

CERTIFIED MANAGEMENT ACCOUNTANTS OF ONTARIO

# EMPLOYMENT SEARCH GUIDE



**Certified  
Management  
Accountants**

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# SECTION 1

## Planning the Future – A Step-by-Step Strategy for Success

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### Your Career Decisions

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Career decisions are among the most important decisions you will ever make. A significant part of our lives is spent at work, so you want to make your career choices carefully. Choosing the right career can seem an overwhelming task considering that:

- There are many positions to choose from;
- New jobs are emerging constantly and others are changing or disappearing just as rapidly;
- The lines delineating careers are becoming increasingly blurred by technology and there is increasing crossover between fields; and
- You will probably change careers four to five times in your lifetime.

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### What to Consider when Choosing a Career

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When choosing a career, consider:

- What do you like to do?
- What skills do you possess?
- What kind of work have you done?
- How much time do you want to spend in updating your knowledge?
- Do you prefer to work in an urban or rural area?
- Does the proposed career match your personal qualities? (i.e., do you prefer working alone or with others? do you prefer a desk job or more activity?)
- Do your abilities and strengths match those needed for your career choice?
- Will the money you earn meet your expectations?
- Will your personal goals and aspirations be fulfilled?

- What is the demand for people in your chosen career?
- What kind of work do you want to be performing?
- Will the job require overtime and frequent business trips, and if so, will this affect your lifestyle?

You must answer these questions and more when considering career choices.

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### Identifying Your Career Goals

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Individual goals are exactly that – personal aspirations largely determined by questions only you can answer. They fall into two main categories – **immediate objectives** and **long term goals**.

Your **immediate objectives** will depend upon your present abilities and qualifications.

- What can you offer an employer?
- Which jobs are you qualified to perform currently?
- How closely does your current education and work experience match your projected career interests?

**Long term goals** should reflect your personal standard of success.

- What are your main areas of career interests?
- Which of these areas offer the most opportunity?
- Where do you want to be in five years?  
In ten years?
- What represents genuine job satisfaction?

Once you have identified – at least in a general sense – your immediate and long-term goals – the next logical step is to evaluate the demand for your skills and experience in the marketplace.

# SECTION 1

## Planning the Future – A Step-by-Step Strategy for Success

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### Evaluate Your Present Environment

Today's marketplace has been influenced by numerous factors – flattening hierarchies, downsizing, transforming economic cycles and rapid advancements in technologies. For this part of your planning, define where you are in your career and where it is you want to be. Decide if you can best achieve your goals in your current career area.

Think about your immediate geographic setting. Opportunities for growth and advancement may be limited in your region. The skills you offer may be in greater demand elsewhere and you should consider whether you can – or are prepared to – move, should the occasion arise.

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### Put Your Plans Into Action

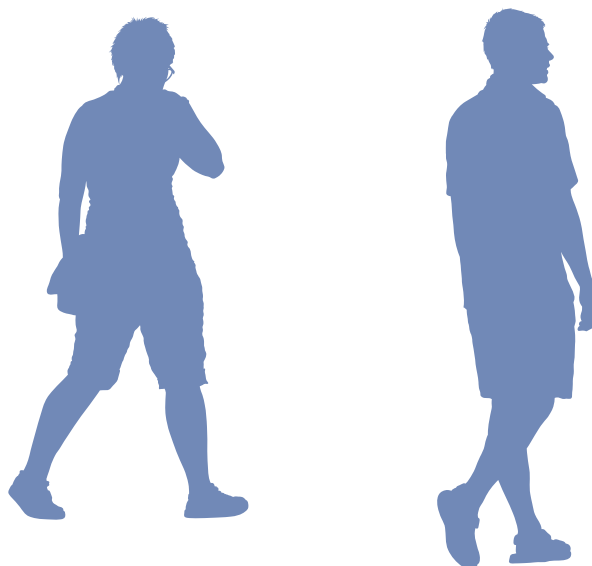
The melding of all these important issues should enable you to project a logical progression of reasonably defined objectives that are realistically attainable within a specified time frame.

This is your career plan – your blueprint for personal growth and increased mobility, professional accomplishment and satisfaction.

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### Planning Summary

1. To build a career, you need to determine:
  - Where you are and where you want to be,
  - What qualities, abilities and experience you have,
  - What qualities, abilities and experience you need,
  - Where your present skills can be augmented.
2. Identify your immediate objectives and long term goals.
3. Evaluate your environment and identify where your potential can be realized.



## SECTION II

### Starting Your Search – An Effective Strategy

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#### Concentrate Your Search Activities

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The successful search for employment is one that places you in the right position for your current abilities and qualifications – with the right employer for your future career goals. The search process requires patience, persistence and organization.

Your plan should direct you towards certain career areas and perhaps even to specific organizational activities. The more specific the direction and the more closely focused your search will be.

An ideal employment opportunity should:

- Be within your current scope of ability,
- Offer a chance for personal growth and development,
- Include the potential for increased mobility.

An ideal organization should:

- Have a need for your skills,
- Present learning challenges and new career experiences in your area of interest,
- Be located in the right geographic area.

Be prepared to:

- Commit to the ongoing upgrading of your skills,
- Regularly analyze your skill set and how it compares to your employer's needs,
- Be flexible and accept risks,
- Learn to adapt quickly to change,
- Market your skills efficiently,
- Keep your computer skills current,
- Consider small to medium-sized companies,
- Develop your entrepreneurial skills.

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#### Employer Research

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Once you have a list of target positions and employers, the next step is to discover as much as possible about the employers on your list. The Career Services Centre can be of great help in this regard.

- The more information you have about an employer, the more you will be able to tailor your résumé;
- You will become familiar with any terms specific to the industry;
- You will become more familiar with your targeted area of interest;
- You will be able to increase your areas of interest and skills set;
- You will add to your list of networking contacts;
- It will help you convey your skills and experiences to specific work opportunities.

Knowledge can be gathered by a number of relatively simple methods. These methods range from “asking around”, checking information sources in the local library, to contacting the target company to request their annual report and any other available company literature.

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#### The Hidden Job Market

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Success in your job search requires that you consider all avenues.

Identify your career goals and inform people of your interests. The more people are aware of your interests, the more likely they are to give you information about positions in that field.

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#### Networking

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Networking, one of the most successful approaches to a job search, involves approaching contacts to advise them of your job search and effectively capitalize on their connections. To effectively build a strong networking list, begin by contacting family, friends, neighbours, professors, coaches, classmates, former supervisors and people you have met through clubs, activities, professional groups, volunteer work, alumnus or parties. You can broaden your network by attending Career Days/Fairs, professional development seminars, district events and any opportunity that will allow you to meet people connected to your targeted area of employment.

## SECTION II

### Starting Your Search – An Effective Strategy

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Before approaching your contacts, complete your research to ensure you have tailored your résumé to effectively depict your skills, experiences and interests in your targeted field. Be prepared to provide your contacts with copies of your résumé so that they can distribute them. Follow-up with your contacts on a regular basis to let them know you are still continuing your job search and that you appreciate their help and support.

By making as many contacts as possible, you will strengthen your network and build up your self-confidence and self-esteem.

**Keep in mind that networking is a two-way street. By accepting the help of your contacts, you must in turn be prepared to offer your own if requested.**

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#### Employment Sources

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There is considerably more to an effective employment search than monitoring career pages in the newspaper. Even if you cover all area newspapers, you will limit the scope of your search to roughly 10% of the positions available.

The more avenues of investigation you pursue, the greater your chances of obtaining the employment opportunities you desire within a reasonable time frame. The following is a suggested guide to assist you in pursuing employment.

#### The CMA CareerSite

The CMA's CareerSite is a web-based resource to match your career objectives and qualifications with the needs of participating employers.

It is a resource well worth utilizing. Many positions filled through the service are never advertised or placed with professional recruiters – and all employers registered with the service are looking for CMAs or CMA candidates. Available positions include full-time, contract and part-time employment.

The CMA CareerSite is available – without charge – to all members.

You can search for jobs at any time, even before you register on the CMA CareerSite. When you find a job you wish to apply for, register and enter your résumé at that time.

Members can contact the CMA CareerSite for assistance if they have questions or difficulty with searching the job database, applying for a posted position, submitting a résumé, or creating a profile.

#### University Career Centres

Employers often list details of available positions with the university career centres. These positions are posted or advertised through the centre, and résumés are forwarded to employers.

#### Employment Agencies

Employment agencies, including executive placement firms, act as brokers primarily for employers who pay a fee to locate appropriate candidates for their company. Services may include temporary, part-time, contract and full-time employment. Agencies do not charge the employment-seeking candidate. These agencies may give you the opportunity to have your application and résumé previewed and, through interviews, you may further assess your marketability and acquire experience in the interview process.

#### Human Resources Development Canada

Another possible source is Human Resources Development Canada. It is there for your use – and worth a visit. Human Resources Development Canada has a higher placement rate than private agencies. It supports a database that advertises all levels of positions across Canada.

## SECTION II

### Starting Your Search – An Effective Strategy

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#### Advertised Positions

The first – and most important – rule to follow when submitting a written response to an ad is not to list information beyond the requirements listed in the ad. The objective is to obtain an interview, not win the job.

In fact, the less you reveal the better. By providing extra information, you increase the chance of being rejected on the strength of your submission alone – even though you are perfectly capable of meeting the needs of the position.

It is to your benefit to exclude your salary expectation on your résumé and covering letter, as your figure may not match the employer's specific salary range. Always include a covering letter with any résumé.

Some care should be taken when pursuing this route since many advertised positions sound quite similar and a significant number do not identify the employer. Although most newspapers do provide a confidential service for replying to box numbers, check carefully to avoid applying for the same position twice.

Also, recognize that advertised positions in the major print media may attract a large number of applicants. While there is perhaps a tendency to assume that your chances of obtaining an interview are limited due to the increased competition, the closer your skills appear to match the requirements of the position, the more likely you will be invited for an interview. If your résumé and covering letter do not appear to match the job requirements, or if your résumé presentation is unprofessional, you may be rejected prematurely particularly if employers face the daunting task of reviewing hundreds of résumés.

#### Cold-Call Contacts

When more traditional avenues have been explored, it is time to start “cold calling” – directly phoning employers to inquire about employment opportunities.

This admittedly speculative approach requires a substantial investment in time and effort. It is particularly applicable to those currently unemployed with time on their hands.

Prospects for this type of search can be sought out through business directories, trade journals, your area phone book, or by visits to potential employers.

Your research should have revealed the name of the person in the target organization with hiring power over the position you seek. Ask for that person directly. Lacking this information, you may find this approach effective. Call and ask for the name of the person in the decision-making position. Phone back later or the next day. Begin by identifying yourself and ask for the individual by name.

If the person you seek is unavailable, call back later. Once you contact the person, briefly describe your abilities and experience, and your desire to put them to good use with their company. If no opportunities exist at the time, request permission to send the person your résumé and to follow up at a later date.

A word of warning: *be prepared for unsuccessful calls*. Attribute them to experience, learn from them and hone your technique. Remember, even unsuccessful calls can contribute to your eventual success. The individual may refer you to another person in the same or another organization.

To ensure you do not miss any calls from prospective employers, use an answering machine or a call-answer service.

## SECTION II

### Starting Your Search – An Effective Strategy

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#### Employment Search Summary

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1. To conduct an employment search, you need:
  - To organize your approach;
  - To keep accurate records;
  - To be patient and persistent.
2. For best results, concentrate your efforts on:
  - The right career area;
  - The right position;
  - The right employer.
3. To increase opportunities, use a combination of search techniques.
4. Employer research is important.
5. Networking generally provides the highest success rate.
6. Whatever the method of applying, your message should:
  - Be brief and to the point;
  - Include a concise, organized outline of what you offer;
  - Satisfy the employer's needs.



# SECTION III

## The Résumé

Once you have a clear career goal, it is time to design your résumé – a concise summary of your education and work experience that will target your career goal and highlight the skills and experience you possess.

Your résumé is a marketing tool designed to increase your opportunity of obtaining an interview. A good résumé summarizes your skills and accomplishments and, most importantly, highlights what you can do for the employer. It is your stepping stone to your next position.

### Résumé Formats

There are various résumé formats to consider but the two most common are the Chronological Résumé and the Functional Résumé. The tailoring of your résumé should reflect the strengths and skills unique to your experiences. The key considerations are professional presentation, logical sequence of information and a clear, concise picture of your abilities and experiences.

### Chronological Résumé (see Samples)

The Chronological Résumé is probably the most commonly used résumé format. It provides easy-to-follow and orderly information beginning with the most recent facts and moves backward in time. The following is a guide to the Chronological Résumé:

#### 1. Profile

A brief statement informing the reader of your career goals or a brief summary of your qualifications and skills. It is important to capture the reader's attention at the beginning of your résumé.

#### 2. Technical Expertise

List all software and hardware experience and any other skills that are applicable to your targeted position.

#### 3. Professional Experience

Two-thirds of your résumé should highlight experience relevant to the position you are

applying for. Employers want to know what you have done and if your skills are transferable to the position available.

Begin with your current position and work back through your earlier experience. List the position title, company name, date started and ended and your responsibilities and achievements for each position.

Remember to use short, brief statements to describe your responsibilities and your achievements. Watch your tenses. Previous responsibilities should be listed in the past tense and current responsibilities in the present.

Here are a few examples of effective action-oriented words that might describe your accomplishments.

<i>analyzed</i>	<i>performed</i>
<i>conducted</i>	<i>planned</i>
<i>developed</i>	<i>produced</i>
<i>evaluated</i>	<i>projected</i>
<i>implemented</i>	<i>reduced</i>
<i>managed</i>	<i>scheduled</i>
<i>organized</i>	<i>solved</i>

#### 4. Academic Achievements/Education

Provide a comprehensive outline of your academic background. Include the names of your schools, degrees and/or certificates, major areas of concentration and any scholarship or awards received.

Your CMA or standing in the program should be displayed on your résumé as follows:

**Certified Management Accountant (CMA)**      Date obtained  
Certified Management Accountants of Ontario

It may seem obvious, but it is worth adding that if you have your CMA designation, always use it on your résumé and covering letter. It should always appear as follows: Your Name, CMA

**Accreditation Candidate**      Present  
Certified Management Accountant (CMA) Program  
Certified Management Accountants of Ontario  
Expected completion date (Indicate Date)

## SECTION III

### The Résumé

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As an Accreditation Candidate, you may want to indicate your expected graduation date.

**Pre-Professional Candidate** Present  
Certified Management Accountant (CMA) Program  
Certified Management Accountants of Ontario

If you have limited work experience, it is to your benefit to list education at the beginning of the résumé. If you have ample experience to list on your résumé, it is best to place your education at the bottom of your résumé, especially if you received your designation or degree over 10 years ago.

#### 5. Professional Development

Seminars or courses that relate to your field of work can assist an employer in further assessing your skills.

#### 6. Activities and Interests (optional)

This category highlights your involvement in activities beyond the regular workday. Sports, hobbies, professional affiliations and special training reflect your character and personality and demonstrate to employers how you will fit in with the staff.

#### 7. References

References should be made available upon request and should not be listed on a résumé.

When submitting your résumé, you should make sure you have at least two references. A good reference will be someone who can confirm your suitability for a position. Always consult a reference before forwarding his/her name to a prospective employer. It is best if at least one of the names you submit is someone who has actually worked with you and knows you well – perhaps a former supervisor or a colleague.

#### Functional Résumé (see Sample)

A Functional Résumé enables you to place emphasis on your skills rather than your work history. Where the Chronological Résumé devotes considerable space to your previous professional or work

experience, in the Functional Résumé, you will concentrate more on the general skills and capabilities you have developed through all your experiences and job positions. This can allow you to create quite a powerful structured presentation that showcases your skills and demonstrates that you closely match the employer's requirements.

This format is generally used more by professionals who have been in the workforce for a number of years or for those who have held a number of positions within one organization over an extended period of time. The functional résumé format will also allow you to downplay gaps in your employment, several career jumps or contract work.

The following is a guide to the Functional Résumé.

#### 1. Profile

A brief statement informing the reader of your career goals or a brief summary of your qualifications and skills.

#### 2. Summary of Qualifications and Achievements

List four or five skills that relate to the position targeted. Under each skill, list any responsibilities and achievements that prove mastery of these skills.

These skill areas are a way to link all your professional experiences and demonstrate career progression and planning.

#### 3. Academic Achievements/Education

(See Chronological Résumé Format)

#### 4. Professional Experience

A brief summary of your work experience stating name of company, (give a brief synopsis of the type of company underneath the company name) position title, and employment dates of all positions held.

#### 5. Activities and Interests (optional)

(See Chronological Résumé Format)

123 Anywhere Place  
 Thunder Bay, ON  
 P1M 1M1  
 (807) 222-3344

### Gisele Leblanc

**Profile** A highly motivated Bachelor of Commerce graduate currently studying towards a Certified Management Accountant (CMA) designation. Experience in financial analysis, preparation of financial statements and the management of staff. Demonstrated leadership ability with strong interpersonal, analytical and organizational skills.

**Professional Experience** WRI PRODUCTS INC. 2006 – present  
**Financial Analyst**

- Accountable for analyzing monthly gross margin actuals versus target.
- Implement sales forecasting system.
- Develop cost for new and existing products.
- Maintain inventory records.
- Responsible for maintaining accounts receivable records.
- Assist in the preparation of budgets and forecast reviews.
- Participate in cost/benefit analysis projects.
- Develop order to invoice operational policy.
- Active member of the Process Improvement Committee since 2007.

ABC COMPANY 2005 – 2006  
**Accountant**

- Processed accounts payable.
- Calculated accrued investment interest.
- Prepared monthly bank reconciliation.
- Reconciled various accounts monthly.
- Generated quarterly earnings reports.
- Prepared government regulatory reports.
- Examined fundamental data to ensure integrity and initiate corrective action.
- Provided detailed commentary on significant variances including recommendations on corrective action.

## SECTION III

### The Résumé – Chronological

#### Gisele Leblanc

Page 2

<b>Professional Experience</b> (continued)	SMITH MANUFACTURING, INC. <b>Junior Accountant</b>	2004 – 2005
	<ul style="list-style-type: none"><li>• Processed accounts receivable.</li><li>• Contacted clients with outstanding accounts.</li><li>• Prepared monthly bank reconciliation.</li><li>• Reconciled various accounts monthly.</li><li>• Assisted in monthly statement preparation.</li><li>• Recorded inventory transactions.</li></ul>	
	PHOTOGRAPHY STUDIO INC. <b>Studio Administrator (part-time)</b>	2002 – 2004
	<ul style="list-style-type: none"><li>• Monitored accounts receivable.</li><li>• Ensured quality control standards were met.</li><li>• Scheduled customer appointments.</li><li>• Responded to inquiries.</li><li>• Prepared invoices and updated customer accounts.</li></ul>	
<b>Academic Achievements</b>	<b>Accreditation Candidate</b>	present
	Certified Management Accountant (CMA) Program Certified Management Accountants of Ontario Expected completion date	2010
	<b>Bachelor of Commerce</b> Lakehead University, Thunder Bay, ON	2004
<b>Technical Expertise</b>	Advanced knowledge of: Microsoft Excel, Access and Power Point  Working knowledge of: Microsoft Word, Lotus and Quattro Pro	
<b>Activities and Interests</b>	Member of the North Bay Humane Society's Fund Raising Committee	2007
	Volunteer for the Canadian Cancer Society	2007
	Participated in the Terry Fox Run	2006
	Volunteer at the Hospital for Sick Children	2005

**DAVID L. SMITH, BA, CMA**

123 Coperney Street, Etobicoke, ON  
416-999-0000

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### PROFILE

#### Corporate Accounting and Financial Professional

A fluently bilingual business strategist with strong transferable skills. Extensive experience in the design of comprehensive corporate accounting, budgeting, financial reporting and consolidation systems with large international corporations. Excellent computer skills in Penta, Accpac, Great Plains Dynamics, SAP, Hyperion Consolidations, Excel, Word, and PowerPoint. Superior interpersonal and presentation skills.

### PROFESSIONAL EXPERIENCE

**Manager, Finance and Administration**  
ABC Company Limited

2004 – present

- Develop process improvements to increase effectiveness and efficiency of the accounting function.
- Develop annual financial plan.
- Prepare year-end audit reports and schedules and act as liaison with external auditors.
- Produce monthly financial statements and forecast year end financial results.
- Analyze financial data, prepare management reports and provide recommendations for cost reduction.
- Monitor financial transactions to ensure accuracy and timeliness of accounting data.
- Supervise, motivate and develop staff.
- Negotiate contracts with suppliers.
- Design internal control systems.
- Prepare cash flow projections and monitor variances.

#### **Accountant**

WXY-Z Company Incorporated

2000 – 2004

- Developed and analyzed financial statements.
- Prepared cash flow report.
- Analyzed budget variances by department/expense type.
- Generated monthly sales report by product lines.
- Prepared weekly payroll.
- Established pricing recommendations.

# SECTION III

## The Résumé

DAVID L. SMITH, BA, CMA

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Page 2

### PROFESSIONAL EXPERIENCE (continued)

**Accounts Receivable Clerk** 1998 – 2000  
123456 Company of Ontario

- Processed customer payments.
- Updated customer files.
- Prepared bank deposits.
- Monitored overdue accounts receivable.
- Provided daily receivable forecasts.

### ACADEMIC ACHIEVEMENTS

**Certified Management Accountant (CMA)** 2006  
Certified Management Accountants of Ontario

**Honours Bachelor of Arts** 2002  
Commerce and Economics Major  
York University

### ADDITIONAL QUALIFICATIONS

Fully bilingual – French and English.  
Strong working knowledge of Microsoft Excel, Power Point and Access.  
Excellent verbal and written communication skills.  
Dynamic presentation skills.

### PROFESSIONAL DEVELOPMENT

Seminars: Communications Skills  
Presentation Skills

Courses: Advanced Tools for Spreadsheet Modelling  
Intermediate Access

### INTERESTS

Volunteer for Big Brothers

#### JEANNE PILON

123 Somestreet Ave.  
Toronto, ON  
416-123-4567

#### PROFILE

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- A dedicated, analytical, organized and people-oriented financial professional currently working towards a Certified Management Accounting (CMA) designation
- Nine years experience in supervisory roles in accounting, human resources and administration
- Proficient in Great Plains Dynamics including report writer, AccPac, Simply Accounting, and Quick Books Pro
- Extensive experience with Excel, Word, Power Point, Lotus 1-2-3 and WordPerfect for the development of executive-level reports

#### PROFESSIONAL EXPERIENCE

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**Controller** 2007 – 2008  
GOOD PICTURES INTERNATIONAL INC., Toronto  
(Publicly traded film production company)

- Established and managed the company's accounting and administrative infrastructure for Toronto and Nashville, TN
- Supervised and trained five accounting and administrative team members
- Coordinated the funding for the Production Accounting team in Morocco
- Maintained relationships with creditors in a very challenging cash flow environment

**Accounting/Logistics Manager** 2004 – 2007  
FUNDING INCORPORATED, Ottawa  
(Venture capital firm)

- Performed fundamental and technical analysis for investment opportunities in high tech companies
- Established the company's financial and administrative structure
- Managed the accounting functions including budgets and cash flow forecasts

## SECTION III

### The Résumé – Chronological

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#### JEANNE PILON

416-123-4567

#### PROFESSIONAL EXPERIENCE (continued)

Page 2

#### **Remote Offices Controller** 2003 – 2007

WORLD-WIDE MEDIA, Toronto  
(Publicly traded eCommerce firm)

- Designed and managed accounts payable, accounts receivable and payroll for the Nova Scotia, Texas and North Carolina locations (revenues in excess of \$5 M)
- Supervised and evaluated two administrative/accounting personnel
- Finalized and analyzed monthly financial statements for senior executives

#### **Finance Officer** 2001 – 2003

ABC INCORPORATED, Edmonton

- Controlled payroll and cash reimbursements claims for 3,700 people
- Coordinated \$45 MM budget ensuring an 8% surplus carryover
- Directed, trained, counselled and evaluated 14 staff members
- Improved customer service by establishing two additional service locations

#### **Finance Officer Trainee** 1999 – 2001

ABC INCORPORATED, Halifax

- Pay/claims manager, Budget manager and Accounting manager when required
- Paid 3,000 personnel for regular pay, moving and travel claims
- Implemented training on Harassment Prevention and Drug Prevention for 50 personnel

#### ACADEMIC ACHIEVEMENTS

#### **Pre-Professional Candidate** PRESENT

Certified Management Accountant (CMA) Program  
Certified Management Accountants of Ontario

#### **BA (Commerce)** 1992

University of Toronto, Toronto, Ontario

#### INTERESTS

Marathon running, outdoor activities (hiking and camping)  
Music and travel

**Phillipa Johnson, CMA**

123 Mainline Street  
Toronto, ON  
M1N 4S6  
416-987-6543

#### Key Accomplishments

- Played a leadership role in implementing a complex payroll system within two months, achieving a cost saving of 5%.
- Developed an automated accounting spreadsheet program that reduced month-end input time from eight days to less than five days.
- Managed, motivated and developed a staff of 18. Eliminated total staff turnover by 20% in one year by creating a positive work environment and implementing an incentive program.
- Developed standards to measure ongoing activities reducing product costs by 3%.
- Implemented and developed a sales forecasting system to provide more relevant and accurate information by customer and product.
- Provided tax advice on the interpretation of the Income Tax Act, minimizing tax liabilities.
- Investigated potential business opportunities, making recommendations to the Board.

#### Technical Skills

- Preparation of month end and year end financial statements.
- Managed accounts payable and receivable functions.
- Prepared detailed financial plan.
- Implemented sales and cost systems.
- Managed internal and external audits.
- Developed inventory system.
- Customer focused.
- Excellent verbal and written communication skills.

## SECTION III

### The Résumé – Functional

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**Phillipa Johnson, CMA**

Page 2

#### Professional Experience

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Brown Manufacturing Inc. <b>Controller</b>	2001 – Present
Glenridge Steel Inc. <b>Accounting Manager</b> <b>Assistant Accounting Manager</b> <b>Accountant</b>	1999 – 2001
Citylife Insurance Company of Canada <b>Account Reconciliation Supervisor</b> <b>Reinsurance Assistant</b>	1997 – 1999
Little Lakes Reinsurance Company <b>Reinsurance Accountant Trainee</b>	1995 – 1997

#### Computer Skills

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Extensive experience with Lotus, Excel, Access and MS Word.

#### Academic Achievements

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<b>Canadian Securities Institute Certificate</b> Canadian Securities Course	2000
<b>Certified Management Accountant</b> Certified Management Accountants of Ontario	1998
<b>Bachelor of Commerce</b> McMaster University	1995

#### Professional Development

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Seminars:	Team Building
	Time Management
	Project Management
	Activity Based Costing

### JOHN T. SMYTHE, CMA

98 Pearl Street, Ottawa, ON K1A 4B3  
(613) 123-4567

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#### PROFILE

A dynamic high-energy financial professional with extensive experience in information technology, financial planning and reporting, and effective problem solving. Continuously strives to develop the most efficient method to achieve results.

#### AREAS OF EXPERTISE

##### Strategy

- Strategic Planning & Execution
- Consolidation & Management Reporting
- Business Plans and Models
- Service Design Improvements
- Contract Negotiations
- Programs, Services & Products
- Change Management

##### Finance and Operations

- Financial Planning & Analysis
- Debt Elimination
- Profitability & Cost Analysis
- Process Design
- Productivity Improvements
- Systems & Technology Utilization
- Budgeting & Cost Management

##### Human Resources

- Strategic Leadership
- Organizational Leadership
- Recruitment & Selection
- Developing & Retaining Talent
- Leadership Development
- Team Building
- Performance Management
- Conflict Resolution

##### Technical

- System conversion & implementation
- Maintain JD Edwards applications
- JD Edwards reporting development
- Develop advanced Excel models
- Develop sophisticated access database
- EDP Audit and CAAT development

#### EDUCATION

Certified Management Accountant (CMA)	2002
Certified Management Accountants of Ontario	
Bachelor of Business Administration	1994
University of Regina	
Certificate of Computer Science	1992
University of Regina	

## SECTION III

### The Résumé – Functional

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JOHN T. SMYTHE, CMA

Page 2

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#### PROFESSIONAL EXPERIENCE

**SILVER SCALE SEA FARM INC.** 2006 – present  
(The largest salmon farming, processing and distribution company in North America with sales over \$250 million)

**System Environment Manager**  
**Year 2000 Coordinator**  
**Corporate Accountant**

**ELKROK CANADA INC.** 2002 – 2006  
(US headquartered cement and construction material manufacturer with sales of over \$750 million)

**Financial Systems Coordinator**  
**Corporate Accountant**

**CREAMY COLA BEVERAGES** 1999 – 2002  
(A TSE traded beverage bottling and distribution company with sales of approximately \$1 billion)

**Business Systems Analyst**  
**Internal Auditor (EDP)**  
**Financial Analyst**

**SUNSHINE ASSURANCE COMPANY OF CANADA** 1996 – 1999  
(At that time, Canada's largest life insurance company with assets of over \$15 billion)

**Corporate Accountant/Programmer**

#### COURSES

Merger and Acquisition – Canadian Management Centre  
Canadian Securities course  
JD Edwards financials  
Hyperion

# SECTION III

## The Résumé

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### Common Résumé Errors

Your résumé should always look professional and polished – anything less could mean that you might be eliminated from a job competition.

False, misleading or exaggerated statements have no place on a résumé. Care should be taken to ensure that your professional credentials, experience and education are described accurately as a potential employer will verify this information.

### Résumé Summary

1. Determine which format best presents your experience and skills.
2. Highlight experience relevant to your targeted position.
3. Your résumé should:
  - Be visually appealing with sufficient “white space”;
  - Look professional;
  - Be organized and easy to read;
  - Be concise, focused and accurate;
  - Be grammatically correct with no spelling errors;
  - Not include photographs, personal information, transcripts, certificates, salary information, reason for termination or references;
  - Not include the words, “I” or “etc.”.
4. Always include a covering letter.

### Suggested Profiles

#### **PROFILE NO. 1**

A financial professional with extensive experience in... (tailor to your own background).

Enterprising, goal oriented and motivated to be productive, with a proven record of being a major contributor. Excellent interpersonal and multi-task management skills. Committed to professionalism.

#### **PROFILE NO. 2**

A conscientious individual with a broad background in not for profit associations, financial co-operatives, banking, general and operational management. Experience includes volunteer board relations, strategic and operational planning, effective problem solving, financial analysis and forecasting, and effective team building.

#### **PROFILE NO. 3**

A high-energy CMA with broad and varied experiences in financial planning and reporting. Strong background in all aspects of financial management for manufacturing, engineering and construction industries. Superior interpersonal skills with well-developed analytical and organizational abilities.



## SECTION III

### The Résumé

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#### The Covering Letter

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The covering letter is an important part of any application. Every time you send out your résumé it should be accompanied by a covering letter. The purpose of a covering letter is to introduce you and your résumé to the prospective employer. Much of

the advice given for résumés applies equally to letters. They should be accurately typed on the same quality paper as your résumé, should be no longer than a page and should be easy to read. It is never “mass produced” but individually tailored to a specific employer. The following is a suggested format for the covering letter.

#### **Your name**

Address  
City, Province  
Postal code

Date

Name of person  
(if you don't know the name, phone and find out.  
Never spell this name incorrectly!)  
Position title  
Name of organization  
Address  
City, Province  
Postal code

Dear Mr. / Ms. [surname]:

#### **1st paragraph**

State clearly why you are writing. Name the position for which you are applying and how you became aware of the opening. Make reference to your enclosed résumé.

#### **2nd paragraph**

Tailor your résumé to the employer being approached and to the position in question so that you establish a connection between what you offer and the organization's needs. In the letter, sell the organization on your potential to be a valuable employee by selecting highlights from your résumé to demonstrate your strongest skills and personal qualities.

#### **3rd paragraph**

Indicate your desire and availability for an interview. Close with a short statement expressing appreciation for the consideration of your application.

Sincerely,

Your name typed  
Your telephone number  
Email address

**Mr. Christopher Wood**

727 Roland Street  
Somewhere, ON  
M1M 0M1

Date

Ms. Sandra Timon  
Managing Partner  
Simon, Hailey and Timon Inc.  
Multinational Place Way  
Hamilton, ON  
L1L 1L1

Dear Ms. Timon:

Please accept this letter and attached résumé as my application for the Junior Analyst position recently advertised at McMaster University. I believe I have the skills, academic background and the work experience you require in a Junior Analyst.

I recently graduated with a Bachelor of Commerce Degree and am currently enrolled in additional courses to complete the university pre-requisites for the Certified Management Accountant (CMA) program. I am committed to pursuing a professional designation and I would like to launch my career with your organization.

I have developed excellent communication skills and gained valuable leadership and organizational experience as President of the McMaster Finance Club.

I am an enthusiastic and efficient worker with excellent interpersonal skills and analytical abilities. I appreciate your consideration of my application and I look forward to your reply.

Yours sincerely,

Christopher Wood  
123-456-7890  
cwood@internet.com

**Peter Cheung, CMA**

248 Downtown Place  
Toronto, Ontario  
M2M 1P2

Date

Ms. Joanne Redfern, CHRP  
Director, Human Resources  
Leading National Brand Limited  
423 Centre Street West  
Toronto, Ontario  
M1M 1M1

Dear Ms. Redfern:

It was with great interest that I recently learned that Leading National Brand Ltd. has an opening for a Controller in the Toronto office. I believe that my extensive experience in financial management and strategic planning, combined with my professional training as a Certified Management Accountant, make me an ideal candidate for the position.

As a management professional, I have built on my technical experience in treasury and portfolio management, and have also developed my leadership and communications skills. As a result, I have the ability to explain financial figures in non-financial terms to various audiences within an organization while maintaining a focus on the overall picture.

I have also developed my professional interest in human resources management through progressively senior positions throughout my career. I particularly enjoy working with and motivating other committed professionals to reach decisions and, ultimately, achieve results for the organization.

I would appreciate the opportunity to meet you at your convenience to discuss possible career opportunities with Leading National Brand Ltd. Thank you for your consideration of my application.

Sincerely,

Peter Cheung, CMA  
222-333-4444  
ptc@cmaorg.com

## SECTION IV

### The Interview

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The interview is a culmination of all your planning, job search and application efforts. It brings you face-to-face with the person you must impress to get the position.

The purpose of meeting your target person is to give you both a chance to evaluate each other, your suitability for the position and your compatibility with the organization. The interview should be an exchange of information.

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#### Preparation

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Ensure that you have done your homework, know the needs of the organization and how your skills will meet their needs. Know how well the organization is doing and what its plans are. When conducting your research, consider the following types of questions.

- What products/services does the organization provide?
- When was the organization established?
- How is the organization managed?
- How many employees does it have?

Prior preparation will smooth the exchange of information and will likely result in a balanced, mutually beneficial interview.

The interviewer will be assessing your suitability for the position. By recognizing the interviewer's requirements and being prepared, you will enhance your performance and increase your chances of making a good impression during the interview.

**Abilities** – Can you perform the required duties? Can you help the organization achieve its goals and solve its problems? Can you make the employer look good?

**Style** – Is your style of management or method of operation compatible with the corporate culture and the department you would be joining? Are you the type of person they want?

**Personality** – Will you be co-operative and get along with your immediate supervisor and co-workers? In other words, will you fit in?

**Salary** – What are your expectations? Are they realistic in the current market?

It is unlikely that the interviewer will voice these requirements outright. He or she will ask questions designed to reveal the information they want to know.

Your challenge is to recognize what is behind each question, and address it in your response. Some typical questions are:

- Why did you choose this particular career field?
- What are your long-term career plans?
- What are the duties and responsibilities of your present position?
- What level of remuneration and benefits would you expect?
- Why do you want to leave your current employer?
- How would you describe the ideal supervisor?
- Do you enjoy working with others or by yourself?
- What positions have you enjoyed the most? The least? Why?
- What special skills have you gained from the jobs you have held?
- Would you take further training if it was required?
- How would you assess your career progress to date?
- What are your strengths and weaknesses?

You should also use the interview to find out as much as possible about the employer.

It is recommended that you ask questions during the interview because it demonstrates interest in the position and the role that you will play in the organization. Integrate your questions into the interview as they relate to the topic being discussed.

#### Questions to Consider:

- What are the responsibilities of the position?
- What are you looking for in the ideal candidate?
- What are the opportunities for advancement?
- What training or professional development does your company provide?

## SECTION IV

### The Interview

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- Why is the position available?
- To whom will I report?
- How does this position fit into the organizational structure?
- What is the management style of the organization?
- Would I be working independently or as part of a team?
- What is the company's dress code?
- Are there any new developments in the company that would influence this position?
- What further education could I take on my own that would be useful for this position?

Questions pertaining to age, health, marital status, criminality, religion and children are illegal. If asked, you may choose to handle the situation tactfully by suggesting that such a question does not have any bearing on your ability to perform the tasks required.

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#### First Impressions

First impressions are important. Remember that you will not have a second chance to make a favourable first impression. Arrive on time and dress in an appropriate and professional manner. Many people will let their opinion of your appearance influence their assessment of your abilities.

Although the first few minutes of an interview are normally spent exchanging pleasantries and relatively general conversation, most studies show that a "definitely interested" decision is usually made within the first three minutes.

Virtually everything that occurs during the interview conveys a message – whether you or the interviewer intends it or not. Non-verbal communications such as body language or personal mannerisms tell more about you than many questions could elicit.

Try to relax. Be interested and enthusiastic. Sit comfortably without sprawling. Do not fidget and always maintain good eye contact with the interviewer. It does not hurt, of course, to keep an eye on your interviewer's body language too.

It is only natural to be keyed up and tense going into and during an interview. Tension usually has a negative impact on your performance, so try to remain as calm as possible.

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#### Ten Ways to "Strike Out" at the Interview

1. Inappropriate attire. Dress conservatively and minimize the use of jewellery.
2. Lack of interest and enthusiasm – do not appear passive or indifferent.
3. Derogatory comments directed at past employers.
4. Failure to maintain eye contact with interviewer.
5. Arrive late for the interview.
6. Fail to ask questions about the position or company – shows lack of interest.
7. Respond vaguely to questions.
8. Overbearing – presents an impression of arrogance.
9. Inability to express self clearly – poor voice projection and poor grammar appears unprofessional. Avoid colloquialisms and slang.
10. Lack of career planning – no purpose, no goals, no focus.

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#### Ending the Interview

At the end of the interview, summarize any arrangements, such as dates and time of any subsequent interviews or commitments made by either the interviewer or you. This will serve to clarify and confirm them for both of you.

**Finally, write a follow-up note of thanks – and be sure to send it within 24 hours of the interview.**

It is your last chance to remind the interviewer of your interest and abilities – and of your desire to turn their opportunity into your future.

# SECTION IV

## The Interview

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Even if you are not offered the position or have decided that it is not the position for you, you may be able to use a favourably disposed interviewer as a valuable referral or networking source.

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### Interview Summary

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1. Prepare in advance:
  - Understand the employer's basic concerns;
  - Decide what information you need to obtain.
2. First impressions are important:
  - Be on time;
  - Dress appropriately;
  - Act in a relaxed but professional manner;
  - Maintain eye contact.
3. Participate in a mutually beneficial exchange of information.
4. Ensure all arrangements and commitments are clearly and fully understood by both parties.
5. End the interview in a friendly fashion.
6. Follow-up with a letter of appreciation.

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### The Thank You Letter

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No book on employment letters could possibly be complete without mention of the thank you letter.

As an employment candidate, you should stop to consider that not only does the thank you letter show that you are appreciative of people's time and effort on your behalf, but (from a purely practical standpoint) if well constructed, it is an excellent opportunity to again market your skills and interest in the position. Why not take full advantage of it!

Review of the following sample thank you letter will reveal the basic components listed:

- Statement of appreciation for the interview;
- Expression of interest in employment;
- Re-affirmation of your qualifications for the position;
- Final thank you.



**Carolyn Criswall, CMA**  
400 East Wellington Road  
Kingston, ON  
R4R 1T7

April 17th, 2008

Mr. William A. Stanton  
Director of Operations  
Randsome Corporation  
100 Weston Road  
Toronto, ON  
M4M 1J6

Dear Mr. Stanton,

I wanted to thank you for the opportunity to interview for the position of Manager at Randsome Corporation. This sounds like a challenging opportunity and I look forward to the prospect of joining the company.

As you are aware from our discussions, I am fully trained in statistical process control techniques and total quality concepts. Using these methods, the vendor certification program that I implemented at Wasser has proven highly successful and has been credited with reducing waste by nearly 85 percent. I sensed your interest and believe this is another area of opportunity at Randsome.

I believe that, with my background and qualifications, I would contribute significantly to your company.

Thank you for considering my application.

Sincerely,

Carolyn A. Criswell, CMA  
ccriswell@yahoo.ca

# NOTES

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