

# Resume Guidelines

Your resume is an essential tool to successfully marketing you in your career. Your resume is more than a work history. It should not read like a job description. It should instead focus on your most impressive achievements – your goal is to stand out and prove that you can immediately add value and make an impact.

These guidelines, used alongside the Shift resume template, will take you step-by-step through the process of creating your resume. Think of these two tools as your roadmap to creating a resume that will impress hiring managers and help you get selected for interviews.

Before we begin, here are some things to consider:

- **Focus on target industry and role.** There is no such thing as a generic, effective resume. Your resume must be clearly focused and targeted toward an industry and role. Don't try to tell the employer everything you've ever done in the military. Write your resume with your target in mind so that you can determine the most relevant, transferable skills and experiences to highlight. Refer to page 6-8 Appendix for common transferable skills our Shift partner organizations are seeking from military candidates.
- **Make your resume attractive, organized and easy to read.** Less is more. Your resume does not have to be overly formatted and complicated to be effective. Use the Shift template to ensure your resume is organized and has enough white space to keep the reader engaged.
- **Keep it concise.** Only highlight RELEVANT details. All Shift resumes should be kept to ONE PAGE.
- **Translate military terminology.** No matter how impressive your military experience was, your resume will not work if a potential employer doesn't understand what you are saying or how it relates to the job you are pursuing. Think about how you can relate your experience in the military to your next career. For example, if your military career was primarily managing aircraft maintenance and you are applying for project management roles, focus on how you managed your maintenance team and communicated with key stakeholders and customers.



# Resume Guidelines

## STEP 1 – CONTACT INFORMATION

Use a horizontal approach to list your contact info in order to save valuable space. You will see on the template that you don't need to include a physical address: city, state is sufficient.

- Ensure your email address is professional and simple.
- Customize and condense your LinkedIn URL. To customize your URL, go to your LinkedIn profile and click on “Edit public profile & URL” in the right column then “Edit URL.”

## STEP 2 – SUMMARY AND CORE COMPETENCIES SECTION

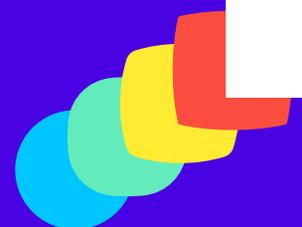
This section is a short, concise summarization of your key qualifications. It should take no more than 2 to 3 bullet points. Your goal is to clearly communicate your value to the potential employer. This section should be keyword-rich. Here are some questions you can ask yourself to determine your content:

- What do you specialize in?
- What will make you valuable, or cost-effective for your next employer? (For example, troubleshooting skills and analytical problem-solving skills help you adapt to new technology)
- What transferable skills, certifications or education make you qualified?
- What are 3 to 5 key skills that are most relevant to your potential employer?
- The last bullet of the summary should list 4-5 core competencies that best summarize your transferable skills. (See Page 3-4 for examples.)

Your first bullet point should answer these questions: What do specialize in? How many years of relevant experience do you have? What is scope of what you've done? (i.e. number of people supervised, scope of budgets managed, etc.)

## SUMMARY

- Operations manager with 5+ years of leadership experience overseeing all human resources, fiscal and strategic aspects of organizations with up to 3K personnel and budgets of up to \$25M.
- Collaborative team builder who can create coalition, inspire people to excel and gain buy-in to process improvements. Calm under pressure with ability to thrive in fast-paced, challenging environments.
- Core competencies: Operations, Project Management, Team Building, Process Improvement



# Resume Guidelines

## STEP 3 – PROFESSIONAL EXPERIENCE SECTION

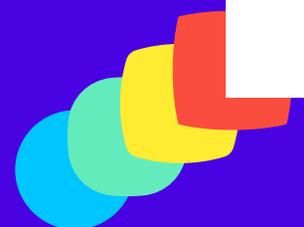
This area should NOT read like a job description. Instead, it should highlight your most important accomplishments and contributions. Consider these key points when writing your experience section:

- The jobs you have held should be listed in reverse chronological order.
- Do NOT include personal pronouns such as “I, me and my.”
- Keep this section brief, focused and relevant. There should be no more than 5 bullets for each position (no more than 1-3 lines each).
- Your bullet points should contain transferable skills. Remove ALL military language.
- Add metrics and quantify your results whenever possible. If you can’t quantify a measurable result, quantify the scope to inform the reader of the level of responsibility. For example: how many people did you supervise, what was the value of equipment you managed, how much did you improve efficiency?
- Each bullet point should start with an action verb. Vary verbs so that you don’t start each bullet with the same verb. However, don’t use words (i.e. ramrodded, synergized) that you wouldn’t use in conversation.
- Ask yourself if your bullets pass the “so what?” test. In other words, ensure that the bullet answers “so what was the result, the value or the positive outcome?” If your bullet does not clearly answer the “so what?” question, then consider rewriting or deleting it.

### FIRST: Translate your Job Titles

The first scan of your resume may be done by a computer searching for key words. When a recruiter looks at your resume for the first time, they may give it a 10-15 second scan to decide if they are going to read it further. When you are transitioning out of the military, follow these tips to survive the scan:

- Your job titles must be free of military terminology and acronyms. Don’t use Captain, Chief, Officer in-charge or OIC when you can simply refer to your position as a manager or director.
- Ensure your job titles are as relevant to the job you are seeking as possible. If your job title is not relevant to the position you are targeting, consider using a simple title such as Team Leader, Manager or Technical Project Manager instead of your military job titles.



# Resume Guidelines

## **SECOND: Prove your Skills are Transferable**

An important step for your successful transition into a private sector job is to determine your transferable skills. It is not enough to say you CAN do the job, you must show examples of how you DID the job to prove your skill and knowledge.

### **EXAMPLES**

**Instead of:** Acted as the executive officer in support of the battalion commander and created unit schedules.

**Translate to:** Managed 3-person executive leadership team's schedules and administrative tasks, created calendars and organized training schedules for 150+ personnel.

→ **Transferable Skills Demonstrated:** Planning, Organization, Coordination, Administrative Management

**Instead of:** Oversaw team of production superintendents that achieved FMC rate of 88% and 98% scheduling effectiveness rate.

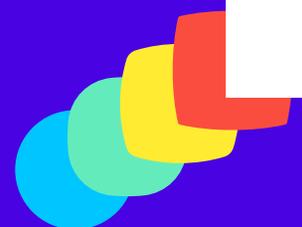
**Translate to:** Directed production leadership team that maintained critical equipment availability 6% above standards and managed time effectively to ensure 98% of scheduled maintenance was completed on-time.

→ **Transferable Skills Demonstrated:** Project Management, Leadership, Production Planning, Task Prioritization

**Instead of:** Led 10-man battalion of soldiers in daily combat operations.

**Translate to:** Clearly communicated objectives and provided guidance that ensured the success and safety of 10 personnel during 50+ critical operations in high-stress, dynamic situations.

→ **Transferable Skills Demonstrated:** Leadership, Communication, Calm under Pressure, Decision Making



# Resume Guidelines

## **THIRD: Write a Brief Overview of Each Role**

Directly under the job title and above the bulleted accomplishment statements is a brief overview (2-3 typewritten lines) of the scope of duties of each role. This is where you describe your responsibilities and include metrics such as number of people supervised, dollar value of assets managed or how many personnel or customers you supported.

## **EXAMPLE**

Directed 4-person team that provided information management, quality assurance inspections and support of \$24 million in network operations and information security programs. Ensured compliance with all regulations, policy and procedure as well as cybersecurity measures for 6,500+ network users.

## **FOURTH: Write your Experience Accomplishment Bullet Points**

When writing your bullets, you want to include results, actions taken and the scope of the situation. Lead with the measurable result, whenever possible, to capture attention.

**RESULT:** What was the measurable impact on the situation or task? **Show your value.**

**ACTION:** What was the demonstrable skill being used? **Demonstrate your transferable skills.**

**SCOPE:** What was the objective or context in which you were operating? **Briefly explain purpose or situation.**

Use this formula to write your accomplishments:

<Accomplished what> (Result) by <doing what> (Action) in <what context> (Scope)

## **EXAMPLES**

- Reduced backlog of 200+ help desk trouble tickets by 97% (Result) by efficiently prioritizing efforts (Action) of 12-person IT support team that served 1,200 end-users (Scope).
- Improved medical coding process time by 30% and lowered coding error rate to 29% below standards (Result) by introducing standardized processes (Action) for 5-person billing team.
- Saved 700 hours per year (Result) after using Lean/Six Sigma concepts to streamline, standardize and restructure (Action) 15-person maintenance shop (Scope).
- Led 6-person cross-functional project team to complete up to 20 monthly projects with budgets of up to \$500K. (Note: this bullet does not include a result, but clearly demonstrates scope of responsibility.)



# Resume Guidelines

## STEP 4 – EDUCATION SECTION

List your education in order of highest level down to lowest level. Use this section to highlight any relevant coursework that integrates more keywords into your resume and boosts your marketability.

- If you are still pursuing your degree and it is in progress you can list the degree on the resume and include expected completion date.

## STEP 5 – ADDITIONAL INFORMATION SECTION

This is not a required section, but it may be used to house additional relevant information such as training, certifications, awards and technical skills. If you are running short on space, you may need to cut one or more of these categories, depending on which contains the most important, transferable information.

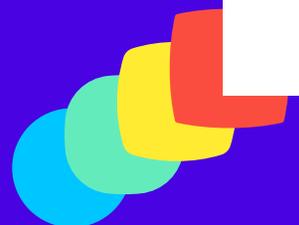
**Training:** Your military training courses may need to be translated. For example, "Squadron Officer School" is not nearly as effective as "5-week Course in Leadership and Communication." Selectively list only the most relevant training courses. Anti-terrorism training is not likely to be relevant to any of the Shift partner companies, but cybersecurity training (often called "Information Assurance" in the military) may be.

**Certifications:** List your relevant certifications in this section. If your certification is commonly referred to as an acronym, spell it out and put the acronym in parentheses. i.e. Project Management Professional (PMP).

**Awards:** Select 1-2 key awards and translate into measurable accomplishments: "Recognized as #1 of 300 managers by leading team to exceed production, quality and safety goals."

**Technical Skills:** List any specific software skills or technical expertise.

**Interests:** This is an opportunity to share another side of yourself, build rapport with interviewers over a shared passion or even start a conversation about some cool things you've done outside of your day job!



# Resume Guidelines

## Appendix: Relevant Transferable Military Skills & Core Competencies

### Understanding the Industry

Many of our partner companies are in the technology industry (widely known as “tech”). Therefore, we thought it would be helpful to provide insights on the industry itself. Tech companies are filled with passionate people dealing with tight deadlines in constantly evolving environments. As a result, tech companies place high value on:

- Functional skills: sales, marketing, analytics, operations, finance, product development
- Execution skills: communication, organization, project management
- Solution orientation: creativity and strategic thinking
- Sector experience: industry expertise or passion

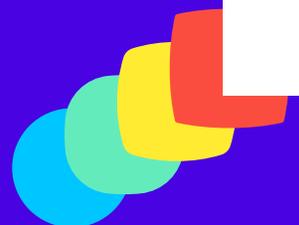
And “fit” with the culture...

- Interest in changing, fast-paced environments
- Being a self-starter who takes initiative and does not require lots of direction
- Demonstrating “grit” or perseverance in the face of challenges
- Dealing with ambiguity (especially important for startups) and being adaptive

So, what does this mean for you as a transitioning service member? You’ll want to use your resume to include keywords and outcomes that align best with these core skills and cultural norms.

**Action verbs / buzzwords for Tech Resumes** – if possible from your experience, consider using some of these words in your tech-focused resume Action verbs:

- Analyzed
- Built
- Led
- Liaised
- Persuaded
- Supervised
- Tested



# Resume Guidelines

## Appendix: Relevant Transferable Military Skills & Core Competencies (continued)

### Buzzwords/phrases:

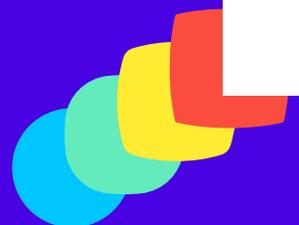
- Analytics, data, data-analysis, strategies
- based on data analysis
- Customer
- Cross-functional
- Developed business model
- Developed business requirements
- Developed financial model
- Feedback
- Managed a team to
- Partnership
- Persuaded senior leadership to
- Presented recommendations to senior leadership
- Product roadmap

### Core Competencies:

Your summary statement should include 4-5 core competencies. Depending on your experience, here are examples of core competencies you might consider including ...

#### Functional

Accounting	Copywriting	Human Resources
Acquisitions	Crisis Management	Information Technology
Administration	Customer Success	Intelligence
Backend Development	Data Entry	International Relations
Blogging	Data Science	Investing
Business Analysis	Database Administration	Leadership Development
Change Management	Entrepreneurship	Logistics
Chief of Staff	Financial Modeling	Management Consulting
Customer Service	Frontend Development	Manufacturing
Communications	Government Relations	Marketing
Community Outreach	Grant Writing	Mechanical Engineering
Copywriting	Graphic Design	Operations
Crisis Management	Healthcare	Organizational Development



# Resume Guidelines

## Appendix: Relevant Transferable Military Skills & Core Competencies (continued)

### Functional (continued)

Personal Security	Sales Operations	Systems Engineering
Product Design	Social Media	Teaching
Project Management	Startups	Training
Program Management	Strategic Planning	Video Production
Public Affairs	Strategy	Wealth Management
Public Policy	Supply Chain	

### Knowledge-based

Academic Research	Life Sciences	Root Cause Analysis
Computer Science	Mathematics	Systems Architecture
Cyber Security	Negotiations	Team Leadership

Here are some skills that most every military veteran develops during their career:

- **Leadership:** Demonstrate skills in mentoring and supervising junior military members or managing tasks. Focus on managing for results, especially in challenging or difficult situations.
- **Teamwork:** Discuss the sense of loyalty, camaraderie, and dedication to your teammates. Demonstrate how you brought together a diverse group of people to achieve success.
- **Efficiency Under Pressure:** Highlight your experience working under tight deadlines, working with limited resources and getting the job done under adverse conditions.
- **Work Ethic:** Failure is not an option in the military. There is no overtime in the military, there is only stay until the job gets done – no matter how long the work day may be.
- **Ability to Overcome Adversity:** Veterans are known for stamina, flexibility, strength, dedication, focus, persistence and determination. Veterans often have a “can-do” attitude and find creative, resourceful ways to overcome obstacles they face.

