

Resume Development Guide



Setting Sail

RESUME WRITING

The resume is used as a marketing brochure to sell your skills and experience to a prospective manager/employer. The brochure presents you and includes the features and benefits you have to offer. The purpose of the resume is to open the door for further discussion and should highlight your achievements that will get you the interview.

The State of Arizona uses AZSTATEJOBS.GOV for resume submission. Agencies can use different methods for resume evaluation, so you should investigate what a particular agency is seeking in a resume before you apply. Additionally, review KSA's before submitting your application.

There are two primary types of resumes: chronological and functional, however we use a hybrid vs. a true functional.

Chronological Resume	Hybrid-Functional Resume
<ul style="list-style-type: none">• Most acceptable resume by recruiters, HR and hiring managers	<ul style="list-style-type: none">• Used for career changes or diverse, broad backgrounds
<ul style="list-style-type: none">• Highlights employment history	<ul style="list-style-type: none">• Highlights areas of expertise: skills and knowledge
<ul style="list-style-type: none">• Positions are recorded in reverse chronological order without time gaps	<ul style="list-style-type: none">• Deemphasizes chronology, minimizes gaps in time
<ul style="list-style-type: none">• Includes company name, position title, responsibilities and accomplishments	<ul style="list-style-type: none">• Focuses on business functions, range of accomplishments
<ul style="list-style-type: none">• Used when seeking a position in the same or a similar field	<ul style="list-style-type: none">• Effective when seeking to highlight previous experience
<ul style="list-style-type: none">• Shows employment stability and a track record of achievements	<ul style="list-style-type: none">• Exhibits relevant skills to your objective and your direction

It is recommended you have your resume in two different applications; one for emailing as an attachment, and for mailing and distributing, and an electronic version for online posting such as hiring gateway.

Text Resume (ascii) Formatting

[To convert a Word document into a text or ascii version for applying online and on Hiring Gateway: open the Word file, save as---text only (do not use text with line breaks), you will get a response that tells you that you will be losing all your formatting and it asks if you want to proceed and you say yes. To review the text version, you will have to open the file either through Windows Explorer or through Notepad. Open Notepad and find your file. (You can access Notepad through Programs/Accessories/Notepad)

Open the file and review your resume. Do not break lines. You will need the lines to be flexible to fit any sized text box. The resume is not very attractive, but you can make it easier to read through spacing. Make necessary adjustments for easier reading.



RESUME WRITING TIPS

Do's	Don'ts
<ul style="list-style-type: none"> Use a chronological format, which lists your work experience in reverse chronological order 	<ul style="list-style-type: none"> Don't exceed two pages in length unless you have publications, patents, or extensive related certifications
<ul style="list-style-type: none"> Begin with a summary statement highlighting who you are – type of work experiences, type of industries, major work functions, and key skills 	<ul style="list-style-type: none"> Don't change your resume for every job position. Tweak the resume to match the language and skills
<ul style="list-style-type: none"> If you have a technical background, include a technical summary – hardware, software, operating systems etc. 	<ul style="list-style-type: none"> Don't throw a resume together for the sake of getting it done, spend quality time with a consultant
<ul style="list-style-type: none"> Include a key word section of your top qualifications: competencies, and certifications 	<ul style="list-style-type: none"> Don't use personal pronouns like; I, me, they, their
<ul style="list-style-type: none"> Emphasize accomplishment, not just responsibilities, Start each statement with an <i>Action Verb</i> 	<ul style="list-style-type: none"> Don't include dates under education
<ul style="list-style-type: none"> Emphasize the end results 	<ul style="list-style-type: none"> Don't include references.
<ul style="list-style-type: none"> Use “bullets” to list accomplishments in SOAR formula 	<ul style="list-style-type: none"> Don't use personal e-mail address with nicknames or other phrases that may cause bias
<ul style="list-style-type: none"> Education – include anything beyond high school even if you did not finish or only took 1 or 2 courses 	<ul style="list-style-type: none"> Don't include total number of years work experience, such as “Over 25 years in _ _ _ _”
<ul style="list-style-type: none"> Include AZGU training, conferences or seminars and other related corporate training 	<ul style="list-style-type: none"> Don't include hobbies or other personal information such as height, weight, and marital status
<ul style="list-style-type: none"> End resume with Community Affiliations and Professional Associations 	<ul style="list-style-type: none"> Don't need to say “References Available Upon Request” at the end of resume
<ul style="list-style-type: none"> Awards should be listed under the title where you earned them as an accomplishment 	<ul style="list-style-type: none"> Don't need to include months of employment only years unless the Agency requires months
<ul style="list-style-type: none"> Proofread! Have a least 2 different people proof your resume 	<ul style="list-style-type: none"> Don't include a salary history



RESUME TEMPLATE

Effective resumes have several key components to appropriately highlight your skills. The following is an outline showing each section and their content description.

Section 1

Heading: Name in bold, all caps and centered, with home phone and/or fax/office/mobile to the left or right.

Section 2

Summary Statement: shown in the following {5 elements in brackets}

[Professional Label] with extensive [general functional area] background in [3-4 things you want to be hired to do] with [industry/types of organizations] at [organizational level/location] in support of [people you relate to] [Experience includes:]

Section 3

Key Qualification: *You may want to review job posting and KSA's.* Use 6-12 key words that describe your talent or skills. You should have an accomplishment statement to backup your key words.

- Automated Management
- Efficiency Improvement
- Material Planning
- Quality Assurance
- Project Management
- Customer Focused

Section 3 option

Key Accomplishments: Highlight by bulleting your 3 or 4 top accomplishments here.

Section 4

Professional Experience:

Start with your company, city, state, most recent job and title, years in position (use only the years employed). Include a brief job description (2 or 3 sentences of your high-level responsibilities, scope, functions, number of direct reports, budget information). Add 3 to 4 accomplishments applicable to that position (bullet after the job description).

Accomplishment statement should be written in a 4-step process

- 1) Identify a skill you have
- 2) Turn the skill into action verb
- 3) Describe what you did with that skill
- 4) Explain what resulted; express results as follows: ↑ Revenue (\$) / sales,
↓ Costs, ↑ Productivity, ↑ Quality, ↑ Process / Procedure, Solve a problem
↑ Customer satisfaction

Section 5



Education:

List degree, educational institution, city and state. DO NOT INCLUDE DATES unless you have earned your degree or a new certification within the last 5 years. List any post secondary education/classes you have taken, even if you did not complete a degree. You should list highest degree first. *Note: if you have not taken post secondary or college classes, just eliminate the education section. You can indicate high school or GED accomplishments on the job application.*

Section 6**Professional Development:**

List training, seminars, certifications, or classes you have taken that are applicable to the position for which you are applying. Do not include dates.

Section 7**Professional Association:**

List any professional associations in which you are currently a member and those that are relevant to the position and your field. Additionally, list any professional associations in which you were a past member if you held an office: list the office you held.

Section 8**Community Affiliations:**

List any community affiliations in which you serve. Be cautious of institutions that may cause biases.



WRITING ACCOMPLISHMENT STATEMENTS

Writing accomplishment statements can be challenging for some people. Use this activity as a guide to help you with this process.

Accomplishments:

- Clarify what you CAN DO
- Identify what you have to sell
- Document unique value
- Identify key words/key skills
- Specify your competencies

Accomplishments include:

- Increased Sales
- Increased Productivity
- Improved Profitability
- Reduced Time/Saved Costs
- Decreased Turnover
- Reduce errors/Improve accuracy
- Improved Processes
- Improved Quality
- Conceived and/or created a new program, system, service, procedure or plan
- Initiated, devised and carried through a complex plan or process
- Successfully handled an emergency situation or crisis
- Took the initiative to solve an overlooked problem
- Saw an opportunity for improvement, developed a plan and carried it through to successful completion
- Managed projects to timelines and budgets

To assist you in writing accomplishment statements, use the SOAR acronym and process. This helps to clarify what you have done in succinct and objective terms. Think of things you have done in the past that you are very proud of, projects you completed, actions you took that achieved business results, or problems you solved. You will want to complete at least 12-15 accomplishments for your resume.

SOAR Process: Utilize the acronym to write your accomplishments

S = Situation you encountered (*performance objective, problem, project of which you were held accountable & responsible*)

O = Obstacles you encountered (hindrances, barriers, blockages, difficulties)

A = Action you took (*How it was accomplished*)

R = Results you got (*Quantifiable – numerical terms*)

Accomplishment Statement: Write a statement that incorporates the SOAR information into one sentence (about 25 words) which begins with a past tense, action verb and contain quantifiable results if possible.



EXAMPLE 1:

- S:** Company had several inventory systems which reduced accuracy and was costly
- O:** Getting buy-in from all the different users
- A:** Led a task force to consolidate all inventory records into one user-friendly system & identified redundant processes
- R:** Based on the new system and the newly available information, we reduced redundancy and inventory by 20%

Accomplishment Statement

Reduced excess inventory 20% by identifying redundant inventory through consolidating and centralizing records.

EXAMPLE 2:

- S:** Comptroller division was running 20% over its projected budget
- O:** Competition for dollars among departments was stiff
- A:** Launched functional analysis which resulted in a consolidation of accounting, finance & forecasting areas
- R:** My study provided data to make organizational changes which yielded \$500K in annual cost savings

Accomplishment Statement

- S:** Saved \$500,000 annually by spearheading functional analysis of comptroller division which consolidated accounting, finance & forecasting areas.

Evaluate the following accomplishments:

- Reduced receivables from 45 days to 30 day. **(needs a little information regarding how this was accomplished)**
- Worked as an analysis for the Human Resources Department. **(not an accomplishment-this is a job function)**
- Increased sales activities with new prospects and static accounts expanding sales by 35%. **(good-has results and how they were achieved)**
- Managed 6 accountants. **(responsibility, not an accomplishment)**
- Created product market potential of \$12M per year by designing equipment and techniques for a new chemical process. **(good-has results and how they were achieved)**
- Reduced annual security operating budget 22% by developing and implementing several cost savings projects which increased the level of security. **(good)**
- Reduced internal project rejections from 14% of sales to 2% and customer returns from 3% to 0.1%. **(could use a little information regarding how results were achieved)**



Action Words for Resume Writing

accomplished	campaigned	delegated	experienced
achieved	canvassed	delivered	explained
activated	capitalized on	demonstrated	expressed
adapted	carried on	depicted	facilitated
added	caused	described	financed
addressed	centralized	designated	focused
adjudicated	certified	designed	forced
administered	chaired	detailed	forged
advanced	championed	detected	formulated
advertised	classified	determined	fostered
advised	coached	developed	found
advocated	collaborated	devised	founded
affected	collected	dictated	fulfilled
allocated	committed	directed	gained
analyzed	communicated	discovered	gathered
annotated	compelled	discussed	generated
announced	compiled	dispensed	governed
answered	completed	displayed	grew
anticipated	composed	dominated	grouped
appeased	compromised	doubled	guaranteed
applied	computed	downsized	guided
appropriated	conceived	drafted	handled
approved	concentrated	drove	headed
arbitrated	conceptualized	earned	heightened
argued	conducted	edited	hired
arranged	consolidated	educated	identified
articulated	constructed	eliminated	illustrated
asserted	consulted	employed	implemented
assigned	contracted	empowered	impressed
assisted	controlled	encouraged	improved
assumed	conversed	endorsed	incorporated
assured	converted	engaged in	increased
attained	convinced	engineered	induced
audited	cooperated	enhanced	influenced
augmented	coordinated	enlarged	informed
authored	corrected	enlisted	initiated
authorized	corresponded	established	inspired
bargained	counseled	evaluated	installed
bid	created	examined	instigated
boosted	critiqued	exceeded	instituted
bought	cultivated	executed	instructed
briefed	cut	exercised	integrated
budgeted	dealt with	exhibited	intensified
built	decided	expanded	interpreted
calculated	defined	expedited	intervened



interviewed
introduced
invented
invested
issued
launched
lectured
led
lobbied
logged
lowered
magnified
maintained
managed
marketed
maximized
mediated
merged
met
minimized
mobilized
moderated
modernized
modified
monitored
motivated
multiplied
negotiated
netted
obtained
opened
operated
orchestrated
ordered
organized
outlined
overhauled
oversaw
participated
penned
performed
persuaded
phrased
piloted
pioneered
pitched

planned
positioned
prepared
presented
presided
pressured
prioritized
processed
proclaimed
produced
programmed
projected
promoted
prompted
proofread
proposed
proved
provided
publicized
purchased
raised
ran
ranked
rated
reached
realized
reassured
received
recommended
reconciled
recorded
recruited
reduced
re-engineered
regulated
remarked
remedied
renewed
reorganized
represented
researched
resolved
restored
restructured
revamped
reviewed

revised
revitalized
revived
revolutionized
scheduled
secured
selected
served (as)
set (up)
settled
simulated
sold
solved
specified
spelled out
spoke
started
stated
steered
stipulated
streamlined
strengthened
stressed
structured
succeeded
supervised
supported
swayed
synchronized
systematized
targeted
taught
tested
traced
trained
translated
tripled
turned around
underwrote
unified
united
updated
upgraded
upheld
urged
used

utilized
verbalized
verified
voiced
won
wrote



SAMPLE STATEMENTS

- Achieved 20% reduction in excess inventory by identifying redundant inventory by consolidating and centralizing records
- Reduced excess inventory 20% by identifying redundant inventory through consolidating and centralizing records.
- Yielded annual savings of \$500,000 by spearheading functional analysis of comptroller division to consolidate accounting, finance & forecasting.
- Saved > \$3 million in MIS costs by delivering MIS solutions throughout the Credit organization and by developing new MIS applications to enhance tracking, reporting and measurement of processes.
- Consistently achieved 10% under budget while creating and maintaining 4 cost center budgets totaling \$4M.
- Reduced project start time by 6 months with a smaller team size that achieved maximum functional coverage by creating a new validation methodology.
- Received state recognition for innovative technology programs and received numerous awards for their advancement in Internet marketing.
- Effectively managed the '04 & '05 budget (\$35M, \$57M respectively) within 1% of target and increased technology benefit estimations by 26%. Utilized strong collaboration and investment principles to maximize benefits to the company.
- Led cross-departmental project team for new technology integration, which was completed on time and \$98,000 under budget.
- Met or exceeded performance management goals by working with managers to provide ongoing performance feedback to their employees and to improve coaching skills.
- Redesigned department's accounts payable process resulting in a decrease in extraneous payments and late fees.
- Provided professional staff support to director, multiple managers, project managers and technicians resulting in reduced costs and improved productivity.

Write twelve to fifteen accomplishments you have achieved over the past ten to fifteen years. You will position them under the job title in which they were achieved.



RESUME EXAMPLES



JOYFUL DAY

555-111-2222 Cell

joyfulday@yahoo.com

SUMMARY

Energetic Executive Assistant with a comprehensive background in supporting senior level management teams. Significant focus on managing and coordinating administrative needs for multiple executives and teams simultaneously. Record of consistent achievement in creating efficient and productive working environments. Saved time and costs by creating electronic systems and effective documentation. Ability to handle multiple responsibilities, set priorities, communicate ideas to others, and respond positively to demanding situations. Demonstrated ability to interface effectively with diverse groups.

KEY QUALIFICATIONS

- HRIS People Soft
- Placeware
- Administration
- Events Planning
- Six Sigma
- Process Development
- MS Office
- Seminars/Conferences
- Audio Visual/Media
- Client Relations
- Visio & PageMaker
- Management Reporting

PROFESSIONAL EXPERIENCE

STATE OF ARIZONA, Phoenix, AZ

Executive Assistant, Human Resources Department, ADOA, 2006 – Present

Support 2 Executive Directors and their teams. Manage calendar and daily schedule. Arrange all travel, including air, transportation and accommodations. Complete expense reports and maintain corporate card currency. Run daily reports. Screen calls as needed. Make and distribute copies of documents needed for meetings.

- Developed expense reports that identified areas of opportunity for decreased spending and increased monitoring.
- Recruited by management to represent site/department throughout system conversions, disaster recovery testing and training of new systems to both on and off site locations.
- Improved accuracy and productivity by developing an automated process for payroll and attendance records.

CITY OF CHANDLER, Chandler, AZ

Administrative Assistant, Training Department Coordinator, 2005—2006

Supported training team of 14 employees and established plans and procedures for major technology conversions during a merger/acquisition. Managed the logistics for the conversion projects, which included printing and shipping manuals and instructor supplies, coordinating participant's meals, and creating and distributing electronic surveys. Built relationships with internal and external clients.

- Embraced responsibilities normally handled by the training manager; initiative enabled the manager to concentrate on classroom delivery.
- Wrote detailed manual including procedures and documentation of the training coordinator position.
- Eliminated unorganized documents and manuals; created a electronic library of frequently used documents and manuals that ensured critical material was easily accessible at all times.



CITY OF CHANDLER, continued:

- Re-designed new hire training manual to a cleaner, more modern approach. Emphasizes the professionalism and organization of the training team.
- Reorganized the new hire training program, including location, lodging, shipment of materials resulting in significant savings and ease of planning.
- Managed training preparation and logistics for a major software platform conversion during a merger. Accomplished task without disruption to work output.

Senior Administrative Assistant, 2003—2005

Maintained and coordinated calendars for two Vice Presidents, set appointments, screened calls. Planned and coordinated conferences, meetings, and events. Arranged all on-site logistics, including transportation, accommodations, cost analysis and audiovisual support.

- Saved travel costs on international and domestic travel for the Vice Presidents by using expertise travel knowledge ensuring lowest fares and hotel rates.
- Reviewed and discussed resumes of possible candidates with manager to determine qualifications and best fit for open position(s). Acted as point of contact for candidates overseas to ensure candidate information and documentation were in place.
- Prepared, tracked and summarized departmental statistics on a daily and monthly basis. Enabled management to provide feedback to supervisors and their teams.

STATE OF NEW MEXICO, Albuquerque, NM

Senior Administrative Assistant, 1998—2003

Managed calendar and daily schedule for Site Manager, coordinating multiple activities in a fast-paced environment. Scheduled appointments and recorded them on electronic calendar. Liaised with management and clients to coordinate meetings and confirm information for presentations and documents. Created and edited documents and presentations.

- Prepared, tracked and summarized departmental budgets on a daily and monthly basis submitted to management, resulting in accurate monitoring and forecasting of expenses.
- Developed and implemented training program for newly hired administrative assistants including business software and office procedures. Increased productivity of new hires.
- Researched, tracked and documented incoming legal correspondence while utilizing outside resources such as tax offices, attorneys and colleagues. Successfully planned and coordinated conferences, meetings and events individually and as a team while maintaining budget and time constraints.

EDUCATION

Bachelor of Science (BS), Human Resources Management and Business Administration,
Arizona State University, Tempe, AZ

PROFESSIONAL DEVELOPMENT

MS Office, Visio, PageMaker, WordPerfect, Info Poll, Confirm It, Transcription



NAME

123 Main Street • Addison, Illinois 98109 • 425.555.0139
someone@example.com

SUMMARY OF QUALIFICATIONS

Highly organized and detail-focused **Bookkeeper** with an exceptional track record of accurately handling financial reporting in deadline-oriented environments.

- Skilled in all aspects of recording transactions, posting debits and credits, reconciling accounts, and ensuring accuracy and completeness of data.
- Expertise in developing and delivering monthly, quarterly, and annual financial statements for management within tight deadlines.
- Proficiency in managing accounts payable and accounts receivable, generating invoices and monthly statements for clients.
- Proven ability to identify and implement improvements to streamline processes and increase efficiency and productivity.
- Excellent computer skills; proficient with Microsoft Word, Microsoft Excel, and QuickBooks and able to learn proprietary systems/applications quickly and easily.

Skill Proficiencies

- Quarterly Reports
- Accounts Payable/Receivable
- Budget Preparation
- Process Improvement
- Financial Statements
- Reconciliation

PROFESSIONAL EXPERIENCE

Contoso Pharmaceuticals – Addison, Illinois 2000 – Present

Full-Charge Bookkeeper

Manage all financial transactions, posting debits and credits, producing financial statements, and recording all transactions. Prepare management reports and financial summaries using Microsoft Excel detailing company's financial status. Generate bank deposits, verify and balance receipts. Create invoices and track overdue accounts. Manage payroll and prepare payroll tax returns. Research and resolve billing and collections disputes.

Key Contributions:

- Supported a significant increase in productivity levels by streamlining accounting processes.
- Prepared and delivered to management, under extremely quick turnaround timelines, accurate monthly, quarterly, and annual financial statements.

Blue Yonder Airlines – Addison, Illinois 1997 – 2000

Accounting Technician

Managed financial transactions and record keeping with strict attention to detail. Verified and posted transactions to general ledger. Reconciled and balanced accounts and computed interest rates. Compiled statistical reports for management. Generated monthly statements and invoices for customers. Communicated with customers to address inquiries and resolve issues.



Key Contributions:

- Improved processes for creating customer invoices, which reduced overall timeframe for receiving payments.
- Excelled within a fast-paced environment, continually taking on increased levels of responsibility.

Coho Vineyard – Addison, Illinois

1995 – 1997

Assistant Bookkeeper

Ensured accurate and timely processing of accounting data. Performed accounts receivable functions, balancing cash and posting sales invoices. Worked with accounts payable department to post invoices. Accurately entered transactions into proprietary company accounting system. Completed ad hoc assignments and analyses for managers and supervisors.

Key Contributions:

- Demonstrated talent for quickly learning new tasks and completing assignments ahead of schedule while maintaining a high degree of accuracy.
- Contributed substantially to reducing outstanding accounts receivables through improved collections processes.

EDUCATION

Associate's Degree in Accounting

STATE COLLEGE – Addison, Illinois



NAME

123 Main Street • Addison, Illinois 98109 • someone@example.com • 425.555.0139

QUALIFICATIONS SUMMARY

Highly personable **Customer Service Professional** with over eight years of experience in account management, claims and sales processing, and call-center operations within the travel, insurance, and entertainment industries.

- ◆ Talent for identifying customer needs and presenting appropriate company product and service offerings.
 - ◆ Demonstrated ability to gain customer trust and provide exceptional follow-up, leading to increased repeat and referral business.
 - ◆ Track record of assisting in the design and implementation of reporting procedures that reduce labor costs and improve customer-satisfaction ratings.
 - ◆ Expertise in resolving escalated customer service issues.
 - ◆ Secured numerous company achievement awards for delivery of exceptional customer service.
 - ◆ Proficient with Microsoft Office System (including Microsoft Word, Microsoft Excel, Microsoft PowerPoint®, Microsoft Access, and Microsoft Outlook®).
-

PROFESSIONAL EXPERIENCE

BLUE YONDER AIRLINES – Addison, Illinois

2000 to Present

Customer Care Lead (2001 to Present)

Serve as Customer Care Lead for a major airline with flights to 204 domestic cities in 46 states as well as 42 international cities in 26 countries.

Promoted to lead team of 15 employees in daily call center operations. Collaborate with Customer Care Manager to create strategic plans to enhance customer satisfaction. Provide employees with tools to maintain and increase service levels to both internal and external customers. Work closely with other departments to promote sales contests, clarify information, and distribute reports. Gather, analyze, and report daily/weekly/monthly sales and service statistics.

- Contributed to increasing Miles membership by 10% by assisting in execution of aggressive sales plans.
- Instrumental in improving customer-satisfaction ratings through suggestion, development, and implementation of new reporting procedures.
- Increased employee knowledge by assisting with development and implementation of product-awareness program.
- Enhanced employee performance and attendance through daily mentoring, one-on-one discussions and motivational strategies.
- Received outstanding positive comments from team members on employee reviews, as well as exceptional feedback from senior management.



Customer Service Representative (2000 to 2001)

Recruited to provide top-notch service to both internal and external customers. Processed airline ticket orders, answered questions, responded to concerns, and alleviated delicate situations with professionalism and sensitivity. Assisted Training Manager in creating and updating training materials. Prepared weekly reports for Customer Care Supervisor.

- Selected to coach and mentor new customer service representatives for opening of new call center.
- Achieved perfect score on all phone monitors throughout tenure.
- Received Customer Service Award for outstanding track record of positive customer feedback.

HUMONGOUS INSURANCE – Addison, Illinois

1998 to 2000

Customer Advocate

As Customer Advocate, handled claims processing for a leading insurance and financial services provider.

Investigated and resolved customer concerns in collaboration with respective agency and other departments. Prepared written responses to Department of Insurance inquiries. Provided measurement on volume and trends to determine agency education needs and improve customer satisfaction and retention.

- Participated in implementing new paperless process, resulting in streamlined operations.
- Dramatically enhanced customer-satisfaction ratings by expediting all claims and ensuring a high degree of accuracy.

GRAPHIC DESIGN INSTITUTE – Addison, Illinois

1995 to 1998

Customer Service Representative

Served as Customer Service Representative for a not-for-profit corporation hosting local performing arts organizations, films, touring performers, and community events.

Interfaced with customers to identify needs, field questions, and facilitate ticket sales. Provided show and venue information, completed monetary transactions, and resolved issues as needed. Coached and mentored new employees in customer-service processes and company policies.

- Played key role in reducing labor costs by recommending staff scheduling changes.
- Received numerous accolades from senior management for consistently providing excellent service and tactfully resolving sensitive issues.

EDUCATION AND TRAINING

Associate of Arts in General Studies • NATIONAL COMMUNITY COLLEGE – Addison, Illinois



Name

Phone:

Email:

Cell:

SUMMARY

Human Resource Generalist with expertise in effectively managing Staffing, Redeployment and Diversity Projects required to meet dynamic global business objectives. Business Partner that created, deployed and managed large-scale, long term global recruiting programs across diverse cultures and international time zones. Collaborative communicator that earned recognition for developing, mentoring and coaching human resource staff. Results and quality driven contributor that consistently demonstrated commitment to task and high standard of integrity.

KEY QUALIFICATIONS

- Recruiting/Staffing
- Diversity Initiatives
- Redeployment
- Project Delivery Focal
- Development/Coaching
- Employee Mediation
- Process Development
- Event Management
- Budget Controls

PROFESSIONAL EXPERIENCE

COMPANY, Glendale, AZ **2002-Present**
Diversity Program Manager, Staffing **2006-Present**

Spearheaded Human Resources recruiting programs focused on meeting business requirements by presenting a diverse candidate pool of experienced professionals as a result of staging 16 commercial recruiting events. Created and implemented recruiting/staffing processes, sourcing roadmap including vendor management.

- Achieved increase of 5x in recruiting events and secured internal funding by developing process and standards.
- Developed and implemented recruiting event processes including resume collection and categorization targeted to provide measurable data including diversity results.
- Led automated hiring data initiative with email based capability to calculate event ROI.
- Initiated first virtual career chats in collaboration with 2 female Vice Presidents' slated to present latest technical achievements to recruit experienced technical female candidates.

Project Manager, Human Resources **2002-2006**

Project Manager that met Operations Groups staffing goals. Planned, managed and implemented special projects including creating Internationalization Team's catastrophic event scenario response planning. Developed 3-Geography model to increase team effectiveness and efficient operations across Asia, Europe and the US.

- Eliminated legal risks in redeployment efforts that ensured employees received maximum benefits available and sensitively responded to employees' concerns.
- Created and managed hiring plan process and monthly job requisition approval process in collaboration with VP and Finance Controller. Achieved heightened diversity awareness by introducing diversity dashboard with stretch goals.
- Achieved significant time and cost savings by developing and implementing comprehensive electronic headcount review process with improved data integrity.
- Achieved 15% increase of acceptance rates for under-represented minority hires within Intern and Recent College Graduate Programs by coaching direct report.



Project Manager (continued)

- Built time/cost savings decision making capability model including execution of key decisions/ business capabilities in dual locations.
- Directed 3-Geographies Program Best Known Method shared with 21+ groups resulting in improved communications, effectiveness and identified success competencies.
- Earned Intel Manufacturing Excellence Conference Diversity Award for 3 Geography Model also showcased to Company Founder.

COMPANY, City, State

1994-2002

Senior Human Resource Staffing Manager

1999-2002

Provided HR support for 455 employees in a multiple site organization using performance based compensation reviews, manager/employee performance improvement coaching, organizational development consulting and training to drive efficient operating strategies.

- Fostered a healthy work environment, addressed employees concerns and coached managers on the development and implementation of action plans by designing and conducting climate assessments using diagonal slice approach.
- Effectively managed Voluntary Separation Program including sensitively, promptly and professionally negotiating “exception issues” promptly and professionally.

Senior Staffing Consultant

1994-1999

Met dynamic hiring demands by forecasting, pro-actively planning and negotiating positive outcomes to complex senior management job offers with significant variables.

- Filled 488 job requisitions within 1 year with an increased offer accept rate to 81% by comparing total compensation package and career path opportunities.
- Traveled to new site start up in Costa Rica and provided training to local staffing team.
- Hired over 300 employees to support US factory ramp in 3.5 months.

EDUCATION

BS, Business Administration, Arizona State University, Tempe, Arizona

PROFESSIONAL DEVELOPMENT

Global Staffing, Society for Human Resources Management

PROFESSIONAL AFFILIATIONS

Society for Human Resources Management, Member
Society for Training and Development, Member



NAME

Cell phone:

Email:

SUMMARY

Business Manager with a proven track record in all aspects of office administration. Expertise in statistical data and financial reporting, purchasing, budgeting, and documentation. Experience in customer relations continuously exceeding internal and external customer needs.

KEY QUALIFICATIONS

- Budgeting
- MS Office
- Contract Negotiations
- Administration
- Financial Reporting
- Statistical Data
- Relational Databases
- Inventory Control
- Customer Relations

ACCOMPLISHMENTS

ADMINISTRATION

- Provided professional staff support to Director, multiple Managers, Project Managers and Technicians.
- Provided departmental coordination of vehicle fleet maintenance and service including gas and electric powered vehicles.
- Coordinated and managed remodel of parts room resulting in increased security and improved access for loading and unloading of materials.
- Redesigned and implemented staff workspace using creative solutions considering space constraints for improved workflow and efficiency.
- Assigned and completed remodel and security implementation of ASU, University Technology Office cart parking area for multiple departments.

CUSTOMER SERVICE

- Coordinated and trained office support staff to provide an efficient service order processing and billing operation, expediting orders to appropriate technical staff when needed resulting in a high level of customer satisfaction.
- Supported technical staff provisioning tools, computers, communication devices and vehicles in a timely manner so that they could provide services to our customers.
- Played integral role in implementing a 'FASTRAK' line of service for basic data requests, resulting in next day turn around service for 20% of service requests.

BUDGETING/ FINANCIAL REPORTING

- Improved department's budget record keeping and audit trails allowing for more useful monthly expenditure/revenue reporting.
- Collaborated with department Director on yearly budget.
- Managed, tracked and provided account reports to Director and AVP for a twelve million dollar capital development program fund to upgrade computer networks at Arizona State University.



PURCHASING

- Lead ASU Data Communications process conversion from an internal requisitions database to an enterprise purchasing system.
- Initiated and created a new inventory management process reducing inventory 50%, space utilization and staff time.
- Played a lead role in writing of RFP for ASU Data Communications passive component bid.
- Maintained and provided accurate updates for tracking departmental orders.
- Monitored all departmental purchases for compliance with state contracts.

ACCOUNTS PAYABLE

- Redesigned department's accounts payable process resulting in a decrease in extraneous payments and late fees.
- Reconciled departmental and enterprise payment of invoices for data services which were inconsistent with existing services resulting in reduced monthly expenditures.
- Played a lead role in developing and implementing a new service request process resulting in accurate billing, increased revenue, reduced staff time, and a move toward a paperless process.

PROFESSIONAL EXPERIENCE

COMPANY, Phoenix, Arizona, 2002-Present

Business Manager Senior, Office Specialist Senior

COMPANY, Tempe, Arizona, 1999-2001

Operations Manager

COMPANY, Glendale, Arizona, 1998-1999

Clerk

COMPANY, Scottsdale, Arizona, 1997-1998

Teller



Name

Cell: 480-111-2222

dan@earthlink.net

Home: 480-999-5555

More info at: www.dan.com/resume

SUMMARY

Innovative Technology / Productivity Improvement Leader with a track record of significant bottom-line results. Extensive background in Manufacturing, Reliability and Innovation Methodologies. As a Technical Assistant to Senior VP of Technology Manufacturing Engineering, improved communication and execution within the 1200 person worldwide organization as well as with domestic and international equipment suppliers. Successful in leading enterprise-wide continuous improvement initiatives resulting in significant cost savings. Excellent communication, management and analytical skills.

KEY QUALIFICATIONS

- ◆ Innovation Methods
- ◆ Reliability Engineering
- ◆ Industrial Engineering
- ◆ Lean / Six Sigma Training
- ◆ Equipment Development Methodology
- ◆ Training Development & Delivery
- ◆ TPM / PM Analysis
- ◆ Process Improvement / TRIZ

ACCOMPLISHMENTS

INNOVATION / PERFORMANCE IMPROVEMENT

- ◆ Generated \$24M in cost savings in 2005 by driving corporate problem-solving team initiative and projects.
- ◆ Achieved higher yields and increased output by facilitating quick, innovative team solutions to complex, long-standing manufacturing problems resulting in numerous Invention Disclosures.
- ◆ Created professional TRIZ* courseware and delivered successful hands-on classes to factories worldwide, resulting in numerous manufacturing equipment and process improvement projects.
- ◆ Customers awarded the TRIZ innovation program with their prestigious "Excellence Award" in 2005 for successful proliferation of training and generating significant, measurable results.
- ◆ Collaborated with Intel and Invention Machine Corporation to develop and implement a unique educational program teaching TRIZ to high school students on the Gila River Indian Reservation. Resulted in dramatic and measurable improvements to the students' problem-solving skills.

**TRIZ is a Russian acronym for the "Theory of Inventive Problem Solving" – a set of tools and methods for systematically generating breakthrough solutions to difficult problems.*

RELIABILITY & MAINTAINABILITY IMPROVEMENT

- ◆ Drove Intel's Equipment Reliability and Maintainability Program into process equipment development groups, resulting in more consistently meeting factory requirements upon installation.
- ◆ Raised skills levels for over 1000 engineers by developing five courses for Company University. Taught and coached hundreds of Intel's engineers on basic and advanced reliability engineering methods.
- ◆ Achieved faster production ramps to meet market demand through teaching advanced reliability engineering methods to the majority of Intel's major equipment suppliers across



the US, Europe, Japan and Israel. Enabled suppliers to more consistently meet Intel's requirements.

- ♦ Sold/transferred Intel's Reliability Program & Training Courses to Ford Motor Company which are now proliferated throughout their North American Operations, to support Ford's world-wide TPM initiative. Two-year assignment.

TOTAL PRODUCTIVE MAINTENANCE

- ♦ Dramatically increased manufacturing efficiencies by implementing TPM (Total Productive Maintenance) program for a high-tech aerospace manufacturing company, resulting in a complete Preventive Maintenance program.
- ♦ Managed a Productivity Systems Team: introduced predictive maintenance technologies, including vibration monitoring, infrared thermography and in-situ particle monitoring to Intel and its suppliers. Achieved early detection of particle generation and equipment failures resulting in higher yields.
- ♦ Created statistically based, optimized PM frequencies for manufacturing equipment with factory engineers resulting in increased, predictable output and a 25% decrease in scheduled downtime.

PROFESSIONAL EXPERIENCE

One Corporation, Chandler AZ Senior Innovation Engineer	2005-Present
Two Technologies, Phoenix, AZ Senior Engineer	2004-2005
Three, Gilbert AZ Consultant to Semiconductor Manufacturing Equipment Suppliers	1998-2004
Four, Chandler, AZ Simulation Engineer, Reliability Engineer, Manager and Technical Assistant to VP	1987-1998

EDUCATION

Master's Degree, Industrial & Management Systems Engineering, Arizona State University,
Tempe, AZ

Bachelor of Arts, College of St. Thomas, St. Paul, MN

PROFESSIONAL DEVELOPMENT

Green Belt Lean / Six-Sigma Training
CRE – Certified Reliability Engineer, by ASQ
“Management through People” Training
Project Management Training
IIE Member
ASQ Member

