

Résumé Writing

A Guide for First-time and Experienced Job Seekers



The Chronological Resume • The Functional Resume • How Employers View Resumes •
General Do's and Don'ts • Action Words • Systems Terminology • Guidelines for Obtaining
References • Sample Resumes

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THE CHRONOLOGICAL RESUME

The chronological resume highlights a good work history that relates directly to the targeted job. Be cautious of major time gaps and multiple employer changes within your work history. Although employers are beginning to be more understanding of candidates with multiple job changes, it is best to limit your experience on your resume to the past work positions that are most relevant to your targeted job, in which you spent the greatest period of time.

1. Start with your present or most recent position and work backward in time, devoting the most space to your most recent employment.
2. Detail only the last eight to ten years or three or four positions you held. Summarize previous positions simply and briefly, even if they are relevant to your present targeted work. One-line descriptions are sufficient and could be put under a heading "Other or Relevant Experience."
3. For experience with different employers, cite years, not months and days, of your job history. You can provide exact detail on an application.
4. It's not necessary to list every change of position within a given employer. List those that are relevant to your next targeted job. Be sure to list your most recent positions.
5. Do not repeat details common to several positions.
6. For each position, include the major results that demonstrate your competency on that job. Secondary results and achievements can be omitted if you have already been clear about your major accomplishments.
7. Always keep your targeted work in mind, emphasizing only those jobs that are most closely related and relevant.
8. If you have earned a formal degree within the past two years and have less than two years of work history, list your degree at the top of your resume. Otherwise, education should be the last item on your resume.
9. Keep the language clear and crisp. Keep it short.

CHRONOLOGICAL RESUME FORMAT

(For First-time and Experienced Job Seekers)

Name

Street Address

City, State, Zip Code

Telephone #, email

EDUCATION

University [bolded], City, State

School

Degree Awarded or to be awarded, Month and Year of Graduation

Concentration (if any)

Academic Awards, Scholarships, etc.

PROJECT EXPERIENCE

Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

WORK EXPERIENCE

Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

Company, City, State, Dates Employed

Job Title, Dates

- Scope of Responsibilities
- Accomplishments

OTHER

Skills (Technology, Foreign Languages, Professional Certificates)

Special Awards

Professional Membership

Community Leaderships

CHRONOLOGICAL RESUME SAMPLE

Master of Science in Public Management

NAME

321 W. 7th Street
San Francisco, CA 94102

415-321-7890
abc@andrew.cmu.edu

EDUCATION

Carnegie Mellon University, Pittsburgh, PA
H. John Heinz III College
Master of Science in Public Policy and Management, May 2010

New York University, New York, NY
Bachelor of Arts, Political Science, Cum Laude 2008

WORK EXPERIENCE

Urban Redevelopment Authority, Pittsburgh, PA
Evaluation Team Researcher, 8/09– 5/10

- Member of team developing a systematic model addressing barriers to employment among “hard- to- employ” welfare-to- work population in Pittsburgh region. Project team reports to client, a local employment agency that serves welfare-to –work clients.

Department of Information Systems, Pittsburgh, PA
Systems Analyst, 1/09 – 5/09

- Designed and implemented databases and web page for local Workforce Training Program. Database facilitated communication and sharing of resources across community development organizations.

Parent and Child Violence, Pittsburgh, PA
Project Manager, 8/08 – 12/08

- Analyzed decrease in crime activity among specified groups in Pittsburgh for the Policy Response to Family Violence project. Projected and compared statistics to other mid-size cities that reported a decline in crime activity.

SKILLS

Languages: Java, HTML, Visual Basic, SQL, C

Databases: SAS, Oracle Power Objects, Developer 2000

Software: Microsoft Office 2003, Quattro Pro

HONORS/ACTIVITIES

Carnegie Mellon University, Student Activities Committee Coordinator, 2009 – 2010

Carnegie Mellon University, Graduate Women’s Organization, 2008 – 2010

New York University, Phi Beta Kappa, 2006 – 2008

THE FUNCTIONAL RESUME

The functional resume features skill areas grouped together according to their relationship to your targeted job. In a functional resume, you can focus the reader's attention on selected functional or skill areas while minimizing any gaps or inconsistencies in your work history. If you're changing jobs or work directions, or newly entering or reentering the job market, the functional resume will allow you to include non-paid work experiences, like school, community, or volunteer activities. Employers generally favor chronological resumes as they are easier to follow.

1. Use two to four separate categories or sections, each one highlighting a particular area of skill or results, such as: Management, Analysis, Finance, Research.
2. List these functional categories in order of importance to your targeted job, with the most relevant category at the top. This first paragraph usually contains the most information as well.
3. Within each category, stress those results that most directly relate to your targeted work. These need not necessarily relate to a previous employment situation.
4. Again, formal education is listed at the bottom of the resume, unless you have earned a formal degree within the past two years and you have fewer than two years of work history. If your degree is in a field completely unrelated to your targeted job, list it at the very end, no matter how recently it was received.
5. List your job history in the last third of the resume, giving dates, employers, and job titles.
6. Keep the resume length to one page whenever possible.

FUNCTIONAL RESUME FORMAT

(For First Time and Experienced Job Seekers)

Name

Street Address

City, State, Zip Code

Telephone #, email

EDUCATION

Name and Location of Academic Institutions

Degree and Major, Year Graduated

Specialization (Adding QPA is optional, favorable if 3.50/4.00 and above.)

FUNCTIONAL SKILLS

- Create two to four sections summarizing specific skills that you will to market.
- Describe skills in short phrases and place under the appropriate functional skill categories.
- Example skill sections could include: Organization/Planning, Communication Skills, Leadership/Management Skills, Analytical Skills, Administrative Skills

EMPLOYMENT HISTORY

- This section focuses on listing the employers in chronological order in which you experienced the aforementioned skills.
- Include Job Title, Name of Company, Location, and Dates.

SKILLS

- List all applicable skills that would be in addition to the experience mentioned in the functional skills categories.
- Computer/Technical/Foreign Language, etc.

OTHER

- List other qualifications that your employer would see as relevant.
- Honors/Awards/Publications/Languages/etc.

:

FUNCTIONAL RESUME EXAMPLE

Master of Public Management

NAME

76 Baum Boulevard
Pittsburgh, PA 15219
(412) 502-9999

myname@andrew.cmu.edu

EDUCATION

Carnegie Mellon University, Pittsburgh, PA

H. John Heinz III College, School of Public Policy and Management

Master of Science in Public Policy and Management, May 2010

Concentration in Economic Development

University of Pittsburgh, Pittsburgh, PA

Bachelor of Science in Business Administration, May 2008

SALES/MARKETING

- Developed and implemented marketing and advertising strategies for hotel services.
- Created avenue for penetrating overseas market that increased profitability by 15 percent.
- Recognized for impressive sales record and received quarterly awards for outstanding performance.

ORGANIZATION/PLANNING

- Designed and implemented customer service database documenting and tracking customer interest flow.
- Developed effective in-store and window displays.

FINANCIAL MANAGEMENT

- Reviewed and determined loan compliance on loans greater than \$30 million.
- Analyzed financials and Y2K progress for borrowing banks.
- Prepared all necessary documentation for annual bank reviews.

ACADEMIC PROJECTS

- Accessible Transportation, Carnegie Mellon University, Pittsburgh, PA, 5/09 – Present
- Determined availability of transportation for individuals using wheelchairs.
- Proposing functional and realistic solutions to increase accessibility.

WORK RELATED HISTORY

- **The Empire Hotel**, Pittsburgh, PA 1/09 – 5/09
- **The Ritz Hotel**, New York, NY, 9/08 – 12/08
- **Big Money Bank**, Pittsburgh, PA 5/08 – 8/08

SKILLS

- **Software:** Microsoft Word, Microsoft Excel, Microsoft PowerPoint, Minitab
- **Operating Systems:** Unix, Windows XP

HOW EMPLOYERS REVIEW RESUMES

The following information was provided by Mona Abdel-Halim, Director of Sales and Marketing, Careerimp.

“Approximately 80% of employers now use resume databases. When students apply to jobs online, their resumes are "parsed" which means the text is extracted and assigned to what the database identifies as correlating categories. For example, a student’s first name will usually be mapped out to a cell underneath a column in the database called something like FirstName. Due to this parsing, students should keep their resumes as well organized as possible; otherwise the parser cannot correctly correlate the content in their resume with the appropriate fields. Additionally, if a student uses a unique format (for example, inserts a thumbnail image, etc.) that can throw off the parser so much that the majority of their resume content never makes it into the database. In fact, we've seen that approximately 20-40% of information is often lost. One of the goals with Resunate and our templates are to decrease that loss of content as much as possible.”

RESUNATE

Co-created by a Heinz alumnus, RESUNATE is a web-based tool to automatically tailor your resume. Simply create a work history profile then copy & paste a job description to watch RESUNATE “kickback resumes” in seconds. It’s easy to use and allows you to permanently store and track an unlimited number of job specific resumes. RESUNATE is a free service offered to Heinz College students.



Login at [RESUNATE.com](https://www.resunate.com)

GENERAL DO'S AND DON'TS

Content Do's

- ❑ Present yourself accurately and positively.
- ❑ Include only enough information to encourage an employer to find out more.
- ❑ List your most recent (past ten years) positions or areas of expertise first, and work backwards. Work from strengths.
- ❑ Include brief descriptions, when appropriate, of the companies where you worked: size, sales, volume, products, etc.
- ❑ Stress accomplishments. Include figures to substantiate claims.
- ❑ Leave out data that might result in discrimination (e.g., age, race, marital status, religion, etc.) Omit your photograph.

Style & Format Do's

- ❑ Use strong action words (e.g., “designed” not “worked” on formulation of...)”)
- ❑ Make the resume attractive to the eye.
- ❑ Use a format appropriate for the kind of job you are seeking.
- ❑ Have two others proofread and critique your resume for accuracy and impact.

Content Don'ts

- ❑ Don't include salary requirements. You don't want to over or under-price yourself before the job is yours. (However, have an acceptable range in mind to discuss during the interview.)
- ❑ Don't include references, unless requested. Reference requests generally are made when there is actual hiring interest, not before.
- ❑ Don't lie or exaggerate.
- ❑ Don't use pronouns, abbreviations, conjunctions, jargon or buzzwords unless terms are widely known and accepted as in the case of AFL-CIO, UNICEF.
- ❑ Don't be repetitive with your action words.
- ❑ Don't have someone else write your resume. (You can ask for advice, but you know yourself best and will have to defend the contents.)

Style & Format Don'ts

- ❑ Don't crowd the margins or use excessively small type.
- ❑ Don't overdo the use of capitals, bold type, or underlined.

ACTION WORDS FOR RESUME DEVELOPMENT

Ability	Efficient	Invented	Prompted
Accompanied	Eliminated	Judgment	Proposed
Accelerated	Enacted	Justified	Proved
Achieved	Encouraged	Keyed	Provided
Acquired	Engineered	Keynoted	Recognition
Active	Enhanced	Lasting	Recommended
Administered	Enthusiasm	Launched	Reconciled
Ambition	Established	Led	Reduced
Analyzed	Evaluated	Licensed	Regulated
Appreciate	Exceeded	Located	Reinforced
Approval	Excellence	Maintained	Reorganized
Aspired	Exceptional	Managed	Researched
Arranged	Exclusive	Manufactured	Responsible
Assembled	Executed	Marketed	Revamped
Assisted	Exhibited	Mastered	Reviewed
Budgeted	Expanded	Mediated	Revised
Build	Expedite	Merit	Satisfied
Capable	Experienced	Monitored	Scheduled
Clarified	Facilitated	Motivated	Secured
Commanded	Formed	Negotiated	Served
Completed	Finalized	Nominated	Serviced
Composed	Financed	Normalized	Simplified
Comprehensive	Formalized	Notable	Sincerity
Conceived	Formulated	Obtained	Solved
Conducted	Founded	Officiated	Sparked
Confidence	Generated	Operated	Stability
Conscientious	Governed	Opportunity	Stimulated
Constructed	Handled	Ordered	Streamlined
Controlled	Headed	Organized	Structured
Converted	Helped	Oriented	Substantial
Cooperated	Hired	Originated	Succeeded
Coordinated	Honest	Overcome	Success
Created	Honor	Participated	Superior
Decided	Humor	Perceived	Supervised
Delegated	Imagination	Perfected	Supported
Demonstrated	Implemented	Performed	Taught
Dependable	Improved	Permanent	Thorough
Designed	Improvised	Piloted	Thoughtful
Detailed	Increased	Pinpointed	Trained
Determined	Induced	Pioneered	Transferred
Developed	Influenced	Placed	Transformed
Devised	Ingenuity	Planned	Trebled
Discovered	Integrity	Pleased	Unified
Displayed	Initiated	Popular	Used
Directed	Innovated	Practical	Utilized
Distinctive	Inspired	Praise	Verified
Doubled	Installed	Prepared	Vivid
Earned	Instructed	Presided	Won
Economy	Insured	Procured	
Educated	Integrated	Produced	
Effected	Intensified	Proficient	
Effective	Interpreted	Promoted	

SYSTEMS TERMINOLOGY FOR RESUMES

LANGUAGES

ASP
JSP
C
C++
C#
CGI
COBOL
HTML 4
J2EE
JSP
Lisp
Perl
PL/SQL
Python
Ruby
Visual Studio
XML
XSLT

OPERATING SYSTEMS

Linux
OS X
Solaris
Unix
VAX/VMS
Windows OS

NETWORKS

Active Directory (Microsoft)
E-Directory (Novell)
LDAP
Open Directory (OS X)
TCP/IP

SOFTWARE

Apache
ArcInfo

ArcView
Blackboard
Codewarrior
Jigsaw
Lindo
Macromedia Dreamweaver
Matlab
Microsoft Front Page
Microsoft IIS
Minitab
MS Office
MS SQL Server 2005
MS Visual Studio 2005
Quattro Pro
Raiser's Edge
Rational Rose
SAS
Stata
Tessitura
Virtual Box
Visio
VMWare

DATABASES

Microsoft Access
My SQL
Oracle 10G
Oracle Express
Oracle Developer
Oracle Power Objects

PACKAGES

LAMP(Linux/Apache/MySql/PHP)
Oracle
PeopleSoft
SAP

GUIDELINES FOR OBTAINING REFERENCES

An important component of your job hunt is having good references. While that may seem obvious, some students neglect to follow the steps necessary to obtain them. When asked for references, they may reel off the names of professors or former employers without considering the importance of what they are being asked to provide. Observe the following guidelines and the reference check will never undo all the work you have done in your job search.

- OBTAIN PERMISSION – **Never** give the name of someone whose permission you do not have!
- KNOW WHAT THE REFERENCE WILL SAY ABOUT YOU – It is perfectly acceptable to ask a potential reference if he/she can give you a strong recommendation. If he/she cannot, he/she will tell you so and you are free to find someone who can recommend you highly. Identify people who are **enthusiastic** and **easy to talk to** since most reference checking is done by phone.
- PROVIDE YOU REFERENCES WITH ADEQUATE INFORMATION – Whenever possible, give your references a description of the job for which you are applying. If a complete job description is not available, tell your references the kind of positions for which you are applying and using their name. If asking for a written reference, give the person adequate time to prepare a letter, **do not** ask the day before you need it.
- REMIND YOUR REFERENCES OCCASIONALLY – Someone may give you permission to use his name, and not intend it as a perpetual bequest. Periodically ask your references if it is still all right to use their names. This is especially true when using former professors as references. As memorable as you are, you may fade in professorial recollection. **You do not** want a potential employer to hear: “...well, I think I remember her.”
- TAILOR YOUR REFERENECES TO THE JOB SOUGHT – Develop separate lists of references for each type of position you are seeking. A systems professor may be best in one instance, and accounting professor in another. **Your reference lists should not be static.**
- MAKE SURE YOUR REFERENCES ARE PROFESSIONAL – References **should be** supervisors or faculty members who know you in a professional context. (Some organization, especially governments, will ask you for personal references, in addition to your professional references. So make sure you do have a friendly next-door neighbor, just in case.)
- PREPARE A LIST OF REFERENCES – Using a style and paper to match your resume; prepare a list of references that includes: name, position title, business address, business phone number. Having contacted your references and prepared your list of references; you will be in a position to respond immediately to an employer’s request for references.
- TIMING AND FOLLOW-UP – **Do not** offer your list of references until asked. It may change as you proceed through the interview process. **Remember** to thank your references after each call and try to get feedback. When you get a job, inform your references and thank them again for their assistance.

SAMPLE RESUMES

Sample MS3 – Int'l NONP resume

JOE SOUTHIE

1234 Forbes Avenue, Pittsburgh, PA 15213
412-268-2166 cs77@andrew.cmu.edu

EDUCATION

Carnegie Mellon University, H. J. Heinz III College
School of Public Policy and Management
Master of Science in Public Policy and Management

May 2005 – May 2006
Pittsburgh, PA

Rhodes College
Bachelor of Arts in Economics and Business Administration

Aug 1992 – May 1996
Memphis, TN

CARNEGIE MELLON UNIVERSITY PROJECTS

Heinz College Career Services

Strategy Consultant

May 2005 – Sep 2005
Pittsburgh, PA

- Served as Project Manager to coordinate the development of a three-year strategic plan to position policy school among leaders in the US.

TechBridgeWorld

Technology and Development Consultant

Dec. 2005 – May 2006
Pittsburgh, PA

- Created a community model, in cooperation with Hôpital Albert Schweitzer, to implement “best practices” in healthcare delivery for their clinics and hospital in Deschepelles, Haiti.

PROFESSIONAL EXPERIENCE

Child Aid

Strategy Consultant

Apr 2008 – present
Portland, Oregon

- Coordinate the merger of two health organizations in Mexico to capitalize on their specialized programmatic capacities, while eliminating the duplication of administrative duties and reducing operating costs.

Democracy Without Borders Foundation (DWBF)

Deputy Director

May 2006 – Mar 2008
Tegucigalpa, Honduras

- Responsible for development and integration of financial, administrative, and operational systems at DWBF, an organization founded by the Center for International Policy (Washington, DC) in 2006.
- Coordinated with a programmer to develop an on-line version of an international award-winning Honduran Congressional Directory to monitor the legislative production of 128 Congressmen and women.
- Presented the Directory initiative for the 2007 IBM Innovations Award in Transforming Government competition administered by the Ash Institute at the Harvard John F. Kennedy School. The project was chosen as a “Top 20” International program.

Oaxaca Center for the Deaf (CORAL)

Director

Feb 2002 – April 2005
Oaxaca, Mexico

- Launched and managed capital development plan to construct a \$1 million dollar hearing loss treatment center and raise an additional \$500,000 in local and international grants to fund capacity building programs.
- Created and deployed a clinical program to serve more than 750 hard-of-hearing and deaf children and adults each year.
- Worked with Board of Directors to design and adopt a three-year organizational plan focused on expansion and sustainability.

Cooperative Housing Foundation (CHF)

Logistics Manager & Social Promoter

May 2001 – Dec 2001
Usulután, El Salvador

- Implemented inventory control and supply invoices for USAID project to construct 750 houses in 90 days in earthquake-damaged regions.

United States Peace Corps

Micro-enterprise Developer

Sept 1998 – Jan 2001
Zacapa, Guatemala

- Developed, administered and directed, in coordination with Plan International, a business development course in thirty rural communities to support the creation of revenue-generating cooperatives by program participants.

SKILLS

Spanish fluency: written and spoken. MS Office, ArcGIS, QuickBooks, Web Site Design/Development

FOSTER WALLACE

1234 Forbes Avenue, Pittsburgh, PA 15213
412-268-5555 · fwallace@andrew.cmu.edu

EDUCATION

Carnegie Mellon University, H.J. Heinz III College

August 2004 – May 2006

Master of Science in Public Policy and Management

Pittsburgh, PA

Social Enterprise Leadership Award; 3.8 GPA, highest distinction

Relevant Courses: Management Science, Program Evaluation, Database Management, and Financial Analysis

Rhodes College

August 1996 – May 2000

Bachelor of Arts in Economics and Business Administration

Memphis, TN

Presidential Scholar; Dean's List; 3.7 GPA, magna cum laude

EXPERIENCE

Democracy Without Borders Foundation (DWBF)

August 2006 – present

Deputy Director

Tegucigalpa, Honduras

- Responsible for development and integration of financial, administrative, and operational systems at DWBF, an organization founded by the Center for International Policy (Washington, D.C.) in 2006.
- Coordinated with a programmer to develop an on-line version of an international award-winning Honduran Congressional Directory to monitor the legislative production of 128 Congressmen and women.
- Presented the Directory initiative for the 2007 IBM Innovations Award in Transforming Government competition administered by the Ash Institute at the Harvard John F. Kennedy School.

Systems Synthesis – Secure Air Cargo System

August 2005 – May 2006

Team Lead

Pittsburgh, PA

- Consulted for the Transportation Security Administration (TSA), Pittsburgh International Airport, and US Airways to improve air cargo security policies and procedures using Pittsburgh Airport as the test site.
- Led airport security team on augmenting cargo screening at airport facilities.
- Developed risk management-based security resource allocation model and policies.
- Assessed screening technologies, formulated procedures, and analyzed industry trends.
- Developed queuing model to simulate screening and compare various alternatives' performances.

TechBridgeWorld

December 2005 – May 2006

Technology and Development Consultant

Pittsburgh, PA

- Created a community model, in cooperation with Hôpital Albert Schweitzer, to implement "best practices" in healthcare delivery for their clinics and hospital in Deschappelles, Haiti.

Cooperative Housing Foundation (CHF)

February 2002 – April 2004

Logistics Manager and Social Promoter

Usulután, El Salvador

- Implemented inventory control and supply invoices for USAID project to construct 750 houses in 90 days in earthquake-damaged regions.

United States Peace Corps

May 2001 – December 2001

Micro-Enterprise Developer

Zacapa, Guatemala

- Developed, administered, and directed a business development course in thirty rural communities to support the creation of program participants' revenue-generating cooperatives in coordination with Plan International.

SKILLS

- Spanish fluency, both written and oral
- Proficient in MS Office, ArcGIS, QuickBooks, Web Site Design/Development

Gladys R. Berchem

5437 Ellsworth Ave., #214
Pittsburgh, PA 15232

585-303-8875
grb@cmu.edu

Education:**Carnegie Mellon University****Pittsburgh, PA****H. John Heinz III College, School of Public Policy and Management**

Master of Science in Public Policy and Management, May 2006, GPA of 4.02/4.00.

Concentration in Health and Welfare Policy and Management.

Scholarship: W. W. Cooper Scholarship.

Software: Statistical Software (Minitab and SAS), Website Design Software (Dreamweaver), GIS Software (ArcMap/ArcViewer), Internet Software, and Microsoft Office.

Coursework: Advanced Statistics, Geographic Information Systems (GIS), Health Policy, Management Science, Project Management, Program Evaluation, and Financial Analysis.

Research Experience: Independent Study for Pittsburgh's chapter of *Race for the Cure*, Jan. – May 2005.

- Evaluated funding and program effectiveness of the Mammogram Voucher Program.
- Reviewed program summaries, financial documents and grant proposals.
- Proposed recommendations to improve grant advertisement, allotment standards, and organization coordination following grant dispersion to improve program effectiveness.

Fellowship Experience: Patient Safety Fellowship, Jewish Health Foundation, May – July 2005.

- Studied the Perfecting Patient Care Model (PPC, a derivative of the Toyota Production System).
- Visited PPC units in 12 Pittsburgh hospitals to examine implementation and benefits of PPC.

University of Rochester**Rochester, NY****College of Arts and Sciences**

Bachelors of Arts in Women's Studies, May 2004, GPA of 3.38/4.00.

Received High Distinction from the Susan B. Anthony Institute of Gender and Women's Studies.

Minors in Chemistry and Legal Studies.

Internship Experience:

5/05 – 8/05 **Consumer Health Coalition, Summer Intern**

Pittsburgh, PA

- Worked with Medicaid eligible and disabled Pennsylvanians and a network of non-profit organizations to enhance consumer advocacy.
- Researched the possibility of a smokeless tobacco tax to ensure the funding of Pennsylvania's Medical Assistance (Medicaid).
- Lobbied the leadership of Pennsylvania State Legislature against cuts to Medical Assistance.
- Developed methodology of a feasibility study on universal health care in Pennsylvania.
- Participated in strategic planning for this non-profit organization.

1/04 – 5/04 **Division of Human Rights, State of New York, Spring Intern**

Rochester, NY

- Learned New York State Human Rights Law, complaint process, and administrative legal system.
- Responsible for intake work; reviewing and analyzing case investigation records; preparing recommended rulings and justifications of those rulings; interviewing of witnesses; and other office assistance.

5/03 – 8/03 **Women In Government, Summer Intern**

Washington, DC

- Studied the organization of this small bi-partisan, non-for-profit, educational organization.
- Coordinated conferences for female state legislators on a wide range of public policy topics, including welfare, alternative fuels, and community education on HIV and Hepatitis C.
- Attended Midwestern Regional Conference in Chicago, IL, and the Welfare to Work Conference in Washington, DC, as a staff member.

Gladys R. Berchem

5437 Ellsworth Ave., #214
Pittsburgh, PA 15232

585-303-8875
grb@cmu.edu

Work Experience:

1/06 – 5/06 **Professors George Duncan and Rema Padman, Heinz College, Teaching Assistant Pittsburgh, PA**

- Management Science core course.
- Graded homework assignments and exams; held office hours and conducted review sessions.

8/05 – 12/05 **Professor George Duncan, Heinz College, Teaching Assistant Pittsburgh, PA**

- Advanced Empirical Methods core course.
- Graded homework assignments and exams; held office hours and independently conducted review sessions.

8/05 – 12/05 **Professor Laura Synnott, Heinz College, Teaching Assistant Pittsburgh, PA**

- Principles of Health Care Management course.
- Graded quizzes and exams.

8/04 – 5/06 **Professor Martin Gaynor, Heinz College, Research Assistant Pittsburgh, PA**

- Responsible for library and internet research on health economics, antitrust law and health policies.
- Redesigned Professor Gaynor's academic website.

1/02 – 5/04 **Chemistry Department, University of Rochester, Teaching Assistant Rochester, NY**

- Supervised general chemistry, organic chemistry, and honors organic chemistry laboratories.
- Graded laboratory reports, quizzes, exams, and essays.

5/02 – 8/02 **Dalnekoff & Mason, P.A., Receptionist Annapolis, MD**

- Gained knowledge of legal proceedings and office management of two law firms practicing family, criminal and workers compensation law.
- Responsible for office management, drafting attorney/client correspondences, and proofing court orders.

Other Experiences:

Carnegie Mellon University:

- Internship Opportunity Fund, an organization to raise money for summer internship stipends awarded to Heinz College students through the planning and hosting of social events for the Heinz community and fund development through direct community and corporate donations.
 - President (Aug. 2004 – May 2005)
 - Second Year Advisor (Aug. 2005 – May 2006)

University of Rochester:

- Four-Year Varsity Athlete and Four-Year Academic All American, Swimming and Diving.
- Susan B. Anthony Institute for Gender and Women's Studies Undergraduate Council member.
 - Founder (Sept 2003)
 - President (Sept 2003 – May 2004)
- Alpha Phi Omega, co-ed community service fraternity, member (Jan. 2001 – May 2004).
 - Treasurer (Jan. 2002 – Dec. 2003)
 - Parliamentarian (Dec. 2003 – May 2004)

Sample MAM resume

Amanda Arts

4444 Alexander St., Apt. 7, Pittsburgh, PA 15213 | (333) 888-5252 | aarts@andrew.cmu.edu

PROFESSIONAL EXPERIENCE:

Strategic Research & Development Assistant, Center for Arts Management and Technology (Carnegie Mellon University)

September 2009-present, Pittsburgh, PA technologyinthearts.org

- Organized and presented webinars and panels for arts industry events
- Wrote blog articles and reports on technology and the arts, featured in Cott Mail, Createquity, and Butts in Seats
- Created and arranged content for the organization's new website and product sites using DotNetNuke
- Developed online and e-mail marketing campaigns for web applications

Administrative Intern, Wolf Trap Opera Company (Wolf Trap Foundation for the Performing Arts)

May-August 2010, Vienna, VA "One of the Best Internships of 2009" —*BusinessWeek*

- Responsible for creation of production schedule and publications like text and translations booklets and programs
- Developed a formal social media strategy for the Wolf Trap Opera Company
- Primary administrative liaison between artists and box office

Marketing Associate/Copy Writer, Kansas City Repertory Theatre

2007-2009, Kansas City, MO

- Designed, created content for, and proofread direct mail pieces, radio spots, and e-mail campaigns, as well as updated content on the company website
- Managed departmental budget of \$0.5 million for radio, print, direct mail and internet campaigns
- Created social networking sites and set strategy for social media, growing sites to over 2,000 fans
- Planned and produced promotional events, including music festivals, pre-show dinner parties and receptions
- Implemented departmental internship program
- Served as the organization's liaison for Theatre Communications Group's Free Night of Theatre

RELATED EXPERIENCE:

Artsmarketing.org Advisory Committee Member/Freelance Writer, Americans for the Arts (2011)

Wrote articles for artsmarketing.org and the ArtsLink newsletter on arts-related technology issues.

Presenter, 2010 National Arts Marketing Conference in San Jose, CA

Prepared a presentation on using performance footage in the changing media landscape, including how to use the content to develop audiences and navigate intellectual property and union issues, and organized a group of four diverse panelists.

Project Manager, Carnegie Mellon School of Music (2011)

Managed a team of 5 students for a university-sponsored capstone project in finding new performance space and creating an audience development plan for the Carnegie Mellon School of Music.

Social Media Analytics Consultant, Adidas (2010)

Managed client communications for a semester-long project involving identifying social media analytic tools and strategies.

Teaching Assistant, Marketing Principles, Carnegie Mellon University (2010)

Served as a point of contact and graded case assignments for the graduate Marketing Principles class in 2010, based out of Heinz College.

Co-Chair, Alumni Relations Committee, Internship Opportunity Fund (2009-2010)

Raised \$6,000 in six months for a fund supporting unpaid interns by soliciting alumni via direct mail, email and events.

EDUCATION:

Carnegie Mellon University, Pittsburgh, PA

H. John Heinz III College, School of Public Policy and Management

Master of Arts Management, anticipated May 2011 GPA: 3.8/4.0

University of Missouri, Columbia, MO

Bachelor of Arts in Communication, Bachelor of Music in Vocal Music Performance, 2007

Study Abroad: IES Vienna, Summer 2006 GPA: 3.8/4.0

SKILLS:

Programming Languages: HTML/XML, SQL

Software: MS Office Suite, MS Access, FileMaker Pro, Financial Edge, Adobe Creative Suite, Tessitura, DotNetN

Sample *MEIM* “AMP” resume

Jane Holly Wood

2130 Bankershim Blvd #123
North Hollywood, CA 91602

jhwood@gmail.com
222-333-4444

EXPERIENCE

MTV Networks

Nickelodeon Digital Programming Intern

Jan 2010-Apr 2010
New York, NY

- Worked with content and programming team to come up with ideas for promoting on-air content on Nick.com
- Created video playlists and image flipbooks to be posted on Nick.com
- Pulled clips live during Kids' Choice Awards 2010 broadcast

Sesame Workshop

Production Intern

Jan 2010-Mar 2010
New York, NY

- Assisted *Sesame Street* and home video production departments at Sesame Workshop
- Transcribed final versions of *Sesame Street* episodes into script format

The New School

Video Lab Mentor

Sep 2009-May 2010
New York, NY

- Mentored small group of high school students in after-school video production workshop
- Wrote business plan detailing ways to improve the effectiveness and reach of The Video Lab program

HSM

World Business Forum Media Intern

Aug 2009-Oct 2009
New York, NY

- Coordinated press passes and interviews with speakers for various television, print, and online news outlets for annual conference at Radio City Music Hall featuring talks by renowned business leaders, including Bill Clinton, George Lucas, and Paul Krugman
- Recruited participants for and coordinated first ever WBF Bloggers Hub, which featured over 60 well-read and well-respected business bloggers covering the event live
- Managed LinkedIn group for the WBF Bloggers, WBF Facebook page, and HSM Twitter account

Thirteen/WNET.org

CYBERCHASE Online Intern

Jan 2009-June 2009
New York, NY

- Updated HTML code of web pages and participated in the development of new web games for award-winning educational children's TV show website
- Provided general assistance for Thirteen's children's programming department, including assisting during green screen production shoots, transcribing tapes, and reviewing submissions of new show ideas

LEADERSHIP & ACTIVITIES

- **Vassar Student Association, Vice-President**
- **Vassar Class of 2006, President**
- **Vassar College A cappella group, Co-founder and President**

May 2005-May 2006
Sep 2004-May 2005
Oct 2002-May 2006

EDUCATION

Carnegie Mellon University Heinz College, School of Public Policy and Management

Master of Entertainment Industry Management (GPA: 4.04)

Aug 2010-May 2012
Pittsburgh, PA

The New School

Master of Arts in Media Studies (GPA: 3.9)

Aug 2008-May 2010
New York, NY

Vassar College

Bachelor of Arts in Biology with a Correlate Sequence in British Literature (GPA: 3.55)

Aug 2002-May 2006
Poughkeepsie, NY

SKILLS

Proficient in Microsoft Office, Photoshop, Illustrator, Dreamweaver, HTML, Final Cut Pro

JANE MEDIA

5000 Forbes Ave, Pittsburgh, PA 15213
(412) 555-1212 media.pittsburgh@andrew.cmu.edu

E D U C A T I O N

Carnegie Mellon University, H. John Heinz III College, School of Public Policy and Management Pittsburgh, PA
Master of Entertainment Industry Management May 2009
GPA: 3.93/4.00; Deans List (fall 2007)

Hello University of America (SUA) Aliso Viejo, CA
Bachelor of Liberal Arts: Concentrated in International Studies May 2007
Magna Cum Laude GPA: 3.77/4.00; Deans List (fall 2003 – spring 2005, fall 2006)

Paris University Paris, France
Study Abroad with Course Work in Chinese Language September 2005 – December 2005

R E L E V A N T E X P E R I E N C E

Heinz Festival Musical Production Pittsburgh, PA
Producer, Director, Writer, Actor January 2008 - Present

- Produced, directed, wrote, and starred in a 70-minute musical entitled *Divine Comedy 2.0*, co-writing a script with a professional writer
- Gathered professional and amateur musicians and actors from all over Pennsylvania (including Carnegie Mellon School of Drama students) to be a part of this production
- The event hosted more than 220 audiences

Pittsburgh Film Festival Pittsburgh, PA
Program Researcher / Marketing September 2007 - Present

- Research Asian Films and select which films will be shown at the film festival
- Write emails/letters and make calls to Japanese/Chinese/Korean film directors/producers/studios for the screening / rental fee negotiations
- Brought 70+ famous films from all over Asia as candidates for the film festival
- Currently directing on-campus and local Asian community marketing

Digital Site Corporation, Film Production & DVD Marketing Division Philadelphia, PA
Intern May 2006 – June 2006

- Developed reports on DVD market trends
- Wrote reviews for foreign films and other DVD media for possible release in Japanese market
- Proofread Japanese-English subtitles/screenplays
- Translated English film business contracts into Japanese

Heinz University of America Los Angeles, CA
Co-Chair of Production Team January 2006 – May 2006

- Co-produced *Currents of Hope*, SUA-sponsored musical with three other individuals
- Directed more than 150 cast members and artists
- Worked under \$500 budget and organized the schedule for the entire production
- Wrote a script for the entire production

Film Director March 2004 – March 2006

- Created 3-minute promotional streaming broadcast for Business Club event featuring chief designer of Toyota Motors' Prius (Hybrid Car), contributing to event attendance of more than 200
- Directed 20-minute documentary film on significance of Chinese culture in San Francisco; led production team of 5 with \$400 budget
- Directed and wrote 20-minute film on SUA's educational philosophy, shown at Student Festival; led production team of 10 with \$150 budget

JANE MEDIA

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(412) 555-1212 media.pittsburgh@andrew.cmu.edu

Beijing Sanyou Intellectual Property Corporation

Intellectual Property Intern

Beijing, China
June 2005 – August 2005

- Paid intern at the largest intellectual property company in China
- Proofread English and Japanese documents and writing English and Japanese newsletters about Intellectual Property issues for international customers

LEADERSHIP EXPERIENCE

Business Club

President

Aliso Viejo, CA
January 2006 – May 2007

- Led more than 12 members in coordinated discussion, presentation, and events about business procedures and issues around the world
- Spearheaded promotion for the annual Haunted House that gathered 1100 people and earned over 5000 dollars
- Organized a field trip to Google Headquarters in San Francisco and a Q and A session with top executives

SUA Orchestra Club

Vice-President

Aliso Viejo, CA
August 2006 – May 2007

- Led more than 30 musicians and coordinated music events throughout academic year (a member since August 2003)
- Violin concert master

Harvard Project for Asian and International Relations

Performing Arts Delegate

Singapore
August 2006

- Selected to represent Soka University of America and received full financial support for participation in week-long intensive Asian Literature and Film workshop
- Discussed relationship between film/literature and international relations

SUA Student Government Outreach Department

Co-Chair

Aliso Viejo, CA
September 2004 – May 2005

- Directed Global Awareness Network events, engaging students in discussion of current international political events
- Organized aid events for tsunami victims in Southeast Asia, including music performances and academic discussions; successfully raised \$1000

SUA International Festival Student Project Committee

Co-Chair

Aliso Viejo, CA
February 2005 – May 2005

- Coordinated student-led academic events, with 40 participants and 2000 attendees

ADDITIONAL

- Extensive international experience, including 11 years in Japan, 3 years in England, 8 months in China and 6 months in Saudi Arabia; extensive travels in Europe, Africa, and Asia
- Intermediate speaker of Mandarin Chinese; achieved HSK Level 6 (December 2005)
- Accomplished classical and jazz violinist with more than 16 years experience
- Proficient in Microsoft Word, Excel, PowerPoint, Windows Movie Maker, and Adobe Premiere

Sample MSHCPM resume

5000 Forbes Avenue, Apt 1
Pittsburgh, PA 15213

JOHN Healthcare

412-555-5555
jdoe@andrew.cmu.edu

EDUCATION

- Carnegie Mellon University, Pittsburgh, PA** May 2012
H. John Heinz III College, School of Public Policy and Management
Master of Science, Healthcare Policy and Management GPA 3.7
- University of Cincinnati, Cincinnati, OH** June 2010
Bachelor of Arts Psychology and Bachelor of Arts Spanish, Summa Cum Laude GPA 3.8

PROJECT EXPERIENCE

- Research Project:** March-May 2011
Studied aspects of change management that can be applied to healthcare organizations that are working towards being a paperless system. Conducted regression analysis of the data obtained from a physician satisfaction survey. Results were used to frame change management strategies.
- Capstone Project:** Dec 2010-May 2011
Children's Hospital of Pittsburgh
Develop an automated injury prevention program that is customized for Children with Special Health Care Needs (CSHCN). Collaborated with various levels of providers at Children's Hospital including pediatricians, nurses, social workers etc.
- Health GIS Project:** April 2011
Used ArcGIS to determine the areas in Allegheny County where there is a need for behavioral health care providers. Conducted site suitability study to determine best locations for Mercy Behavioral Health to place their facilities.

WORK EXPERIENCE

- Vail Resorts, Arrowhead Alpine Club, Avon, CO**
Administrative Assistant November 2008 – July 2009
- Determined residency status of 600 club memberships, streamlined filing system, and administered the collection of late member payments. Researched uniform and materials purchasing.
 - Designed and used payroll spreadsheets for club therapists/aesthetician on Excel.
 - Performed clerical duties such as typing documents, answering and making phone calls to members, sending and receiving faxes, and greeting members when they entered the club.
- AmeriCorps*NCCC (National Civilian Community Corps), Denver, CO**
Team Leader January 2008– November 2008
- Led a team of 9 to respond to flooding in Gays Mills, WI. Set up and managed disaster response headquarters to assess community needs, engage and direct volunteers, and serve as an information hub for community members.
 - Managed community needs by developing a database of approximately 150 properties listing the owners' specific needs and status of work being done by AmeriCorps team on homes. Tracked quantifiable outcomes and compiled Project Completion Report listing them.
 - Developed team members' leadership abilities through delegation of responsibility for team tasks; track team members' progress and personal development.
- AmeriCorps*NCCC, Denver, CO**
Corps Member January 2007 – November 2007
- Served as Assistant Team Leader facilitated meetings, wrote Weekly Progress Reports, served as a good role model on and off the worksite, kept teammates motivated and excited to serve.
 - Supervised and instructed groups of Habitat for Humanity volunteers in St. Bernard Parish, LA in the gutting of 12 homes.
 - Supervised vehicle safety and maintenance, and created portfolio of quantitative and qualitative data for each project.

SKILLS

Fluent in French, Proficient in Microsoft Word, Excel, PowerPoint, and Outlook. Working knowledge of SPSS, and FrontPage

JANE PHARMA

5000 Forbes Avenue, Apt B
Pittsburgh, PA 15213

412.555-5555
jandoe@andrew.cmu.edu

EDUCATION

CARNEGIE MELLON UNIVERSITY

Pittsburgh, PA

Master of Science in Biotechnology and Management - **MSBTM**

5/10

An interdisciplinary program integrating graduate coursework from the Tepper School of Business, the John Heinz III, School of Public Policy and Management, and the Mellon College of Science

- Tepper School of Business Biopharma Club
- Tepper School of Business Entrepreneur and Venture Capital Club
- John Heinz III School of Public Policy and Management Health Policy and Management Club:
-Executive Chair of Marketing and Public Relations

COLLEGE OF CHARLOTTE

Charlotte, NC

Bachelor of Science in Marine Biology

5/06

- Distinguished Honors, Fall 2005
- Assistant Scientist and Researcher for the TRANSECTS Oceanographic Research Program

COURSEWORK/SKILLS

- **Business:** Marketing Management, Marketing Leveraging Technology, Production & Operations, Finance, Financial Accounting, Professional Speaking, Strategic Writing, Managerial Economics, Optimization and Decision Making, Entrepreneurial Thought & Action, Investment Management
- **Regulatory/Policy:** Biotechnology Industry Structure & Strategy, Regulation & Compliance, Manufacturing Lab Practices, Health Systems & Health Policy, Risk Analysis
- **Science:** Applied Molecular & Cell Biology, Principles of Biotechnology, Cellular Neuroscience, Medical Devices, CellBiology, Organic Chemistry, Healthcare GIS, Introduction to Database Management
- **Research Tools Used Include:** Venture Source, VentureXpert, Hoovers, and Frost & Sullivan

EXPERIENCE

PITTSBURGH LIFE SCIENCES GREENHOUSE (PLSG)

Pittsburgh, PA

A public/private partnership which invests seed funding in life sciences companies in the areas of: biotechnology; diagnostics; medical devices; therapeutics; and healthcare IT

Intern

06/08-present

The associate partners with the fund's Executive team to shepherd start-up companies from formation to revenue

- **Strategic Planning:** Created next generation strategic fund raising plan for PLSG that targeted state funds, foundations, and outside investors, the fund is currently in mid-life cycle with three exits to date in excess of \$3M
- **Market Research:** Analyzed the market and opportunity for a product entering the vascular access market in Fall 2009, and worked with a team to develop an investor presentation to raise \$1.5M
- **Analysis/Problem Solving:** Constructed a model to determine the sales force needed for a clinical trials management software start-up company targeting the academic sector

SANOFI PASTEUR, vaccines division of Sanofi-Aventis Group

Swiftwater, PA

Intern, Manufacturing Technology, Influenza vaccine (Fluzone®)

07/08 – 12/08

- **Analytical Process Development:** Conducted experiments for the development of an assay to evaluate the concentration of whole virus and split virus in vaccine samples in order to meet the EU's standards for split virus vaccines.
- **Problem Solving/Teamwork:** Collaborated with scientists and engineers to analyze data obtained from the experiments and presented the updates at weekly meetings.

ADDITIONAL INFORMATION

- Activities/Work 2006-2008: Travel, East Shore Athletic Club (Sales), marathon training, graduate school test

First Name Last Name

My Address, Pittsburgh, PA 15213 myresume@andrew.cmu.edu 412-555-1023

- EDUCATION** **Carnegie Mellon University, Pittsburgh, PA** May 2010
Master of Science in Information Security Policy and Management (MSISPM)
- National Chengchi University, Taipei, Taiwan** Jun 2008
Bachelor of Business Administration in Management Information Systems (MIS)
- ACADEMIC PROJECTS** **Information Security Project** Aug 2009
Software Engineering Institute (SEI)/Computer Emergency Response Team Coordination Center (CERT/CC)
System Quality Requirements Engineering (SQUARE) Methodology
- Streamlined the implementation of SQUARE methodology which seeks to build security concepts into early stages of the development lifecycle
 - Consulted 3 separate projects to ensure the safety and survivability of IT systems and help organizations understand security postures; Asset Management System (AMS), U.S. Department of Homeland Security (DHS) Software Assurance Website (Build Security In Project), CERT/CC Vulnerability Handling Application
- Secure XML Document Exchange System** May 2010
- Developed C# application which secures XML document exchange based on W3C/IETF XML Signature specification and XML Encryption specification
 - Assured the authenticity and confidential communication of XML documents and messages while providing the interoperability between enterprises
- Electronic Voting System** May 2009
- Built a JAX-RPC web service implementing Esoteric Secure Voting Protocol using blind signature to maintain individual privacy and decrease administrative costs
- EXPERIENCE** **Carnegie Mellon University, Pittsburgh, PA** Dec 2010
Teaching Assistant in *Information Security Management*
- Assisted students in information security related questions
- Taishin Bank, Taipei, Taiwan** May 2007 - Aug 2007
Software Engineer/Team Lead Intern
- Enabled organization using SFA (Sales Force Automation) system to create custom workflow rules keeping pace with changing business needs, improving sales productivity, and minimize administrative overhead
- Mitsubishi Motors, Taipei, Taiwan** Dec 2006 - Feb 2007
Software Engineer Intern
- Designed and implemented APS (Advanced Planning and Scheduling) system to create detail production schedule that optimize utilization of resource and achieve customers' due dates
- NEXO Technologies, Taipei, Taiwan** Sep 2005 - Jan 2006
Software Engineer Intern
- Developed **Fubon Life Assurance** Integrated Analytic CRM (Customer Relationship Management) System to enhance and extend the performance of existing business intelligence
 - Built **Far Eastern International Bank** CRM (Customer Relationship Management) Software to help Far Eastern maximize the value of every customer interaction and drive superior corporate performance
- SKILLS**
- Security Knowledge:** CISSP, Sarbanes-Oxley 404, COBIT, HIPAA, ISO 17799
- Languages:** Java, PL/SQL, J2EE, JSP, Servlets, ASP, HTML, XML, ASP.NET, C#, C, C++, Perl, SAML, SOAP
- Foreign Language:** Mandarin

First Name Last Name

3333 Address Avenue Apt 333 • Pittsburgh, PA 15213 • (412)-555-1034 • myresumel@andrew.cmu.edu

Objective

Seeking a full-time position using my skills and experiences in IT, computer engineering and management

Education

CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA

Master of Information Systems Management GPA: 3.97/4.00 December 2011

Master of Science in Electrical and Computer Engineering GPA: 3.88/4.00 December 2009

Bachelor of Science in Electrical and Computer Engineering GPA: 3.53/4.00 May 2008

Relevant Experience

CARNEGIE MELLON UNIVERSITY, Pittsburgh, PA

Graduate Teaching Assistant, MISM Department, August 2011 – December 2011

- Taught a graduate level course, Organizational Communications and Distributed Object Technologies which introduces students to the principles underlying distributed computing and the design of distributed systems
- Arranged office hours to reinforce concepts and assist students in their project assignments that use technologies such as XML, SOAP, Web Services, and J2EE/.Net based application servers

INFOSYS TECHNOLOGIES, Bangalore, India

Intern, Software Engineering and Technologies Laboratory, SETLAB, June 2009 – August 2011

- Researched methods for improving TCP performance in wireless networks
- Designed and implemented a new protocol through modifications in the MAC layer and cross layer signaling (protocol was simulated on a network simulator, ns2 using tcl/Otcl and C++)

Projects

Embedded Systems [C, ARM, XScale Instruction Set], August 2011 – December 2011

- Working on projects involving the XScale processor, developing major portions of the embedded OS, including interrupt handling, memory management, concurrency, serial I/O and a mini-OS employing real time scheduling and bounded priority inversion protocols

Secure Software Systems [C, Linux, VMware, Fortify, TaintCheck], August 2011 – December 2011

- Analyzed and studied techniques to ensure that software is robust and secure
- Performed testing methods such as dynamic and static analysis to examine software for vulnerabilities

Information Systems Management Project, August 2010 – December 2010

- Conducting research for Elliance, an eMarketing firm specializing in online customer acquisition and retention
- Researched, defined and benchmarked the most important metrics for online activities in major industries

Computer Systems [C, C++, Intel x86 Assembly], January 2009 – May 2009

- Implemented a UNIX shell that performs job processing and I/O redirection
- Implemented an efficient dynamic memory allocation utility (malloc)

Organizational Communication Technologies [Java, SQL, XML, CORBA], January 2009 – May 2009

- Implemented distributed computing applications and web services using technologies such as XML, SOAP, EJB's, RMI and utilized the J2EE/.NET architectures

Computer Skills

Programming: C, C++, C#, Java, SQL, Intel x86, XScale Assembly, Verilog, Perl, tcl/Otcl, HTML, XML, UML

Platforms/Architectures: Unix, Linux, Windows, Mac OS X, ARM-XScale

Applications/Technologies: J2EE, .NET, Apache Tomcat, Oracle, Matlab, Minitab, NS2, VMware

Foreign Languages

English, Malay, Mandarin, Tamil (proficient). Russian, Japanese (academic background)

Sylvia Showers

Project Manager/Senior Business Analyst

5555 E. 55th Street, #555, Amnot, PA 15555 (555) 555-5555 sylvia555@oohay.mil

Career Profile

Project Manager/Senior Business Analyst with extensive experience and versatile skills in designing and implementing innovative solutions to accomplish client needs in fast-paced and challenging environments. Direct experience includes providing excellent business and financial analysis services spanning across the SDLC stages, designing and implementing ERP systems, and managing multiple project activities while playing diverse project roles. Particularly interested in requirement gathering, business process modeling, functional system design, testing and quality assurance, project management, and change management. Consistently acknowledged for outstanding responsiveness to client needs, and the ability to effectively manage and deliver a diverse work program with precision and skill.

Career Highlights & Professional Accomplishments

- Contributed to generating project work worth \$250,000 in the first year of operation for the Business Analyst Group in the World Bank's Information Solutions Group (ISG).
- Delivered outstanding business analysis services to the World Bank's loan systems renewal project (iLAP), leading to business process optimization and an approximate 35% decrease in loan processing time with related cost savings; while surveys demonstrated high client satisfaction with the re-engineered loan processes and enhanced system functionality.
- Created business process models of all the World Bank business processes supported by IT solutions, which were used as inputs to major systems and business process re-engineering and design efforts aimed at achieving cost and time efficiencies.
- Presented business process modeling and analysis best practices to the United Nations Economic Commission on Africa (UNECA), as part of the World Bank's collaboration with other UN agencies. These efforts resulted in providing valuable best practice models and support for the enterprise-wide UNECA business and systems re-engineering initiatives.
- Assembled and documented business and system requirements for the Security & Storage Company of Washington's new system, aimed at increasing the efficiency of their moving and storage operations. These efforts surfaced many opportunities to enhance the efficiency of the company's critical information retrieval and management processes, while decreasing the turn-around time of client information requests from 48 hours to 12 hours.

Technology Tools & Methodologies

Enterprise Tools: SAP (Financial Module), IBM Rational Suite (Rose, TestManager, ClearCase, RequisitePro, & ClearQuest), Microsoft Office Suite (Word, Excel, PowerPoint, Access, Project, & Visio), Lotus Notes, DOORS, Star UML, and xWiki Open Source Web Tool

Business Process Modeling Tools: All Fusion Process Modeler (BPwin from Computer Associates), Rational Rose (IBM), SigmaFlow, and ARIS (from IDS Scheer)

Methodologies: Integration Definition Function Modeling (IDEF0) for Enterprise Business Process Modeling and Analysis, Zachman Framework for Enterprise Architecture, Unified Modeling Language (UML) for object modeling, and Rational Unified Process (RUP)

Sylvia Showers

Project Manager/Senior Business Analyst

5555 E. 55th Street, #555, Amnot, PA 15555 (555) 555-5555 sylvia555@oohay.mil

Professional Experience

Freddie Mac, Washington, DC
Senior Business Analyst

Oct 2007-Jan 2008

Provided business analysis services to a Freddie Mac project that created an automated tool to document and maintain required Generally Accepted Accounting Principles (GAAP) Traceability artifacts for applications and processes that produce financial results. The tool was designed and implemented by customizing the DOORS requirement management tool.

Accomplishments:

- Collaborated with the business users to gather and document business requirements for the tool, and contributed to the tool functional and technical design and implementation.
- Created a GAAP Traceability Report Portfolio to identify and design all the reports required to ensure GAAP traceability and compliance, spanning across Freddie Mac's corporate processes and systems.
- Created a Testing Strategy, Test Plan, Test Cases, and Test Scripts to test the complete tool functionality; and performed extensive Functional and User Acceptance Testing (UAT) utilizing Rational TestManager to confirm that the tool delivered all the functionality required for GAAP traceability and compliance.

Security & Storage Company of Washington, Washington, DC
Senior Business Analyst

Jan 2007-Aug 2007

The Security & Storage Company of Washington needed to replace the legacy system that administered their moving and storage operations with a new system, aimed at increasing operational efficiency and financial profitability. Played a key role in designing the new system, through gathering and documenting business and system requirements by interfacing with the business users and analyzing the existing system functionality.

Accomplishments:

- Gathered and documented business and system requirements for the new system and conducted in-depth analysis of the legacy system, in order to capture "As Is" functionality and design "To Be" functionality.
- Interfaced with the user community and captured their business and system requirements via functional use cases, and utilized the xWiki Open Source collaboration web tool to publish and communicate project and new system information.
- Created a new Enterprise Knowledge Management and Reporting Model for the company, in order to facilitate efficient enterprise information management and establish best practices.
- Interviewed senior management and identified the key informational needs of the company, along with analyzing and re-organizing the existing report portfolio according to a new role and function-based reporting tree; ultimately leading to a 50 % reduction of the report portfolio by eliminating report duplication and combining similar reporting requirements.
- Distilled the findings of the analysis into a Reporting Strategy, including recommendations for new reporting standards and report management processes. Enhanced the efficiency of the company's critical information retrieval and management processes, leading to improved turn-around time of client information requests from 48 hours to 12 hours.

Sylvia Showers

Project Manager/Senior Business Analyst

5555 E. 55th Street, #555, Amnot, PA 15555 (555) 555-5555 sylvia555@oohay.mil

World Bank Group, Information Solutions Group (ISG), Washington, DC Jul 2002-Jan 2007
Business Analysis Specialist

Provided business analysis services to a diverse portfolio of projects at the World Bank, specifically interfacing with business users and gathering business requirements for new system projects, analyzing and documenting business processes, and conducting quality assurance activities. Also contributed to IT governance and investment planning initiatives and created business cases for initiating new projects.

Accomplishments:

- Designed business modules for the World Bank's new financial loan system (iLAP) that processes approximately \$20 billion annually, using SAP as the platform and Consumer and Mortgage Loans (CML) components.
- Created new loan processing functionalities and streamlined old processes, including the Debt Relief delivery processes and improved loan disbursement facilities. These efforts resulted in streamlined system functionality that decreased loan processing time by approximately 35% with associated cost savings, while surveys demonstrated high client satisfaction with the enhanced Loan Accounting, Disbursement, Prepayment, Billing, and Reporting processes and features.
- Organized and facilitated Joint Application Development (JAD) workshops by bringing together business user groups, Subject Matter Experts (SMEs), and IT counterparts to define and design specific system functionality related to multiple loan processing areas, such as Disbursements, Prepayments, and Billing.
- Performed testing of the new loan system functionality, specifically testing SAP interfaces with the World Bank's Treasury Systems to ensure accurate end-to-end processing of Disbursements. These testing scenarios resulted in fine-tuning the system hand-off or integration points and SAP-XI messaging capabilities, which contributed to high system performance.
- Created business process models, capturing for the first time all the World Bank enterprise-wide business processes supported by IT solutions, to promote process optimization and reusability.
- Analyzed each business process and identified areas for improvement, in close collaboration with the business owners. This effort resulted in business owners utilizing the models as inputs to new business and systems design and re-engineering efforts, significantly decreasing the time spent on business requirement gathering and system design for these individual projects.
- Documented the IT Governance and Investment Planning processes of ISG, as part of an effort to standardize ad hoc governance processes and institute industry governance best practices.
- Synchronized the work programs of several governance bodies and created a new annual IT governance calendar. This report is used annually to create operational IT investment proposals, and conduct financial and business impact analyses on how ISG contributes to the operational and development work of the World Bank.
- Managed the documentation, evaluation, and testing requirements of the World Bank/ISG Sarbanes Oxley (SOX) implementation, as part of completing the enterprise compliance requirements.
- Created process flow diagrams of the business processes, controls, and risks in 10 primary business areas by collaborating with business owners and SMEs.
- Evaluated risks and controls by validating the process design and operating effectiveness of controls, ensuring reduced operational, financial, and security risks to the World Bank.
- Developed a strategic report and presentation for executive management outlining how business value can be achieved by aligning IT services with diverse business areas, as part of a specialized task force formed to present recommendations for increasing IT business value.

Sylvia Showers

Project Manager/Senior Business Analyst

5555 E. 55th Street, #555, Amnot, PA 15555 (555) 555-5555 sylvia555@oohay.mil

- Designed and conducted a client survey aimed at exploring the performance of IT solutions and services. Synthesized the client survey results into specific recommendations and “quick win” action items. A Business Analyst Group was formed in the World Bank’s IT Department as part of implementing the recommendations presented by the task force.
- Produced a Business Case to collectively provide the services managed by the World Bank’s General Services Department (GSD), IT Department, and large country offices through a common e-Services Portal, based on a Service Oriented Architecture (SOA).
- Collaborated with multiple stakeholders to incorporate their specific business needs, and conducted Cost-Benefit Analyses for project financial justification. These efforts resulted in end-user clients benefiting from a personalized and one-stop-shopping experience, and service providers benefiting from streamlined order handling and the ability to adapt service provisioning to changing supply and demand.

Education

Carnegie Mellon University, Pittsburgh, PA May 2002
H. John Heinz III College, School of Public Policy and Management
Master of Science in Public Policy and Management
Concentrations: Information Systems & General Management

University of Wisconsin-Superior, Superior, WI May 2000
Bachelor of Science in Business Administration
Dual Major in International Business & Marketing, with a Minor in Western Art and Culture