

CREATING & EDITING YOUR CURRICULUM VITAE

OBJECTIVES OF THIS MODULE

THIS MODULE IS DESIGNED TO HELP YOU FORMULATE THE BEST CV FOR YOUR NEEDS AND DISPEL SOME OF THE MYTHS SURROUNDING CV CONTENT.

YOU MAY HAVE A CV, IN WHICH CASE THE HINTS AND TIPS CONTAINED IN THIS GUIDE WILL HELP YOU REVIEW YOUR EXISTING DOCUMENT.

THE MODULE IS ALSO DESIGNED TO OFFER ADVICE IF YOU HAVE NO CV OR SIMPLY WANT TO START AGAIN FROM SCRATCH.

AT THE END YOU WILL HAVE THE BASIS OF A DRAFT DOCUMENT FOR DISCUSSION WITH YOUR CAREER COACH.

REMEMBER, YOUR CV IS A PERSONAL DOCUMENT IT IS YOU THAT WILL BE SAT IN FRONT OF THE INTERVIEWER BEING QUIZZED ABOUT ITS CONTENT. THEREFORE, IT IS YOU THAT HAS TO BE HAPPY WITH YOUR CV, ONCE YOU HAVE COMPLETED THIS MODULE.

TABLE OF CONTENTS

OBJECTIVES OF THIS MODULE	1
WHAT IS A CURRICULUM VITAE (CV)?	1
REALITIES, ABOUT HAVING & USING A CV:	1
GOOD FOR YOU:	2
GOOD FOR AN EMPLOYER:	2
YOUR CV ALSO SIGNPOSTS KEY INFORMATION ABOUT YOU:	2
ARE ALL CVs THE SAME?	2
HISTORICAL	2
SKILLS-BASED	2
ACADEMIC	2
TECHNICAL	2
SINGLE PAGE RÉSUMÉ	2
HOW TO MARKET YOURSELF	3
WHAT IS EFFECTIVE MARKETING?	4
EXTRACT FROM CV No. 1	4
EXTRACT FROM CV No. 2	4
HOW GOOD IS YOUR CV?	5
STYLE AND PRESENTATION	5
SUMMARY	6
WHAT'S YOUR NEXT MOVE?	6
MAKING A NEW CV	7
AUDITING YOUR CURRENT CV	7
CV BEST PRACTICE	7
WHAT MAKES A GOOD CV?	8
PRESENTATION	8
CONTENT	8
WHAT SHOULD YOUR CV SAY ABOUT YOU?	9
WHAT SHOULD YOU INCLUDE IN YOUR CV?	9
AVOID INCLUDING THE FOLLOWING IN YOUR CV:	10
WHAT IS THE STRUCTURE OF A CV?	10
CONTACT DETAILS	10
PROFILE STATEMENT	10
KEY ATTRIBUTES	10
CAREER HISTORY	10
EDUCATION/QUALIFICATIONS	10
TRAINING AND DEVELOPMENT	10
PERSONAL DETAILS	10
PRESENTING YOUR TRANSFERABLE SKILLS	11
DESCRIBING YOUR CAREER HISTORY	12
WHAT ACHIEVEMENTS SHOULD YOU MENTION?	12
SO WHAT ACHIEVEMENTS SHOULD YOU INCLUDE IN YOUR CV?	12

ACTIVITY – ACHIEVEMENTS ANALYSIS	13
EMPHASISING YOUR ACHIEVEMENTS	14
THE POWER OF POSITIVE LANGUAGE	15
THE PERSONAL TOUCH	16
CV STYLE AND PRESENTATION	17
LANGUAGE	17
TONE	17
PRESENTATION	17
TONE AND LANGUAGE	17
STYLE AND LAYOUT	18
COVERING LETTERS AND E-MAILS	19
STYLE AND PRESENTATION	19
STRUCTURE AND CONTENT	19
USING YOUR CV ON-LINE	19
SUMMARY	20
AUDIT YOUR CV	21
HOW DOES YOUR CV LOOK?	21
CLARITY	21
LENGTH	21
PAPER QUALITY	21
SIMPLICITY	21
CONTACT DETAILS	22
PROFILE STATEMENT	22
KEY CAPABILITIES	22
CAREER HISTORY	22
EDUCATION AND QUALIFICATIONS	22
PERSONAL DETAILS	22
DOES IT PRESENT THE RIGHT MESSAGE?	23
FITNESS FOR PURPOSE	23
MARKETING YOURSELF	23
APPENDIX A – EXAMPLE CV'S	A-1
CV EXAMPLE 1	A-2
CV EXAMPLE 2	A-4
CV EXAMPLE 3	A-6
CV EXAMPLE 4	A-8

WHAT IS A CURRICULUM VITAE (CV)?

It may be several years since you thought about updating your CV. Perhaps you have never actually needed a CV before or you haven't thought about your career history in terms of a CV.

For some the whole idea of what a CV is and what it does is shrouded in myth. However, there is no mystery as to what components form a 'good' CV, or what the purpose of a CV really is:

The core purpose of a CV is to get you an interview – It is an introduction

Many people think that they must summarise their working life and career in one simple document.

The subject of CVs is one riddled with myth and illusion. Everyone seems to have an opinion, and everyone is an expert. However, many of the sweeping statements made about CVs are complete untruths.

Here are some examples of such statements:

- o A CV is a detailed representation of your entire life,
- o A good CV will get you a job,
- o A CV must include everything about you, *and*
- o CVs are useless for creative roles.

Okay, so you've seen some false statements about CVs, but what **are** they good for?

REALITIES, ABOUT HAVING & USING A CV:

- o A CV is a marketing tool to create a dialogue between you and a prospective employer,
- o A good CV will get you an interview,
- o A CV can emphasise areas of expertise and downplay shortcomings,
- o A CV will act as an *aide memoir* for prospective employers and provide a snapshot of who you are now, *and*
- o Your CV will support you in network meetings.

CVs are a useful tool in the job application process, but can also be used for other purposes:

- o To hand out to contacts,
- o As a self-appraisal tool,
- o To help define what you have to offer, *and*
- o Set the agenda for an interview.

Now that you've seen some examples of how your CV can help you, let's look at other ways in which CVs are beneficial to both you and a prospective employer:

GOOD FOR YOU:

- o The process of making a CV is an excellent means of self-reflection,
- o It is also a useful tool to focus your thinking,
- o It is valid as a reference document — particularly when having to complete application forms — you can pull information from it, *and*
- o It acts as a memory trigger and can help you focus before an interview.

GOOD FOR AN EMPLOYER:

- o Standard application forms are not used as often at higher levels of employment, *and*
- o Employers expect to be able to recognise you from the details in your CV.

YOUR CV ALSO SIGNPOSTS KEY INFORMATION ABOUT YOU:

- o Who you are,
- o What are the differences you have made within your personal life or working life, *and*
- o What you're selling.

ARE ALL CVS THE SAME?

Another misconception is that your CV must always be a reverse chronological list of every job you've ever had.

Although this format – called a Historical CV – is the most traditional, and the most common type of CV in use, there are several variations that you should be aware of. These variations are listed below:

HISTORICAL

A reverse chronological list of your working career to date - this type of CV is used in over 95% of situations and is the traditional job search CV.

SKILLS-BASED

A résumé of your skills and capabilities - this skills-based CV is helpful where a career change is involved and necessary to highlight transferable skills.

ACADEMIC

This type is suitable for detailing any published papers, patents and symposia.

TECHNICAL

This format is often used in IT and design type situations. It often combines a historical or single page resume with a summary and examples of capability and allows you to show examples of technical or creative work such as a CAD program or SAP experience (e.g. summaries of assignments or projects).

SINGLE PAGE RÉSUMÉ

This consists of a simple list of the most important points of your CV. Although less detailed than other types, it can play an important role in your campaign (e.g. for networking or consulting).

HOW TO MARKET YOURSELF

Rather than preparing your CV solely with a view to landing you a job, a better approach would be to regard it as a means of marketing yourself. Your CV is a way of showing someone what you have to offer and should make the reader want to meet you.

You should think about your CV as the preview or trailer to your interview.

How do you market yourself in a CV?

Start by thinking about what you have got to offer and how can you best promote it.

Here are some hints of what to consider: -

Ask yourself the following questions:

- o What individual skills and attributes can I bring to my next role?
- o What are my strengths?
- o What are my personal attributes (e.g. coping with change, working in a team)?
- o How adaptable am I to change?
- o What did I excel at in my previous positions?
- o What is the best environment for me to work in?
- o Which areas of my passed experience are no longer relevant to the job I want?
- o What are my professional goals?

WHAT IS EFFECTIVE MARKETING?

Think about yourself from the point of view of a consumer and how information is presented to you when you make a purchase. It is obvious that some presentations are more effective than others, but why is this?

Products or services are usually marketed on their features and benefits.

Features are characteristics (i.e. the “what’s”), whereas benefits describe how the item will help you (i.e. the “whys”).

Effective marketing focuses more on benefits than features.

Marketing your own Features and Benefits

Imagine that you are an employer and have been given two CVs to look at. Look at the following extracts from each CV, and ask yourself the following:

- o Which one of these two extracts comes across as more interesting?
- o Which candidate would you be more likely to want to interview?
- o Which one is clearly displaying experience as features and benefits?

EXTRACT FROM CV No. 1

1998 — 2000: ORD Bank Ltd.

Responsibilities include:

- o Managing & training staff.
- o Developing new services and products.
- o Authorising all external payments.
- o Verifying work from subordinates.

EXTRACT FROM CV No. 2

1998 — date: LNT Bank

- o Established and developed professional relationships with UK and overseas financial institutions enabling 12% year on year growth in sales turnover.
- o Effectively marketed structured and liquid financial products to over 40% of companies in the FTSE 100.
- o Awarded the annual UK High Achievement award for new brand, which became the market leader only 9 months after launch.

HOW GOOD IS YOUR CV?

Imagine you are John White. John is the Director of Finance at Acme Blue-Chip PLC and as if things weren't busy enough already, he needs to find a new Accounts Manager.

Last week he ran an advertisement in the national press. By 10:00 a.m. this morning he'd received over 300 replies, each with a CV attached. Like so many people in his position, John is a very busy man. How long do you think he spends reviewing each application?

- 20 Minutes?
- 2 Minutes?

20 MINUTES! This is very unlikely — at this rate it would take poor John more than two weeks to sift through them all. It may seem disheartening but would be employers don't spend a fraction of the time reading your CV that you took to write it.

It doesn't seem long, but **2 MINUTES** is probably realistic. And he will only spend this long if your CV suitably impresses him in the first **30 SECONDS** (i.e. it grabs his attention).

Faced with a poorly presented or lengthy document, readers won't even bother to look at the content – no matter how relevant.

STYLE AND PRESENTATION

Good presentation can initially mask poor content, but not vice versa. If you only have 30 seconds to make an impact, it means that you need to grab the reader's attention in the first 30 seconds if you want them to continue reading your CV.

THERE'S NO SECOND CHANCE TO MAKE A FIRST IMPRESSION!

Imagine that you're an employer like John White. You have a pile containing fifty CVs to look through, and only half an hour in which to do it. You need to make your CV appealing to John within the first 30 seconds? Think about how.

If you were John and faced with the task of reading 50 CVs, ask yourself whether, in 30 seconds, you can answer the following questions:

- Is it easy to see what work they have done previously?
- What skills and qualities would they bring to your company?
- Would you know from looking at this first page whether the person would be relevant to the job?
- Is their CV visually attractive?

It's easy to see that an important part of making your CV into an effective marketing document is for it to have a good visual style and layout.

SUMMARY

Before sending out your CV make sure it is right for you, for the position you are applying for, and for the target audience. Think about the following points before licking the envelope or clicking the send button:

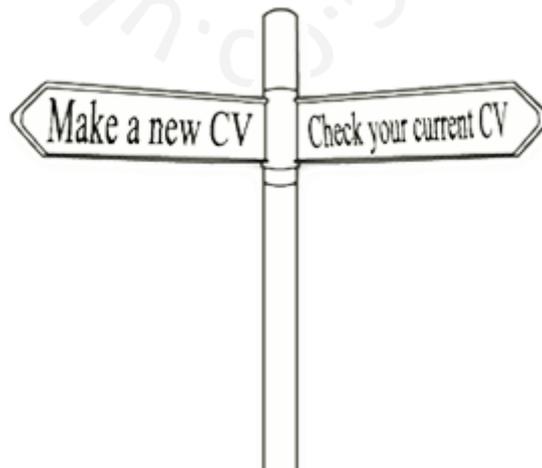
- o There is never a second chance to make a first impression.
- o Once it's gone, it's gone.
- o Make sure you're not misrepresenting yourself.
- o Don't oversell yourself or sell the wrong skills.
- o Does it reflect an overall image of you?
- o Can you back up what it says?

Remember that a CV is an invitation for you to be seen. It is not necessarily aimed at winning you the job in the first instance.

WHAT'S YOUR NEXT MOVE?

You now have a choice of two routes to take. The route you choose will depend upon whether you already have a CV or whether you want to start preparing a fresh one.

- o If you don't already have a CV, or feel that your current version is too out of date, you should move to the section on **MAKING A NEW CV, Page 7.**
- o If you do have a CV, and you're quite happy with it, move to the section **AUDITING YOUR CURRENT CV PAGE 7.**



MAKING A NEW CV

If you don't have a CV, or if your current one is out of date, we recommend that you start preparing one before your next meeting with your Career Coach. This will allow you to make the most effective use of your time with them.

You can find examples of different styles of CV in the appendix at the end of this module.

However make sure you work through the **CV BEST PRACTICE PAGE 7** topic first. This contains helpful guidelines for style, content and presentation for creating a winning CV.

Don't worry about trying to write a perfect CV on your first attempt. Remember, at this stage you are only producing a draft document.

AUDITING YOUR CURRENT CV

So, you think your CV is up to scratch? You may find it worthwhile to take an impartial look at your existing document and ask yourself the following questions:

- o How old is your CV?
- o Is it really, up to date?

When was it reviewed by anyone other than yourself?

Are you happy with it?

- o Is it interesting?

If you are comfortable with your CV, why not go to the **AUDIT YOUR CV PAGE 21** and find out just how well it measures up?

However, if you'd prefer to get some more advice about effective CV preparation beforehand, you should continue to the **CV BEST PRACTICE PAGE 7** topic. This contains helpful guidelines about good CV style, content and presentation.

Bear in mind that, even if you are confident that your CV is the best one ever, you might want to run it past your Career Coach — or even someone who has worked with you for a while. It is always worthwhile getting a second or even a third opinion.

CV BEST PRACTICE

The object of this section is to identify and explain the components that a successful CV needs to contain.

By the end you should have a good understanding of how to put together a draft CV for discussion with your Career Coach.

The areas covered in this section include:

- o Choosing the right CV for you.
- o What should you include in your CV?
- o Presentation and layout.
- o Language style and tone.
- o Effective vocabulary.

Before you start writing your CV, you need to think about which format you want to use. You saw earlier that the traditional Historical CV format, although the most common, is not the only type of CV in existence - and it may not be the most appropriate type of CV for your current needs.

To RECAP, there are five main CV formats:

- o HISTORICAL.
- o SKILLS-BASED.
- o ACADEMIC.
- o TECHNICAL.
- o SINGLE PAGE RÉSUMÉ.

You may need to use a different CV type for different occasions. For example, if you are planning a career change, you might want to use a CV format that allows you to highlight your skills rather than specific knowledge.

WHAT MAKES A GOOD CV?

For it to be truly effective, your CV needs to be a winning combination of strong content and professional presentation. You have already seen that both these qualities need to be present, for a CV to be a valuable marketing document, but now we're going to look at each of them in more detail.

PRESENTATION

The most obvious thing about the CV is that it should not be a physical strain to read. If the typeface is so small that the reader can barely make out the applicant's name, and there's so much information crammed on the page that it's very difficult to follow where one job ends and the next one begins, then it will have little impact.

The typeface should be clearly legible with each job clearly defined and the dates and company heading listed on each section. Use lots of white space as this gives the reader a clearer view of the overall information, as well as giving them room to jot down notes.

CONTENT

The CV content needs to give the reader a clear understanding of your strengths and what you think are the benefits you will bring to the organisation.

The career history should not only refer to what skills you have acquired but also what these skills have been used to achieve.

Each statement of experience should be supported by hard evidence that is quantifiable if possible. For example, 'By introducing a best practice manual across the company reduced processing costs for customer orders by 20%'.

WHAT SHOULD YOUR CV SAY ABOUT YOU?

Besides being an accurate and a factual history of your career to date, your CV must demonstrate what you as an individual can and want to offer the organisation.

Remember to try to think of your skills and experience as features and benefits.

Your CV isn't just a list of the positions you've held, but should focus on:

- o The scale and detail of each position.
- o What you achieved in each position.
- o What you have learned that is transferable or relevant to your next career move.

It's also important to remind yourself that your CV is not just a static data record but also a dynamic document — it should evolve as you do.

You might also want to think about including some personal information that you feel is representative of your personality, such as a pastime or hobby, but think about how your hobbies and interests could be perceived by others.

WHAT SHOULD YOU INCLUDE IN YOUR CV?

The type of CV you are working on will determine some of the areas you need to include. Some information is common to all CVs.

From those listed below choose which areas you think are the essentials?

- o Date of birth.
- o Marital status.
- o Educational/Professional qualifications.
- o Previous/current employer.
- o Salary.
- o Contact details.

The three basics are contact details for obvious reasons, previous/current employer and qualifications. You don't have to disclose your age or marital status and salary level unless you think it will help with the role you are applying for.

The best way to test whether something is suitable for inclusion in your CV is to make a check-list to refer to. Try to think of sections or information in relation to questions like:

- o Is it relevant to your overall career goal?
- o Is it of interest to prospective employers?
- o Is it truly representative of you?

If the answer to any of these questions is "no", you may want to think twice about including this information.

AVOID INCLUDING THE FOLLOWING IN YOUR CV:

- o Your state of health,
- o A photograph of yourself,
- o Your age (unless relevant to type of role,
- o Your reasons for leaving your previous position,
- o Your marital status (unless relevant to type of role),
- o References, *and*
- o And then of course - **LIES!!**

WHAT IS THE STRUCTURE OF A CV?

Historical CV's should contain several sections of information about you personally.

CONTACT DETAILS

This may seem obvious, but you should include your name, your full address, contact telephone number(s) and if you have one, your e-mail address.

PROFILE STATEMENT

If you use a [profile](#) statement then it needs to sit prominently at the top of the front page, following your contact details. It is the attention grabber and gives short punchy statements of your strengths and should whet the readers' appetite to read on.

KEY ATTRIBUTES

This refers to your professional skills and strengths. You will probably want to spend a bit more time thinking about this section and it might be useful to make mental notes whilst you are writing your Career History. Think about how you are going to describe your skills in terms of strengths you have.

CAREER HISTORY

Start with your current (or most recent) position including the start and end dates. Work your way backward but try to restrict very early jobs to a couple of lines or bullet points (this is where you should be highlighting the scale of your roles, your experiences and achievements).

EDUCATION/QUALIFICATIONS

Only include details of Secondary Education and above in this section as well as any academic qualifications, that you have. Employers aren't really interested about the primary school you went to but remember to include industry related academic or professional qualifications, such as CIMA, CIPD, NEBS or NVQ.

TRAINING AND DEVELOPMENT

This refers to training you have received within your professional environment, although you don't need to list every in-house course you have been on! You should include any bursaries, scholarships, fellowships or other awards you have won. This is also the place to list any continuous professional developments such as Chartered Institute accreditation or an NVQ.

PERSONAL DETAILS

IT'S A MISCONCEPTION TO THINK THAT ALL YOUR PERSONAL DETAILS NEED TO BE INCLUDED IN YOUR CV. INFORMATION SUCH AS YOUR FAMILY STATUS, RELIGION, ETC. WOULD NOT NORMALLY BE RELEVANT AND ARE JUST USING UP PRECIOUS SPACE. HOWEVER, IF YOU THINK IT RELEVANT TO THE ROLE YOU MIGHT WANT TO INCLUDE FACTS SUCH AS YOUR DRIVING LICENCE, FOREIGN LANGUAGES OR IT LITERACY.

PRESENTING YOUR TRANSFERABLE SKILLS

Many people find themselves feeling pigeon-holed because of a long duration in one industry or even one company. Misconceptions such as, 'my skills are only applicable to this role/company', are common but largely unfounded. So how do you identify your transferable skills?

Some hints and tips are listed here....

- o Focus on how your experience could be of benefit to new environments,
- o Think of examples to illustrate your adaptability,
- o Think laterally — including your willingness to move sideways into new roles,
- o If you've been with an organisation for many years, highlight the variety of your roles or achievements,
- o Get some help — use a skills inventory tool, *and*
- o Work with your Career Coach.

Have a look at the next two examples below to see how to present transferable skills:

Cathy has worked for the same organisation all her working life but now wants to move into a different industry. Ideally, she wants to work outside of London and get a promotion. Look at this extract from her CV:

EXAMPLE 1

A Sales Manager with over 20-Years work experience with a leading financial services organisation in the City. Key responsibilities include leading a sales force of eight people, setting targets and managing key relationships.

Here's an example of the same details but written without compartmentalising her skills to one specific industry, and highlighting them in the Key Attributes section of her CV:

EXAMPLE 2

Key Attributes:

Highly effective, successful business development manager, with a track record of leading and motivating teams whilst consistently delivering results that have exceeded company targets.

Key account management has included global telecom, pharmaceutical and IT companies developing lucrative relationships at director level.

DESCRIBING YOUR CAREER HISTORY

When it comes to describing your employment it's important to keep focused on what to include and what not to include. Avoid, clichés, waffle and the over use of adjectives.

- o If you are responding to an advert you need to make it very clear that you have the relevant skills,
- o Your transferable skills should be substantiated so back them up with relevant experience,
- o The message you are trying to convey should be unambiguous and the language clear, *and*
- o It is very important to draw the reader's attention to your responsibilities and achievements.

WHAT ACHIEVEMENTS SHOULD YOU MENTION?

You have already seen that it is crucial to quantify your abilities in a CV. No one is going to be impressed by vague statements such as "superb time management skills" without the provision of supporting evidence.

The achievements section of your CV is a way of backing up these claims with evidence.

Achievements are concrete and tangible evidence of what you have done so far. They are also the best indicators of what you might do in the future.

SO WHAT ACHIEVEMENTS SHOULD YOU INCLUDE IN YOUR CV?

The examples you include in your CV should be accomplishments that you have made at work, which are relevant to the position you are seeking, and which demonstrate that you can do the job. Some examples are:

- o Convinced colleagues of the need to change working practices in order to make significant improvements to customer service,
- o Reduced supply costs by 17% through successful negotiation and management of complex contract, *and*
- o Secured a 12% increase in sales by completing an ambitious project on time (4 months) and within budget (£65k).

You may find it useful to review your achievements and complete the **ACTIVITY – ACHIEVEMENTS ANALYSIS PAGE 13**.

ACTIVITY – ACHIEVEMENTS ANALYSIS

- o Think about your achievements.
- o Name three examples of milestones or goals you have achieved in a specific role. Think about them carefully and then, when you've thought of three, write them into the available space below:

1

2

3

Now think about the sort of impression you want to make with your CV, and ask yourself the following questions about these achievements:

- o Will putting these achievements onto your CV make a good impression?
- o Are they quantified, verifiable examples of your accomplishments?
- o Do they imply a sense of scale (i.e. are they significant)?
- o Is there anything negative about these achievements?
- o Are they relevant to the next role you want?
- o Will they appeal to potential interviewers?

EMPHASISING YOUR ACHIEVEMENTS

Look at these examples of achievements as written in different CVs.

Can you say which is the most inspiring and why?

- 1. I have worked in a call centre for 5 years and am currently team leader.**

Well, so what? Statements like this say nothing about what you have accomplished and at best they convey that you are a bit dull. Think in terms of what you achieved such as reduced budgets, time efficiency, etc.

- 2. Led team within fast moving multi-service call centre.**

This is saying, "I know my own worth and want to succeed." Remember, this is your chance to show prospective employers' evidence of what they're looking for, through your previous experience.

- 3. Having started at the bottom, after 5 years I was promoted to team leader following the death of the previous one.**

A bit of an extreme example maybe, but this type of statement is both unnecessary and negative. What it's really saying is, 'I only got promoted because they couldn't find anyone else', and 'I'm not very confident and don't want to blow my own trumpet'.



THE POWER OF POSITIVE LANGUAGE

'If I see another CV like this, I'll go insane!'

This is a common quote from employers. In our experience, one thing that employers dislike the most about the recruitment process is seeing so many CVs that are virtual clones of each another.

No one likes bland repetition

A prime example of this is when a CV states, 'I'm an excellent team player and have great communications skills. So many CV's include this rather meaningless description of the candidate. It's something to avoid.

Instead of simply stating that you have 'excellent communication skills', qualify the statement by showing how you have demonstrated this.

For example, it is far more effective to say:

'For the last two years I've been presenting to the board and to staff at all levels of the business, ensuring that there is an atmosphere of open communication throughout the company'.

Than to say:

'I'm an efficient team member and have excellent communication skills with staff at all levels.

Instead of saying "responsible for", think of the many alternatives, such as shown here.



Notice how these are all action verbs expressed in the past tense. This is the appropriate style for a CV.

THE PERSONAL TOUCH

A CV isn't just about your abilities or skills, it's a document that portrays you as a person — and is an invitation for you to be interviewed. The content of your CV should be representative of you, so that you don't come across as someone completely different in an interview.

A potential employer will want to know what they are likely to get.

Look at the two examples of quotes from the Interests and Hobbies section of a CV. Each person seems to have a genuine style, but which one do you think would be most appealing?

EXAMPLE 1

I like reading, writing and socialising. I also enjoy all sports, especially golf and Formula One, which I go to see regularly.

THIS PERSON DEMONSTRATES A BALANCED RANGE OF INTERESTS, WHICH ARE UP-TO-DATE AND REALISTIC.

EXAMPLE 2

I'm really into my extreme sports and absolutely love, LOVE getting other people into it. My ideal would be to work for a company that arranged skiing or snowboarding trips once a year, and I'd love to organise it. Believe me you've not lived until you've tried it.

THIS PERSON OBVIOUSLY HAS A GREAT PASSION FOR THEIR HOBBY, WHICH IS FINE - BUT ARE THEIR INTERESTS TOO NARROW?



CV STYLE AND PRESENTATION

Now that you've established a framework for your CV, and have seen what to include in it, it's time to think about how you are going to present this information. You have already seen that style (language and tone) and presentation are key factors in creating the right impression.

You will learn more about good style and presentation in the next few sections, but before that, here is a brief recap on what you learned earlier:

LANGUAGE

- o Use language in your CV that you are comfortable with and which represents you. If your CV misrepresents you then, when it comes to an interview, the interviewer may be confused.
- o You should write in the third person, but without using your name and omitting prepositions such as 'I'.

TONE

- o Keep the tone consistent. You don't want your CV to read as if it was written by more than one person
- o If you have a distinct style, stick to it throughout.
- o Try to write in a formal conversational tone rather than flowery prose. Keep your sentences short and simple.

PRESENTATION

- o Consistency is the key here too. Use the same font throughout your CV and match it to the font of your covering letter. This will look neat and solid and shows a clear sense of where you're coming from.

TONE AND LANGUAGE

Write in a tone that you find comfortable. You need to sound confident but not arrogant and this will show by being yourself.

- o Write in the third person, but without using your name or the preposition 'I' for example, 'Attained the Esprit de Corps Trophy at the 2001 Marketing Awards' is better than, 'At the 2001 Marketing Awards, I attained the ...'
- o Demonstrate knowledge of the role you're applying for, or at the very least the industry it is in. Don't use too much jargon, as it is likely the interviewer will know more than you. If you do use jargon, make sure it is relevant to that company and that people will understand it.
- o Use positive language and qualify your skills with appropriate achievements, for example, if you're an excellent team player, explain why and how.

STYLE AND LAYOUT

As mentioned before, another element to consider is how the document will look. The elements below are important when putting together your CV:

- o Leave plenty of white space – don't be too cluttered.
- o Ideally stick to a maximum of two pages.
- o Print on one side only.
- o Use good quality white paper e.g. 100 gsm.
- o Do not bind pages.
- o Do not enclose a photograph.



COVERING LETTERS AND E-MAILS

Although it should contain all the information you want to convey to the reader, your CV will usually need some introduction. A covering letter or e-mail will take the pressure off a CV and provide additional information to focus your application.

Whether your CV is being sent in response to an advert or as part of a networking campaign, your covering letter or e-mail is a crucial part of your application and should say more than just 'please find enclosed my CV'. Think of your CV and covering document as a package deal - they should always travel together!

There are two areas that you should remember when writing a supporting document:

STYLE AND PRESENTATION

The same rules apply regarding tone and language in your covering document. Keep sentences short and simple, write in the first person and use language you are comfortable with.

If you are writing a letter, use the same typeface as you did for your CV.

STRUCTURE AND CONTENT

A good covering letter or e-mail will have:

- o A concise introduction.
- o The key message you want to convey. Include 3 to 5 relevant achievements in bullet form to match with key aspects of the role.
- o A strong clear ending.

USING YOUR CV ON-LINE

Some tips to consider when sending your CV via e-mail are:

- o Avoid using flashy fonts.
- o Use a simple e-mail letter of no more than five or six lines and attach your CV to this.
- o To ensure that the other person can open your document, check the document format. You could e-mail it to a friend and verify that it can be opened and printed.
- o Consider following up your electronic version with a hard copy – it's easy to accidentally delete an electronic file!

If you send your CV to a recruitment service it may be held on a database, which allows CVs to be searched for based on key words or terms. You should therefore make your CV easy to search through by including key words that describe what you do.

For example, if you work in the Treasury, your CV should include terms such as 'Foreign Exchange' and 'Cash Management' because this is how the Website Search Engine will find the CV it is looking for.

SUMMARY

Your CV is a document about you. It should be clear, concise and be free of waffle and ambiguity. There are two main areas you need to get right in order to produce a winning CV:

CONTENT

Your CV should ideally contain the following sections, in this order:

- o Contact details.
- o Profile statement.
- o KEY ATTRIBUTES *.
- o Career history.
- o Education and Qualifications.
- o Training and Development.
- o Personal details.

* REMEMBER to back up your KEY ATTRIBUTES with Quantifiable achievements.

Work with your Career Coach to develop the balance of content that is right for you.

STYLE AND PRESENTATION

Although poor content could be disguised by good presentation, if your CV looks grim the employer won't even bother to read it. You need to grab their attention in the first 30 seconds, so make sure your document stands out from the rest.

Well, this completes the main body of the module. Hopefully you have learned some worthwhile points about writing a winning CV and are feeling more confident about the subject. Your next course of action will depend upon whether you are starting to write a CV from scratch or are trying to establish whether your existing CV is up to scratch.

IF YOU WANT TO BEGIN WRITING YOUR CV,

Your next step should be to look at the examples of different styles laid out in the appendix to this document.

IF YOU ALREADY HAVE A CV

How confident are you that it is the best it can be — especially now that you've seen the hints and tips on writing an effective CV?

If you feel sure that your CV matches up why not go on to the next topic, which will allow you to audit your document against the 'best practice' points described in this topic.

AUDIT YOUR CV

This topic is an opportunity for you to give your CV its 'MOT'. It contains a series of sections focusing on different areas of CV development (style, presentation, structure, content, etc.), each with a checklist of points against which to assess your existing document.

You may find that your CV does satisfy all these criteria, in which case congratulations! You've obviously got a healthy CV. However, we would still recommend that you discuss the document with your Career Coach before sending it as part of any job applications.

So, are you ready to start? The next section will look at the importance of good appearance.

HOW DOES YOUR CV LOOK?

You have one chance to make an impact with your CV. Before it has even been read, your CV must first catch the viewer's eye with its classic good looks.

Check your CV against the following list of golden rules:

CLARITY

Is the typeface clear and legible? Have you left plenty of white space? Are the sections clearly laid out?

LENGTH

Ideally try to keep your CV to a maximum of two pages. Remember not to use any bindings or fastenings.

PAPER QUALITY

Is your CV printed on A4 white or cream (ideally conqueror or similar – 100 or 120gsm and not brightly coloured) paper? Do your covering letters use paper matching your CV and are you using the same font (typeface) as your CV?

SIMPLICITY

Is your CV over-styled? Remember to keep it simple and easy to follow.

Does your CV have the right structure?

Each of the following sections represents an area of information that you need to complete for inclusion in your CV. You will notice that this is the structure of a Historical CV, although other CV types may have a different structure and content, most elements are common to all types — although the level of detail may not be the same in each.

CONTACT DETAILS

This section should include your name, your full address, contact telephone number(s) and if you have one your e-mail address.

PROFILE STATEMENT

Your Profile Statement needs to sit prominently at the top of the front page following your contact details. It is the attention grabber and should be a dynamic précis of your strengths and abilities.

KEY CAPABILITIES

This area should contain a list of your professional skills and strengths.

CAREER HISTORY

Your employment history should be a list of the companies where you have worked, the dates you worked there, your job title, and a description of the scope of your role and responsibilities - and any achievements you made there.

In a historical CV, start with your current (or most recent) position and work your way backward. Try to restrict very early jobs to a couple of lines or bullet points.

EDUCATION AND QUALIFICATIONS

Only include details of Secondary Education and above in this section as well as the academic qualifications.

Have you remembered to include any bursaries, scholarships, fellowships or other awards you may have won?

Also, have you listed any continuous professional developments such as NVQ accreditation for First Aid training or Health & Safety?

PERSONAL DETAILS

This section should contain any other information about you as a person that you might want to tell the reader.

This might include facts such as whether you have a driving licence, and any foreign languages or IT skills you possess.

If you have included details such as your date of birth, marital status, religion etc., ask yourself are they relevant?

DOES IT PRESENT THE RIGHT MESSAGE?

Of course, the appearance of your CV is important, but it is the content that will identify you as suitable for interview.

FITNESS FOR PURPOSE

Are you using the right type of CV for each situation?

You have a choice and although a historical CV is traditional. perhaps a Skills Based (or other type) may be more appropriate.

MARKETING YOURSELF

Remember to think of your skills and achievements as 'features and benefits'. You're selling your life experience make sure you don't misrepresent yourself.

Think of your transferable skills.

SUMMARY - RECAP

- o Your CV needs to hook the reader's attention.
- o Presentation is all-important — your CV needs to be clear and normally no more than two pages and leave plenty of white space.
- o It needs to represent you, and your achievements and transferable skills, in line with the role you are approaching.
- o Ensure that your achievements are quantified wherever possible.

Remember you should always run things by your Career Coach if you are unsure about anything.

If you still think that more work is needed on your CV, why not go back to **MAKING A NEW CV PAGE 7** and re-read **CV BEST PRACTICE PAGE 7?** You can always audit your CV again afterwards.

APPENDIX A



EXAMPLE CVs

FULL NAME

ADDRESS – TOWN – COUNTY – POSTCODE

TELEPHONE – MOBILE – EMAIL

A well organised individual who enjoys working in a team and demonstrates the initiative and ability to work alone.

Working effectively and professionally in customer services / contact roles.

KEY SKILLS

- o Works efficiently without supervision
- o Experienced in organising and prioritising workloads
- o Builds strong relationships with customers
- o Able to learn quickly and adapts well to changes
- o A good communicator both orally and written
- o Actively meets a challenge
- o Pays attention to detail and takes pride in her work
- o Good administrative skills

CAREER

- | | | |
|--------------------|---|---|
| 2009 – 2018 | BARCLAYS BANK PLC | FINANCIAL SERVICES ASSISTANT - FALMOUTH |
| | <ul style="list-style-type: none">o Responsible for the administration/monitoring of all deceased customer accounts within the Truro Group of Branches.o Acting as primary point of contact for all telephone and postal enquires from next of kin and solicitors.o Investigating branch records to establish extent of assets/liabilities to the estate.o Dealing with the end-to-end process from the first notification of death through to receiving and checking the Grant of Representation to close the accounts. | |
| 2008 - 2009 | BARCLAYS BANK PLC | CORPORATE FINANCIAL SERVICES ASSISTANT – TRURO |
| | <ul style="list-style-type: none">o Dealing with receiving and charging assets to be held as security.o Providing up to date information on case progress to customers, solicitors and relationship managers.o Communicating new procedures to management team and developed and installed a new system to deal with various branch reports. | |
| 2007 – 2008 | BARCLAYS BANK PLC | OPERATIONS OFFICER - CAMBORNE |
| | <ul style="list-style-type: none">o Effectively managed 6 staff and the daily running of the Camborne branch.o Assisting the Manager with the training and motivation of staff and responsible for organising staff to cover absences.o Point of contact for customer enquiries and operating foreign till.o Actively worked to reduce overtime and other overheads such as telephone, electricity and stationery costs. | |

- 2007** **BARCLAYS BANK PLC** **FINANCIAL SERVICES ASSISTANT - TRURO**
- o Providing relief cover for general financial services duties and Corporate Manager's Assistant roles.
 - o Showed the flexibility to adapt to new environment and undertook work in a higher grade to provide on-going assistance to various managers.
 - o Acted as initial and primary point of contact for customers wishing to speak to the Relationship Manager.
- 2003 – 2007** **BARCLAYS BANK PLC** **FINANCIAL SERVICES ASSISTANT/MORTGAGE SPECIALIST – FALMOUTH**
- o Undertook different roles to cover the duties of Financial Services Assistant, Manager's Personal Assistant and Mortgage Specialist.
 - o Built good relationships with customers and achieved high level of sales of Barclays Share-deal.
 - o Helped to obtain branch mortgage target and provided professional mortgage service by delivering the end to end process for recruitment and retention of mortgage customers.
 - o Made large contribution to the branch BFS target through introductions for investment and life assurance products.
 - o Managed the financial services department during the branch merger ensuring there was no disruption to customer service.
- 2001 – 2003** **BARCLAYS BANK PLC** **VARIOUS ROLES HELSTON BRANCH**
- Beginning of a banking career progressing from 'Junior' duties through to cashiering, finally being trained within the financial services department.

QUALIFICATIONS & TRAINING

- BARCLAYS BANK PLC – INTERNAL TRAINING**
- FEB 03** Microsoft Word 97, Access 97 and Excel 97
- Nov 01** Customer Service and Sales Refresher Course
Managing Relationships at Work
- SEP 01 – OCT 01** BBC Web-wise, Beginners Word 97
Effective Complaints Handling
- FINANCIAL SERVICES TRAINING INCLUDING** Deceased Accounts
Preparing Certificates of Interest paid
Replying to Auditors Letters
Treasurers Deposits
- Chartered Institute of Bankers Foundation Course
- SEP 97 – JUL 01** **HELSTON HIGH SCHOOL**
- 3 GCE 'A' Levels, Maths A, English B, Science A
- 7 GCE 'O' Levels, Maths A, English A, English Literature B, Science A, History B, Geography B, RI C.
- Pitman Typing - Advanced level
- RSA Stage II

PERSONAL DETAILS

- Driving Licence: Full Clean
- Interests: Foreign Travel and Cooking Foreign Cuisine

CV EXAMPLE 2

FULL NAME

ADDRESS, ADDRESS, ADDRESS

TELEPHONE: 0000 0000, E-MAIL: ABCDE@HOTMAIL.COM

PROFILE

Staff Industrial Engineer with manufacturing background in semiconductors and electronics, with a proven track record in production management and process engineering. Experience in, the design of factory layouts, production modelling and cost management. Team leadership and interpersonal skills developed from manufacturing management and technology transfers, successful at providing innovative and cost-effective management solutions.

CAREER HISTORY

- JAN 2000 – PRESENT** **NATIONAL WORKS (UK) LTD (MULTI-NATIONAL IC MANUFACTURER)** **STAFF INDUSTRIAL ENGINEER**
- Responsible for; the providing manufacturing groups support for method/work study and factory layout, including, analysis of actual and planned activity. Data inputted to both static and dynamic models of manufacturing processes.
- o Designed tool layout and selection for new \$3M clean room. Completed on time with emphasis on space for maintenance and processing.
 - o Developed and produced new clean room protocol/methodology specification. Approved by Yield Defect Group.
 - o Designed new clean-room workstations and ancillary equipment with inputs from FAB personnel.
 - o Completed work/method study of Photo/Etch manufacturing area. Allowed updates to be put into manufacturing model for increased accuracy.
 - o Analysed and reported on FAB performance to management team on daily basis.
- OCT 98 - JAN 00** **NATIONAL WORKS (UK) LTD** **SENIOR SHIFT MANAGER**
- Promoted to Senior Shift Team Manager; responsible for attaining shift targets in terms of Activity / Quality / Output / Cycle-time, with additional responsibility for safety compliance / vacation planning / team development and appraisals.
- o Managed 42 indirect team manager and 3 direct Team managers and all site personnel (200 Staff) within normal office hours.
 - o Scheduled and planned workloads through manufacturing groups to support all aspects of shift targets.
 - o Developed and implemented operator cross training plans - increase flexibility within shift.
 - o Initiated cross-functional operator TPM teams - up skills of operators plus reduced call on maintenance for low-level problems.
 - o Initiated Operator 5S teams (TPM Housekeeping). Allowing data / tool/ equipment retrieval in <40seconds.
- DEC 95 – OCT 98** **NATIONAL WORKS (UK) LTD** **PRODUCTION SUPPORT ENGINEER/COST CONTROLLER**
- New position created to give support to the new style of factory management of State Change.
- o Implemented cost tracking system into production, for daily spend. Gave visibility of actual spend versus forecast. Allowed data driven decisions to be made.
 - o Initiated "Capital Review Board" with plant management. Gave platform for future projects to be vetted and current projects reviewed. Reviewed and drove projects to completion within time and budget.
 - o Established "Cost Reduction Programs with process engineering groups on key areas of manufacturing spend. Project produced sustainable cost reductions in Chemicals -\$150k (15%), Photo-chemicals -\$30k (20%), Test wafers-\$400k (40%) & Quartz-\$100k (50%) over financial year.

JUN 94 – DEC 95

NATIONAL WORKS (UK) LTD - STATE CHANGE OWNER

IMPLEMENTATION MANAGER

Selected to introduce and implement the State Change as a production management style to UK as 'State Change Owner' through a pilot team in 1994.

- o Trained groups of manufacturing personnel in the culture and behaviours of state change. Pre-requisite for the new management style. Demarcation of production was by groups of processes (states) not labour types (operators/engineers/maintenance).
- o Reorganised production groups to form cross-functional state change teams. Permitted greater up and down stream visibility from inventory/machine availability points of view.

OCT 92 – JUN 94

NATIONAL WORKS (UK) LTD

PROCESS SECTION HEAD

Promoted to process section head of photo/etch, responsible for, yield/quality/cycle-time and development of photo/etch processes. Direct reports included process engineers and off shift technicians.

- o Successfully transferred new processes/technologies into production from USA and Japan.
- o Initiated systems to respond to wafer losses and document corrective action.
- o Created a photo library of typical defects. This removed objectiveness from inspection operators and reduced final inspection rejects by 10%.

MAY 90 – OCT 92

NATIONAL WORKS (UK) LTD

SENIOR PROCESS ENGINEER

Invited to take the position of Senior Process Engineer of the National Semiconductor Section; reporting to the Section Head of Photographic & Etching processes. Responsible for the Section processes in photographic & etching area, with the following achievements;

- o Redesigned and implemented a reporting format for the engineering group.
- o Eliminated test issues by removing root cause in manufacturing.
- o Successfully set up processes for product transfers from USA.

MAY 89 – MAY 90

CLYDE ELECTRONICS LTD (BROADCASTING EQUIPMENT MANUFACTURER)

PRODUCTION MANAGER

Reporting to the Managing Director (owner); directly responsible for all aspects of production.

- o As a proactive member of the management team responsible for overseeing and reporting on the two production lines and one test area.
- o Designed and implemented a formal design approval process for customers.
- o Developed tracking system for jobs of subcontractors - reduced out of plant time by 30%
- o Set up Engineering change notification and logging procedure.
- o Changes to manufacturing processes to eliminate errors on repeat jobs.
- o Initiated 'Work-in-Process' (WIP) tracking system for all production jobs - up to date visibility for customers.

EDUCATION, TRAINING & QUALIFICATIONS

1985 – 1988

JAMES WATT COLLEGE GREENOCK

Diploma and Certificate (Dist.) in Industrial Management

INTERESTS

Photography,
AV slides shows,
Playing the piano and arranging music
Theatre
Playing Badminton

CV EXAMPLE 3

FULL NAME

Address, Town, County, Postcode
Tel: 0000000000 e-mail: fullname@gmail.co.uk

PROFILE

Scientist with a wide knowledge of a number of disease areas and drug discovery programmes with a proven track record of drug discovery (one major drug on the market and three development candidates). Contributions recognised by the Drug Discovery award (1991) from the Society of Drug Research and many invitations to write books and invited chapters. Experienced in many issues related to drug development, performance management, team management and championing new relevant concepts and programmes

CAREER HISTORY

ABC (FORMERLY DEF)	2011 - 2018	RESEARCH ASSOCIATE (PROMOTED TO THIS SENIOR SCIENTIFIC ROLE)
		Investigated and then highlighted many new research opportunities arising from emerging areas of basic chemical/biological research in the international research community to the attention of Senior Management.
		Made and implemented recommendations on the research and development strategy of the company.
		Recognised for providing strong leadership by critically reviewing future scientific research opportunities, as a member of the scientific ladder
		Generated ideas for and led research within various projects.
		Managed staff within my group and directed their work towards goals of the research project.
		Provided scientific leadership and consultancy in research across DEF Pharmaceutical Research Department based on an established record of innovation and achievement.
		Publishing original research papers / reviews in journals and through presentations at important scientific meetings enhanced the scientific reputation and image of the company
		Promoted close links with leading university research department, contributing to external research collaborations.
DEF PHARMACEUTICALS	2002 - 2011	SENIOR SCIENTIST
		Discovered development drug candidates (still being progressed)
		Generating ideas, enabling the design of novel compounds for synthesis as potential drug candidates.
		Maintained a broad awareness of scientific advances in biomedical research and brought forward new ideas (to the Senior Management) for research approaches (medicinal chemistry approaches or new molecular targets) to be employed in new drug hunting programmes
		Responsible for supervising, motivating, training and developing a team of graduate/postgraduate synthetic chemists (2-4) ensuring rapid progress of the targets in a project team.
		Responsible for advising on development and use of the test cascades for several projects
		External research collaborations.

Discovered 'ZOLADEX' (anti-cancer drug) sold worldwide treating prostate and breast cancer. Awarded Society of Drug Research award for this discovery (only awarded every 2 years).

Responsible for maintaining a broad awareness of scientific advances in many therapeutic areas and generating ideas enabling the design of novel compounds for synthesis as potential drug candidates.

Development and support of graduates / postgraduates (synthetic chemists) by providing supervision, motivation and training.

Within in several major projects, advised on the development and use of test cascades.

Published original research papers/reviews in journals and presented work at important scientific meetings.

Involved in external research collaborations.

EARLIER RESEARCH CAREER

RESEARCH Institution has a wide research interests in medicine.

Cleveland Clinic, Cleveland, Ohio USA 2015 - 2016

Indiana University Medical Centre, Indianapolis, Indiana, USA 2008 - 2010

Central Drug Research Institute, Lucknow, India 2001 - 2003

Senior Scientific Officer (Scientist B)

GRADUATE & POSTGRADUATE EDUCATION

PhD (Chemistry), Agra

PhD. (Chemistry), Agra University, India 2003

MSc. (Chemistry) Agra University, India 2001

BSc. (Chemistry, Botany, Zoology), Agra University, India 2001

PERSONAL INTERESTS

Swimming, reading (science) and travelling

CV EXAMPLE 4

FULL NAME

Address, Address, Address
Telephone: 2020 45678/0777 999 9999
e-mail: abc@yahoo.co.uk

PROFILE

Corporate Banker with a comprehensive knowledge of project and trade finance, which includes experience of complex credits practice.

Proven track record in building customer relationships in London, Paris and emerging markets.

KEY SKILLS

- o Proven ability to establish and develop relationships with UK, French and Central and Eastern European corporate and financial institutions.
- o Analysing complex credits such as project financings to emerging market borrowers and structured trade finance transactions.
- o Marketing structured (tax-based) finance and equity products.
- o Fluent in French and German

CAREER HISTORY

- | | | |
|------------------------------|--|---|
| ABC BANK, LONDON | 2003 – PRESENT | MANAGER INTERNATIONAL FINANCE DEPARTMENT |
| | <ul style="list-style-type: none">o Analysing complex credit such as project financings to borrowers from Czech Republic, Kazakhstan and Egypt and structured trade finance transactions.o Winning mandates as an arranger of syndicated loans in Central and Eastern Europe; concluding JDB's first deal in the Baltic States – a joint arranger role for a syndicated loan to a major Estonian financial institution.o Conducting negotiations (in French) with major Tunisian financial institutions on the structure of a Japanese EXIM loan facility.o Undertaking detailed credit analysis of a problem Slovak corporate borrower, developing an action plan for JDB's exposure and representing the bank at bank creditors' meetings.o Managing a portfolio of 30 Central and Eastern European and South African borrowers. | |
| THE XYZ BANKING GROUP | 1998 - 2003, UK, FRANCE AND SWITZERLAND | MANAGER CORPORATE BANKING, LONDON |
| | <ul style="list-style-type: none">o Developing existing relationships with major corporate companies.o Building new relationships with European multinationals, e.g. Enron, CSA, P&O, Smiths & CAN.o Marketing bilateral facilities, a full range of treasury products, short-term investment products, structured (tax based) finance and equity products.o Undertaking credit analysis for deals, covering historical profit and loss, balance sheet and cash flow analysis, industry analysis as well as cash flow projections and sensitivity analysis. | |
| CREDIT TRAINING | 1996 – 1998 FRANKFURT | TRAINING MANAGER |
| | <ul style="list-style-type: none">o Providing training (in German) on credit analysis and credit policy to all lending personnel.o Gaining acceptance from local staff and advising on specific deals.o Reviewing credit proposals for individuals and small businesses and presenting recommendations to the Branch's Credit Officer. | |

- o Obtaining credit approval for lending facilities and dealing lines (covering the full range of treasury products) for Czech corporate companies and banks.
- o Meeting counter-parties and discussing relevant credit issues.

FINANCIAL MARKETS CREDIT 1988 – 1991

LONDON ASSISTANT MANAGER

- o Analysing European corporate companies and financial institutions to obtain approval for lending facilities and dealing lines covering the full range of treasury products.
- o Working closely with foreign exchange and derivatives distributors to obtain urgent credit approvals for deals and establish appropriate limits for counter-parties.

CAPITAL MARKETS 1986 – 1988 LONDON

ASSISTANT MANAGER ORIGINATIONS, INTERNATIONAL

- o Assisting Head of Originations in arranging ECP programmes, committed standby facilities, MOFs, syndicated loans and A\$ 'Eurobond' issues for European financial institutions and French corporates.
- o Drafting invitation telexes and information memoranda, syndicating deals to banks and negotiating facility documentation with borrowers and participating banks.

KEY TRAINING COURSES

Managing Major Client Relationships	2003
Cash Flow Analysis	2002
Roswell Banking Intensive Credit Seminar	1999
Derivatives, MTFX, Options, Exotic Options	1997
Cash Flow Modelling	1995
London Business School Advanced Credit Course	1991

QUALIFICATIONS

UNIVERSITY OF SUSSEX: 1983

BA (Joint Honours) in Modern Languages

INTERESTS, HOBBIES & PASTIMES

SQUASH – Member of the Local Squash Team (Captain 2015 – 2017)

RUGBY – Union rather than League