



# **HOW** TO WRITE A **WINNING** **RÉSUMÉ**

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# Introduction

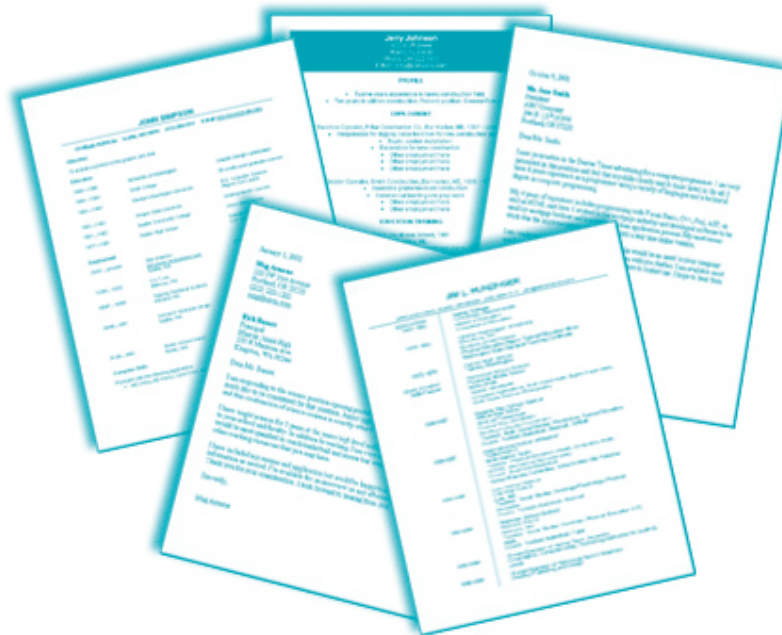
*This handbook is designed to assist you in preparing a résumé that will give prospective employers a clear, concise picture of you, your skills and abilities.*

*Writing your résumé is no easy task. However, it is well worth the time and effort involved. Whether you choose to use the step-by-step instructions, or you decide to simply use one of the sample résumés as a guide, the end result will be a résumé that helps you get interviews.*

*In today's competitive job market, companies are overwhelmed with résumés. A job opening can often attract over 100 résumés. Typically, employers spend only 15 to 20 seconds on each résumé. Therefore, you must quickly catch the reader's attention.*

*If you find that you need additional assistance, please contact any of our Vermont Department of Labor (VDOL) Resource Centers which are listed on the back of this guide. Our staff can help you with your résumé. You might also wish to consider participating in a Résumé Writing Workshop or one of the Employment Search Assistance Workshops offered by our centers to help you improve your interviewing skills and learn how to develop a job search strategy.*

*We are confident that you will find this guide to be a valuable resource and wish you success in your job search endeavors.*



# What is a Résumé?

A résumé is a tool with one specific purpose: to get an interview. It is a personal advertisement that showcases your relevant job skills, experience and education in a clearly written presentation.

## **Your résumé will:**

1. Serve as an introduction.
2. Save time for both the employer and yourself.
3. Help focus your attention and help you prepare for job interviews. A good number of interviewers base their questions on the content of your résumé. Therefore, you can plan and guide the course of the majority of your interviews by preparing an effective résumé.

A résumé gives you an advantage over a standard Job Application Form because it gives you more room to explain what you have done. It also allows you to use a style that highlights your personal strengths rather than just listing job titles and dates.

The value of a résumé depends on the type of job you are seeking, level of pay and industry practices. Even if you do not think the kind of job you are looking for requires a résumé, our advice is to go ahead and write one. If nothing else, seeing all of your skills organized will give you self-confidence. You may find your experience is more extensive than you imagined and your contributions to previous employers were more important than you thought. And, if you should run into an employer who does require a résumé, you will be prepared!



## **Part 1: Gathering Your Information**

It is important to analyze your background and experience and to gather all the necessary information before writing your résumé. By listing all your “assets” (*experience, education, skills, abilities, etc.*) you can then select those that are relevant to specific employers. This list will provide the raw material you will include in your basic résumé. It will also give you the material you need to adapt your basic résumé to different jobs and industries.

The listing process will help you evaluate more objectively your skills, abilities, and interests in relation to the job you are seeking and will better prepare you for an interview. Try putting yourself in the place of an employer and include everything you think he or she would be interested in knowing about you as a prospective employee.

Even recent graduates with little or no work history, people re-entering the job market after an absence, and job seekers with no college should prepare the asset list.

# Experience

Before writing your résumé you will want to take stock of your experience. Work experience can include anything you've done full or part-time as a paid employee, volunteer, intern, or temporary employee. List your jobs or volunteer experiences. You can use the **EXPERIENCE/WORK HISTORY WORKSHEET (Page 6)**. For each job, list your job duties and the skills involved.

## For instance:

*Computer Operator*

### Duties:

- ◆ Operate computer
- ◆ Process Data

### Skills:

- ◆ Load equipment with required items (tapes disks, cards, paper)
- ◆ Start and operate computer
- ◆ Respond to operating and computer output instructions
- ◆ Operate DEC and Prime mini-computers and IBM PC
- ◆ Maintain scheduling and job flow for two different departments



To get you thinking about your experience, you may want to use the **Sample Skills and Knowledge Checklist (Page 40)**.

# Accomplishments

Although employers are interested in your responsibilities and skills, they are even more interested in whether you can achieve results. Before you begin developing your **ASSET LIST (Page 6)**, take a few minutes to think of what you have accomplished in each of your previous jobs, volunteer work, or in your personal life. For each job, list a few accomplishments.

## When describing your responsibilities:

- Emphasize **results** rather than job duties.
- Use action verbs. (See list of **Action Verbs (Page 42)**) Action verbs create a picture in the employer's mind of you doing the work.
- Also include keywords, nouns that are relevant to the field in which you are applying. Keywords include educational credentials, professional organizations, job titles and technical skills. If you are applying for an advertised job, the ad may contain some of the keywords you will want to use. (See list of **Keywords by Occupation (page 44)**) If the employer uses a scanner, the computer will choose the résumé that contain the most keywords.
- Be as concise as possible. Avoid generalities. Instead of "work well under pressure", give a specific example of a high-pressure situation where you worked well. Instead of "outstanding leadership skills", give an example of a project you led that produced great results.
- Complete sentences are not necessary. Action phrases are acceptable. Try to edit out pronouns and articles such as I, he/she, his, her, their, a, and, the.

- Highlight specific achievements. Employers want to know your accomplishments and results in saving money, solving problems, enhancing performance, improving products or services, saving time, managing a crisis, increasing profits or services, achieving more with fewer resources, etc. If possible, show the struggle you went through to attain the results. Rather than “reduced operating costs 5%” which sounds as if it could have easily been achieved by a call to a vendor, show the difficulty of the process. Don’t exaggerate, but don’t minimize either. Change that to “In the midst of strong opposition from consultants and peers, reduced vendors from 6 to 3, negotiated sharply discounted raw materials prices, and cut operating costs by 5%.”
- Include quantifiable results where possible. Use numbers, dollar signs, and percentages whenever possible. (*i.e. supervised a staff of 15, increased sales by 20%, handled up to \$15,000 daily, etc.*) Don’t say “very short time”, say “one hour”. Don’t say “long report”, say “300 page evaluation report”. Don’t say “managed staff”, say “managed 20 person sales staff”.
- Identify increases in responsibility.
- Past experiences should be written in past tense; present experiences in present tense.
- When you write about your experience, try to recreate it so another person will be able to understand what you did and how you did it.

## Sample Accomplishment/Action-Results Statements:

- Demonstrated ability to listen effectively to customers and resolve their problems, which resulted in both cost savings and excellent customer relations.
- Computerized a manual system for order intake, saving 8 processing days per month.



- Reorganized and consolidated accounting, analysis and forecasting activities, achieving a \$50,000 annual cost saving.
  - Initiated new recruitment strategy resulting in 85 additional parents joining school Parent/Teacher Organization.
  - Exceeded monthly sales quota for shoes and clothing.
  - Reduced receivables from 45 days to 30 days.
  - Set up and implemented planned maintenance for the production facility, reducing equipment downtime by 50%.
  - Supervised 8 mechanics, 2 mechanic helpers, and 2 apprentices performing maintenance on approximately 100 pieces of equipment and vehicles.
  - Planned and coordinated restoration of 150-year-old farm house.
- Received merit increase for exceptional work performance.
  - Managed family finances and was able to save enough money for a 2-week family vacation.

If you are having trouble thinking of your accomplishments, then think of problems you have solved. Take a sheet of paper and divide it into three columns, and label in the following manner:

Problems I faced	Action Steps I took	Results
Poor application processing caused delays over 150 days.	Established a data processing system.	Processing time was reduced to 30 days.
Downtime of equipment resulted in low productivity.	Set up and implemented a maintenance schedule.	Equipment downtime was reduced by 50% and productivity increased.

## Education



List all types of education, courses, training, licenses, certificates, etc.

### If you have one or more college degrees:

- State where each degree was received. It is not necessary to list all the different schools you attended leading up to achieving your degree.
- List the dates on your worksheet but they are optional for your résumé. They sometimes indicate how old you are or how dated your knowledge is.
- List majors, minors, theses, dissertations, and coursework. Grade point average can be included for recent graduates or current students. These will be listed on your résumé only if relevant to your job objective.
- You can spell out the degree (*Bachelor of Science*) or use abbreviations (*BS*).

### If you went to college but do not intend to get your degree in the near future:

- List the name of the college and your area of study.

### If you are currently in a program but have not yet finished:

- List the institution and the program/area of study. Follow it with the date you intend to finish and wording such as: “currently enrolled” or “anticipated completion, Fall 2006”.

List any job-related or personal training or coursework.

List training you have received for any special skills such as computer, typing, foreign languages.

# Asset List

Now that you have thought about your skills and accomplishments, it is time to begin developing your “asset list”

## I. EXPERIENCE / WORK HISTORY WORKSHEET

List all full-time paid jobs, part-time jobs, volunteer work, internships or co-op positions, and freelance jobs. Begin with your most recent employment and work back. Generally, you should go back 10 years. Experiences over 10 years begin to lose impact and open the potential for age discrimination.

1) Position: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Town, State: \_\_\_\_\_  
Dates: \_\_\_\_\_ to \_\_\_\_\_  
Duties/Skills/Accomplishments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

2) Position: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Town, State: \_\_\_\_\_  
Dates: \_\_\_\_\_ to \_\_\_\_\_  
Duties/Skills/Accomplishments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

3) Position: \_\_\_\_\_  
Organization: \_\_\_\_\_  
Town, State: \_\_\_\_\_  
Dates: \_\_\_\_\_ to \_\_\_\_\_  
Duties/Skills/Accomplishments: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Asset List - (continued)



4) Position: \_\_\_\_\_

Organization: \_\_\_\_\_

Town, State: \_\_\_\_\_

Dates: \_\_\_\_\_ to \_\_\_\_\_

Duties/Skills/Accomplishments:

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5) Position: \_\_\_\_\_

Organization: \_\_\_\_\_

Town, State: \_\_\_\_\_

Dates: \_\_\_\_\_ to \_\_\_\_\_

Duties/Skills/Accomplishments:

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6) Position: \_\_\_\_\_

Organization: \_\_\_\_\_

Town, State: \_\_\_\_\_

Dates: \_\_\_\_\_ to \_\_\_\_\_

Duties/Skills/Accomplishments:

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## II. SKILLS ACQUIRED THROUGH NON-EMPLOYMENT ACTIVITIES WORKSHEET

Regardless of whether you have been employed or worked as a volunteer, there are skills which you have acquired at home and through hobbies. Skills involved in managing a household include management, budgeting, coordinating schedules, initiating corrective action, conflict resolution, etc. Skills involved in art might include paying attention to details, inventory control, analyzing, etc. Now that you have an idea of the kinds of skills you may have acquired at home or through hobbies, it would be helpful to prepare an asset list of these skills. Please remember, however, to include only those skills that would relate to a job or jobs you might be applying for.



### A. HOME

**Responsibilities:** List each of the areas of responsibility you have or have had at home.

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**Skills:** List the skills you have acquired.

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**Accomplishments:** List the things you have accomplished that might be important when preparing your résumé.

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### B. HOBBIES

**Responsibilities:** List the hobbies you have or have had.

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**Skills:** List the skills you have acquired.

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**Accomplishments:** List the things you have accomplished that might be important when preparing your résumé.

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### III. EDUCATION WORKSHEET

Degree: \_\_\_\_\_  
Major: \_\_\_\_\_  
**College:** \_\_\_\_\_  
City/State: \_\_\_\_\_  
Year of Graduation: \_\_\_\_\_  
Minor: \_\_\_\_\_  
Grade Point Average: \_\_\_\_\_  
Significant Coursework: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



**(NOTE: If you have a college degree, it is not necessary to list your high school information.)**

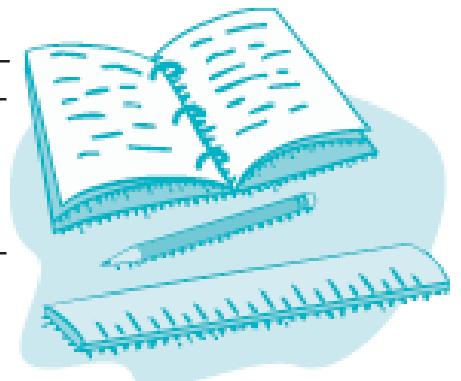
**High School:** \_\_\_\_\_  
City/State: \_\_\_\_\_  
Year of Graduation: \_\_\_\_\_  
Significant Subjects: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Extracurricular activities:** *(athletics, band, drama club, etc.):* \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Scholarships/Honors/Awards:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Training** *(job related or personal):* \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

**Licenses and Certificates:** \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_



## IV. OTHER INFORMATION



### Associations / Professional Affiliations

- List professional associations, organizations, boards and committees to which you belong. *(It is best not to list religious or political organizations unless they are pertinent to the job for which you are applying.)*
- Note those in which you held or currently hold an office.

Associations:

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### Publications



- List articles, books, chapters in books, and research papers you have authored or co-authored in reverse chronological order. Include date of publication.

Publication: \_\_\_\_\_

Date: \_\_\_\_\_

Publication: \_\_\_\_\_

Date: \_\_\_\_\_

Publication: \_\_\_\_\_

Date: \_\_\_\_\_

## Part 2: Writing Your Résumé

Now that you have gathered all the data for your résumé, you will need to organize it into an effective presentation. Your goal (*the job you are seeking*) will help here. Select data that will best present your qualifications for this goal. Remember you must convince the employer that you can make a contribution to the organization. Include information about the degree of responsibility, the level of difficulty of the work, and, where possible, the results obtained.

**Always appeal to the employer's needs - never refer to the personal advantages the job would bring you.**

Careful selection of data, skillfully arranged, may be the determining factor in securing an interview. Students or individuals recently out of school might wish to emphasize their education as being a strong point rather than work history.

To help you organize your information, answer the following questions:

**1. What kind of job am I seeking? (Job Objective)**

You will need to clearly state what job you want so the reader knows how to assess your résumé. You can state this objective in the résumé or in the cover letter. What you select to put in the rest of your résumé should support this objective.



**2. What kind of firm will have my kind of job?**

*Manufacturing? Retail? Service? etc.*

**3. What part of my training and experience relates to the job I am seeking?**

Research the position to which you are applying. Find out what skills, knowledge and experience are necessary for the job you want. This will help you to know what to emphasize and what to leave out of your résumé.

**Which part, if any, shall I minimize?**

**4. Which of the details from my asset list shall be included in the final résumé?**

# Résumé Formats

There is no one best organizing principle for a résumé. There are two basic résumé formats: chronological and functional. There are also other variations. Each is defined by the way it organizes your experience. Choose the one that shows your experience to its best advantage. To decide which will work best for you, check the Résumé Comparison Chart and the résumé descriptions following.

## Résumé Comparison Chart

FORMAT	Characteristic	Advantage	Disadvantage	Use	Don't Use If
<b>Chronological</b>	<p>Presents employment and education in reverse order, most recent experience listed first</p> <p>Most commonly used style</p> <p>Highlights recent employment, de-emphasizes experiences further back in time.</p>	<p>Easy to organize and write</p> <p>Emphasizes steady employment record</p> <p>Format is familiar</p> <p>Provides ease in reviewing history and progression</p> <p>Highlights specific responsibilities and achievements within each position</p> <p>Gives interviewers a path to follow</p>	<p>Calls attention to employment gaps</p> <p>Skills are difficult to spot unless they are listed in the most recent job</p>	<p>To emphasize past career growth and development, steady work history</p> <p>When continuing in the same career</p> <p>When the name of former employer may be significant to prospective employer</p> <p>For a conventional career field where a non-traditional style would not be accepted</p>	<p>There are gaps in your work history</p> <p>Calling attention to your age could be a problem</p> <p>You have changed jobs often</p> <p>Entering job market for the first time or after a long absence</p> <p>You are changing careers</p>
<b>Functional</b>	<p>Focuses on specific strengths and skills important to employers</p> <p>Highlights skills, experience and accomplishments without identifying specific dates and places</p> <p>No chronological listing of employment</p> <p>Starts with most relevant function you can perform (from the employer's point of view)</p> <p>Draws from accomplishments within different fields, positions or titles and categorizes them within a single skill heading</p>	<p>Brief and well-structured</p> <p>De-emphasizes a spotty work history</p> <p>Brings old accomplishments to the top, rather than buried at the end</p> <p>Changes focus to skills most relevant to individual's current objectives rather than most recent experience</p> <p>Eliminates the need to be repetitive if the majority of your career has been in the same industry or profession</p>	<p>No detailed work history</p> <p>Many employers are suspicious that you are trying to hide something (job hopping, older applicant trying to disguise age, lack of career progression, employment gaps)</p> <p>Doesn't allow you to feature companies for which you have worked</p>	<p>When entering the job market or when reentering after a long absence</p> <p>When work experience has been varied or unrelated</p> <p>When changing careers</p> <p>When primarily consulting or doing freelance work</p> <p>If you are a first time jobseeker or recent college graduate</p> <p>To highlight skills obtained somewhere other than past employment</p>	<p>Want to emphasize growth or development</p> <p>Responsibilities and functions in recent jobs were limited</p>
<b>Combination</b>	<p>Integrates the best features of both the functional and chronological styles</p> <p>Features a functional section that highlights skills, accomplishments and experience, and also includes a chronological listing of employment, education, and employment-related experience.</p>	<p>Shows off a strong employment record with upward mobility</p> <p>Showcases relevant skills and abilities and supportive employment record</p> <p>Emphasizes transferable skills</p> <p>Allows reader to get a quick glimpse of your talents</p>	<p>Work history is often on the second page and employer may not read that far</p>	<p>When shorter functional format would be too sketchy</p> <p>To offer a complete picture of abilities and work history</p> <p>To quickly match your experience to the criteria of the employer</p>	<p>Experience is limited</p> <p>There are wide gaps in work history</p>

## Résumé Formats - (continued)

VARIATIONS					
<b>Keyword</b>	Variation that adds a listing of skills to the beginning of any standard format	Skills are listed briefly and at the beginning of the Résumé  Easy for employer to scan and find skills  Effective for all career fields and skill levels	May be redundant information to include keywords at the top of your Résumé  Still an unfamiliar format to many employers	For all scannable systems of job screening  For all new graduates, those reentering the work place or changing careers	There is rarely a time when you cannot use this variation. It can be used in combination with any or all of the other formats  Still an unfamiliar format to employers  May be redundant information to include keywords at the top
<b>Targeted</b>	Highly focused document aimed at a particular job  A "capsule" of work experience  More of a strategy than a style  All styles should target a specific occupation, this approach targets the specific employer and a specific job  Must carefully research the employer's needs  Objective should be the exact job title	Brief and direct  Easy to read	May focus too tightly on one particular job  Content may appear sparse	When job target is specific  When you need separate résumés for different career paths	You are not prepared to put the effort into the necessary company research



# Résumé Components

All résumés are composed of several sections, regardless of the format you select to present them. They are listed here in the general order in which they are most likely to appear. The titles of the categories are flexible and you can use any titles that you feel will best showcase your experience.



1. **Contact Information**
2. **Objective**
3. **Qualifications Summary**
4. **Experience**
5. **Education**
6. **Licenses/ Certifications**
7. **Associations/Professional Affiliations**
8. **Other Skills**

## 1. CONTACT INFORMATION

### Name

- Place your name on the top of the page so it will be easily noticed.
- It can be centered or off to the side.
- Different size fonts, bold letters or capital letters are often used to make it stand out.

### Address

- Your street address is preferable to a P.O. Box number because it creates a more stable image. If, however, you have a specific reason not to give your address, a post office address is acceptable.
- Include your street address, city, state and zip code.

### Phone

- Include your home phone number with area code. Make sure you have a “respectable” message if you have an answering machine.
- You may want to use your cell phone number instead.
- You may include your business telephone if you feel you can talk freely and it won’t jeopardize your job.

### E-Mail Address

- Providing your e-mail address can speed up an employer’s response and demonstrate that you are computer literate (*which can be a plus when applying for many positions*).

### Web Address

- If you have a website that is relevant to your job search, put your URL (*website address*) in your heading.

### FAX Address

- Generally, don’t list a FAX number unless sending your résumé to a recruiter.
- Employers rarely fax a response to a job applicant.

## 2. OBJECTIVE, CAREER OBJECTIVE, JOB OBJECTIVE or POSITION DESIRED (Optional)

- Place immediately below your contact information.
- Tells the reviewer what kind of position you want. For example, “Seeking position as an administrative assistant”. You can include more detail such as “Seeking an administrative position using my organizational, word processing, and customer service skills”.
- Defining objectives can be tricky. A vague statement such as “Seeking a position that uses my skills and experience” is meaningless. An overly specific objective can backfire, eliminating you from jobs you want that are slightly different from your objective.
- It should be as concise as possible and may include:
  - The skills you offer that relate to the job (*focus on the employer’s needs*).
  - Use the employer’s job title when possible.
- Include an objective if you have a specific career goal in mind or you know the title of the job for which you are applying.
- If you decide to use an objective statement, make sure it fits the job you are applying for. It should show that you know the type of work the company does and the type of position it needs to fill.
- Everything that follows on the résumé should be relevant and support the objective.
- If you do not include the objective on your résumé, make sure to communicate it in the cover letter.

### Sample Career Objectives:

- **Computer Programmer position using skills in C and C++**
- **Sales representative within the pharmaceutical industry**
- **Entry level position with investment firm using financial, analytical and communication skills**



## 3. QUALIFICATIONS SUMMARY, PROFILE, QUALIFICATIONS, HIGHLIGHTS, AREAS OF EXPERTISE, SKILLS AND ABILITIES, or HIGHLIGHTS OF QUALIFICATIONS (Optional)

- Generally, employers will spend less than 10 seconds screening your résumé the first time. Their goal is to eliminate as many candidates as possible and concentrate on the best. Therefore, highlighting your qualifications early in the résumé is an effective way to improve your chances for consideration.
- While a job objective states what you want, a qualifications summary states what you know.
- A summary consists of three or four statements of your best qualifications that tell the reviewer why you are the ideal candidate for the job. It is similar to the blurb on the back of a book or the trailer to a movie. It should capture the essence of your experience, skills and traits. It is a good place to insert “keywords” for electronic scanning.
- It belongs below your contact information or objective statement. Most résumé writers choose either an objective statement or summary, but some use both.
- A summary works well for applicants with extensive or varied experience because it prevents the important facts from being lost among the details.
- For guidance in writing a Qualifications Summary see **QUALIFICATIONS SUMMARY WORKSHEET (page 46)**.

## Sample Summary Statements:

- A Sales Manager with 12 years experience in expanding territories and profits to exceptional levels. A hands-on team player skilled at developing staff and increasing morale while enhancing the bottom line.
- An Office Administrator with over five years of secretarial and administrative experience. Special strengths in scheduling, coordinating, desktop publishing, and handling correspondence. A loyal, punctual, self-disciplined worker.
- Ten years experience in the design and delivery of PC training programs, with a focus on customized software applications and solutions. Ability to translate internal customer needs into technology solutions and communicate implementation through state-of-the-art training.
- Over 8 years hands-on experience with automotive electronics, electronic fuel delivery systems, and computers. A responsible, capable, and hardworking service technician who adapts well to both domestic and foreign car repair.

## 4. EXPERIENCE, WORK HISTORY, WORK EXPERIENCE, RELEVANT EXPERIENCE, OR EMPLOYMENT HISTORY

Include past and present employment, full or part-time, paid or volunteer and/or your participation in relevant activities. As a general rule, you are not expected to go back more than 10 years. However, you may if it is to your benefit. Consider how relevant your earlier experience is to your current objective and how old you want to appear on your résumé.

Many résumés are boring because they focus on job duties. Use specific accomplishments to give your experience impact. Note any improvements you made, any time or money you saved, any problems you solved. All accomplishment statements have an **ACTION** and a **RESULT**, usually in that order. *This section can be called:*

- Professional Experience • Work Experience
- Work History

You may discover that you need more than one section to organize your experiences. For instance, you may want a section for your volunteer work and one for your work history.

Use your accomplishment statements from your Experience Worksheet.

### In a **Chronological Résumé**:

- List your employers with city and state and the positions you held, with the dates of employment, arranged in reverse chronological order (*most recent job first*).
- Those performance objectives (*job duties*) requiring the highest level of skill, responsibility and judgment should go at the top of the list.
- Begin each phrase with action verbs.
- Quantify and qualify your accomplishments.



**In a Functional Résumé:**

- Group your work accomplishments, responsibilities and duties according to functional skill such as “Project Planning Skills”, “Managerial Skills” or “Sales”.
- Choose skill headings related to your job/career goal or objective and briefly describe your accomplishments in each of the broad categories, using action statements. For example, if you did sales in previous positions, describe the responsibilities under the heading “Sales” and treat your experience in this area as one complete unit.

**In a Combination Résumé:**

- Jobs can be listed chronologically and then each job can be divided into functional sections.
- Or brief chronological work history can be listed after functional sections.

Here is the essential difference between a **Chronological** format and a **Functional** format:

CHRONOLOGICAL	FUNCTIONAL	COMBINATION
<i>JOB#1</i>	<i>SKILL #1</i>	<i>SKILL #1</i>
Something I did in that job	Something I did using that skill	Something I did using that skill
Something I did in that job	Something I did using that skill	Something I did using that skill
	<i>SKILL #2</i>	<i>SKILL #2</i>
<i>JOB #2</i>	Something I did using that skill	Something I did using that skill
Something I did in that job	Something I did using that skill	Something I did using that skill
Something I did in that job	<i>SKILL #3</i>	<i>SKILL #3</i>
	Something I did using that skill	Something I did using that skill
<i>JOB #3</i>	Something I did using that skill	Something I did using that skill
Something I did in that job		
Something I did in that job		<i>Job #1</i>
		<i>Job #2</i>
		<i>Job #3</i>

**5. EDUCATION, EDUCATIONAL BACKGROUND, PROFESSIONAL DEVELOPMENT or TRAINING**

The Education section is usually placed at or near the end of the résumé. There are a few instances where it would be better placed after the Qualifications Summary near the beginning:

- If your education is highly relevant to your new position.
- If you are a new graduate.
- If you have no experience in the field you are going into, but have a degree or training in the field.



### ***Your educational background is listed:***

- Highest degree first
- Major
- Name of school and location
- Optionally, the year of graduation (*only if it is beneficial*)
- High school diploma should be listed only if you have not had college-level education.

You can spell out the degree (*e.g. Bachelor of Science*) or use the representative letters (*e.g. BS or B.S.*). If you have not completed your degree you can write “currently enrolled” or “anticipated completion, Fall 2003”.

Additional training you have received may either go under this heading or a separate one which can be titled “Professional Development”.

## **6. LICENSES AND CERTIFICATIONS**

- List any relevant licenses and certifications you have obtained

## **7. ASSOCIATIONS / PROFESSIONAL AFFILIATIONS**

- List professional organizations, associations and committees in which you are currently a member. They can be listed alphabetically or in order of relevance to your profession.
- You might also list former organizational memberships in which you held office, as long as they are relevant to your goals.

## **8. PUBLICATIONS**

- Usually dates are included and publications are listed in reverse chronological order.

## **9. OTHER SKILLS**

You might use this section to list other skills not mentioned elsewhere in your résumé. They might include:

- Foreign languages
- Computer skills
- Office skills
- Lab techniques

## Sample Résumés



In this section you will find sample résumés. They may aid you in presenting your résumé in an organized and attractive format. Use them as a springboard to develop appropriate ideas and approaches.

If you are applying for more than one type of job, it is good practice to prepare a résumé styled specifically for each job objective. Keep a copy of your original basic résumé and tailor it for each job as needed.

Often in planning a job search you will want many copies of your résumé. If your résumé will work for many employers, have additional copies reproduced. Then you can enclose it with an individualized cover letter.

Following these sample résumés are three blank formats you might like to consider.

**Note:** These sample résumés are done in small print so they can fit on one page in this guide. In practice, the résumés for Sandra Stevens and Laurence Sanders would take two pages and be done in larger type. At the top of the second page would be the name of the person and “Page 2”. This is done so the pages can be identifiable if they should become separated.

# CHRONOLOGICAL FORMAT

**JENNIFER LAWSON**  
4576 Baldwin Street  
Montpelier, VT  
(802) 224-9763

## SUMMARY OF QUALIFICATIONS

- 7 years experience in the grocery industry.
- Excellent reputation with customers as a competent, knowledgeable and helpful professional.
- Honest, reliable and productive.

## WORK HISTORY

### **GOODWIN's MARKET, Montpelier,VT**

#### **HEAD CLERK**

**1995 - present**

- Manage "front end" of store.
- Prepare daily schedule for staff of up to 20 clerks to assure maximum checkstand coverage at all times.
- Assign staff to cover peak hours and continuous stocking.
- Train new clerks in procedures, policies, and customer service.

#### **OFFICE CASHIER**

**1994-1995**

- Accurately balanced books and balanced deposits.
- Answered phones.
- Prepared daily sales report.
- Made bank deposits.
- Processed returned checks.

#### **CHECKER/STOCKER**

**1993-1994**

- Operated cash register.
- Consistently balanced drawer with high level of accuracy.
- Stocked shelves.
- Served as product expert on sophisticated items such as exotic spices, ethnic foods and gourmet items.
- Increased sales in the higher profit Natural Foods Department by advising customers on bulk alternatives to name brand items.

### **J C PENNEY's, Berlin, VT**

#### **SALES CLERK**

**1992-1993**

- Operated cash register.
- Assisted customers in finding desired items.

## EDUCATION

Business Classes, Community College of Vermont - 1992

# CHRONOLOGICAL FORMAT

• RECENT HIGH SCHOOL GRADUATE (FUNCTIONAL WITH DATES AT BOTTOM)

## NEIL JACOBS

3765 Mountain Road  
Stowe, VT 05672  
(802) 253-5555

**CURRENT JOB OBJECTIVE:** Entry level position with computer manufacturer.

**LONG TERM GOAL:** Position in advertising, sales and marketing of computer products.

## SUMMARY

Energetic, motivated, quick learner who enjoys contributing to a team effort. Basic understanding of the PC.

## RELEVANT SKILLS AND EXPERIENCE

### Construction Skills

- *As carpenter's helper:*
  - Measured and cut lumber
  - Helped with framing and siding
  - Operated power tools (saws, drills, sanders)
- *Basic home maintenance:*
  - Rewired lamps
  - Painted interior walls
  - Built shelves
- *Completed classes in:*
  - Basic Carpentry
  - Drafting
  - Electronics

### Retail Skills (at Friendly Booksellers)

- Cashiered, handled large sums of money, cashed out drawer at end of day, deposited money in bank.
- Assisted in inventory control and priced merchandise.
- Assisted in setting up store displays.
- Completed class in marketing.

### Computer Skills

- Basic understanding of PC, Microsoft Word, Excel and Publisher

## WORK HISTORY

2000-present	Cashier/Clerk, Friendly Booksellers, Stowe, VT
Summer 1999	Caddy, Stowe Country Club, Stowe, VT
While in school:	Carpenter's Helper, Gas Station Attendant, Busboy

## EDUCATION

Peoples Academy, Stowe, VT 2001

# CHRONOLOGICAL FORMAT

## SANDRA STEVENS

405 Hanover Street  
Boston, MA  
(617) 898-5457  
sstevens@mindspring.com

## QUALIFICATIONS

- Successful Human Resources Manager
- Ability to plan, organize and follow through
- Able communicator experienced in recruitment/employment practices
- Meticulous attention to details
- Excellent presentation skills

## EMPLOYMENT HISTORY

### HUMAN RESOURCES MANAGER (1995 to Present)

*Crawford Finance, Boston, MA*

- Human Resource management for financial lending company of 138 employees.
- Advise management on employee counseling, hiring, terminations, benefits, etc.
- Exceeded recruitment quotas.
- Negotiated new benefit package resulting in a 17% savings.

### HUMAN RESOURCES CONSULTANT (1989-1995)

*Questwave Computer Technology, Woburn, MA*

- Provided functional support in usage of PeopleWare Human Resources software system.
- Interacted with clients to determine reporting needs, design reports, resolve production issues.
- Designed documentation for systems and procedures as appropriate.
- Developed training plans, materials and presentations

### HUMAN RESOURCES/COMPENSATION/BENEFITS MANAGER (1982-1989)

*Adco, Inc., Boston, MA*

- Managed benefit programs for 250 employees.
- Updated computerized weekly payroll system saving 8 processing days per month.
- Ensured compliance with Affirmative Action, EEO, employment and benefit laws.
- Streamlined Flexible Spending Account Plan.
- Developed performance evaluation program.

## EDUCATION

Bachelor of Science in Business Administration, Focus in Human Resources, Duke University, Durham, NC  
Certification: Professional of Human Resources (PHR), Society for Human Resource Management

## COMPUTER SKILLS

QuattroPro  
Microsoft Word  
WordPerfect 6.0

Microsoft Excel  
WordPerfect Office  
Microsoft PowerPoint

PeopleWare Software  
Windows  
Novell Groupwise

## PROFESSIONAL ASSOCIATIONS

Massachusetts Personnel Association-held State level office of Secretary

# COMBINATION FORMAT - (FUNCTIONAL WITH DATES AT TOP\*)

**Laurence Sanders**  
5764 Blake Road  
Greenville, South Carolina 29601  
(864) 467-7156  
lsanders@aol.com

## SUMMARY

**A detailed, flexible, results-oriented Project Manager. Extensive experience in grant and contract management. Strengths include organizing, negotiating, and group facilitation with the ability to effectively perform multiple tasks, develop strong working relationships, and produce quality results.**

## EXPERIENCE

South Side Workforce Development, Greenville, South Carolina 29601  
Grant, contract, and project management. Consistently promoted to positions with increasing levels of responsibility and complexity.

- Special Projects Manager (Grant Administration/Staff Development /Marketing Coordination/Grant and Contract Management) 2000-Present
- Program Coordinator (Grant Administration/Grant and Contract Management) 1994-2000
- Program Specialist (Procurement/Grant Management/Training) 1993-1994
- Program Assistant (Procurement/Grant Management) 1988-1993

## ACCOMPLISHMENTS

### Proposal Writing

- Co-wrote federal proposal which secured \$3.5 million for the Agency to update facilities and upgrade staff training to enhance customer service.
- Wrote federal proposal which secured \$92,000 to develop computer based assessment training for staff.

### Procurement

- Establish and oversee the procurement, review, selection process and policies for newly legislated Workforce Fund. 18 job-training grants have been awarded in the amount of approximately \$2 million.
- Conduct Bidder's Conferences.
- Write Requests for Proposals, conduct review and selection process of Job Training Partnership Act grants.

### Contract Negotiation/Administration

- Negotiate and administer job-training grants.
- Negotiate and oversee contracts for a variety of services.
- Monitor programs, provide technical assistance, and approve cash requests.
- Develop and deliver financial management training to grantees.
- Have successfully administered over 125 grants and contracts.

### Marketing

- Coordinate the Agency's marketing efforts to improve the Agency's image. Act as Agency's liaison with advertising agency. Resulted in development of marketing plan, production of 8 brochures, two television ads, three print ads, trade show displays for all 16 regional Career Centers.
- South Carolina Representative on National Association of State Workforce Agencies Communications Committee. Nominated by Agency Commissioner.
- Agency Representative on State Marketing and Promotional Services Team, group of 15 state agencies creating synergies and efficiencies in state marketing.

### Staff Development/Administration

- Launch and administer Career Development Facilitator training for Agency staff, negotiating with the Community College system to co-deliver training and award credits resulting in 118 staff receiving 120 hours of training and 6 college credits each with the ability to provide more intensive services to customers.
- Lead a team of three in the development of a self-paced training package required of all new employees. Establish policies and procedures for the training. Forty staff have successfully completed training. This new revised standardized training ensures a common base of knowledge among all employees.

### Other

- Appointed by Governor to Children and Family Council for Prevention Programs. Acted as Chair of the Prevention Committee improving the grant process and arranging for all non-profit grantees to receive program evaluation training. Subsequently reappointed by other Governors. Served a term of 6 years.

**EDUCATION:** BA, Communications, Boston College, Boston, Massachusetts

**COMPUTER SKILLS:** Microsoft Word, Excel, Power Point, Publisher

**\*Note: If the Experience section with dates were omitted, this would be a Functional Résumé.**

# Chronological Résumé - SAMPLE FORMAT

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Street Address)

\_\_\_\_\_  
(City, State, Zip)

\_\_\_\_\_  
(Telephone)

\_\_\_\_\_  
(e-mail)

## Job Objective (Optional)

\_\_\_\_\_  
\_\_\_\_\_

## Summary (Optional)

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

## Experience

\_\_\_\_\_  
(Position Title)

\_\_\_\_\_  
(Dates)

\_\_\_\_\_  
(Most recent company, City, State)

\_\_\_\_\_  
(Scope of Responsibilities)

- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)



\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Position Title)

\_\_\_\_\_  
(Dates)

\_\_\_\_\_  
(Previous company, City, State)

\_\_\_\_\_  
(Scope of Responsibilities)

- \_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
(Accomplishment Statement)

**Education**

\_\_\_\_\_  
(Degree, Major, School, City, State) \_\_\_\_\_  
(Date) Optional

**Professional Development or Licenses and Certifications or Special Skills** (select a heading-you may decide to use more than one in different sections)

\_\_\_\_\_

**Other** (Optional)

\_\_\_\_\_  
(Special Awards, Professional Memberships, Community Leadership)

# Combination Résumé (Functional with dates at end) - SAMPLE FORMAT

(NOTE: If you do not include the Experience section, it will be a FUNCTIONAL Résumé)

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Street Address)

\_\_\_\_\_  
(City, State, Zip)

\_\_\_\_\_  
(Telephone)

\_\_\_\_\_  
(e-mail)

## Job Objective (Optional)

---

---

## Summary (Optional)

---

---

---

## Accomplishments

\_\_\_\_\_  
(Function/Skill)

- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)

\_\_\_\_\_  
(Function/Skill)

- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Function/Skill)

- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)
- \_\_\_\_\_  
\_\_\_\_\_  
(Accomplishment Statement)

**Experience**

_____ (Most recent Company, City, State)	_____ (Dates) Optional
_____ (Position title)	_____ (Dates)
_____ (Position title)	_____ (Dates)
_____ (Previous Company, City, State)	_____ (Dates) Optional
_____ (Position title)	_____ (Dates)
_____ (Position title)	_____ (Dates)

**Education**

\_\_\_\_\_  
(Degree, Major, School, City, State) (Date) Optional

**Professional Development or Licenses/Certifications or Special Skills**

\_\_\_\_\_

**Other (Optional)**

\_\_\_\_\_  
(Special Awards, Professional Memberships, Community Leadership)

# Keyword Résumé - SAMPLE FORMAT

\_\_\_\_\_  
(Name)

\_\_\_\_\_  
(Street Address)

\_\_\_\_\_  
(City, State, Zip)

\_\_\_\_\_  
(Telephone)

\_\_\_\_\_  
(e-mail)

## Job Objective (Optional)

\_\_\_\_\_

\_\_\_\_\_

## Summary (Optional)

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

## Summary of Skills (Keyword List)

Skill \_\_\_\_\_

Skill \_\_\_\_\_

Skill \_\_\_\_\_

Skill \_\_\_\_\_

Skill \_\_\_\_\_

Skill \_\_\_\_\_

Skill \_\_\_\_\_

Skill \_\_\_\_\_

Skill \_\_\_\_\_

## Résumé Body

(Use Chronological, Functional or Combination)

## Tips for Effective Résumés



- Keep in mind the needs of the employer who will be reading it.
- Select appropriate category headings to make it easy for the reader to pick out your skills.
- Present relevant skills and experience higher on the page.
- Use action verbs.
- Include employment related accomplishments.
- Be consistent with your pattern of spacing, highlighting, order of information presentation, and punctuation.
- Check for typographical, grammar and spelling errors. Your résumé serves as your introduction to employers and indicates the quality of the work you will produce.
- Use high quality white or off-white 8 1/2" x 11" paper.
- Use generous margins and plenty of white space to enhance readability.



- **Do not** use abbreviations.
- **Do not** use “I” to refer to yourself.
- **Do not** include personal information (age, height, weight or family status).
- **Do not** mention salary expectations or wage history.
- **Do not** include a photograph of yourself unless you are applying to a European company in Europe.
- **Do not** include references on your résumé. Use a separate sheet to submit at the interview or when requested. There is no need to state “References available upon request.” on your résumé.
- **Do not** use general statements when you can be specific.

## How to Use Your Résumé

Now that you have a good résumé, **USE IT!**

**Make a careful selection of businesses** that may be interested in your background and for which you would like to work.

**Don't be frugal** about the number to whom you send the résumé.

**The larger the mailing the better the number of likely responses.**



**Always keep a record** of every time you send out your résumé and cover letter. This record will be helpful in preparing your follow-ups and will assure that you have names, dates, etc. in a convenient place.

**Always carry copies** with you when you report for an interview.

**Give copies to friends,** acquaintances, and associates who may be in a position to “hear of something”.

**Leave copies** with your school placement office.

**Use it** in answering newspaper and magazine advertisements.

**Post your résumé** on job-related websites including the Vermont Department of Labor.  
(See section on *Digital Résumés*.)

**Don't** use an outdated résumé. Always include your last position or your current one, if you are planning a change. If necessary, you can mark your current job “Confidential”.

## Part 3: The Cover Letter

Always include a cover letter when you send a résumé. Many employers view the cover letter as a way of getting their first impression of you. The letter will show them:

- How well you communicate
- What your experience and qualifications are (*brief summary*)
- Your level of professionalism
- A glimpse into your personality
- How detail oriented you are (*no typos or errors, etc.*)

### Types of Cover Letters



#### Invited or Application Letter

This is used in response to a want ad or a publicized job listing. This style focuses on matching your qualifications to the advertised requirements of the job.

#### Uninvited or Cold Contact Letter

Most positions are never advertised. This is an uninvited inquiry to an employer regarding possible job opportunities. The advantages include creating a job that didn't previously exist, gaining early consideration for a position that hasn't yet been advertised and expanding your network of contacts. The focus is on matching your qualifications to the perceived needs of the employer based on labor market research.

#### Referral Letter

Through networking, informational interviews and contact with employers you may receive leads or referrals to job possibilities. These referrals may be to a specific job opening (*advertised or unadvertised*), or to an employer who may or may not be hiring now. In a referral letter, mention the individual who provided the information about the company.

## **Networking Letter**

This letter reaches out to friends, friends of friends, professional contacts and asks for job leads, career advice, referrals and introductions. The focus is not to ask your contacts for a job, but to request their assistance in your job search by connecting you with people or opportunities. It should include your job objective, your key strengths and a few examples of ways you benefited your employers.

## **Components of a Cover Letter**

### **The Opening**

This paragraph tells the employer why you are writing and how you heard about the organization or specific opening.

### **What You Have to Offer**

The objective of this paragraph is to list the reasons why the reader should see you as a viable candidate. In responding to an ad, refer specifically to the qualifications listed and how your particular abilities and experiences relate to the position to which you are applying. You should focus on the employer's needs and demonstrate how your skills and achievements will benefit the employer's organization. You can do this in paragraph form, as a bulleted list or as a two-column list such as this:

<b>Your Needs/Requirements</b>	<b>My Qualifications</b>
College Graduate	B.A. English, XYZ University
Communication Skills	Five years of public speaking experience and an extensive background in report writing
Some Computer Skills	Proficiency in WordPerfect, Microsoft Word, Excel, PowerPoint

In a cold call letter, express your potential to fulfill the employers needs, rather than focus on what the employer can offer you. Give evidence that you have researched the organization and that you possess the skills used within that organization.

### **Recognition of the Organization**

If you have not done so in the previous paragraph, this is where you comment on something positive about the organization and why you want to work there. Employers like to know that you have chosen them for a reason and that they are not just part of a mass mailing.

## Closing/Follow up

The closing paragraph isn't just about thanking the employer for their consideration. It is also about opening the door to further contact. Take the initiative to say that you will call or e-mail the employer to follow up and see if a meeting can be arranged.

## Cover Letter Tips

- Always address your letter to a specific person by name. If you don't know the name, call the company, do some research to see if you can find out to whom it should go. If you are unable to find a name, address it to the "Hiring Manager".
- Talk more about what you can do for the employer than about what they can do for you.
- Don't just summarize/repeat your résumé. Highlight the aspects of your background that will be most relevant to the employer.
- Keep it to one page.
- Use the same paper you use for your résumé.
- Let your letter reflect your individuality, but avoid appearing aggressive, overbearing, familiar, "cute" or "humorous". You are writing to a stranger about a topic that is serious to both of you.
- Check and recheck for typos and other errors.
- Keep a copy of every cover letter and résumé you send out in your job file.

## Follow-Up Letter - (after the interview)

**Writing a thank you letter as a follow-up to a job interview may be just the thing that sets you apart from your competition. All things being equal among you and your competition, a follow-up letter will show the employer that you are eager to get the job. You may be the only applicant that takes the time to write one. Many employers believe the way a person searches for a job is an indication of what type of employee they will be. Send this letter as soon after the interview as possible, before the employer makes a decision.**



- Thank the employer for taking the time to interview you.
- Include something positive about the company.
- Mention why you think you are the right person for the job.
- Add any information you may have forgotten to mention during the interview.

## Sample Cover Letter - Invited Letter

18 Laurel Hill  
Burlington, VT 05401  
March 1, 200—

Mr. Steven Trewlany  
Made In Vermont  
23346 Olivia Drive  
Burlington, VT 05401

Dear Mr. Trewlany:

I am very interested in the position of Administrative Assistant listed in the Burlington Free Press on February 25, 20\_\_\_. You will find, from my résumé, that my credentials are a good match for your requirements.

### Your Requirements

Detail-oriented, experienced  
Administrative Assistant

Good communication skills

Computer Skills

### My Qualifications

4 years Administrative Assistant  
experience with responsibility for numerous  
detailed reports.

Assisted Customer Relations Manager for 2  
years. Handled customer complaints.

Hands on experience with Microsoft Word,  
Excel, Publisher and PowerPoint.

I am a big fan of Made in Vermont. The quality of your products exemplifies the best of the state. I would be proud to work for your business and believe I can help to support the work you do.

Thank you for your consideration.

I will contact you next week to set up an appointment at a mutually convenient time.

Sincerely,

Suzanne Secretariat

## Cover Letter - Cold Contact

17 Front Street  
Bennington, VT 05201  
October 16, 20—

Sally Adams, President  
Alliance Sales  
1654 Grant Street  
St. Albans, VT 05478

Dear Ms. Adams:

I recently read about your company in the St. Albans Messenger. Congratulations! Achieving increased sales for the third straight year is a great accomplishment, especially in the current economic environment.

I am looking for a growing firm where I can contribute my skills and drive. Perhaps Alliance Sales could benefit from the enthusiasm and business sense that helped me become the number one sales representative for Stevenson Products last summer.

My interest in Alliance Sales is rooted in several factors. First, your firm demonstrates the aggressive sales philosophy that I deeply admire. Second, I believe that selling intangibles tends to be both challenging and financially rewarding. Third, I attended college in Franklin County and would like to return there to live.

My résumé will show you that I have sales experience, drive and determination. Meeting me in person will convince you that I can apply those talents to Alliance Sales. I will call you in a few days so we can arrange a meeting.

Sincerely,

Jonathan Sellmore

## Part 4: Digital Résumés

Résumés can be formatted for e-mailing, posting to Internet sites or scanning. These digital résumés contain the same information as other résumés and they come in the same formats: functional, chronological, and combination. But digital résumés use simpler formatting and they emphasize keywords. (See *Keywords by Occupation list* on page 45.)

This section will describe two types of digital résumés: scannable paper résumés that can be read by computer optics and plain text résumés that can be e-mailed to employers or posted to databases.

### Scannable Paper Résumés



Many large companies and a growing number of small ones are taking advantage of computer technology to sort and store the hundreds of résumés they receive from job seekers. These companies scan paper résumés into a computer database. When managers need to fill a position, they program the computer with keywords they want in a candidate. The computer then searches the database for résumés that include those keywords. The résumés with the most matches are forwarded to the managers.

Before you submit your résumé to a company, call the company to find out if it scans. If it does, you will need to make sure your résumé is computer-friendly.

Stylistic touches that are easy on the human eye may not be so easy on a computer scanner. Résumés that will be scanned should not have any graphics or formatting that a computer might misinterpret. The following steps will increase a scanner's ability to read your résumé:

- Use non-textured white or cream colored 8 1/2" x 11" paper printed on one side only with black letters.
- Use a common font such as Times New Roman, Helvetica, Arial, or Courier.
- Choose a font size between 11 and 14.
- Avoid bolding, italicizing, underlining, shading, boxes, graphics, columns and horizontal or vertical lines.
- Use a fair amount of white space and indents to separate significant elements of the résumé .
- Avoid acronyms and abbreviations.
- Put your name on its own line at the top of each page.
- Do not staple or fold your résumé.

### Plain Text Résumés

Résumés that are e-mailed or posted to Internet databases are designed for computer use. These résumés must be written using the American Standard Code for Information Interchange (ASCII), also known as plain text. Plain text contains no special formatting codes, so every computer can understand it.

To create a plain text résumé, open your existing résumé document with a word processing program, and save it as a text only document (*sometimes called Rich Text Format or RTF*). This should be an option under your “save” or “save as” command. You can also use a simple text program such as Notepad for Windows or Simpletext for Macintosh to compose your résumé.

**To convert your file from Microsoft Word:**

- **Open your document.**
- **Go to Edit, Select All and change the font to Courier 12 pt.**
- **Go to File, Page Setup and change the left and right margins to 1.5”.**
- **Got to File, Save As.**
- **Under “Save as Type”, select “Text Only with Line Breaks”.**
- **Select “Yes” at the prompt that warns about features being compatible.**
- **Close and reopen the file which now has a text (.txt) extension.**
- **Review and clean up your document. Change bullets to asterisks or dashes. Ensure that your contact information is in a logical sequence.**
- **Add horizontal lines using a series of dashes or asterisks (up to 65 characters) to separate sections.**
- **Remove symbols such as accent marks that don’t convert properly.**

Test the file: open the text file, copy and paste the document into your e-mail message box and send it to yourself and a few friends (*preferably ones who use different e-mail programs*) to ensure the text transfers as intended.

When e-mailing to an employer, always send a plain text cover letter with your plain text résumé pasted into your e-mail. Never attach a word-processed document unless specifically requested to do so. Employers may not be able to open it or may not be willing to risk receiving a computer virus. If you are responding to an advertisement or job posting, use that posting as the subject line of your e-mail.

**Follow these guidelines when creating a plain text or ASCII document:**

- **Omit the use of bullets, lines, boldface, underlining, italics, and multiple font sizes.**
- **Substitute symbols such as asterisks for bullets, dashes for lines, and capital letters for bold and underlined text.**
- **Do not use tabs; use your space bar instead.**
- **A line should only hold 65 characters or else it might not fit on the reviewer’s screen.**
- **The word wrap function does not work in ASCII. Words will not automatically move from one line to the next. Instead, you must hit the enter key at the end of each line.**
- **The default for ASCII is to make everything left justified (*which is the preferred format for scanning résumés and on-line viewing*). If you want to indent a sentence or center a heading, use the spacebar.**

## Digital Format - Sample Resume

SANDRA STEVENS  
405 Hanover Street  
Boston, Massachusetts  
(617)898-5457  
sstevens@mindspring.com

### QUALIFICATIONS

- \* Successful Human Resources Manager
- \* Ability to plan, organize and follow through
- \* Able communicator experienced in recruitment/employment practices
- \* Meticulous attention to details
- \* Excellent presentation skills

### EMPLOYMENT HISTORY

HUMAN RESOURCES MANAGER (1995 to Present)  
Crawford Finance, 76 Scotia Drive, Boston, MA

- \* Human Resource management for financial lending company of 138 employees.
- \* Advise management on employee counseling, hiring, terminations, benefits, etc.
- \* Exceeded recruitment quotas.
- \* Negotiated new benefit package resulting in a 17% savings.

### HUMAN RESOURCES CONSULTANT (1989-1995)

Questwave Compter Technology, 7689 Lexington Ave, Woburn, MA

- \* Provided functional support in usage of PeopleWare Human Resources software system.
- \* Interacted with clients to determine reporting needs, design reports, resolve production issues.
- \* Designed documentation for systems and procedures as appropriate.
- \* Developed training plans, materials and presentations

### HUMAN RESOURCES/COMPENSATION/BENEFITS MANAGER\_ (1982-1989)

Adco, Inc., 208 Spring Street, Boston, MA

- \* Managed benefit programs for 250 employees.
- \* Updated computerized weekly payroll system saving 8 processing days per month.
- \* Ensured compliance with Affirmative Action, EEO, employment and benefit laws.
- \* Streamlined Flexible Spending Account Plan.
- \* Developed performance evaluation program.

### EDUCATION

Bachelor of Science in Business Administration, Focus in Human Resources, Duke University, Durham, NC  
Certification: Professional of Human Resources ((PHR), Society for Human Resource Management

### COMPUTER SKILLS

QuattroPro, Microsoft Excel, PeopleWare Software, Microsoft Word, WordPerfect Office, Windows, WordPerfect 6.0, Microsoft PowerPoint, Novell Groupwise

### PROFESSIONAL ASSOCIATIONS

Massachusetts Personnel Association-held State level office of Secretary

**NOTE: No columns, bullets, bold, underlining, or italic. Asterisks or plus signs can replace bullets. Capital letters emphasize headings. Compare this with the Chronological Format on page 24.**



# Notes



# Appendices

## SAMPLE SKILLS AND KNOWLEDGE CHECKLIST

Take a look at some of the skills people acquire through employment or volunteer work. To get you thinking about your experience, the following list of skills and knowledge are organized by functional area. Check the skills for which you have background and expertise. Jot down your specific experience in the margin. These are not all inclusive, so if you think of something else, add it to your list.

### General Management and Administration

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Administration              |  | <input type="checkbox"/> Problem Solving               |
| <input type="checkbox"/> Strategic Planning          |   | <input type="checkbox"/> Scheduling                    |
| <input type="checkbox"/> Organizational Planning     |   | <input type="checkbox"/> Supervision                   |
| <input type="checkbox"/> Project Management          |   | <input type="checkbox"/> Communication: Verbal/Written |
| <input type="checkbox"/> Contract/Union Negotiations |   | <input type="checkbox"/> Coaching/Counseling/Mentoring |
| <input type="checkbox"/> Time Management             |   | <input type="checkbox"/> Decision Making               |
| <input type="checkbox"/> Purchasing                  |   | <input type="checkbox"/> Goal Setting                  |
| <input type="checkbox"/> Directing Others            |   | <input type="checkbox"/> Leadership                    |
| <input type="checkbox"/> Motivating Others           |   | <input type="checkbox"/> Performance Appraisal         |

### Research and Engineering

- |   |   |  |
|---|---|--|
| <input type="checkbox"/> Research and Development |  | <input type="checkbox"/> Process Development           |
| <input type="checkbox"/> Licensing/Patents        |   | <input type="checkbox"/> New Product Development       |
| <input type="checkbox"/> Field Applied Research   |   | <input type="checkbox"/> Plant Design and Construction |
| <input type="checkbox"/> Process Engineering      |   | <input type="checkbox"/> Diagnostics                   |
| <input type="checkbox"/> Synthesizing             |   | <input type="checkbox"/> Scientific Methodology        |

### Sales/Marketing/Customer Service

- |  |   |  |
|--|---|--|
| <input type="checkbox"/> Marketing                       |  | <input type="checkbox"/> Selling/Influencing/Persuading            |
| <input type="checkbox"/> Sales Development               |   | <input type="checkbox"/> Advertising                               |
| <input type="checkbox"/> Retailing                       |   | <input type="checkbox"/> Purchasing                                |
| <input type="checkbox"/> Fund Raising                    |   | <input type="checkbox"/> Comparative/Competitive Analysis          |
| <input type="checkbox"/> Promotional Writing             |   | <input type="checkbox"/> Strategic Planning                        |
| <input type="checkbox"/> New Business Development        |   | <input type="checkbox"/> Communication                             |
| <input type="checkbox"/> Rapport-building                |   | <input type="checkbox"/> Grievance Management                      |
| <input type="checkbox"/> Troubleshooting/Problem Solving |   | <input type="checkbox"/> Escalation Prevention/Conflict Resolution |
| <input type="checkbox"/> Cost Analysis                   |   | <input type="checkbox"/> Needs Analysis                            |

### Information Technology

- Systems Development
- Hardware/Software Technology
- Information Management
- Business Systems Planning
- System Design and Programming
- Database Technology
- Human Resources Systems
- Data Center Operations
- Distributed Processing
- Distributed Systems
- Voice/Data Communications
- Performance Monitoring
- Financial Systems
- Networking



### Operations

- Production
- Process Engineering
- Administration
- Quality Assurance
- Materials Management
- Management
- Systems Development
- Budget Planning
- Warehousing
- Project Direction
- Research and Development
- Construction
- Financial
- Distribution
- Inventory and Production
- Customer Service
- Procurement
- Expense Control
- Engineering
- Total Quality Management



### Finance and Accounting

- Audit
- Strategic Financial Planning
- Treasury
- Internal Controls
- Capital Budgeting
- New Business Development
- Information Systems
- Foreign Exchange
- Actuarial/Rating Analysis
- Inventory Control Analysis
- Planning and Analysis
- General and Cost Accounting
- Credit
- Management Reporting
- General Tax Planning/Tax Accounting
- Cash Management
- Debt Negotiations
- Risk Management
- Pricing/Forecast Modeling
- Financial Data Processing



### Skilled Trades

- Equipment Maintenance
- Equipment Selection
- Operation and Control
- Product Inspection
- Problem Identification
- Installation
- Repairing
- Set Up
- Troubleshooting
- Design
- Lay Out
- Construct
- Erect
- Fabricate
- Assemble
- Cut and Shape



## Action Verbs

Action verbs tell a prospective employer what you do or did. They imply energy, motivation, purpose and end results. When you write your responsibilities/ accomplishments make sure to use an action verb to describe your activity.

achieved	acted	adapted	addressed	administered
advised	allocated	analyzed	anticipated	approved
arbitrated	arranged	assembled	assessed	attained
audited	budgeted	built	calculated	charted
checked	classified	coached	collected	communicated
compiled	completed	composed	computed	conceived
conducted	conserved	consolidated	constructed	consulted
contracted	contributed	converted	coordinated	counseled
created	dealt	decided	defined	delegated
delineated	delivered	designed	detected	determined
developed	devised	diagnosed	directed	discovered
displayed	dissected	distributed	diverted	drafted
dramatized	eased	earned	edited	educated
elicited	eliminated	enabled	enacted	enforced
engineered	enhanced	enlisted	established	estimated
evaluated	examined	expanded	expedited	experimented
explained	extended	extracted	fabricated	facilitated
fashioned	filed	financed	fixed	forecasted
formed	formulated	fostered	founded	gained
gathered	gave	generated	guided	handled
headed	helped	hired	hypothesized	identified
illustrated	implemented	improved	improvised	increased
influenced	informed	initiated	innovated	inspected
inspired	installed	instituted	instructed	integrated
interpreted	interviewed	introduced	invented	inventoried
investigated	judged	justified	launched	learned
lectured	led	listened	logged	made
maintained	managed	manipulated	mapped	marketed
measured	mediated	mentored	met	modeled
moderated	modernized	modified	monitored	motivated
navigated	negotiated	observed	obtained	offered
operated	orchestrated	ordered	organized	originated
overhauled	oversaw	perceived	performed	persuaded
photographed	piloted	pioneered	planned	predicted
prepared	prescribed	presented	printed	processed
procured	produced	programmed	projected	promoted

## Action Verbs - (continued)

proofread  
qualified  
received  
reduced  
rehabilitated  
reported  
restored  
revised  
screened  
shaped  
sought  
structured  
surveyed  
targeted  
transferred  
typed  
updated  
weighed

protected  
questioned  
recommended  
referred  
related  
represented  
restructured  
revitalized  
secured  
showed  
spearheaded  
studied  
synthesized  
taught  
transformed  
understood  
upgraded  
won

provided  
raised  
reconciled  
refined  
rendered  
researched  
retrieved  
revived  
selected  
simplified  
stimulated  
summarized  
systematized  
tested  
translated  
undertook  
utilized  
wrote

publicized  
read  
recorded  
reformed  
reorganized  
resolved  
revamped  
risked  
sensed  
sold  
streamlined  
supervised  
tabulated  
trained  
treated  
unified  
validated

purchased  
realized  
recruited  
regulated  
repaired  
responded  
reviewed  
scheduled  
served  
solved  
strengthened  
supplied  
tailored  
transcribed  
tutored  
united  
verified



## Keywords by Occupation

### **Accounting**

accounts payable  
accounts receivable  
annual reports  
budget analysis  
CPA  
financial audits  
financial modeling  
IRS amendments  
general ledger entries  
operational audits  
taxation compliance



### **Advertising/Communications**

advertising  
creativity  
image campaign  
internal corporate communications  
marketing management  
media buying  
media planning  
multimedia campaigns  
promotional materials  
public relations  
sales promotion

### **Architecture/Urban Planning**

architectural design  
Autocad  
CAD  
city planning  
human factors engineering  
site plan

### **Audio/Video/TV/Movies**

animation  
audio-animatronic  
costuming  
creative development  
digital recording  
interactive videoset design  
synchronization  
talent buying  
video conferencing  
video editing

### **Banking/Finance**

account settlement  
asset valuation  
ATM  
bank reconciliation  
commercial loan operations  
commercial/retail banking  
credit guidelines  
custodial accounts  
dividend reinvestment  
estate planning  
investment management  
investment strategy  
Money Market/Bond Funds  
NYSE  
NASDAQ  
personal trust services  
risk management  
RTC  
skip tracing  
uniform commercial code filing

### **Biology/Chemistry/Laboratory**

aseptic technique  
bioreactorchiral analysis  
DNA blot  
enzyme handling  
genetics  
immunoprecipitation  
infectivity assay  
PK/PD analysis  
wet chemistry



### **Clerical**

customer service  
database management  
data entry  
filing  
MS Word  
reception  
switchboard  
word processing

## Keywords by Occupation - (continued)

### **Computer/Info Specialist**

Appletalk  
client-server technology  
Compaq  
computer simulation  
data modeling  
HP 9000  
IBM 3705  
LAN/WAN  
mainframes  
Novell Netware  
optical computer  
SQL server  
TCP/IP  
Unix  
Visual C++

### **Education**

academic advising  
adult education  
adult learning theory  
career development



child development  
computer aided testing  
counseling  
curriculum development  
educational administration  
financial aid  
instructional technology  
preschool  
special education

student development  
supervision

### **Engineering**

air pollution control  
Auto CAD  
design  
emission compliance  
engineering management  
environmental compliance  
groundwater hydrology  
production support  
fatigue testing  
laser optics  
PE license  
real time process  
research & development (R&D)  
stress analysis

### **Health Care**

acute care  
casework services  
complaint review process  
elder care  
healthcare administration  
intensive care  
medical records  
Medicare  
peer review process  
quality care



### **Marketing/Merchandising**

account penetration  
competitive market analysis  
direct marketing campaigns  
\$2M-\$5M revenue  
gross margin  
new product transition  
sales maximization  
strategic planning  
global sourcing

### **Skilled Trades**

visualization  
manual and finger dexterity  
extent flexibility  
information ordering  
depth perception  
body coordination  
building and construction mathematics  
communications  
supervision

### **Writing/Publishing**

Adobe  
Aldus Pagemaker  
copy editing  
creative writing  
Harvard Graphics  
journalism  
Microsoft Word  
PagePerfect  
technical writing  
WordPerfect 6.0

## Qualifications Summary Worksheet

Use the word lists of traits, nouns, skills inventory and action phrases that follow to help you craft a Summary Statement using the format provided. There are two formats from which to select. Note: You do not have to include the number of years in your summary statement. You can completely omit it or use “extensive experience” in its place.

**VERSION 1** begins with a description of you (your personal traits), then your experience, skills and concludes with how you apply your skills and traits (action phrases). Fill in the blanks.

A \_\_\_\_\_, \_\_\_\_\_ and  
(trait) (trait)  
\_\_\_\_\_  
(trait) (noun)  
with over \_\_\_\_\_ years experience in \_\_\_\_\_.  
(or “with significant experience”) (occupation, activity or function)  
Strengths include \_\_\_\_\_,  
(skills inventory) (skills inventory)  
and \_\_\_\_\_. Ability to \_\_\_\_\_,  
(skills inventory) (action phrase)  
\_\_\_\_\_, and \_\_\_\_\_.  
(action phrase) (action phrase)

**VERSION 2** begins with your experience, then skills and concludes with describing yourself - your traits and how you apply your skills and traits (action phrases).

Over \_\_\_\_\_ years experience in \_\_\_\_\_ in the  
(or “Significant experience”) (activity or function)  
\_\_\_\_\_ industry with strengths in \_\_\_\_\_,  
(skills inventory) (skills inventory)  
and \_\_\_\_\_. A \_\_\_\_\_,  
(skills inventory) (trait)  
\_\_\_\_\_ and \_\_\_\_\_  
(trait) (trait) (noun)  
who \_\_\_\_\_, \_\_\_\_\_ and  
(action phrase) (action phrase)  
\_\_\_\_\_.  
(action phrase)

## Lists for Qualifications Summary

### Character Traits

Accurate  
Achievement Oriented  
Adaptable  
Analytical  
Articulate  
Assertive  
Capable  
Competent  
Cooperative  
Confident  
Conscientious  
Consistent  
Constructive  
Creative  
Deadline Oriented  
Decisive  
Dedicated  
Deliberate  
Dependable  
Detailed  
Determined  
Diplomatic  
Disciplined  
Dynamic  
Efficient  
Energetic  
Enthusiastic  
Flexible  
Goal Oriented  
Hard Working  
High Energy  
Honest  
Independent  
Industrious  
Innovative



Inspiring  
Inventive  
Logical  
Loyal  
Mechanical  
Methodical  
Motivated  
Objective  
Organized  
Outgoing  
Patient  
Perceptive  
Persevering  
Persistent  
Pioneering  
Practical  
Precise  
Rational  
Realistic  
Reliable  
Resourceful  
Responsive  
Results Oriented  
Sensitive  
Sincere  
Structured  
Supportive  
Systematic  
Tactful  
Task Oriented  
Team Oriented  
Thorough  
Tolerant  
Unique  
Versatile

### Nouns

Employee  
Individual  
Leader  
Manager  
Professional  
Problem Solver  
Project Manager  
Self-Starter

Salesperson  
Supervisor  
Systems Developer  
Systems Manager  
Team Leader  
Team Player  
Technician

# Skills Inventory

Administrative  
 Analyzing  
 Budgeting  
 Coaching  
 Communications (Verbal/Written)  
 Conceptualizing  
 Conflict Management  
 Conflict Resolution  
 Controlling  
 Coordinating  
 Cost Conscious  
 Decision making  
 Delegation  
 Designing  
 Diagnosing  
 Directing  
 Evaluating  
 Examining  
 Expense Control  
 Forecasting  
 Implementing  
 Initiating  
 Innovating  
 Installing  
 Interpersonal Communications  
 Interviewing  
 Inventory Management  
 Investigating  
 Listening



Machine Operation  
 Monitoring  
 Multi-tasking  
 Negotiating  
 Organizing  
 Persuading  
 Planning  
 Presentation  
 Pricing  
 Prioritizing  
 Problem Solving  
 Production  
 Project Management  
 Public Speaking  
 Quality Control  
 Researching  
 Results Oriented  
 Scheduling  
 Selling  
 Simplifying  
 Streamlining  
 Supervising  
 Systems Development  
 Team Building  
 Tracking  
 Training  
 Time Management  
 Troubleshooting

# Action Phrase

Motivates others  
 Attentive to detail  
 Effectively performs multiple tasks  
 Meets all deadlines  
 Establishes and maintains customer loyalty  
 Learns and applies new methods quickly  
 (without supervision)  
 Achieves consistent results  
 Achieves company objectives  
 Achieves goals  
 Solves complex problems  
 Exercises good judgement  
 Solves problems leading to higher productivity  
 Develops improved procedures

Develops strong working relationships  
 Keeps manager/supervisor informed  
 Provides status reports  
 Encourages/motivates team members  
 Adapts well to changing environments  
 Performs well in teams as well as independently

Provides clear direction  
 Communicates effectively  
 Takes initiative to...  
 Works well with machinery  
 Eager to learn and share knowledge  
 Produces quality work while maintaining production



# Notes





# Notes



# Visit a VDOL Resource Center Today!

*(See directory of Center locations on back cover)*

*Our statewide Resource Centers have professional staff ready to assist you. They can help you:*

## ☺ **Find a Job**

Use our Job Bank to find job openings. Post your résumé so employers can find you. We can also help you market your skills by contacting specific employers on your behalf.

## ☺ **Find Your Strengths and Talents (*Vocational Testing and Assessment*)**

We work with you to help you identify your skills, talents and experience.

## ☺ **Make a Plan (*Career Counseling*)**

We sit down with you and together map out a strategy for your future.

## ☺ **Build Your Skills (*Training*)**

Find out about training programs. (Some eligibility requirements may apply.)

## ☺ **Research Labor Market Information**

Find out where the jobs are, what they are paying, and what skills they require.

## ☺ **Learn Job Hunting Skills**

We regularly hold workshops on all aspects of the job search process, including how to write a winning résumé, fill out job applications and how to interview successfully.

## ☺ **Network**

Join other job seekers who meet to share ideas, lessons and tips on creating new careers.

## ☺ **Take Advantage of our Resource Room**

Every center is equipped with a Resource room where you'll have access to personal computers, the Internet, FAX machines, photocopiers, educational resources, information on employers and more. Our centers are equipped with assistive technology for individuals with disabilities.

## ☺ **Get the Support You Need**

We can connect you to resources offered by other organizations to help you succeed.

## ☺ **Veteran's Services**

We have dedicated staff who provide specific resources to veterans.

## Use the Vermont JobLink

Employers throughout the state list jobs with the Vermont Department of Labor. Find out about these jobs on the Vermont JobLink twenty-four hours a day.

**Visit our Website:**  
**[www.labor.vermont.gov](http://www.labor.vermont.gov)**

**Equal Opportunity is the Law** - The State of Vermont is an Equal Opportunity/Affirmative Action Employer. Applications from women, individuals with disabilities, and people from diverse cultural backgrounds are encouraged. Auxiliary aids and services are available upon request to individuals with disabilities. 711 (TTY/Relay Service) or 802-828-4203 TDD (Vermont Department of Labor).

Interpretative services are available for limited English proficiency customers. For more information please visit: <http://www.dol.gov/oasam/programs/crc/ISpeakCards.pdf>

## Visit the VDOL Resource Center Nearest You

### *Administrative Office:*

Vermont Department of Labor  
P.O. Box 488  
5 Green Mountain Drive  
Montpelier, Vermont 05601-0488  
Telephone: 802-828-4000  
FAX: 802-828-4022

## DIRECTORY OF VERMONT DEPARTMENT OF LABOR REGIONAL RESOURCE CENTERS

### Central Vermont

#### ***BARRE***

McFarland State Office Building  
5 Perry Street  
Barre, VT 05641  
Tel.: (802) 476-2600

### South West Vermont

#### ***BENNINGTON***

150 Veterans Memorial Drive  
Suite 2  
Bennington, VT 05201  
Tel.: (802) 442-6376

### North West Vermont

#### ***BURLINGTON***

63 Pearl Street  
Burlington, VT 05401  
Tel.: (802) 863-7676

### Southern Vermont

#### ***RUTLAND***

200 Asa Bloomer Building  
Rutland, VT 05701  
Tel.: (802) 786-5837

### North East Vermont

#### ***ST. JOHNSBURY***

1197 Main Street, Suite 1  
St. Johnsbury, VT 05819  
Tel.: (802) 748-3177

### South East Vermont

#### ***SPRINGFIELD***

56 Main Street, Suite 101  
Springfield, VT 05156  
Tel.: (802) 885-2167