
Résumé. *Strategies* ~ *Case Study*

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Case Study: Ruben Honte

Background: Ruben had recently arrived in Australia as a native of Mexico, with well-rounded international IT experience as a Systems Designer & Developer across the USA, Mexico, and England.

Challenge: Ruben was keen to get back to his IT “roots” having invested seven years in the IT sector since 1996, yet felt he was being overlooked by employers and recruiters as for the previous eighteen months, he had been working as a Retail Manager; an opportunity he had wholeheartedly embraced to acquire much-needed leadership experience.

What was considered by Ruben to be a strategic career move to advance his career by running a business, managing a team, and turning around ailing retail operations, had backfired in his mind, and Ruben was despondent feeling he had not only wasted the past two years, but sabotaged his future. He felt that recruiters took one look at the words “Retail Manager” heading up his employment and simply bypassed him for someone more obviously a Systems Designer & Developer.

While it would have been straightforward to simply gloss over this time as a Retail Manager and paint Ruben solely as a Systems Designer for the current firm, Ruben had achieved some excellent outcomes that would, if viewed correctly, position him for the next step in his IT career as a team leader, supervisor, or project manager. The challenge therefore was to minimize the retail role while acknowledging his achievements.

Strategy:

As the client was to be living and working in Australia, the document needed A4-sized paper, and required the Australian-English spelling style. The acceptance of Australian recruiters and employers for résumés up to 4-pages allowed Ruben’s background to be explored in more detail and reinforce his years of experience in IT.

It was important to concentrate on Systems Developer/Analyst Programmer positions so a strong and prominently placed banner was considered critical for establishing the theme of the résumé. A strong opening paragraph reinforced Ruben’s international experience (seen as a considerable plus), along with his technical and leadership attributes.

A keyword summary that integrated leadership capabilities with Ruben’s IT-related skills, and the “Technology Snapshot” area following, underpinned this IT-focused document with a listing of technologies widely considered “must have” skills in the current market.

Continuing to thrust Ruben’s IT capabilities into the spotlight, I devised a project highlights section that presented five key points in bullet form that demonstrated his technology and leadership capabilities in system design and development.

Page one ends with a summary of Ruben's employment—showing in one easy-to-read area, his progression from Systems Programmer in 1996 through similar roles in the USA, England, and Mexico.

Having held two roles for the one employer: Systems Designer & Developer and Retail Manager, allowed the opportunity to combine these roles into the one line. To minimize the retail management role, I simply placed the more meaningful position title first and placed an overall date for the two roles:

LA MODA ELEGANTE E HIJOS, Apizaco, Mexico
Systems Designer & Developer/Retail Manager

1/2002–3/2004

Page one now demonstrates an IT professional through strong intention of direction, followed by the right keywords, highlighted projects, and an employment summary that demonstrates his continued involvement in the IT sector.

The strategy for page two was a little trickier; yet once again, the opportunity to list both jobs for the one employer allowed me to reverse the roles in terms of importance with an overall date for both. Page two now begins with the all-important Systems Designer/Developer role, and is followed by Ruben's achievements during his time in the retail management position.

For the remainder of Ruben's career, I examined his responses to a series of Challenge, Action, Result type questions I had posed to him so I could "tell a story" that highlighted his capacity to resolve issues and think laterally.

To ensure vital technology information was not "lost" and to continue to push the IT theme of the résumé, I summarized key technical and project scope information prominently in each role.

The résumé extends to three pages, fits the needs of the Australian market, and has been successful in continually reiterating Ruben's IT experience, while using the leadership role to hopefully, elevate his chances of stepping up the ladder for his next position. The reader is left in no doubt that this is an IT professional.

Outcome:

Ruben has just commenced his search, yet early comments from recruiters are positive. He received an interview within two days of emailing the résumé to an IT agency in Melbourne Australia.

ANALYST PROGRAMMER • BUSINESS SYSTEMS ANALYST • DEVELOPER PROGRAMMER

International experience and exposure to diverse technologies, cultures, and business operations underscores more than 6-years experience in the IT sector. Acknowledged for capacity to analyse issues, expedite innovative solutions, and build the type of consensus-driven environment that contributes to on time, on-budget delivery. Track record for absorbing volumes of technical information, conceiving realistic solutions, and bridging the gap between technology limitations and business/management expectations. A service- and client-focused professional, with proven team leadership strengths.

Professional strengths include:

- ÿ System Analysis & Design
- ÿ Business Administration
- ÿ Cost Reduction/Containment
- ÿ Risk Analysis/Justifications
- ÿ Team Leadership
- ÿ End-User Training
- ÿ Operations Management
- ÿ Process Improvements
- ÿ Technical Specifications
- ÿ Critical Problem-solving
- ÿ Project Management
- ÿ Client Relationship Management
- ÿ Application Development
- ÿ Issue Resolution

TECHNOLOGY SNAPSHOT

Microsoft Office Professional • Microsoft FrontPage • HTML • Windows NT/2000/XP/ME/98/95 • LAN/WAN • JavaScript • WML/WML Script • OO Design • Network Design • Database Design • Visual Basic 6 • VB.Net • Visual C#, C++, C • XML (DTD, Schema, XSLT, CSS) • UNIX (Linux, Solaris) • MAC OS • Geomedia/Geomedia Pro • Visual Manufacturing • BizTalk Server • Photoshop • Microsoft Project • Pascal • Eiffel • Prolog • Java • ASP.Net • ADO.Net • SQL Server • Novel Netware • Lotus SmartSuite •

PROJECT & EMPLOYMENT HIGHLIGHTS

- ÿ Successfully transformed an outmoded manual inventory system into a contemporary barcode function with inbuilt expandability for future enhancements. Delivered incident free project by “impossible” deadline of just 5-weeks, training end-users to master the system in 15-days.
- ÿ Key contributor in 4-person team assigned ambitious project to replace ineffective and erroneous manufacturing tracking and payroll systems. Devised the design for the \$US 2 million project that won management support and later spread to all plants in the USA, Mexico, and Central America—with implementation pending in Europe and Asia.
- ÿ Pioneered the use of GIS in the law enforcement sector by designing *Crime Guard* a GIS application that refined the methods of analysis for the police department in Apizaco, Mexico. Met the “go-live” data for implementation with a system that housed digitised city maps, incidences of crimes, and offender details.
- ÿ Recognised as one of the best GPAs from the School of Computer Systems Engineering in 1993.
- ÿ Top 5 placement at the ACM International Collegiate Programming Contest, Region Mexico, 1996.

EMPLOYMENT SUMMARY

LA MODA ELEGANTE E HIJOS, Apizaco, Mexico Systems Designer & Developer/Retail Manager	1/2002–3/2004
WARNACO GROUP INC., New York, USA Manufacturing Systems Developer	7/1999–12/2001
APIZACO POLICE DEPARTMENT, Apizaco, Mexico Software Engineer	9/1998–4/1999
CB1 INTERNET CAFÉ, Cambridge, England Internet Service Provider Assistant	1/1998–4/1998
COMPUTER SYSTEMS ENGINEERING DEPARTMENT, Puebla, Mexico Webmaster	5/1997–8/1997
CHAMBER OF TEXTILE INDUSTRY OF PUEBLA, Puebla, Mexico Systems Programmer	8/1996–2/1997

EMPLOYMENT CHRONICLE

LA MODA ELEGANTE E HIJOS, Apizaco, Mexico
54-year old boutique retailer with 20 employees and annual sales of \$AUD 300K

1/2002–3/2004

Systems Designer & Developer

Reported to: CEO

Project Technologies: Visual Basic.Net, Access 2002, Crystal Reports 9, Excel 2002.

Transformed outdated manual inventory recording function to a contemporary barcode inventory system designed to resolve inventory control issues including excessive ordering and ineffective product storage.

Written in Visual Basic.Net and integrating Access 2002 as a DBMS, the system utilised Crystal Reports 9 for report generation and Excel 2002 for "at-a-glance" charting. System tracked the inventory lifecycle from product receipt to distribution, set minimum and maximum levels for automated reordering or over-stock alerts, and generated reports that detailed vendor information, product location, and sale prices.

- Y Challenged by a "go-live" deadline of just 5-weeks, successfully met all objectives with an incident-free implementation that almost tripled the inventory processing time, and won widespread praise for its stability and ease of operation.
- Y Introduced expandability to the system for future development including the potential for a sales and web technology module for greater functionality.

Retail Manager

Reported to: CEO; Direct Reports: 12 customer service employees

Turned around declining sales stemming from inept marketing campaigns, waning customer service attitudes, and excessive inventory levels. Analysed and revamped business operations; observed employees' performances, established training programs to reinforce a "customer first" mindset, reinvigorated marketing campaigns, and revised order cycles and quantities.

- Y Customers responded quickly to the newly-attentive retail sales consultants with store traffic increasing by 30% and sales volume by 12% in just 5-months.
- Y Cut inventory levels by 20% removing obsolete stock and decreasing order quantities.

WARNACO GROUP INC., New York, USA

7/1999–12/2001

Prominent designer, manufacturer, and distributor of intimate apparel and sportswear to leading retailers worldwide

Manufacturing Systems Developer

Reported to: Manager of Manufacturing Operations

Project Technologies: Visual Basic 6, Access 98, Crystal Reports 8, Excel 98, Radio Frequency Devices programmed in Visual Basic 6. Re-programmed requisition system from FoxPro to Visual Basic 6. 70 workstations. Platforms: WinNT and Win 98.
4 x 800 megabyte databases per plant.

Budget: \$2 million (US)

Time consuming, and error-plagued manufacturing tracking and payroll systems were costly, inefficient, and regularly exposed to data loss and revision due to substantial human intervention used in processing the information manually.

Key contributor in 4-person team assigned to design the tracking system's general structure. Despite widespread concern over the ambitious project, built and presented a business case to management that won unanimous support and approval.

Progressed to oversee complete development of the organisation's six separate manufacturing module phases, provide end-user training, and reengineer select processes for increased efficiency. A painstaking implementation, that transitioned staff from little or no computer literacy to fully accomplished operators.

- Y Originally planned for a US-based rollout, the success of the project prompted rollout across all plants in the USA, Mexico, and Central America, and was poised for implementation across Europe and Asia.
- Y Reduced human intervention, eliminated paper-based records, and reengineered procedures, cut business costs by 35%, increased production rates by 20%, and streamlined end-of-year reconciliations.
- Y Spearheaded innovative method of using radio frequency devices (RF Guns) to eliminate paper documentation and expedite the warehouse's materials handling process.
- Y Automated procedure for integrating *Bill of Materials* and *Orders to Manufacture* data with system that removed the need for a supervising staff member to oversee the process.

EMPLOYMENT CHRONICLE

WARNACO GROUP INC., New York, USA (Continued)

- Y Trained 300+ end-users in Spanish and English to master the nuances of the system.
- Y Co-produced payroll system that calculated the payroll for 2000 people in each plant and virtually eliminated long-term errors. The system designed in Visual Basic 6, with Access 98 as the DBMS, was designed to cross platforms of Windows 95 and Windows 98. Exact attention to detail was critical with any errors in formula having the potential to negatively impact employees' pay. System was implemented on time with no major incidents.
- Y Won the "green light" from management to modify inefficient physical processes for greater productivity. Conceived and introduced a module that transitioned the manual completion/calculation and supervisor hand-over of a form, to a fully automated system where end-users keyed in data, and the system automatically completed the process with final authorisation by the supervisor.

APIZACO POLICE DEPARTMENT, Apizaco, Mexico

9/1998–4/1999

Software Engineer

Reported to: President of Apizaco

Project Summary: "Crime Guard" GIS application. Written in Geomedia Pro using Visual Basic 5 and 6 to customise the application. Access 97 used as a DBMS. Designed from Windows 98.

Designed *Crime Guard*, an application that refined methods for the police department to analyse crime and determine patterns or similarities in location, type, or time. The program also calculated best routes for reaching an incident swiftly, most likely placements of mobile units to minimise response times, and a database of known offenders detailing home addresses and modus operandi data.

- Y Overcame hurdles in gaining access to confidential and sensitive data by establishing a cooperative relationship with the Chief of Police. Digitised maps of the city, integrated into the GIS software; introduced Excel spreadsheet data detailing incidences of crime by location into the database, and successfully negotiated for access to selected criminal records to ensure system testing was accurate.
- Y Met the deadline for go-live project implementation.

CB1 INTERNET CAFÉ, Cambridge, England

1/1998–4/1998

Internet Service Provider Assistant

Installed and administered local area network—from network cabling, through network server configurations, user account assignments, updates, and granting permissions for shared resources. Conducted load and server stress test using test scripts and automated procedures.

COMPUTER SYSTEMS ENGINEERING DEPARTMENT, Puebla, Mexico

5/1997–8/1997

Webmaster

Conceptualised, designed, and maintained the Computer Systems Engineering Department's website at the University of Las Americas Puebla. Led a small team of graphic designers, and sought feedback from end-users to maximise the ease of navigation, and introduce intuitive services.

CHAMBER OF TEXTILE INDUSTRY OF PUEBLA, Puebla, Mexico

8/1996–2/1997

Association represented small, large, local and international companies and elevated the profile of the textile sector.

Systems Programmer

Co-programmed the human resources module designed to provide the HR department with full access to employee information—from salary to attendance rates, work shifts, and department location.

EDUCATION

Master of Business Systems
Monash University, Australia (2003)

Certificate in Finance Administration
University of Las Americas Puebla, Mexico (2002)

Bachelor of Science (Computer Systems Engineering)
University of Las Americas Puebla, Mexico (1999)

Extensive training includes Japanese for Beginners, Mastering Professional Selling Skills, and Customer Service. Attended the ACS National Conference—Australian Computer Society