisp laser copy of your letter, and send or fax that copy. The presentation style of your letter reflects YOU. Be sure you make the grade when compared to a stack of others that have a sharp and crisp style. Yours must scream "pro" too.



Sloppiness

We received numerous complaints about sloppiness in format, structure, and even poor penmanship. "I absolutely hate it when people send me a handwritten cover letter," says Marie, a Human Resource Manager.

"Nothing is more unprofessional than that. I'd like to say we only get them on low-level jobs—but I've seen them from managers and professionals who offer excuses like 'I don't have a printer.' Have they ever heard of Kinko's?" Needless to say, never handwrite under any circumstances, unless you DON'T want the job. Professionalism must be paramount in your mind—no cross-outs, ink scratches (besides your nicely written signature), or crumpled or marked-up paper. Many noticed if the envelope was typed, laser-printed, or handwritten, commenting that sloppy penmanship was a serious error and reflected poorly on the candidate. One VP wrote, "I always look at the signature and envelope. I like a professional look—the kind that demonstrates the person operates with high standards. Nothing's worse than envelopes that are almost illegible. They make me wonder about the person's performance on the job, when they'll need to communicate in writing to staff and other managers. I worry that they'll be misunderstood, causing us all problems." It's clearly evident to me that employers need to see the very best you have to offer, even on the smallest details. Neatly addressed or laser-printed envelopes make the best impression.



Poor Salutations Start You Off On The Wrong Foot

A question I'm often asked in my seminars is: "Who do I address the cover letter to when there's no name?" Well, "Dear Sir/Dear Madam" is old-fashioned, and "To whom it may concern," is outdated. My first recommendation is to try to obtain the person's name by calling the organization and asking for it. Always ask for the correct spelling of the name and clarify gender. One Fortune 500 HR Manager took great offense at having her name misspelled. Frequently, she noted, letters sent to her are addressed to "Mr. Kim Rice" when she is actually a woman. Ms. Rice went on to say it impressed her when people took the time to find out her name and sent the letter addressed specifically to her, instead of the generic "Dear Personnel Manager."

Anna, another HR Manager, warned how easy it is to mix up names when doing multiple letters. "The worst cover letter mistake I've ever seen was a cover letter addressed to me but with my name spelled wrong, and with the letter beginning, 'Dear _____,' with someone else's name in it!" Not exactly the way to win friends and influence people. If you aren't able to get a name to address your letter, then try this: Address it to: 'Dear Company' or 'Dear Title,' i.e., 'Dear Marketing Director,' or 'Dear Manager'—all are acceptable alternatives.



9 Negatives are a Major Turnoff

Rose, a Human Resource Manager, told me, "Job hunters fail to see the impact they create when they offer negative information. The cover letter (or interview) is not the place to lambaste an old employer. This happens pretty frequently with people who have lost their jobs and feel they need to vindicate themselves by badmouthing a former boss or company. If they only realized just how much this action *negatively* reflects back on the applicant, they would never do it."

One HR Manager for a Fortune 500 company told us a dreadful story in which the applicant's house had been burned down and he *really* needed a job. *Any job*. When I asked the HR Manager what she "did," she answered, "Did? Well, nothing. I felt very sorry for the person, but we hire people who have skills to offer. If he really wanted a position here he needed to do a better job at marketing himself and skip the sob story." Desperation, on your part, won't convince an employer to "give you a break and give you the job." That rarely works, even for entry level factory or labor jobs anymore. It's the wrong approach to use to get hired, even if it is true. Employers want you to focus on what you can do for them, instead of, as in the above case, what they can do for you.



10 Just Wanting It Is Not Enough

"I've seen endless numbers who say they want to be in 'management,' yet they show no evidence that they have earned that right," says Jim, a top executive at a Fortune 500 company. "We must see, by both experience and more importantly behavior, that they've shown leadership and contributed to the success of the team. How you get along with others is a critical element most never address."

"Many people spend a lengthy amount of time revealing personal information, which is a mistake to simply tell about oneself," says Laurie Harne, who has many hiring responsibilities as Dean of Macalester College. "The focus is on you and not on what you can do for me. I'm impressed when applicants match their skills and experiences to our job description," she added. Several managers in our survey stated they wanted less "you" information. Reassess your background, skills, training, and experience. Look at volunteer work, company committees, and projects you've been involved with for evidence to pique these employers' interest. Demonstrating team leadership, innovation, coaching fellow employees, and a commitment to empowering others are essentials you must point out in your letter as you seek a higher level of responsibility. You can't just "want it," you need to show you can "do it" if you wish to win a promotion or new position.

Don't Specify the Salary or Benefits Desired

A significant number of the hiring managers we surveyed were downright offended, angered, and hostile about job hunters who write, "I need \$36,000 per year, plus medical, dental and retirement benefits," when no salary information was even requested. It has such a negative impact—it totally focuses on you and your needs—and not the employer's. Then there is another situation, where the salary is advertised. *Simply do not apply if the stated salary is too low.* The employer *stated* his salary range to attract people willing to work at *that* compensation level. I recommend that you apply accordingly. Many employers are frustrated by applicants who totally disregard the stated salary, knowing they need or want much more than is being offered. "Salaries are stated to allow individuals the option to NOT apply if it's too low," states an HR Manager at a Fortune 500 company. Tracy White, a Human Resources Director, added, "We list a salary with the word 'firm' after it in our ad and we still get dozens of letters stating they want something higher." Hoping an employer will find thousands of dollars more than what was budgeted rarely happens. They state the salary and expect, if you apply, that you desire to work for the stated level of compensation.

So what do you do when the ad says "Send salary history"? I asked several questions concerning salary in our employers survey and found that 23% of employers surveyed requested salary history during their recruitment process. It's a tool to screen out those who are too high or too low, and get at the average amount people are paid. Questions about salary are an employer's trick to *screen you out* of the competition. I recommend you never send your salary history. If you are compelled to respond, offer a range that gives you more latitude to not be screened out, plus some leeway to negotiate salary, if and when you are later offered the job.



12 Phone Etiquette Doesn't Exist

When you are job hunting, it's imperative you have either a person or a device answering your phone to record those important messages from employers. It's hard to believe in today's world of voice mail and answering machines that some people still don't have message systems. Additionally, people today are typically on the Internet, tying up their only phone line so callers just keep hearing rings. I was assisting an employer with screening applicants and one job seeker had no machine. I tried twice and then forgot about that person, as I arranged interviews with others on the list. You could be forgotten too—ensure this doesn't happen.

One HR Manager described another situation many find equally annoying. "Job hunters miss opportunities when I call and a young child is expected to take the message and get all the info right. I immediately question the applicant's judgment and their potential effectiveness on the job every time this occurs." Isn't it funny how simple things can have such a negative influence?

Another Hiring Manager wrote to say, "More than once we left specific interview times, but kids failed to tell parents, so they were no-shows and obviously no-hires, too." More than once, employers said they were offended by rude teenagers. I recommend that you carefully instruct family members on handling calls from prospective employers, since mistakes like a phone number written incorrectly can cost you a job.

It's better to have a machine answer and screen all the calls. Be sure the message on your answering machine is simple and professional. Funny, weird, or risqué messages might be cool for your friends, but they will not impress employers while you're job hunting.



13 The Meat's in the Resumé

Employers want you to offer reasons, skills, and explanations of exactly how you can do the job in the cover letter. This is the first thing they see that tells them all about you as a candidate. If you leave the meat until the resumé, they may never turn the page. State the strongest skills and accomplishments you bring, right up front. You'll get a stronger reaction to your "10 years in project management" when you go on to say you "have always brought projects in on time and on or below budget." A statement that says you've "saved \$50,000" will be noticed.

X 14 They Could Do My Job

The old adage “just get your foot in the door” doesn’t seem to apply to most professional positions anymore. It may still work for those in the factory, but not for managers. When an employer is looking at your qualifications and the cover letter says you want an administrative assistant job but the resumé says in your last position you were the department supervisor, the hiring manager gets nervous. No one seeks to hire their own replacement. “It’s a mistake when the person is overqualified and doesn’t address *why* they would want to change direction for a particular job,” Lauren Thomas, a nonprofit managing director, points out. You may have a valid reason to seek a lower-level position, so you may want to note it. Be careful, though, because many employers worry that a desire for a “less stressful position” translates into a burned-out employee who’ll not be productive on the job. It’s better to write this type of explanation: “I seek to downsize my career to focus on the aspects that I enjoy the most—using the computer, being organized, and supporting my boss’s goals and efforts.”

X 15 Can’t Do the Job

I estimated from conversations with many hiring managers and HR personnel that at least 25% of the people who respond to an ad or apply for a posted position do not have the minimal qualifications for the job. Many employers at large companies report that it’s as high as 50%. An HR representative at Nintendo told me: “We received over 400 resúmes for an accounting manager position, and of course, nearly half were not qualified for the job.” Today’s job market is too competitive. Years ago, when there was a lack of professionals, you could sweet-talk a manager into trying you out. That’s quite challenging to do today. I recommend self-selection: Do not apply if you lack most or all of what’s being asked for. Many people apply for jobs where they basically do not fit. I’ve labeled this the “Want Ad Desperation Syndrome.” After spending two hours combing the Sunday paper, you become desperate and apply for jobs where you meet few of the qualifications. Today’s want ads in a large city will draw over 200 responses. That’s a lot of competition and, in many cases, a lot of wasted effort if your skills aren’t a good fit for the job described. I’ve always suggested *not* writing letters until Monday—it’s amazing how 24 hours can help you eliminate half the ads you thought were okay the morning before. It’s not quantity, but quality and *quantifying your abilities* to meet the employer’s needs that will get you noticed. Concentrate your efforts on locating jobs that match your skills. You’ll find much more success in that approach.



16 Can't Work the Hours Requested

One hiring criterion paramount in employers' minds is, "Will you be able and willing to work all the hours we need?" As more Americans seek flextime at work to accommodate family needs, commuter traffic, and academic or leisure pursuits, amount of work hours has become an increasingly larger employer problem to solve. Your personal obligations can be a major conflict with the employer's stated hours. Full-time positions usually mandate 40 hours per week, and you can't always expect to run out the door at 5:01 P.M. Don't apply for jobs that have hours you can't or don't want to keep. Likewise, be sure to address your willingness to work evenings and weekends for their position, if it is required, and that you would be able to cover those hours. Elizabeth, owner of a service company, offered this insight on her hiring needs: "We have a lot of part-time jobs. They are just that, *part-time*. I get angered by applicants who apply and the first thing that they bring up in the interview is: 'When will this turn to full-time?' They aren't honest with themselves or us when they mail in their resumés. It's a huge waste of both our time."

You need to determine your family needs and set realistic goals. One doctor who runs a prominent clinic told us, "It's very frustrating when working mothers come and apply for a job, but haven't clearly thought through the hours advertised for our position—9 A.M. to 6 P.M. on Monday, Wednesday, and Friday. It's right in our ad, and since we're swamped with patients, we need the person until close."

"Recently, we interviewed an energetic young woman who then sent a thank-you letter stating how much she wanted to work for us. She also called three times and we finally gave her the job. She accepted. The day before she was supposed to start, she called and said she and her husband had talked it over and decided that with all their kids' activities, she couldn't handle the 6 P.M. departure time and had decided not to return to work."

This kind of behavior is exactly why so many employers do *NOT* want to hire working mothers. Employers have long memories. This doctor added he has since instructed the office manager to screen out applicants more carefully and avoid those who have children at home. Regardless of legalities, employers are people and they form opinions about certain workers. To ensure you'll land the job and always excel, ask about overtime requirements and rigidity of the schedule.

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(continued)

"We've been stymied by the number of applicants who interview for our job and object to the travel once it's offered," one Vice President of HR noted. "We have been very clear that the job entails a great deal of travel. People want higher salaries, but don't want to do the work—specifically the travel—to earn it."

Travel is a major consideration—some people love it and their families accommodate it nicely. But many left-at-home spouses say excessive travel leads to affairs and divorces. The person remaining at home often pressures the traveler to "find a better job so you can be home more." You need to know what is reasonable and workable for you. Then apply for positions accordingly.

Overtime is a tricky situation. Many professional, managerial, and executive jobs demand it. Seventy-hour workweeks are not uncommon. Acquiring comp time for additional hours worked beyond the standard 40 hours is a popular office policy. The difficulty often comes when you're discouraged from using the time. Many companies feel higher salaries cover extra hours required to get the job done. If companies have a flex-time policy—and more and more do—ask for specifics on exactly how it works in practice.

Always inquire about what the overtime normally is and the details of vacation policies (some companies want 24/7 pager/cell phone contact). Better to understand up front what's required and turn the job down, than hate it after you start. Clearly, learning what the hours will be and knowing you can work them will save you and your employer many headaches later on.

17 Long Letters Are Losers

By using The Power Impact Technique, you'll indeed be succinct, highlighting only the major points—just enough to get the employer's attention. Many managers told us they do not want (and in several cases do not read) long letters. Karma Reairs, HR manager at Dean Foods, says: "Stick to the point. Just hit the highlights that would separate the applicant from the crowd without rehashing the entire resumé." Heather, another personnel director, added: "The worst mistake job hunters make is writing letters that are just too long." Employers preferred concise but detailed and specific letters. One page was the overall preference. Rarely should it take two. I recommend you stick to one page.

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Unsubstantiated Bragging Backfires

"Don't oversell," says Karen Martin, national sales manager, who's seen a lot of unsubstantiated boasting from job applicants. "I see a lot of puffed-up statements. Usually this is because their qualifications are thin." Don't create exaggerations no one will believe. Grandiose statements like "terrific closer," "one of the top salesmen you'll ever hire," "I'm the best," "I can sell anything" are all unproven claims without the substance of specified achievements to back up the statement. But when you use the "Actions equals Results" concept that's part of The Power Impact Technique taught in this book, you'll learn how to state the truth in the correct way to get attention. You will back up all statements with facts—not just rhetoric.

19

Not Showing a True Interest

Hiring is changing, and I saw a lot of evidence that both corporate and nonprofits alike wanted to hear about why the job was a good fit and of real interest to the applicant. Brian Kirby Unti, head of a nonprofit, offered these insights reflective of our changing times: "I've changed the way I go about hiring people in the last three years. I used to rely heavily upon trying to find an applicant who met the requirements of the job description—previous history and specific skills. Now I identify people who have a real passion to work in our industry and who can imagine possibilities for how the job might unfold. What scores points with me now is resourcefulness, creativity and imagination, flexibility, being a team player, ability to cope with change, and willingness to try new things." When you offer to bring your professional desire, passion, talents, and previous accomplishments to a new job, you've got a winning combination.

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Don't Expect the Employer to Find a Need for You to Fill

Many job hunters make this mistake. It's almost the norm for career changers and new college graduates. They simply generalize all their experience in hopes that the employer will take the time to decipher the skills and figure out where the person could fit in. That's your responsibility. It is virtually impossible to tell an employer specifically how you'll do a job well when you have no particular job in mind. My best advice is to take some time and do some career exploration. Take a class or visit a qualified career counselor to aid you in your self-assessment. Identify two or three jobs you feel you could excel in. Pursue those. If you do not, you may be continually frustrated by your lack of response from (and success with) employers.

21 Using Buzzwords Can Backfire

Adrian, a human resource manager, pointed out a significant error when she told us that she can quickly recognize an unqualified candidate by the use of obvious buzzwords without the facts to back up the lingo. Although it's important to use industry language (e.g., TQM), I recommend you use it only where and when it illustrates an important contribution you have made. And never use a buzzword if you are not sure what it means. In this case, TQM stands for Total Quality Management, a common manufacturing term.

22 Don't Include the Employer's Want Ad

Gene, the head of HR for a Fortune 100 company, told me about a new thing job hunters have begun to do that is a "complete waste of time"—mailing in a copy of the actual want ad with your cover letter and resumé. "I don't need it and I don't want it," he told me. As long as you reference the job title that you want to be considered for in your letter, that's enough.

23 Gimmicks Rarely Work

"People will do anything for attention—most of it never works," said one news director at a prominent TV station. "Every day someone tries a new trick—flowers, candy, even a box of cookies wrapped in their resumé. I might have eaten the cookies, but it didn't get them the job." We had numerous comments from our hiring managers that gimmicks, designer papers, oversized envelopes, and using Federal Express or other overnight services do not improve your chances of getting an interview. They often prove to be a negative. "The clever gimmicks are usually to hide a lack of true substance," a senior vice president wrote. "Wild-colored papers and designs are the worst mistakes people make," said Susan, a store manager. "Tell people *no* picture on their cover letter," advises Tom Wermerkichen, human resource manager for Mustang Manufacturing. Nothing will replace a simple letter with solid facts focused on how you can excel at performing the job. It's the meat of proven experience, skills, and accomplishments that truly gets attention and keeps the employer's interest long enough to call you in for an interview.

Baa Cover Letter Example

Let's look at an actual cover letter that embodies numerous mistakes—a letter that did not secure an interview.

Judith Lowhorn

4111 N. Highland
Chicago, IL 23100

(4)

PMI

August 12

Attn: CEO (5)
125 Western Avenue
Chicago, IL 23123

To whom it may concern: (1)

I am writing in response to your advertisement in the Chicago Tribune on August 11th for a credit and collections manager. Enclosed is my resumé for your consideration.

(3)
As indicated on my resumé, I have more than 6 years of experience at a managerial level in credit and collection, and almost 10 years experience in credit, accounting, human resources and general business. I am continually working toward increasing my knowledge and keeping my skills current for today's ever changing business world. I believe that my experience and ability to think on my feet could prove to be a valuable asset to your company.

I would be very interested in meeting with you to discuss this position in person. I am available at your convenience for an interview. I look forward to hearing from you to arrange an appointment to discuss my qualifications more fully.

Sincerely,

Judith Lowhorn

Here's an analysis of why the preceding letter was unsuccessful:

- ✓ Poor opening—a critical error noted in our survey. (1)
- ✓ Not addressed to a person. (2)
- ✓ No specific accomplishments or results noted, very general, and clearly lacking proof of her success on the job.
- ✓ Referring to resumé, stating "as indicated on my resumé"—a filler line that wastes words instead of clearly stating important skills applicable to performing the job. (3)
- ✓ Missing phone number and email—if this letter gets separated from the resumé, no one can call her. (4)
- ✓ Client said this letter (that she wrote on her own) did not get her any interview.

CHAPTER SIXTEEN

HEALTH AND MEDICAL

BUZZ WORDS FROM THE VITAL

health and medical fields demonstrate experience with illness, working toward achieving and maintaining healthy lifestyles and helping to address and resolve related issues, such as insurance and medical claim forms. This includes working directly with patients and their families in dealing with health problems; assisting patients by providing medical advice regarding prescriptions, insurance claim forms, and related issues; and researching medical treatments and techniques.

COMMON POSITIONS INCLUDE:

Cardiologist	Dietician
Chiropractor	Emergency Medical Technician
Clinical Director	Fitness Instructor
Dental Assistant	Health Services Coordinator
Dental Hygienist	Home Health Aide
Dental Technician	Hospital Supervisor
Dentist	Intern
Dietary Technician	

RESUME BUZZ WORDS

Lab Technician	Orthodontist
Medical Records Clerk	Pediatrician
Medical Student	Pharmacist
Medical Technologist	Pharmacy Technician
MRI Coordinator	Physical Therapist
Nurse	Physician's Assistant
Nursing Administrator	Psychiatrist
Nursing Aide	Resident
Nursing Home Manager	Respiratory Therapist
Nursing Supervisor	Speech Pathologist
Nutritionist	Surgeon
Occupational Therapist	Veterinarian
Optician	

RESUME BUZZ WORDS:

Acute and Chronic Patients	Business Management Activities
Agency Staff	Calisthenics
AIDS	Cardiac Anatomy
Ambulatory Services	Cardiac Catheterization
Anatomy/Physiology	Cardiac Patients
Anesthesia Operations	Case Management
Angioplasty	Childbirth
Appointments	Chronic Pain
Behavioral Programs	Chronically Ill
Biochemistry	Clerical Support
Blood Chemistry	Client Eligibility
Blood Draws	Clinical Cardiology
Bone Fractures	Clinical Instruction
Budget Preparation	Clinical Operations
Budget Responsibilities	Communication Disorders
Burn Patients	Community Hospitals

HEALTH AND MEDICAL

Comprehensive Care	Exercise Classes
Computer Literacy	Family Conferences
Conduct Disorders	Filing Systems
Conferences and Lectures	First Aid
CPR	Follow-Up Medical Treatments
Crisis Intervention	Formal Education Programs
Crowns	Front Desk Procedures
Daycare Centers	Gastroenterology
DEA Regulations	Government-Funded Food Programs
Dental Impressions	Grinders
Dental Laboratory	Health/Recreation Clubs
Dental Materials	Heimlich Methods of Resuscitation
Dentures	Hematology and Serology Testing
Department Budgets	Historic Research
Departmental Meetings	HMO's
Diet Aides	Home Care
Dietetic Technicians	Home Care Agencies
Discharge Planning	Home Health Agencies
Disease Research	Hospital Policies
Drills	Hospital, State, and Federal Guidelines
Drug and Alcohol Abuse	Human Services
Drug Delivery	ICU
Echocardiography	Individualized Treatments
Educational Counseling	Infusion Therapy Services
Educational Videos	Inhalation Therapy
EKG	Injured Patients
Electric Stimulation	Inlays
Emergency Care	In-Patient and Outpatient Care
Emergency Medical Procedures	
Emergency Services	
Emergency Treatment	

RESUME BUZZ WORDS

In-Service Consultation
 Instrument Set-Ups
 Insurance Companies
 Intensive Aerobics
 Intravenous Therapy
 IV Antibiotic Therapy
 Lab Procedures
 Lab Results
 Laboratory Operations
 Lathes
 Manic Depression
 Massage Therapy
 Medical Equipment
 Medical Management
 Medical Photography
 Medical Records
 Medical Research
 Methodology
 Metropolitan Hospitals
 Modalities
 Motivational Skills
 MRI Department
 Multidisciplined Practice
 New Medications
 Nursing Home Placement
 Nursing Practice Standards
 Nursing Services
 Nutrients
 Nutrition
 Nutritional Care Plans
 Order Entry
 Outpatient
 Parenteral and Enteral Nutrition
 Pathology
 Patient Care
 Patient Charts
 Patient Records
 Patient Relations
 Patient Services
 Patients
 Pediatric Patients
 Pediatric/Emergency Medicine
 Personality Disorders
 Pet Food Products
 Pet Nutrition
 Pharmaceutical Companies
 Pharmaceuticals
 Pharmacology
 Pharmacology and Behavioral
 Modification Methods
 Physical and Psychosocial Needs
 Physical Standards
 Physical Therapy Standards
 Policy and Procedures
 Development
 Polishers
 Post-Op Care
 Post-Operative Care
 Preliminary Diagnoses
 Pre-Operative Care
 Prescription Reimbursement
 Claims

HEALTH AND MEDICAL

Prescriptions
 Primary Nursing Care
 Private Practice
 Psychiatric Care
 Psychology
 Psycho-Social Assessments
 QA Monitoring
 Qualitative Research
 Quality Assurance
 Quantitative Research
 Radiology
 Referring Physicians
 Respiratory Therapy
 Service Related Incidents
 Severely Ill Patients
 Side Effects
 Skilled Nursing Assessment
 Social Services
 Specialized Nursing and Medical
 Care
 Staffing Issues
 State-Funded Programs
 Statistical Reports
 Strength and Stamina
 Stretching
 Stretching/Strengthening
 Exercises
 Strokes
 Substance Abuse
 Surgical Procedures
 Teaching
 Therapy
 Tracheotomy Care
 Ultrasound
 Unit Doses
 Urinalysis
 Ventilators
 Veterinary Medicine
 Vital Signs
 Word Processing
 Work-Related Injuries
 Workshops
 X-Ray Department
 X-Ray Procedures
 Yoga

COMMONLY USED ACTION VERBS:

Acted	Arranged	Completed
Administered	Assessed	Conducted
Advised	Assisted	Conferred
Alleviated	Assumed	Constructed
Allocated	Attended	Consulted
Analyzed	Collaborated	Coordinated

RESUME BUZZ WORDS

Created	Initiated	Recommended
Dealt	Instructed	Recorded
Demonstrated	Interviewed	Redesigned
Determined	Invited	Required
Developed	Led	Requisitioned
Directed	Lectured	Researched
Dispensed	Maintained	Reviewed
Distributed	Managed	Scheduled
Drafted	Monitored	Selected
Educated	Motivated	Served
Encouraged	Observed	Serviced
Ensured	Operated	Specialized
Established	Organized	Started
Evaluated	Oriented	Structured
Facilitated	Participated	Supervised
Fielded	Performed	Supported
Filled	Planned	Taught
Formed	Prepared	Trained
Functioned	Presented	Typed
Geared	Priced	Updated
Generated	Produced	Used
Handled	Provided	Utilized
Hired	Purchased	Worked
Identified	Ran	Wrote
Implemented	Received	

ACTION VERBS AND BUZZ WORDS USED IN CONTEXT:

- *Provided spinal manipulation and handled necessary muscular-skeletal needs of sports-injured patients.*

HEALTH AND MEDICAL

- *Provided information for insurance companies, workman's compensation, and third-party billing procedures.*
- *Supervised 75 clinical, administrative, and staff employees.*
- *Coordinated treatment and discharge planning.*
- *Prepared patients for surgical procedures; recorded temperature and blood pressure, inserted intravenous units, and administered sedatives.*
- *Scheduled patients for appointments.*
- *Monitored radiographs and administered Novocain prior to procedures.*
- *Assisted dentist in prophylactic procedures: provided necessary tools, sterilized equipment, comforted patients.*
- *Taught intensive aerobics, calisthenics, and stretching to co-educational classes of up to 25 adults in all physical conditions.*
- *Organized labs for veterinary students and for clinical instruction.*
- *Directed hygienic procedures on 300 animals including surgical and necropsies.*
- *Instructed and supervised Home Health Aides.*
- *Served as clinical instructor for physical therapy students and Pulmonary Clinic.*
- *Drafted physical therapy standards of care for selected surgical procedures.*

RESUME BUZZ WORDS

- *Requisitioned all laboratory supplies; participated conferences with medical staff on patients with special laboratory needs.*
- *Conducted hematology and serology testing, as well test sample photography.*
- *Operated hematology laboratory using haemacou machine, leitz photometer, and EKF machine.*

5

6

7

ELECTRONIC SUBMISSIONS

"Follow the instructions on how to apply for the position."

STACY WILSON

Human Resources Administrator, United Parcel Service

The number of positions secured through company Web sites is growing daily. *All* of the 50 Fortune 500 companies surveyed for this book prefer electronic résumés, so job seekers must know the ins and outs of posting electronic résumés.

Of the 50 companies surveyed, 70 percent said most résumés at their companies are delivered via e-mail. Either your résumé is sent as a text-only document and is part of the body of the e-mail or it is sent as an attachment (usually a Microsoft Word document) in the e-mail. The second option is to fill out, at a company's request, the company's e-forms on its Web site, where the information is saved directly to the employer's database. (Of the Fortune 500 participants surveyed, 22 percent reported they use this method.) *All* of the 50 Fortune 500 companies surveyed use either of these methods to receive submissions—and you can be fairly certain that most companies will eventually follow suit.

GETTING PAST THE RESISTANCE

Remember when those electronic tags came along at the toll booths? In New Jersey, we call them E-ZPass. A lot of griping and grumbling ensued at first, but it didn't take long to catch on. After a few five-minute waits in the exact-change lanes, we started to get the picture and turned in our spare change for the electronic tags that sit on top of the dashboard. Zipping through the lanes was the enticement, so despite the initial resistance, E-ZPass became the way to go—simply because of its efficiency.

It's the same with the new electronic hiring environment. Once you figure out how to proceed, submitting electronic résumés is more efficient too. The key, however, is figuring out how to proceed. Based on the Fortune 500 survey, there are various methods for submitting a résumé. Your job is to find out what a particular company's preference is and then to follow those directions to the letter.

Because the 50 Fortune 500 hiring professionals surveyed prefer either submissions via e-mail or online e-forms, those two submission methods are the focus of this chapter. (For a more detailed and comprehensive overview of all types of electronic submissions—PDFs, Web-based résumés and portfolios, interactive Web pages—see either Meg Britton Whitcomb and Pat Kendall's *e Resumes* or Rebecca Smith's *Electronic Resumes & Online Networking* listed in the "Resources" section at the end of the book.)

GETTING READY TO CLICK AND SEND

To get all the necessary information, it's time to retrieve the job data file you created for your job hunt. In addition to your résumé, it should now contain your company research, several multipurpose cover letters, any names you picked up along the way, and various keywords relevant to the position you are seeking.

If you don't have access to the Internet, go to the local library or use a friend's Internet connection. If you use the library, it will now become your base for job searching; but find out if yours is one of the libraries that enforces a time limit for Internet use. For obvious reasons, you don't want to conduct your job search while you're at your current job. (Companies monitor e-mail usage, and seeking another job from your office may be interpreted by your boss as a conflict of interest!) If, however, you are asked to send a résumé immediately to a prospective employer—and there's no waiting until you get to your own computer—then use your own e-mail account, which you've created specifically for your job search, instead of your current company's account.

If you don't have an e-mail address, now is the time to create one. Cory Kleinschmidt, the Web master of Traffick.com, says the best e-mail portals are Hotmail and Yahoo!. Go to either one (www.hotmail.com or www.yahoo.com) and set up a new account. It's relatively simple: click on the new e-mail account button and fill in the profile. The directions are easy to follow and the service is free, but you will have to look at banner advertisements (not a bad tradeoff for a free address). Create an e-mail address devoted solely to your job search. Make a notation of your password and address in your data file (refrain from putting this information on an old receipt or piece of scrap paper). To simplify matters at a later point, use the same password when you go to company Web sites to fill out their e-forms and create a profile.

Don't forget that your e-mail address will be viewed (and possibly used) by your future employer, so choose a conservative address. You are likely to get a better response from an employer if your address is TXSmith@yahoo.com rather than honeybuns22@yahoo.com. If you already have an e-mail address on your home PC and it falls into the "honeybuns" category, create a new e-mail address for the job search. Don't let a silly e-mail address ruin that critical first impression.

A FEW INITIAL QUESTIONS

Before sending your résumé to a prospective employer, make sure you know exactly what the employer's preference is for receiving it. If the preference is unknown, then send an e-mail or call the recipient and ask. If you're unsure what to ask, consider these questions.

- Should I mail my résumé? Fax it? E-mail it? (If the employer tells you to mail it or fax it, you can skip this chapter.)
- Should I attach my résumé to an e-mail?
- What file formats do you prefer in attachments? MS Word (.doc) or Rich Text Format (.rtf)?
- Should my résumé be in the body of the e-mail (converted to plain text or ASCII, pronounced *askee*, as noted earlier)?
- Should I go to the company Web site and fill out the e-forms?

THE ATTACHED RÉSUMÉ

Companies use many different methods to recruit and hire their employees. Even though many still accept snail mail or faxed résumés, the preference is electronic. Whitcomb and Kendall, authors of *eResumes*, say that 80 percent of employers in 2001 recruited their employees online.

Many job seekers prefer to send their résumés and cover letters as attachments to their e-mails because it retains their formatting (bold, italics, underline, bullets, etc.) as it's transmitted, and some employers request this method. If you are asked to send your résumé as an e-mail attachment, the process is fairly straightforward. Assuming you have Windows and Microsoft Word, here are the basics.

- Put the address (either an individual or department address) in the To line.

- Put the job number (if you have one) in the Subject line (or the name of the specific job (e.g., *Account Executive, Facilities Manager*) as well as your name (*Equity Sales Trader/John Smith*).
- Write a cover letter in the body of your e-mail. (See Chapter 5 for details.)
- Attach the Word version of your résumé by clicking on the Attach icon in the e-mail menu.
- Scroll down and hit File, then select your résumé file. Once your résumé file is highlighted, hit Open, and the file now automatically attaches to the e-mail. (The attachment may cover the To line, but the address is still underneath.)
- Before you hit Send, double-check that the e-mail cover letter and attachment are in good order. Do not send the e-mail to an employer until you have tested it by sending it to your own and/or a friend's address.

PLAIN AND SIMPLE

In a study conducted for *The Business Style Handbook* in 1998, it was revealed that 90 percent of the Fortune 500 companies surveyed use Microsoft (MS) Word as their primary word-processing package. Because MS Word is probably even more ubiquitous today, it may be safe to assume that most large companies use this program. That doesn't mean, however, that you can create an MS Word résumé and count on it arriving at an employer's desk in the format in which you sent it. No matter what software you use to write your résumé and cover letter, compatibility problems can occur. That's why some companies are adverse to attachments. In addition, (1) attachments can contain viruses, and (2) they take a few seconds longer to download.

Don't be surprised if an employer requests an ASCII version for e-mail submissions. If the acronym ASCII (*askee*) makes you squirm, don't worry; it's just another term for plain text. ASCII means *American Standard Code of Information Interchange* and is the universal language of the Internet that can be read by any personal computer. It uses only characters that exist on the standard keyboard (no bullets or foreign currency symbols or em dashes). ASCII is mentioned here because if you are asked to send your résumé in ASCII form, it simply means the employer wants a plain-text version of your résumé instead of an MS Word document.

If you plan to send your résumé in the body of an e-mail, you may cut and paste the original Word version with all its elaborate formatting, but it may not end up on the employer's desktop looking the way you sent it (those bullets and em dashes may convert into question marks). The best method to use for sending your résumé in an e-mail is as a plain text (or ASCII) document, which requires converting your original résumé. Your formatting disappears and your

résumé, designwise, is no longer distinguishable from the next person's. This can be a blow to those who have spent days designing a unique résumé, but it's better to be universally recognized with your plain text résumé than to send a document that arrives on the employer's PC in an unreadable form.

Fortunately, it's not necessary to learn a whole new computer language to make a conversion. Your word processor does it automatically, but you will have to clean up the formatting in your text version afterward. Once you convert, the only design elements you can insert in your new plain text résumé must be picked up from the standard keyboard (for example, bullets must be replaced by asterisks and em dashes replaced by two hyphens). Follow these steps to convert your résumé to plain text (ASCII).

1. Once in your e-mail, retrieve your original résumé from Word. (Drop in all relevant *keywords* for the particular job you are applying for online.)
2. Go to File and hit Save As.
3. In the Save As window that pops up, rename your original resume document *P-text (your last name)*. HR will appreciate that your document includes your name. (In the text's résumé example, the document has been renamed *P-text-Bailey*.)
4. Underneath the File Name bar, go to Save As Type. Click on the arrow and then scroll down and highlight Text Only. Then hit Save.
5. When the warning pops up that your formatting will be lost, hit Yes. (Another option is using the Text Only with Line Breaks when you hit Save As. It's the same as Text Only, but it puts in hard returns, so the lines break where you intended.)
6. Complete the conversion by closing the document and then reopening it so you can readjust the margins and clean up any formatting.

Your formatting has disappeared and you can now go in to clean up any errant margins and add any elements that will help organize the material (asterisks, capital letters, readjusted spacing between lines). Fix the alignment, making sure it is flush left. For hard-copy résumés, it was recommended that the font size not be reduced to less than 11 points. A text-only version, however, converts to 10-point Courier that allows for about 65 characters per line, which most e-mail screens can accommodate. After cleaning up the formatting in the text version (keep it as simple as possible to ensure compatibility on the other end), save the document again.

With these few steps, you have created a universally recognizable résumé. Don't worry about that beautifully designed original. Because you renamed your résumé when converting, your original résumé is still fully intact (in a different file)—formatting and all.

“BEFORE” AND “AFTER” TEXT RÉSUMÉ

Examine the résumés shown in Figures 6.1 and 6.2. The one in Figure 6.1 is an MS Word document whose content is identical to that of Figure 6.2 except that the new text version doesn't have a continued line on the second page with the person's name as does the first. That's because the new text résumé will run continuously in the body of your e-mail (no second page, so remember to delete the continued line when reformatting the text). To separate a cover letter in an e-mail from the text résumé, use

- a hyphen line _____
- or asterisks *****

When sending the text résumé in an e-mail, set it up like this:

- Put the employer's e-mail address in the To line.
- Put the name of the position being applied for or the job number (along with your complete name) in the subject line. Be as specific as possible.
- The cover letter (as explained in Chapter 5) should be written in the body of your e-mail. It's best to have a name of the person you are sending it to, but if you don't, write *Dear Human Resources Manager*.
- Separate the cover letter from the text résumé with either a line of asterisks or a line of hyphens.
- Cut and paste the text version of the résumé into the body of the e-mail below the line of asterisks or hyphens.
- Double-check that everything aligns correctly and that all the formatting is stripped out of the text version (sometimes stray elements remain).
- Be sure your cover letter and résumé are in the same e-mail message. Do not send a cover letter in one e-mail and your résumé in another unless you are asked explicitly to do this.
- Do a test by sending it to your e-mail address or a friend's. Check once more that everything is correct. Send it to your own e-mail address—and look at it again.

Examine the original (“Before”) and the plain text version (“After”) of the same résumé in Figures 6.1 and 6.2. Before you transmit your résumé electronically to a prospective employer, experiment. The two versions of the same résumé should resemble the examples in Figures 6.1 and 6.2.

FIGURE 6.1 William Bailey's Original ("Before") Résumé in MS Word

William Bailey	
1 Dogwood Lane, Greenbrier, TN 37100 (615) 643-1000 (H) E-mail: WB1234@hotmail.com	
CAREER	
OBJECTIVE:	Safety Manager in manufacturing, where expertise in ergonomics, OSHA compliance, workers' compensation and safety can significantly reduce injuries and decrease costs through preventative measures, employee accountability and educational programs
SUMMARY OF QUALIFICATIONS:	
	Fourteen years' experience establishing safety programs and developing safety cultures in manufacturing environments. Adept at training and communicating with employees, supervisors and upper management. Extensive experience complemented by effective communication skills
AREAS OF EFFECTIVENESS:	
	<u>Safety Programs</u>
	Develop written safety programs that provide overall facility safety.
	Develop behavior-based safety programs for employee accountability.
	Develop training programs to ensure compliance with OSHA standards.
	Conduct air and noise testing to ensure exposure levels do not exceed recommended levels.
	Perform ergonomic evaluations.
	Conduct workplace audits to identify injury sources and identify corrective action.
	Establish facility safety committees.
	Involve employees, supervisors and management to develop safety culture.
	Investigate accidents to determine root cause and develop corrective actions.
	Educate supervisors and managers on maintaining injury-summary logs.
	Analyze injuries to identify trends and develop corrective actions to reverse them.
	Quantify safety purchases by showing injury-prevention savings.
	Communicate plans and objectives with management to ensure support.
	Identify morale issues that can lead to workplace injuries and develop solutions to improve.
	Maintain loss records and cost-impact to report to management.
	Oversee internal budgeting for loss-prevention staff.
	<u>Workers' Compensation</u>
	Develop transitional return-to-work programs.
	Communicate with claims adjusters to ensure that physicians release injured employees.
	Develop drug-free workplace programs.
	Educate employees, supervisors, and management on workers' compensation laws.
TRAINING:	Provide training of regulatory and nonregulatory topics to employees.
	Provide train-the-trainer classes for supervisors.
	Evaluate training to improve presentation and information covered.

FIGURE 6.1 (continued)

Bailey continued**WORK HISTORY:**

Staff Leasing, Brentwood, Tennessee, 1998 to present
 EBI Companies (Insurance), Nashville, Tennessee, 1995 to 1998
 Travelers Insurance, Nashville, Tennessee, 1990 to 1995

Accomplishments

Selected as team coach.
 Reduced injury-frequency rate by 52 percent, exceeding company goal.
 Reduced injury-cost rate by 41 percent, exceeding company goal.

**MILITARY
EXPERIENCE:**

Kentucky Army National Guard, Fort Knox, Kentucky
 1982 to present
 First Sergeant / E-8, HHC First Sergeant

Plan and coordinate training and supplies.
 Assign soldiers to provide support for five different companies.
 Provide retention guidance for soldiers ready to extend.
 Maintain Unit Duty Roster ensuring soldiers perform share of extra duty.
 Counsel soldiers on ways to improve performance.
 Provide annual performance evaluations of senior enlisted soldiers.
 Provide development training for noncommissioned officers.
 Effectively delegate responsibility to promote leadership growth of subordinate soldiers.
 Emphasize safety in every aspect of training.

Accomplishments

Developed and implemented an absenteeism policy that resulted in 19% increase in soldiers present in first month.
 Retention actions resulted in a 92% retention rate of eligible soldiers.
 Provide body-strengthening instruction for leaders and soldiers, resulting in 10% increase in strength in past three months.
 Consistently receive ratings of "Superior" at leadership development courses.
 Consistently receive ratings of "Excellence" on annual performance evaluations.
 Recognized for excellent platoon safety record while a Platoon Sergeant.
 Awarded Army Achievement Medal for training that resulted in 100%, first-round, platoon gunnery qualification.
 Awarded Kentucky Commendation for training, resulting in 100%, first-time passing scores from external evaluators on platoon tactical tasks.
 Selected as Outstanding Noncommissioned Officer

EDUCATION:

Murray State University, Murray, Kentucky, 1990
 Bachelor of Science in Occupational Safety and Health

FIGURE 6.2 William Bailey's "After" Résumé in Plain Text

William Bailey
1 Dogwood Lane, Greenbrier, TN 37100
(615) 643-1000 (H) E-mail: WB1234@hotmail.com

CAREER**OBJECTIVE:**

Safety Manager in manufacturing, where expertise in ergonomics, OSHA compliance, workers' compensation and safety can significantly reduce injuries and decrease costs through preventative measures, employee accountability and educational programs

**SUMMARY OF
QUALIFICATIONS:**

Fourteen years' experience establishing safety programs and developing safety cultures in manufacturing environments. Adept at training and communicating with employees, supervisors and upper management. Extensive experience complemented by effective communication skills

**AREAS OF
EFFECTIVENESS:****Safety Programs**

- *Develop written safety programs that provide overall facility safety.
- *Develop behavior-based safety programs for employee accountability.
- *Develop training programs to ensure compliance with OSHA standards.
- *Conduct air and noise testing to ensure exposure levels do not exceed recommended levels.
- *Perform ergonomic evaluations.
- *Conduct workplace audits to identify injury sources and identify corrective action.
- *Establish facility safety committees.
- *Involve employees, supervisors and management to develop safety culture.
- *Investigate accidents to determine root cause and develop corrective actions.
- *Educate supervisors and managers on maintaining injury-summary logs.
- *Analyze injuries to identify trends and develop corrective actions to reverse them.
- *Quantify safety purchases by showing injury-prevention savings.
- *Communicate plans and objectives with management to ensure support.
- *Identify morale issues that can lead to workplace injuries and develop solutions to improve.
- *Maintain loss records and cost-impact to report to management.
- *Oversee internal budgeting for loss-prevention staff.

Workers' Compensation

- *Develop transitional return-to-work programs.
- *Communicate with claims adjusters to ensure that physicians release injured employees.
- *Develop drug-free workplace programs.
- *Educate employees, supervisors, and management on workers' compensation laws.

FIGURE 6.2 (continued)

TRAINING:

- *Provide training of regulatory and nonregulatory topics to employees.
- *Provide train-the-trainer classes for supervisors.
- *Evaluate training to improve presentation and information covered.

WORK HISTORY:

Staff Leasing, Brentwood, Tennessee, 1998 to present
EBI Companies (Insurance) Nashville, Tennessee, 1995 to 1998
Travelers Insurance, Nashville, Tennessee, 1990 to 1995

Accomplishments

- *Selected as team coach.
- *Reduced injury-frequency rate by 52 percent, exceeding company goal.
- *Reduced injury-cost rate by 41 percent, exceeding company goal.

MILITARY**EXPERIENCE:**

Kentucky Army National Guard, Fort Knox, Kentucky
1982 to present
First Sergeant / E-8, HHC First Sergeant

- *Plan and coordinate training and supplies.
- *Assign soldiers to provide support for five different companies.
- *Provide retention guidance for soldiers ready to extend.
- *Maintain Unit Duty Roster ensuring soldiers perform share of extra duty.
- *Counsel soldiers on ways to improve performance.
- *Provide annual performance evaluations of senior enlisted soldiers.
- *Provide development training for noncommissioned officers.
- *Effectively delegate responsibility to promote leadership growth of subordinate soldiers.
- *Emphasize safety in every aspect of training.

Accomplishments

- *Developed and implemented an absenteeism policy that resulted in 19% increase in soldiers present in first month.
- *Retention actions resulted in a 92% retention rate of eligible soldiers.
- *Provide body-strengthening instruction for leaders and soldiers, resulting in 10% increase in strength in past three months.
- *Consistently receive "Superior" ratings at leadership development courses.
- *Consistently receive "Excellence" ratings on annual performance evaluations.
- *Recognized for excellent platoon safety record while a Platoon Sergeant.
- *Awarded Army Achievement Medal for training that resulted in 100%, first-round, platoon gunnery qualification.
- *Awarded Kentucky Commendation for training, resulting in 100%, first-time passing scores from external evaluators on platoon tactical tasks.
- *Selected as Outstanding Noncommissioned Officer

EDUCATION: Murray State University, Murray, Kentucky, 1990
Bachelor of Science in Occupational Safety and Health

A FEW DOS AND DON'TS

Because both the MS Word document and the plain text version were written for a safety manager position at a large company, they are identical. If the job applicant were to send the plain text résumé to another job opening, he would customize both his cover letter and plain text résumé to reflect the requirements of the new position. Often companies request that you use the text version of your résumé when you go to a company Web site and use its e-forms. The information on the text résumé is then cut and pasted into the e-forms.

As already mentioned, content is king, especially in today's electronic environment. The ASCII version of your résumé may not be pretty, but it is compatible. In today's digital environment, the primary purpose of design is to make your information more readable. You don't have a lot of options in plain text, so keep it simple: shoot for readability (and compatibility) rather than visual appeal.

If you are ever in doubt whether the employer wants your résumé as an attachment or as text, then opt for sending it as text. Some career experts suggest sending both an attachment and a plain text version in the body of the e-mail. A simple preliminary call or e-mail to clarify the employer's requirements, though, will eliminate this guesswork, so find out what the best submission method is *before* sending the résumé.

Many companies, especially the smaller ones, are still in the process of refining their electronic hiring practices, so there is no such thing as standard procedure. In fact, electronic hiring procedures at some companies can have a lifespan of about six months because they are still, literally, developing a process that works. Spend some time on the company Web site. Read the directions carefully. Then contact the company via e-mail to make sure you understand the procedure, before you send your résumé to the job that seems a good fit for you.

ELECTRONIC FORMS

At this point, it's a good idea that the data file contains the following: an original version of your résumé, any pertinent company research, sample cover letters (with a plain-text version of a multipurpose cover letter as well), the names of hiring authorities picked up along the way, a list of keywords, and, now, a plain-text (ASCII) résumé. Many companies prefer that you use the text version of the résumé to cut and paste into the electronic forms (e-forms) on company Web sites or job boards.

Think of an e-form as an online version of those paper job application forms you used to fill out in the employer's lobby. The paper forms usually required more than the basic information already included on your résumé (maybe a list

of references or an essay on your particular strengths). It's the same with e-forms or what some sites refer to as *résumé builders*.

Before you do a log-in and submit a *résumé* or complete an e-form, you will most likely have to create a new account with your e-mail address and password. In addition to including a *résumé*, e-forms often require you to answer specific questions relating to the position you are applying for. The good news about e-forms is that you can complete them at your own workstation—and with the help of a dictionary and stylebook. (Whatever you do, refrain from rushing through this process.)

Another advantage to using e-forms is elimination of the guesswork about what to include. With e-forms, the employer tells you exactly what information to provide (some sites even specify the character count of the *résumé*). Depending on the particular company Web site—and there are a lot of variations from one site to the next—be prepared to answer all kinds of questions. Some of the fields in the e-forms are small, so you have to type in the information. Other fields are large, so you can cut and paste from your plain-text *résumé*. In addition to the contact information and a request to cut and paste the *résumé* (some forms refer to the *résumé* as a *CV, curriculum vitae*), an e-form may ask:

- Whether you are willing to relocate
- What your GPA was at the highest level of education
- What your salary range is
- Whether you are willing to travel
- Where you heard about the position

Be prepared by having the answers to all of these questions. Having a figure for a salary range, or a list of your technical skills, or a brief description of how your education relates to the position cuts down the chances of error or inaccuracy. Even though most of these e-forms allow you to review and edit the material before submitting it, the more prepared you are, the less likely you will stumble over the details. And there are plenty of details. You may want to experiment with *résumé builders* on job boards before actually completing a company's e-form.

If you use the e-forms at company Web sites, you'll discover that the process varies from one Web site to the next. Some allow you to cut and paste the entire plain text *résumé* into a data field (which generally ranges between 16,000 to 18,000 characters and which means your *résumé* could be approximately seven or eight pages. Fortunately, you've already cut it down to two or three pages so you won't need that much space.) Other e-forms ask for bits and pieces to be dropped into data fields regarding work history, technical skills, interpersonal skills, and so on. Some e-forms even allow you to paste your Word *résumé* into the appropriate space. Take a look at the generic e-form in Figure 6.3, which should give you a general idea of what to expect when visiting an employer's site.

FIGURE 6.3 A Sample Generic E-Form

The form is a dark rectangular area containing several white input fields and labels. At the top, there are three small rectangular boxes. Below them is a larger horizontal bar. Further down, there are several more horizontal bars of varying lengths. A label "United States" is positioned above a small box, which is followed by a box containing the number "001". Below this is a grid of three columns and three rows of small boxes. Underneath the grid are several more horizontal bars. At the bottom of the form, there are three large, empty rectangular boxes, each with a label above it: "If you're filing with Form 990 (or 990-B)", "If you're filing with Form 990-E (or 990)", and "If you're filing with Form 990-B (or 990)".

If you are asked to cut and paste your entire résumé, follow these six steps (for MS Word):

1. Retrieve the plain-text version of the résumé.
2. Highlight the *entire* résumé.
3. Go to Edit and scroll down. Click on copy.
4. Go to the e-form and then to the appropriate field or button. Right click on the mouse and paste the résumé into the appropriate field.
5. Fix the indentation (and anything else that may have gone awry in the transmission) right in the e-form.
6. Take the extra time to proof and edit, then submit the résumé or, if necessary, continue completing the rest of the fields.

If the e-form requires just bits and pieces of the résumé, then follow the preceding steps, but in Step 2 highlight only the pertinent information instead of the entire résumé (for instance, the career objective or just the work history).

THE PARTICULARS OF E-FORMS

Some electronic forms are better than others—ranging from explicit to vague. On the ALLTEL site, potential candidates are given a comprehensive overview of the hiring process in four steps. The first step covers online applications.

“Go [\[a hot link\]](#) to search our open positions and submit your résumé. We recommend you first search for a position that interests you. Search often—our postings update daily. Then, build your candidate profile and submit it directly to that position by simply cutting and pasting your résumé and completing our online application. Make a note of your login and password, as you will need these for future access to our system. You will be able to apply for additional jobs using your existing profile.

In another sample, this one from UPS, job candidates are given the choice of whether to use just the e-form or simply submit a résumé.

As the first step in becoming eligible to be considered for employment opportunities at UPS, we ask you to complete the following online resume/CV. You can either cut and paste your existing resume/CV [\[a hot link\]](#), or complete the [e-] form below. When you enter a valid e-mail address, you will receive an auto-

mated acknowledgment of receipt of your online resume/CV. If you do not have an e-mail address, you may sign up for free at <http://mail.yahoo.com>. The e-mail field is a required field to complete.

Keep your job data file in front of you with all the appropriate information, and then follow directions. After completing a few e-forms, you'll get the hang of it. But, as already mentioned, not all sites are explicit. Some company Web sites make it difficult even to find the career link (often, if it's not on the home page, then look in the About the Company link or the Contact Us link).

When you first start working with e-forms, there is a margin of error. If any aspect of the e-form procedure is still unclear after contacting an HR representative at a particular company or asking your IT friend, then you may be better off applying for the dream job you discovered on the Web by more traditional methods—fax or snail mail—because it's important that you follow the e-form steps precisely in order to be considered.

SPECIFIC KEYWORDS

When filling out e-forms and submitting electronic résumés, keywords take on a whole new meaning because you are applying for a specific job. Read the job description carefully. See what words apply to your qualifications and then use them in your application.

Take a look at the following job description for a Network Security Researcher. The keywords are italicized:

Candidate should have a *Ph.D.* with expertise in *network security*. Candidates must be willing and able to obtain a *Government Security clearance*. Candidates should have a broad knowledge of *IP (4&6) networking* plus a record of accomplishment (e.g. publications in *peer-reviewed journals*) in some of the following technology areas: *Architecture and design of secure data communications networks*, both *conventional* and *wireless, mobile IP; IP multicast, network security*, especially *security of the Internet and WWW*; security strengths and weaknesses of *protocols at the network, transport, and application layers*; *intrusion detection systems; information security systems; firewalls; antivirus systems, honeypots; virtual private networks; footprinting, scanning and hacking techniques*, etc. In particular, we are interested in people who have experience developing *prototype applications* involving such technology and in performing research in the underlying *algorithms and computer science*. Candidates should be creative, innovative thinkers capable of identifying and proposing new research projects.

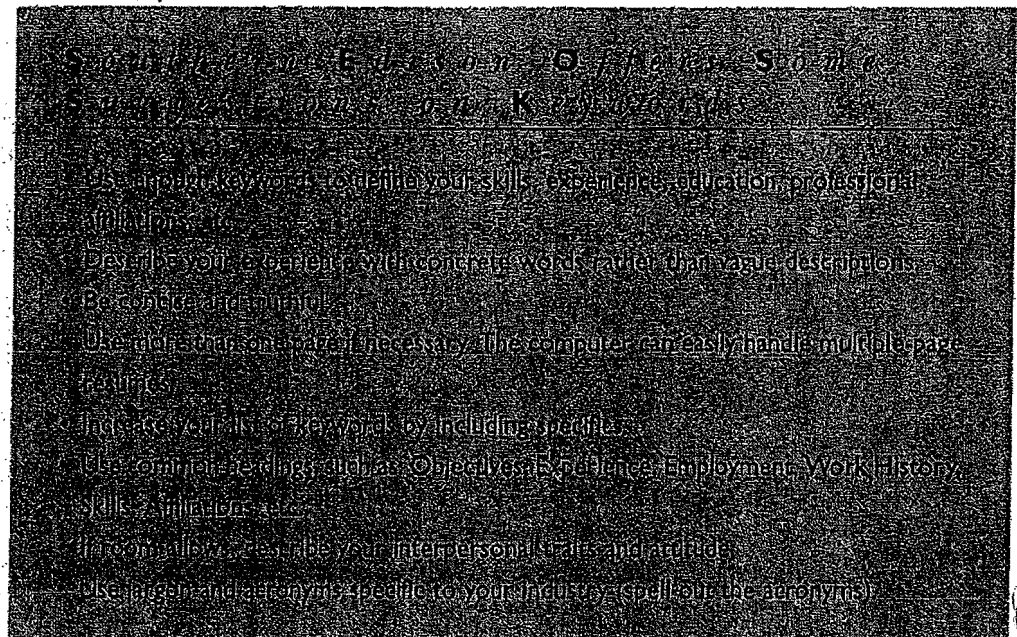
Chances are your online application won't make it past the first round unless keywords are a part of it. In a weak job market, employers look for perfect matches, so the more keywords the better. Approximately 20 to 30 keywords in the preceding job description should be included on the application—provided, of course, that the candidate has these qualifications.

In the push to include keywords, many applicants randomly include qualifications that don't necessarily apply to their expertise, a problem especially rampant in the technology field. Charles Greene, a managing director at SIAC, said, "Many applicants include all kinds of keywords on their résumés, but once they get to the interview, they are incapable of supporting these claims. It's fairly evident after ten minutes who is qualified and who is not. Still, it's a waste of time to include keywords that don't apply to your skills and qualifications. Sooner or later, the truth is revealed."

In addition to the two methods covered in this chapter, other methods are used to hire employees.

THE JOB BOARDS

If you opt to bypass company Web sites and use job boards exclusively, the wait to receive a response may be long or indefinite. Two of the biggest job boards, Monster and HotJobs, get millions of hits each month from applicants. In September 2002, Monster.com had 13.3 million visitors and HotJobs had



4.4 million, so posting an online résumé can be impersonal, to say the least, at these sites.

Such sites are helpful, though, as career management tools because they offer plenty of advice about the hiring process and may be a good place to work out the kinks of your electronic submissions. You may have more success at the specialized job boards (in the writing, engineering, IT fields, etc.); the match rate for the mainstream job boards is about 2 percent, whereas the match rate in the specialized job boards is approximately 15 percent (*New York Times*, October 29, 2002). The only job board mentioned by the Fortune 500 participants in the survey was DirectEmployers.com. Dan Bankey, of Mutual of Omaha, comments: "We love DirectEmployers.com as a leading edge Internet sourcing tool."

Many employers reportedly use software that scans the most recent entries in a job board's database, so it's important that you "renew" or "refresh" your résumé as often as possible. Sometimes a fee is charged to keep a résumé among the most recent listings; at other sites this option is free. Another issue in posting your résumé online is privacy: Be careful how much information you release; check each job board's privacy clause, and err on the side of caution.

In an article, "The New Rules of Web Hiring," in *Time* magazine (November 24, 2003), Barbara Kiviat wrote that "shotgunning" your résumé indiscriminately out to job boards can be dangerous: "Keep tabs on where your résumé is going. The nonprofit World Privacy Forum last week published a study documenting instances of personal information sold, even identities stolen, from job search sites."

SCANNABLE RÉSUMÉS

Some large companies scan hard-copy résumés into their databases, which takes between 15 to 60 seconds for each résumé. If a prospective employer scans résumés and you are uncertain how to proceed, follow these steps as a guideline (posted on the Southern Edison Careers page).

1. Use white or light-colored 8½ by 11 inch paper.
2. Provide a laser-quality original if possible.
3. Do not fold or staple your résumé.
4. Use standard fonts, such as Times or Courier.
5. Use a font size of 10 to 14 points.
6. Place your name at the top of the page on its own line.
7. Use standard address format below your name.
8. Use boldface and/or all capital letter for headings.

9. Avoid fancy treatments, such as italics and shadows.
10. Avoid vertical and horizontal lines, graphics, and boxes.
11. Avoid two-column formats.
12. Don't condense spacing between letters.

Your online résumé must convince the employer that you can move right in and get the job done, so try to create a résumé that reflects this. A survey on Jobweb conducted by the National Association of Colleges and Employers lists the top ten qualities that employers seek in a new hire:

1. Communications skills (verbal and written)
2. Honesty and integrity
3. Teamwork skills (work well with others)
4. Interpersonal skills (relate well with others)
5. Motivation and initiative
6. Strong work ethic
7. Analytical skills
8. Flexibility and adaptability
9. Computer skills
10. Self-confidence

Depicting these traits in a cover letter and résumé or e-form can be a challenge, as many of these "soft skills" don't translate well into an application and is why it's important to focus on your qualifications. According to Sherry Rest of Lucent, "qualifications are what we look for first." Make sure most of your effort is spent honing your application so that it portrays your qualifications and skills in the best light. You will, after all, have an opportunity to reveal those top ten traits eventually—in your interview.

COVER LETTERS

"The purpose of a cover letter is to summarize the person's relevant experience, to express interest in the position, and to demonstrate writing ability."

LISA WHITTINGTON

Director of Human Resources, Host Marriott Corporation

In the electronic job market, cover letters are nearly passé. Of the 50 Fortune 500 participants, only 11 said cover letters are attached to every résumé. It's too bad because applicants miss an opportunity to display their strengths—the accomplishments and abilities that never make it onto the résumé because of space limitations.

If it weren't for a cover letter, Martin Ward of Glen Rock, New Jersey, an IT manager at a major brokerage firm, might still be looking for a job. After his company downsized, laying off several hundred employees in the first quarter of 2001, Ward found himself without a job and stuck in the middle of "the longest job hiring slump since the Depression" (*New York Times*, June 15, 2003). He networked with friends, business associates, family, and headhunters. He e-mailed his résumé to a hundred openings and even sought the help of an Internet job search firm, which reminded him—for a \$100 fee—that everyone was in pretty much the same leaky boat.

After following one false employment lead after another, Ward suddenly remembered a comment made in passing by a senior manager at his former brokerage firm: "If you ever need anything, give me a call," the IT manager said to Ward just before he left for his new job.

Ward, who is part of the growing phenomenon known as "boomerang employees" (those who return to work for a former employer), didn't pick up the telephone, but he did sit down and write a cover letter (with a résumé attached). He reminded the senior manager (who had now moved up in the firm) that they had worked on a project together—a project that had added value to the firm

and whose success was still being felt today. The senior manager, who now had more than 40,000 people reporting to him, sent it down the hiring channel that had been previously closed to Ward. Ward's résumé got into the right hiring authority's hands, and he returned to the major brokerage firm several weeks later despite a "formal HR hiring freeze."

Without a cover letter, there's a chance that Ward's résumé would have spun around aimlessly in cyberspace's black hole. Granted, he did network, but it could have taken him twice as long to find his current position. In a way that a casual telephone call or an impromptu breakfast meeting couldn't, Ward's cover letter showed that he was indeed interested in returning to his former company. By committing to paper the value he added to the company while he was there, Ward convinced his old employer that he still had a lot to contribute.

THE FORMAT TO FOLLOW

Even though many Fortune 500 companies don't require it, cover letters *are* read. Jackie Coburn, a staffing manager at Federal-Mogul, said, "Only if I have an interest in the candidate do I read the cover letter," but 40 percent of the Fortune 500 participants said they "always" read the cover letter first. So what goes into a cover letter? Carol Eubank, a human resources manager at Aquila, Inc., said a cover letter should be a "quick summary of why you want the job and how your qualifications match the requirements."

Don't think that Eubank means you can dash off an e-mail in a heartbeat and be done with it. You have to put some effort and professionalism into a cover letter. In fact, 84 percent of the Fortune 500 participants said they expect applicants to adhere to the same standards they would if they were writing a formal letter (only two participants said e-mailed cover letters are more informal). One of those participants, Stacy Harshman of Albertson's, who maintains that e-mailed cover letters are more informal, said her expectation of an electronic cover letter is to "introduce the person and give an idea where the applicant received information about the company."

But what are the expectations of the other 84 percent of the Fortune 500 hiring professionals? Let's start with the format first. You can simplify your life by using block style for all your correspondence. (There's no indentation with block.) Here's the rudimentary arrangement: your address, the date, the employer's address, salutation, body, closing—all flush left.

A reminder about stationery: When searching for a job, you should invest in high-quality stationery. (Even if the application process takes place entirely online, you still need a résumé in hard copy for interviews—and also a few extra

copies to carry around in your briefcase in case you run into an old colleague.) Make sure you have enough crisp, neutral paper for both the résumés and cover letters, and to further polish your professional image, it's a good idea to purchase matching envelopes. (If you have your contact information professionally printed on the stationery, don't put this information elsewhere in your cover letter.)

Examine the format and notice the placement of information: your address, date, the employer's address, the salutation, the body, the closing. Avoid short-cutting this style. Prospective employers want to see, at the very least, that you are familiar with the basics of business correspondence, so include all of this information, and—here's the difficult part—make sure it fits on one page. Time is in short supply these days, so no matter what, strive to be concise (try not to exceed 250 to 350 words). According to the participants, "neatness" also counts.

Let's look at some of the style features, beginning with the design. Remember there is nothing casual about the process of searching for a job. To be a consummate professional, all your communication must be formal, unless, of course, you are asking your best friend for a job.

The cover letter is in a block format, which means all information aligns along the left margin (no worry about indentation or tabs). It's centered on the page, with an equal amount of spacing on the top as well as the bottom. A line of spacing is used to separate paragraphs, except after your closing, which should get four lines to accommodate your signature (in black or blue pen).

Let's review some technicalities first. In the name and address section, include your courtesy title, which will either be Mr. or Ms. Instead of spelling out the state's name, use the postal service's two-letter (no periods) abbreviation; in the body of the text, spell out the state's name (Baltimore is one of the cities that can stand alone without a state name—check a style reference for stand-alone cities). In the employer's address, also include a courtesy title or professional title (Mr., Ms., Dr.). Using a department name will ensure that your letter gets to the appropriate hiring authority. Department names are capitalized in an address. Then use the full, legal name of the company. After the salutation, use a colon, not a comma. After your complimentary closing, use a comma.

Now let's look at the body of the letter. At its most basic, it should tell the employer where you heard about the position; it should tell the employer what position you are interested in; it should reinforce the idea that you are qualified for the job; and it should tell the employer how to contact you. Make sure your cover letter is written to a specific individual (never send a cover letter "To Whom It May Concern").

But there are a few more things a cover letter can accomplish, provided it's done well. Think of a cover letter as a means of furthering your cause beyond the résumé. So how does Carol Nadata's cover letter in Figure 5.1 do just that?

FIGURE 5.1 Carol Nadata's Cover Letter

<p>Ms. Carol Nadata 100 Grindall Street Baltimore, MD 21100</p>	<p>YOUR ADDRESS</p>
<p>May 1, 2004</p>	<p>DATE</p>
<p>Mr. Robert Leonard Sales Department Consolidated Finishing Corporation 100 Pennsylvania Avenue Washington, DC 21100</p>	<p>EMPLOYER'S ADDRESS</p>
<p>Dear Mr. Leonard:</p>	<p>SALUTATION</p>
<p>BODY</p>	<p>I recently read the <i>Baltimore Sun</i> profile of your company (April 28, 2004) and noticed that you are expanding your business into the Baltimore area. I am sure you will need accomplished account executives to increase your presence in this area, and I believe I am perfectly suited to help you as I am already familiar with your company's innovative and environmentally sound products.</p> <p>The enclosed résumé outlines my skills and experience. I am adept at cultivating key relationships with decision makers, so I believe I can grow your business significantly in this area. As you can see from my résumé, I have innumerable contacts in the furniture business—and I invest a good deal of my time through my community service and avid golfing in strengthening my already healthy and profitable business relationships. I believe this will carry over into your business at Consolidated Finishing, as well.</p> <p>I am primarily interested in building your business in the Baltimore area, but I am willing to relocate if necessary.</p> <p>I will contact you next week to request an interview for current or future positions. If you would like to contact me, I can be reached at my home telephone number at 410-539-1000 in the evenings or on my cell phone, anytime, at 410-556-1010.</p> <p>Thank you for your time and consideration.</p>
<p>Cordially,</p>	<p>CLOSING</p>
<p>Carol Nadata</p>	
<p>Enc.: Résumé</p>	

- It shows that she takes the initiative. Not only does she read up on industry news, but she acts on it too. She spotted a job opening before it even appeared.
- She tells the employer where she heard about the company.
- She anticipates the employer's need by informing the employer that "you will need accomplished account executives to increase your presence . . ."
- She adds information specific to this position, using language her employer understands—"cultivating key relationships with decision makers"—and thus reinforces the idea that she is qualified for the position.
- She includes information about her extracurricular activities, which is not listed on her résumé (notice that these activities are relevant to her sales career).
- She tells the employer that she is willing to relocate.
- She tells the employer she will contact him but provides enough information so that she can be contacted immediately.
- She thanks the employer.

Writing a good cover letter ensures that you will "stand out." Try to relish this opportunity to distinguish yourself but also know that employers are getting an added look at your communication skills, so the cover letter must be letter perfect, clear, and concise. Because businesspeople are inundated with information in the digital age, they want employees who know how to cut through the chaff and get down to the essentials. Your communication with your prospective employer must show you can do this. In addition, Amy Moers, a senior staffing manager at SYSCO Corporation, said the cover letter should "outline the interests and mobility of a candidate if they aren't in the city where the job is located."

ELECTRONIC COVER LETTERS

When Ken Dean, an assistant vice president of Bank of New York, reads a cover letter, he wants "to find out what position the candidate seeks" and expects that candidate to "add flavor to anything unusual on the résumé." That holds true for the electronic, or e-mail, cover letter as well, so don't bypass this chance to shine. One of the real advantages of an online application is that you have the time and resources to make the best of this opportunity. Yes, writing a cover letter is an opportunity.

Don't forget that before you even begin any online application process, you'll have your job search data file in front of you. You can pull the appropriate information out of your data file and—once you've tweaked it to the specific job

opening—you can put the information into the e-mail message. In the predigital age, you probably would have completed the job application process by sitting in an office lobby struggling to think of something clever to say on your paper application (without the benefit of a dictionary or stylebook) and fighting a bad case of the jitters. You're in the driver's seat now, so prepare for this trip as you would for any other.

Stacey Webb, a human resources representative at Gannett, stated that the purpose of a cover letter is "to gain a general understanding of what an applicant seeks in a new position and to give information on background and qualifications." Leslie Humphries, a human resources specialist at State Farm, contended that candidates should "sell their interest" in the company. Look at the electronic cover letter in Figure 5.2 (placed in the body of an e-mail and not sent as an attachment) to see if it meets these requirements (notice that the text is plain, so features, such as em dashes or accents, are not present).

Even though e-mail was used initially as an informal tool of communication, it is quickly becoming the preferred form for business correspondence. According to Helen Cunningham, coauthor of *The Business Style Handbook*: "If you are using e-mail for formal correspondence, both within and outside your organization, apply the same standards you would to a letter."

As for the layout of an electronic cover letter, plan to follow the same block style, but this time there isn't any need to include your address, date, or employer's address as that information is being transmitted electronically. Instead, for an e-mail you need a *correct* e-mail address, the *correct* name of the hiring authority (if it's not a general "contact us" submittal), and a topic for the subject line (usually a job number or position title). Even though the job applicant could include an electronic signature, he doesn't, so there's no need to add spacing after his complimentary closing.

Beyond the design, let's take a look at some of the things the job applicant's electronic cover letter accomplishes.

- He uses a contact name in the first paragraph, a name he picked up when he submitted his résumé online.
- He tells the employer where he found the job opening (on the company Web site [notice he uses the company's preference for lowercasing the word *website*]):
- Even though he has had other jobs in his 20 years of experience (which are listed on his résumé), he highlights only two positions that demonstrate his leadership abilities.
- Each position he highlights is given a concise paragraph (no technical jargon here, but he does use language that is current and suggests he is an

FIGURE 5.2 Michael Jones's Cover Letter

To: bdephilips@siac.com	RECIPIENT'S E-MAIL ADDRESS
Subject: Systems Director Position	POSITION YOU WANT
Dear Mr. DePhilips:	SALUTATION
BODY	
<p>After reviewing the SIAC website, I noticed several opportunities in the development area (development director, technical director, and development project manager) and contacted Bill Smith, a colleague of yours in human resources, about these opportunities. He suggested I send my resume to you for your review.</p> <p>As you can see by my resume, my experience includes more than 20 years of progressive leadership responsibilities in large technology environments.</p> <p>At Chase Manhattan Bank I was actively involved in developing highly integrated, worldwide applications that supported all aspects of the business -- from sales and marketing through operations and finance. My role progressed from a programmer/analyst to project leader, then project manager and finally to director.</p> <p>At Winthrop Stimson I continued to focus on development but took on additional organizational responsibilities. Beyond leading teams developing mainframe, client/server, and Internet-based applications, I was responsible to a group of project managers for department planning and finances (workload of \$40 million) and for department staffing and staff development (350 programmers). In this capacity, I was promoted to vice president.</p> <p>Beyond these roles and responsibilities, my abilities to work with teams and get things done led to being selected for senior teams that drove reengineering and best practices. I have had successes with many different types of business units, and I believe I can bring experience and expertise to your highly regarded organization (I noticed on your website that SIAC was named "one of the 100 Best Places to Work in IT" by Computerworld magazine). I would like to help you strengthen your leadership team at an organization, group, or project level.</p> <p>Thank you for reviewing my attached resume. I will contact you next week regarding this opportunity. If, in the meantime, you would like to contact me, please call my cell phone anytime at (973) 296-1000.</p>	
Sincerely, Michael Jones	CLOSING

insider). He then limits the letter to 340 words (because he has written a rough draft of this cover letter in Word, he knows his word count is about one page before the electronic submittal).

- He uses numbers to substantiate his claims.
- He tells the employer that he is interested in working at this "highly regarded" organization and then backs up this statement with something he picked up when he was browsing through the company Web site.
- He tells the company how he can help it, emphasizing his progressive leadership abilities.
- He provides instant access (his cell phone number).
- He thanks the employer.

Notice, too, the style differences in the electronic cover letter. Because this is not a hard-copy Word document, Jones is limited to the characters on the keyboard, so he doesn't have access to such symbols as the em dash or the accent marks on résumé or the use of bullets. To be on the safe side, he doesn't italicize the name of the magazine, either, just in case the recipient's system can't translate this command. All text in an e-mail should be plain text so that it doesn't get garbled on the recipient's end.

More about this later, but it's always a good idea to e-mail the employer after you send a cover letter and résumé electronically whether it was received in readable form. Look at this as another opportunity to bring attention to your submission, so make sure you handle this professionally.

Even if you have to resend your documents five times because of a glitch on the other end, make sure you do so with grace. Paula Axelrod, a manager of staffing at BJ's Wholesale Club, said job candidates need to "be courteous to all [they] come in contact with."

Make the e-mail inquiry as brief as possible.

To: Mr. DePhilips

Re: Job inquiry/Recent submission

Dear Mr. DePhilips:

I just sent a cover letter and resume and am verifying whether you received them in readable form. If your system did not receive a readable copy, please let me know at your earliest convenience and I will resend the document according to your requirements. Thank you.

Sincerely,

Michael Jones

WHAT IF YOU HAVE NO QUALIFICATIONS?

The Fortune 500 participants stressed again and again that they want to know in your cover letter why you think you are qualified for the position. For newcomers to the job market or recent graduates, this topic may be a difficult one.

The question is how do you turn your experience at school or in your community into a marketable commodity? Let's look at the cover letter in Figure 5.3 from a job candidate seeking a summer internship at an advertising agency.

Internships are an excellent means for obtaining gainful employment once you graduate. You may even get college credit, provided you arrange for the internship with your school. Many company Web sites provide explicit directions to students about how to obtain a summer internship. Follow these directions precisely.

Chris Collier of Georgia-Pacific said he wants a cover letter to give an "overview of experience and value-added potential to his company. It should also express a high level of enthusiasm." With this advice in mind, look at the job candidate's cover letter in Figure 5.3 that was sent, as specified on the Web site, as hard copy.

Let's look at how this job candidate tailors her cover letter so that her lack of relevant experience doesn't work against her. She focuses on her education as well as how her past experience can be of value to the employer.

- She immediately tells the employer what she wants (a summer internship).
- She exhibits professional polish, even though she is still a student.
- She demonstrates in her writing that she is positive, upbeat, and enthusiastic.
- She tells where she read about the opportunity.
- She talks about her relevant coursework (accomplishing a 3.5 GPA).
- She zeros in on the position she had at the Career Center, where she demonstrated leadership abilities as well as sensitivity (steering students in the creation of résumés is not an easy task).
- She refers to some of her soft skills (patience and highly responsible character), which is acceptable as she has so little experience.
- She thanks the recipient and asserts that she will contact the employer. The applicant includes her cell phone number and e-mail address.

A FEW MORE TIPS FOR NEWCOMERS

David Murphy of McGraw-Hill said a cover letter should "grab my attention by the statement of one or two really salient facts that encourage me to read the full résumé." It's not always easy to anticipate what's going to grab someone's

FIGURE 5.3 *Marie Capelli's Cover Letter*

<p>Ms. Marie Ann Capelli 10' Commonwealth Avenue, Apt. 100 Brighton, MA 02100</p>	<p>HER NAME AND ADDRESS</p>
<p>February 14, 2005</p>	<p>DATE (winter application for summer)</p>
<p>Ms. Suzann Roberts-Smith Rogers & Cowan 100 Fifth Avenue New York, NY 10010</p>	<p>EMPLOYER'S NAME /ADDRESS</p>
<p>Dear Ms. Roberts-Smith:</p>	<p>SALUTATION</p>
<p>BODY I want to express my interest in a summer internship with Rogers & Cowan. I became aware of this opportunity with your company while investigating the InternshipExchange Website through my work at Boston College Career Center. I was attracted to your company because of its commitment to delivering outstanding service to its impressive collection of clients.</p>	
<p>The highly regarded communication curriculum at Boston College provides a solid foundation in both public speaking as well as written communication. Besides intensive writing courses, I have completed an advertising and public relations course (with a GPA of 3.5).</p>	
<p>As you can see in my résumé, my employment and activity record demonstrate my leadership abilities as well as my organizational skills. Working at Boston College Career Center as a peer adviser has given me the opportunity to lead and assist students in perfecting their résumés as well as their interview skills. In addition, working with children has taught me patience as well as the ability to use my organizational skill and creative flair in coordinating activities.</p>	
<p>I am confident that my versatility and highly responsible character will be an asset to your summer program. I would like to be granted an interview so that we can discuss my qualifications further. I will contact you within the next week regarding this internship opportunity. If you would like to contact me, I can be reached immediately on my cell phone (201-236-1000) or through my e-mail address, which is marann@bc.edu.com.</p>	
<p>Thank you for your time and consideration.</p>	
<p>Yours truly,</p>	<p>CLOSING</p>
<p>Marie Capelli Enc.: Résumé</p>	<p>ENCLOSURE</p>

attention, but telling a person something that he or she has never heard before usually is a good start. It falls within the suggestions of many Fortune 500 participants to "differentiate yourself." Hiring professionals at large companies see hundreds of résumés and cover letters, so telling them something new helps you stand out.

If a former part-time employer wrote an excellent reference for you, feel free to include it in your cover letter. Just make sure you use a substantial quotation: "Great kid" doesn't say much, but "I didn't get one complaint from customers about a missing section of the Sunday *New York Times* while Marie put together the paper at the store" does.

And always use language that is simple and direct. It may be tempting to finally throw around a few words that were hammered into you when you took your SAT prep class, but try to resist. Your writing should be a natural expression of who you are. Because the cover letter and résumé are your formal introduction to the company, don't use slang, colloquialisms, or clichés, but also don't be afraid to be yourself.

Even with minimal experience, it's important to demonstrate your professionalism—through your cover letter and résumé—and emphasizing that hiring you will be a good investment. A willingness to learn as well as a positive and enthusiastic attitude have a value not easily calculated but much in demand by employers.

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112 Grace Street
Fairfield, CT 06825

Julie Murray

(650) 248-3178
julie.murray@yale.edu

Objective: To obtain a stimulating position as a Pediatric Nurse Practitioner in a supportive work environment.

- Education:**
- | | | |
|--|----------------------|--------------|
| Yale University School of Nursing | <i>New Haven, CT</i> | |
| ◆ M.S.N./PNP Certificate | G.P.A.: 3.93/4.00 | May 2008 |
| ◆ Nursing Certificate | | January 2007 |
| Stanford University | <i>Stanford, CA</i> | |
| ◆ B.A. in Human Biology, Spanish Minor | G.P.A.: 3.63/4.00 | June 2004 |
- Licensure:**
- | | | |
|---|--|-------------------------|
| Pediatric Nurse Practitioner Board Certified | | |
| ◆ Pediatric Nursing Certifications Board | | Anticipated August 2008 |
| Registered Nurse | | |
| ◆ Connecticut (#081165) | | March 2007-present |
- Graduate Clinicals:**
- | | | |
|---|-----------------------|------------------------|
| St. Vincent's Family Health Center | <i>Bridgeport, CT</i> | September 2007-present |
| ◆ Deliver primary care to uninsured and Medicaid patients in a community clinic setting. | | |
| ◆ Perform well-child and episodic visits under supervision by a PNP. | | |
| ◆ Provide culturally relevant care to a diverse group of children and families. | | |
| ◆ Conduct visits and provide teaching in Spanish when needed. | | |
| Yale Pediatric Endocrinology Clinic | <i>New Haven, CT</i> | September 2007-present |
| ◆ Manage and coordinate care of patients with obesity, lipid disorders, PCOS, and type 2 Diabetes. | | |
| ◆ Perform initial consultations and follow-up visits. | | |
| ◆ Collaborate with doctors, dieticians, exercise physiologists, and nurses. | | |
| ◆ Developing comprehensive informational packet for all new teens newly diagnosed with PCOS. | | |
| Bennie Dover Middle School | <i>New London, CT</i> | Fall 2007 |
| ◆ Provided age-appropriate care to underserved junior high students in a school-based health clinic. | | |
| ◆ Developed nutritional handouts in English and Spanish to distribute to students and families. | | |
| ◆ Provided care to newly arrived immigrants. | | |
| East Haven Pediatrics | <i>East Haven, CT</i> | Spring 2007 |
| ◆ Administered primary care to individuals from 0 to 21 years of age in a private practice. | | |
| ◆ Took histories, performed physical examinations, administered vaccinations, and ordered labs. | | |
| ◆ Provided anticipatory guidance and health promotion counseling to children and their families. | | |
| Branford High School | <i>Branford, CT</i> | Spring 2007 |
| ◆ Performed primary care for adolescents between 13 to 18 years of age in a school-based health center. | | |
| ◆ Counseled teens on sexual health and nutrition. | | |
| ◆ Assisted in planning and implementing physical activity program for teens at risk of becoming obese. | | |
| Newborn Nursery YNHH | <i>New Haven, CT</i> | Fall 2006 |
| ◆ Assessed and performed physical exams on newborns. | | |
| ◆ Provided education on basic infant care and reassurance to parents. | | |
| ◆ Documented and recorded patients' notes in charts. | | |
| Southwest Community Health Center | <i>Bridgeport, CT</i> | Fall 2006 |
| ◆ Delivered care to a diverse pediatric population in a community health center. | | |
| ◆ Performed well-child care and provided anticipatory guidance to families. | | |
| ◆ Implemented management and interventions for common illnesses. | | |

112 Grace Street
Fairfield, CT 06825

Julie Murray

Page 2

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julie.murray@yale.edu

Work

Experience

Staff Nurse at Pediatric Healthcare Associates *Trumbull, CT* 2007-present

- ◆ Perform basic nursing assessments and history-taking in a private practice.
- ◆ Provide patient education regarding use of EpiPens, inhalers, and medication administration.
- ◆ Utilize computer system to provide thorough documentation and patient notes.
- ◆ Administer vaccines and perform basic lab work.

Teaching Assistant Yale School of Nursing *New Haven, CT* Fall 2007

- ◆ Assisted with the Advanced Pathophysiology course.

Patient Care Technician at Milford Hospital *Milford, CT* 2006-2007

- ◆ Provided basic patient care as student nurse to patients in the Emergency Department.

BioSci Research Assistant Stanford University *Stanford, CA* 2004-2005

- ◆ Conducted research on core body temperature of Multiple Sclerosis patients and ultra endurance athletes.
- ◆ Served as a teaching assistant for a seminar entitled "Physiology of Human Performance"

Volunteer

Experience:

Camp Nurse at Hole in the Wall Gang Camp *Ashford, CT* August 2007

- ◆ Provided care for a group of children with HIV/AIDS.
- ◆ Performed basic assessments and administered all medications.

Student PNP at La Escuelita Health Project *Managua, Nicaragua* May 2007

- ◆ Participated in a pilot project at La Escuelita with a team of YSN students and staff.
- ◆ Completed thorough history taking and physical assessments on impoverished children enrolled at the school.
- ◆ Assisted in data collection and organization for research purposes.

Student Nurse for Vietnam Medical Project *Danang, Vietnam* July 2005.

- ◆ Participated in free rural health clinics in central Vietnam.
- ◆ Prepared and distributed written materials about basic preventative medicine.
- ◆ Lectured rural health care workers on CPR, pediatric growth, and nutrition.

Student Volunteer for Frontline Peru *Lima, Peru* 2003-2005.

- ◆ Produced a fully scripted and edited documentary about a school for disabled children in Peru.
- ◆ Recipient of the Stanford University Latin American Studies Service Grant.
- ◆ Set up a child sponsorship program for disabled school children in Pucallpa, Peru.
- ◆ Organized, led, and served as translator/interpreter for five American groups doing service projects.

Professional

Organizations:

National Association of Pediatric Nurse Practitioners (NAPNAP)
Sigma Theta Tau: Delta Mu Chapter

2008-present
Anticipated February 2008

Research/

Publications:

- ◆ YSN Praxis Recommendations for managing obesity in children with Down syndrome.
- ◆ Bicycle attachments commonly used in the pediatric population submitted to *J Pediatr Health Care*.
- ◆ Cooling via one hand improves physical performance in heat-sensitive individuals with Multiple Sclerosis: a preliminary study submitted to *BMC Neurology* in conjunction with C. Heller and D. Grahn.

Special Interests:

- ◆ Co-founder of Esperanza Ride, a cross-country bicycle charity ride 2008-present
- ◆ Finisher of Philadelphia Marathon 2007
- ◆ Mentor for Fairfield University Undergraduate Students 2006-present
- ◆ Stanford Flute Ensemble 2003-2004

Objective: Pediatric nurse practitioner position in a stimulating and supportive work environment.

Education	Yale University School of Nursing	<i>New Haven, CT</i>	
	♦ M.S.N./PNP Certificate		May 2005
	♦ Nursing Certificate		January 2004
	College of the Holy Cross	<i>Worcester, MA</i>	
	♦ B.A. in Spanish		May 1997
	♦ Dean's List: Fall 1996, Spring 1997		
Licensure	Pediatric Nurse Practitioner Board Certified		
	♦ Pediatric Nursing Certification Board		Anticipated July 2005
	Registered Nurse		
	♦ Pennsylvania (# 554575)		June 2004-present
	♦ Connecticut (# 072989)		March 2004-present
Graduate Clinicals	Children's Hospital of Philadelphia	<i>Philadelphia, PA</i>	January 2005-present
	Endocrine and Pulmonary Specialty		
	♦ Deliver direct patient care under the supervision of a pediatric nurse practitioner.		
	♦ Collaborate with doctors, nutritionists, social workers, and nurses to manage diabetes/asthma.		
	♦ Provide holistic care to families of children with chronic conditions.		
	Torrington-Winsted Pediatric Associates	<i>Torrington, CT</i>	Sept 2004-present
	♦ Administer primary care to individuals from 0 to 21 years of age in a suburban pediatric practice.		
	♦ Perform well child care, manage stable chronic illnesses, and treat acute illnesses.		
	♦ Develop individualized management plans; order and evaluate diagnostic tests.		
	♦ Take thorough histories, perform physical examinations, and complete health screenings.		
	♦ Incorporate counseling regarding primary preventive health measures into periodic visits.		
	Roosevelt School's Wellness Zone	<i>Bridgeport, CT</i>	Fall 2004
	♦ Served children ages 5 to 15 in an inner city school-based health center by providing primary care.		
	♦ Performed well child care; completed histories and physical examinations, frequently in Spanish.		
	♦ Managed the care of obese and pregnant teens.		
	Fair Haven Community Health Center	<i>Fair Haven, CT</i>	2003-2004
	♦ Extended primary care to children from 0 to 18 years of age in a community health center.		
	♦ Provided well child care, monitored proper growth and development, and administered immunizations.		
	♦ Provided care in Spanish to Hispanic families.		
	Career High School – School Based Health	<i>New Haven, CT</i>	Winter 2004
	♦ Administered primary care to adolescents from 13 to 18 years of age in a school-based health center.		
	♦ Performed well child care; counseled teens on sexual health and nutrition.		
	♦ Completed gynecological and testicular exams.		
	♦ Created educational pamphlet on STDs.		
	Yale-New Haven Hospital's Well-Baby Nursery	<i>New Haven, CT</i>	Fall 2003
	♦ Assessed and performed physical examinations on newborns.		
	♦ Educated first-time parents on breastfeeding and basic infant care.		
	♦ Documented and recorded patients' notes in charts.		

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Work Experience

Camp Nurse at ESF Summer Camps *Rosemont, PA* Summer 2004

- ◆ Provided medical care and first-aid to school-aged children participating in a tennis day camp.
- ◆ Worked independently as the only CPR-certified personnel on-site administering care.
- ◆ Collaborated with team members and communicated with parents.
- ◆ Managed and organized all medical supplies on-site.

Student Nurse at Yale-New Haven Hospital *New Haven, CT* 2003-2004

- ◆ Employed in the Newborn Special Care Unit.
- ◆ Provided care to high-risk neonates under the direct supervision of a registered nurse.
- ◆ Cooperated with members of the health care team to enhance care of neonate.

Spanish Teacher at Canterbury School *New Milford, CT* 1998-2002

- ◆ Taught Spanish at a co-educational college preparatory boarding & day school for grades 9-12.
- ◆ Created own lessons plans utilizing the 1997 Glencoe/McGraw-Hill Textbook Series.
- ◆ Supervised and lived in a junior/senior girls' dormitory.
- ◆ Coached field hockey, volleyball, and tennis.
- ◆ Actively advised eight junior/senior adolescent females boarding at Canterbury School.

Volunteer Experience

Treasurer of Student Government *New Haven, CT* 2004-2005

- ◆ Managed the organization's finances; helped fundraise.
- ◆ Attended bi-monthly planning meetings.

D.E.S.K Volunteer *New Haven, CT* 2002-2003

- ◆ Disbursed medical supplies to the underserved population at a soup kitchen.
- ◆ Administered blood pressure screenings, glucose monitoring, and medication.

Honors & Awards

Sigma Theta Tau: Delta Mu Chapter February 2005

Scholarship from Connecticut Nurses Foundation November 2003

Professional Organizations

National Association of Pediatric Nurse Practitioners (NAPNAP) 2004-present
◆ Will attend four-day NAPNAP conference. *Phoenix, AZ* April 2005

Special Interest Spanish Language: Fluent

Spanish Tutor *New Haven, CT* 2002-2003

- ◆ Created individualized lesson plans and taught motivated nursing peers.

Virginia Garcia Memorial Health Center *Cornelius, OR* 1997-1998

- ◆ Employed as a Family Support Worker, at this health clinic for migrant and low-income families.
- ◆ Assisted clinic with bilingual (English/Spanish) outreach programs.
- ◆ Completed home visits by providing information and referrals.
- ◆ Planned and executed parenting classes and provided general client support.

Universitat de Les Illes Balears *Palma de Mallorca, Spain* 1995-1996

- ◆ Undergraduate Year-Long Study Abroad

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Current Address:
367 Cedar Street #400
New Haven, CT 06510
404-680-7702

Cassandra F. Schiller
cassandra.schiller@yale.edu

Permanent Address:
52 McKenzie Dr.
Bella Vista, AR 72715
479-876-5955

Objective: A challenging and responsible position as a Pediatric Nurse Practitioner (PNP)

Education

M.S.N./P.N.P. Candidate	Yale University School of Nursing, New Haven, CT	May 2005
Nursing Certificate	Yale University School of Nursing, New Haven, CT	January 2004
B.A. in Chemistry	Agnes Scott College, Decatur, GA	May 2002

Licensure and Professional Training

PNP Certification	Anticipated June 2005
Connecticut (CT) RN license #073044	March 2004-Present

Clinical Experience

Yale-New Haven Hospital, Pediatric Primary Care, New Haven, CT September 2004-Present

- Provide developmentally appropriate anticipatory guidance, health promotion counseling and disease prevention to parents and children during well-child and episodic examinations
- Identify and implement management plans and interventions for common pediatric illnesses

Yale-New Haven Hospital, Ear Nose & Throat Clinic, New Haven, CT January 2005-Present

- Conduct detailed histories and perform physical exams on children with disorders of the ear, nose and throat
- Participate in morning rounds on the pediatric respiratory floor of the hospital
- Assist the specialist with tracheostomy tube changes, ear irrigations and other procedures in the clinic and in the hospital

Family Support Council, Office of Protection and Advocacy, Hartford, CT January 2005-Present

- Meet with Connecticut legislatures advocating for bill proposals
- Responsible for coordinating the 2005 Legislative Breakfast for the Family Support Council

Yale-New Haven Hospital, Pediatric Emergency Depart., New Haven, CT January 2005-Present

- Observe and discuss urgent visits with health care provider

Jackie Robinson Middle School, New Haven, CT

September-December 2004

New Britain High School, New Britain, CT

September-October 2004

- Conducted detailed histories and physical exams, provided health promotion and implemented management and interventions for common illnesses to the respective age group in a school-based clinic

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Pediatric Associates of Connecticut, Waterbury, CT September 2003-May 2004

- Provided developmentally appropriate anticipatory guidance, health promotion counseling and disease prevention to parents and children during well-child and episodic examinations
- Identified and implemented management and interventions for common pediatric illnesses

Yale-New Haven Hospital, New Haven, CT January-February 2004

- Conducted newborn physical assessments and provided neonatal education to mothers and families on the postpartum unit

Community Health Clinical, Oaxaca, Mexico July-August 2003

- Provided anticipatory guidance, health education and vaccinations to community members in various community clinics

Employment History

Clinical Nurse Level I, Yale-New Haven Children's Hospital, New Haven, CT July 2004-Present

- Provide nursing care for patients on the children's clinical research unit
- Collaborate with interdisciplinary team members to coordinate patient care plans and research protocols

Teacher's Assistant, Yale University School of Nursing, New Haven, CT August 2003-May 2004

- Assisted with pharmacology and pathophysiology courses

Personal Care Assistant, My House, Atlanta, GA May 2001-August 2002

- www.myhouseweb.org
- Provided medical and developmental care to infants and toddlers within the home

Professional Associations

- Member, The National Association of Pediatric Nurse Practitioners 2004-Present
- Member, Sigma Theta Tau International, Delta Mu Chapter 2004-Present
- Member, Society of Pediatric Nurses 2002-2004
- Member, The Association of periOperative Registered Nurses (AORN) 2002-2004

Scholarships

- Yale School of Nursing Alumni Scholarship September 2002-May 2005
- The National George B. Boland Nurses Scholarship September 2002-May 2004
- AORN Foundation Nursing Student Education Scholarship September 2002-May 2003

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EXCELLENT EXAMPLE FOR WORK

KRISTIN L. MEYER

P.O. BOX 5024 • HANOVER, NH 03755
603.643.4483 • kristin.meyer@yale.edu

EDUCATION

Yale University • New Haven, CT

- Master of Science in Nursing Candidate: May 2003
Adult Nurse Practitioner, Women's Health Concentration
- Certificate in Nursing January 2002

University of Michigan • Ann Arbor, MI

- Bachelor of Science in Movement Science May 1997
- Bachelor of Arts in Spanish Language and Culture

Universidad La Catolica • Quito, Ecuador and Santiago, Chile

- Junior Year Abroad 1994-1995

LICENSURES & CERTIFICATIONS

- Registered Nurse, State of Connecticut #068733
- American Academy of Nurse Practitioners Certification, anticipated, Summer 2003

CLINICAL EXPERIENCE

New Britain Community Health Center • New Britain, CT

2/03-present

Adult Nurse Practitioner Intern

- Provide primary care screening and health maintenance education
- Implement appropriate treatment plans and follow-up care for episodic and chronic illness management
- Collaborate with psychiatric providers to coordinate care for complex psychosocial needs of patient population

Windham Hospital Prenatal Clinic • Willimantic, CT

9/02-present

Women's Health Nurse Practitioner Intern

- Provide comprehensive prenatal care and counseling for underserved women

Mansfield OB/GYN Associates • Mansfield, CT

9/02-present

Women's Health Nurse Practitioner Intern

- Provide obstetrical and advanced gynecologic care to women across the lifespan
- Skill development in pap smears, wet mounts, cultures, and IUD insertions

Planned Parenthood • Meriden, CT

1/03-3/03

Women's Health Nurse Practitioner Intern

- Assessed and provided gynecologic care and health education for adolescent and adult women
- Managed contraception and STI treatment regimens

United Family Community Health Center • Norwich, CT

9/02-12/02

Adult Nurse Practitioner Intern

- Conducted patient histories and physical examinations in ambulatory outpatient setting
- Collaborated closely with physician in assessment, diagnosis, and intervention strategies

Connecticut Veterans Affairs Medical Center Women's Health Clinic • West Haven, CT

1/02-5/02

Women's Health Nurse Practitioner Intern

- Provided primary and gynecologic care to adult women
- Assisted in pharmacologic and lifestyle management of diabetes and hypertension

University of Connecticut Health Center Occupational Health Clinic • Farmington, CT

1/02-5/02

Adult Nurse Practitioner Intern

- Performed employment related physical examinations and assessed and treated work-related injuries

KRISTIN MEYER

Phone 603.643.4483 • Email: kristin.meyer@yale.edu

EMPLOYMENT HISTORY

Yale New Haven Hospital • New Haven, CT 2002- present

Registered Nurse – per diem

- Provide nursing assessment, diagnosis, planning, intervention, education, and evaluation for diverse population on an inpatient Adolescent/Hematology and Oncology unit

Olympic Regional Development Authority • Lake Placid, NY 1991-2002

Skating Club at Dartmouth • Hanover, NH

Figure Skating Coach

- Trained skaters of all ages in basic skills and advanced techniques of figure skating
- Created and directed a power skating program to develop strength and proper skating form

Hanover Terrace • Hanover, NH 1999-2000

Certified Nursing Assistant

- Provided direct patient care and assisted in activities of daily living for long-term care residents with dementia

National Sports Academy • Lake Placid, NY 1997-1998

Faculty Member

- Planned curriculum and taught three levels of high-school Spanish
- Oversaw health and welfare of 70 residential student-athletes in a private, independent high school
- Compiled weekly competition results for 85 athletes for local, regional, and national media

Migrant Health Promotion • Monroe, MI Summer 1997

Program Coordinator

- Trained and supervised Camp Health Aides on the principles of health promotion
- Conducted education training sessions and scheduled guest lecturers
- Tabulated and submitted data collected by Camp Health Aides to the Program Associate

VOLUNTEER EXPERIENCE

Yale School of Nursing Student Government Organization • New Haven, CT 2002-2003

Co-Chair

- Petitioned for and received 50% increase in funding for student government budget
- Assisted in rewriting bylaws governing student government organization
- Interfaced with administrators regarding policies affecting graduate nursing students

Community Service Liaison 2001-2002

- Coordinated volunteer experiences for nursing students at a local, urban secondary school

Tar Wars • New Haven, CT 2001

- Presented anti-smoking curriculum to inner-city elementary school students

NOTABLES

Fluent in Spanish

Graduation Marshal for the Yale University Graduation Ceremony May 2003

Sigma Theta Tau International Honor Society of Nursing Member, Delta Mu Chapter 2002- present

Yale School of Nursing Alumni Reunion student speaker 2001

Lucille M. Swift Award for scholarly achievement and professional potential 1996

Silver Medalist United States Figure Skating Championships 1993 & 1994

EDUCATION

- Master of Science in Nursing: Adult Psychiatric Nurse Practitioner
YALE UNIVERSITY • New Haven, CT 2000
- Certificate in Nursing (Graduate Entry Program in Nursing)
YALE UNIVERSITY • New Haven, CT 1999
- Bachelor of Science in Psychology (Neuroscience Concentration)
Magna Cum Laude
NORTHEASTERN UNIVERSITY • Boston, MA 1991

PROFESSIONAL EXPERIENCE

- Priority Care, Inc. • New Haven, CT 1999 – present
Community Health Care Registered Nurse
Responsibilities:
• Provide nursing assessment, diagnosis, planning, intervention, and evaluation for clients residing in New Haven County.
• Administer medications and co-ordinate multidisciplinary changes in treatment plan.
• Act as patient advocate; provide education regarding diagnoses/treatment and available support services.
- West Haven Mental Health Clinic • West Haven, CT 1999 – 2000
Clinical Nurse Specialist Intern
Responsibilities:
• Facilitated individual therapy and total case management for two chronic mentally ill adults.
• Co-led 'Phase of Life' group treatment.
• Implemented "Medical Issues in the Psychiatric Population" group treatment.
• Managed and prioritized walk-in emergency clients.
• Facilitated weekly parenteral medication clinic, as needed.
- Community Health Care Physicians/Guilford Internal Medicine • New Haven, CT 1999 – 2000
Adult Nurse Practitioner Intern
Responsibilities:
• Evaluated and assessed presenting general medical complaints.
• Conducted patient history and physical examinations.
• Discussed differential diagnoses and treatment regimes with medical team.
• Maintained follow-up diagnostics and appointments.
• Introduced holistic plan of care, including mental health referral, as appropriate.
- Diabetes Clinical Coordinator • New Haven, CT 1998 - 1999
Responsibilities:
• Educated and trained new volunteers in diabetic care.
• Scheduled 100 volunteers to test blood sugar, administer insulin, and provide meals three times per day.
• Recruited volunteers in Yale's Schools of Medicine, Epidemiology, and Nursing.
• Provided emergency/on-call back-up.
- Yale School of Nursing • New Haven, CT 1999 academic year
Teaching Assistant
• Facilitated skill-building sessions for Med/Surg, Psych, Peds, OB, and Community Health rotations.
• Conducted academic support sessions and 'Medication Calculation' classes.
• Lectured on 'Violence and Mental Illness'.
• Offered structured debriefing sessions and informal support for 1st year students.

The Center for Mental Health & Retardation Services • Lexington, MA	1992-1997
Intensive Community Support Program • <i>Respite Coordinator</i>	1996-1997
Moody Street Residence • <i>Program Director</i>	1994-1996
Supported Housing Program • <i>Community Support Counselor II</i>	1994
Moody St & Brown St Residences • <i>Residential Counselor I & II; Human Rights Officer</i>	1992-1994

Clinical Responsibilities:

- Developed/modified behaviorally based treatment plans for clients.
- Designed crisis protocols with clients, guardians, families, and Crisis Team.
- Taught ADLs, utilization of community resources, financial independence, and self-advocacy skills.
- Assisted psychiatrists in diagnosing and planning medication regimes.
- Acted as a liaison with family and outside providers.
- Documented daily client activities.

Administrative Responsibilities:

- Restored DMH license certification for Moody Street residence.
- Implemented Respite Component for Assertive Community Treatment model program.
- Provided supervision, ongoing training, support, and feedback for program staff of 10.
- Monitored client records for compliance with licensing, Rehab. Option standards, and DPH regulations.
- Served as Representative Payee for clients experiencing financial challenges.
- Coordinated transportation, medical/psychiatric treatment, and family/treatment conferences for clients.

COMMUNITY SERVICE

Hartford Gay and Lesbian Health Collective • Hartford, CT 2000 – present
Adult Nurse Practitioner Volunteer
 Provide routine primary and GYN care, STD screening, health education, and referral for underserved lesbian population in the Hartford area.

AIDS Project New Haven • New Haven, CT 1998 – present
Buddy Program Volunteer
 Provide support, assistance, transportation, and companionship for individuals living with HIV in the New Haven community.

The Assaulted Staff Action Program • Waltham, MA 1995-1997
Team Leader

- Pioneered peer-driven crisis team for staff victims of client assault.
- Modified inpatient model with program founder to accommodate community setting.
- Educated Center employees around trauma, PTSD, and team's role in addressing symptoms.
- Organized 20 employee volunteers to provide 24 hour, on-call coverage for 27 Center sites.
- Negotiated internal functions with all levels of management.
- Launched a 3-month pilot program and an operational team for two years.

LICENSURE AND PROFESSIONAL TRAINING

- ANCC/APRN certification anticipated: ANP (8/00) & PMH.CNS (10/00)
- Registered Nurse, State of Connecticut
- Certified in Critical Incident Stress Debriefing

PROFESSIONAL ORGANIZATION

Connecticut Nurse Practitioners Group, Inc.: Secretary
 American College of Nurse Practitioners
 American Psychiatric Nurses Association

REFERENCES

References furnished upon request

Pathways to Success

Short Course #1:
Creating An Authentic Résumé

Sharon E. Sanderson, MS
Director, Student Recruitment and Placement
Yale University School of Nursing

A Résumé

- Is a summary of your professional and personal experiences, including
 - Education
 - Clinical experience
 - Employment
 - Skills
 - Interests

Your Résumé

- Is an employer's first impression of you
- Must be targeted to the employer(s) that is going to read it
- Purpose of the résumé is to obtain an interview
- Should be no longer than two pages in length

Résumé or CV

- **A Curriculum Vitae:**

- Is usually lengthy, often spanning across several pages
- Is more descriptive
- Is often used when applying for academic or research position
- May focus considerably on academic and curricular areas (details of awards, publications, projects, honors, memberships, affiliations)

Résumé or CV

- **A Résumé :**

- Is shorter than a CV
- skims the surface
- is used in a wide variety of situations -- job applications, college admissions...
- mentions academic areas, but paints a much broader picture

Step #1: Preparation

- Review educational history and make a list of all schools attended
- Review professional history and make a separate list of all jobs held (both paid and volunteer)
- More lists to make: honors received; skills acquired; duties performed; licensure and professional training; memberships in professional organizations
- These lists form the basic content of your résumé and will help you in identifying your accomplishments

Content

- Your résumé does not need to include every single thing you have done
- You make the choice on what to include or exclude
- What particular skills would you like to emphasize to the employer?
- Will these skills differ according to the job to which you are applying?

Order of information

- Information, in all sections, should be listed in reverse chronological order, from most recent backward

Name, Address(es), Phone Number(s)

- Center or in left or right corners
- Name font should be same size as text of résumé (nothing larger than text used throughout rest of document)
- If you have two phone numbers, include both (cell, home, work)
- Voicemail – make sure your message is professional as this will be your second introduction to this potential employer

EMAIL

- If you would like a potential employer to contact you via email, include your email address
- A word of caution about email – your email address must reflect professionalism; avoid anything cute, such as:
iluvmydog@yahoo.com;
momof4@sbcglobal.net

Objective

- Category is optional
- Let's reader know up front what type of position you are looking for
- Avoid phrases that are too broad-based – "Seek challenging and responsible position"
- Use phrases such as "Seek position as an Adult Nurse Practitioner in a community health setting"

Education, Awards, Honors, Activities

- Categories can be combined or separate
- All information should be easy to find on the page

Education

- Begins with school(s) attended and degree(s) received
- When listing dates, you don't need to list the years you attended the school, only the date you received (or will receive) your degree
- Transferred from another school? -- list the school from which you received your degree

Education

- If available, include the title of your master's thesis and research interests

Awards and Honors

- If these awards/honors are academic, it is appropriate to list them under the school from which you received them
- If you need to include them in a separate section, make sure that the award/honor is strong enough to stand on its own
- Honors that are commonly known, such as Sigma Theta Tau, need no explanation, but lesser known awards need explanation

Experience

- Two approaches to presenting experience: chronological and functional
- Chronological is most common:
 - Organized around dates of experience from most recent to least recent
 - Employers like it because it is easier to read

Chronological Format

- Be consistent and clear
- Break down experience into subsections, if possible
- Also list unpaid work in your experience section
- You can also break down experience into categories, such as clinical, research, volunteer, etc.

Certifications

- Must be clear in what state and in what field you are certified
- When listing licenses, you don't need to list your license number
- Ex: Registered Nurse: Connecticut and Pennsylvania

Community Activities

- Volunteer work
- Charity or youth organizations
- Alumnae/ Associations

Publications and Presentations

- Can be two separate sections or combined, based on quantity of material you have

Professional Memberships

- Show that you are a good professional citizen
- Highly advisable that you join at least one professional association
- If you have been involved in a leadership role or participated in important committees, list them here

**Additional Information
(Background, Special
Skills and Interests)**

- Put interesting miscellaneous information that prospective employers might find intriguing but don't fit in anywhere else
- Examples: Foreign languages known; travel/living abroad; sports background; personal interest

References

- No reason to list references on the résumé
- You can use standard wording of "References furnished upon request"
