

# *CREATING POWERFUL RESUMES*



## 2008 ANNUAL CONFERENCE

**Marshall Brown**, a certified career and executive coach, has always had a passion for helping people find ways to live more fulfilling lives. He found that a personalized, "no nonsense" approach to coaching was the most efficient and effective way to get people on a successful life course. As a coach, Marshall helps individuals find their passions and encourages them to move ahead in reaching their goals. His first book, ***High Level Résumés***, reflects his successful work with hundreds of job candidates. He is a Past Board President of the DC Chapters of the International Coach Federation and the Association of Career Professionals, International. Marshall holds a Bachelors Degree in Psychology from the University of Pittsburgh and is certified by the International Coach Federation, Career Coach Institute and the Coaches Training Institute.

# WHAT MAKES A POWERFUL RESUME?

A decent resume...

is a well written document that clearly outlines your skills, qualifications, and experience.

A **POWERFUL** resume...

is a focused and aggressive **MARKETING tool** that **SELLS YOUR VALUE** to a company.

## WHAT YOU OFFER VS. WHAT THE EMPLOYER WANTS

**The Problem:**



- People have a tendency to write resumes strictly from the “What I offer” perspective. As a result, the wrong information, incomplete information, or irrelevant information is communicated.
- If your resume doesn’t clearly communicate what employers are looking for, your resume is passed over.

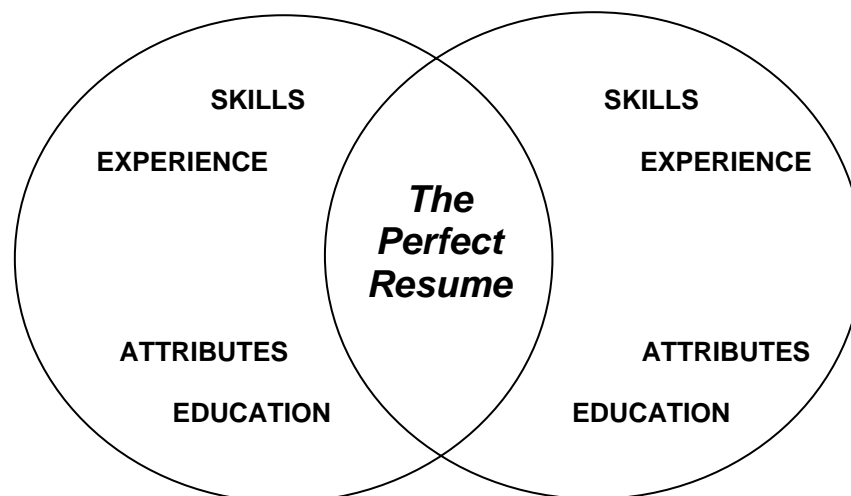
**The Solution:**



- Prepare your resume with the company’s requirements in mind – sell what they’re buying!
- Take a complete inventory of your skills, experience, attributes, and education and compare it to what the company is looking for.

WHAT YOU HAVE TO OFFER

WHAT EMPLOYER WANTS TO SEE



## **SECTIONS OF A RESUME**

- Contact Information:**
- Includes your name and the best way to get in touch with you
  - Don't list every phone number you have...home and/or cell # are enough
  - If you include a cell phone number, be certain 1) you have voicemail attached, and 2) you can talk freely if you answer it
  - Ideally, include a "personal" email (no cute names or aliases)
  - Always goes at the top of your resume

- Profile:**
- Includes a "snapshot" of your top skills, attributes, and qualifications for the job
  - Sums up everything about you that an employer wants to see
  - Great place to put keywords and keyword phrases
  - This is where you can really "sell" yourself
  - Usually the last section to write

- Objective:**
- If you're using an Objective statement, be specific
  - Avoid statements like "Seeking a challenging position in a growth-oriented company that will provide the opportunity for advancement"

- Work Experience:**
- Also called Employment History, Professional Experience, etc.
  - Describe the scope of your responsibility, what you were hired to do (but try not to just list duties)
  - Be specific wherever possible, including #'s, \$\$, %, etc.
  - Include accomplishments, special projects, awards, recognition, etc.
  - Highlight either your job title or the organization, whichever is more marketable

- Education:**
- Can also be called Training, Professional Development, Certification, etc.
  - Include the program name, where you got it, and the year
  - List only what's relevant
  - Can go anywhere on the resume (usually up front or at the end)

- Other:**
- Might include Volunteer Experience, Professional Affiliations, Languages, Other Experience, or Personal Achievements

## TYPES OF RESUMES

- Chronological:** The most common format and the one most employers prefer. Career experience is listed in reverse chronological order.
- Functional:** Important skill sets and qualifications are presented under functional headings. Employment history, dates, etc., are de-emphasized or even omitted. Can raise a “red flag” with employers.
- Targeted / Hybrid:** Combines both elements of a chronological and functional resume. Highlights areas of importance in functional sections, and also provides chronological employment details.

If you are uncertain which format to use, use the following chart as a very simplified guideline. If your particular situation could justify either a Chronological or a Functional, try a Targeted/Hybrid resume.

Your Career Situation	Chronological	Functional
Strong career progression over the past 5 or more years	✓	
You are seeking a position similar to your current or most recent position	✓	✓
You've worked for very impressive companies with well-known names	✓	
Executive or senior management	✓	
Re-entering the workforce after several years off (sick leave, raising family, etc.)		✓
Changing careers (entirely new function or responsibility)		✓
Changing careers (same function but new industry)	✓	
Lots of volunteer experience related to your career goal		✓
Just starting your career, with experience related to your chosen field	✓	
Just starting your career, with <b>no</b> experience related to your chosen field		✓
Held similar positions, with similar responsibilities, for all past employers, and looking for same position again		✓
Unstable work history (changed jobs often, gaps in your history, etc.)		✓

# THE IMPORTANCE OF KEYWORDS

## **What is a keyword?**

A keyword is a noun or short phrase that describes a specific area of skill or expertise. Some keywords apply to very specific careers and industries (“Network Infrastructure Design”) while others can be applied to a wide range of careers (“Customer Service”).

## **Why is it important?**

Many employers use keywords and phrases to “match” candidates with job openings. This approach is used by employers, by recruiters, and in online job boards.

They also position you as a specialist, someone with exactly what they are looking for!

## **How do I know what keywords to use?**

The best source for the right keywords and phrases is to do a little research into your desired position. Look through the job postings and see what they’re looking for. If you have those skills, be certain to include them in your resume.

### **Try these places:**

- online job boards (Workopolis.com)
- job descriptions from your targeted companies
- networking / information interviews
- classified ads
- professional resume books that have samples matching your career

## **Where do keywords go:**

Computer software will find keywords no matter where they are in your resume; however, if these are what employers are looking for, it stands to reason that they should be displayed prominently (*i.e.*, get ‘em on Page 1).

## **Example:**

Tupperware is looking for talented sales representatives to open up a new territory. Candidates need to have previous sales experience, a university degree, and be proficient with contact management and spreadsheet software.

### **Typical keywords might include:**

- Plastics Sales
- Solutions Selling
- Negotiations
- ACT!
- Territory Management
- Sales Presentations
- Bachelor’s Degree - Commerce
- Microsoft Excel

# TAKING IT TO THE NEXT LEVEL

## **PRINT MARKETING TRICKS:**

- Take advantage of the “visual center of the page” (top third)
- Use headlines
- Highlight your BEST on Page 1
- Uses testimonials / short quotes

## **USE LANGUAGE THAT SELLS:**

### **Aggressive & confident**

- If you're good, say so
- If you did something well, tell them how well
- Don't be shy!



### **Action-oriented / benefit-oriented**

- Start bullets with action verbs, preferably strong ones
- Make certain the benefit of the action comes across
- Consider putting the benefit first

### **Be specific!**

- Quantify what you did (or the results of what you did) wherever possible
- Express things in #, \$, %

### **Sell the “context”**

- Sometimes the context of your work makes even mundane results look great
- What was the situation when you started vs. when you left?
- What challenges or obstacles did you have to manage your way through?
- What were you specifically hired to do?

### **Highlight Accomplishments**

- Don't just tell them what you did, tell them how well you did it
- Accomplishments demonstrate your value, how you made a difference in the role
- Best accomplishments are measurable in a quantitative or qualitative way

(Use Language that SELLS, cont.)

Don't just say this...	Say this...
<i>"Increased sales of corporate security services"</i>	<b><i>"Increased corporate security sales by 43% and secured 12 new enterprise accounts, generating over \$6 million in new revenue"</i></b>
<i>"Conducted vendor negotiations, which reduced expenses"</i>	<b><i>"Slashed expenses by 23% within 6 months by renegotiating key vendor contracts"</i></b>
<i>"Sold services to companies across the East Coast"</i>	<b><i>"Recruited to revitalize stagnant sales and reverse declining profit performance in East coast markets"</i></b>

## **FORMATTING, LAYOUT & VISUAL APPEAL**

### **CONSISTENCY**

- Be consistent with the formatting of headings, bullets, text, etc.

### **WHITE SPACE**

- Never cram your resume onto the page just to make it fit
- White space ensures that the text can be read – it distinguishes information and gives the reader a mental break
- Put ample white space between headings, between employment positions, even between bullets

### **FONTS, BOLDING, ITALICS, ETC.**

- Stick to standard fonts (unless you are in a creative industry, where some creative fonts might help)
- Minimum font size is the equivalent of Times New Roman 10pt
- Use bolding, italics, underlining to highlight important text, but don't overdo it

### **UNIQUE AND NOTEWORTHY**

- Try to make your resume look unique, make it stand out
- Avoid using MS Word templates (or any template for that matter)

## IMPORTANT COMPUTER FORMATS

- Microsoft Word**
- ▶ Fully formatted
  - ▶ Use for in-person delivery, faxing, and interviews
  - ▶ Can be submitted as an email attachment (many employers request this)
- Plain text (“ascii”)**
- ▶ Lacks all formatting
  - ▶ Used for resume posting and application over the Internet
  - ▶ Cut and paste into online fields or insert into the body of an email

### *Here’s how to do it:*

- Open your resume in Microsoft Word
- Select **File** then **Save As**
- In the **Save as Type** field, select “text only” or “ASCII”
- Close the new file
- Reopen the file, and you’ll find that all of your formatting has been removed, the text is all left-justified, and the font has changed to Courier
- Set the left and right margins to 2” (this makes it easier to read electronically)...this margin setting will not be retained when you close the file, but it allows you to adjust the text formatting for best screen appearance
- Review the document and fix any glitches or strange characters
- Add extra blank lines to improve readability
- Consider adding a line of characters to divide each section

- PDF**
- ▶ Takes a “picture” of your formatted Microsoft Word resume that can be read on almost any machine exactly as you formatted it (Acrobat PDF Reader can be downloaded for free on the Internet)
  - ▶ Not too common, but can be handy to offer to employers as an alternate version
  - ▶ Some employers like them because they don’t transmit viruses when sent as an email attachment
  - ▶ Requires Acrobat PDF Writer in your word processing software. To check if it’s installed in your computer, try this:
    - Open your resume in Microsoft Word
    - Go to **File** then **Print**
    - In the Printer box, see if “Acrobat PDFWriter” is listed
    - If so, select it and print document (the document doesn’t actually print, rather it is saved with a “.pdf” extension)
    - If not, PDF writing software can be purchased/downloaded online

## FINAL THOUGHTS

1. Sell what the company wants, not what you want
2. Page 1 is CRITICAL
3. Use the language of your target audience
4. A 2-page resume is a good guideline, but not a rule
5. Make certain your name is on every page
6. Avoid using “I” and “me”
7. Organize content to work for you
8. Tell them what they need to know – show them how you can make their company/department better by showing them how you’ve done it before
9. Proofread, proofread, PROOFREAD...and then have someone else proofread



*“You are the storyteller of your own life, and you can create your own legend or not.”*  
– Isabel Allende



## **RECOMMENDED READINGS**

***Best Cover Letters for \$100,000+ Jobs***, Enelow, Wendy, Impact Publications, 2001

***Best Resumes for \$100,000+ Jobs***, Enelow, Wendy, Impact Publications, 2001

***Executive Job-Changing Workbook***, Lucht, John, Viceroy Press, 2001

***Expert Resumes for Managers and Executives***, Enelow, Wendy, and Kursmark, Louise, Jist Publishing, 2003

***Gallery of Best Resumes*** (3<sup>rd</sup> Ed.), Noble, David, Jist Publishing, 2004

***High Level Resumes***, Brown, Marshall and Reitman, Annabelle, CareerPress, 2005

***How to Prepare Your Curriculum Vitae***, Jackson, Acy and Geckeis, C., Kathleen, The McGraw Hill Companies, 2003

***How to Say It In Your Job Search***, Kaplan, Robbie, Miller, Prentice Hall Press, 2002

***Resume Magic: Trade Secrets of a Professional Resume Writer*** (3rd Ed.), Whitcomb, Susan, Britton, Jist Publishing, 2006

***(The) Resume Makeover***, Marcus, John, J., McGraw Hill, 2003

***Resumes that Knock 'em Dead***, Yate, Martin, Adams Media, 2004

## **RESUME SAMPLES**

The samples on the following pages illustrate the key points we've covered. You'll notice that each is unique and yet each markets what that individual offers. Some have a very traditional format, whereas others are a bit more creative.

The point is, they each market the individual's value very clearly, highlight their most marketable qualifications to a company, and would stand out from their competition.

## RICHARD BOESCH

2001 Rockwood Terrace ~ Vienna, VA 22182 ~ rmboesch@aol.com ~ 703-281-7043

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### PROFESSIONAL PROFILE

Experienced and proven Human Resource Professional with record of significant accomplishments and contributions. Demonstrated ability to galvanize teams to achieve ambitious results. Expertise in labor and employee relations, negotiations, performance management, and training and development. Especially strong in developing policy, procedures and programs, which support, enhance and strengthen business initiatives.

### EDUCATION

MBA, California State University, San Francisco, CA  
Juris Doctor, George Mason University, Fairfax, VA

### CORE COMPETENCIES

Labor Relations	Performance Management	Policy Development
Employee Relations	Employee Training & Development	Subject Matter Expert

### SELECTED ACCOMPLISHMENTS

- Collaborated in 2002 National negotiations successfully achieving strategic, operational and tactical bargaining objectives for the Internal Revenue Service.
- Deployed web-based National Agreement Resource Center, providing immediate, up-to-date information to all IRS managers.
- Reviewed and revised 9 comprehensive internal labor and employee relations manuals.
- Developed and published 2 guides; ethics and conduct for employees, and good conduct and disciplinary measures for managers.
- Key architect for Vice-President's National Performance Review, making significant contributions on the National Partnership Council Planning Group.
- Designed and spearheaded implementation of DoD's Administrative Grievance System, Performance Appraisal System, and Awards Program and published all appropriate guidelines.
- Conceived, initiated and implemented first-ever information sharing system for all DoD agencies, providing current, up-to-date information and policy changes for human resource professionals.
- Managed DoD Labor Relations program, providing DoD-wide program advice and guidance governing a workforce initially numbering over 1 million employees.

### WORK HISTORY

Internal Revenue Service, Washington, DC

2001 – 2004

#### Chief, Workforce Relations

- Design, develop, coordinate, implement, monitor and administer employee and labor relations policies, programs and procedures serving a workforce of 120,000 union and non-union employees.
- Direct, coordinate and manage work of 16 employees and 2 managers, ensuring compatibility and consistency with current guidelines and programs and adherence to all applicable laws and regulations.
- Conduct comprehensive operational and program reviews, recommend necessary actions, revisions, and changes.
- Oversee and review all local and national negotiations and agreements.
- Manage and allocate \$1.2 Million office budget.
- Advise senior management on labor relations issues, goals, and status.
- Designed, developed and delivered various training sessions for diverse employee populations.
- Collaborated to effectively train over 300 HR professionals who subsequently trained 10,000 managers.

- Benchmarked Employee Relations Program by researching and examining best practices of other agencies. Compiled and analyzed information in comprehensive report.
- Significantly streamlined several operational processes, which resulted in cost savings.
- Managed a comprehensive, automated labor and employee relations tracking system, providing real-time case status.

Department of Defense, Washington, DC 1990 – 2000

**Deputy Director, Workforce Relations**

- Developed policies and procedures in labor relations, performance management, awards, employee relations, and grievance procedures that were implemented nationwide.
- Developed and/or collaborated in the development of government-wide legislation, executive orders, regulations, and demonstration projects making recommendations for approval, disapproval and revisions.
- Initiated legislative and regulatory reforms regarding performance management and award systems.
- Consulted with unions and provided advice and guidance to managers on labor relations issues.
- Conducted comprehensive research on unusually difficult and unusual labor relations issues, analyzing all sides and developing policy and recommendations for effective resolutions.

Department of Treasury, Washington, DC 1988 – 1990

U.S. Air Force, Washington, DC 1983 – 1988

**Labor Relations Specialist**

- Performed full range of labor relations duties, including developing and implementing policies and programs, reviewing labor agreements and proposed policy changes, advised and counseled regarding labor and employee relations issues, and conducted training initiatives.
- Collaborated to develop and institute labor relations reforms and legislation.
- Prepared Agency position papers on major policy issues.
- Advised management on short- and long-term implications of proposed regulations and policy changes and revisions.
- Reviewed unfair labor practice charges and complaints, providing guidance and resolutions.

U.S. Air Force, Dugway Proving Grounds, Dugway, UT 1980 – 1983

**Employee Relations Specialist**

- Served over 3,000 employees, providing guidance and expertise in labor relations, employee discipline and grievances, performance management and awards, equal employment opportunity, and employee motivation and counseling.
- Processed employee grievances and appeals, ensuring timeliness and completeness.
- Assisted in designing creative resolutions and recommended appropriate actions.
- Designed and aided implementation of creative work environment to improve morale and increase productivity and effectiveness.
- Advised employees and managers of rights and responsibilities.
- Served as negotiation team member.

**PROFESSIONAL DEVELOPMENT**

Distinguished Graduate, US Air Force Officers Training School  
Basic Placement and Employee Relations  
Management Development Seminar  
Leadership for a Democratic Society, Federal Executive Institute

**MAJOR AWARDS**

Defense Medal for Exceptional Service, Office of the Secretary of Defense  
Civilian Career Service Award, Office of the Secretary of Defense  
Honor Award, Office of the Secretary of the Treasury

# JOHN P. KOTOPOLOUS MBA

555 St. Augusta Drive ■ Pinehurst, Colorado 12345  
303 555 6666 ■ jpk@email.com

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## SENIOR EXECUTIVE – MANUFACTURING

Specialist in upgrading manufacturing operations with lean processes, improved quality, and commitment to customers

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HIGH-PERFORMANCE EXECUTIVE with 20+ years' strategic leadership experience in OEM and contract manufacturing. Career reputation built on ability to effectively optimize manufacturing performance, improve quality, streamline processes, spearhead competitive improvements, secure contracts with top-tier F-500 clients and suppliers worldwide, and position companies for continued growth in revenue and profitability.

Manufacturing strategist and tactician with superior planning skills and state-of-the-art technical expertise. Expert in cutting-edge manufacturing, quality, and supply chain tools and methods. Decisive and inspiring leader with absolute commitment to meeting strategic objectives. Experience leading multi-functional teams and workforce exceeding 1000. Areas of excellence include:

Lean Manufacturing ... Six Sigma ... ISO/QS 9000 – Mil-STD Quality Systems ... Strategic Global Sourcing  
Mexico (Maquiladora) Operations ... Supply Chain Development ... MRP & ERP ... Sales & Marketing  
New Product Introduction ... Enterprise-Level Project Management

## PERFORMANCE MILESTONES

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- Secured and managed client contracts with international Fortune 500 customers including Kodak, Philips, Sony, Sharp, Nike, 3Com, Palm, Sun Microsystems, StorageTek, Lucent, and Siemens.
- Co-managed company restructuring and built a new Business Development organization that resulted in restored profitability and increased revenues of over 200% for Xpectra Corporation.
- Implemented the process and operational improvements that took E-M-Solutions Colorado Operations from a losing position to profitability and over \$40 million in annual revenue.
- Within 2 years, introduced operations enhancements at Kryptonics that increased capacity by 200%, decreased cost-per-unit by 28%, and effectively supported year-over-year growth surpassing 120%
- Introduced disciplined processes and lean manufacturing techniques that helped turn an under performing poorly structured \$10 million organization into a \$50 million best-in-class manufacturing and distribution operation.

## PROFESSIONAL EXPERIENCE

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### IMPECTRA CORPORATION, Augusta, Colorado

*Contract manufacturing company specializing in turnkey product assembly and plastics injection molding. Operates four plants in the US and Mexico.*

#### Vice President

Nov 2000 – May 2004

Brought in by CEO (former CEO of EPS) to assist in the turnaround of failing operations, build a new business development organization, and help lead company from significant losses in 2000/2001 to a profitable position in under 4 years

Challenged to create aggressive new business development strategies and processes where none existed, co-manage the divestiture of three underperforming operations, coordinate customer new product introduction, and co-develop the strategic business plan to reshape the company for future growth. Efforts have resulted in over 200% growth with revenues projected to exceed \$60 million for 2004

- Established a top-tier business development organization from scratch – assessed strategic direction, hired a top-quality sales force, and introduced best-in-class processes, reporting structures, and incentive programs
- Spearheaded the business development efforts that acquired and/or currently support Fortune 500 technology clients, including Kodak, Philips, Sony, Sharp, StorageTek, Sunrise Medical, and Dialight

**MANUFACTURERS' SOLUTIONS LIMITED (MSL), Augusta, Utah**

*Top-tier high-volume electronics contract manufacturing operation with Y2000 revenues exceeding \$300 million and a client base including 3Com, Palm, and Diamond. 150,000 sq. ft. facility with 1200 employees and 7 high-volume SMT-based manufacturing cells.*

**Vice President & General Manager**

Apr – Oct 2000

Recruited to lead upgrade efforts to position company for rapid growth and a more diverse global customer base. Responsible for complete end-to-end processes from engineering, design, and prototyping to reliability analysis, system integration, product assembly order fulfillment, global distribution, and after market services. Full P&L and operations accountability.

- Established a new 75,000 sq. ft. national logistics and distribution centre for Palm products, installed a new \$8 million high speed production line, and implemented a full-scale ERP upgrade
- Renegotiated primary client contacts to meet profit objectives and made Q2 and Q3 revenue exceeding \$100+ million
- Due to economic downturn, MSL sold to Celestica (plant closed mid 2001)

**E-P-SOLUTIONS COLORADO, Pinehurst, Colorado and Augusta, Mexico**

*Mid-tier electronic contract manufacturing operation specializing in low-mid volume, high mix electronic equipment for the telecommunications, mass storage, medical and computer industries.*

**Vice President & General Manager**

Dec 1997 – Mar 2000

Senior leadership position charged with turning an inefficient plant into a best-in-class operation, improving profitability, and restoring confidence with a F500 client base that included **Siemens, Lucent, Acuson, and Sun Microsystems**. Full P&L accountability and management of 450 employees in a 250,000 sq. ft. US plant.

- Increased customer base and profitability through a series of best-in-class initiatives – took company from a losing position to over \$40 million in annual revenue
- Devised and implemented a cellular demand flow manufacturing strategy and introduced Lean Manufacturing throughout all operations
- Established a low cost operation in Monterrey, Mexico
- Dramatically improved customer confidence through exceptional responsiveness, on-time delivery, and engineering support
- Drove new full-scale ERP and EDI systems implementations
- Led ISO9002 registration

**MOVETRONICS CORPORATION, Pinehurst, Colorado**

*High volume OEM polyurethane manufacturing corporation with two operations supporting industrial and consumer market segments. Customer base included Nike, K2, Solomon, and StorageTek. Company sold to Bravo Inc. (1997).*

**Vice President of Operations**

Aug 1995 – Dec 1997

Personally selected by new CEO (former CEO of FactCorp) to upgrade operations, introduce automation solutions, and position company for growth and eventual sale to main competitor. Responsible for enhancements across all key business functions, including manufacturing, materials management, sourcing, procurement, engineering, and worldwide OEM and retail distribution.

- Increased capacity by over 200%, decreased manufacturing CPU by 28%, reduced labor content by 25%, and installed disciplined engineering, logistics, manufacturing, and quality processes that supported year-over-year growth exceeding 120%
- Established a new product introduction process resulting in quicker market introduction and consistent product quality
- Introduced cellular manufacturing, rebuilt the management team, and installed a new MRP system
- Contracted major automation upgrades and established common processes in partnerships in Taiwan and Italy

**INTERNATIONAL FACTCORP**, Boulder, Colorado

\$50 million OEM manufacturer of electronic point-of-sale terminals.

**Vice President of Operations**

Sept 1993 – Aug 1995

Brought in by new CEO to quickly introduce lean processes across all key operations areas and address serious quality and distribution issues. Responsible for process enhancements across manufacturing (US, Singapore, and Malaysia), materials, sourcing, MIS, new product startup and introduction, and global distribution.

- Established an efficient hybrid domestic and offshore contract manufacturing strategy that helped drive revenues to \$50 million and make significant improvements in profitability
- Implemented a full set of processes from basic sales forecasting through master production scheduling, supply chain development, materials management, distribution, and manufacturing
- Renegotiated the turnkey contract manufacturing agreement and managed offshore suppliers in Singapore and Malaysia to meet quality and on-time delivery expectations
- Managed company operations through secondary offering. Company sold to Checkmate Inc.

**DRONE AEROSPACE**, Augusta, Colorado

1978 – 1993

*Advanced through a series of increasingly senior and executive positions overseeing government contracts for strategic and tactical defense systems for command, control, communications, and intelligence (C3I). Accountabilities typically encompassed P&L, project management, planning, engineering, production, product quality, marketing, and new business acquisition. Positions and achievements include:*

**Vice President – Tactical Programs**

**Vice President – Manufacturing & Product Assurance**

**Project Manager – Systems Engineer**

- Led and/or contributed to over 20 C3I proposals with a win rate exceeding 50% – successful awards include Space Defense Operations Center (SPADOC), Maneuver Control Systems (MCS), Space Computations Center (SCCS), REACT, CCPDS-R, and others
- Led a key support area for the 15-month proposal effort resulting in the award of the Space Defense Operations Center (SPADOC) – served as Program Manager of System Engineering over next 4 years
- Key member of the Ford Aerospace Operations Committee that grew the division by 500% over this period, increasing revenues from \$30 million to over \$150 million
- Managed Tier Two subcontracting relationships with IBM and TRW, and oversaw subcontracting and purchasing budgets exceeding \$200 million
- Served as **Director of Total Quality** and **Director of Ethics** for Ford Aerospace Operations

**EDUCATION & EXECUTIVE TRAINING**

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**MBA – Operations Analysis** (Fellowship)

Augusta University

**Bachelor of Science – Production & Operations Management** (Summa cum Laude)

Augusta University

**Ford Aerospace Program Management Institute**

Drone Aerospace, Augusta

**Ford Motor Company Total Quality Management Programs**

Drone Motor Company, Pinehurst

# Christine S. Sunnis

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## PROFESSIONAL SUMMARY

Dynamic IT executive with demonstrated expertise in analysis, design, development, test and support of complex software systems. Twenty years' proven excellence in IT environments, providing management and leadership for troubleshooting and resolutions, technical requirement interpretations, life cycle project management and technical guidance. Strong project management skills and visionary team leader. Proficiency in building strategic alliances and providing customer service that exceeds expectations.

## EDUCATION

OCP8i™ DBA Certification, Aurora, CO (Anticipated 3/2005)  
Master of Science, Management Information Systems, 1993, American University  
Bachelor of Science, Computer Science, 1988, American University

## TECHNICAL EXPERTISE

Hardware: HP 9000series, Sun, StarServer FT 3000, Sequoia, IBM 3090/4381, IBM PCs and compatibles.  
OS: UNIX (TOPIX, SVR4/5, HP-UX Solaris) Windows 95, 98, NT, 2000, CICS CMS, MVS/ESA, MS-DOS  
Networks: TCP/IP, X.25  
Languages: FOCUS 4GL, OS/JCL, PASCAL, HTML, SQL  
Software Tools: Veritas Vista REPLAY, XRunner, Exceed, all CLEAR, ABC FlowCharter, Sablime, Compas, PVCS Tracker, DDTS, XWindows, Norton Ghost, ImageCast, PCAnywhere, MS Office 2000

## RELEVANT PROFESSIONAL WORK HISTORY

- Avant Grey, Bluster, CO                      **Director, Information Systems**                      2000 – 2001
- Tested multimedia-messaging products as director of Applications Group.
  - Significantly reduced time to market and verified products to specifications.
  - Modified existing testing procedures and ensured product enhancements did not impact functionality.
  - Performed quality and consistency tests throughout phased development cycles.
  - Successfully provided project management driving projects from inception to on time and within budget guidelines and requirements.
  - Wrote and executed test plans and test cases and wrote defect reports.
  - Conceived and implemented improved testing procedures significantly streamlining processes.
  - Proactively contributed to all team efforts, ensuring project completions and quality products and results.
- Qusar Diamond, Denver, CO                      **Test Engineer**                      1999 – 2000
- Tested intranet applications running in a clustered environment consisting of NT and UNIX servers.
  - Performed system and interoperability testing, completing all processes, procedures designed to achieve Capability Maturity Model (CMM) Level 2 certification.
  - Successfully implemented the use of DDTS tool for tracking software anomalies.

## Christine S. Sunnis

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Page 2

BlueGlobe Technologies, Westminster, CO      **Test Engineer**      1999 – 2000

- Member of self-directed team tested stand-alone PC-based configuration tools used by international sales force to order Business Communication System products.
- Defined customer profiles and test strategies.
- Successfully implemented test plans and produced summary reports.
- Used source control software, bug-tracking software and test-tool development.
- Performed Quality Factor Assessment process verifying, measuring, and assessing quality.
- Executed test cases, diagnosed and resolved problems and generated problem reports.

Deere International, Columbus, OH      **System Test Coordinator**      1996 – 1999

- Tested customized network traffic management products for global customers in Europe, Asia and Latin America.
- Coordinated testing efforts of team for multi million-dollar project in India involving installation of real-time traffic management software; provided and ensured smooth deployment.
- Planned system tests interval, established environment and executed test cases to ensure product compliance with Y2K efforts and ISO 9001 requirements.
- Utilized SQL to validate user screen output against database.

Summit Group, Somerset, NJ      **Test Engineer**      1995 – 1996

- Developed, coordinated and implemented automated testing procedures on performance analysis and surveillance products running AT&T / NCR 3000 series platforms.

**Telephone Network Traffic Management Project (NetMinder)**

- Introduced fully automated testing process using XRunner significantly reduced life cycle testing time requirements.
- Served as Project Manager, coordinated all phases of testing, verification and documentation in collaboration with AT&T test team.
- Developed independent system test plan for software porting from AT&T / StarServer FT R3000 platform to AT&T / NCR 3500 series platform.

**Telecommunication Multi-Functional Operations System Project (MFOS)**

- Performed automated system and regression testing on surveillance and operations system for international network switches.
- Developed regression-testing baseline that facilitated the implementation of automated testing using Veritas Vista REPLAY.
- Successfully completed final phase of project porting software from HP-UX 9000 platform to AT&T / NCR platform.

Research Analysis, Potomac, VA      **Quality Assurance**      1993 – 1995

- Coordinated testing of enhancements to database application monitoring worldwide transportation and logistics programs.
- Developed system test plan and coordinated test efforts, ensuring operability and quality within customer specifications.

American University, Washington, D.C.      **Senior Programmer**      1983 – 1993

- Designed, coded, tested and documented alumni, financial, and decision support programs.
- Analyzed customer requests, designed and developed software solutions that supported and enhanced fundraising efforts and results.
- Collaborated in the conversion of systems from Wang MV 2200 to IBM 3090 mainframe without loss or corruption of data.
- Converted programs from BASIC to FOCUS 4GL.

# JUDITH LEVY

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## Career Profile

Strategic **Human Resources Executive** and proactive business partner to senior operating management to guide in the development of performance-driven, customer-driven and market-driven organizations. Demonstrated effectiveness in providing vision and counsel in steering organizations through accelerated growth as well as in turning around under-performing businesses. Diverse background includes multinational organizations in the medical equipment and manufacturing industries.

### Expertise in all generalist HR initiatives:

Recruitment & Employment Management ... Leadership Training & Development ... Benefits & Compensation Design ... Reorganization & Culture Change ... Merger & Acquisition Integration ... Union & Non-Union Employee Relations ... Succession Planning ... Expatriate Programs ... Long-Range Business Planning ... HR Policies & Procedures.

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## PROFESSIONAL EXPERIENCE

**MARCON MANUFACTURING COMPANY**, Peekskill, NY  
*Vice President, Human Resources (1996–Present)*

**Challenge:** Recruited to create HR infrastructure to support business growth at a \$30 million global manufacturing company with underachieving sales, exceedingly high turnover and lack of cohesive management processes in U.S. and Asia.

**Actions:** Partnered with the President and Board of Directors to reorganize company, reduce overhead expenses, rebuild sales and management infrastructure.

**Results:**

- ◆ Established HR staff of 5, including development of policies and procedures; renegotiated cost-effective benefit programs saving \$1.5 million annually.
- ◆ Reorganized operations and facilitated seamless integration of 150 employees from 2 new acquisitions within parent company.
- ◆ Reduced sales force turnover to nearly nonexistent, upgraded quality of candidates hired by implementing interview skills training and management development programs. Results led to improved sales performance.
- ◆ Recruited all management personnel, developed HR policies and procedures, and fostered team culture at newly built Malaysian plant with 125 employees.
- ◆ Initiated business reorganization plan, resulting in consolidation of New York and Virginia operations and \$6.5 million in cost reductions.

**BINGHAMTON COMPANY**, New York, NY  
*Director, Human Resources & Administration (1993–1996)*

**Challenge:** Lead HR and Administration function supporting 1,600 employees at \$500 million manufacturer of medical equipment. Support company's turnaround efforts, business unit consolidations and transition to consumer products focus.

**Actions:** Established cross functional teams from each site and provided training in team building to coordinate product development efforts, implement new manufacturing processes and speed products to market. Identified cost reduction opportunities; instrumental in reorganization initiatives that included closing union plant in Texas and building new plant in North Carolina. Managed HR staff of 12.

*Director, Human Resources & Administration continued...*

- Results:**
- ◆ Instituted worldwide cross-functional team culture that provided the foundation for successful new product launches and recapture of company's leading edge despite intense competition.
  - ◆ Led flawless integration of 2 operations into single, cohesive European business unit, resulting in profitable business turnaround.
  - ◆ Restructured and positioned HR organization in the German business unit as customer-focused partner to support European sales and marketing units.
  - ◆ Initiated major benefit cost reductions of \$3 million in year one and \$1 million annually while gaining employee acceptance through concerted education and communications efforts.

**ARCADIA CORPORATION**, New York, NY  
*Director, Human Resources (1989-1993)*

**Challenge:** HR support to corporate office and field units of an \$800 million organization with 150 global operations employing 4,500 people.

**Actions:** Promoted from Assistant Director of HR to lead staff of 10 in all HR and labor relations functions. Established separate international recruitment function and designed staffing plan to accommodate rapid business growth. Negotiated cost-effective benefits contracts for union and non-union employees.

- Results:**
- ◆ Oversaw successful UAW, Teamsters and labor contract negotiations.
  - ◆ Established and staffed HR function for major contract award with U.S. government agency.
  - ◆ Introduced incentive plans for field unit managers and an expatriate program that attracted both internal and external candidates for international assignments in the Middle East.
  - ◆ Managed HR issues associated with 2 business acquisitions while accomplishing a smooth transition and retention of all key personnel.
  - ◆ Restructured HR function with no service disruption to the business while saving \$500,000 annually.

## EDUCATION

**M.B.A.**, Cornell University, New York, NY

**B.A., Business Administration**, Amherst College, Amherst, MA

## AFFILIATIONS

Society for Human Resource Management  
Human Resource Council of Albany