

The Do's and Don'ts of Resume Writing



Presented by:
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Vice President, Operations
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Why are resumes more important today than ever?

- Advent of emails makes it easy to transmit resumes quickly.
- By a simple click of a button, on-line resumes can easily be distributed to many hiring officials all at one time.
- Interviewers are asking for writing samples during the hiring process and are much more aware of quality resumes
- By reviewing resumes quickly, interviewers are looking to get to the short list as soon as they can.
- Human Resource professionals have less time to talk to potential candidates and/or review cover letters.
- Today's resume defines who you are, not just what you are.
- Resumes are the conduit to convey your clear and concise message.
- Selling yourself on the telephone or thinking you can meet a hiring official without an appointment, is a thing of the past.

What are the key aspects of a solid resume?

Your resume must:

- Present a clear message
- Be well written and concise
- Keep the reader interested
- Explain who you are as well as what you do
- Have a professional look and feel
- Utilize strong action words that characterize your bold sense of creativity, pride and achievement
- Be “results-oriented”
- Identify you as an “achiever” as well as a “doer”
- Never deceive the reader
- Exude confidence, not arrogance
- Make for easy reading

Outlining your Resume

- While chronologically recording your entire professional business career, detail your background, without missing any of your job functions or responsibilities.
- Write a paragraph about yourself, describing the things you are good at and what makes you stand out from others. Write this statement with confidence and a sense of pride.
- Record whatever you may have designed, created, led, championed or developed, no matter how insignificant it may seem.
- Specifically record your 5 most important career achievements, recognizing what the end result of those achievements were.
- Detail all your hardware and/or software computer exposure, defining your skill level of knowledge.
- Utilizing only 6-8 words, classify your main topics of experience.
- Highlight your education paying specific attention to acknowledgements, certificates and awards.
- List all your non-political / non-religious community involvements, especially those that encompass a team atmosphere.

Most Common Resume Mistakes

- The more information you put on your resume the better it is.
- Placing an Objective Section at the top of your resume.
- Including personal references on the resume
- Detailing every responsibility for each position you have ever had.
- Shading and highlighting many areas
- Making your Summary of Qualifications 4 paragraphs long
- The exclusion of a detailed “Computer Skills” section
- A failure to define what you can do for your next employer
- Eliminating your college graduation date(s)

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John Q. Public (“**BAD RESUME**”)

Summary: Proven Finance Executive with significant Controllership experience along with an extensive background in strategic partnering with business unit heads, planning & analysis, operational support, mergers & acquisitions and organizational leadership.

Experience

7/88-Present **Tuna Fish Inc.** Stamford, CT
1/95-Present **Tuna Fish Management Services Inc.** Stamford, CT

3/06-7/07 **Acting V.P. Finance & Administration**

Assumed role of interim VP Finance while continuing to perform the role of Controller for \$900 million subsidiary.

- Achieved new contract growth of 41% in 2006, and achieved the highest quarter of net new contracts in five years in 2Q/07.
- Completed the \$65 million acquisition of Ibis, Inc. in 2006.
- Exceeded profit and free cash flow budgets in 2006 including significant labor and equipment efficiencies, and a reduction in accounts receivable over 90 day balances.
- Partnered with Executive team on redefining the business strategy and supported the development of related tactical plans.
- Transitioned our 65 person Tampa Administrative Services Center into the Tuna Fish Finance Services organization to achieve better transactional efficiencies for all of Tuna Fish.

7/01-Present **Worldwide Controller**

- Control environment (including policies & procedures, Sarbanes-Oxley compliance).
- Operations support (partner with the Business unit Presidents in the running of their operations, including driving productivity improvements, providing operational metrics and overall business guidance allowing for sound decision making).
- Accounting function (financial close, internal & external monthly reporting, balance sheet ownership, Corporate Tax department and Audit department interface).
- Planning & Analysis (monthly forecasts, annual budget, long term financial plan – including strategic plan linkage, ongoing financial & business analysis, quarterly reviews, cash flow management and forecasting).
- Major investment analysis and approval recommendations; consult on major new deal pricing and deal structure when necessary.
- Financial Systems (G/L ownership, reporting & consolidation systems).
- Acquisition valuation, due diligence and integrations.
- Partnered with the President, TFS International providing strategic and overall business and financial support and guidance from 7/01-12/04.

Major accomplishments:

- Implemented Sarbanes-Oxley requirements.
- Established dedicated finance support for the newly established Legal and Government verticals. Supported the TFGS President in the development of the Government vertical strategic plan.
- Managed the successful due diligence and integrations associated with the acquisitions of TF Services International (TFS) (\$290mm), EEE Company (\$60mm) and Catapult Inc. (\$25mm).
- Negotiated the TFS purchase price finalization resulting in a \$5mm price reduction.
- Successfully implemented a common financial system for TFS Europe.

3/98 – 6/01

Controller

Responsibilities:

• Director of Field Accounting and Director of Corporate Accounting positions consolidated under this new function. Gave me responsibility for the remainder of the finance and accounting organization including payroll, accounts receivable, and operational support.

Major Accomplishments:

- Acquisitions - Analysis, due diligence and integration of Lason Litigation business (\$7 million), and Services Integration Group (\$50 million).
- Analysis and due diligence associated with the \$290 million acquisition of TFS.
- Transitioned all remaining accounting processing functions from HQ to Tampa shared services center.
- Refocused field finance staff on operational support. Subsequently implemented process to maximize profits in our FM sites resulting in significant same site profit growth.
- Assumed responsibility for Financial Systems (JD Edwards ERP system).
- Drove significant systems structure changes that streamlined reporting & analysis.
- Successful Y2K initiative and JD Edwards version upgrade.

1/95 – 2/98

Director, Corporate Accounting

• Joined PBMS after the sale of Monarch Marking Systems and a Tuna Fish reorganization.

Responsibilities:

- Assumed all Corporate finance functions including financial close, reporting & analysis, major investment analysis.
- Provided financial support to Canadian, U.K. and Business Recovery operations.
- Supported new service development (investment requirements, pricing models, sales opportunities support, etc.)
- Annual budget and 3 year financial plan development.

Major Accomplishments:

- Played a major role in starting up the TFS U.K. and Business Recon (BR) operations.
- Established pricing models for 2 new service offerings.
- Significantly upgraded the planning and analysis function.

12/93-12/94

Manager, Financial Planning & Analysis

T.F. Business Supplies & Services

(promotion & title change)

Major Accomplishment:

- Worked closely with First Nevada on the successful divestiture of Monarch Marking Systems.

12/91-11/93

Sr. Business & Financial Planner **T. F. Business Supplies & Services** Stamford, CT

• Hired as sole financial support to the VP Strategic Planning and business unit President.

Major Accomplishments:

- Established the reporting and analytical function.
- Established linkage between the strategic planning and financial planning processes.
- Supported several successful new product introductions.
- Supported the \$100mm acquisition of Sword Fish, Inc.

7/88 – 11/91

Business & Financial Planner

Tuna Fish Inc.

Stamford, CT

Responsibilities:

- Consolidation, reporting and analysis in support of the Tuna Fish annual budget, monthly forecasts, and financial plan.
- Various schedules for the annual report, 10Q and 10K filings.
- Drafted the annual budget memo to the Board of Directors.
- Ownership of the consolidation and reporting system.

Major Accomplishment:

- Completed the installation of a PC based reporting and consolidation system.

Education 1988 University of Bridgeport – MBA
1980 University of Connecticut - B.S. Finance

Additional Training 2000 – Executive Leadership Training Program
Mid-Management Training Program

References Furnished upon request.

“GOOD RESUME”

John Q. Public
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203-555-0000

Senior Level Financial Executive possessing over 20 years of comprehensive financial management, accounting and process enhancement experience within multi-national firms. Results-oriented leader with a consistent and successful record in strategic business planning, productivity and efficiency improvements, policy and systems design & implementation and employee collaboration. Highly respected MBA with strong communication skills who has demonstrated an ability to maintain confidentiality, provide leadership and adapt to increasing levels of responsibility. Broad based competencies include but not limited to:

Mergers & Acquisitions
Forecasting & Budgeting
Corporate Accounting
SOX Implementation/Compliance

Business & Financial Controls
Financial Planning & Analysis
Strategic Planning

International Finance
Process Improvements
**Business Partner/
Operations & Sales**

- **Managed the successful due diligence and integrations** associated with the acquisitions of Danka Services International (DSI) (\$290mm), DDD Company (\$60mm), Compulit Inc. (\$25mm) and Ibis, Inc. (\$65mm). Also managed the divestiture of two businesses.
- **Negotiated** the DSI purchase price finalization resulting in a \$5mm price reduction.
- **Successfully implemented** a common financial system across PBMS Europe which enhanced overall financial controls and reporting.
- **Established a new PBMS operation in the U.K.**
- **Teamed with internal and external resources** to establish a shared services center resulting in significant cost savings and improved efficiencies
- **Streamlined the monthly financial closing cycle through systems and process enhancements, reducing the closing cycle by 3 days.**
- **Created policies and procedures** that improved business and financial controls.
- **Designed templates and formats** that became the standard for the Pitney Bowes financial planning process.
- **Championed** productivity improvements resulting in over \$5 million in cost savings.

Professional Experience

7/88 – Present **Tuna Fish, Inc.**
1/95-Present **Tuna Fish Management Services, Inc.**

3/06-8/07

Interim V.P. Finance & Administration
As acting VP Finance, continued to perform the role as Controller for \$900 million subsidiary.

- **Achieved** new contract growth of 41% in 2006, including the achievement of the highest quarter of net new contracts in five years.
- **Successfully completed** the \$65 million acquisition of Ibis, Inc. in 2006.
- **Exceeded** profit and free cash flow budgets in 2006 including significant labor and equipment efficiencies as well as a reduction in accounts receivable over 90 day balances.
- **Partnered with Executive team** on redefining the business strategy while supporting the development of related tactical plans.
- **Transitioned** our 65-person Tampa Administrative Services Center into the TF Finance Shared Services organization to achieve better transactional efficiencies for all of Tuna Fish.

Worldwide Controller

7/01-Present

- **Control environment:** Developed policies & procedures and assured Sarbanes-Oxley compliance.
- **Operations support:** Partner with the Business unit Presidents in the running of their operations, including driving productivity improvements, providing operational metrics and overall business guidance resulting in sound business decision making.
- **Accounting function:** Financial close, internal & external monthly reporting, balance sheet ownership, Corporate Tax department and Audit department interface.
- **Planning & Analysis:** Monthly forecasts, annual budget, long term financial plan – including strategic plan linkage, ongoing financial & business analysis, quarterly business reviews with internal business unit Presidents and the TF CEO, cash flow management and forecasting.
- **Financial Systems:** G/L ownership, reporting & consolidation systems.
- **Acquisition:** Acquisition valuation, due diligence and integrations.
- **TFMS International:** Partnered with the President, providing strategic, financial and overall business leadership from 7/01-12/04 (due to TF restructuring, this unit rolled under TF International).

Controller**3/98-6/01**

- **Responsible** for the finance and accounting organization including payroll, accounts receivable and operational support (Director, Corporate Accounting and Director, Field Accounting roles consolidated into this new Controller role).
- **Successfully performed** acquisition analysis, due diligence and the integration of Lason Litigation business (\$7 million), and Services Integration Group (\$50 million).
- **Executed** analysis and due diligence associated with the \$290 million acquisition of TFP Services International (TFPS).
- **Transitioned** remaining accounting processing functions from HQ to Tampa shared services center.
- **Refocused** field finance staff on operational support. Subsequently implemented process to maximize profits in our client sites resulting in significant same site profit growth.
- Assumed responsibility for Financial Systems (JD Edwards, Hyperion).
- **Significantly drove** systems structure changes that streamlined reporting & analysis.
- **Implemented** Y2K initiative and JD Edwards version upgrade.

Director, Corporate Accounting**1/95-2/98**

- **Managed** all corporate finance functions including financial close, reporting & analysis, major investment analysis.
- **Provided financial support** to Canadian, U.K. and Business Recovery operations.
- **Supported new service development** - investment requirements, pricing models, sales opportunities support, etc.
- **Developed** the annual budget and 3-year financial plan.
- **Played** a major role in starting up the TFS U.K. and Business Recovery (BRS) operations.
- **Instituted pricing models** for two new service offerings.
- **Significantly upgraded** the planning and analysis function.

Manager, Financial Planning & Analysis, T.F. Supplies & Services

12/93-12/94

Sr. Business & Financial Planner, T.F. Supplies & Services

12/91-12/93

Business & Financial Planner, T.F. Corporate Finance

7/88-11/91

New York Group Inc., Idaho Inc., Maine Inc.**11/80-6/88**

Various Finance/Accounting positions of increasing responsibility

Education**1988 University of Bridgeport** – Master of Business Administration**1980 University of Connecticut** – Bachelor of Science - Finance**2000** Executive Leadership Training Program