

# Participant Guide

# Federal Résumé Writing Workshop



Foreword...

This Federal Résumé Guide is published by the National Guard Bureau Office of Technician Personnel to assist employees in navigating the application process. Most importantly, this resource can help those applying learn how to market their strengths and accomplishments.

The content of this Guide was developed from successful strategies centered on communicating what one has to offer through the written word. Your organization and choice of words will make a substantial difference in separating you from the competing candidates.

Take your time in digesting the advice and career promotion tips herein. One of NGB's goals has always been to recognize the special talents and contributions of our Technicians. You will surely pick-up some more ideas and learn better ways of making the best qualified list.

The accomplishment of our mission and plans for the future depend on our ability to build and support the diversity of our workforce. Now, you have to do your part in helping yourself by using this workshop to your advantage. I wish you success in developing your career.



William F. Kolbinger  
Colonel, USAF  
Chief, Office of Technician Personnel

*June 2007 Edition*

Federal Résumé Writing



## – Module 1

### Why a Federal Résumé Writing Workshop?

This is 4-hour session will provide an overview of steps taken in preparing a federal résumé for employment. Participants will gain skills through lecture, participant guide, and hands-on exercises.

### Audience

The Federal Résumé Writing Workshop is designed for all National Guard Employees who wish to properly complete a federal resume.

### Instructor

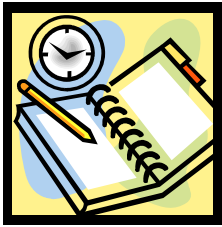
The workshop instructor is \_\_\_\_\_

### Timing

The Federal Résumé Writing Workshop takes four hours to complete.

### Classroom Interaction

All participants are encouraged to ask questions and be active in classroom exercises. Your active involvement helps others learn.



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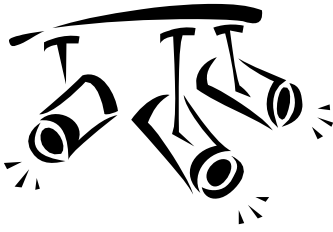
# Learning Objectives

Workshop Goal

Objectives

After completing this program, participants will be able to:

- ✓ Properly complete a federal résumé to improve effectiveness
- ✓ Write clear, brief, and complete descriptions of work experience
- ✓ Identify the three basic types of résumés
- ✓ Understand the benefits of a federal résumé
- ✓ Understand the importance of a “cover letter”
- ✓ Write effective knowledge, skills and abilities statements



## Module 2: What is a Federal Résumé?

A federal résumé is a document for starting or advancing your government career. It is also a marketing piece, career summary, and personal presentation. It should be focused, well-written, and clearly organized. It is a professionally presented career package.

### **What are the Benefits of a Federal Résumé?**

Helps career changers—you can target the announcement with your relevant experience, education and skills on the first page.

Provides a flexible format—you can use your favorite word-processing program to create a resume instead of filling out a form.

It looks great. The federal resume averages 3 to 5 pages, is easy to read, and looks attractive.

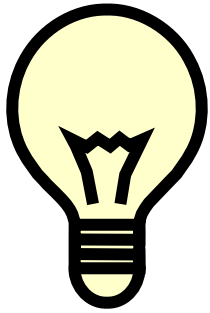
It highlights your background.

The federal résumé can support unique experiences by giving you the opportunity to list and describe.

It focuses the résumé with a profile statement and is your introduction and the answer to the question, “Tell me about yourself.”

It emphasizes accomplishments and results and highlights critical job-related Information.

The federal résumé application package usually requires supplemental statements known as KSA's: Knowledge, Skills and Abilities.



# 7 Points to Success

**Research.** Why are you writing your résumé? Remember to research and use investigative skills in seeking the position description and the particulars of the target job. Words can be motivating and influential. Choose them carefully!

**Review Job Descriptions.** Compile your personal and professional work experience information. Reviewing performance appraisals, job descriptions, and letters of recognition can jog your memory on useful content. Use the information selectively. Fill your résumé with content that is specific to the target job. For help in elaborating on your experience and functions, research the topic (e.g. management – review books like *The 10 Day MBA* to insure you use appropriate lingo; or for education/training experience – research teacher/trainer résumés and job descriptions.)

**Keep It Reader-Friendly.** Layout your information so that it is pleasing to the eye! Don't stress too long on format. Writing about your accomplishments is where you want to spend your time. Use 20 lb. Bond paper (8 ½ X 11) with no smudges and only conservative colors (e.g. off-white, buff, grey). Fonts – it is best to stick with traditional type styles that are 12 point in size (not less than 10 point). Strive for one inch margins. Use bold and all caps in your headings and sections.

**Choose The Proper Style Résumé.** Consider the chronological, functional or combination style/format. What does the receiving entity require? Some employers may require a specific format like the chronological resume. Generally, the chronological format is the preferred style for federal résumés.

**Objective Statement.** Don't just crank out résumés! Use objective statements that are specifically written for the target job/employer (e.g. Objective: NGB Management Analyst where customer service has been rated by States as being outstanding for three years in a row.) Show that you know something about the target employer in your résumé through research and by integrating your experiences/interests with that employer's mission.

**Length.** The length of the résumé is another choice you will have to make. If you have advanced education and experience, a two page resume will probably fit your needs better. However, remember that you cannot possibly include everything in your résumé. Stay focused on the target job requirements and write to those. Many times employers screen out job candidate résumés and only give the résumé a cursory review. Make all your words count! Gaps in your employment history will have to be explained (so be prepared to handle this!).

**Priority for experience and education sections.** Experience sections should come first, before education, in most every case. This is because you have more qualifications developed from your experience than from your education. The exceptions would be 1) if you have just received or are completing a degree in a new professional field, if this new degree study proves stronger qualifications than does your work experience, 2) an undergraduate student, or 3) someone who has just completed a particularly impressive degree from an exceptionally impressive school, even if they are staying in the same field, for example, an MBA from Yale.

# NOTES

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# Overview



## What is a Federal Résumé?

The **Federal Résumé** is one of three documents accepted as an official Application for position vacancies within the Federal government. The other two are the OF-612 and the traditional SF-171. The SF-171 is considered “obsolete”, no longer available and some agencies prefer it not be used; however some agencies prefer it. It is not always easy knowing which one to use. We recommend going with the “latest and greatest” Federal résumé, as this tends to be the most widely accepted and it can help your image to go with what is current.

Read the job vacancy announcement **VERY** carefully. Some agencies have their own requirements for presenting your experience. If a Federal résumé is permitted, please read the format for constructing it as explained in this document. Federal résumés should be developed in the “Chronological” résumé format. The Federal staffing specialist who reviews the resume for initial qualifications must know where, when and how long you were at the position mentioned, along with a lot of other information. The Functional résumé format will not work for a Federal résumé.

## What Information Must Be Included?

The **Federal Résumé** must include additional information that is not typically requested in the private sector and if you don’t supply this information, your application could be rejected. Required information is as follows:

**Job Information** (Announcement number, title, series and grade of job for which applying)

**Personal Information** (Full name, mailing address w/ zip code, day and evening phone numbers w/ area code, social security #, country of citizenship, veteran’s preference, reinstatement eligibility, highest Federal civilian grade held)

**Education** (High school: name, city, and state, date of diploma or GED, Colleges or universities: name, city and state, majors, type and year of any degrees received)

**Work Experience** (Job title, duties and accomplishments, employer’s name and address, supervisor’s name and phone number, starting and ending dates, hours per week, salary, indicate whether we may contact your current supervisor)

**Other Qualifications** (Job-related training courses, skills, certificates and licenses, honors, awards and special accomplishments; for example, publications, memberships in professional or honor societies, leadership activities, public speaking and performance awards)

## More Specific or General?

The purpose of the résumé in the private sector is to get an interview and is more general in nature. In the Federal government, the purpose of the résumé is to “show” your qualifications so that you can be “certified” by the Human Resources office, by meeting eligibility requirements. This means that your resume needs to include more specifics and language similar to the vacancy announcement, because the Human Resources Specialist is looking to see if you have the “specialized” or directly related experience requirements of the position for which you are applying.

The purpose of the résumé in the private sector is to get an interview.....  
In the Federal government, the purpose of the résumé is to “show” your qualifications.....

## How Far Back Should I Go?

It is suggested that you develop a résumé that covers about ten years, with lots of stories about what you did and how well you did it, or accomplishments. Focus on the position for which you are applying in a way that best reflects your competencies for the position.

## How Long Should My Résumé Be?

The résumé that goes into the application package should be no more than three to five pages; plus the pages for your knowledge, skills and abilities statements and any other announcement-specific information, such as performance ratings. There are exceptions to this, of course, but try to define yourself by using fewer words whenever possible.

These items are **REQUIRED**. Veteran's Preference is either "None," or 5-Point or 10-Point. Federal Status, give your official job title, followed by your series and GS number.

**Mary Doe**  
Any Town, 11111 USA  
(H) 111-111-1111  
(W) 222-222-2222  
[marydoe@xxx.com](mailto:marydoe@xxx.com)

SSN: 123-45-6789  
Citizenship: United States of America  
Veterans Preference: 5-Point (DD 214 attached)  
Federal Status: Program Analyst, GS-343(Series)-12(Grade)

**Objective:** Announcement #12345-SS, Program Manager, GS-301-13

## Summary of Experience

This should be a concise and concrete statement of work experience. Use of words like, "Over 11 years experience as a . . ." are OK, however, you want to watch how you "date" yourself. If you only have two years of experience, you may not want to bring this out in this summary. On the other hand, saying you have 35 years of federal experience can be just as ineffective. This summary should be about 6 to 8 lines and bulleted to quickly show what you want them to know about you up front. Use this as your "brag" time.

Starting and Ending Dates—  
Month and Year

## Professional Accomplishments

**Pension Benefit Guaranty Corp**, Washington, DC  
Office of the Director  
123 Streets, Any Street  
**May Contact Supervisor:** John Doe, Phone: 333-333-3333

**8/99-Present**  
40 Hours per Week  
\$79,000 per year

*Staff Assistant*, GS-Series-Grade

*Summarize the job here.* This is optional. If the hiring office knows about this kind of work, maybe you don't need this. If they do not know about this work, this is the place to tell them, in a few concise sentences.

Optional;  
however  
very  
effective

If you do not want the person contacted, say "Do not contact." Give explanation in Cover Letter as to why.

Bullets need to focus on outcomes

Bullets should tell job duties in terms of what happened in your work or accomplishment statements. This is where your results from the work you have done in this position make you different from the other applicants. Each bullet should be somewhere between 4 to 6 lines.

- In some of the bullets, you can speak of your results in terms of “percentages”, “time”, or “dollars. “. . . as a result, the budget came in 9% under the projection.” “. . . the report was submitted 70 days before it was due.” “My work in monitoring expenses for the program resulted in a savings of over \$29 billion.
- The position(s) you have held for the last five years typically should have more bullets (approximately 4 to 8 bullets), since this is the position that best relates to the position for which you are applying. The position you had five or more years ago typically does not add as much value to your resume, so reduce the number of bullets for this position to maybe two bullets, unless your previous experience is the only experience from which you are taking job-related experience.

Bold only first line of organization name and dates so they stand out.

**Pension Benefit Guaranty Corp**, Washington, DC  
 Covered Wagons Department  
 Any town, Any State, Zip  
 May Contact Supervisor: Steve Eod, Phone: 444-444-4444

**5/95-8/99**  
 40 Hours per Week  
 \$69,000 per year

*Program Manager, GS-Series-Grade*

Use a text box to summarize what you did in the position. Indent it so it stands out.

- Same ideas about bullets as noted above.

Don't mix "Training with Education.

**Education**

*Masters of Science* in Wagon Wheels, University of Anywhere  
 City, State Anywhere, Zip Code, 19XX

*Bachelors of Arts*, Wheel Design, College of Anywhere  
 City, State Anywhere, Zip Code, 19XX

*Diploma*, Any High School, City Anywhere, State Anywhere, Zip Code, 19XX

Name, City, State, zip code (if known) and date of diploma are required

High School Info Required

**Training**

Only required information is title and year; however adding name of school and hours completed could work to your advantage

2004 *English Composition*  
 University of Maryland Graduate School, 3cr  
 2004 *Computer Keyboard*  
 USDA Graduate School, 40 hrs over five days

- 2003 *Conflict Management*  
Price George's County Adult Education Program, 1 hr
- 1998 *Brain Surgery*  
John Hopkins Medical School, First year medical student (part time)
- 1997 *Basic Supervision*  
DOT Connection, 40 hrs for First Time Supervisors

## Awards

List all of your awards, starting with the most recent and working backwards.

5/06—Received \$25,000 cash bonus for developing a new concept in traffic management of camels

10/05—Recognized for outstanding work in developing a new phone system for the office. Certificate presented by the President of the United States

## Certifications

1/06—Business Coach Certification awarded by the National Coaches, Anywhere, NN. Certified to conduct coaching in the techniques of coaching.

To be “certified” usually means you did something special to get it.. Classroom attendance and the like do not count.

3/03—Wagon Bander. Certified to install steel bands on wagon wheels. Awarded by the International Association of Wheels.

Current  
Only

## Publications

Use a standard format for citing references.

Doe, Mary. (19XX). *How To Put Sails on Covered Wagons*. New York: Any Publisher.

## Presentations

“Will Oxen Remain the Prime Mover of Ox Carts.” Presented to the National Association of Cow Dealers, Any Town, USA, March 19XX.

# NOTES \_\_\_\_\_

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Ask yourself: What would make someone the perfect candidate? What special abilities would this person have? What would set a truly exceptional candidate apart from a merely good one? What does the employer really want?

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## Module 3: Three Basic Types of Résumé

- Chronological Résumé
- Functional or Skills Résumé
- Combination Résumé

### Chronological Résumé

The chronological résumé is used primarily for federal jobs. Most résumés use the chronological format. Your most recent experience is listed first, followed by each previous job.

**Advantage:** It's the simplest and quickest résumé style to write. It's a good style to use if you have a good work history in jobs similar to those you want now.

**Disadvantage:** A chronological résumé may display your weaknesses.

It will quickly show an employer things like gaps in employment, frequent job changes, lack of work experience related to your job objective, recent graduation, etc.

The following page has an example of a chronological résumé.

## Federal Résumé Format – Sample Résumé

**John M. Pushrock**  
111 Narrow Street  
Anytown, CA 92655  
Home: (949)XXX-XXXX  
Work: (949)111-XXXX  
Email: [JMP@AAA.Com](mailto:JMP@AAA.Com)

**Social Security Number: 123-45-XXXX**

United States Citizen

No Veterans Preference

Highest Position: GS-512-13 Internal Revenue Agent (1998-2002)

May Contact Current Supervisor: Shirley Mathematico

Vacancy Information:

Announcement number X77-20003

Job Title: Supervisory Accountant GS-511-14

### Career Summary

Have achieved progressively higher positions with more responsibility as an IRS Revenue Agent interpreting Revenue Codes and conducting computerized audits. Recognized as having proven strengths in communications and accounting principles with the ability to solve problems creatively.

### Work Experience

#### Internal Revenue Service

2222 Avila Road, Suite 3333

May Contact Manager: Shirley Mathematico

40 hours per week

02/1997 to Present  
Laguna Niguel, CA 92677  
(949) 360-XXXX  
\$79,000 per year

Computer Audit Specialist, GS-513-13 – Lead a team of Revenue Agents and Tax Auditors in developing and conducting electronic audits of taxpayer's computerized records.

- Reduced audit time by \_\_\_\_\_ without loss of revenue by \_\_\_\_\_.
- Received Commissioner's Award for \_\_\_\_\_.
- Increased IRS Tax Auditor proficiency by \_\_\_\_\_.
- Developed and wrote manual for auditing procedures for \_\_\_\_\_ which resulted in special commendation from \_\_\_\_\_.
- Taught IRS Revenue Agent CPE courses in \_\_\_\_\_. Participant evaluations rated my delivery as outstanding and above average.



**Internal Revenue Service**

2567 West Corolla Street  
May Contact Manager: Jerry Niselly  
40 hours per week

06/1992 – 02/1997  
Syracuse, NY 13222  
(315) 468-XXXX  
\$59,000 per year

Internal Revenue Agent, GS-512-7/9/11/12 – Responsible for examining tax returns of individuals and small businesses of various sizes and assessing tax due penalties.

- Improved auditing procedures by developing case checklist procedures that was adopted nationally for use by all Revenue Agents.
- Strengthened Western Region Vita Volunteer Education Program by co-authoring newly revised training curriculum for 2004 tax season.
- Facilitated Annual Employee Satisfaction Surveys last 3 years.
- Coordinated 2003 diversity day celebration for Laguna Niguel Federal Building Employees.

**H & R Block Company**

6666 Moulton Blvd  
May Contact Manager: George Grumpy  
55 hours per week

10/1990 – 06/1992  
Albany, NY 13444  
(315) 677-XXXX  
\$40,000 per year

Senior Associate – Audited individuals and small businesses. This includes review of accounting systems, financial statements, work papers, tax and payroll records and other related documents. Prepared audit findings and summaries. Identified legal issues and apply the appropriate statute, rules and legal precedents. Researched and analyzed data for accuracy to insure compliance with State tax laws and regulations.

- Designed and developed a general ledger procedure manual.
- Enhanced productivity by automating the month-end reporting process.
- Developed \$175,000 in new client business during first year.
- Saved firm over 8% of real estate lease expense by performing audit of lessor agreement and surveying area market lease rates.

**Education**

Diploma 1979

MLK High School  
Albany, NY

**Bachelor of Science, 1986**

Major: Accounting  
Minor: Information Technology

University of Rochester  
Rochester, NY  
122 Semester Hours

## Other Qualifications

### Certificates and Licenses:

- Certified Public Accountant 1989
- Microsoft Certified Systems Engineer 1997  
Microsoft Corporation, Redding, WA
- Public Management 1995  
State University of Albany, Albany, NY

### Memberships

- California Institute of Certified Public Accountants  
Orange County Chapter
- San Diego Tax Preparers Association  
Former President

### Relevant Training

Abusive Schemes and Tax Reform Act Training Internal Revenue Service	2003
Lexis-Nexus Advanced Computer Searching for Assets Internal Revenue Service	2002
Tax Law Updates California Institute of Certified Public Accountants	Every Year Since 1990
Managing Change University of California at Irvine	1999

### Other Skills

Fluent in Spanish

## End of Résumé Sample



What résumé style is used in the federal sector most often?

# FUNCTIONAL OR SKILLS RÉSUMÉ

A well-done skills résumé emphasizes skills that your job objective requires. It emphasizes skills that you are good at and want to use.

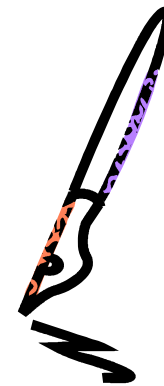
**Advantages:** A skills résumé allows you to present accomplishments from all of your life experiences.

A well-written résumé presents your strengths and avoids showing your weaknesses.

**Disadvantages:** Because a skills resume can hide details that can be used to screen people out, some employers don't like them.

The skills résumé can be much harder to write than a chronological résumé.

Capture your notes here



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# Example Functional Or Skills RÉSUMÉ

**JAMES ETHAN JOBBER**  
**486 Longview Drive Apt #3**  
**Roswell, Georgia 30075**  
**Telephone: 789-012-3456**  
**Cell: 789-012-3456**  
**Email: [jethans@Comdoc.com](mailto:jethans@Comdoc.com)**

**Social Security Number: 111-XX-1111**  
**Citizenship: United States**  
**Veterans' Preference: None**  
**Vacancy Announcement Number: VA-006-235**



Notice that this sample does not contain much of the usually required information for a Federal Résumé. Do not use this format, unless you know for sure that it is acceptable to the screening agency.

## **CAREER OBJECTIVE**

**Seeking a position as a graphics designer and webmaster**

## **PROFILE**

**Experienced in using Quark, PageMaker, Illustrator, Photoshop, and Computer-to-Plate process. Provide consulting skills to several companies.**

## **WORK ACCOMPLISHMENTS**

- ✓ **Designed websites and established hosts for six small companies and one medium-size business.**
- ✓ **Managed design projects for real estate company.**
- ✓ **Developed database for residential and commercial properties, resulting in 100 percent access within seconds to current listed properties.**
- ✓ **Designed Annual Reports for three small companies.**
- ✓ **Developed and designed sales catalog for small retail sales company resulting in initial sales from eight percent of catalogs mailed.**

## **AWARDS**

- ✓ **Runner-up in cover design for sales catalog.**

## **SPECIAL TRAINING**

- ✓ **University of North Florida: completed six courses in computer graphics, design and illustration.**
- ✓ **Completed workshops and seminars on using Quark, PageMaker, Adobe Illustrator and Photoshop.**

## **WORK HISTORY**

**James Ethan Jobber Web Design (Self-employed)**  
**486 Longview Drive Apt #3**  
**Roswell, Georgia 30075**

**6/2005 – Present**

# INCLUDE BUZZWORDS AND ACTION VERBS

## MANAGEMENT

administered	developed	planned
analyzed	directed	prioritized
assigned	evaluated	produced
attained	improved	recommended
chaired	increased	reviewed
consolidated	organized	scheduled
coordinated	oversaw	strengthened
delegated		supervised

## COMMUNICATION

addressed	drafted	negotiated
arbitrated	edited	persuaded
arranged	enlisted	promoted
authored	formulated	publicized
collaborated	influenced	reconciled
convinced	interpreted	recruited
corresponded	lectured	spoke
developed	mediated	translated
directed	moderated	wrote

## RESEARCH

clarified	identified	organized
collected	inspected	reviewed
diagnosed	interpreted	summarized
evaluated	interviewed	surveyed
examined	investigated	systematized
extracted		

## **I'M NOT SURE I'M EXTRAORDINARY AT ANYTHING**

You have a bigger problem than simply writing your résumé. Anyone who has this concern has done a less than perfect job of choosing their career direction. What an employer pays you for is to perform some special function or functions. Everything one might do at work, from flipping burgers to understanding the most obscure abstract data, is a specific work function. Most careers involve combining a few different functions together. So, decide on what you have done well and highlight that. This is most likely part of your natural born talent. Remember, most of us aren't perfect, and we all have strengths and weaknesses!

## **TECHNICAL**

assembled	engineered	programmed
built	fabricated	remodeled
calculated	maintained	repaired
computed	operated	solved
designed	overhauled	upgraded
devised		

## **TEACHING**

adapted	developed	informed
advised	enabled	instructed
clarified	evaluated	persuaded
coached	explained	set goals
communicated	facilitated	stimulated
coordinated	guided	trained
demystified		

## **CREATIVE**

acted	established	introduced
conceptualized	fashioned	invented
created	founded	originated
customized	illustrated	performed
designed	initiated	planned
developed	instituted	revitalized
directed	integrated	shaped

## **HELPING**

advocated	demonstrated	guided
assessed	diagnosed	motivated
assisted	educated	referred
clarified	expedited	rehabilitated
coached	facilitated	represented
counseled	familiarized	

Ask yourself: What would make someone the perfect candidate? What special abilities would this person have? What would set a truly exceptional candidate apart from a merely good one? What does the employer really want?

**CLERICAL OR DETAIL**

approved	generated	purchased
arranged	implemented	recorded
catalogued	inspected	retrieved
classified	monitored	screened
collected	operated	specified
compiled	organized	systematized
dispatched	prepared	tabulated
executed	processed	validated

**What if you don't quite have your degree or credentials yet?**  
You can say "Eligible for U.S. credentials," or "Graduate studies in Instructional Design, in progress," or "Masters Degree anticipated May, 2008."

**ACCOMPLISHMENT**

achieved	reduced (losses)
expanded	resolved (problems)
improved	restored
pioneered	spearheaded
	transformed



Using 3 different action verbs, write three short statements that highlight some aspect(s) of your work accomplishments or performance.

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# Self-Assessment: Writing To Sell Your Skills

This section will help you learn to organize your thoughts and your written words.

The process of writing a good résumé or information essay (also known as KSAs) about yourself is best started by doing your own self-assessment. You will be using feedback you have received from a variety of sources including your last appraisal, your supervisor's and co-worker's comments, and communications from your customers both internal and external. This self-assessment phase is your first opportunity to begin writing powerful statements about your performance--your accomplishments—the things you do everyday! It's when you begin to quantify and qualify the work you have completed.

Over time, you have utilized your skills to achieve results and accomplishments that have benefited you, your employees, and your employers. Accomplishments identify skills, talents, capabilities and potential for solving problems. Being able to articulate in writing your past accomplishments plays an important role in convincing a selecting official that you can use these skills to be successful in a new position.

Any activity is an accomplishment if you:

- Improved operations by making things easier or better.
- Resolved a problem/situation with little or no increase in time, energy, dollars, people, etc.
- Effectively acted as a liaison between departments which helped to make things run more efficiently.
- Produced reports/data that enabled management to make more informed decisions.

You must first identify the results of your work efforts in terms of contributions, impact and skills, rather than position, titles or job descriptions.

Using a behavioral model to describe your accomplishments will help you clarify your work strengths and successes and increase your awareness of your marketable skill(s).

**S** – situation you faced

**A** – action you took

**R** – result(s) of your effort



How to write using S -A -R

Example:

**1) Model**

**Situation** – new administrative personnel need training in local office procedures

**Action** – teach office procedures

**Result** - efficient administrative team

**2) Put your accomplishments in a sentence.**

a. Writing the sentence is important to:

- Communicate that you demonstrate the required skills and knowledge.
- Show how your skills and abilities can make a positive contribution to a new position.
- Have an inventory of things you have done well.
- Have a database to identify your skills and accomplishments.

b. Use action verbs:

- Select verbs that best capture the action described in “the action you took” and “the result of your effort.” From the answers to the S.A.R., begin to write that information into sentences using action verbs.

c. Record efforts in terms of your organization’s results such as:

- Increased employee satisfaction, customer satisfaction
- Time saved, better procedures, more efficient processes
- Enhanced business results in terms of positive impact on your agency.

**3) The sentence**

**Good sentence:** New administrative personnel received training.

**Better sentence:** I trained all new administrative personnel on office procedures, resulting in an organized and efficient administrative team.

**Best sentence:** I trained 4 new administrative personnel on local office procedures, resulting in an organized and efficient administrative team within two weeks from their reporting date.

The “**Best**” sentence is considered best because it clearly identifies the action taken and by whom. It provides a time period, the number of trainees and the results.

**Good Sentence**

S new administrative personnel.  
A trained all.  
R \_\_\_\_\_ .

**Better Sentence**

S all new administrative personnel.  
A trained all on office procedures.  
R team is organized and efficient.

**Best Sentence**

S **4 new administrative personnel**  
A **trained all 4 on local office procedures**  
R **team is organized and efficient within two weeks**

**Situation:** During my time as a recruiter, I noticed that attendance at our community events had dropped off by 30% over the past 3 years.

**Action:** I designed a new promotional packet to go out to the local community businesses. I also included a rating sheet to collect feedback on our events and organized internal round table discussions to raise awareness of the issue with our employees.

**Result:** I ended-up using some of the great ideas we received from the community, made our internal systems more efficient and visible and raised attendance by 18% the first year.

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Using “I” statements, clearly describe your accomplishments. When describing work on a team or in a group, describe your personal actions as part of the team and results you contributed to.

**Example1:**

To solve a problem with document flow, I encouraged creative thinking from my work team. They proposed a solution which solved the problem and increased productivity by 20%.

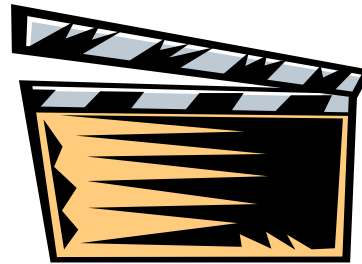
**Example2:**

**BEFORE:** I performed a multitude of administrative functions, such as preparing for Command Inspections, assuming responsibility for office functions in the temporary absence of Directors, scheduling conference room functions, advising staff members of recommended policies and established procedures.

**AFTER:** Planned and prepared for Command Inspections representing the Directors in their absence. Advised staff members of inspection policies and procedures; scheduled conference rooms and meetings; coordinated efficient logistics.

Use specific and clear action verbs to describe your actions so that the person reading your narrative can visualize you doing what you describe. Avoid unclear or vague phrases and verbs like the following:

- ✓ assist with
- ✓ process forms/cases
- ✓ work forms/programs/cases
- ✓ manage my workload
- ✓ have experience
- ✓ provide information/assistance
- ✓ am responsible for
- ✓ work with
- ✓ have the authority to
- ✓ responsible for all aspects of
- ✓ provide the leadership to



Instead replace vague phrases with one verb or choose a verb that clearly describes what you did.

## What are behavioral narratives?

Behavioral narratives help you support your statements with pertinent facts of your success in a past performance. This narrative writing style will help to show your value as an employee by demonstrating the impact of your performance actions on the National Guard mission and overall organizational objectives. Well written narratives contain specific goals or situations and objectives, examples of achievements and the results of significant accomplishments.

## 8 Step Process



STEP ONE - **Learn about the job.** Identify examples pertinent to your current job or the position for which you are applying.

STEP TWO - **Gather Work Examples.** Read performance evaluation narratives from your current and previous jobs, past self-assessments and job applications, and letters of appreciation or awards you have received. BRAINSTORM.

STEP THREE - **Begin Writing.** Using the S-A-R model, write each example on a separate sheet of paper or create a Word document with a heading for each work example as a heading in your file. Review your history and write notes in your own words about what you were doing. Make notes for your examples and concentrate on capturing the information.

STEP FOUR - **Add Content that Shows Support for the Mission.** Look at the Situation in each example. How was that Situation affecting your organization or the mission? Make a special note of that information in your example. Now look at the Results of your actions. How did those Results affect your organization's goals - mission? Write clear statements about this effect.

STEP FIVE - **Revise and Refine Examples.** Review each example to be sure you have fully described each aspect using the model of your choice. For better use of space, adjust, realign, combine related examples or delete weaker ones to gain space. Proofread, proofread, proofread everything carefully!

STEP SIX - **Organize Examples by Competency.** Move each example under the competency it is most closely related to in your opinion. Chances are good that an example is related to more than one competency. Use your own judgment and do not spend much time debating this. As long as the statement is included, it will be read and considered.

STEP SEVEN - **Get 2 Reviews**. Ask two people to review your document. Select one person who knows your work and can point out things you may have forgotten and one who may not be familiar with your work and can point out jargon or confusing statements.

STEP EIGHT - **Fine tune and perfect**. Continue to revise your narratives based on feedback from reviewers and make them more effective.



**TIP - Avoid *Belief* and *Judgment* Statements**

A belief or judgment statement is nothing more than your opinion without the support of facts. These statements do not give the ranking panel or your manager any real information about how well you performed, unless they are supported by a behavioral example.

**Examples:**

- I am a people-person.
- I am a self-starter who enjoys seeing a project through complexities and day-to-day problems to completion.
- I always lead a group in working on our programs.
- My skills caused the group's quality to increase 35%.
- My leadership caused the team's productivity to increase.

1) **ORIGINAL:** I keep lines of communication open with my outside and remote staff. The results are a successful work environment. I have interacted successfully with all external and internal customers.

**BEHAVIORAL:** As a leader of staff located both locally and remotely, I was faced with the responsibility of ensuring effective communication among all team members. This meant that I was faced with geographical and time zone differences in addition to the usual communication barriers. To accomplish this, I established regular conference calls and staff meetings. During the calls and staff meetings, all staff members are given an opportunity to share concerns and provide feedback. For example, during one conference call, one of my staff members identified outdated procedures being used by the remote staff. This had caused many problems and down time. Current procedures were provided to everyone and they were immediately put into use. As a result, all problems and downtime have been eliminated. Down time went from 12% to 2.5 % per week and my staff received a letter of appreciation from headquarters.

2) **ORIGINAL:** I have worked as project manager for many assignments. One of my projects was end user CBT (computer based training). I met and worked closely with the IT Department to ensure a smooth coordination of “just in time training” for approximately 2000 employees.

**BEHAVIORAL:** As a Project Manager, I partnered with the IT Department on the “just in time” Y2K end-user Computer Based Training (CBT) project. This was a highly visible project due to fact that over 2000 employees were to be trained between January and November 1999. In addition, potential problems related to Y2K were receiving national attention almost daily. We developed and delivered the training within the required time frame. Participants were asked to complete evaluations of the training. Evaluation results revealed that 90 percent of the employees stated that the training was much needed and could be used on the job. The evaluations also validated that there was very little down time as a result of receiving the training “just in time.”

3) **ORIGINAL:** I was responsible for training for the entire Operation. One example of good teamwork was design and coordination of my team of the first employee CPE conference for 700 employees held over nine days.

**BEHAVIORAL:** As the Operation’s training coordinator, I led an all-employee training initiative for the entire Operation. This training initiative was especially challenging due to the number of new procedures and changes being implemented. In addition, 6 out of 14 instructors were replaced with new instructors due to promotions and retirements. My first priority was to integrate the new instructors into the cadre. I accomplished this by teaming up each experienced instructor with a new instructor. Next, I made assignments based on areas of expertise. A project assignment chart was developed and monitored to ensure that the project stayed on track. As a result, the cadre successfully designed and implemented a nine-day, 700 participants CPE conference. Managers and employees gave positive feedback and requested more of the same. Our conference was adopted by other Operations as a best practice and we were asked to assist them in presenting similar CPE’s.

4) **ORIGINAL:** I coordinated training space and resources for the project. The scope of this training included many challenges, among them, a brief turn around time.

**BEHAVIORAL:** I successfully coordinated off-site training space and resources for approximately 500 participants and instructors within a three-week period. Adequate training space was not available on-site and training had to be completed by November 30 to ensure that critical program completion dates were met. I worked directly with hotel staff on a daily basis. I coordinated accommodations, including hotel and classroom space and all resources to support the classes. I solved every problem to the customer’s satisfaction as reflected in written feedback comments from the project manager, participants, and instructors. As a result, I was asked to host another class which I accepted with confidence and achieved the same positive results.

SUMMARY. Writing behavioral narratives that appropriately describe your performance can ensure that you get the job you are applying for. Relating your performance to competencies can effectively show that you already have strong related skills to build on for a job. Using S.A.R. is an effective way to change belief statements into real examples.



## CHANGING BELIEF STATEMENTS INTO BEHAVIORAL INDICATORS.

Your team will work together to change one of the *belief* or *judgment* statements below to a **Behavioral Narrative**.

- I am a people-person.
- I am a self-starter who enjoys seeing a project through complexities and day-to-day problems to completion.
- I always lead a group in working on our programs.
- My skills caused the group's quality to increase 35%.
- My leadership caused the team's productivity to increase.

Refer to the Behavioral Narratives we covered for an example of **changing a belief statement** to a **behavioral example**.

Select a scribe and table spokesperson.

Take about 5 minutes to discuss as a table team what information is needed to verify the original statement.

Rewrite the statement as a behavioral statement with facts to support a belief or judgment.

Debrief and report out by table. (10 minutes)



## Writing tips:

- Block out some time devoted only to writing the narrative. Isolate yourself if possible. Find a quiet place to work.
- Have all necessary materials. Plan, since good preparation will speed up your work.
- Start by “just writing,” try not to procrastinate. Reduce interruptions by avoiding distractions.
- Make every effort to meet your deadline ahead of schedule. Include specific examples.
- Be clear and concise. Focus on what’s relative to the job or position.
- Relate performance to your organization's mission and goals. Relate your accomplishment to the competency or responsibility.
- Avoid overusing certain words like ensured, implemented. Avoid the use of unnecessary or redundant phrases.
- Try not to over-use the same examples. Avoid stretching your narrative just to fill pages.
- Never underestimate the value of using a dictionary and/or thesaurus. Proofread your document several times.
- Allow someone else to proofread your document. Quickly edit, correct and prepare your final document.





Work individually to write a narrative about a task you performed on the job using the S-A-R behavioral model.

*You will have 7 minutes to do this!*

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# Module 4: Formatting Your Federal Résumé

## Grammar, Consistency, and Proofreading

Avoid mixing verb tenses – separate the present tense from the past tense...list current responsibilities first; then list the past tense.

Proofreading – use your spellchecker; get the assistance of a friend/co-worker that you trust; complete package early to get feedback in time to make corrections.

## Headers, Footers, and Page Numbers

Your final document should look like one package. A header or footer can be added on the second and following pages of your resume. The information can be added on one line or two lines.

Include page numbers on every page except page “1”. Page numbers can be centered or right flushed.

## Line Breaks and Page Breaks

Be careful not to leave a single word on a line by itself. Consolidate two lines if possible. Change page margins to expand the line length, etc.

## Packaging Your Application

The order:

- ✓ Cover letter
- ✓ Résumé
- ✓ KSA's
- ✓ Last supervisor's evaluation
- ✓ SF-50, DD214, SF Form 15 (Veteran's Preference) and other required/requested forms
- ✓ List of courses/training.





## More Formatting Tips

Did you use bullets, bold, italics and underlining to highlight key strengths?

If you know your résumé will be scanned, did you omit columns, italics and underlining?

Is the information listed in order of importance and relevance to the position?

Does your objective (if used) state clearly the functional areas in which you seek employment?

Do most phrases begin with action verbs such as “developed”, “initiated”, etc.?

If you were the employer, would you call for an interview?

Is a cover letter included?

Are all documents required by the announcement included? Neatly type the envelope and include the vacancy number on the outside.

All documents are unfolded in the envelope and are not stapled.

Save application to your hard drive and/or disk.

Proofread all documents several times ... also have someone else proofread.

**Lack of Experience or Qualifications.** Write about anything that does have relevance, wherever you might have gotten it. This might include volunteer work, family responsibilities, education, training, military experience, or anything else that you might present as legitimate activities that support your ability to do the work that you feel you can do.



# Workbook Exercise

- 1. What's the fastest way to improve a résumé?**
- 2. What are the common mistakes made by résumé writers?**
- 3. What's the first step in writing a résumé?**
- 4. How far back should you go in your work history?**

Capture your notes here

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# How a Federal Résumé Is Different

Special personal information is required for government security reasons. There is mandatory information that you typically would not include in your private industry resume. Make sure to include the following:

- Social Security Number
- Supervisor names and phone numbers
- Beginning and ending salaries
- Street address, city, state, and zip code
- Military status
- Zip codes for Colleges (academic institutions)
- High school name and the year you graduated



## Capture your notes here

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# Module 5: What is a Cover Letter?

## Cover Letter Checklist

**\*NOTE; sometimes a cover letter is known as a letter of application**

Use this checklist to ensure that your cover letter is complete:

- ✓ One to two pages and focused on reader's needs
- ✓ Type-written or word processor, with spell check and proofing the copy
- ✓ Written to someone specific, with the name and title spelled correctly
- ✓ Agency name and address are correct and complete
- ✓ Quality bond paper, 8 x 11 inches, ideally same as your resume
- ✓ Closes with "Sincerely" or "Respectfully"
- ✓ Signed with blue or black pen
- ✓ Place the résumé behind and fold in tri-fold, no staples
- ✓ Type address on envelope
- ✓ Seal the envelope
- ✓ Conservative stamp on envelope
- ✓ Final step: do not forget to follow up, or all the other steps will be in vain!



# Workbook Exercise

1. A cover letter reflects your \_\_\_\_\_ , \_\_\_\_\_ , \_\_\_\_\_ , \_\_\_\_\_ , and \_\_\_\_\_ .
2. A cover letter should request \_\_\_\_\_ .

Capture your notes here

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# Example Cover Letters

**Legal Assistant, GS-986-5**

**DEBRA JOBHUNTER**

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1234 Career Avenue, Constitution City, New York 13209, (315)777-7777,  
debrajobhunter01@ABC.com

March 24, 2007

U. S. Attorney's Office  
615 Chestnut Street, Suite 123  
Constitution City, NY 13209

Attention: Chris Lister, Human Resources Specialist

Dear Mr. Lister:

Please find enclosed my résumé for the position of **Legal Assistant, GS-986-5, Announcement Number 03-EDNY-07**.

My relevant qualifications include the following:

- Currently enrolled at Palmyra College in the Legal Assistant Program studying Legal Research, Lexis/Nexus, Editing, and Document Management. I will graduate from this two-year program in May 2007.
- Computer skills include: Microsoft Office 2003; MS Windows NT, and MS Outlook; system back-ups and file management practices.
- Typing skills of 12,000 ksph in Ten Key Data Entry; keyboard speed of 35 wpm and 9,500 ksph in Alphanumeric Data Entry.

I would be an asset to your organization because:

- I am a quick learner and eager to learn more about the law, especially in a government agency. I would like new opportunities to use my current knowledge and expand my knowledge of the law.



- I am available to meet with you to discuss your objectives and my background. You can contact me at the telephone number listed above, or email address.

Thank you for your time and consideration. I look forward to your response.

Sincerely,

Debra Jobhunter

Enclosures

End of Cover Letter Sample

## **Cover Letter Example**

**MARISUE M. CAREERY**

776 Horizon Terrace, Lincoln, NE 67798, 555-555-5555, [mmcareery@Tufmail.com](mailto:mmcareery@Tufmail.com)

April 24, 2007

Federal Emergency Management Agency  
500 C Street, SW, Room 1125  
Washington, DC 20909

Attention: Florence Smithsonian

Dear Ms. Smithsonian,

I am submitting this application for the position as a program specialist advertised in your announcement, FEMA-98-483326-MAJ. This announcement indicated that several positions will be filled in the GS-11-12-13 range. I would appreciate your consideration and believe that my education and experience make me qualified at the highest level.

This packet contains all information requested in the position announcement. I have included a complete federal résumé, my DD214, SF50 and most recent appraisal.

My knowledge of federal, state, and local government operations has developed through both my education ( a political science major) and seven years of progressively responsible work for state and federal agencies with interwoven responsibilities.

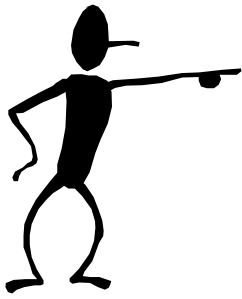
My ability to conduct research and develop reports is reflected in both a senior thesis, “The Legacy of Failure in Educational Policy”, and in reports prepared in junior positions at the Department of Housing and Urban Development. One of these was cited by my current supervisor in proposing me for the Secretary’s Award, which I won this year.

Recent responsibilities have included service on an interagency task force that required evaluation of national security contingency plans.

Thank you for your consideration, and I am eager to provide any additional information that you might need to evaluate this application.

Sincerely,

Marisue M. Careery



## Module 6: Writing KSAs

### WHAT ARE “KSAs”?

“KSA” is an acronym that stands for Knowledge, Skills and Abilities (also called ranking statements, evaluation criteria, quality ranking factors, rating factors, narrative statements and job elements) required by government and public sector organizations in addition to a resume or application when applying for a job vacancy. KSAs are qualities needed by applicants to successfully perform their job and are used in the Merit Promotion process to distinguish the “highly qualified candidates” from among the “qualified” candidates. KSAs are defined as:

**Knowledge:** An organized body of information, usually factual or procedural in nature. For example, “knowledge of the concepts and principles of accounting” could be used as a KSA for an Accountant position.

When responding, applicants should indicate what accounting principles they are familiar with, discuss how they applied these principles in the work environment, and describe other significant situations they were involved in.

**Skill:** The proficient manual, verbal, or mental manipulation of data or things. For example, “Skill in Operating Personnel Computers” could be used as a KSA for a Computer Assistant position.

When responding, applicants should indicate what type of personal computers they have operated, discuss the various types of software programs they have used, and describe how these programs were applied in their work environment.

**Ability:** The power or capacity to perform an activity or task. For example, “Ability to Identify Signs of Discord, Tension, or Abnormal behavior” could be used as a KSA for a Correctional Counselor position.

When responding, applicants should discuss the various signs of suspicious behavior they have encountered, how they responded, and indicate what impact it had on the work environment.



# WHY ARE KSAs IMPORTANT?

KSAs can be **EXTREMELY IMPORTANT** in the applicant evaluation process since they are scored. Poor responses may prevent you, as an applicant, from being considered among the “best qualified” group. Remember, your score for experience is based solely on your responses to the KSAs, not the information included in your résumé, or OF-612 (Optional Application for Federal Employment).

The federal résumé or application is the information that tells the decision-maker **if you are qualified for the job** and KSAs describe your skills using concrete examples so that the hiring manager can determine if you can perform their job.



## PREPARING RESPONSES TO KSAs

Prior to responding to KSAs, gather and review information on past and present experience. Remember, you do not have to restrict your responses to your present position, but can discuss related past experiences.

Check the following sources that are available to you when preparing to respond to KSAs:

- Read the vacancy announcement thoroughly. Review the experience requirements in the announcement to determine if you have related experience.
- Update your current résumé or Optional Application for Federal Employment (OF-612) so that it does not conflict with your KSA responses.
- Gather documents which will give you information that could be included in your KSA responses (e.g. college transcripts, training records, awards, documents you have written, etc.)
- Review weekly or monthly status reports regarding work performed you may have written to provide information regarding past assignments, projects, or activities that need to be addressed in your KSA responses.
- Review previous performance or progress reviews.
- Scan your computer directories and disks to help you remember past work assignments.

- Interview someone currently in the position/discipline in which you're interested if possible. It may help you determine whether there is any correlation between your experience and the position for which you are applying, prior to addressing the KSAs.
- Maintain a personal notebook, table or journal. Record major accomplishments, projects or activities as they occur. When it is time to respond to KSAs, you will have information at your fingertips.



## DEVELOPING KSA RESPONSES

One of the most common errors made in addressing KSAs is to start switching randomly or haphazardly. Applicants may jot down thoughts with no organization and structure, and in some cases, no relationship to the KSA. What is written initially is put on paper and attached to the application package.

Prior to responding to each KSA, brainstorm and think about what type of tasks you performed and why you performed them in relationship to the KSA. Think about for whom you performed the tasks. Ask yourself whether you made any major accomplishments. When performing these tasks, did a significant impact on the work environment occur?

By asking these questions, you think critically and objectively about the task you performed. In addition, it will help remind you to think “only” about tasks directly related to the KSA.

There will be times when a particular task performed will apply to more than one KSA. In those situations, you may discuss the same task under different KSAs, but be sure to show the direct relationship of the task to the additional KSAs, and to show a different phase of the activity.

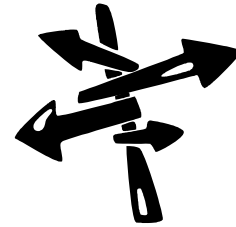
To reinforce the idea of organizing your thoughts when responding to KSAs, ask yourself the five standard questions as a checklist regarding individual task performed:

- 1) **What** actions were performed?
- 2) **Why** was the action performed?
- 3) **For whom** was the action performed?
- 4) What were the **accomplishments**?
- 5) Did the action produce a significant **impact** on others or the work environment?

When preparing KSA responses, you sometimes may write a long list of examples of tasks for each KSA. If the responses become too long, identify those tasks which are most critical, highest level or most impressive.

KSAs can include:

- Paid and unpaid experiences
- Education: degrees, course and research projects
- Awards and recognitions
- Quotes from letters written by people who think you are great.



How should you decide which examples of tasks to keep in comparison to those that can be discarded? Use the following type of tasks to represent your experience, when possible:

- |   |  |
|---|--|
| <b>LEADERSHIP</b>                             | Use tasks that demonstrate your leadership, organization, or management skills. For example, applicants should discuss their role on committees/taskforces; discuss how they planned activities and events; or discuss their responsibilities in managing groups of individuals in various settings (e.g. office, classroom, organization/club, correctional environment). |
| <b>FUNCTIONING IN A STRESSFUL ENVIRONMENT</b> | Use tasks that demonstrate your ability to effectively deal with stress related events/activities. For example, applicants could discuss their responsibility for transportation security issues or discuss how they dealt with critical deadlines.  |
| <b>COMPLEXITY AND/OR CREATIVITY</b>           | Use tasks that demonstrate complexity or creativity. For example, applicants could describe how they designed programs for personal computers, prepared papers on technical subjects, or used formulas to derive solutions.  |
| <b>PERTINENCE TO THE POSITION</b>             | Frequently, applicants apply for positions outside their own discipline. However, applicants who have experience directly related to the position and include this in their responses, will usually be awarded the higher points.  |
| <b>MAJOR IMPACT OR SIGNIFICANT OUTCOME</b>    | Use tasks where your actions had an impact on others or the work environment. For example, applicants could discuss procedures they developed for their office that streamlined operations; discuss how they negotiated a contract that resulted in a favorable outcome; or describe how their input on a project made a significant impact on the organization.           |

Applicants who respond to KSAs by showing a relationship to any of the above areas are more likely to be successful. Place yourself in the panel member's shoes and think about what you would look for if making the selection.



## Other Tips on Responding to KSAs

- Express your **accomplishments in specific or measurable terms**. For example, “developed and wrote operating procedures for..... participated in five program reviews..... provided training once a month to groups of 10 to 15 employees on..... supervised approximately 10 employees in...”
- When describing work experience, **be specific about your role** in completing tasks. Sometimes it is difficult for reviewers to determine whether the applicant performed the task alone, assisted, or participated as part of the group, if not specifically stated.
- Show increases in production over a time period. For example, “developed operating procedures used by the division that reduced processing time by 50%...”
- Don't be modest in describing your accomplishments. Those reviewing your application can not assume any level of experience that is not documented. In addition, they will not assume you performed certain tasks based on your “job title.”
- Be honest and consistent in your responses to your KSAs and on your résumé or Optional Application for Federal Employment (OF-612). References are checked, so resist the temptation to exaggerate the truth.
- Use strong action verbs describing your experience. Reviewers are likely to be impressed with direct language rather than vague or flowery prose. Avoid repetitive language and clichés, such as “I'm a people person.”
- Don't try to “snow” the Human Resources Staff and panel members by passing off a “*philosophy*” for knowledge or experience. When you lack certain experience, indicate **any** relevant training or academic course work. Use examples of volunteer work experience. Both volunteer and paid work experience are acceptable.
- Proof read! Proof read! Proof read! Get a coworker, supervisor, or other associate to help you proof your responses. Lack of attention to your grammar and spelling may diminish your written responses and leave a lasting impression on the rating panel.



- Don't borrow language from your position description when writing your responses. Remember, managers and supervisors help prepare position descriptions and are familiar with their content. Paraphrase and make the language in the response your own.
- Remember to include all training/education related to the KSAs in your responses--- including job-related cross development courses. Do not expect the Human Resources Staff or panel members to guess what training might be applicable to the KSA by referring to your training record. It is your responsibility and failure to do so may cost you valuable points.
- Type your responses. It looks more professional and is easier to read and understand.
- Each KSA statement should be approximately  $\frac{3}{4}$  to 1 page in length and no longer than 1 and  $\frac{1}{2}$  pages. Remember, get to the point and avoid including insignificant information.
- Each KSA should have at least two or three examples which demonstrate your knowledge, skill or ability.
- For each KSA, use either bullets at the beginning of each response OR a paragraph format. If you use paragraphs, be sure to limit your paragraph size.
- Spell out all terms prior to using acronyms. Human Resources Staff and panel members may not always be familiar with abbreviated terms used in various disciplines.
- Do not refer reviewers to other parts of your application (e.g. SEE Page 1 of my Federal résumé) as a response to your KSAs. Your written response is important, as the Federal application may not be used in the panel.
- KSAs can be written in the first person such as: "I designed the new system which increased..."
- You KSAs will demonstrate your ability to perform this job and should be based on accomplishments or critical incidents that demonstrate your knowledge, skill or ability.
- KSAs are written, informal "test". If the KSAs are well written, the hiring supervisor will enjoy reading your KSAs and they will go a long way to helping you win over other applicants.
- The average amount of time spent on each set of KSAs is 3 hours.
- KSA examples should be specific, not general. Use details like dollar amounts, man-hours, percentages, numbers and volume to describe your accomplishments.





- (See below on how to write accomplishments) How much time or money did your improvements save over the old way of doing things? What's the percentage of improvement? What's the volume (number) of applications, cases, contracts, etc. that you or your office handles per day, per week, per month? Is this an improvement? If so, how much?
- Use KSAs to paint a specific picture in the reader's mind of the size and scope of your accomplishment. For example, managing a computer network in a single office with one server and 10 clients (end-users) is very different than managing a network spread across several buildings or states with dozens of servers and hundreds of end-users.

Let's look at responses to the KSA *"Ability to communicate orally"* from an applicant who is applying for an Employee Development Manager position. This is his first attempt.

### Ability to Communicate Orally.

*As an Employee Development Specialist, I interact with a variety of people, from staff to managers regarding training needs. I provide training to staff on a variety of topics. I set up training for staff. I meet with vendors. I have had many employees thank me for providing them with a better understanding of their training needs. My supervisor told me I was doing a great job and*

His first attempt provides limited detail regarding the tasks being performed. In addition, subjective information regarding how others feel about him is included.

Now, look at the applicant's new and improved version below.



**ELEMENT: ABILITY TO COMMUNICATE ORALLY.**

*As a Supervisory Employee Development Specialist, I interact with staff, managers and supervisors on a daily basis to convey information on training programs, provide guidance on training needs, and supervise employee development staff. Specifically, I perform the following tasks:*

- *Conduct numerous training classes, both formal and informal, to groups of 15 to 35 individuals on such topics as “Instructors Skills”, “Planning for Your Future”, “Career Growth”, “Using Lotus-1-2-3”, “Providing Guidance to Your Employees” and “Basic Functions of the PC”.*
- *Meet with managers, supervisors and vendors to discuss training that is needed for specific groups, divisions or sections. For example, the agency’s Administrative Division had an influx of new admin staff who lacked Lotus 1-2-3 experience, which was now needed for a major long- term project in the Division. After determining the Division’s training needs and meeting with managers, I provided training to all the admin staff. This training contributed to the Division meeting projected deadlines for work output.*
- *Brief upper management on specific budget needs and operating costs for employee training. In addition, I gave a formal presentation to upper management for an agency wide training program. Although the agency was facing cuts in other program areas, I was able to persuade management to approve this training.*
- *Supervise and provide guidance to 5 employees in the Employee Development Division. In addition, I meet with subordinates several times during the rating period to discuss employee concerns, goals, progress reviews, and the final performance rating. This past rating period, I developed an “Improvement Plan” that encompassed additional on-the-job training and formal training classes for employees who were weak in specific areas. I guided them in meeting established goals. Due to the positive turn-around in employee performance, this “Improvement Plan” has been deemed a success by upper management.*

*Completed the following training courses: 1) Effective Communication, 1/05; 2) Improving Supervisory Skills, 4/05; and 3) Negotiation with Others, 9/05.*

*Selected as “Supervisor for the Quarter” 4/05 to 6/05 by staff due to my concerns, interests, and efforts in helping subordinates to improve their performance.*

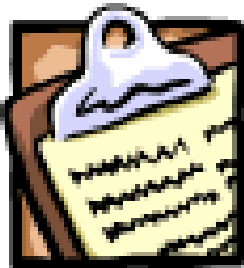
In the second KSA response, the applicant specifically discusses the type of people he interacts with, the purpose of those contacts, and what accomplishments have been achieved.

## *Remember to:*

- Prepare;
- Ask the five standard questions
- Avoid including subjective remarks in your KSA statements as much as possible
- And keep in mind the additional tips given on writing responses to KSAs;

You should be able to improve you KSA responses and subsequently, your scores.  
Good luck!

## KSA EXAMPLE



**KSA: Ability to communicate effectively, both orally and in writing.**  
[Narrative Format Example]

In my current job as auditor (1995-present), I have conducted workshops, written technical order manuals, coached/mentored new trainees, and delivered speeches.

As an **instructor** for the Saratoga County Accounting Association Institute, I develop and present curriculum of a technical nature pertaining to tax formulas to groups ranging in size from 10 to 35 people. I utilized multimedia enhancements, like the data show projector, to hold the student's attention and to stimulate their interest. 80% of the workshop evaluations that students returned indicated 75% of the time my performance as an instructor was above average in quality and the other 25% of the time they indicated it was excellent. I added to these workshops by designing a handout with the accounting formulas and quick reference names of documentation clerks. My accounting curriculum was adopted by the Institute as the guide for other accounting instructors to follow. These were incorporated into a training manual for the last three years (2000-1997). **My supervisor wrote** that I "have a unique ability to articulate the complex in easy-to-grasp statements" in my annual appraisal. I attended and passed the University of Saratoga's course on curriculum development and design for accounting trainers with a grade of B+.

I further assisted with the **Annual Accounting Conference** for Northern New York by introducing the keynote speakers and writing the program guide. The Conference published a guide for accounting professionals, which incorporated my detailed suggestions for utilizing the Accounting Easy Software program with corporate tax returns.

I participate and actively **coach/mentor** about 5 individuals per year that rely on me for tips in how to navigate the organizational network and to plot their own career charts. My coach/mentoring ability was recognized by the County Career Center for the last three

years and my mentees have written glowingly about my encouragement and ability to help them discover self-development resources. I am registered the County Career Center and approved to coach/mentor on: interviewing, career action forms, and auditor career experiences. This past year, I **received an Outstanding** in my annual appraisal for teamwork and cooperation.

As a volunteer for the United Charity Foundation (UCF), I have **addressed** the employees of over 10 county agencies in this past year alone about increasing their monetary contributions. The UCF has raised their annual revenue goals each year that I have helped and actually exceeded their projections. The UCF Executive Committee noted my persuasive and influential speeches in a recent letter to its membership. I have passed the **Dale Carnegie courses** on Image Management and Speaking, and Designing Persuasive Corporate Communications, and completed Group Speaking 499 at the University of Saratoga.

### **USING A DIFFERENT STYLE - Same Example Using Bullets**

In my current job as auditor (1995-present), I have:

- conducted workshops
- written technical order manuals
- coached/mentored new trainees
- delivered speeches

As an instructor for the Saratoga County Accounting Association Institute, I develop and present curriculum of a technical nature pertaining to tax formulas to groups ranging in size from 10 to 35 people. I conduct 20+ classes per year.

- I utilized multimedia enhancements, like the data show projector, to hold the student's attention and to stimulate their interest.
- 80% of the workshop evaluations that students returned indicated 75% of the time my performance as an instructor was above average in quality and the other 25% of the time they indicated it was excellent.
- I added to these workshops by designing a handout with the accounting formulas and quick reference names of documentation clerks.
- My accounting curriculum was adopted by the Institute as the guide for other accounting instructors to follow. These were incorporated into a training manual for the last three years (2000-1997).
- My supervisor wrote that I "have a unique ability to articulate the complex in easy-to-grasp statements" in my annual appraisal.

I further assisted with the Annual Accounting Conference for Northern New York by:

- introducing the keynote speakers
- writing the program guide.

- The Conference published a guide for accounting professionals, which incorporated my detailed suggestions for utilizing the Accounting Easy Software program with corporate tax returns.

I participate and actively coach/mentor about 5 individuals per year that rely on me for tips in how to navigate the organizational network and to plot their own career charts.

- My coach/mentoring ability was recognized by the County Career Center for the last three years and my mentees have noted this in memos that outline my encouragement and ability to help them discover self-development resources.
- I am registered with the County Career Center and approved to coach/mentor the following: interviewing, career action forms, and auditor career experiences.
- I received a 5 [exceeds] on my annual appraisal for teamwork and cooperation this past year.

As a volunteer for the United Charity Foundation (UCF), I have:

- Addressed the employees of over 10 county agencies in this past year alone about increasing their monetary contributions.
- The UCF has raised their annual revenue goals each year that I have helped and actually exceeded their projections.
- The UCF Executive Committee noted my persuasive and influential speeches in a recent letter to its membership.

My most recent related education included:

- I attended and passed with a grade of B+ : the University of Saratoga's course on curriculum development and design for accounting trainers.
- I have passed the Dale Carnegie courses on Image Management and Speaking, and Designing Persuasive Corporate Communications, and completed Group Speaking 499 at the University of Saratoga.

## End of KSA Example

Whether you use the text box format or bullets, choose your words carefully and sparingly as much as possible. Make your words count by only describing the quality and quantity aspects of your work performance that relates to the target job.

# Module 7: Conducting a Job Search

USAJOBS WEBSITE: [WWW.USAJOBS.Opm.Gov](http://WWW.USAJOBS.Opm.Gov)

Use USAJobs site to search by series, location, and agency. Create and store your résumé at the site to streamline your application process.

The screenshot shows the USAJOBS homepage. At the top, there is a navigation bar with links for Search Jobs, My USAJOBS, Info Center, Veterans, Forms, and Employer Services. Below this, a large banner features a woman smiling and holding a laptop. The main content area includes a 'SEARCH JOBS' section with input fields for 'What: (Job title, keywords)' and 'Where: (City, State OR Zip Code)', and buttons for 'SEARCH' and 'CREATE'. Below this is a 'CREATE RESUME' section with a 'CREATE' button. Further down, there are sections for 'What did you do at your job today?', 'FEATURED JOB' (Supervisory Contract Specialist), and 'FEATURED EMPLOYER' (Center for Biologics Evaluation & Research (CBER)). At the bottom, there are sections for 'JOBS IN DEMAND' and 'IT EXCHANGE PROGRAM'.

The screenshot shows the USAJOBS membership sign-up page. It features a 'Become a My USAJOBS member' section with a 'Create your account now!' button. Below this, there is a list of benefits: 'Post your resume online', 'Apply to Federal government jobs', and 'Receive automated job alerts'. On the right side, there is a 'Existing Users Log In Here:' section with fields for 'Username:' and 'Password:', and a 'Log Me In!' button. At the bottom, there is a link for 'Did you forget your Username and/or Password?'. The footer contains navigation links for Home, Search Jobs, My USAJOBS, Information Center, Veterans, Forms, Employer Services, FAQs, Privacy Policy, Help, Site Map, Contact Us, Privacy Act, and Public Burden Information.

**USAJOBS** "WORKING FOR AMERICA" USAJOBS is the official job site of the United States Federal Government. It's your one-stop source for Federal jobs and employment information.

Search Jobs | My USAJOBS | Info Center | Veterans | Forms | Employer Services

Basic Search | Agency Search | **Series Search** | Advanced Search | Senior Executive

Federal occupations are grouped into series that are given a numerical code for identification. Use the criteria below to view matching job openings.

Please enter all 4 digits when typing the Series Number. To search an entire occupation group, enter only the first two digits (e.g. 08 for engineers).

**Series Number Search**

**Occupational Series**  
For multiple selections, hold down **Ctrl** (Command for Macs) while clicking selections.

- Select All-----
- 9924 - Able Seaman
- 9925 - Able Seaman (Maintenance)
- 0510 - Accountant
- 0525 - Accounting Clerk / Technician

**Location Search**  
For multiple selections, hold down **Ctrl** (Command for Macs) while clicking selections.

- Select all -----
- US
- AK
- AK-Aleutian Islands
- AK-Anchorage

**Salary Range** from  to  OR **Pay Grade (GS)** from  to

**Applicant Eligibility**  
**Are you a current or former Federal civilian employee who holds or held a non-temporary appointment:**

- In the competitive service in the Executive Branch or in a position not in the Executive branch specifically included in the competitive service by statute, or
- In an excepted service position covered by an interchange agreement, or
- Eligible for reinstatement?
- A Veteran eligible for veterans' preference or separated from the armed forces under honorable conditions after 3 years or more of continuous military service?
- A person with non-competitive appointment eligibility?

No  Yes

**Show Jobs Posted:** All Jobs | **Sort Results by:**  Key Word Relevance  Date | **View Description:**  Detailed  Brief

**SEARCH FOR JOBS**

**Resume Builder** If you would like to post a resume on USAJOBS to apply online, or would like to edit your posted resume, our simple [Resume Builder](#) will help in a few short steps.

Home | Search Jobs | My USAJOBS | Information Center | Veterans | Forms | Employer Services  
FAQs | Privacy Policy | Help | Site Map  
Contact Us | Privacy Act and Public Burden Information

This is a United States Office of Personnel Management website. USAJOBS is the Federal Government's official one-stop source for Federal jobs and employment information.

Search by series, agency, location, and more!

Check yes, if you are a current or former Federal civilian employee.

Control your number of returns by limiting the date.

If you're a first timer visiting USAJOBS, then you might want to visit this site that has tutorials and step by step instructions for using USAJOBS.

<http://www.usajobs.opm.gov/firsttimers.asp>

USAJOBS® USAJOBS is the official job site of the United States Federal Government. It's your one-stop source for Federal jobs and employment information.

"WORKING FOR AMERICA"

NEW NEW

Search Jobs My USAJOBS Info Center Veterans Forms Employer Services

HELP ?

**Make a difference in the lives of the American public**

**Your Career in the U.S. Government Starts Here!**

USAJOBS is provided at no cost and offers information on 25,801 U.S. government job opportunities worldwide.

**VIEW OUR TUTORIALS**

Get a feel for our new site as we guide you through some basic tasks.

- [My Job Search Agents](#)
- [My Resumes](#)
- [My USAJOBS Account](#)
- [Search USAJOBS](#)
- [View Announcements](#)

**DOWNLOAD A GUIDE**

Save our printable Quick Guides to use as a handy reference tool.

- [My Job Search Agents.doc](#)
- [My Resumes.doc](#)
- [My USAJOBS Account.doc](#)
- [Search USAJOBS.doc](#)
- [View Announcements Apply.doc](#)

Ready to land the Federal job that's right for you? **Just follow these three simple steps:**

- 1 Create Your Account**  
Set up your [My USAJOBS](#) account to:
  - Create & post resumes
  - Attract employers
  - Have jobs emailed to you
- 2 Search for Jobs**  
Just enter your desired job information and [search](#) the database of 25,801 jobs. Use your resume to apply online instantly.
- 3 Manage Your Career**  
Get all the [information and advice](#) you need on obtaining a job in the Government.

» [Career Interests Center](#)  
Assess your skills and interests to match potential career opportunities.

» [Employment Information](#)  
Learn more about employment opportunities, initiatives, and issues by browsing our employment information sheets.

» [Federal Hiring Processes](#)  
For seekers who have never been in Federal Employment.



# Competencies

## What are Core Competencies?

Core Competencies are the skills, knowledge and attributes that are required to successfully work in the National Guard.

The introduction of the National Security Personnel System (NSPS) has identified and is focusing on 4 core competencies that employees need to be successful. They are: **Change Management, Interpersonal Communications, Coaching and Counseling, and Performance Management.** Competencies are comprised of the skills and abilities that an individual uses to perform their duties and responsibilities. They are the key factors involved for an organization to meet its goals and mission.

Similarly, NSPS identified contributing factors which are sets of work behaviors that are related to and impact the performance of one's goals and objectives. The NSPS Contributing Factors are: **Technical Proficiency, Critical Thinking, Cooperation and Teamwork, Communication, Customer Focus, Resource Management, and Leadership.** The contributing factors are additional ways of viewing how one accomplishes his or her objectives.

You will improve your résumé and application writing success by remembering to use the competencies and contributing factors as guides in explaining your accomplishments. For example, in considering your ability to understand and be adaptable in a changing work environment relates to Change Management. You would do well to elaborate on your work performance by including examples of your willingness to accept and try new approaches. Or, in demonstrating how you have handled uncertainty, and how you valued or utilized others' contributions in completing a team project or assignment. Use the competencies and contributing factors as ways of organizing your initial inventory of your accomplishments. This will make it much easier to write a more compelling résumé and persuasive KSAs. Don't forget to mention any training you may have taken that has helped you become more knowledgeable and capable in demonstrating the competencies.

## **Review the Core Competencies and related components:**

### Change Management

Adaptability

Effective Planning

Transition Awareness

### Interpersonal Communications

Conflict Management

Negotiating

Writing and Presentation Skills

Listening, Giving and Receiving Feedback

### **Coaching and Counseling**

**Interview Skills**

**Mentoring**

**Self-development and Self-leadership Skills**

### **Performance Management**

**Problem Solving**

**Creativity**

**Decision Analysis**

**Teamwork**

**Project Management**

### **Contributing Factors:**

**Technical Proficiency**

**Critical Thinking**

**Cooperation and Teamwork**

**Communication**

**Customer Focus**

**Resource Management**

**Leadership**

## **Internet Resources On Competency Development Strategies**

<http://www.cpms.osd.mil/nsps/documents.html> (Contributing Factors)

[http://www.solutions.gc.ca/oro-bgc/behav-comp/behav-comp01\\_e.asp](http://www.solutions.gc.ca/oro-bgc/behav-comp/behav-comp01_e.asp)

[http://www.nhpa.org/council/Legis-CMS-DOC01\\_Rev4.doc](http://www.nhpa.org/council/Legis-CMS-DOC01_Rev4.doc)

<http://www.psc.gov.sk.ca/Default.aspx?DN=a781a84b-9958-47e0-a2e7-df443a972923>

<http://www.ksg.harvard.edu/HR/staff/Harvard%20Competency%20Dictionary%20Final%20PDF.pdf>

<http://www.bcpublicservice.ca/practitioners/epdp/CoreCompetencyResourceGde04-05.doc>

<http://www.nps.gov/training/npsonly/npscom.htm>

<http://leadership.au.af.mil/sls-skil.htm>



# Internet Resources

The following websites can be used as guide tools to complete federal résumés, KSA Writing, and Interview Techniques:

<http://www.resumeedge.com/>

[http://www.sec.gov/jobs/jobs\\_samplers.shtml](http://www.sec.gov/jobs/jobs_samplers.shtml)

<http://amby.com/kimeldorf/sampler/>

<http://careers.gmu.edu/students/jobhunt/resume.html>

<http://resumemonster.com/>

<http://ksadoctor.com/>

<http://www.careerjournal.com/>

<http://www.jobbankusa.com/resumewrite/>

<http://www.amazon.com/Federal-Resume-Guidebook-Strategies-Electronic/dp/1593574266>

<http://www.career.uga.edu/multimedia/federal/FederalCareerGuide.pdf>

<http://www.faa.gov/asw/asw010/HRJOBKIT/sld001.htm>

<http://www.quintcareers.com/index.html>

<http://jobsmart.org/tools/resume/index.cfm>

<http://owl.english.purdue.edu/handouts/grammar/>



**Remember:** A  
résumé is a  
MARKETING  
PIECE--not a  
"career obituary!"

**Scannable Résumés:** Use laser quality printer if possible. Do not fold or staple. Recommended type fonts – Helvetica, Futura, Optima, Universe, Times, Platino, New Century Schoolbook and Courier. Avoid 10 point size fonts and use no larger than 14 point. Avoid italics, underlines, bold, shadows and other fancy treatments. Type contents in block form with your name at top and standard address format. List phone numbers on separate lines (one number per line). Use plenty of keywords (usually nouns) throughout the résumé (e.g. Accounting Society; French language fluency; software names like Lotus 1-2-3). If you have room, you may want to include a special keyword area with all of the most important words in block format. Do not use tab key, special characters, or any other formatting functions in typing a scannable résumé. These precautions will suffice for **ASCII** résumé quality.

**Next, View Some Examples of Non-Federal  
résumés for Comparison.**

[Non-Federal Reverse Chronological Format Example]

**Jonathan L. Doright**  
**First Great Opportunity Way**  
**Any City, State**  
**XXX-123-4567**  
**Email: thebest@miss.edu**

**Objective:** To use my quantitative and analytical skills as an accounting manager for XYZ Corporation.

**Executive Summary**

- 16 years accounting experience
- Certified Public Accountant for 14 years
- Cost, Auditing and Tax Accounting Emphasis
- State Secretary of Nebraska Accounting Association 1994-97

**Professional Experience**

**1988 - Present Senior Accountant,** Omaha College, Omaha, Nebraska

- Managed team of 8 junior accountants, including daily work assignments and annual performance reviews.
- Successfully completed implementation of new accounting software system three months ahead of schedule.
- Oversaw all student revenues documentation resulting in independent audit praise for accuracy and efficiency.

**Junior Accountant,** 1984 – 1988

- Personally responsible for completing all tax documents.
- Revised personnel payment voucher forms, resulting in a 3-day reduction in processing payments.
- Consulted with Benefits Group to streamline operations, saving \$15,000 annually.

**Accountant,** Winchell Corporation, Reeville, Nebraska. 1982 - 1984

- Prepared weekly profit and loss statements.
- Submitted state tax documents on a monthly basis.
- Recognized by department as most valuable employee for 5 of 6 years.

**Temporary Accountant,** Best Accounting Temps, Omaha, Nebraska. 1981 May through December.

- Prepared weekly profit and loss statements.
- Learned B+ accounting software package
- Awarded “Best Temp” in customer service award 1981.

**Education**

**Master of Business Administration,** Emphasis in Finance, 1988.

Saratoga College. Saratoga, Nebraska.

**Bachelor of Science in Accounting,** University of Nebraska. Omaha, Nebraska, 1981.

**Activities**

Toastmasters – Administrative Vice President 1995-98, Member 1992-Present. Red Cross Volunteer 1989-92, AARP Tax Assistance Committee 1998.

**References**

Available upon request.

[Non-Federal Functional Résumé Format]

**Jonathan L. Doright**  
**First Great Opportunity Way**  
**Any City, State**

**Phone: XXX-123-4567**  
**Email: thebest@miss.edu**

**Objective:** Grant writer for non-profit organization.

**Executive Summary**

- 16 years accounting experience
- Certified Public Accountant for 14 years
- Cost, Auditing and Tax Accounting Emphasis
- State Secretary of Nebraska Accounting Association 1994-97

**Professional Experience**

**Non-Profit Administration**

- Managed finances of state-wide non-profit Nebraska Accounting Association.
- Created and submitted grant for operating expenses on behalf of Snow-Shovel Volunteers for the elderly.
- Supervised volunteers as site supervisor for Nebraska Housing for the Poor that built 10 houses in 1998.
- Co-chaired Saratoga College departmental diversity committee that received Regents Award for Culture Promotions.

**Supervision Skills**

- Managed team of 8 junior accountants, including daily work assignments and annual performance reviews.
- Conducted all hiring, promotions, salary adjustments, terminations as needed.
- Facilitated team development and conflict resolution when needed.
- Received "Most Outstanding 1999 Supervisor" Award.

**Computer/Project Management Skills**

- Successfully completed implemented new accounting software system three months early.
- Consulted with Benefits Group to streamline operations, saving \$15,000 annually.
- Revised voucher forms, resulting in a 3-day reduction in processing payments.
- Worked in purchasing as substitute for vacationing employees.
- Learned B+ accounting software package.

**Education**

**Master of Business Administration**, Emphasis in Finance, 1988.

Saratoga College. Saratoga, Nebraska.

**Bachelor of Science in Accounting**, University of Nebraska. Omaha, Nebraska, 1981.

**Activities**

Toastmasters – Administrative Vice President 1995-98, Member 1992-Present. Red Cross Volunteer 1989-92, AARP Tax Assistance Committee 1998.

**Work History**

1988-Present Senior Accountant. Omaha College. Omaha, Nebraska.

1984-1988 Junior Accountant. Omaha College. Omaha, Nebraska.

1982-1984 Accountant. Winchell Corporation. Reeveville, Nebraska.

5/81-12/81 Temporary Accountant. Best Accounting Temps. Omaha, Nebraska.

**References** Available upon request.

[Non-Federal High School Résumé]

**Shelly A. Brown**  
**First Great Opportunity Way**  
**Any City, State**  
**XXX-123-4567**  
**ShellyA@primo.com**

**Objective:** Seeking entry-level position in retail sales.

**EDUCATION:** 1995: Diploma, My High School, Any Village, State.

- Courses: Public Speaking, Math, Computers.

**SKILLS &**

**ABILITIES:** Math

- Maintained 3-year “B” average in algebra and geometry.
- Computed own 1040EZ tax return, earned \$340 rebate.
- Manage \$800 investment that earns 9.2% annual return.

People

- Read to, and play checkers with, elderly at nursing home.
- Average, but enthusiastic member of basketball team.
- Helped raise \$680 for Students Against Drunk Driving.

Product Knowledge

- Sports & athletics                      Auto & mechanical
- Consumer electronics                  Music & videos

Electronic Cash Registers

- High school computer classes and talent at programming VCR’s would help in learning to use electronic cash registers.

**PERSONAL:** Reliable. Missed only two days of school this year.  
Honest. Returned \$20 check-cashing error to bank.  
Friendly. Computer club, volunteering, sports team.

**References:** Available upon request.



For more information: Contact your state representative:

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NGB Resource: John Montreal –  
[john.montreal@ngb.af.mil](mailto:john.montreal@ngb.af.mil) 703-607-1462



If a man is called to be a street sweeper, he should sweep streets even as Michelangelo painted, or Beethoven composed music, or Shakespeare wrote poetry. He should sweep streets so well that all the hosts of heaven and earth will pause to say, "here lived a great street sweeper who did his job well."  
--Martin Luther King Jr.



# Federal Résumé Workshop Evaluation

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

To assist in determining whether this workshop met your expectations and our objectives, please review and respond to each of the following questions. Enter your response by **circling** a number in the sequence following each question. The numeric scale is arranged so that a 5 always represents the greatest possible rating, or an unequivocal **yes**. A rating of 1 represents the least possible rating, or an unequivocal **no**. Also, we ask that you provide comments on the bottom of this evaluation for any feedback you wish to provide. Your response is greatly valued and appreciated. Thank you!

5 Outstanding     $\longleftrightarrow$     1 Poor

The objectives of this workshop were achieved.	5    4    3    2    1
The course materials helped me learn.	5    4    3    2    1
The instructor(s)' responses to questions helped me learn.	5    4    3    2    1
I will be able to use what I learned in this workshop.	5    4    3    2    1
Please rate this training overall.	5    4    3    2    1
Please rate the instructor(s) overall.	5    4    3    2    1

COMMENTS: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_