

YOUR RESUME WORKBOOK

Introduction

You will be judged on your resume.

Any prospective employer who receives your resume will decide — on the basis of those sheets of paper (and your cover letter) — whether to seek more information about you, or pass. Your resume is your first chance to make an impression — and it better be a good one!

No employer has the time or inclination to read every applicant's whole life story, so don't try to squeeze your autobiography into your resume. The purpose of your resume is not to get you the job, but to get the employer interested. Both you and the search committee need more information about each other before you can commit to an employment relationship.

Your resume tells about who you are, what you want, and what you have to offer. It summarizes your individual career goals, and introduces your distinctive set of qualifications. Your resume should be as unique as you are.

This workbook is designed to help you create a resume that will create a strong, favorable first impression.

In summary, your resume serves an introduction to a prospective employer, and therefore, is of utmost importance. If you present a concise, effective, positive and timely resume, you will probably be asked for a personal interview. CMAA urges you to consider seeking the services of a resume writing service to prepare your resume if you are still having difficulty after utilizing this resume workbook.

ORGANIZING YOUR RESUME

Your resume presents an organized picture of your goals and experience.

You may choose to organize your resume chronologically or functionally.

Chronological Resume. The biggest part of a chronological resume is the list of jobs you've held, starting with the most recent and going back in time. This organizational style highlights continuity (or lack of continuity) and names of previous employers.

Organize your resume chronologically if doing so shows off career growth, stability and/or prestigious employers.

Functional Resume. The biggest part of a functional resume is the description of your skills and accomplishments that are relevant to the position for which you are applying. This organizational style highlights your areas of expertise and experience.

Organize your resume functionally if the different skills you acquired in various jobs add up to a good match for the position for which you are applying. You may also want to use a functional style if you want to camouflage job-hopping, unemployment or unrelated or inappropriate jobs.

You may want to try a draft in each organizational style to judge their relative strengths in selling you as a job candidate. Don't, however, mix the two organizational styles in one resume; be consistent.

Regardless of whether you choose a chronological or a functional style, your resume must present several kinds of information in an organized manner. Use some kind of section headings to help guide the reader. Stick close to one of the following patterns, renaming the section headings as you feel appropriate.

ORGANIZING YOUR RESUME

Chronological

Functional

(Personal Identification)

Name, complete mailing address, home telephone, work telephone.

Objective

Description of desired position. May include information on special skills or areas of expertise.

Summary of Qualifications

Profile of technical/professional expertise, specialization or experience.

Professional Experience

Summary of work experience, beginning with current or most recent job and going back in time. List company name, location, years of employment, position title, major accomplishments/successes and achievements.

Accomplishments

List of major achievements with description of how they benefitted employer.

Professional Experience

Summary of positions held, including company name, location, years of employment, position title. May list major duties.

Education

Summary of formal educational achievement. Starting with highest level of education, list degree earned, school and location. May list honors. If new or recent graduate with little work experience, may list relevant course work and grade-point average.

Professional Development/Achievements

Optional. Description of continuing education courses, certification or such that support your Objective.

Publications/Papers Presented

Optional. Titles of publications you wrote or on which you collaborated that support your qualifications as an expert. List of papers presented at (CMAA) regional or national conferences. (This type of information may also be listed under Professional Development/Achievements.)

Memberships

Optional. List of memberships, committee service and offices held in professional associations (not including civic, social or other groups.)

Personal

Optional. Information that may create a more positive image. For example, may note willingness to relocate or travel, continuing volunteer work, civic participation, etc. **Do not list age, birth date, graduation dates, marital status, number of children, weight, etc.**

References

State "References available upon request." Have a separate typewritten list of references ready to provide when requested.

DRAFTING, REVISING AND TAILORING YOUR RESUME

You must work on your resume to make it work for you.

Professional writers know two things: A first draft **always** has room for improvement, and **everybody** needs an editor.

This section goes through the elements of a resume one by one, offering a sample or two, soliciting one or more drafts, and directing your self-critique. Once you are happy with a draft, you may also want to ask a friend or business associate whose job includes recruiting and hiring to review it and offer suggestions for improvement.

Before actually preparing your resume, please review the following list of resume dos and don'ts.

DO:

- ... include first: your name, address and phone number, so the employer may immediately identify you and know where to contact you.
- ... be objective about your career, experience and goals.
- ... make that first appearance count. (When scores of resumes arrive, the initial step is to scan them quickly and eliminate as many as possible.)
- ... make your resume a marketing tool for the person interested in promoting you to the screening committee and Board of Directors.
- ... list your professional experience. This is the essence of your resume. In reverse chronological order, list your most recent places of employment. Include the dates of employment and a brief description of the position, **successes and accomplishments**.
- ... highlight the characteristics of your club, its type, size of membership, special features, gross revenues and food and beverage volume.
- ... stress the positive and de-emphasize the negative. (If there are negative points, be careful not to misrepresent facts.)
- ... stress your management accomplishments. (Remember club officers are more interested in your unique management techniques and accomplishments than your previous club structure or position)
- ... include a section with personal data, i.e. organizations to which you belong.
- ... keep it short and simple! (A resume should be presented on as few pages as possible. Be brief in all areas, go into further detail in the interview.)
- ... prepare a professional presentation. Convey impeccable quality and appearance in your resume as you will in your attire and behavior in a job interview. (If possible, have individual copies typed or typeset on high quality bond paper. A photocopied resume on photocopy paper creates a lower quality appearance.)
- ... present educational background straight-forwardly, stating degrees received, majors and names of institutions. If you have completed relevant courses, include the course title, institution and dates.
- ... include the statement "References available upon request" at the end of your resume.
- ... prepare a brief cover letter that highlights your relevant major accomplishments which can be found in more detail in the resume.

DON'T:

- ... ever include your race, religion or political affiliation.
- ... create false impressions, claim experience you do not have, nor accomplishments that are not yours. (If hired on the basis of false information, more may be expected than you can deliver, and it's always likely that the truth will be discovered.)
- ... merely list names, dates and places.
- ... under any circumstances, send out a resume without proofing for typing errors or "scratch outs." If necessary — redo.
- ... send a resume without a cover letter.
- ... send a hand written cover letter or resume.
- ... include a photograph

RESUME WORKSHEET

PERSONAL IDENTIFICATION

Your resume starts with the personal identification section. Choose a design that is visually appealing. Experiment with type size and style. Feel free to develop your own style, but don't neglect any important contact information. A couple of samples are shown below.

Sample 1

EDWARD SMITH, CCM
12345 North Washington Street
Phoenix, Arizona 87654
602-555-2176 (home)
602-555-3500 (work)

Sample 2

EDWARD SMITH, CCM	12345 N. Washington St.
	Phoenix, AX 87654
	H: 602-555-2176
	W: 602-555-3500

Your Draft

Proofread! If you transpose digits on your telephone number, potential employers will not be able to contact you. Check this — and every section — carefully.

RESUME WORKSHEET

OBJECTIVE

The sample Objectives shown below obviously are not the same individual's. However, one career goal can be presented in many different ways. You may want to tailor distinct Objectives when you apply for different kinds of positions or at dissimilar facilities.

Sample 1

OBJECTIVE

To utilize the skills and technical knowledge acquired during my years as Chief Operating Officer in private club management to secure a challenging position with an upscale and growing private country club or resort.

Sample 2

OBJECTIVE

To further develop my indepth background in private club operations in both large and small clubs as well as utilize my successful record of Interim Management and consulting experience.

Your Draft 1

Your Draft 2

Carefully critique your first drafts. Get rid of any fluff. If you have more than 35 or 40 words per objective, you may be confusing the issue by saying too much. If anything seems vague, use a thesaurus to find just the right wording.

Read your Objective as though you were the employer instead of the applicant. Is it too broad to match the particular position? Does the tone communicate competence, confidence, energy and good judgement? Or does it sound angry, arrogant, discouraged or even desperate?

RESUME WORKSHEET

SUMMARY OF QUALIFICATIONS

The next section, your Summary of Qualifications, is the place to highlight how well your qualifications match the job for which you are applying. Tailor this section specifically for each job.

Sample 1

SUMMARY OF QUALIFICATIONS

- Successful record of producing substantial financial results and profits while building solid base for exemplary service, member relations, satisfaction and communication.
- Excellent management abilities developed through implementation of hands-on management style.
- Certified Club Manager professional

Strong in financial management and budgeting, food and beverage operations, marketing and the development and motivation of employees. Proficient in long range planning, club house and golf course renovation and new construction.

Sample 2

SUMMARY OF QUALIFICATIONS

- Orchestrated complete facility turn-around including overall re-organization of staff, training, management of all personnel and all profit and loss accountabilities. Specialist in club finance's and member communications.
- Well-honed executive and communications skills. Every project completed within budget and ahead of schedule. Coordinated all construction crews and deliveries for grand re-opening of clubhouse.
- Certified Club Manager. Strategic Planning Specialist.

Your Draft 1

Does your draft emphasize how your technical or professional expertise and/or experience matches the prospective employer's needs? If you present yourself as a specialist in one aspect of private club management, does your area of specialization coincide with the club's overall requirements? You want this section of your resume to portray you as being as close to the perfect fit as possible — nothing more, nothing less, nothing else. You can round out your qualifications in the following sections.

RESUME WORKSHEET

ACCOMPLISHMENTS

In a functional-format resume, the Accomplishments section typically follows the Summary of Qualifications and precedes the Professional Experience section.

Use the Accomplishments section to show how your major achievements have benefited your employers. List these achievements in order of importance to the prospective employer, rather than chronologically. You demonstrated how your skills matched the employer's needs in the previous section; now you are establishing how valuable you are when you apply those skills.

Sample

ACCOMPLISHMENTS

- Developed and implemented three year strategic plan for all facility maintenance/improvement and initiated a new membership program that increased both short-term cash and yearly cash flow substantially.
- Developed the new Employee Handbook, job descriptions and financial policies and implemented government regulations re: ADA. Installed new point-of-sale computer system.
- Lowered food costs from 46 percent to 29 and beverage costs from 62 percent to 29 percent. Revamped health insurance program and saved an additional \$24,000 per year without reducing benefits.
- Wrote marketing plan including detailed membership and marketing analysis.
- Created Special Events Department and membership programs which increased membership roster by 75 people in six months with a 65-person waiting list for Social members.

Your Draft 1

Have you been as specific as possible? Use concrete examples, numbers, dollars and statistics. Choose words carefully to maximize positive impact. Use a direct, active writing style.

PROFESSIONAL EXPERIENCE

Whether you adopt a chronological or functional style for your resume, you must list previous positions and employers. Start with your current or most recent job, and go back in time.

Don't include totally irrelevant jobs such as fast food service or retail sales — unless you have never held a job in private club management. In that case, you should probably call the section "Work Experience" or something other than "Professional Experience."

Include the club name and location, the dates of your employment, and your position title. If you are writing a chronological resume, elaborate on your major duties, growing responsibilities and achievements at each job. Emphasize your career growth.

Sample 1 (Chronological)

PROFESSIONAL EXPERIENCE

2/86-Present GLENVIEW COUNTRY CLUB - Rochester, New York

General Manager

Chief Operating Officer for one of New York's top rated golf and country clubs. Total responsibility and authority for all departments, golf greens, clubhouse, personnel, budget and finances. Gross dollar volume — \$3.3 million.

- Developed and implemented three-year strategic plan for all facility maintenance/improvement and initiated a new membership program that increased short-term cash flow by \$80,000 and yearly cash flow by \$25,000.
- Published Employee Handbook which incorporated job descriptions and financial policies. Implemented government regulations re: ADA. Modernized antiquated computer system. Installed point-of-sale system.

11/80-2/86 CEDARDALE GOLF CLUB - Albany, New York

Club Manager

Maintained full operational control over club activities. Hired, trained and supervised support staff including management of six assistant managers and a staff of 95. Prepared and administered capital budgets, five year long range plan and forecasts.

- Created Special Events Department and membership programs which increased membership roster by 75 in six months with a 65-person waiting list for social members.
- Totally revised menus and wine lists, organized two kitchen operations and increased volume by 35 percent in twelve months.

PROFESSIONAL EXPERIENCE

Sample 2 (Functional)

6/76-11/80

SHADYVIEW CITY CLUB - Syracuse, New York

Assistant Manager/Banquet Sales Manager

Directed all banquet and catering activities for this 1,400 member city club with annual gross revenues of \$4 million.

- Supervised food and beverage staff of 32.
- Developed annual food and beverage budget of \$1.9 million.

PROFESSIONAL EXPERIENCE

Glenview Country Club, Rochester, New York

General Manager, 1986 - Present

Premier, exclusive member-owned club with 300 members. Gross dollar volume - 3.5 million. Staff of 15.

Cederdale Golf Club, Albany, New York

Club Manager, 1980 - 1985

Member-owned club with 725 members. Gross dollar volume - \$6 million; annual dues volume - \$3 million. Staff of 95.

Shadyview City Club, Syracuse, New York

Assistant Manager/Banquet Sales Manager, 1976 - 1980

Very elegant, upscale city dining club established in 1962 with 555. Staff of nine.

Your Draft 1

PROFESSIONAL EXPERIENCE

Your Draft 2

As you review your drafts, watch for phrases such as “duties include” or “responsibilities involve.” These take up space and lack punch. Instead, use strong, vivid, action verbs: “initiated,” “developed,” “Succeeded,” “boosted (revenues or rounds),” “cut (costs or waste,)” “led,” “anchored,” “directed,” “created,” “implemented,” etc. (See final three pages of this section for additional action verbs and their definitions.)

Camouflage employment gaps by listing only years of employment, omitting months. (Only use the year format if there are obvious gaps in employment.)

Make sure everything you are including helps build the case that your previous experience has prepared you fully for the position you are seeking. If not, rework it or delete it.

EDUCATION

Potential employers also want to know about the formal schooling you have completed.

If you have a degree, list the college or university, its location, your degree and major area of study. List special honors, but remember that the employer cares more about your work experience than your grade-point average or extracurricular activities. If you've been out of college for less than five years, it's OK to beef up your resume by listing titles of specific courses.

If you don't have a degree, list any college courses and where you took them, in addition to your high school.

Sample 1

EDUCATION

B.S., HOTEL/RESTAURANT MANAGEMENT
Cornell University, Ithaca, New York
Magna cum laude

Sample 2

EDUCATION

California State Polytechnic University, Pomona, CA
"Advanced Management Principles" (winter short-course)

River City High School
Major areas: science, mathematics, English

Your Draft

Make sure everything is accurate. Don't list years, unless you just graduated and have no professional experience.

PROFESSIONAL DEVELOPMENT/ACHIEVEMENTS

(OPTIONAL)

You've summarized your experiential and educational qualifications. Now it's time to highlight how your professional development and achievements support your Objective.

If you choose to include a section on Professional Development or Professional Achievements, use it to list any professional awards you've received, note your professional certification or other special credentials, or describe your participation in continuing education.

Sample 1

PROFESSIONAL DEVELOPMENT

153.5 Continuing Education Credits, Club Managers Association of America. Courses include:

- Managing for Member Loyalty in Club Management
- Private Club Legal Challenges of the '90s
- Golf Course Maintenance
- Menu Management and Pricing Principles
- Club Management Institute Workshop
- Training Managers to be Trainers
- Providing Superior Private Club Service

Plus, various courses on budgeting and financial management, food and beverage operations, building and facilities management and human and professional resources

Sample 2

PROFESSIONAL ACHIEVEMENTS

DISTINGUISHED SERVICE AWARD, 1991

Club Managers Association of America

CERTIFIED CLUB MANAGER

Professional Certification Program, Club Managers Association of America

- Certified since 1985.

CERTIFIED FOOD AND BEVERAGE EXECUTIVE

International Food Service Executives Association

- Specialization/Certification earned in 1993.

Your Draft

Toot your own horn. Where is the virtue in modesty if it keeps you from getting the job of your dreams, and keeps an employer from selecting the best person (you!) for the job? Be careful, though, not to confuse self-confidence (good) with boastfulness (very unattractive). Never exaggerate or lie; You'll not only lose the job, but you may permanently damage your reputation both in and outside CMAA.

PUBLICATIONS/PAPERS PRESENTED

(OPTIONAL)

Support your status as an expert by listing any papers you have presented at professional conferences or any articles you have had published in industry or professional journals.

Sample 1

PUBLICATIONS

“New Financial Reporting Rules for Clubs”
Club Management magazine. May/June 1994, pp. 24-37.

Sample 2

PAPERS PRESENTED

Strategic Planning, “Clubhouse Question: Renovate or Rebuild?” Club Managers Association of America, 1994; Club Managers Association of America Business Management Institute V, Ithaca, New York
“Hazardous Duty — How to Conduct an Environmental Facility Audit.” Club Managers Association of America 1993 Annual Conference, San Antonio, Texas.

Your Draft

List works on which you collaborated, as well, but be sure to note co-author’s names. If you have published a single paper or delivered one presentation, you may choose to include it with your Professional Development/Professional Achievements section.

MEMBERSHIPS

(OPTIONAL)

Show your professional involvement by listing your memberships, committee service and offices held in the hospitality association industry.

Sample

MEMBERSHIPS

CLUB MANAGERS ASSOCIATION OF AMERICA

- Member since 1974
- Legislative Chapter Officer 1990-1992
- National Director since 1990

NORTHEASTERN GOLF COURSE SUPERINTENDENTS ASSOCIATION

- Member since 1976.

Your Draft

Limit this section to memberships and service in professional associations. If you want to specify civic, social, church involvement, save that for the Personal section.

PERSONAL

(OPTIONAL)

If you choose to include a Personal section in your resume, be careful to include only things that will definitely help you get the job.

Sample

PERSONAL

Willing to relocate within Northeastern United States.

Habitat for Humanity volunteer since 1989.

River City School Board, 1984-1988.

Your Draft

Don't offer any information that may work against you. Federal and state laws against discriminatory employment practices apply to most clubs — even those with the most exclusionary membership policies — but why chance prejudice or stereotyping on any aspect while a potential employer only knows you as a couple of sheets of paper? Make sure the potential employer knows you as a potential employee before he or she knows you by some label.

REFERENCES

Do not list references on your resume. Choose one of the following:

Sample 1

REFERENCES

References available upon request.

Sample 2

REFERENCES

Available upon request.

List references on a separate sheet of paper. Include each individual's name, company (or club) if appropriate and telephone number.

Always get permission before listing someone as a reference. The individuals you list should be people you can count on for a factual, specific and positive evaluation of your professional skills and character.

FORMATTING AND PRODUCING YOUR RESUME

Your resume should be as unique as you are.

However, that's not to say you should have it typeset looking like your club's menu and printed in five dinner course format. The design and presentation of your resume should not overpower its content, or send mixed messages. Rather, the look of the resume should suggest excellence and lend credence to its substance.

Using a computer to typeset your resume offers several advantages.

First, you can make your resume look more attractive visually. With computers so prevalent these days, a simple typewritten resume may look out-of-date, suggesting that the candidate doesn't keep up with the times.

With a computer, you can choose a classic, readable typeface that allows you to present sufficient information without overcrowding the page. Set wide margins and use plenty of white space.

In addition, you can emphasize certain elements by using larger type, bold type, bullets or the like. Use these devices sparingly, though. A little draws attention, but a lot makes it impossible to focus on anything.

Be consistent in your style. If you use bold type for your current employer's name, use bold type for all your previous employers' names. Use the same type size and style for all section headings. Make sure indentations line up perfectly.

Perhaps most importantly, you can easily tailor your resume for a specific position by rewording your objective or highlighting different aspects of your experience.

It's easy to format and typeset a resume on a personal computer. You can have a professional resume service do it for you, or you can do it yourself. Most quick copy centers have computers available for on-site use at minimal expense.

Have your resume printed in black ink on good stock, white or cream-colored paper with a high cotton or "rag" content. Quality paper has a good "feel," and makes the printing look sharp.

Be sure to include a cover letter, preferably typed or printed on the same paper or on formal personal stationery. Do not include a photograph. Use a large envelope so you don't spoil the look of your resume by folding it.

Increase the impact of your presentation by hand delivering it, or using a courier service or next-day air delivery service.

PREPARATION SUMMARY

There are many forms and formats for resumes. Adjust the basic form to tailor your own experience and achievements to fit the position.

1. Alterations:

At this time you can strengthen or weaken your resume. Eliminate or consolidate material. Make your statements as concise as possible. Keep it brief. Don't write yourself out of a job.

2. Tailor:

Use underlining and upper case letters for emphasis and clarity. Double or triple space to avoid overcrowding.

3. Layout:

Cut apart and reassemble, unless your resume is exactly as you want it. Lay each section on a sheet of white paper. Move them around until they are in order that is logical to read. Also, look for attractiveness in appearance and enough white space to avoid overcrowding.

4. Prepare your final form:

When you have decided on your final form — let it sit for a day or two. Re-read it as though you were a prospective employer. Is it neat, concise and attractive? Would you hire this person? Does the experience fit the job?

5. Prepare a marketing cover letter:

Tailor each cover letter to each individual employer. It should be concise, relevant, neatly typed, without errors. This is your opportunity to sell yourself, to motivate the selection committee to examine your resume and invite you for an interview.

6. Be confident:

If you have done the best you can, feel confident when you mail your resume that the result will be a success.

CONCLUSION

Your resume serves as a sales brochure and you are the product you are trying to sell. Your resume also works as a calling card, a first impression of who you are as a job candidate. After an interview, your resume serves as a reminder, supporting the personal impression the interviewer formed of you as a potential employee.

You must work on your resume to make it work for you. Devote the time and effort to make your resume the best possible first impression you can leave with someone. Critique your resume as though it belonged to someone else. Ask yourself, "Would I hire this person?" Keep working on it until your answer is "Absolutely!"

EXAMPLES OF ACTION VERBS

Accumulate - to collect; to gather

Act - to perform a specific function

Administer - to manage or direct the execution

Advise - to recommend a course of action; to offer an informed opinion based on specialized knowledge; to recommend or speak in favor of

Analyze - to separate into elements and critically examine

Anticipate - to foresee and deal with in advance

Approve - to accept as satisfactory; to exercise final authority with regard to commitment of resources

Arrange - to prepare for an event; to put in proper order

Assemble - to collect or gather together in a predetermined order from various sources

Assign - to specify or designate tasks or duties to be performed by others

Assist - to help or aid others in the performance of work

Audit - to examine officially with intent to verify

Authorize - to approve; to empower through vested authority

Budget - to plan expenditures

Communicate - to impart a verbal or written message; to transmit information

Conduct - to carry on; to direct the execution of

Consult - to seek advice of others; to give professional advice or services

Convince - to persuade; to cause others to believe something

Coordinate - to regulate; adjust or combine the actions of others to obtain harmony

Counsel - to advise; to consult with

Create - to bring into existence; to produce through imaginative skill

Decide - to arrive at a solution; to bring a definitive end

Delegate - to commission another to perform tasks or duties which may carry specific degrees of accountability and authority

Design - to conceive, create, and execute according to plan

Develop - to disclose, discover, perfect, or unfold a plan or idea

Direct - to guide work operations through the establishment of objectives, policies, rules, practices, methods and regulation

Draft - to prepare papers or document in preliminary form

EXAMPLES OF ACTION VERBS

Edit - to revise and prepare material for publications or display

Establish - to bring into existence

Facilitate - to make easier

Follow up - to pursue closely in order to check progress

Formulate - to develop or devise

Gather - to collect; to harvest; to accumulate and place in order

Identify - to establish the identity of; to associate with some interest

Implement - to carry out; to execute a plan or program

Integrate - to unify; to make whole by putting all parts or elements together

Investigate - to observe or study by close examination or systemic inquiry

Maintain - to continue; carry on; or keep in an existing state

Manage - to handle, control; to alter by manipulation; to succeed in accomplishing

Motivate - to arouse or stimulate to action

Negotiate - to confer with others with a view to reaching agreement

Obtain - to acquire or gain possession of

Organize - to arrange; to systematize or methodize

Originate - to invent or create

Oversee - to watch; to superintend, supervise

Participate - to take part in

Persuade - to move by argument or entreaty to a belief, position, or course of action

Plan - to devise or project the realization or achievement or a course of action

Prepare - to make ready for a particular purpose

Present - to introduce; to bestow; to lay as a charge before the court; to offer a view

Process - to subject to some special treatment; to handle in accordance with a prescribed procedure

Propose - to form or declare a plan or intention

Provide - to supply what is needed

EXAMPLES OF ACTION VERBS

Recommend - to advise or counsel a course of action; to offer or suggest for adoption

Recruit - to seek out others to become new members or personnel

Report - to give an account of; to furnish information or data

Research - to inquire specifically, using involved and critical investigations

Review - to consider, to reexamine

Schedule - to plan a timetable; to fix time

Search - to examine; to probe

Select - to choose the best suited

Solicit - to approach with a request or plea; to strongly urge

Supervise - to personally oversee, direct, inspect, or guide the work of others with responsibility for meeting with certain standards of performance

Synthesize - to form new product by combining different elements

Train - to teach, demonstrate, or guide others in order to bring up to a predetermined standard

Transmit - to transfer or send from one person or place to another

Utilize - to make use of

Verify - to confirm or establish authenticity; to substantiate

Write - to author; to draft

LETTERS OF CORRESPONDENCE

You should write several types of letters during your job search; the resume, cover, approach and thank you are just a few. While this section mainly focuses on how to develop effective resume and cover letters, it also examines other types of letters which are equally important to your job search.

Letters share a similar purpose to resumes: they are your advertisement for interviews and job offers. Your letters should command the attention and positive response from the recipient/search committee.

Before you begin drafting a job search letter, you need to consider the following principles and rules of letter writing:

Principles

- Who is the recipient?
- What is my objective?
- What are the objectives and needs of the recipient?
- How can I best express an objective that relates to the recipients needs and goals?
- What specific benefits can I offer to the recipient and how can I best express them?
- What opening sentence and paragraph will grab the attention of the recipient in a positive manner and invite them to read further?
- How can I maintain and heighten the interest and desire of the reader throughout the letter?
- What evidence can I present of my value to the recipient?
- If a resume is enclosed with the letter, how can I best make the letter promote my resume?
- What closing sentence or paragraph will assure the reader of my capabilities and persuade him or her to contact me for further information?
- Is the letter my best professional effort?
- Have I spent sufficient time drafting, revising and proofreading the letter before sending it to the reader?

Rules:

1. Organize what you will say by outlining the content of your letter.
2. Know your purpose and plan the elements of the letter accordingly.
3. Communicate your message in a logical and sequential manner.
4. State your purpose immediately in the first sentence and paragraph; main ideas always go first.
5. Close your letter by stating what the reader can expect next from you.
6. Use short paragraphs and sentences; avoid complex sentences.
7. Punctuate properly and use correct grammar and spelling.
8. Use simple and straightforward language; avoid jargon. Communicate your message as directly and briefly as possible.

WRITING RESUME LETTERS

Resume letters may be used as a substitute for chronological, functional and combination resumes. This letter is used to communicate your specific skills and qualifications directly to someone on the search committee.

Resume letters have one major advantage over cover letters and the resume itself — you can easily customize the letter to target a specific position. These letters provide you with flexibility. This is especially true if you print multiple copies of a general resume but find the content needs to be altered for a particular job.

A resume letter should be addressed to a name and title. Type the letter on good quality bond paper and try to keep in on one page.

The organization of the letter should be guided by the following format and rules:

- Paragraph one: Clearly state your purpose for writing.
- Paragraph two: Stress your objective, interests, and qualifications in relationship to the club's (search committee) interests and possible needs. This paragraph is the substitute for the "PROFESSIONAL EXPERIENCE" section of your resume and it should express that experience in a similar writing style.
- Paragraph three: Request to meet with the individual (or search committee) to discuss your mutual interests. Indicate that you will call to arrange a meeting. This section sets the stage for follow-up activities that result in some form of action on your application.

Your resume still plays an important role in the job search process even when you use a resume letter. While most job seekers send resumes with cover letters in an attempt to get interviews, the resume letter is designed to get the interview without an accompanying resume. In this case, the resume is presented to the search committee at the end of the interview.

The resume letter may have greater impact on potential employers because it is targeted to a particular committee and position. However, since many search committees expect to see resumes prior to inviting candidates for interviews, a resume letter may not be well received by committees who want more information. Use your own judgement as to when you should best use this letter in lieu of your resume.

WRITING COVER LETTERS

Cover letters provide an entry and introduction to your resume. If you want the search committee to read your resume, your cover letter must have impact. The cover letter captures the reader's attention, stresses the match between the club's needs and your value, and invites the search committee to read and review your resume in-depth. The resume, in turn repeats the process of focusing attention on you and stressing your value. The resume sustains and heightens the reader's interest. It provides additional credibility of detailing your value in relationship to your goals and the club's needs.

Similar to other types of letters, your cover letter should follow certain general rules:

1. **Type on good quality bond paper.** Use bond paper with a 100 percent cotton fiber content. Avoid very light or heavy weight papers with coarse textures.
2. **Address to a specific name and title.** If you are uncertain whom to address, look in the library reference materials or call the club and ask the receptionist for an appropriate name and title.
3. **Writing style should be direct, powerful and error free.** Edit to eliminate extraneous words and to check grammar, spelling and punctuation. In addition to stating your purpose, the letter tells the reader how well you communicate.
4. **No more than one page.** Do not overwhelm the resume with a lengthy cover letter or excessive repetition of the resume content.
5. **Keep the letter short and to the point.** Three paragraphs will suffice.

Paragraph one: State your interest and purpose. Try to link your interests to the club's needs. (The needs may be found the printed position opening, through personal referral, etc.)

Paragraph two: Highlight your enclosed resume by stressing what you will do for the club.

Paragraph three: Request an interview and indicate you will call for an appointment.

6. **Use appropriate language.** Repeat terms the club uses (if there is a job listing). Avoid jargon and the passive voice. Don't try to be cute or too aggressive.
7. **Always be positive** by stressing your past accomplishments and skills as well as your future value.

SUMMARY

In all cover letters, the first paragraph should re-state the position listed as well as the source of information. It links your interests to the club's needs. The letter should also indicate some knowledge of the club. Overall, the first paragraph should be succinct, purposeful and thoughtful; inviting the search committee to learn more about you.

The second paragraph should generate additional interest by referring to an enclosed resume and include additional information for emphasizing your qualifications to the club's needs. You should attempt to re-write the job listing to highlight your qualifications. When doing this, you stand out from other candidates because you raise the expectations of the search committee beyond the position description. You, in effect, suggest to the search committee that they will be getting more for their money than anticipated. At the same time this paragraph should not be hyped, boastful or aggressive.

The third paragraph allows you to make an open-ended offer to the search committee which is difficult to refuse. Linking your interest to the search committee's, (through requesting additional information on the position as well as an opportunity to meet and discuss mutual interests) softens your interview request without putting the committee on the spot of having to say "yes" or "no" immediately. Accompanied with an outstanding resume, your cover letter should make a positive impression on the search committee.