

# Resume Kit

## FEDERAL Edition

Revised and Updated Annually



Tips 

Samples 

Templates 

FAQs 

Creating Resumes  
that Work for You!



**WORK**Source

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# Foreword

## Why a Federal Resume Kit?

A career in the federal government offers the opportunity to serve the public and build a rewarding, long-term career. Federal agencies employ professionals across nearly every field, including administration, education, healthcare, finance, information technology, public safety, engineering, and scientific research. Because federal employment differs significantly from private-sector hiring, it requires a different approach to presenting your qualifications.

One of the most important components of a federal job application is the federal résumé. Unlike many private-sector résumés, federal résumés require more detailed information about your work history, accomplishments, education, training, and qualifications. A successful federal résumé clearly demonstrates how your experience meets the specialized experience, competencies, and eligibility requirements outlined in the vacancy announcement. Understanding these expectations can greatly improve your ability to compete for federal positions.

This Federal Resume Kit was developed to help job seekers navigate the federal hiring process with confidence. Inside, you will find guidance on understanding vacancy announcements, identifying and incorporating relevant keywords, writing accomplishment-focused experience statements, tailoring your résumé to specific positions, using AI tools responsibly, and preparing supporting application materials. The kit also includes sample résumés, guidance on cover letters, professional references, frequently asked questions, and additional career resources to support your job search.

Whether you are a transitioning service member, military spouse, veteran, recent graduate, experienced professional, current federal employee, or first-time applicant, this guide provides practical tools and strategies to strengthen your application. Our goal is to equip you with the knowledge, resources, and confidence needed to effectively present your qualifications and pursue federal employment opportunities that align with your skills, interests, and career goals.

### **Updated June 2026**

WorkSource Joint Base Lewis McChord



\*\* Online copies of this document and **editable** Resume and Cover Letter templates can be found online at <https://worksource-pierce.org/jobseekers> under **Resources for Your Job Search**. The QR code above will take you to the Resume Kit page.

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## Disclaimer

This Federal Résumé Kit is provided for general informational and educational purposes only. Although every effort has been made to ensure accuracy, federal hiring policies, application requirements, and agency-specific instructions may change at any time. Users are strongly encouraged to verify all information directly with official sources, such as USAJOBS ([www.usajobs.gov](http://www.usajobs.gov)), and with the specific federal agency posting the vacancy.

Federal résumé requirements vary by agency, job series, and announcement. Some positions may request highly detailed résumés with extensive work history, accomplishments, education, certifications, and supporting documentation. A federal résumé differs significantly from a private sector résumé. As of May 29, 2025, federal agencies follow strict hiring rules, and applicants must present their qualifications in a format that aligns with the Merit System Principles and the agency's hiring plan. Under the Merit Hiring Plan, federal résumé structure is moving toward a streamlined format that may include a limitation on resume length, such as a 2-page maximum in certain application systems and announcements. Applicants must ensure their résumés in their USAJOBS profiles comply with the requirements stated in each individual job announcement before applying.

The sample profiles in this résumé kit (Peter Cetera and Jennifer Lawrence) are fictional and created solely for instructional and training purposes. Any job duties, qualifications, and requirements referenced in the examples are adapted from publicly available federal job postings to demonstrate how applicants can translate vacancy announcements into tailored résumés. The sample résumés included are intended to illustrate formatting, content structure, and level of detail used in federal applications.

Formatting examples shown in this kit, including font type, size, spacing, and layout, are provided for demonstration purposes only. Applicants should comply with the specific instructions provided in each job announcement.

WorkSource JBLM programs receive support and funding from U.S. Department of Labor WIOA Titles I & III Employment Service grants. Read more about USDOL grant funding at <http://esd.wa.gov/usdol>

# How to Write a Federal Resume

A federal résumé is significantly different from a private-sector résumé. As of May 29, 2025, federal agencies follow strict hiring rules, and applicants must present their qualifications in a format that aligns with the **Merit System Principles** and the agency's hiring plan. This Merit Hiring Plan will prohibit the current long-form Federal resume structure and instead **impose a 2-page limit on resume length**. This change will make resume review easier and help employees move between the private and Federal sectors. Applicants must ensure their résumés in their USAJOBS profiles meet this limit before applying.

Before writing your résumé, review the entire job announcement carefully. Each section tells you whether you qualify and what to include:

- **Duties** describe the position's day-to-day responsibilities and help you identify which experiences to highlight.
- **Next, the Requirements** outline the qualifications, specialized experience, and education needed to be considered.
- **Then, How to Apply** may include instructions or previews of required assessments or questionnaires.
- **After that, How You Will Be Evaluated** explains the criteria used to rate your application, including competencies, assessments, or writing samples.
- **Finally, the Required Documents** lists additional materials you must submit, such as transcripts, DD 214, SF 50, or certifications.

Understanding these sections ensures your résumé clearly shows that you meet the required qualifications and are eligible for consideration.

## Resume instructions

A strong federal résumé clearly presents your qualifications and shows how your education, skills, and experience align with the job announcement. Hiring officials use it to determine whether you meet minimum qualifications, specialized experience, and required competencies.

Following the guidance below will help ensure your résumé is complete, easy to review, and compliant with federal hiring standards.

## Resume Content

- Place essential contact information at the top, including **full name, city and state (mailing address), email address, and phone number**.
- Your résumé must clearly show how you meet the **qualifications and specialized experience** listed in the job announcement.
- Use **clear, plain language**. Avoid acronyms, internal jargon, or unfamiliar terms outside your organization. Hiring officials will not make assumptions—state your experience explicitly.

- **Tailor your résumé for each job.** Highlight the **experience, accomplishments, and skills most relevant** to that specific announcement.
- **Mirror the language of job posting.** If the announcement mentions “program evaluation,” “policy analysis,” or “data visualization,” ensure those terms appear in your résumé where applicable.
- **Do not include** personal information such as **age, sex, photo, religious affiliation, or Social Security Number** anywhere in your résumé or profile.

### Resume Formatting

- Keep your résumé **under 5MB, formatted for 8.5" × 11" pages**, and limited to **two pages – a new format as of May 29, 2025.**
- Save and upload your résumé as a **PDF** to preserve formatting. Acceptable file types include GIF, JPG, JPEG, PNG, RTF, TXT, ODT, DOC, and DOCX. PDF portfolio files are not accepted.
- Use a clean, professional **sans-serif font** such as **Lato, Calibri, Helvetica, Arial, Verdana, Open Sans, Source Sans Pro, Roboto, or Noto Sans.**
- Use **0.5-inch** margin to create a clear, structured layout, consistent spacing, and readability.
- Use a **14-point font for section titles and a 10-point font for body text.**

### Eligibility Summary

The Eligibility Summary provides a quick overview of your federal hiring eligibility. This section helps hiring officials verify that you meet the basic requirements for federal employment before reviewing the rest of your résumé. Include only factual, relevant information that supports your eligibility:

- **Citizenship:** State clearly (e.g., U.S. Citizen).
- **Veteran’s Preference:** State only if applicable (5-Point, 10-Point, or None).
- **Federal Employment Status:** State whether you are a current or former federal employee and specify Competitive or Excepted Service.
- **Security Clearance:** List of the highest clearance held (e.g., Active Top Secret, SCI Eligible, Public Trust).
- **Licenses/Certifications:** State only those required or relevant to the position.

### Professional Summary

Write a concise 3–4 sentence summary that highlights your strongest qualifications and areas of expertise. Focus on what you bring to the role. A strong summary should:

- Identify your profession or core identity (e.g., “Experienced Program Analyst with 10+ years in federal operations”).
- Highlight 2–3 major skill areas aligned with the job announcement.
- Mention specialized tools, systems, or regulatory knowledge.
- End with a statement of the value or impact you bring.

## Key Competencies

This is the critical section. Your competencies must reflect the Specialized Experience requirements in the job announcement. Provide 2–4 concise statements showing how your experience meets the required grade level. Use language that mirrors the announcement.

## Professional Experience

Your Work History section provides detailed evidence of your qualifications. For federal applications, clearly identify any prior federal service by including the pay plan, series, and grade (e.g., GS-0343-12). Include this for current or former federal employees and omit it if you have no prior GS experience.

### Each entry must include:

- Agency or company name
- Job Title
- Location
- Start and end dates of employment (include the month and year)
- Hours worked per week
- Supervisor name, phone number, and contact preference
- Starting and ending salary (include military pay grade for service members) — optional per USAJOBS; omit if preferred or if the announcement does not require it

### Tips for writing strong experience bullets:

- Provide clear, concise descriptions that demonstrate your ability to perform duties at the required grade level.
- Use **results-focused language** and quantify achievements whenever possible such as percentages, dollar amounts, time saved, performance increases.
- Prioritize experience directly relevant to the job announcement.
- Include relevant volunteer work or community roles that strengthen your qualifications.
- Use terminology that mirrors the job posting (e.g., “program evaluation,” “policy analysis,” “data visualization”).
- Remove or minimize outdated or unrelated positions.
- Ensure each bullet shows **what you did, how you did it, and the impact** of your work.
- Keep each bullet to **1–2 lines maximum**. A bullet longer than three lines at 11-point font is too long. Aim for 3–6 bullets per position.
- **Applicant Tracking System (ATS) & Formatting Note:** Standard bullet points (•) are ATS-safe and fully acceptable on federal resumes. Avoid decorative symbols or non-standard characters. **Do NOT use tables or multi-column layouts** — federal ATS systems (USA Staffing, Monster Government Solutions, Taleo) parse single-column documents only. Tables and columns cause parsing errors that can scramble or skip your content entirely. Use a clean, single-column layout throughout your resume.

## Accomplishments

The Accomplishments section highlights the impact of your work. Focus on achievements that are specific, measurable, and outcome-driven. Use quantifiable metric such as percentages, dollar amounts, time saved, or performance increases to clearly illustrate results.

## Education

List all degrees, certificates, and coursework that support your eligibility. Include graduation dates when relevant to qualifications, recent graduate eligibility, education substitution, or when specifically requested. Upload required documents, such as transcripts or certifications, to verify your education. Include:

- Institution name and location
- Degree earned. If no degree was received; show total credits earned and indicate whether semester or quarter hours.
- Relevant courses and descriptions of your major papers, course project, or capstone projects.
- GPA (if earned within the last 10 years)

## Certification and Licenses

List only credentials relevant to the position. Give dates, but do not send documents unless requested. Include the issuing organization and date earned. Examples include:

- Job-related trainings courses (title, year/classroom hours, and certificate if applicable)
- Job-related skills (for example, other languages, computer software/hardware, tools, machinery, and typing speed)
- Job-related certificates and licenses (current only)
- Job-related honors, awards, and special accomplishments (for example, publications, leadership activities, public speaking, and performance awards)

## Skills

Highlight abilities and tools that directly support the job requirements. Keep this section concise and relevant. Focus on:

- Technical skills
- Analytical tools
- Behavioral competencies
- Systems or technologies listed in the job announcement

## Language

List each language and your proficiency level (e.g., Native, Professional Working Proficiency, Intermediate). This helps agencies determine whether you meet language-related requirements or bring additional communication strengths.

## Awards

Awards earned for exceptional leadership, mission accomplishment, and consistent delivery of high-quality results in demanding Army environments. Include only awards relevant to the position.

## AI Tips for Creating and Targeting Your Federal Resume

No résumé? No problem. AI can help you build one—but only if you give it the right instructions. Be specific about the type of résumé you need. If you don't clearly say "**Create a federal résumé,**" most AI tools will default to a standard, non-federal format. The more precise your command, the better the result.

**Before you begin preparing your resume or cover letter, read the job announcement thoroughly — especially the *Qualifications and Duties* sections.** To move past **Gatekeeper #2, the recruiter,** and reach **Gatekeeper #3, the hiring official,** your application must show that you *meet the required qualifications*.

Recruiters are not simply scanning for keywords. Show **clear evidence in your current or past work experience that you performed the duties listed in the announcement.** Include **specific examples** of carrying out those responsibilities, not just copied phrases or generic statements. Proofread your sentences before you submit your resume.

You can see an example of how qualifications and duties are highlighted in job announcements on pages **15 and 23**. Use that as a model for interpreting what the hiring team expects to see reflected in your experience. Apply the same approach when tailoring your resume to ensure it clearly matches the role.

### **Step 1: Compile Your Work History (Before Using AI)**

AI works best when you provide clear, complete information. Begin by gathering the essential details for each job:

- Job Title: \_\_\_\_\_
- Employer/Agency: \_\_\_\_\_
- Dates of Employment: \_\_\_\_\_
- Hours per Week: \_\_\_\_\_
- Supervisor (optional): \_\_\_\_\_
- Skills / Tasks / Knowledge Areas: \_\_\_\_\_

### **Resume Building Tips:**

- Focus on transferable skills such as teamwork, reliability, communication, and problem-solving.
- Include training, certifications, volunteer work, and coursework relevant to the role.
- Use strong action verbs such as led, managed, analyzed, created, coordinated, and evaluated.
- Visit **O\*NET Online** to gather tasks, skills, and work activities that match your experience.
- Quantify your work wherever possible (percentages, dollar amounts, time saved, number of people supported).
- Personalize your experience—AI can refine your content, but you provide the substance.

## **Step 2: Use AI to Build Your First Draft Résumé**

Once your work history is organized, you can ask AI (such as Copilot) to help you create a résumé.

**How to prompt AI effectively:** Tell the AI exactly what you need: *“Please help me build a federal résumé for a position in \_\_\_\_\_. Here is my work history:”* (Paste your work history here and **remove personal identifiers.**)

AI will generate a draft résumé. Then, review the content carefully.

- Next, ask AI to reformat, clarify, or correct errors.
- Then, provide additional details to strengthen weak areas.
- Finally, proofread the resume before copying it into Word or Google Docs, then review it one final time for accuracy.

**AI can support your writing, but you must thoroughly revise and personalize every word. Otherwise, your resume or cover letter will sound generic and resemble other applications. Hiring managers are already seeing the same recycled sentences, and those candidates aren't making it to interviews.**

## **Step 3: Target Your Résumé to a Specific Federal Job**

Targeting is essential in federal hiring. To begin, AI can help you tailor your résumé to match a specific announcement.

**If you already have a résumé.** Tell AI: *“Please remember my résumé (with personal information removed):”* (Paste résumé here.)

**Then, after you find a job posting on USAJOBS, target it:** *“Please rewrite my résumé to target this job announcement: [paste the job announcement content].”*

AI will align your résumé with the jobs:

- Specialized Experience
- Duties
- Competency
- Keywords

After AI generates the targeted résumé, review it carefully.

- Next, ask AI to adjust tone, formatting, or accuracy.
- Finally, copy into Word or Google Docs and finalize.

## **Step 4: Use AI to Create a Targeted Federal Cover Letter**

Once your résumé is complete, AI can help you build a strong cover letter. Use the S.T.A.R. Method (Situation, Task, Action, Result). Federal hiring managers prefer cover letters that clearly show **Situation, Task, Action, and Result.**

Tell AI: *“Please create a federal cover letter for this job using the S.T.A.R. method.”*

Then review the letter for accuracy.

- Then add personal details or achievements.
- Then ensure it aligns with the résumé.

### **Step 5: Review and Validate Your Documents**

You now have a working résumé and cover letter. Before submitting:

- Bring your documents to WorkSource for a specialist review (optional)
- Use Jobscan ([www.jobscan.co](http://www.jobscan.co)) to compare your résumé to job postings and check ATS compatibility.
- Ensure your résumé meets USAJOBS requirements:
  - Two pages, clear formatting, and federal-style content
  - Quantified accomplishments
  - Alignment with the job announcement

### **Online Questionnaire**

**As of October 2025**, all federal job applications at GS-05 and above require written essay responses of up to 200 words per question. **These must be in your own words (you will be asked to certify this). AI-assisted drafting is permitted as a starting point, but you must review, personalize, and certify the final content.**

The four prompts typically cover:

- Commitment to the Constitution and founding principles
- How you would improve government efficiency and effectiveness in this role
- Your work ethic and professional approach
- Your motivation for pursuing this specific federal role

Use the S.T.A.R. method to structure each response. **AI can help you draft an outline, but always rewrite in your own voice and verify for accuracy before submitting.**

## Peter Cetera Background

Peter Cetera is a marketing professional based in Olympia, Washington, with five years of experience in digital marketing, community outreach, customer engagement, and program coordination. Fluent in English and Spanish, he is a reliable communicator and versatile contributor across marketing and administrative roles.

He began his career in 2021 as a Retail Associate, gaining early experience in customer service and brand presentation. In 2022, he moved into the nonprofit sector as an Administrative & Communications Assistant, where he created outreach materials, managed social media content, and helped increase program attendance by 30%. These responsibilities strengthened his interest in marketing, public engagement, and program support.

From 2023 to 2024, Peter served as a Customer Engagement Associate, managing digital customer interactions and supporting product launch communications. His bilingual support improved satisfaction scores by 22%, and his work with customer feedback deepened his understanding of audience behavior. In 2025, he advanced to a Marketing Intern role at BrightWave Creative Agency, contributing to content calendars, analytics reporting, and event support—efforts that increased client engagement by 18%.

Peter recently completed his AA in Marketing at Pierce College and plans to continue his bachelor's degree at Western State University. With his steady career progression, bilingual fluency, and hands-on marketing experience, he is well-prepared to contribute to the **Marketing Program Assistant** role and support mission-focused marketing operations in a structured program environment

# PETER CETERA

Tacoma, WA | [Peter.Cetera@gmail.com](mailto:Peter.Cetera@gmail.com) | (253) 815 - 2248

LinkedIn: [LinkedIn.com/in/petercetera](https://www.linkedin.com/in/petercetera)

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## PROFESSIONAL SUMMARY

Motivated early-career marketing professional with 5 years of progressive experience from entry-level support roles to program coordination. Strong background in digital content creation, customer engagement, event support, and analytics. Fluent in English and Spanish, with a proven ability to collaborate across teams and support marketing operations.

## TECHNICAL SKILLS:

- Digital Marketing
- Social Media Management
- Content Writing & Editing
- Bilingual Communication
- Event Coordination
- CRM & Data Entry
- Canva, Adobe Express, Google Workspace, MS Office
- Basic Analytics (Google Analytics, Meta Insights).

## CERTIFICATIONS AND TRAINING

- Google Analytics for Beginners
- HubSpot Email Marketing Certification.

## PROFESSIONAL EXPERIENCE

BrightWave Creative Agency | Tacoma, WA

January 2025 – Present

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Marketing Intern

- Assisted with development of social media content calendars, increasing client engagement by 18%.
- Conducted competitor research and compiled weekly analytics reports for account managers.
- Supported event marketing campaigns, including email outreach and promotional materials.
- Collaborated with bilingual teams to translate marketing assets for Spanish-speaking audiences.

Northwest Outdoor Co. | Lakewood, WA

June 2023 – December 2024

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Customer Engagement Associate

- Managed customer communications and product inquiries across email and social platforms.
- Coordinated small-scale promotional events and in-store product demos.
- Provided Spanish-language customer support, improving satisfaction scores by 22%.
- Tracked customer feedback trends and reported insights to the marketing team.

Lakewood Community Resource Center | Lakewood, WA

January 2022 – May 2023

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Administrative & Communication Assistant

- Managed scheduling, customer inquiries, and event logistics for a high-volume catering and banquet operation.

- Processed invoices, tracked expenses, and supported monthly financial reconciliations.
- Maintained internal control procedures for cash handling, inventory, and vendor documentation.
- Provided frontline customer service and resolved issues to maintain a 95% satisfaction rating.

Evergreen Market & Goods | Tacoma, WA

June 2021 – December 2021

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Retail Associate

- Delivered customer service and assisted with merchandising displays.
- Helped with seasonal promotional setups and signage.
- Supported inventory counts and product restocking.

## EDUCATION

Pierce College | Lakewood, WA  
Associate of Arts in Marketing

June 2026

## LANGUAGE

- English – Native
- Spanish – Professional Working Proficiency

Peter ensures his application for the **Marketing Program Assistant** position is fully aligned with the job's required duties and qualifications.

# Marketing Program Assistant NF-03

DEPARTMENT OF THE ARMY

United States Army Installation Management Command

JBLM Family and MWR - NAF Services Division

[Summary](#)[This job is open to](#)[Duties](#)[Requirements](#)[How you will be evaluated](#)[Required documents](#)

## Duties

[? Help](#)

- Provides full range of administrative and clerical support duties.
- Attends community briefings, events and functions as a representative for the organization. Serves as the initial point of contact for matters related to day-to-day operations.
- Assists with developing content of niche product by suggesting story ideas and keeping management up to date on community events.
- Research, compile and/or write entertainment listings, soft feature items and extended cutlines for niche product to include print and electronic mediums. Photograph community events and update layout of entertainment listings.
- Applies knowledge of the organization, its functions and regulations to carry out a wide variety of administrative functions related to the preparation of correspondence, personnel, accounting, purchasing, maintenance and repair of equipment,
- Management of records and information, budget preparation and oversight. Performs other duties as assigned.

## Qualifications

**Resumes must be two pages (or less).** Resumes should clearly demonstrate the applicant's relevant experience, skills, knowledge and abilities as they pertain to this position.

A qualified candidate must possess the following:

- Progressively responsible work experience at or equivalent to, the work of the position to be filled.
- Must possess strong written and oral communication skills in English.
- Must have working knowledge of Microsoft Office.
- Must have experience with digital photography.
- Must be able to type 40 wpm.
- Must have excellent organizational skills and be able to work with minimal supervision.

In addition to the above qualifications, candidates who possess the following qualifications will be considered "Highly Preferred" or "Best Qualified":

1. Previous administrative or clerical work experience preparing correspondence, making purchases, managing records and/or etc.
2. Previous experience working in an MWR program or similar.

**NOTE: The above minimum qualifications must be described within the duties of previous work experience listed on the applicant's resume and assessment/questionnaire. A copy of all supporting documents must be submitted at the time of application.**

# PETER CETERA

Tacoma, WA | [Peter.Cetera@gmail.com](mailto:Peter.Cetera@gmail.com) | (253) 815 - 2248

Citizenship: U.S Citizen | Veteran Preference: None | Security Clearance: Public Trust Eligible

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## PROFESSIONAL SUMMARY

Motivated early-career marketing professional with 5 years of progressive experience from entry-level support roles to program coordination. Strong background in digital content creation, customer engagement, event support, and analytics. Fluent in English and Spanish, with a proven ability to collaborate across teams and support marketing operations.

## TECHNICAL SKILLS:

- Digital Marketing
- Social Media Management
- Content Writing & Editing
- Bilingual Communication
- Event Coordination
- CRM & Data Entry
- Canva, Adobe Express, Google Workspace, MS Office
- Basic Analytics (Google Analytics, Meta Insights).

## CERTIFICATIONS AND TRAINING

- Google Analytics for Beginners
- HubSpot Email Marketing Certification.

## PROFESSIONAL EXPERIENCE

BrightWave Creative Agency | Tacoma, WA

16 January 2025 - Present | 40 hours per week

Marketing Intern

Supervisor: Arman Clarkson | (360) 701 - 2550 | Contact: Yes

- Supported marketing campaigns by creating social media content, scheduling posts, and maintaining content calendars.
- Assisted with photography and videography for events, promotional materials, and digital campaigns.
- Conducted market research and compiled analytics reports using Google Analytics and Meta Insights.
- Designed basic graphics using Canva and Adobe Express for flyers, web banners, and email marketing.
- Assisted with event setup, vendor coordination, and promotional outreach.

### Key Accomplishments

- Increased client engagement by 18% through consistent content scheduling and analytics-based recommendations.
- Produced 100+ photos and 20+ short-form videos used in digital campaigns.
- Improved content turnaround time by 30% by organizing a streamlined content calendar system.

Northwest Outdoor Co. | Lakewood, WA

1 June 2023 - 31 December 2024 | 40 hours per week

Customer Engagement Associate

Supervisor: Suki Yaki | (253) 675 - 7788 | Contact: Yes

- Managed customer inquiries across email, chat, and social media platforms.
- Supported marketing team with product launch communications and promotional messaging.
- Collected and analyzed customer feedback to identify trends and improvement opportunities.
- Provided bilingual English-Spanish support to customers and assisted with translation of marketing materials.

### Key Accomplishments

- Improved customer satisfaction scores by 22% through bilingual support and faster response times.
- Contributed to three major product launch campaigns supporting messaging and customer outreach.
- Reduced average response time by 15% by implementing a standardized communication workflow.

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Lakewood Community Resource Center | Lakewood, WA

8 January 2022 – 5 May 2023 | 40 hours per week

Administrative & Communication Assistant

Supervisor: Ahmad Juno | (253) 501 - 2345 | Contact: Yes

- Created flyers, newsletters, and social media posts to promote community programs.
- Assisted with event coordination, including setup, registration, and photography.
- Maintained CRM records, tracked attendance, and prepared weekly reports.
- Provided bilingual front-desk support and translated outreach materials.

**Key Accomplishments**

- Increased workshop attendance by 30% through targeted outreach and improved promotional materials.
- Designed 40+ marketing assets used for community events and digital outreach.
- Achieved 98% accuracy in CRM data entry and reporting.

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Evergreen Market & Goods | Tacoma, WA

20 June 2021 – 10 December 2021 | 40 hours per week

Retail Associate

Supervisor: Vincent Armani | (315) 722 - 1123 | Contact: Yes

- Provided customer service and assisted with merchandising displays.
- Supported seasonal promotional setups and signage.
- Assisted with inventory counts and product restocking.

**Key Accomplishments**

- Recognized for maintaining high customer satisfaction scores during peak seasons.
- Assisted with three major promotional resets, improving product visibility and sales.

## EDUCATION

Pierce College | Lakewood, WA  
Associate of Arts in Marketing

June 2026

## LANGUAGE

- English – Native
- Spanish – Professional Working Proficiency

# PETER CETERA

Tacoma, WA | [Peter.Cetera@gmail.com](mailto:Peter.Cetera@gmail.com) | (253) 815 - 2248  
LinkedIn: [LinkedIn.com/in/petercetera](https://www.linkedin.com/in/petercetera)

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June 4, 2026

Hiring Manager  
JBLM NAF Human Resources Office  
Joint Base Lewis-McChord, WA 98433

Dear Hiring Manager,

I am writing to express my interest in the Marketing Program Assistant (NF-03) position at Joint Base Lewis-McChord. With 5 years of experience in digital marketing, event coordination, customer engagement, and bilingual communication, I am confident I can contribute effectively to the MWR Marketing team.

My background includes hands-on experience in content creation, analytics reporting, photography, videography, and administrative support—skills that align with the duties outlined in the job announcement. To highlight my fit for this role, here are key qualifications and accomplishments that directly support the Marketing Program Assistant position:

- Produced 120+ photos and videos for events and digital campaigns, supporting promotional and storytelling needs for marketing efforts.
- Increased engagement by 18% through optimized content scheduling, analytics tracking, and targeted messaging for digital outreach.
- Designed 160+ marketing materials, including flyers, banners, and social media graphics, using Canva and Adobe Express to support campaign needs.
- Supported 20+ events, assisting with setup, breakdown, vendor coordination, registration, and on-site photography to strengthen event operations.
- Improved customer satisfaction by 22% through bilingual English-Spanish communication and responsive service for diverse audiences.
- Maintained 98% accuracy in data entry, attendance tracking, CRM updates, and weekly reporting to support reliable program administration.
- Strengthened outreach effectiveness, increasing program participation by 30% through redesigned promotional materials and targeted communication for the program.

In my current role as a Marketing Intern at BrightWave Creative Agency, I support content calendars, analytics dashboards, and event promotion, collaborating with cross-functional teams. My previous roles in customer engagement and community communications further strengthened my ability to support public-facing programs, manage multiple deadlines, and communicate effectively with diverse audiences.

I recently completed my AA in Marketing at Pierce College and plan to continue my bachelor's degree at Western State University. I am eager to bring my marketing experience, creativity, and strong work ethic to the MWR Marketing team and support the Marketing Program Assistant role. Thank you for your time and consideration. I look forward to the opportunity to contribute to your mission.

Sincerely,  
Peter Cetera

## Professional Reference

The hiring manager will request your professional reference list after you pass the final interview. You need to provide at least three references in a separate document. Peter Cetera is listing all his supervisors as references.

# PETER CETERA

Tacoma, WA | [Peter.Cetera@gmail.com](mailto:Peter.Cetera@gmail.com) | (253) 815 - 2248

LinkedIn: [LinkedIn.com/in/petercetera](https://www.linkedin.com/in/petercetera)

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### Professional References

Name: Arman Clarkson  
Title: Marketing Manager  
Address: 3340 Peachtree Road NE, Tacoma, WA 98405  
Email: [armanclarkson@brightwave.com](mailto:armanclarkson@brightwave.com)  
Phone No.: (360) 701 - 2550  
Relationship: Oversaw project work

Name: Suki Yaki  
Title: Team Leader  
Address: 8224 5th Ave W, Lakewood, WA 98498  
Email: [sukiyaki@northwestoutdoor.com](mailto:sukiyaki@northwestoutdoor.com)  
Phone No.: (253) 675 - 7788  
Relationship: Team leader on major assignments

Name: Ahmad Juno  
Title: Manager  
Address: 9112 Lakewood Dr SW, Lakewood, WA 98499  
Email: [ahmad.juno@lakewoodcommunity.com](mailto:ahmad.juno@lakewoodcommunity.com)  
Phone No.: (253) 501 - 2345  
Relationship: Direct supervisor

Name: Vincent Armani  
Title: Store Manager  
Address: 402 16<sup>th</sup> NE, Tacoma, WA 98405  
Email: [v.armani@evergreenmarket.com](mailto:v.armani@evergreenmarket.com)  
Phone No.: (315) 722 - 1123  
Relationship: Direct supervisor

## Jennifer Lawrence Background

Jennifer Lawrence is a business operations and program management professional with 10 years of experience in public-sector programs and private-sector hospitality across the South Puget Sound region. She began in 2014 as a Guest Services Associate, building a reputation for reliability and strong customer service while gaining early exposure to event logistics and operations.

She advanced into administrative and operational roles supporting high-volume catering and conference centers, strengthening her skills in scheduling, financial tracking, internal controls, and customer service. By 2018, she moved into a leadership-track position as Assistant Operations Manager, where she managed inventory, labor costs, and event operations for a 300-seat facility, implementing improvements that reduced waste and increased profitability.

While working full-time, Jennifer earned her Business Administration degree from UW Tacoma in 2020. She then transitioned into the public sector as a Program Coordinator for the Washington State Department of Enterprise Services, where she now manages a \$1.2M program budget, supervises staff, oversees procurement, and leads program evaluation efforts.

Known for her analytical mindset, customer-focused approach, and ability to improve operational efficiency, Jennifer blends hospitality experience with public-sector management expertise. She is pursuing the next step in her career as a **Business Manager**, bringing a decade of experience in budgeting, staff leadership, procurement, and operational oversight.

# JENNIFER LAWRENCE

Olympia, WA | [Jennifer.Lawrence@gmail.com](mailto:Jennifer.Lawrence@gmail.com) | (360) 834 - 7510

LinkedIn: [linkedin.com/in/jenniferlawrence](https://www.linkedin.com/in/jenniferlawrence)

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## PROFESSIONAL SUMMARY

Business operations and program management professional with 10 years of progressive experience in hospitality, conference center operations, public-sector program coordination, and business administration, targeting operations or program management roles in hospitality, events, or public-sector settings. Strong background in budgeting, staff supervision, procurement, inventory control, and evaluating program performance for profitability, customer satisfaction, and mission alignment. Adept at leading cross-functional teams, improving internal controls, and managing high-volume event and catering environments.

## TECHNICAL SKILLS:

- Business & Financial Management
- Budget Development & Cost Control
- Personnel Supervision & Performance Management
- Procurement & Inventory Oversight
- Internal Controls & Compliance
- Event, Catering & Conference Operations
- Customer Satisfaction & Program Evaluation
- Cross-Agency & Community Coordination
- Data Reporting & Process Improvement.

## CERTIFICATIONS AND TRAINING

- ServSafe Food Protection Manager (ANSI-Accredited) – In progress / able to obtain within 6 months
- Lean Six Sigma Yellow Belt – 2022.

## PROFESSIONAL EXPERIENCE

Washington State Department of Enterprise Services | Olympia, WA

June 2021 – Present

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### Program Coordinator

- Manage statewide training, events, and facility programs serving 5,000+ annual participants.
- Develop and oversee program budgets up to \$1.2M; ensure compliance with state fiscal policies and internal controls.
- Lead a team of 12 staff (fulltime, part-time, and temporary); conduct performance evaluations and recommend personnel actions.
- Implement program evaluation tools to measure customer satisfaction, operational efficiency, and mission outcomes.
- Oversee procurement of supplies, equipment, and contracted services; reduced annual costs by 14% through vendor comparison and negotiation.
- Coordinate with community partners, state agencies, and private-sector vendors to execute large-scale conferences and events.

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**American Lake Hospitality Group | Lakewood, WA**

May 2018 – May 2021

**Assistant Operations Manager**

- Supported daily operations of a 300-seat conference and catering facility serving military, nonprofit, and corporate clients.
- Managed inventory, labor scheduling, and supply costs; introduced a tracking system that reduced waste by 18%.
- Assisted with budget preparation, financial reporting, and cost projections for multiple revenue-generating activities.
- Compared pricing, service quality, and customer experience across competing venues; provided recommendations that increased profitability by 12%.
- Coordinated with military representatives and community organizations to plan events ranging from 20 to 800 attendees.
- Ensured compliance with food safety standards and supported staff in obtaining SERVSafe certification.

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**Tacoma Community Events & Catering | Tacoma, WA**

January 2016 – April 2018

**Administrative Coordinator**

- Managed scheduling, customer inquiries, and event logistics for a high-volume catering and banquet operation.
- Processed invoices, tracked expenses, and supported monthly financial reconciliations.
- Maintained internal control procedures for cash handling, inventory, and vendor documentation.
- Provided frontline customer service and resolved issues to maintain a 95% satisfaction rating.
- Assisted in onboarding and training new administrative and service staff.

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**Harborview Conference & Hospitality Center | Tacoma, WA**

June 2014 – December 2015

**Guest Service Associate**

- Delivered customer service for conference center guests, including check-ins, event support, and facility setup.
- Monitored inventory levels and communicated supply needs to management.
- Supported event staff during high-volume periods, contributing to smooth operations and positive guest experiences.
- Recognized for reliability and promoted to administrative support responsibilities within first year.

**EDUCATION**

University of Washington | Tacoma, WA  
Bachelor of Art in Business Administration

June 2020

**LANGUAGE**

- English – Native
- Arabic – Professional Working Proficiency

Before applying for the **Business Manager** position, she ensures her targeted résumé and cover letter aligning with the job's required qualifications and duties. She includes key accomplishments, hours worked per week, start and end dates, and supervisor contact information to meet federal résumé standards, while omitting salary details, which are optional. She also reviews the job's duties and qualification criteria to confirm her experience aligns with the role's needs.

## Business Manager NF-04

DEPARTMENT OF THE ARMY

United States Army Installation Management Command

JBLM Family and MWR -Business Operations Division - American Lake Conference Center Catering

[Summary](#)

[This job is open to](#)

[Duties](#)

[Requirements](#)

[How you will be evaluated](#)

[Required documents](#)

### Duties

[? Help](#)

- Formulates instructions and directives necessary to operate a fluid, profit generating business activity. Compares prices, service and environment to comparable activities, making recommendations to the Food Service Director.
- Coordinates functions with community, and military representatives. Evaluates the success of programs in terms of profitability, customer satisfaction and mission accomplishment.
- Oversees multiple activities and responsible for operational control of numerous full, part-time and flex NAF positions. Selects employees, approves performance evaluations, recommends personnel actions and takes or approves disciplinary actions.
- Conducts management review of patron programs to identify problems and initiate appropriate corrective measures. Prepares budget for operating units. Reviews financial reports, estimates projected costs, develops activity financial plan.
- Monitors inventory, labor and supply costs. Monitors the procurement of all supplies and equipment for the activity. Responsible for internal control management. Performs other duties as assigned.

### Qualifications

**Resumes must be two pages (or less).** Resumes should clearly demonstrate the applicant's relevant experience, skills, knowledge and abilities as they pertain to this position.

A qualified candidate must possess the following:

- Work experience in managing or directing a business of the following nature: (EX: Conference Center, Restaurant, Catering)

**NOTE: The above minimum qualifications must be described within the duties of previous work experience listed on the applicant's resume and assessment/questionnaire. A copy of all supporting documents must be submitted at the time of application.**

# JENNIFER LAWRENCE

Olympia, WA | [Jennifer.Lawrence@gmail.com](mailto:Jennifer.Lawrence@gmail.com) | (360) 834 - 7510

Citizenship: U.S Citizen | Veteran Preference: None | Security Clearance: Public Trust Eligible

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## PROFESSIONAL SUMMARY

Business operations and program management professional with 10 years of progressive experience in hospitality, conference center operations, public-sector program coordination, and business administration, targeting business operations or program management roles. Strong background in budgeting, staff supervision, procurement, inventory control, and evaluating program performance for profitability, customer satisfaction, and mission alignment. Skilled at leading cross-functional teams, improving internal controls, and managing high-volume event and catering environments.

## TECHNICAL SKILLS:

- Business & Financial Management
- Budget Development & Cost Control
- Personnel Supervision & Performance Management
- Procurement & Inventory Oversight
- Internal Controls & Compliance
- Event, Catering & Conference Operations
- Customer Satisfaction & Program Evaluation
- Cross-Agency & Community Coordination
- Data Reporting & Process Improvement.

## CERTIFICATIONS AND TRAINING

- ServSafe Food Protection Manager (ANSI-Accredited) – In progress / able to obtain within 6 months
- Lean Six Sigma Yellow Belt – 2022.

## PROFESSIONAL EXPERIENCE

Washington State Department of Enterprise Services | Olympia, WA

1 Jun 2021 – Present | 40 hours per week

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Program Coordinator

Supervisor: Emma Stone | (206) 309 - 4587 | Contact: Yes

- Coordinate statewide training, events, and facility programs serving 5,000+ participants annually.
- Prepare and manage program budgets up to \$1.2M; review financial reports, estimate projected costs, and develop annual financial plans.
- Oversee procurement of supplies, equipment, and contracted services; ensure compliance with internal controls and state fiscal policies.
- Supervise 12 staff (fulltime, part-time, and temporary); approve performance evaluations, recommend personnel actions, and support disciplinary processes.
- Conduct program evaluations to measure profitability, customer satisfaction, and mission accomplishment.
- Identify operational issues and implement corrective measures to improve efficiency and service delivery.
- Coordinate with community partners, state agencies, and private-sector vendors to support large-scale events and conferences.

### Key Accomplishments

- Improved program efficiency by 22% through workflow redesign.
- Increased customer satisfaction from 88% to 96% using new evaluation tools.
- Strengthened internal controls resulted in zero audit findings for three years.
- Saved \$150,000 annually by optimizing vendor contracts and purchasing.

American Lake Hospitality Group | Lakewood, WA

16 May 2018 – 15 May 2021 | 40 hours per week

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Assistant Operations Manager

Supervisor: Emma Watson | (253) 208 - 3597 | Contact: Yes

- Supported operations of a 300-seat conference and catering facility serving military and civilian customers.

- Monitored inventory, labor, and supply costs; implemented tracking systems reducing waste by 18%.
- Compared prices, service quality, and environment to competing venues; provided recommendations improving profitability by 12%.
- Assisted with budget preparation, cost projections, and financial reporting for multiple revenue-generating activities.
- Ensured compliance with food safety standards and internal control procedures.
- Coordinated events ranging from 20 to 800 attendees, working closely with military representatives and community organizations.

#### Key Accomplishments

- Reduced waste by 18% and improved profitability by 12% through cost-control measures.
- Achieved 98% compliance on internal audits by strengthening procedures.
- Increased annual revenue by 15% by optimizing event packages.

Tacoma Community Events & Catering | Tacoma, WA

16 January 2016 – 30 April 2018 | 40 hours per week

Administrative Coordinator

Supervisor: Sergio Mendez | (253) 509 – 6584 | Contact: Yes

- Managed scheduling, customer inquiries, and event logistics for high-volume catering operations.
- Processed invoices, tracked expenses, and supported monthly financial reconciliations.
- Maintained internal controls for cash handling, inventory, and vendor documentation.
- Provided customer service and resolved issues to maintain a 95% satisfaction rating.
- Assisted with onboarding and training administrative and service staff.

#### Key Accomplishments

- Reduced invoice errors by 35% through improved reconciliation processes.
- Improved event turnaround time by 25% through better coordination.
- Maintained 95–98% customer satisfaction for two consecutive years.

Harborview Conference & Hospitality Center | Tacoma, WA

1 June 2014 – 15 Dec 2015 | 40 hours per week

Guest Service Associate

Supervisor: Susan Sarandon | (253) 609 – 3577 | Contact: Yes

- Provided customer service, event support, and facility setup for conference center operations.
- Monitored inventory levels and communicated supply needs to management.
- Supported event staff during high-volume periods and contributed to positive guest experiences.

#### Key Accomplishments

- Recognized as Employee of the Quarter for customer service excellence.
- Improved event setup accuracy by 30% using standardized checklists.

## EDUCATION

University of Washington | Tacoma, WA  
Bachelor of Art in Business Administration

June 2020

## LANGUAGE

- English – Native
- Arabic – Professional Working Proficiency

# JENNIFER LAWRENCE

Olympia, WA | [Jennifer.Lawrence@gmail.com](mailto:Jennifer.Lawrence@gmail.com) | (360) 834 - 7510  
LinkedIn: [linkedin.com/in/jenniferlawrence](https://www.linkedin.com/in/jenniferlawrence)

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June 4, 2026

Hiring Manager  
JBLM NAF Human Resources Office  
Joint Base Lewis-McChord, WA 98433

Dear Hiring Manager,

I am writing to express my interest in the Business Manager (NF-04) position with the American Lake Conference Center. With 10 years of progressive experience in business operations, hospitality management, budgeting, procurement, personnel supervision, and program evaluation across public-sector and private-sector environments, I am prepared to contribute directly to this role's core responsibilities.

In my current role as a Program Coordinator with the Washington State Department of Enterprise Services, I manage a \$1.2M program budget, oversee procurement and internal controls, and supervise a team of 12 employees. I conduct program evaluations to assess profitability, customer satisfaction, and mission alignment, and implement process improvements to enhance operational efficiency. These responsibilities align closely with the financial oversight, personnel management, and operational leadership required for this position.

My previous experience as Assistant Operations Manager for American Lake Hospitality Group further supports my qualifications for this position. I managed inventory and labor costs, ensured compliance with food safety and internal control standards, and implemented cost-saving measures that reduced waste by 18% and increased profitability by 12%. I also coordinated events with attendance ranging from 20 to 800, demonstrating my ability to manage high-volume, customer-focused operations.

To highlight my alignment with the **duties and qualification requirements**, I offer the following relevant experience:

- Managed budgets up to **\$1.2M**, prepared financial plans, monitored expenditure, and ensured fiscal compliance.
- Supervised teams of up to **12 staff**, including evaluations, scheduling, and personnel actions.
- Oversaw **procurement, vendor negotiations, and contract management**, ensuring adherence to internal controls.
- Monitored **inventory, supply levels, and cost-control systems** to reduce waste and improve efficiency.
- Coordinated **large-scale events and facility operations**, ensuring compliance with safety and sanitation standards.
- Conducted **program and operational evaluations** to measure profitability, customer satisfaction, and mission accomplishment.

I am committed to supporting JBLM Family & MWR's mission and contributing to the operational excellence of the American Lake Conference Center. I welcome the opportunity to discuss how my experience and competencies align with your team's needs.

Sincerely,  
Jennifer Lawrence

# JENNIFER LAWRENCE

Olympia, WA | [Jennifer.Lawrence@gmail.com](mailto:Jennifer.Lawrence@gmail.com) | (360) 834 - 7510

LinkedIn: [linkedin.com/in/jenniferlawrence](https://www.linkedin.com/in/jenniferlawrence)

---

## Professional References

Name: Emma Stone  
Title: Program Manager  
Address: 1500 Jefferson St SE, Olympia, WA 98501  
Email: [Emma.Stone@des.wa.gov](mailto:Emma.Stone@des.wa.gov)  
Phone No.: (206) 309 - 4587  
Relationship: Direct supervisor

Name: Emma Watson  
Title: Operation Manager  
Address: 8601 N Thorne Ln SW, Lakewood, WA 98498  
Email: [emmawatson@americanlakehospitality.com](mailto:emmawatson@americanlakehospitality.com)  
Phone No.: (253) 208 - 3597  
Relationship: Direct supervisor

Name: Sergio Mendez  
Title: Events and Catering Manager  
Address: 1314 S L St, Tacoma, WA 98405  
Email: [s.mendez@tacomacommunityevents.com](mailto:s.mendez@tacomacommunityevents.com)  
Phone No.: (253) 509 - 6584  
Relationship: Direct supervisor

Name: Susan Sarandon  
Title: Guest Service Manager  
Address: 1500 Commerce St, Tacoma, WA 98402  
Email: [susansarandon@harborviewconference.com](mailto:susansarandon@harborviewconference.com)  
Phone No.: (253) 609 - 3577  
Relationship: Direct supervisor

Now that you've reviewed Peter and Jennifer's resumes, cover letters, and references, start shaping your own. The next page is the resume, cover letter, and reference template you can use as your starting point.

Before you begin, read the job description thoroughly, especially the duties and qualifications. Then update your work experience to clearly show that you have fulfilled the job's responsibilities. This is essential for moving past the recruiter and getting your application in front of the hiring official.

To tailor your materials more effectively, use AI Tips for Creating and Targeting Your Federal Resume on page 9. Apply these tips to align your experience with the announcement and present your accomplishments clearly and strategically.

# YOUR NAME

City, State | [your.name@email.com](mailto:your.name@email.com) | (XXX) XXX – XXXX  
 Citizenship | Veteran Preference Point | Security Clearance Level

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## PROFESSIONAL SUMMARY

Write 3–4 concise sentences highlighting your strongest qualifications, core competencies, and areas of expertise. Focus on the value you bring to the role and the accomplishment that show it.

Example structure:

- State your profession or key identity (e.g., “Experienced Program Analyst with 8+ years in federal operations”).
- Highlight 2–3 major skill areas aligned with the job announcement.
- Mention specialized tools, systems, or regulatory knowledge.
- End with a statement of value or impact through relevant accomplishments.

## CORE COMPETENCIES

This is the most critical element. Your summary must directly reflect the “Specialized Experience” requirements in the job announcement. Provide 2–4 concise bullet points demonstrating how your experience meets the required grade level through specific accomplishments.

## PROFESSIONAL EXPERIENCE

Company Name | City, State

Start Date – End Date | Hour per week

**Job title (include series and grade if it was a federal job only) | Salary (optional)**

**Supervisor Name | Phone Number | Contact Preference**

- Provide clear, concise descriptions that demonstrate your ability to perform the duties at the required grade level.
- Use **results-focused language** and quantify achievements using numbers, percentages, dollars, or measurable outcomes.
- Prioritize experience **directly relevant** to the job announcement.
- Include **relevant volunteer work** or community roles that support your qualifications.
- Use terminology that mirrors the job announcement. If the posting requires experience with **MS Project**, explicitly include **MS Project** in your résumé.
- Remove or minimize outdated, unrelated, or low-relevance positions.

## Key Accomplishments

- Highlight achievements that are specific, measurable, and outcome-driven.
- Focus on what you improved, created, streamlined, or solved.
- Use metrics whenever possible (e.g., “Reduced processing time by 25%,” “Managed \$2M project portfolio”).

Company Name | City, State

Start Date – End Date | Hour per week

**Job title (include series and grade if it was a federal job only) | Salary (optional)**

**Supervisor Name | Phone Number | Contact Preference**

- Provide clear, concise descriptions that demonstrate your ability to perform the duties at the required grade level.
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### **Key Accomplishments**

- Highlight achievements that are specific, measurable, and outcome-driven.
- Focus on what you improved, created, streamlined, or solved.
- Use metrics whenever possible (e.g., “Reduced processing time by 25%,” “Managed \$2M project portfolio”).

### **EDUCATION**

Include this section when the job announcement requires specific degrees, coursework, or academic credentials. Provide all required documentation (e.g., transcripts, licenses).

### **CERTIFICATIONS & LICENSES**

List only credentials relevant to the position. Include only licenses relevant to the position. Examples: Construction Quality Management for Contractors (CQM C); Professional Engineer (PE); PMP Certification.

### **SKILLS**

List skills that directly support the job requirements. Keep this section **targeted**, not a generic list.

- Hard Skills (Technical): e.g., data analysis, Microsoft Excel, Power BI, project scheduling, GIS.
- Soft Skills (Behavioral): e.g., communication, leadership, problem-solving, adaptability.
- Tools & Technologies: e.g., QuickBooks, MS Project, SharePoint, Tableau, Canva.

### **LANGUAGE**

List languages and your proficiency level.

### **AWARDS (OPTIONAL)**

Awards list received.

# YOUR NAME

City, State | [your.name@email.com](mailto:your.name@email.com) | (000) 000 - 0000

---

Date

Talent Agent / Hiring Manager Full Name  
Agency Name /Division  
Street Name  
City, State ZIP

Dear Talent Agent / Hiring Manager,

Paragraph 1 – Introduction and Interest. State the position, series, grade, and announcement number; briefly explain your interest. Summarize your most relevant qualifications, current role or background, years of relevant experience, and two or three key qualifications that align with the position.

Paragraph 2 – Relevant Experience and Accomplishments. Show how your experience aligns with the vacancy duties. Focus on major responsibilities, programs, projects, or services you supported, improvements you implemented, outcomes achieved, and measurable results when possible.

Paragraph 3 – Specialized Skills, Competencies, and Qualifications. Highlight the most relevant technical skills, subject matter expertise, certifications, training, or competencies. Include specialized experience, technical knowledge, policy or regulatory expertise, communication and collaboration skills, and relevant systems, software, or tools.

Paragraph 4 – Mission Alignment and Value to the Agency. Explain your interest in the agency and how your experience supports its mission. Include your knowledge of the mission, commitment to public service, ability to contribute immediately, collaboration, leadership, problem-solving strengths, and interest in serving customers, stakeholders, or the community.

Closing Paragraph. Thank the hiring manager for reviewing your application and expressing your interest in discussing your qualifications further. Include appreciation for consideration, enthusiasm for the opportunity, availability for an interview, and confidence in your ability to contribute.

Thank you for your time and consideration. I appreciate being considered for this position and welcome the opportunity to discuss how my qualifications, experience, and commitment to public service can contribute to your organization's success. I look forward to the opportunity to speak with you.

Sincerely,  
Your Name

# YOUR NAME

City, State | [your.name@email.com](mailto:your.name@email.com) | (000) 000 - 0000

---

## Professional References

Name:  
Title:  
Address:  
Email:  
Phone No.:  
Relationship:

Name:  
Title:  
Address:  
Email:  
Phone No.:  
Relationship:

Name:  
Title:  
Address:  
Email:  
Phone No.:  
Relationship:

Name:  
Title:  
Address:  
Email:  
Phone No.:  
Relationship:

# Frequently Asked Questions

The Frequently Asked Questions section provides quick, practical answers to common challenges in preparing a federal résumé. If you're unsure about formatting, tailoring, or handling employment gaps, these responses offer straightforward guidance based on current federal hiring standards. Use this section as a reliable reference as you build a résumé that meets federal requirements and aligns with specialized experience and USAJOBS expectations.

## Q1. Do I need a resume? Why?

### A: Yes

A federal résumé is not the same as a private-sector résumé. Its purpose is to **show, in detail**, that you meet the specialized experience, competencies, and eligibility requirements listed in the job announcement. A federal résumé must:

- Show **clear evidence** that you meet the duties and qualifications
- Provide **specific examples** of duties, accomplishments, and results
- Include **citizenship status, veteran preference, security clearance level, hours per week, start and end date, location, supervisor contact information, and accomplishments.**
- As of September 2025, the Merit Hiring Plan will prohibit the current long-form Federal resume structure. Instead, there will be a **2-page limit on resume length**. This will make resume review easier and help employees move between the private and Federal sectors.

HR specialists must be able to **verify your qualifications from your résumé**, so the detail matters.

## Q2. How do I know what kind of resume style or format to use?

**A: For federal jobs, use a 2-page résumé length, a new format effective May 29, 2025.** It requires a **comprehensive, detailed format** that includes:

- Full work history with start and end date, month, and year in chronological order
- Hours per week
- Employer and supervisor information
- Duties written in narrative form or bullet points
- Accomplishments with measurable results
- Keywords from the job announcement

The federal résumé is essentially a **career document + application form combined**. Your goal is to **mirror the language of the job announcement** and show that you meet the specialized experience and competencies. Read the job description thoroughly before applying.

## Q3. It takes me a long time to do a different resume for every job. Can I send out the same resume for every job I apply for?

**A: No — federal résumés must be tailored to each announcement.** Federal HR reviews your résumé against the posting's **exact wording**. If it does not clearly match the specialized experience, you will be rated "Not Qualified" or "Minimally Qualified."

Tailoring includes:

- Using the **same terminology** as the job announcement
- Addressing **every requirement** in the specialized experience section
- Matching your accomplishments to the **duties and competencies**
- Updating your résumé for each grade level

You do not need to rewrite your entire résumé every time, but you **must revise the duties and accomplishments** to match each announcement.

#### **Q4. I have sent out several resumes and received no response. Is it my resume?**

**A: Possibly — especially if it is not written in federal format or tailored.** Common reasons federal résumés fail include:

- Missing required details (hours per week, dates, supervisor info)
- Not addressing the **specialized experience**
- Using private-sector résumé style (too short, too vague)
- Not including accomplishments
- Not using keywords from the announcement

If you are not referred to, your résumé likely needs:

- More detail
- Stronger alignment with the job announcement
- Clear, measurable accomplishments

Consider having your résumé reviewed by WorkSource staff trained in federal applications.

#### **Q5. Should I include references on my resume?**

**A: No — do not list references on a federal résumé.** If the agency needs them, they will request them separately. Bring a reference list for the interview if asked.

#### **Q6. I just graduated from school and have never had a real job. What do I put on my resume when I have no work experience?**

**A: Include all relevant experience — paid or unpaid — and emphasize education.** Federal hiring allows you to qualify through:

- **Education** (especially for GS-5/GS-7 entry-level roles)
- **Internships**
- **Volunteer work** (including AmeriCorps, community service, clubs, ROTC)
- **Coursework and projects**
- **Certifications and technical skills**

Your résumé should include:

- Your degree, GPA (if 3.0+), honors, and relevant coursework
- Academic projects that demonstrate competencies
- Volunteer or leadership roles
- Technical skills (software, tools, languages)
- Any part-time or informal work (childcare, lawn care, tutoring, etc.)

Federal hiring values **potential and competencies**, not just paid experience.

**Q7. I was laid off from my last job and haven't worked for 2 years. Should I list "unemployed" as the reason for the gap on my resume?**

**A: No — you never list "unemployed" on a federal résumé.** Employment gaps are normal and not penalized in federal hiring. Instead, focus on **what you did during that time**, such as:

- Volunteer work
- Caregiving
- Training or certifications
- Community involvement
- Skill-building activities

If you did not have formal activities, simply continue your work history without explanation. Gaps are acceptable if your qualifications are clearly documented.

**Q8. I have been at home caring for my family. Should I explain my gap in employment on my resume?**

**A: Not on the résumé — but you can address it briefly in a cover letter or interview.** Federal résumés **do not hide dates**, and you should never remove years to conceal a gap. Gaps are normal and not disqualifying in federal hiring. HR specialists only need to verify that you meet the **specialized experience** for the job.

Instead of labeling yourself "unemployed," focus on **what you did during that time**, such as:

- Volunteer work
- Caregiving responsibilities
- Training or certifications
- Community involvement

If you want to acknowledge the gap, do it in a short, positive sentence in your cover letter, such as: "From 2019–2022, I cared for a family member while continuing to build skills through volunteer work and online training. I am now fully available and eager to apply my administrative and customer service experience to your position."

On the résumé, list your work history with accurate dates. Use your duties and accomplishments to show that you meet the job requirements.

**Q9. Is a cover letter required in every application?**

**A: Not always — but for federal jobs, a cover letter can strengthen your application.** Many federal announcements list cover letters as **optional**, and some hiring managers never read them. However, a cover letter can be valuable when you need to:

- Explaining career change
- Address an employment gap
- Clarify how your experience meets the specialized experience
- Highlight your motivation for the role

If you include one, ensure it:

- Uses the same formatting as your résumé
- Addresses the **specific job announcement**
- Uses professional, concise language
- Reinforces your match to the competencies and duties

A strong cover letter can help humanize your application and add context that the résumé alone cannot provide.

**Q10. Should I use the USAJOBS Resume Builder or upload my own document?**

**A:** Both options are available on USAJOBS but always read the job announcement carefully. Some agencies require applicants to use the USAJOBS Resume Builder rather than uploading a custom document — if the posting specifies this, your uploaded resume may not be accepted. The Resume Builder walks you through each required field step by step, starting with your profile, and ensures no mandatory information is missed. If you upload your own resume, use the templates in this kit and double-check that all required fields (address, supervisor name and phone, hours per week, etc.) are present. Salary is optional and may be omitted if you prefer or if the announcement does not require it. Note also that cover letters are not required for every post; attach one only if the application includes a designated field for it.

**Q11. I've worked for a lot of different companies over the past 10 years, and I find that employers are passing me over because of this. Is there a way to make this less obvious on my resume?**

**A: For federal résumés, you must list all jobs with full dates — but frame your experience strategically.** Federal résumés require:

- Month and year for each job
- Hours per week
- Employer and supervisor information

You cannot remove dates or list only years. However, you can reduce concerns about job hopping by:

- Grouping similar roles under a single employer (e.g., staffing agency)
- Clarifying when roles were **temporary, seasonal, or contract**

Federal HR cares more about whether you meet the **specialized experience** than how long you stayed in each job.

**Q12. I have a felony, and the job I'm applying for will require submitting to a background check. Should I even apply for the job?**

**A: Yes — federal hiring considers context, not automatic disqualification.** Many federal agencies follow Fair Chance principles and evaluate applicants individually. A conviction does not automatically bar you unless the law specifically prohibits hiring for that role.

Federal HR typically considers:

- Whether the offense is relevant to the job duties
- How long ago it occurred
- Evidence of rehabilitation
- Training, certifications, and work history
- Character references and community involvement

When the topic arises, be honest and concise. Focus on:

- What happened
- What you learned
- How you've demonstrated responsibility since

If you want support, WorkSource's interviewing workshops for people with a criminal record can help you prepare.

**Q13. I'm over 40, and I think my resume is being overlooked because of my age. What can I do about this??**

**A:** Age discrimination is illegal but concerns about “dated” experience can still affect perceptions. To avoid signaling age unnecessarily:

- **Include graduation dates when relevant to qualifications, recent graduate eligibility, education substitution, or when specifically requested.**
- Focus on the **last 10–15 years** of relevant experience
- Highlight current skills, technology use, and recent training
- Emphasize accomplishments and results

Federal résumés allow you to include older experience if it is directly relevant to the specialized experience. Otherwise, keep your focus on your most recent, strongest qualifications. A confident interview — with clear examples of your skills and achievements — will reinforce your value.

**Q14. I have only had 2 jobs since I began working — one for 18 years and one for 2 years. Should I leave out my longest job on my resume since it goes past the recommended 10–15 year?**

**A: No** — if your longest job is directly relevant, include it on your resume. Federal résumés allow older experience when it supports the specialized experience you need to show.

Removing an 18-year role would:

- Create a large unexplained gap
- Hide significant experience
- Make your work history appear incomplete

include the job with full dates and detailed accomplishments so Federal HR has a complete picture of your qualifications.

**Q15. I've worked at my job for 20 years before being laid off recently. I am willing to take a lower-level position to get my foot in the door, but I keep being told that I am overqualified. Is there anything I can do to my resume to fix this?**

**A: Target your résumé to the grade level and duties of the job you want. In federal hiring, “overqualified” often means your résumé focuses too heavily on high-level responsibilities:**

- Emphasize **skills and accomplishments** relevant to the lower-grade role
- Reduce emphasis on executive-level or supervisory duties
- Highlight your interest in learning new skills or entering a new field
- Use your cover letter to explain your motivation clearly

In interviews, be ready to answer: “Why are you interested in this position?” **Focus on fitness, stability, and enthusiasm**—not just your past seniority.

**Q16. I'm changing careers – what resume format should I use?**

**A:** Use a standard federal résumé format — never a functional résumé. Federal résumés must include full work history with dates, hours per week, duties, and accomplishments, and supervisor's information.

Functional résumés are **not accepted** in federal hiring.

To support a career change:

- Start with a **clear objective or summary** stating the type of federal role you want
- Emphasize **transferable skills** (customer service, analysis, communication, project coordination)
- Use keywords from the job announcement
- Highlight relevant coursework, certifications, or training
- Include volunteer work or internships that relate to the new field

At the bottom, list your full employment history with required federal details. If you need more help, contact your local WorkSource office.

**Q17. Where can I get help if I have more questions or concerns about my resume?**

**A: Contact your local WorkSource office.** WorkSource staff can help you:

- Interpret federal job announcements
- Tailor your résumé to specialize in experience
- Prepare for federal interviews
- Navigate USAJOBS

You can also attend workshops on federal hiring, résumé writing, and career transitions.

## Career & Resume Resources

This section offers a curated set of tools for career exploration and federal résumé development. Whether you're researching occupations, translating military experience, or improving your résumé writing skills, these resources provide reliable, easy-to-use guidance. Use them to better understand career pathways and build a résumé that aligns with federal hiring expectations.

- **O\*NET Online ([www.onetonline.org](http://www.onetonline.org))** is a comprehensive resource for career exploration and job analysis. It provides detailed descriptions of over 900 occupations, helping job seekers compare roles and understand each role's requirements.
- **Military to Civilian Thesaurus** by Matthew J. Louis - An organized website that lists military to civilian terms. It draws from the DOD Dictionary of Military and Associated Terms and related references from the respective services.
- Career One Stop (**Self Assessments | CareerOnestop**) offers self-assessment tools to help you explore career options that align with your interests, skills, and values.
- **U.S. Bureau of Labor Statistics Occupational Outlook Handbook** – This resource provides comprehensive information on employment statistics, job outlook, and salary data for numerous occupations, helping you research industry trends and future job prospects.
- **Writing a Resume Summary with Examples** – This article offers tips and examples for writing a strong resume summary, helping you quickly convey your qualifications and make a strong first impression.
- **STAR Method to Write the Perfect Resume** - This article explains how to use the STAR method (Situation, Task, Action, Result) to structure your resume and create impactful bullet points that highlight your achievements.
- **Jobscan** – helps job seekers optimize resumes for any job, highlighting the key experience and skills recruiters need to see.

## Job Search Engines and Employment Platforms

This section highlights the most widely used job search engines and employment platforms to support your transition across federal, state, and private sector opportunities. These tools can help you research openings, connect with employers, and strengthen your overall job search strategy. Use them to expand your reach and stay informed about job market trends and application strategies.

- **WorkSource Washington** – A state-run platform offering thousands of job listings across Washington State. It provides personalized job matching, resume assistance, career workshops, and access to local hiring events. It's especially valuable for Washington residents seeking both private- and public-sector opportunities.
- **USAJobs** – The official job site for U.S. federal government positions. Ideal for public sector roles.
- **GovernmentJobs** - The largest public sector job board in the country, with thousands of open positions.
- **Careers.wa.gov** – The official job portal for Washington State government employment. It features public sector opportunities and highlights benefits, diversity initiatives, and career development resources for state employees.
- **Indeed** – One of the largest job boards globally, Indeed aggregates listings from thousands of websites and allows users to apply directly. It also offers company reviews and salary comparisons.

- **LinkedIn** – A hybrid of social networking and job searching, LinkedIn helps you connect with professionals and apply to jobs directly through company pages or recruiter posts.
- **Glassdoor** – Known for company reviews and salary insights, Glassdoor also hosts job listings and lets users apply while researching company culture and compensation.
- **ZipRecruiter** – This platform uses AI to match candidates with jobs and notifies users when their application is viewed. It's especially user-friendly on mobile.
- **CareerBuilder** – A long-standing job board with filtering tools and career resources. It pulls listings from employers and partners with local news outlets.
- **Monster** – One of the original job boards, Monster offers resume services, career advice, and job listings across industries.
- **LinkedIn** - A professional networking platform that helps you connect with employers, showcase your experience, and apply for jobs directly through company pages and recruiter postings.

## Military & Veteran Assistance Programs

This section highlights trusted programs that support service members, veterans, and their families. From transition assistance to financial counseling and mental health services, these organizations offer practical tools to help you navigate the transition from military to civilian life and strengthen your overall well-being. They also align with guidance on veteran career transitions and federal hiring pathways.

- The **Washington State Department of Veterans Affairs** connects veterans and their families with the benefits, services, and support they earned through their military service.
- **Military One Source** - A free, official War Department resource for service members, eligible family members and select others, offering **trusted information**, tools and benefits to support military life.
- The **USO Transition Program** supports service members through military service and into civilian life by offering free resources, guidance, and personalized assistance for professional and educational success.
- **Department of Labor TEAMS (Transition Employment Assistance for Military Spouses)** — Offers workshops and training to help military spouses build career skills, navigate employment transitions, and access federal and private-sector opportunities.
- **SpouseWorks** — Highlights federal hiring authorities that give military spouses priority consideration for government positions and guidance on navigating USAJOBS.
- **Hiring Our Heroes** — A nationwide program connecting military spouses and veterans with employers through fellowships, hiring events, and career development.
- **Candorful** — Provides free, high-quality mock interviews and coaching for military spouses and veterans to help them prepare for job interviews.
- **Blue Star Spouse Employment Toolkit** — A comprehensive guide with career planning tools, résumé templates, and employment strategies tailored to military spouse career challenges.
- **WDVA Military Spouse Career Resource Directory** — Washington State's curated directory of employment programs, training opportunities, and support services for military spouses.

**WorkSource** is a partnership of state, local, and nonprofit agencies to deliver a wide array of employment and training services for both job seekers and employers.

**WorkSource** services for job seekers include free use of computers, copiers, telephones, and faxes, Internet access to jobs, job referrals and placement, job search workshops, information on the fastest growing jobs and wages, referral to training and other community services, access to unemployment insurance and more...

**WorkSource Joint Base-Lewis McChord** is open for in-person and virtual workforce services during regular office hours specified below. Appointments can be made, or walk-in services are available. Closed for observed state holidays.

## WorkSource JBLM



**Hawk Career Center, Room 206, Joint Base Lewis-McChord, WA 98433**



253.593.7320



worksourcejblm@esd.wa.gov



Monday - Friday, 9 a.m. to 4:00 p.m



**WorkSourceWA.com** is Washington State's official career and employment website. Visit the site and explore career resources, find occupational and wage information, post resumes, search thousands of job listings, learn about workshops, job fairs and hiring events.



A proud partner of the **AmericanJobCenter** network

## Let Us Work For You!

WorkSource JBLM is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Washington Relay 711.