



COVER LETTER & RÉSUMÉ WRITING HANDBOOK



CAREER SERVICES
 CAREER ADVISING | JOB SEARCH RESOURCES | RÉSUMÉ REVIEW
 NETWORKING OPPORTUNITIES | DIVERSITY COACHING | WORKSHOPS



How to use this Handbook

This handbook has been created from updated scientific research, and informed by course materials from the Career Professional Canada Resume Writing program and CERIC. These organizations advance Career Development in Canada by funding research with both the academic community as well as specialized organizational psychologists and other scientific research associations.

In terms of resume templates and visuals, there is no specific right or wrong format. Consider the key points highlighted and the advice on how to frame your experience. You can personalize the look after that. Based on current research, these tips increase your marketability and ability to be a “Careerpreneur”.

Your resume is a living document, and you will need to tweak it for each application. Write every cover letter from scratch for each job you apply for, but you may keep the closing paragraph the same. It is recommended that you review the Cover Letter and Resume Checklists.

This handbook contains a lot of information. If you want to find information quickly, the best approach is to look at the checklists. If you need more information in specific areas, go to the appropriate section in the handbook.

Career Services Alberta

It takes more time to find work than to have work, and it is easy to find yourself stuck on how to start. You may feel your only option is sending out resumes to job postings. CPA Alberta supports your career success, and you can obtain further support from Career Services.

CPA Career services offers free services, including:

- Job Search Support, including one-on-one meetings:
 - Help to develop your job search strategy
 - Cover letter and resume reviews and coaching
 - Interview coaching
 - LinkedIn profile reviews and tips on how to effectively use all platform options
 - Tips on networking for job leads and informational interviews
 - Guidance to become a Careerpreneur and build your brand
 - Monthly job search networking events: Monday Meetups
 - Free job search webinars and an archive of past webinars
 - Job Board and Volunteer Opportunity Board
 - Support on breaking through unconscious bias and barriers in your job search
- Career Development Support, including one-on-one meetings:
 - Career coaching
 - Career mentorship annual program with mentorship training
 - Webinars and an archive of past resumes
 - Help in building your career capital and career intelligence
 - Coaching on responding to an offer letter, promotions, and obtaining a salary increase
 - Assistance in making career changes, mapping out your career path, and determining next steps in your career.
 - Preparation for difficult conversations with role playing

Additional for-fee services:

- Psychometric assessments
 - Emotional Intelligence: EQi-2.0©
 - Intercultural Effectiveness (Dealing with difference): IDI©
 - Intercultural Conflict Style: ICS©
- Resume writing
- LinkedIn profile creation/writing
- Extended one-on-one services

Even if you're still working while searching for a job, you may experience various cycles of emotions: anger, sadness, elation, grief, and more. These emotions may become overwhelming and begin to impede your ability to function or maintain healthy relationships, or exacerbate mental illness triggers. If you need to access help, CPA Alberta provides CPAs, CPA PEP candidates, and their immediate family with health and wellness support through the CPA Assist Program.

For more information, visit cpa-assist.ca or call 1-855-596-4222. If you find yourself in crisis, either please call 211. If 211 is not available in your area, call 780-482-4636.



Cover Letter Checklist

- Ensure your contact information is at the top of the page in the same format as your resume.
- Add the job number, advertisement, and/or position, under the date. Do not refer to it in your opening statement.
- Find out the hiring manager's name instead of addressing the letter "to whom it may concern".
- The opening paragraph is not to state your interest, but to demonstrate that you align with the organization and the role.
- The second and third paragraphs summarize how you can solve the organization's problem and to demonstrate that you can by detailing your key accomplishments. The descriptions should be brief; the letter is used to pique their interest to encourage them to look at your resume.
- The last paragraph is a close and a call to action. Research "presumptive close" for ideas.



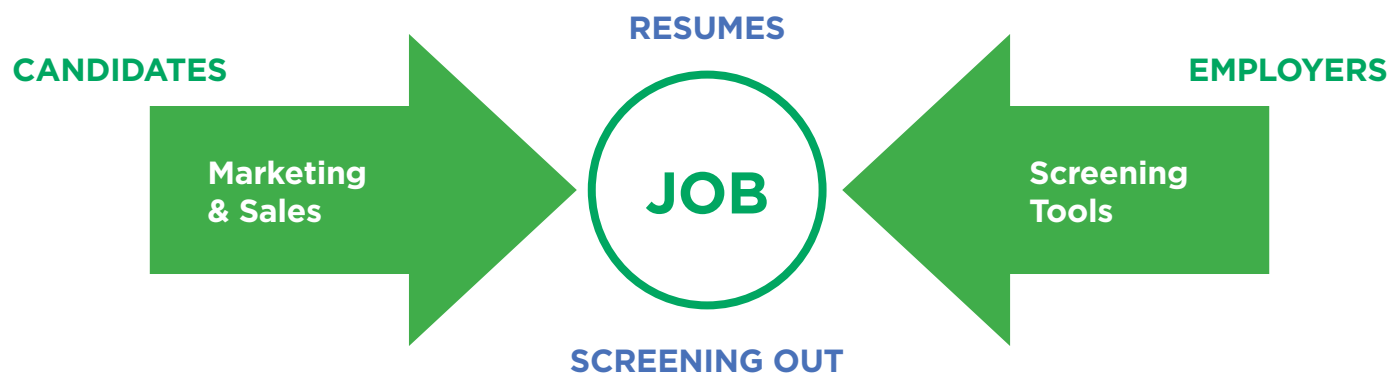
Resume Checklist

- Name and contact information at top. Include only phone, email, and LinkedIn URL (if desired).
- Targeted header.
- Open with your value proposition.
- Work experience formatting:
 - Appropriate amount of white space (refer to appendix for examples).
 - Bullets, no more than two to three lines per bullet, and no paragraphs.
 - Reverse chronological (Most recent experience first).
 - Applicant Tracking System (ATS) proof your resume with appropriate formatting, and save as a Word doc unless otherwise directed.
 - Check legibility and readability.
 - Justify your dates to the right.
- Work experience content:
 - Align resume with job descriptions key words.
 - Quantify and qualify work experience duties to read as personalized and outcome-based; think accomplishments.
 - Nothing further back than 10 to 15 years.
- Education:
 - Ensure it aligns with legal requirements in accordance with the Chartered Professional Accountants Act. Refer to CPA Designation use link www.cpaalberta.ca/Services/Career-Centre/CPA-Designation-Use
- Review tips related to potential discrimination (unconscious or conscious bias), and ensure that there is no content that could inadvertently result in your resume being overlooked.
- Pay close attention to details in your resume: spelling, grammar, and accuracy of information.

How Recruiters Look At Your Resume

Screening Process

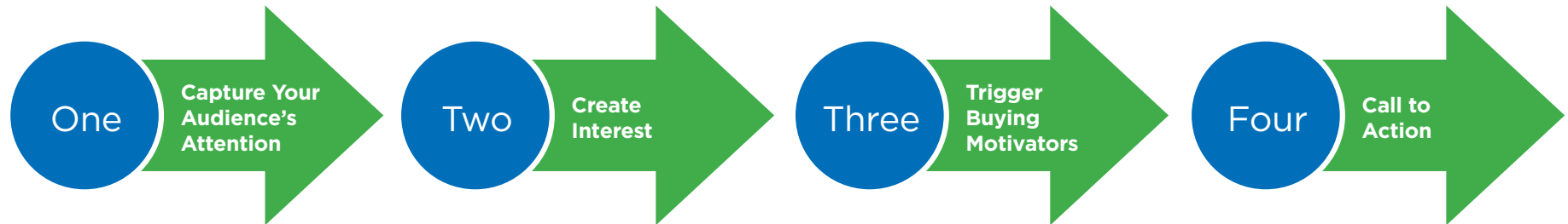
When writing a resume, recruiters are looking to capture the attention of the audience and create interest. Your resume is about meeting the employer's need, not yours. Remember you are solving a problem for them and you need to demonstrate how and why you can solve that problem. This is how the formula works:



- Job hopping
- Employment gaps without explanation
- Decreasing responsibilities at jobs
- Short-term employment
- Essay-length paragraphs
- Lack of information
- Multiple pages of information
- First-person narratives
- Exaggerated titles/jobs/responsibilities
- Inappropriate email address
- Poor grammar and spelling mistakes
- Fluff words
- -isms (such as Ageism, Sexism, Racism)
- Lack of social media
- Resumes with no dates
- Irrelevant content
- Work experience that goes too far back
- A career that has remained plateaued
- Overqualified or underqualified

Write with Intention

Step 1. Make sure your content is meaningful



When you write your cover letter and resume, it is essential that you understand your audience and to write with purpose. To elaborate on the process chart above, you want to inspire people to:

- know more about you;
- meet you; and
- invite you for an interview where you have to opportunity to move towards an offer letter.

Writing an effective resume requires a lot of thought and research. Before writing anything, it is important to think about the job in terms of the role's context:

- Why does the role exist?
- What problems does the role solve?
- What is the current state of the economy and/or the company in this industry?
- What challenges have I faced working for a company during times of economic downturn?
- What accomplishments did I have at this time, or how was I able to retain my job?
- Where does this role fit in the organizational chart?
- How will this role make things easier for my colleagues and my supervisor?
- How does this role contribute to the success of strategic decision-making?

These questions address the bigger picture of the role and manage the buying motivators of the position.

Step 2. Analyze the job description

When we talk about context and alignment, sometimes the job description can provide us with more information than we realize.

Paying attention to keywords in terms of skills and responsibilities will always be necessary. Understanding context through analysis will still enable you to make powerful statements. Bullet points address the problems that the role will be solving for the department and the company. Additionally, a job description may answer where a company ranks within its industry.

Here are a couple of examples of looking at a job description to answer more significant questions than what you will be doing:

Key details that provide information on where the company fits within the industry and what their goals are related to the industry.

What type of clients is the company servicing?

Sample Job Description

Smythe LLP is seeking a highly motivated and team-oriented Tax Manager, with solid tax planning and compliance experience to join our growing practice based in the heart of downtown Vancouver office. As a key member of our management team you will actively contribute to the success of the firm by delivering exceptional client service and leading and coaching your team. The ideal candidate will be a team player, with a demonstrated ability to influence and execute.

Our Firm

Smythe LLP is a member of Allinial Global, and is the 8th largest accounting firm in BC with 185 employees. Established in 1980, we are recognized for exceptional work in the areas of assurance, taxation, insolvency and business advisory services for private and public companies, family-owned businesses and not-for-profit organizations. We have a depth of experience and expertise in many industry sectors, including real estate and construction, technology, insurance and not-for-profit organizations.

The Opportunity

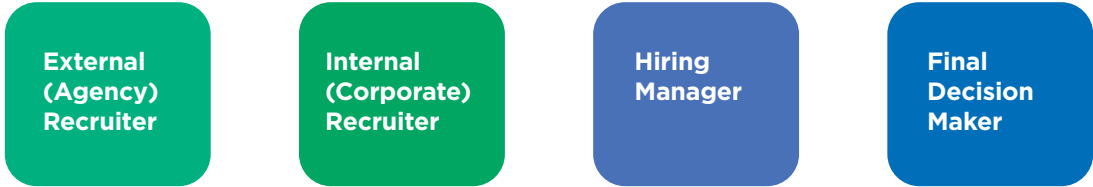
As a member of our growing 18-member Tax Group, you will work directly with clients and Partners to deliver a wide range of tax services, from corporate reorganizations, to estate planning and general tax advice for individuals and privately held businesses. In this role, you will act as a trusted business advisor, working with clients to solve problems and help them achieve their business goals.

Responsibilities

- Manage and coordinate tax planning and compliance services for private company clients
- Provide personal tax advisory and compliance services to high-net worth individuals and cross-border executives
- Develop and apply technical skills by remaining up to date on new tax legislation and case law
- Identify opportunities for providing tax planning and other special services
- Provide mentoring and training for junior staff
- Build relationships with our clients and be a trusted Business Advisor.

Requirements

- Minimum 3 years of relevant tax planning and compliance experience
- Completion of the CICA In-Depth Tax Program
- Tax Manager with strong analytical skills, the ability to identify and research tax issues and the creative spark to formulate innovative solutions
- Strong written and verbal communication skills
- Experience with tax planning for private company clients, including corporate reorganizations and estate planning
- Strong interpersonal skills combined with a passionate client service orientation.



Step 3. Know your audience

External recruiters are looking to meet a wide variety of professionals to respond immediately to client requests. They do not always know in advance when a role that matches your skills will become available. As a result, recruiters will not place you if they don't have a position available for you.

Corporate recruiters narrow down candidates based on what relevant information they see. They often spend more time screening candidates out than in.

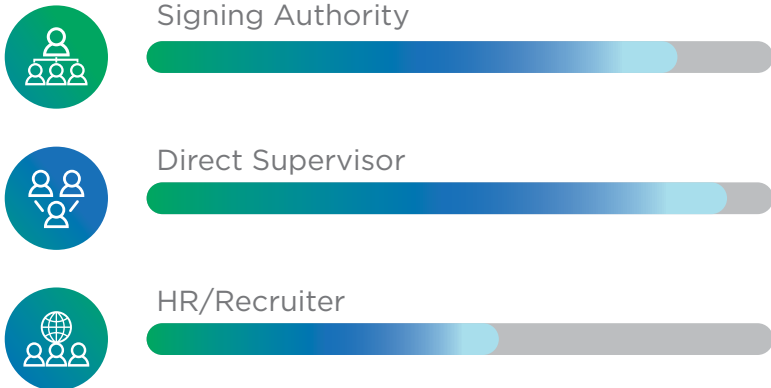
Both corporate and external recruiters use a database system similar to a Customer Relationship Management (CRM) tool, called the Applicant Tracking System (ATS). These systems are commonly referred to as "the robot". The robot is programmed to decline candidates that do not meet a specific number of requirements. If you are not a fit, a recruiter may not call you at all.

The first screening of a resume is rapid. Recruiters look to the right-hand side to scan dates of employment. They do this to evaluate how long you worked with each employer. They will be concerned if you are a job hopper or have significant employment gaps. They also screen for keywords to see if you have enough basic qualifications and skills to be considered for a pre-screen phone call.

Hiring managers will look at your resume to see if your skills align with what they need. They will have a clear understanding of their expectations. A hiring manager may or may not spend a lot of time looking at your resume. If they spend a lot of time, there will usually be more opportunities to be critical of your writing abilities. You need to ensure your grammar makes sense and be able to clearly demonstrate that you understand what you will be doing in the role.

Remember, it is your job to make the connection between your experience and the job description. Don't assume that the reader understands the work that needs to be done and how it gets done. You may also need to bridge the gap between industries.

Who has the most knowledge about the job responsibilities?



Cover Letter

The cover letter is the first document the recruiter will see. Not every recruiter has time to read it. Some will ignore it, others will skim through it, and others will read it thoroughly. If you are shortlisted, this is often when your cover letter will get more attention.

Never have a generic cover letter. It defies the purpose of a cover letter. Treat a cover letter as a document that ties you to the employer. It allows you to create interest for the reader and link yourself to the role in a personalized manner. You can use personal pronouns (I, me, and my) in the cover letter.

One-third of recruiters read cover letters, one-third of recruiters do not read cover letters, and one-third of recruiters will not read your cover letter but want you to have one. However, 66.7% of recruiters want you to have a cover letter, and you do not know which recruiter is viewing your application. Therefore, it is best to have a cover letter.

TIP!

To address the company even more effectively, try to conduct some informational interviews and research the organization online before applying.

TIP!

Cover Letter Tips

- Before writing, highlight key words in the job description, including the description of the company.
- Use the highlighted words as a checklist for personalizing your cover letter and resume. Make sure that each word is addressed as best as possible in your resume.
- Consider the context in which any soft skills will be used. “Good communication skills” specifically refers to situations where you demonstrated good communication skills in ways similar to how you will use them in this position.
- When referring to technical skills in your cover letter and resume, don’t just state a job description. Illustrate the specifics of you doing the work, refer to volume, and quantify outcomes.

Common Cover Letter Mistakes

1. Using the same cover letter for every job.
2. Making a cover letter about you and not the employer.
3. Being too generic.
4. Addressing it “To whom it may concern.”
5. Highlighting irrelevant information.
6. Failing to correct grammatical and spelling errors.
7. Including too much information.
8. Exceeding one page in length.

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- *USE LINKEDIN, THE COMPANY WEBSITE, OR CALL IN TO RECEPTION TO FIND OUT THE NAME OF THE HR PERSON OR HIRING MANAGER.*
 - *IF YOU WERE REFERRED FOR THE JOB FROM SOMEONE ELSE, INCLUDE THAT INFORMATION IN YOUR FIRST PARAGRAPH.*
 - *ENGAGE YOUR AUDIENCE.*
 - *ALIGN YOURSELF WITH THE ORGANIZATION OR ROLE.*

Cover Letter Structure

NAME CPA
CITY | PHONE | EMAIL | LINKEDIN

{Date}

{Company}
{Address}
{Additional Contact Information}

{Job Posting number and Title}

Dear Hiring Manager:

Write your header to look the same as your resume

Instead of your opening your the letter with “I am applying to...” save space and refer to the role here.

Do not use “To Whom It May Concern” either skip altogether or use Dear Hiring Manager.

Do not use Mr., Ms., Mrs., Miss. Unless, you know the correct preferred pronoun/gender identity it is better to skip it entirely.

Four years ago, I left public practice with the short-term goal of gaining industry experience and client perspective to support my long-term ambition - becoming a partner in an accounting firm. Two years later, I returned to public accounting as a Senior Tax Accountant and began the CPA In-Depth Tax Program. I have completed Levels I and II of the tax program, and I’m currently enrolled in Level III, which I expect to finish in March 2018.

I am enthusiastically putting myself forward for the Tax Manager position with Smythe LLP recently posted on LinkedIn. Having reviewed the responsibilities and qualifications for the role, I am convinced that I possess the qualities and skills to thrive in the Tax Manager role.

First Paragraph:

This first paragraph should focus on aligning your experience and interests to the role and/or the company.

Second/Third Paragraph:

This section is not a substitute for the resume. It highlights key information to encourage the reader to look at the resume.

Sample 1. (Cover letter with bullets)

On the next page, highlight some key areas identified in the job description. Focus on relaying information using a bulleted list that highlights specifically what the you feel is the most relevant to do the job effectively.

Sample 2. (Paragraph based)

Paragraph form makes the most sense when a role requires extensive writing. In this context, a cover letter is an opportunity to demonstrate the quality of your writing.

Sample 1. (Cover letter with bullets)

NAME CPA
CITY | PHONE | EMAIL | LINKEDIN

Date
Job Posting #

Dear Mr. Spence:

Four years ago, I left public practice with the short-term goal of gaining industry experience and client perspective to support my long-term ambition – becoming a partner in an accounting firm. Two years later, I returned to public accounting as a Senior Tax Accountant and began the CPA In-Depth Tax Program. I have completed Levels I and II of the tax program, and I'm currently enrolled in Level III, which I expect to finish in March 2018.

I am enthusiastically putting myself forward for the Tax Manager position with Smythe LLP recently posted on LinkedIn. Having reviewed the responsibilities and qualifications for the role, I am convinced that I possess the qualities and skills to thrive in the Tax Manager role.

To summarize:

- **3+ years tax experience:** I have been in my current Senior Tax Accountant role with KRS in Calgary for just over two years, and gained an additional two years tax advisory and compliance experience as a staff accountant with HSJ in Vancouver. In that time, I have provided advice and written instructions to lawyers on tax implications for corporate reorganizations. I have completed personal and corporate returns and post-mortem/pipeline planning on several estate planning files.
- **Strong interpersonal and communication skills, and client service orientation:** I completed the Dale Carnegie communication course on communicating effectively with clients and seeing issues from a client perspective. Industry experience as a Controller has given me a real-world understanding of client business motivations and cost considerations in corporate decision making.
- **Mentor and train junior staff:** As a financial controller, I led a three-member department, delegating daily tasks, reviewing work of junior accountants, and providing coaching, mentoring, and performance feedback.

My resume outlines how I have used my knowledge and creativity throughout my career to solve problems and achieving business goals. I look forward to discussing how I can contribute to your team's success and bring my endless energy.

Sincerely,

The content here focuses on relaying information in a bulleted manner that highlights specifically what the author feels is the most relevant to do the job effectively.

This section is not a substitute for the resume. It is a highlight of key relevant information to encourage the reader to look at the resume.

Sample 2. (Paragraph based)

NAME CPA
CITY | PHONE | EMAIL | LINKEDIN

Date
Job Posting #

Dear Mr. Spence:

Smythe LLP has demonstrated its commitment to excellence, not only in becoming the eighth-largest accounting firm in Canada, but in being able to grow and increase their number of industries and organizations. Smythe LLP demonstrates not only commitment to excellence, but to being innovative, modern, and results-driven. These values align with my own and the progression of my career since I obtained my CPA.

I have worked in Tax for four years in public practice in Alberta and BC. My professional experience has encompassed tax advisory services, researching tax implications for corporate reorganizations, and post-mortem/pipeline planning on several estate planning files. I have done compliance for personal and corporate tax returns of non-profit, privately owned, and publicly traded organizations in a wide variety of industries (construction, real estate, property management, agriculture, financial services). I also briefly worked in industry as a controller, giving me a thorough perspective of a client and their motivations as well as cost considerations in corporate decision making. During this time, I led a three-member department, delegating daily tasks, reviewing work of junior accountants, and providing coaching, mentoring, and performance feedback.

My resume outlines how I have become a trusted advisor to my clients by using my tax accounting knowledge gained from hands-on experience, remaining up to date on tax issues, completing the CPA In-Depth Tax Program I & II (III in progress), and completing the Dale Carnegie communication course. I look forward to meeting with you in an interview to discuss how I can contribute to the success of your team and the growth of your firm.

Sincerely,

Unlike sample 1, This is a paragraph. A role that requires a significant amount of writing

should be in paragraph form:

1. Succinct and coherent
2. Grammatically correct
3. Use of appropriate industry terminology

Final Paragraph:

Use a presumptive close, which is a sales technique where you assume you are moving to the next steps. I highly recommend you research the term and read a couple of different types, pick your own preference, and change it into your own words.

Résumé

Résumé Writing

Always remember the purpose of the resume: it is your marketing document. It expresses your value proposition and proves you can do the work and shows the outcome of your work. The purpose of including this information in your resume is to encourage your reader to pick up the phone and speak with you.

Marketing



Marketing is the social process by which individuals and organizations obtain what they need and want through creating and exchanging value with others. The process by which companies create value for customers and build strong customer relationships in order to capture value from customers in return.

Kotler and Armstrong (2010)

The CIM definition looks not only at identifying customer needs, but also satisfying them (short-term) and anticipating them in the future (long-term retention).

THE CHARTERED INSTITUTE OF MARKETING (CIM). ACCESSED 2012

www.marketingteacher.com/what-is-marketing-2

How to market yourself

Developing your own marketing plan and positioning statement is the foundation of how you will distinguish yourself from your competition and further your career. Not just when you are looking for a job, but when you are asking for a raise, a promotion, or a career change. Creating a strong value proposition and understanding the buying motivators of your audience is key to implementing your marketing plan.

Value proposition

When you apply for a job, you are marketing yourself to a company. You are marketing yourself as the solution to a problem. To develop your Value Proposition, here are the steps, based on marketing principles. The suggestions below provide information to create effective resume content:

1. **Your objective:** What would you like to accomplish, and why?
2. **Market research:** Networking, LinkedIn, conferences, informational interviews, agencies, economic projections, business news.
3. **Branding:** What promise you can make to an employer on what they can expect from you?
4. **Direct Marketing:** Cold calls, applications, interviews, and job boards.
5. **Competitive Research:** LinkedIn, informational interviews.
6. **Salary (Pricing):** Salary surveys, informational interviews, personal salary.
7. **Social Media:** LinkedIn, Twitter, Instagram, Pinterest, Facebook, blogs, etc.
8. **Public Relations:** Networking, references, work relationships, volunteerism, recruitment agencies, social media connections, employment relationships.

Sample Value Proposition

Possesses an innate ability to transform complex topics and communicate them using narrative and easily understood, engaging, and adaptable presentations. A subject matter expert with complex datasets from various ERP database systems. Use of multiple techniques, including field manipulation, joining data tables using fundamental values, duplicate detection, stratified or monetary unit sampling methods, and creating custom queries using various functions and operators.

- Data analysis
- Storytelling
- Agile

Buying motivators

Knowing when and how to use your value proposition, you need to understand what the buyer wants and needs. What will motivate them to “buy” you over another candidate? Buying motivators address why an employer needs to hire you. The steps to understanding the buying motivators of a potential employer include:

1. What “problem(s)” does the role solve for the organization?
2. How can you solve the employer’s problems?
3. How will the skills in a job description be used?
4. What are your supporting qualifications to demonstrate you can solve the issue?
5. What is your added value?

Recruiter resume disqualifiers



JOB HOPPING
EMPLOYMENT GAPS
DECREASE OF RESPONSIBILITIES
A CAREER THAT HAS REMAINED
PLATEAUED



INFORMATION
ESSAY LENGTH PARAGRAPHS
IRRELEVANT CONTENT
WORK EXPERIENCE THAT GOES
TOO FAR BACK



POOR GRAMMAR &
SPELLING MISTAKES
GENERIC ADJECTIVES
LACK OF SOCIAL MEDIA PRESENCE
RIDICULOUS EMAIL ADDRESS



DATES
OVER QUALIFIED OR
UNDER QUALIFIED
LACK OF INFORMATION
FIRST PERSON NARRATIVES

Applicant Tracking System (ATS)

Recruitment professionals refer to the ATS as “the robot”. It screens resumes using keyword search algorithms so only the resumes that match a specific number of words with the job posting make it to the recruiter. The recruiter only has to examine those most closely aligned resumes, saving them and the company time, and reducing the amount of time to hire.

When a job is posted on a company website through the ATS, a recruiter will enter keywords into the system and a value. It will then tell the system to not forward any resumes that are below a score of X. This is why it is important to make sure the exact words in the job description are in your resume. Some systems will actually add more points according to how often a word shows up, and others will only score a word once. Keep in mind that just because a resume has the right keywords, it will be discarded if it is written in a meaningless or nonsensical way.

Here is an example of what a recruiter sees when they look at new applicants in an ATS:

Req Rank	Name	Source	Date Applied	Resum
92%	Jason	Careers Website	1/31/18	
85%	Shannon	Careers Website	1/31/18	
83%	Manju	Indeed.com	1/31/18	

Older systems	New systems
<p>Can't read:</p> <ul style="list-style-type: none"> • Headers and footers • Tables or columns • Fancy formatting • Images and logos • PDFs 	<p>Can read the information that you enter into your resume in which ever format you submit your resume.</p>

How do you choose which format to use?

Unless you know for certain, you should always format for an older system.

So what are the important things to know? New and updated systems can read any document. They are the gift of analytics to companies. They use this information to make strategic decisions about where to post their jobs to attract the types of applicants they are looking for. Older systems may not be able to provide the depth of analysis or read every type of document. The problem is, you don't know what type of system you are applying to.

Some websites will give you instructions on the types of files and formats they want to receive. If not, default to using Microsoft Word. Organizations like the City of Edmonton will even tell you how they want your resume written. It is important to follow the instructions and be very exact in what you submit. Think of it as a test of how well you follow instructions and navigate technology.

However, if there are no instructions, you are safer using a plain resume. No fancy file formats, no headers, footers, tables, boxes, or columns. Any information that you put in them will not appear in the system, or if they do, they will appear illegible. For example, if your name is in a header, they will not know who applied or how to contact you. If it's a PDF, they will get no data at all. The same goes for images—not just pictures, but if you are using features that make your resume look like an infographic, they won't see anything at all.

Don't forget spelling! Don't rely on spellcheck to catch spelling errors. For example, if you meant to use *complied* and instead spelled *compiled*, spellcheck will not flag it as a spelling mistake. Being precise with your wording is important too. "International Financial Reporting Standards" or "IFRS" could both be entered into the ATS algorithm, but they may not. If they use IFRS, use IFRS. You can use both, but you should definitely use the long form in case the acronym is not included.



TIP! PROOFREAD

Make your resume easy to read

Every recruiter and advisor has their own opinions and thoughts on formatting. Their information is based on their experience and can provide you with good input for the industry they are specifically working in. The information in this guide has been developed from research, specialized training, and input from recruiters.

The first time around, a recruiter is only going to glance at your resume for an average of 7.4 seconds. Use your real estate wisely and frame information in the right way. Here are some tips to live by:

1. **Reverse chronology.** That means the most recent work experience first, then work your way backwards.
2. **Progression.** If you have worked at one employer for a long time, make sure to show you have progressed during that tenure. For example:

Imagine the Best LLC Manager	2012 - Current (2016 - Current)
• Bulleted Description	
Senior Accountant	(2014 - 2016)
• Bulleted Description	
Staff Accountant	(2012 - 2014)
• Bulleted Description	

3. **Dates.** Make sure to keep all dates justified to the left so that a recruiter can quickly skim for tenure. If you have a number of dates due to freelance or contract work, consider writing “contract” under the dates. This answers questions about multiple dates quickly. For example:

Imagine the Best LLC Manager	January 2019 - Current (Contract)
• Bulleted Description	
Only the Best Senior Accountant	May 2017 - December 2018 (Contract)
• Bulleted Description	

4. **White space.** Increases the scan-ability, and broader margins leave room for interviewers to take notes. Don't cram your resume and cover letter with text; it is hard to skim and write notes. Margins should be at a minimum of 0.75" on each side.
5. **Bullets.** Increases the scan-ability of a resume and the sentences. Don't use paragraphs. Try to use two to three lines, maximum.
6. **Colour.** Use colour sparingly, and it is recommended to choose a colour consistent with one used by the organization.

Fonts: What is acceptable today will change as the availability of fonts increase and the eyes of readers become sensitized.



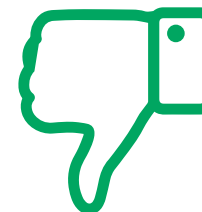
Resume Fonts

TO USE

- Calibri
- Gill Sans
- Cambria
- Constantia
- Helvetica

DO NOT USE

- Times New Roman
- Arial
- Courier
- Brush Script
- Comic Sans



7. **Legibility and Readability.** Limit the use of colour, and focus on legibility and readability. The legibility of a typeface is a product of its design, and relates to the ability to distinguish one glyph from another when reading. Factors contributing to a typeface's legibility include x-height, character width, weight, design traits, stroke contrast, counters, serifs or lack thereof.

Some examples of resume font styles are below.

The examples on the right in each box are easier to read.

x-height: This term refers to the height of the lowercase in proportion to the caps. The taller the x-height, the more legible the typeface tends to be.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

Weight: Extremely light and heavy weights are more difficult to read. Book weights (also called Regular) tend to be the most legible.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

Readability is related to how the type is arranged, or typeset, and therefore is controlled by the designer. Factors affecting type's readability include: type size, type case, line spacing, line length, colour, and contrast.

Character width: The easiest type designs to read are those that have an 'average' overall width. Very condensed as well as extended designs are less legible.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

Line spacing (aka leading): Tight line spacing impacts readability negatively. The amount needed to improve readability will depend on the size and design of a typeface as well as its x-height.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

A grasshopper began to chirrup in the grass, and a long thin dragonfly floated by on its brown gauze wings. Lord Henry felt as if he could hear Basil Hallward's heart beating, and he wondered what was coming.

For more information: creativepro.com/legibility-and-readability-whats-the-difference

Additional resume content tips

Each recruiter has an opinion and they will differ from each other content matters most. There is no one template that is more effective than another is. Here are highlights based on cumulative data from various recruiters and researchers.

1. No buzzwords, AKA “fluff” or cliché

Excellent communication skills	Highly qualified
Organised	Hard worker
Team player	Punctual
Quick learner	People person
Results-driven	

If fluff words are in the requirements and you want to address them, point out where you have demonstrated these skills. For example:

- Demonstrated strong written and verbal communication skills by publishing six articles in the Diversity magazine and the Government of Alberta newsletter. Presented as a guest speaker and panellist at 35 events in the last 10 years.
- Increased sales by 20% year over year for consistently for the last three years demonstrating results-driven attitude/behaviour/personality trait/ etc...

2. 7.4 seconds. A recruiter will take 7.4 seconds to give your resume a quick once-over. To gain extra time in the first scan seconds, interrupt the scan with numbers from your quantifiable results. For example, we can write two million, 2 million, or \$2,000,000. More numbers force the eye to stop a couple of milliseconds longer. Anything more than nine digits should not be numerical. For example, \$200 billion, not \$200,000,000,000.

3. **Action Verbs.** Open each bullet with an action verb, but don't continually reuse the same word. (Refer to the appendix for a list of action verbs).
4. **Business “jargon”** is great to use if you are using the same jargon you see on the website. Like hires like.
5. **Adjectives.** Use adjectives very carefully and not too often. It's important to ask yourself whether the adjective is meaningful or just an embellishment, fluff, or a filler word.
6. **Quantify** as much as you can, put numbers or percentages towards the beginning of your bullet, not the end. These numbers separate you from your peers and play on the psychology of the reader. They are “prove it” statements.

Weak: Managed a budget to plan large-scale events for students.

Strong: Managed a \$12,000 budget to plan large-scale events for 2,500 students.

Weak: Compiled a pitch deck for buyout of automotive company.

Strong: Compiled a 44-page pitch deck for buyout of a \$53 million automotive company.

Weak: Wrote articles on entrepreneurship and technology.

Strong: Wrote eight articles on entrepreneurship and technology, generating 107,000 page views, 8,003 likes, and 3,723 retweets.
6. **First-person “I” or “me”.** Only use personal pronouns in your cover letter, not your resume.
7. **Acronyms.** When using an acronym at least once in your resume, spell it out as well. For example, accounts payable (a/p). Don't assume the acronym is known. If only an acronym is used in the job description, don't assume the recruiter will know what it stands for. Use both.
8. **Value Proposition.** Substitute the “objective” with your brief value proposition. We don't use objectives anymore.

9. **E and F formats.** Formatted resumes are looked at longer than resumes that have centred headings.
10. **Address.** Including an address can lead someone to disqualify you based on travel time. Decide for yourself if you are willing to travel, not others.
11. **Don't bold words in the middle of sentences.** This was a trick used briefly by some, and it did nothing but annoy recruiters and slows them down while reading the resume.
12. **Job responsibilities are seen to be the same as a job description.** Quantifiable results demonstrate how you used each technical requirement and what the outcomes were.
13. **Headers.** Try to only have three or four headers. For example, Work Experience, Volunteer Experience, Education. You don't need a separate header for certifications.
14. **Personal Interests** have expired in terms of usefulness and can trigger unconscious bias. They only apply if they are going to give you a competitive edge. Playing sports for an Olympic team would make swimming more interesting and valuable due to the traits that would be required to swim at that level.
15. **"References available upon request"**. This statement is redundant and is no longer required. It takes up unnecessary space in your resume.
16. **Technology.** Recruitment agencies will want to know every piece of technology that you are capable of using such as capable of Power BI, Analytics, Tableau, or advanced Excel functions. Companies, on the other hand, want you to be familiar with the same technology that they use.
17. **Testimonial.** A one-line testimonial from a performance review or a recommendation from a hiring manager strategically placed in your resume can influence a "buying" decision.

Sample resume opening #1 – Experienced Professional

Name Lastname CPA

PHONE | EMAIL | LINKEDIN

Accomplished Corporate Finance Leader

Financial Strategist | Trusted Advisor to Leadership | Managing Treasury Operations

A financial leader with expertise in the ABC industry. Highly effective in managing and driving organizational change and maintaining strong relationships in politically charged environments and during times of financial strain. Acted as a trusted advisor by leveraging the ability to lead teams, conduct sophisticated financial analytics, and deliver financial reports in a succinct yet comprehensive manner to executive management and investors.

- Enterprise Corporate Finance Leadership
- Implementing Financial Systems
- Leading Financial Risk Management
- Expertise in Treasury Operations
- Experience in Multiple Industries such as Financial, Service and Manufacturing

"Captain Underpants is highly competent and strategic, which I should emphasize helped navigate our organizational change and downsizing." *—Excerpt from Performance Review*

Sample resume opening #2 – Entry level or transactional

Name Lastname

PHONE | EMAIL | LINKEDIN

HIGHLIGHTS OF QUALIFICATIONS

- CPA student, completed core 1 & 2
- Accounts Payable (A/P) and Accounts Receivable (A/R)
- Journal Entries
- Month-end and Year-End
- Experienced with JD Edwards, Great Plains and Intermediate Excel (formulas, V-Lookups, H-Lookups and Pivot Tables)

Control Your Narrative

Addressing recruiter triggers and overt and unconscious bias

Tips for addressing work gaps

Extended Maternity Leave or Compassion Leave: Address it in a manner that demonstrates responsibility and skill development.

A great example from monster.ca:

Brown Family, Toronto, Ontario 2004 - present

Homemaker

- Charged with caring for two female children currently ages 3 and 4 allowing spouse to pursue continuing education and career goals as a Project Manager with CBC.
- Provide support, empathy and guidance to children; coach and educate them to excel in their schooling and extracurricular pursuits.

Other reasons:

- If you took a leave to address physical or mental health reasons, you can call it a “personal sabbatical.”
- Fill with volunteer positions.
- If it is because for economic change, use the header Relevant Work Experience

Lack of work / low economy

Fill the space with volunteer work and refer to courses and self-improvement—anything you have done while searching for work.

Tips for Ageism

Under the Alberta Human Rights Act (the Act), age is a ground that is protected from discrimination. The Act defines age as 18 years of age or older, which means that individuals 18 and older are protected from age discrimination.

Older: Don't include your graduation date or work older than 10 years on your resume. Include only relevant information. Demonstrate that you have been committed to continual learning, and make sure you are up to date with technology. Demonstrate that you have energy and can work under pressure and meet tight deadlines. Look youthful on social media. Make sure your hairstyle is up to date, your photo shows you professionally dressed and with a clean background. Ensure your language is consistent with modern terminology. Often people are concerned that someone isn't going to stay with them very long.

Younger: Don't be ashamed of summer jobs and part-time jobs—pull out those jobs skills that are relevant and phrase them accordingly. For example, customer service = client service. Inventory counts, cash handling, balancing, etc. Talk about school projects if you have a GPA of 3.5 or higher, and any scholarships you have received. Include details about your volunteer work or sports that you have participated in. Make sure if someone Googles your name, your youthful private life is private and cannot be seen. You want to prove you are responsible. Speak the employer's language.

Tips for New Immigrants

Name: Use your preferred first name. You do not need to use your full legal name except on your hiring documents and you can inform HR what your preferred name is. Please note if you go by your first name, you do not need to change it unless you want to. Your name is your personal identity.

For example,
Omosalope = Sola
Xing = Alice
Robert = Bob

Last Name: For some individuals whose family names are particularly long and very difficult to pronounce or if you are a refugee with protected status, you can choose to use the first letter with a period; for example, Sarah O.

Country of Origin: This falls under protected status under the Alberta and Federal Human Rights. However, in some cases it can be hard to prove. Rather than using your country of origin, use the colonial term Overseas for your location of employment and education. You can also choose to omit the location as well. Remember on the resume, omission is not lying.

Unfamiliar companies: If the company is a national or local company write a brief description of the organization. If the company is a subsidiary of an international company you have two choices:

Shell (ABC company subsidiary)
Or
ABC company (a Shell subsidiary)

Education: For location, use overseas, if they want to look up the location they can choose to do so. Make sure to put an asterisk * next to the degree and write “recognized by International Qualifications Assessment Services (IQAS) or World Education Services (WES)”, and, and write out what the acronyms are. Many organizations do not know who IQAS and WES assessments are. You can also write recognised

Omissions: Do not include a photo, marital status, information that can be used for identity theft (SIN, age, parental status, etc.) or languages, unless it is relevant to the job you are applying to.

Religion and politics

Do not include any information that can disclose what political party or religion you identify with.

Legally represent your CPA or candidacy in resumes, social media, and business cards

Presenting CPA credentials in resumes, cover letters, and on LinkedIn can be confusing for members (designated CPAs), candidates (those enrolled in the Professional Education Program, or PEP), and students (those enrolled in pre-requisite courses through the CPA Western School of Business).

The description of CPA credentials and status is governed through Part 1, Section 7 (pages 16, 17) of the Alberta Chartered Professional Accountants Act, which deals with protected words and abbreviations. It is unethical to misrepresent your qualifications and credentials; particular care must be taken to do this accurately and honestly.

There are three sections of the resume (and LinkedIn) where credentials are typically described. These include after one's name in the header, the profile (or summary) section, and the education section.

How you present your designation credentials depends on whether you have completed your education and designation through the CPA Professional Education Program (PEP), with one of the legacy designation bodies (Chartered Accountant, Certified General Accountant, or Certified Management Accountant), or through a Mutual Recognition Agreement (MRA), Reciprocal Membership Agreement (RMA), or Memorandum Of Understanding (MOU) with a designation body outside Canada.

Members

Members who earned their designation through PEP should append their names with “CPA.”

Those earning membership through an MRA/RMA or through an MOU and partial completion of PEP should use the designation indicated in their acceptance letter from CPA Alberta. In some cases, it will be CPA, and in others will follow the rules for legacy members. Overseas accounting credentials should not be listed after the member's name as they are not officially recognized in Alberta.

The following are acceptable:

PEP/CPA route: John Smith CPA

Legacy route:

- Jenny Smith CPA, CA; Jenny Smith CA;
- John Smith CPA, CGA; John Smith CGA;
- Jenny Smith CPA, CMA; Jenny Smith CMA

After July 1, 2025 the CPA designation can be used on its own, adding a third option.

- John Doe CPA

Members who hold more than one legacy designation and choose to “tag” should only use the CPA designation once.

For example:

- John Doe CPA, CMA, CGA, CA

Members holding the Fellow legacy designation status (FCMA, FCGA, FCA) automatically receive the FCPA designation.

Members who hold a CPA designation from the United States and have been approved by CPA Alberta to indicate that designation must do so in the following manner: Name, Canadian Designations, US CPA Designation (State, USA).

- John Doe CPA, CMA, CPA (New York, USA);
- Jane Smith CPA, CGA, CPA (Texas, USA);
- Richard Roe CPA, CA, CPA (Illinois, USA)

Profile/Summary

It is not necessary to include membership in a profile, as the designation acronym is included after the name in document header.. If you do wish to highlight this again, it can be done as follows:

PEP/CPA route: Member of CPA Alberta since (Month, Year)

Legacy route: Designated as a (legacy designation) since (Month, Year) and member of CPA Alberta since (Month, Year).

Education

The education section should describe the professional education program you completed and the provider. Program and designation dates are not required, but if you choose to highlight them, only the year designation was granted is necessary. You can indicate additional information such as designations earned through unification of the Alberta legacy bodies in July, 2015, or through MRA/RMA/MOU in bullet points with your education description.

For example:

Chartered Professional Accountant (CPA) designation, CPA Alberta	2016
• Completed Common Final Exam (CFE) in September 2015.	
Chartered Accountant (CA) designation, ICAA	2003
• Recognized with fellowship (FCA) in 2014.	
• Granted CPA designation (FCPA) on unification of Alberta accounting bodies in July 2015.	
Certified General Accountant (CGA), CGA Alberta	2016
• Granted CPA designation concurrently after unification of Alberta accounting bodies in July 2015	
Certified Management Accountant (CMA), CMA Alberta	2016
Chartered Certified Accountant (ACCA), Association of Chartered Certified Accountants	2009
• Granted CGA designation in Alberta through Mutual Recognition Agreement (MRA) in 2012.	
• Granted CPA designation on unification of Alberta accounting bodies in July, 2015	
Chartered Global Management Accountant (CGMA), CIMA	2012
• Granted CPA, CMA through Mutual Recognition Agreement (MRA) in 2017	

Candidates

PEP Candidates need to be careful about how they represent their status so they don't confuse the general public about their professional accounting qualifications. The term "CPA Candidate" is not well understood outside the accounting profession and could be misleading, so it should not be used.

After name

The Act prohibits use of any CPA-related titles after a candidate's name. You may present all and any completed qualifications, but overseas accounting credentials should not be listed as they are not officially recognized in Alberta. The following are acceptable:

- Jenny Smith MBA, BCom (Accounting)
- John Smith BSc (Accounting and Finance)
- Jenny Smith MPAcc

Profile/Summary

Candidacy for the CPA designation is certainly a desirable quality for employers, and you will want to present this clearly at the top of your resume or LinkedIn profile. As stated, it is important not to misrepresent your qualifications. In a paragraph or bulleted list, you can describe education and designation status as follows:

- Currently enrolled in the CPA Professional Education Program (PEP) with designation expected in 20XX.
- Completed educational requirements of the CPA Professional Education Program (PEP), with designation expected on completion of Practical Experience Requirements (PER) in Month, 20XX.

Education

How you describe your CPA education will depend on whether or not you have completed the Professional Education Program. Describe education and CPA standing as follows:

CPA Professional Education Program (PEP)	Jan. 2018 - Present
CPA Western School of Business	
<ul style="list-style-type: none"> • Registered to write Common Final Exam (CFE) in September 2018. • Designation expected in spring 2019. 	
Or	
CPA Professional Education Program (PEP)	Jan. 2016 – Sep. 2017
CPA Western School of Business	
<ul style="list-style-type: none"> • Passed Common Final Exam (CFE) in September 2017. • Designation expected on completion of Practical Experience Requirements (PER) in fall 2018. 	

Students

Students enrolled in CPA prerequisite course work need to be careful about how they represent their status so they don't confuse the general public about professional accounting qualifications. The term "CPA Student" is misleading, so it should not be used.

After name

The Act prohibits use of any CPA-related titles after a student's name. You may present all and any completed qualifications, but overseas accounting credentials should not be listed as they are not officially recognized in Alberta.

The following are acceptable:

- Jenny Smith MBA, BCom (Accounting)
- John Smith BSc (Accounting and Finance)

Profile/Summary

Enrollment in CPA prerequisite courses is certainly a desirable quality for employers, and you will want to present this clearly at the top of your resume or LinkedIn profile. As stated, it is important not to misrepresent your qualifications. In a paragraph or bulleted list, you can describe education and designation status as follows:

- Currently enrolled in CPA prerequisite courses through CPA Western School of Business, with expected entry to the CPA Professional Education Program (PEP) in 20XX.
- Currently enrolled in CPA prerequisite courses through MacEwan University, with targeted entry to the CPA Professional Education Program (PEP) in 20XX.

Education

How you describe your CPA-related education will depend on which educational institution you are/were enrolled with for your courses. Describe education and CPA standing as follows:

CPA Prerequisite Courses Jan.	2017 – Jul. 2018
CPA Western School of Business	
<ul style="list-style-type: none"> • Completed all 13 courses required for entry to CPA Professional Education Program (PEP). • Registered for first CPA PEP module, with classes beginning in January, 2019. 	
Or	
Accelerated Accounting Certificate	Jan. 2016 - Present
Southern Alberta Institute of Technology	
<ul style="list-style-type: none"> • Completed 10 of 13 CPA prerequisites to date. • Expected enrollment in Professional Education Program (PEP) in September, 2019. 	

APPENDIX 1

Additional Resume and Cover Letter Resources

Website Resources:

Employment gaps raise red flags, but they can be overcome <https://www.theladders.com/career-advice/employment-gaps-raise-red-flags-but-they-can-be-overcome>

Pre-pandemic vs. Now: Top Resume Survey Reveals What Recruiters Really Care About <https://www.topresume.com/career-advice/press-2020-10-20>

Transferable Skills Series <https://www.myperfectresume.com/career-center/special-reports/coronavirus/view-all-transferable-skills-series-articles>

City of Edmonton Tips: https://www.edmonton.ca/city_government/jobs/webinars

Resume Trends

Executive Resume Trends for 2021 - <https://careerimpressions.ca/executive-resume-trends-for-2021/>

11 Impactful Ways to Update Your Resume for 2021 <https://www.jobscan.co/blog/update-resume/>

Resume Statistics 2021: What Job Seekers Need to Know <https://www.zippia.com/advice/resume-statistics/>

One foot out the door? How to write your resume in 2021 <https://www.shrm.org/resourcesandtools/hr-topics/people-managers/pages/resume-writing-for-managers.aspx>

52 Resume Statistics in 2021 Should Know <https://www.resume-now.com/job-resources/jobs/resume-statistics>

Cover Letters

Are cover letters necessary in 2020? Survey Says - <https://blog.careerbeacon.com/are-cover-letters-necessary-in-2020-survey-says/>

List of 600 Personality Traits <https://liveboldandbloom.com/02/self-awareness/list-of-personality-traits>

10 of the Worst Cover Letter Mistakes to Avoid <https://www.topresume.com/career-advice/cover-letter-mistakes>

Resume Scanning Services

Zipjob: <https://www.zipjob.com/free-review/>

TopResume: <https://www.topresume.com/resume-review>

Jobscan: <https://www.jobscan.co/>

APPENDIX 2

Powerful Action Verbs

Accounting Action Words

Accounted	Certified	Credited	Identified	Recorded
Acquired Adjusted	Charged	Depreciated	Interpreted	Recovered
Administered	Claimed	Deducted	Inventoried	Registered
Aged	Classified	Determined	Investigated	Reported
Allocated	Closed	Directed	Invoiced	Researched
Analyzed	Collected	Distributed	Justified	Reviewed
Answered	Coded	Entered	Logged	Searched
Appraised	Collected	Estimated	Maintained	Setup
Approved	Compared	Examined	Managed	Solved
Assembled	Compiled	Expended	Measured	Specialized
Assessed	Complied	Evaluated	Merged	Standardized
Audited	Conducted	Examined	Migrated	Studied
Balanced	Condensed	Experimented	Paid	Submitted
Budgeted	Configured	Explored	Posted	Taxed
Calculated	Consolidated	Filed	Prepared	Traced
Capitalized	Controlled	Financed	Processed	Tracked
Captured	Constructed	Fixed	Projected	Updated
Cashed	Converted	Forecasted	Received	Validated
Categorized	Corrected	Generated	Reconciled	Verified

Project Related Action Words

Accelerated	Coordinated	Fabricated	Introduced	Qualified
Appointed	Crafted	Focused	Launched	Quantified
Arranged	Created	Formalized	Mapped	Resolved
Assigned	Deciphered	Formed	Observed	Spearheaded
Began	Detected	Formulated	Operated	Synthesized
Benchmarked	Differentiated	Gathered	Orchestrated	Targeted
Brainstormed	Discovered	Headed	Ordered	Tested
Built	Deployed	Implemented	Organized	Thwarted
Chaired	Designed	Incorporated	Oversaw	Tracked
Championed	Developed	Initiated	Piloted	Troubleshoot
Charted	Devised	Innovated	Pioneered	Visualized
Conceptualized	Drove Established	Installed	Planned	
Controlled	Executed	Instituted	Produced	

You Saved the Company Time or Money

Combined	Exploited	Optimized	Reserved	Yielded
Conserved	Fortified	Pinpointed	Retrieved	
Decreased	Lessened	Realigned	Safeguarded	
Deducted	Leveraged	Rectified	Terminated	
Diagnosed	Located	Reduced	Thwarted	

You Increased Efficiency, Sales, Revenue, or Customer Satisfaction

Accelerated	Delivered	Furthered	Maximized	Surpassed
Achieved	Elicited	Gained	Monetized	Sustained
Advanced	Embraced	Grew	Optimized	Unleashed
Amplified	Enhanced	Handled	Outpaced	Won
Bolstered	Expanded	Improved	Seized	
Boosted	Expedited	Incentivized	Stimulated	
Considered	Focused	Lifted	Strategized	

You Changed or Improved Something

Adapted	Embraced	Realigned	Restored	Strengthened
Catapulted	Fortified	Rectified	Restructured	Succeeded
Centralized	Grew	Redesigned	Revamped	Surpassed
Clarified	Influenced	Refined	Revised	Terminated
Constructed	Integrated	Refocused	Revitalized	Transformed
Converted	Intensified	Reinvented	Routed	Transitioned
Customized	Modified	Remodeled	Simplified	Upgraded
Decided	Normalized	Renewed	Specialized	
Deployed	Overhauled	Reorganized	Standardized	
Eliminated	Propelled	Replaced	Streamlined	

Team and Stakeholder Relations

Advised	Assigned	Cooperated	Enabled	Guided
Advocated	Bolstered	Contracted	Encouraged	Harnessed
Aided	Coached	Contributed	Engaged	Hired
Aligned	Collaborated	Cultivated	Enlisted	Informed
Appointed	Compelled	Decided	Facilitated	Inspired
Arbitrated	Conferred	Directed	Fielded	Instilled
Arranged	Considered	Educated	Forged	Interacted
Assisted	Consulted	Empowered	Fostered	Leveraged

Maintained	Originated	Recommended	Reinforced	Trained
Mentored	Partnered	Recruited	Regulated	Tutored
Mobilized	Presided	Rectified	Secured	Unified
Monetized	Prioritized	Referred	Shaped	United
Motivated	Propelled	Reinforced	Solicited	Utilized
Navigated	Proposed	Renewed	Supervised	
Negotiated	Provided	Restored	Taught	

You Wrote or Communicated

Addressed	Contacted	Discussed	Lobbied	Spoke
Advised	Conveyed	Documented	Outlined	Suggested
Articulated	Convinced	Drafted	Persuaded	Summarized
Authored	Corresponded	Edited	Presented	Targeted
Briefed	Counseled	Emphasized	Promoted	Transmitted
Campaigned	Critiqued	Explained	Publicized	
Crafted	Debated	Expressed	Responded	
Co-authored	Defined	Formulated	Reviewed	
Compelled	Described	Illustrated	Showcased	
Composed	Differentiated	Judged	Specified	

You Oversaw or Regulated

Approved	Dispatched	Intervened	Normalized	Strategized
Authorized	Enforced	Itemized	Routed	Systematized
Blocked	Ensured	Maintained	Scheduled Streamlined	Verified
Considered	Inspected	Minimized	Screened	
Delegated	Instructed	Monitored	Scrutinized	

You Achieved Something

Attained	Demonstrated	Exceeded	Reached
Awarded	Earned	Obtained	Showcased
Completed	Elicited	Outperformed	Succeeded