

ONLINE CVs

In this section there are 14 CVs of different types. Their purpose is to show how a complete CV looks, using different styles and approaches. Most are based on real-life CVs, details disguised with the person's consent. They represent typical career challenges, ranging from the young mum wanting to get back into the workplace to a distinguished officer looking for a civilian role after many years of military service. Some are blends of several actual CVs and some are fictionalized, invented to demonstrate particular points.

None of these CVs is intended to offer you a perfect fit that you can lift straight out and use. This is because there is no true shortcut to creating the CV that will be precisely right for you. You are the only person who can do this. However, in scanning these CV examples, you can look at how the people concerned have:

- chosen layout and typeface. There will be some that appeal to you more than others and which you can use as inspiration for your own CV.
- solved particular problems in presenting their careers and lives, emphasizing strong points and minimizing weak ones.
- used 'CV language' to create a document with impact.
- selected one format rather than another.
- broken some of the classic 'rules' of CV writing – and why.

The idea is for you to judge for yourself how far these CVs do the job for which they were intended and to give you a kick start in writing your own.

CV1: Young professional seeking a change of firm: Sheena Howerd-Leggett

Sheena has been with the same firm of actuaries since leaving university. It has been enjoyable and she has done well. Her firm is about to be merged with a competitor. This could be good for an ambitious young professional because it could create many new opportunities for further advancement and there is no pressure on her to leave. But Sheena has privately decided that this might be a good time to move on and intends to contact a few headhunters with a view to joining a company with an internationally based business.

The CV challenge for anyone working in a professional services firm (for instance, accountancy, the law, management consultancy) is to demonstrate that you really have made a difference rather than just doing your job. The more your service is about giving advice rooted in a complex subject such as the law, the more nebulous it can seem and the greater the temptation just to make your CV a faint echo of your job description, especially as in the early years of such careers you are essentially building your experience while you follow in the shadow of a much more experienced principal. In many such professions, the work is actually about long-term trends and slow changes, many of which may be imperceptible at the time. Despite this, Sheena has been able to make some impressive claims about her record and to demonstrate the skills and knowledge she would bring to a new job. She has chosen the chronological format as it seems the most straightforward in her case.

CV2: Artistic director: Patrick MacMahon

Patrick spent three years after graduating discovering what he really wanted to do. He did a RADA course because he was considering trying to become a theatre director, but concluded that there was too much competition and that maybe he was not quite good enough. He then went to the USA where he undertook an MA. His educational qualifications look good, but to support himself he had to do a variety of low-paid casual work. In effect he was a student until his late twenties. He has made a significant swerve in career from being a writer and radio drama producer to being an artistic director – a much more broadly focused role from performer/writer/director to manager and entrepreneur. Although he has done well in his current

role, he feels the job is too small and too regionally based. He is now looking to be appointed to an even bigger national or international role – perhaps as a major festival director or as chief executive of a bigger arts centre. He realises that at a time when the arts generally are facing savage cuts, this will be tricky. He is willing to work in the UK or Europe. He has chosen the route of presenting his CV in the hybrid format, which allows him to emphasize his achievements at the same time as showing his career path chronologically and of having an introductory paragraph. Note that his leisure interests are a close match to his professional interests – often the case in this kind of career and life.

CV3: Role change and promotion skills: Gwynne Martin

Gwynne is in early-to-mid career. She has had a career in management and HR and her career includes five years as a management consultant – this will be a big plus in her job search. She has become interested in organizational development (OD) and is now looking for a director job where she can build on her OD experience in a bigger organization and for more money. She has tailored her CV to the skills and qualities that a potential new employer is looking for, playing down her substantial HR experience. She has opted for the skills-based CV as she is aiming to change role and sector at the same time as looking for a promotion.

Her experience is virtually all public sector and this is where she knows she will be most immediately acceptable. If her initial job searching does not pay off, she will be able to adapt the CV easily to remove even more of its public sector flavour, emphasizing the transferability of her skills. Her current employer is a small local authority with fewer than 500 employees and she is bored with this job. The OD part of her current role is actually small, but she has rightly emphasized any of it that will make her a strong candidate for the new job. Her first page faithfully reflects the competencies the employer has said it is looking for. At the interview she will talk convincingly about wanting a job with increased scope and challenge.

Although it is normally good practice to exclude anything about personal circumstances. Gwynne has just separated from a long-term partner and is keen to move away from Norfolk, so she adds that she is willing to relocate anywhere in the UK or EU.

CV4: Salesperson to manager: James S. Smith

James has now been in estate agency work for six years and has had fast promotion because he can sell property when colleagues struggle. When his boss had a breakdown and went off sick for six months, James stood in for him and realised that he loved running a sales team. He feels he is a natural leader. Now he's looking for a new job as a sales manager. He urgently needs to earn more, buy or rent his own flat and the job needs to be in Belfast or Dublin because of his personal circumstances.

James's CV makes the most of his experience in his current role as a way of countering his relative youth and emphasizes the unusual breadth of his successes and innovations for one so young. For the same reason he has chosen Garamond, a somewhat sober typeface, to give an impression of maturity. He has given his driving licence status when normally you would omit this, but in his profession it is important and employers request it. Similarly, you always need to hesitate before including training courses in a CV but in James's case it is worthwhile as it shows his commitment to his own development and the choice of courses is interesting. An employer looking for someone professionally interested in leadership would also see that James has invested considerable amounts of time, and possibly his own money, in his personal development – for instance with his post-graduate diploma in management.

James has registered with several recruitment agencies specialising in sales roles and will also network vigorously, knowing that the most likely way a new job will come his way is through personal contact.

CV5: Teacher: Sarah James

Sarah is a successful modern languages teacher in her mid thirties and at a crossroads in her career. She likes nothing better than being in a classroom full of children and her outstanding record of exam results will speak for itself to any potential new employer. She is aiming for a head of faculty job. Her CV emphasises her gift for innovation as well as making it clear that she enthusiastically supports current educational initiatives which have the double aims of enhancing the school experience for every child and improving the academic record and reputation of the school.

Note that Sarah is safe in using the jargon of educational policies as this will be known to any likely reader (no interception by HR specialists) and shows she is fully familiar with all the buzz words.

She can flex this CV depending on the path she chooses. If she decides to enter the world of school management, aiming ultimately for a headship, she can recraft it to emphasize the more managerial aspects of what she currently does. If she decides to go for a role where hands-on teaching is what is needed, then this CV will be fine as it is. Not least, her ultimate decision will be affected by her domestic circumstances. For instance, she already has one baby and if she decides to have another, then she may opt for putting her career into neutral for the time being and continuing much as she is.

CV6: Contractor (a CV that breaks many of the 'rules'): Fletcher Thomas

Fletcher is an IT specialist who is making a lucrative career out of a niche in the banking world. After his first two jobs, he has never been employed on a staff basis, preferring to work as a long-term contractor. His CV breaks many of the general rules of CV writing. His first page is full of bullets, but this is acceptable when, in effect, he is presenting each contract as a specific set of tasks and achievements. The CV is full of technical jargon and acronyms, eg CRM (customer relations management), targeting strategy, dashboard, but this is safe in his case as the CV is aimed exclusively at people who will know exactly what they mean. In fact, the jargon works well for him as it shows his complete familiarity with the problems potential clients want to solve. If Fletcher ever decides to move out of this type of work he will need to do a severe revamping of the CV, but for now it is fine as it is.

CV7: Manager NHS: Jane Morgan

Although Jane's CV may look as if it is only suitable as a template for another NHS senior manager, in fact it could form the basis of any managerial job, with different evidence, of course, but the headings are the competencies needed for most managerial work.

Jane is the chief executive of a medium-sized NHS hospital and is looking specifically for a bigger hospital, probably a teaching Trust.

She is aware that her own hospital is a target for merger and wants to change jobs before this happens. Ideally she wants to stay in the hospital sector of the NHS or would consider a move to local government, central government or to the private health sector where her experience would serve her well. She has emphasised her leadership and managerial achievements. Her aim is to give the message to any potential employer that she is a fearless exponent of change with a strong track record of delivering on targets. Any job for which she applies will probably have headhunter involvement.

Jane has taken the calculated risk of extending her CV to three A4 pages to allow for a further emphasis on her skills, this time using the space to describe her management style – and in a more informal way than she has used on the first two pages, for instance using the first person. She could make a decision later to remove this, if she wished – or to use it in the covering letter. It will depend on the advice she gets from the headhunter in relation to any specific job.

CV8: IT expert to salaried job: Stepan Botev

Stepan is Bulgarian and is part of the trend that brings talented East Europeans to the UK. He has had a number of jobs with companies supplying IT services or working on helpdesks. His last job ended when the company went into administration. He has found self-employment bleak and lonely as he is not a natural self-promoter. He is now looking for a salaried job.

He knows that any British employer will wonder about his command of English, so he mentions the language study he did in Scotland. He is multilingual and this will be an advantage in any company trading with the former Soviet Union. Stepan has a British wife. Normally you do not need to mention your marital status but Stepan does so because he wishes to emphasize the stability of his current situation and for the same reason he mentions that he is applying for British citizenship as he is determined to make the UK his permanent home.

IT specialists frequently fail to mention their so-called ‘soft skills’ but in any customer-facing role this will be important. This is why Stepan mentions his abilities here, knowing that this will give him an edge over competitors.

CV9: Job hopper: Kayleigh Simeon

Kayleigh left school at 18 with unimpressive A level results. She was not interested in university but had no clear idea about what she wanted to do instead. As the only one of her friends without higher education qualifications she is seeing them overtake her in income and job satisfaction. The truth is that until recently she has been a somewhat unfocused job hopper, working to live rather than living to work, holding a series of low-paid jobs with little prospect of promotion.

Now at 29 with a partner and with a mortgage to feed, she has decided to get a grip on her career and to go full-out for a job selling cosmetics in a department store or working as the in-house therapist at a gym or spa as a prelude to specializing in skin care and make-up – and even, eventually, to running her own business.

Kayleigh's younger sister has a large 'port wine stain' facial birthmark and Kayleigh has been aware of how much this has affected her sister's life and confidence. This is what encouraged her to learn camouflage techniques as part of the portfolio of skills and experience she can now offer.

She scraped together the money for a part-time NVQ Beauty Therapy course at her local college and managed to talk her way into heavily subsidized places on two other relevant short courses. Showing that she has stuck at this at this will impress any future employer but she will still have to demonstrate that her job-hopping days are over.

Kayleigh has opted for a version of the skills-based CV, headed by an informally written profile and a statement of her career objective. In reality her CV is a list of the skills she has acquired on her Beauty Therapy course – and note that she has clustered the part-time and contract jobs together to minimize the reality of a rickety earlier career when she skated precariously from one short-term and unsatisfying low-paid job to another. She has not given details of her A level grades and hopes that any interviewer will not enquire too closely since two Es do not look good.

CV10: Young graduate delayed career: Elizabeth Westfield

In her parents' view, Elizabeth has 'dossed around' for far too long. They are more worried about her than she is about herself. She has recently returned home after two years of temp jobs, some of which time was spent travelling in France and Italy with a boyfriend, now discarded. After working with a coach (funded by her parents – they are desperate), Elizabeth has decided that she wants a career in the hospitality industry and also hopes to use her excellent language skills. The danger to a recruiter is that Elizabeth's career could be seen as unfocused and unambitious: Why has she been doing all these apparently low-level jobs for so long?

In writing up her CV, Elizabeth has chosen a softer version of the skills/competency-based CV, picking out the experience and skills acquired during her foreign travel and her temp work in the UK. Now a career that could seem too much like a little bit of this, little bit of that, seems to make sense. The language skills and food, wine and bar knowledge make a good case to a potential employer for appointing her to the first and inevitably somewhat junior managerial role that is within her reach.

Elizabeth has included her school exam results when normally you would omit them, but in her case it helps to round out the impression of a clever and active young person.

Note that she has included her objective as part of her profile. This can pay off when you are in Elizabeth's situation. Elizabeth is bound to be probed on the temporary nature of her employment during an interview, but she has prepared some strong answers, all based on the claim in her CV that her aim in breezing round Europe was to deepen her understanding of European culture. Elizabeth is likely to be applying for jobs where there are mass applicants. This is why she has placed her contact details in the top right corner so that they are more likely to catch the attention of a busy recruiter.

CV11: Postgraduate with little work experience: Matthew Freeman

This example of a one-page CV shows how powerful a carefully targeted approach can be, even when you are at the absolute

beginning of a career and without either a great deal of employment experience or brilliant A level results. Matthew has decided that he wants a City or consulting career and has stripped down his CV to the essentials that will catch the eye of a graduate recruiter in these fields, even in times when such jobs are scarce and competition fierce. His school results look mediocre (and he might do better to omit them in future CVs) but his degree from a first-rate university and his exposure to German language and culture suggest an international outlook. His MA in War Studies, again from an impressive university, and his dissertation on a challenging internationally relevant subject suggest a lively, analytical mind. His employment experience is extremely limited but he has given a flavour of his willingness to plunge into new worlds confidently and to get results. It is clear from his personal interests that he has devoted time to political and social concerns. He has used a classic typeface: Times New Roman. Note that he has omitted the humble 'McJobs' that it is likely he did during vacations. This is a risk but it has paid off here. The real-life CV on which this version is based quickly earned its writer innumerable offers of interviews for jobs with good salaries, and therefore the portal to a flourishing career in his chosen sector.

CV12: Mum returner: Ella D'Argenio

Ella is 33 and dropped out of higher education after only a year because she was pregnant with her first child. She has put the needs of her children first, so her employment history is thin. To all intents and purposes she has been a full-time mother. Not completing her degree also puts her at a disadvantage against other women of her age who have similar ambitions. Her younger child is now within sight of secondary education and Ella wants to find a job as a teaching assistant, with the eventual ambition of qualifying as a teacher. This will mean committing herself to a teacher-training programme, and to get a place she will boost her eventual application enormously if she has worked as an employed classroom assistant.

Ella's chances of getting this kind of job are improved considerably by her bold personal statement, where her commitment to young children shines out. Because she is so clear about her longer-term plans, she has stuck at her volunteer classroom assistant role, knowing that this will impress a head teacher – and also, of course, because she loves the work. Her Open University course is also a good match to her target career.

Since this is a CV that will be used for a teaching role, Ella's CV follows academic conventions and puts her qualifications on the first page. Note that normally it is not necessary to include GCSE and A level results, but since Ella does not have a degree, she has included them, especially since they are impressive. Normally you would also leave out all reference to having children but in Ella's case it is important to mention them. First, they explain why she never completed her degree. Second, it conveys that Ella enjoys her own children enough to want to spend time educating the children of others – and her track record entirely endorses this impression.

CV13: Uniformed service to civilian life: Colonel Peter Saxton

This is a version of the one-page CV. Peter is a senior officer who could continue his army service for a few more years if he wishes, but at 50 he has decided he would like to make a move sooner. People in the uniformed services with long-service careers are in demand in civilian life as long as they can demonstrate their transferable skills. The normal way to do this is through the skills-based CV and to take up to two pages to do it. Peter has decided not to follow this route. He has had a remarkably illustrious military career and has specialist skills in security and bomb disposal. This is the civilian sector he wishes to enter. By simply stating his distinguished service record and emphasizing this element in his experience, he is allowing it to speak for itself.

If he finds his planned career path more difficult than he supposes, he has other more conventional CVs up his sleeve which emphasize the transferability of his skills – for instance in leadership, training, coaching and strategic thinking.

CV14: Performer: Caron Anson

Unlike the other CVs in this book, this one is the actual CV of the person concerned, presented here with his full permission.

When you are in any kind of performer or creative role and sell your services on a freelance basis, this may be the most useful type of CV, but check with the likely recipient first about what they expect. Caron works as an actor and can flex this CV according to whether

the potential buyer is considering him for corporate work or for traditional acting (stage, TV, films). In this example he would be pitching for work as part of a team offering role play and coaching to a corporate buyer. This is work where the actor quickly takes a brief from a participant and simulates a colleague with whom the participant might be having difficulty. The participant plays themselves, the actor plays the 'difficult' person and then offers exquisitely accurate and helpful feedback. The work needs both acting and coaching ability and this is what Caron stresses in his CV. Note that he mentions an impressive list of previous corporate clients and also his Indian descent, knowing that obvious diversity (in this case, culture and skin colour) could be a recommendation. Since the target reader is a business person, Caron also mentions his earlier, non-acting career where his business experience could be a valuable recommendation. Rightly, he has not given any details of dates or actual jobs because the employer is unlikely to be interested. One page is always enough for this type of CV.

This is the only kind of CV where a photograph is not only appropriate but necessary. Backing the CV up with a personal website is also a useful touch as it allows any reader to check the candidate out more thoroughly and for the CV writer to offer more information in a way that is easily accessible.

Sheena Howerd-Leggett, FIA
Tyrone House, Old Broadway, Manchester M20
09876 7756432 email S.Howerd.Leggett@aol.com

Profile

Confident, outgoing and ambitious consulting actuary with strong communication and consulting skills and 11 years' experience in pensions and liability management. A long-term thinker with a flair for creativity and innovation.

Career history

September 2006 to date

Fine & Silkins Ltd, Manchester, *Corporate pensions consulting actuary*

Leading a client portfolio of six companies with pension schemes varying from under £100m to over £10bn.

Long-term thinking: advise clients on 20–30-year implications of their current pension dilemmas, working closely with CEOs and CFOs of FTSE organizations and their boards.

Managing down pension costs: have worked closely with clients on pension benefits, reducing costs by 10–20%, reflected in eventual P&L results; advised on methods of avoiding increases, keeping costs steady for two client organizations despite volatility of the last two years.

Restructuring investments: advised clients successfully on improved approaches to match assets to liabilities.

Benefit reviews: developed innumerable creative approaches to client schemes which have enabled them to redesign pension schemes where, for example, inflation-proof pensions have been exchanged for higher initial payments.

Consulting skills: create close, mutually trustful relationships with clients, enabling both challenge and support to be part of the way we work together.

Multinational working: developed approaches to help clients ameliorate and understand differences made by pension traditions and legislation in different countries.

Communication: have developed effective ways of demystifying complex data to clients, explaining in simple terms without losing the integrity of the ideas. Have also worked with client communication specialists in one organization, developing strategies for anticipating and overcoming member resistance to changes in pension schemes, for instance designing a series of workshops delivered across UK and Europe.

Business development: worked closely with sales team to provide input to proposals for prospective clients; headed up the technical aspects of the presentation, resulting in winning business from two substantial new clients.

Thought leadership: lead the UK group of liability management specialists, calling regular meetings to brainstorm new approaches, tools and techniques. Group has developed many successful ideas which have been converted into standard practice across the firm.

Coaching and mentoring: act as formal mentor to 3 actuarial students; informally offer mentoring to colleagues across the UK branches.

Conference speaking: regular contributor to national and international conferences on liability management topics.

2004–2006

Consultant

Worked as a consulting actuary supporting principals on delivery of work; developed specialism in liability management issues during this time.

1999–2004

Actuarial student

Worked in the pensions consulting department working on both company and trustee work. Carried out the usual mix of student work: calculations, accounting and valuations.

Education and qualifications

Institute of Actuaries: FIA 2003

1996 to 1999: University of Warwick; BSc (Hons) Mathematics 2:1

Interests

Squash, tennis, skiing, fell walking, Italian cooking.

Patrick MacMahon

23b Regency Crescent

Cityname

Postcode

0127 901333 (H) 07976 241 552 patrickmacm104@blueyonder.co.uk

Driven and passionate artistic director, entrepreneur and drama specialist of 20 years' successful experience with demonstrably extensive knowledge of the arts in Britain and internationally. Strategic thinker with strong record of innovation and commercial success. Experienced leader of creative teams.

Career history*2005 – current**Artistic Director, Performing Arts Centre, < name of city >*

Artistic and commercial flair. Initiated and led x years of artistic and commercial success in this major arts centre. Increased income streams by 60% through planned programmes of emphasis on new trends. Increased grant income by 30% in highly competitive environment while simultaneously increasing self-supporting commercially successful activities.

Team leadership. Inherited demoralized team. Rebuilt it through careful selection process, developing the current talented team of 6 specialists in dance, theatre, music and cinema through involvement, delegating budgets and responsibility.

Partnership working. Built mutually beneficial partnerships with Arts Council, theatre and music schools, local government, other performance centres in region.

Commissioning. Commissioned major dance festival (October–November) 2007, repeated 2008 to showcase modern British, European and US dance, drawing sell-out performances from leading artists like Michael Clark and Siobhan Davies plus popular successes such as Rambert and Nederlands Dans Theater. Created International Theatre Season with visiting companies from all over world, resulting in extensive press coverage and 85% capacity audiences throughout.

Commissioned New Music Festival 3 years running featuring young composers. Ran successful piano competition for under-15s; brought English Touring Opera, London Sinfonietta and many other orchestras to the Centre.

Property. Led redevelopment of Arts Centre complex, working closely with architect, project manager and builders, managing budget of £xm; project delivered on schedule and to budget in 2009. Design won RIBA award 2010.

Education. Initiated an innovative education programme for young people and adults, with regular workshops linked to current performances.

Community. Established Community Link, including an Elders Dance programme which now has waiting list of 50.

1999 – 2005, Viva Arts Centre, London
Theatre Projects Director

Successfully delivered and initiated series of festivals including classics, children's theatre, international specials such as Czech, Russian and US.

Established theatre education programme, building on predecessor's work.

Successfully established artistic residencies.

Diversification: extended Viva's theatre policy to embrace broader areas of contemporary scene in street theatre, improvisation, urban roots, founding and running the popular Love-All Festival.

1993 – 1999

Freelance radio director-producer, writer

Worked extensively for BBC and corporate communications companies as freelance, specializing in contemporary drama. BBC commissioned 5 plays as author during this time. Developed own company, DramaWorks, working closely with distinguished associates and actors, producing range of output for BBC Radio Drama.

Sony Award 1997 for Best Contemporary Drama.

1990 – 1993

BBC Radio, drama producer, Manchester and London

Three years of broadly-based production experience working on the full range of BBC drama, from Shakespeare, adaptations of several Dickens novels, to modern classics such as *Waiting for Godot*.

Won Sony Award for Best Classical Drama for *Macbeth*, 1992.

1984 – 1990

Variety of part-time jobs to support educational fees.

These included freelance ASM, working as extra, bar work.

Qualifications

- | | |
|------|---|
| 1990 | MA in Performing Arts, University of Colorado, USA, Masters dissertation on British Theatre 1950–1960 |
| 1987 | RADA Graduate Certificate in Theatre Directing |
| 1986 | University of Bristol, 2.1 Honours Drama and English |

Other information

Council Member Arts Council England, London from 2009

International Arts Advisor, French Government panel, 2004–6

Author of Modern British Theatre: A Handbook, Routledge, 2000

Leisure interests: all forms of the performing arts, singing bass in Crouch End Chorus, amateur orchestral conducting.

Gwynne Martin
 123 Station Rd, Reedham, Norfolk NR13 8BR
 H: 01493 609123 M: 07862 451883 E: gwynm222@zoom.com

Summary of skills and attainments

- *High-level consulting skills:* 5 years as a management consultant depended for success on having the skill to think strategically, create trust with clients, advise on implementation. Clients included Lloyds TSB; Mayor of London's Private Office; Department of Culture, Media and Sport, House of Fraser.
- *Organization development:* lead role for organizational development in current job; successfully working as an internal consultant to the Authority – establishing this role as essential and valid in face of initial scepticism from colleagues and rapid change in the current climate of cuts.
- *Managing change and innovation:* devised and introduced new performance management system, including designing and running workshops for anyone carrying out performance reviews; system now used by 95% of managerial staff.
- *Strategy:* devised, then implemented HR strategy for Authority including issues such as retention, succession planning, recruitment and reward. This involved detailed attention to competitive environment, reliable knowledge of the climate among staff.
- *Communication:* frequent and confident giver of presentations at public meetings and smaller meetings including at board level, with positive feedback.
- *Coaching:* hold ILM Diploma (postgraduate level). Offer executive coaching to middle and senior managers in current organization, plus several private clients.
- *Building partnerships:* essence of current job is building collaborative relationships with colleagues inside and outside Authority. Successfully set up Public Health Network with GPs; set up half-yearly conferences on OD with neighbouring Authorities.
- *Team leadership:* led a team of HR specialists, turning them from demoralized group into a high-performing team through process of participative management, and attention to process as well as to task.
- *Team membership:* have consistently played key roles in the all the teams of which I have been a member.
- *Client awareness:* my team provides a service to the rest of the Authority. Customer awareness is key to success. Set up series of measures to ensure that this is the case, including annual telephone survey carried out by external agency. Results show year-on-year improvement of 20%.
- *Facilitation:* excellent facilitation skills are fundamental to current role. Have successfully facilitated every type of meeting, large and small, including many awaydays with GPs, board members, professionals from Trusts.
- *Re-engineering:* responsible for redesign of Authority's office support services, simplifying and streamlining department, resulting in dramatic improvement in service quality; relocating staff and reducing the costs of the whole operation by 20%.

Employment history**Assistant Director of Development, West Norfolk District Council
2008–present**

Lead responsibility for organisational development and HR.

Lead responsibility for liaison with local NHS providers.

Lead responsibility for winter pressures planning, including the coordination of emergency services; commended by government as an example of good practice.

Contract and budget negotiation with GPs and Trusts.

Working with clinicians, Social Services and GPs to develop alternatives to acute care for older people, with acceptance of shifts of investment from hospital to intermediate and primary care.

Senior Management Consultant, Hebden Associates, London, 2003–2008

Worked with this well-regarded health care specialist practice as senior consultant where accountabilities included:

- Reaching stretching targets for self-generated work with healthcare clients

- Creating innovative approaches to organizational problems with range of household-name clients

- Delivering training workshops; facilitating events for senior clients.

Director of Marketing, SW Essex Provider Unit, 2002–2003

OD role to merge the structures and systems of an acute and community provider unit.

Business planning and contract negotiation in preparation for the 1991 reforms.

Unit General Manager SE Norfolk Community Unit 1999–2002

District-wide lead for quality initiative, using TQM techniques.

Development of learning disability services jointly with Social Services.

Assistant General Manager, Thetford General Hospital, 1996–1999

Development of bed management and waiting time policies to manage conflicting demands of emergency and elective admissions.

Qualifications

BA Hons French, 2.1: Manchester University < date >

MBA: Warwick University < date >

Member Institute of Personnel and Development: < date >

Diploma in Coaching: ILM 2010

Interests

Acting in village drama group; volunteer mentor for local literacy scheme; reading (biographies and fiction); antique restoration; textile crafts.

Personal circumstances

Able to relocate anywhere in the UK or EU.

James S. Smith

582 Lisburn Park Rd
Belfast
BT15 8QQ

Telephone 02890 89 5162 Email JamesSSmith5.belfast.home@bluesky.com

A confident senior sales negotiator with 6 years' enjoyable and productive experience in estate agency. Outstanding sales success, consistently delivering above targets, popular with vendors, purchasers and colleagues; committed to improving the image of the profession – selling property in a way which meets needs of both buyer and seller and acting with integrity at all times. Developer of innovative and successful web-based approaches to marketing and client management. NLP Master Practitioner. Now looking for a role as sales manager in Belfast or Dublin to sell commercial or residential property and to lead a team hungry for results.

Achievements and career**Senior Negotiator, Emerson Property, Belfast, 2008 – present**

Handling all aspects of residential property sales; managing own client list; dealing with enquiries; liaising with solicitors and mortgage brokers.

Won company award as Sales Negotiator of the Year, 2010. Exceeded monthly targets every month in 2011 and increased sales revenue by 20%.

Developed successful new strategy for advertising campaign in local press and web which resulted in doubling number of initial enquiries. Website traffic tripled after making business case for and then implementing improved picture quality, more interesting copy and introducing video.

Developed improved software to track sales and trigger automatic follow-ups to investigate delays.

Coached vendors in: radical ways to improve first impressions of their property; how to price realistically in a downturned market.

Created strong relationships with network of lawyers, surveyors, valuers and mortgage brokers to reduce sales cycle time from offer to contract and completion.

Initiated method of analysing and then acting on client segmentation and profiles to guide marketing policy.

Inducted and trained junior staff.

Managed budgets and forecasting, deputizing for boss.

Gave presentations to colleagues at other branches, briefing them on our methods.

Stood in for manager when he was off sick for a 6-month period. Handled staff appraisals, dealt with motivating and rebuilding a team demoralized by exceptionally difficult trading conditions.

Sales negotiator, TQZ Property, 12 Claremont St, London W1 2006–2008

Handled all aspects of property selling, specializing in commercial property. Achieved all sales targets. Learnt to work under pressure at this premier agency. Made initial visits to properties, drew up paperwork and wrote advertisements. Conducted initial presentation of property to potential buyers and followed up offers; carried through negotiations.

Earlier career

Trainee sales negotiator, Foxtons, Kensington, London 2005–2006

Sales assistant, House of Fraser, Menswear Department, Oxford St, London 2004–2005

Variety of temporary jobs including McDonald's, bar and restaurant work 2003–2004

Travelling in Australia, Singapore and New Zealand 2002–2003

Qualifications

University of Ulster; BSc Business 2.2; 2002

Postgraduate Diploma in Management Studies; London Metropolitan University, 2008

NLP Master Practitioner; NLP Academy 2009; trained with John Grinder, one of the founders of NLP

Professional development

Have attended innumerable courses including:

- Excellence in selling

- Managing difficult clients

- Mediating in disputes (one-term evening course)

- Business development

- Legal aspects of estate agency (modular course over a year)

- Finance for non-financial managers

Driving licence

Full, clean licence

Personal

Triathlete; playing rugby; qualified rugby coach and referee; travelling to far-flung places.

Sarah James
15 Grant Avenue, Peterborough, PE1 6TA
Phone 01733 580234 email Sarah_Jane_James@percent.com

PROFILE

French and German teacher with 10 years' hands-on classroom experience backed by two years in the commercial world. An innovator skilled in the use of interactive, creative approaches to classroom practice and to supporting the Social and Environmental Aspects of Learning (SEAL) agenda. Outstanding results, with 80% of students achieving A*–C grades at GCSE. Keenly aware of the need to keep improving results and to support the 'Every Child Matters' philosophy.

PROFESSIONAL EXPERIENCE

September 2006 – present **Deputy Head, Language Faculty, Six Meadow Academy, Peterborough, teaching French and German**

Performance improvement: have consistently raised standards of results at Key Stages 3 and 4 with year-on-year improvements. 80% A*–C at GCSE in German, 75% in French, both above average for school and 25% above national average and exceeding Target Minimum Grades for 90% of students.

Classroom practice: introduced innovative methods to reward good work (e.g. interactive whiteboard); developed creative ways to involve students in technology – e.g. exposing them to actual French and German websites with quizzes; producing leaflets for French and German partner schools.

Afl tasks: piloted school use of these 'open' assessments for students with peer and self-assessment.

Social and Environmental Aspects of Learning: designed and ran innovative workshops for Year 7 students, repeated for Year 8 on the emotional aspects of learning, including anger management. Asked to train other teachers in neighbouring schools and ran 6 training workshops 2010–11.

Classroom management: fully supportive of school policy. Member of policy group monitoring how policy works out in practice. Informal mentoring of colleagues who are struggling.

Launched new Exchange Schemes: with partner schools in France and Germany, running parent–student evenings to reassure and encourage participation. Participation has increased year on year by 10%.

Mentoring: acted as mentor to 3 newly qualified teachers after training at UEA.

Parent involvement: pioneered scheme to send regular emails to parents celebrating their child's progress or raising questions about difficulties at an early stage. Introduced regular 'round robin' half-term newsletters by email.

July 2001–2006

French and German Teacher and Form Tutor Paston Community College, Rutland

This position involved teaching both languages at Key Stages 3 and 4 and to all levels of ability, delivering the Citizenship and PSHE Curriculum to Years 7, 8 and 9 form groups. Other responsibilities included the German curriculum and developing links with primary feeder schools, by running a lunchtime French club for Year 6 pupils.

Sept 1998–Sept 2000

Various positions in London-based companies

Worked for L'Oréal as French-speaking secretary; Data Monitor as German-speaking admin assistant; Smith & Eldon (Solicitors) as Personal Injury Assistant.

Sept 1996–August 1997

Six-month work placements in France and Germany

Translator and Administrative Assistant at Tréfimétaux S.A., Paris. Position entailed translating documents from the marketing, legal, accounts and technical departments, and tutoring colleagues in English grammar and conversational skills.

Translation Assistant at Volkswagen A.G., Wolfsburg, Germany. Role involved translation of marketing and public relations documents.

EDUCATION AND QUALIFICATIONS

2000–2001

Institute of Education, London

Postgraduate Certificate in Education
11–18 French and German
Classification: Pass

July 1998

The Bell School, Norwich

Certificate of English Language Teaching to Adults
Cambridge/RSA CELTA
Classification: Pass B

1994–1998

University of East Anglia, Norwich

BA (Hons) English and Comparative Literature with
French and German Language (third year spent working
abroad)
Classification: 2:1

FURTHER SKILLS

Comfortable with the Microsoft Office suite, including packages such as Word, Excel and PowerPoint, as well as various e-mail applications and internet browsers including Google Chrome, Mozilla Firefox and Internet Explorer.

PERSONAL INTERESTS

Ballet, both as participant and audience member, opera, Latin dance, yoga, swimming, travelling in France and Germany, experimenting with international cuisine. Currently trying to master knitting.

REFEREES**Professional referee**

Name and details

Academic referee

Name and details

Fletcher Thomas Consulting

53 Arlson Rd, London N13 6DG

Mob: 07751 842022 Email: fletcher_thomas_consulting@zeus.co.uk

EMPLOYMENT

Jan 2010 – **Prima Banking Group**

Present Data Analyst (contract)

- Data analysis to resolve strategic problems and questions associated with personal current accounts
- Developing a customer–product characterization process as a means of monitoring the numbers of customers moving between products and into and out of the bank to assess against the group KPIs
- Running segmentation reports to gain insight into customer base

Oct 2009 – **DataDirect**

Jan 2010 Senior Manager – Data Analytics (contract)

- Liaising directly with client to advise on customer management strategy and establish KPIs for loyalty scheme
- Led project to extract client's CRM data, importing data and creating DataDirect database. Analysing data to assess success of client's loyalty scheme, making recommendations
- Researching success of existing stimulation campaigns and advising on improvements
- Writing technical specifications for CRM management plus and statistical modelling tools
- Advising on database architecture, data governance and system development

Mar 2009 – **Skype**

Aug 2009 Insight Analyst (contract)

- Delivery of analysis for XX business unit as part of the three-year strategy programme
- Developing SQL-based tools for the product team to run risk analysis on clients, providing support when required
- Building and collating a data warehouse for customer lifetime value project; advise on strategy based on the findings
- Providing SQL training for colleagues

- Oct 2008 – **ONLine retail plc**
Jan 2009 Insight Analyst (contract)
- Running post-campaign analysis to gauge the success of customer stimulation programmes and predicting future campaign results, recommending future targeting strategy
 - Producing internal reports and dashboards for the finance function for driving the business and training key stakeholders in their use
 - Supporting customer research with survey programmes
 - Acting as an internal consultant on pricing and PR problems

- May 2008 – **Bank of XX, Wealth**
Oct 2008 Insight Analyst (contract)
- Leading product rationalization and customer migration project; followed by monitoring and ROI analysis
 - Analysing customer segmentations, refining and testing customer selection characteristics; supplying feedback to key stakeholders to develop campaign strategies

- Dec 2003 – **Finance Plus, Cardiff, Process Engineer**
Sept 2005

- Apr 2002 – **BZW Systems Ltd, Nottingham**
Nov 2003 Process Engineer and Production Cell Manager

EDUCATION

- 1998–2001 **University of Durham**
MEng in Mechanical Engineering with Process Systems 2:1

SKILLS

Data query languages: SQL, PL/SQL, SAS
 Database platforms: Oracle (up to 9i), Teradata, SQL Server, MySQL
 Microsoft Applications: Word, Excel, PowerPoint, Microsoft Access, Visual Studio
 Data reporting tools: SAS Enterprise Guide, SAP Business Objects
 Data query tools: SQL Navigator, Toad, MySQL Server Assistant, Teradata SQL Assistant
 Modelling tools: KXEN

Presentation skills to senior managers including board members
 Training: experienced in teaching software applications to non-IT colleagues
 Influencing and persuading: experienced in using range of techniques and approaches to influence peers and seniors
 Leadership: experienced team leader; able to motivate and enthuse colleagues
 Strategic thinking: analysis of complex data and ability to present it in commercially astute ways

INTERESTS

Competitive cycling, the wines of South West France, supporting Arsenal

Jane Morgan
46 St Augustine Rd
Kingston on Thames
KT4 9QT

M: 07863 996543 E: JMorgan5.home@orange.co.uk

Employment History

2006–present

Chief Executive, Beckford and Wallington NHS Foundation Trust

Achievements

- *Managing change:* Led difficult merger between previous two hospitals. Strategy concentrated on creating a patient-led culture. Staff morale is high with year-on-year improvements in staff survey; sickness absence reduced from 10% to 5%.
- *Financial management:* Commissioned new information systems for tight cost control, now on target for a zero deficit and have managed within budget for last two years. Reduced overhead costs by 30% by rationalizing property portfolio. Reduced operating costs by 25% by initiating process reviews mapping patient pathway.
- *Strategic leadership:* Developed new strategy, clarifying what services we are in (and not in); e.g. that we are in rheumatology, orthopaedics and cancer services; diminishing importance given to elderly services because they will be developed by the XX Trust [a neighbouring hospital].
- *Quality assurance:* Led the process of tougher clinical governance in the Trust with full involvement of clinical staff. Excellent reports from Care Quality Commission.
- *Team leadership:* Have created strong, flexible team capable of responding swiftly to both strategic and operational issues. Have retained the services of a talented group in face of competition from elsewhere.
- *Collaborative working:* generated strong relationships with local authorities plus most of leading voluntary agencies. For past two years Trust has coped well with winter pressures – no ‘patients on trolleys’ stories in the local press and a confident approach from staff, thanks to increased cooperation with GPs and community nursing services.
- *Results focus:* We are on target to reduce our lists to below the national average.
- *Operational management:* Developed constructive ways to manage the interface between huge orthopaedic workload and the need to admit emergencies in winter.
- *Patient experience:* Commissioned clinician-led review of all acute services, streamlining and shortening distressing delays. Most recent Patient Satisfaction Survey shows 85% of patients believe they received ‘outstanding’ or ‘very good’ care.

2000–2006**Director of Operations, Dereham NHS trust**

Dereham is an acute hospital with 450 beds. It is the major accident and emergency trauma centre for North West Norfolk, a Calman Cancer Centre and also has neurology, paediatric, maternity and obstetric services.

Achievements

- Improved waiting times, average 16 weeks, bringing them to one of lowest in UK.
- Introduced tight financial management resulting in low running costs and the reduction of deficit to zero.
- Led major, innovative capital developments achieved within normal NHS guidelines – e.g. patient dining rooms, ensuite rooms, an ambience of dignity and respect for patients.
- Achieved collaborative working with sister Trust, the N and N in Norwich, avoiding pointless competitiveness.
- Created a model Calman–Hine Cancer Centre featuring hospice and patient information centre.
- Developed new risk management system.
- Led the achievement of Investors in People accreditation.
- Secured voluntary donations of £3m, enabling us to establish field-leading endoscopy and diabetes day units and pioneering outpatient facilities.

Earlier career

1995–2000

Unit General Manager, City and East Norfolk Health Authority

1984–86

Unit General Manager, Bloomsbury Health Authority

1993–1995

Team Leader, Surrey County Council Social Services

1990–1993

Children and Families Social Worker

Skills and qualities

Strategic thinking: My track record demonstrates that I have had to use high-quality strategic thinking, especially in my last two posts. I am a creative thinker with an eye to the longer-term future. I believe in living with ambiguity and in using a *both/and* approach rather than the limitations of *either/or*.

Personal resilience: I am a hard and conscientious worker who still regards her personal life as important. My approach is to tackle what is important rather than what is urgent. This includes a proper balance between my work and private lives, which protects me from stress.

Leadership: My approach is to involve, to challenge and to support, not just with my immediate team but with as many people in the whole organization as possible. I have successfully developed a number of innovative ways of doing this.

Developing and coaching: My aim is always to develop and coach through feedback, challenge and support rather than to command and control. The result is empowered teams who get on with their own jobs rather than asking me to do theirs. At the same time, I demand – and get – high standards, relying on this rather than expecting any formal performance management system to achieve it for me.

Financial management: I am keenly interested in financial results, am numerate and interested in robust financial models which help get the most out of limited resources.

Quality: Clinical and other kinds of audit are critical to the success of a modern NHS. The only way to do this satisfactorily is to involve the clinicians in genuine leadership and management. This is a hard task, but I have now achieved it in two Trusts.

Influencing: I rely on personal power, not position power, to achieve what I believe needs to be done. My approach is collaborative and the excellent relationships I have achieved with other NHS and local authority chief executives are proof of this.

Interests

Walking in the Lake District; Latin American dance; running; 20th-century history; reading and writing poetry.

Qualifications

MBA: Cranfield Institute of Technology, 2000

CQSW: 1988

BA, Hons: University of Bristol, History, 2.1, 1986

Stepan Botev

16 Kings Cross Rd

London

E15 6TF

07757 689 724 stepan@ITserve.com

Objective: to contribute first-class IT technical skills in a customer service company in the London or Greater London area.

Profile: a highly qualified IT professional with 7 years' experience in customer-facing IT. Enjoys problem solving; friendly, persistent. Can teach customers how to use software. Up to date in website development and maintenance. Hard-working, flexible; fluent in English, Russian and Bulgarian.

Employment history

Feb 2009 – present: self-employed

IT engineer working on PC maintenance and repair for range of East London small business and individual customers, solving hardware and software problems.

Jan 2005 – Feb 2009: Pentagonal IT Ltd – engineer

Created custom-built computers for home and small business customers.

Built specialist servers.

Networking support for home and commercial customers, wired and wireless.

Repaired and replaced laptop hardware.

Installed CCTV systems.

Dealt with PDAs, IPAQs, Palm OS.

Dec 2003 – Jan 2005: Technical support analyst, Computer Technologies Ltd, Edinburgh

Restructured and maintained company's website.

Configured, rolling out and troubleshooting desktop and server systems.

Transferred complex data between servers in multiple-domain controllers network.

Successfully relocated company's IT infrastructure to new premises with minimum downtime.

Solved technical problems for users re networking, servers, hard drives, wireless points, back-up, etc.

2004 – 2005: Software developer, Technocomp Sofia

C# programming languages; developed MS SQL and MySQL databases for small business clients.

Technical skills – troubleshooting and maintenance for:

Windows: 2000/XP/Server2003

Active Directory 2003

MS Office: all applications

Exchange Server 2003

VMware: workstation/server

Networking: TCP/IP, IPX/SPX, NetBIOS

Linux: RHEL-4, Ubuntu 6, 7, 8

Data back-up and recovery.

Customer-handling skills:

Pleasant, polite manner with customers.

Keep customers informed of unavoidable delays in servicing their equipment.

Patience; able to deal successfully with anxious or angry customers.

Able to teach customers more effective use of their software.

Qualifications

2006 NCC International Advanced Diploma in Computer Studies, London Computer College, Holborn

2003 NCC International Diploma in Computer Studies, BMC College, Edinburgh

2004 Technical University of Sofia. Honours Degree in Business Studies and Computing, 1st class

Additional information

Undertook intensive English course while in Edinburgh. Speak fluent English, Bulgarian and Russian, reasonable French. Private interests include repairing antique watches, playing and watching football, French 'noir' films.

Married. Currently applying for UK citizenship.

Kayleigh Simeon
25 Middleton St, Exeter, EX16 8NU
07796 573433 email Kayleighsi@googlemail.com

Qualified Beauty Therapist, distinction in all modules at NVQ Level 2, special interests in colour and style in clothing and make-up and also in depilation of all sorts. Committed to the difference that wonderful make-up and hair can make to appearance and confidence. Conscientious, friendly and highly client focused, excellent selling skills. Now seeks full-time employment in a cosmetics department or health spa.

Skills and qualities

- High standard of personal presentation: immaculate appearance, up to date without being over-trendy, discreet make-up, good haircut.
- Commitment to client service: fully support that the client comes first and that they can feel exposed and vulnerable when receiving treatments.
- Selling skills: able to offer clients/customers additional products and services appropriate to their needs without over-persuading. Have acquired many repeat clients in my most recent job.
- Discretion: special skills in intimate waxing; able to deal with potentially embarrassing conditions sympathetically and professionally; able to use hot (hard) wax safely and effectively with excellent results.
- Pigmentation disorders: completed BeautyFirst course in pigmentation disorders including 'camouflage' treatments for severe conditions. Have worked as volunteer for local branch of Changing Faces, charity devoted to the needs of people with severe facial disfigurements.
- Advanced eyelash extension skills.
- Manicure and pedicure skills.
- Wedding and other special occasions make-up; have now created make-up for 8 brides and their mothers/bridesmaids.
- Trained by Foreman-Stanton in colour and style analysis, so able to advise clients on colours and styles that suit them along with the right styles and colours of make-up.

Career history

2010–present

Freelance beauty therapist, working on contract at Gayles' Spa, Esporta and Fitness Express Gym and with my own clients.

2009–10

Studying for my NVQ; supported self with variety of freelance and casual work including beauty therapy, Royal Mail, shop assistant at Freeman's, delivering pamphlets, bar work.

2008–9

Receptionist, Frizzell's Printing: carried out all reception duties, e.g. welcomed and looked after visitors, managed security arrangements, made tea and coffee, took messages, kept reception area immaculate, arranged flowers and managed switchboard, often under time pressure; being organized and friendly at all times was key to success in the role.

2007–8

Salon assistant, Grant Samson. Assisted with hair-washing; kept salon clean and tidy; learnt hair colour techniques, manicure and facial skills under supervision of experienced stylist and beauty therapist.

2005–6

Shop assistant, River Island.

2000–5

Self-employed. Variety of short-term contracts, freelance work, temping including office assistant, filing clerk, selling franchised perfume, dancer, mini-cabbing.

Education

2010 Exeter College: Beauty Therapy NVQ Level 2, distinctions

2008 Foreman-Stanton: Colour and Style course

2011 BeautyFirst: Pigmentation Disorders course

2000 Grebe School: A levels in Geography and Media Studies; GCSEs in English, Maths, Geography, History, Science

Personal interests

All aspects of fashion and style; travelling with friends; garage music, dancing.

Page 1 of 2

Elizabeth Westfield
50 Park Drive Rd
Brighton
BN4 2EH

Mobile 07467 476552 elizabeth@westfield.yahoo.co.uk

Profile and objective

Energetic graduate with excellent people and customer skills, calm in a crisis, fluent French, conversational Italian; food, wine and service skills; 3 years of diverse experience. Now seeks first managerial role in the hospitality industry, UK or Europe.

Accomplishments

Ran Frog & Rosbif (English pub) in central Montpellier, France, for 4 months, deputizing for owner on shift basis, dealing with ordering, cashing up, serving, managing bar and kitchen on nightly basis. Turnover increased by 10% during this time.

Customer skills: dealt confidently, courteously and quickly with difficult customers, French and British, sorting out conflicts before they turned into embarrassments or fights.

Acted as unofficial advisor and interpreter on all things French to British tourists.

Led emergency evacuation of staff and customers when life-threatening fire broke out in pub kitchen, maintaining calm with customers and staff, dealing efficiently with aftermath of fire; finding builders, managing refurbishment and insurance claim, getting pub back to normal within 5 days.

Food service: prepared simple bar meals single-handedly and under pressure in several temp positions since returning to UK. Acquired commis chef skills at Cuisine Extra in Brighton, working to Alison Patterson (chef). Silver service skills acquired at Hotel Imperial, Hove.

Self-funded a period in France and Italy through temporary work in Paris, Lyons, Marseilles and Milan, broadening knowledge of French and Italian language, culture, food and wine.

Wide experience of sharp end of hospitality industry through work in bars, housekeeping departments, reception in hotels and bars in Scotland, London, Italy and France.

High standards of accurate, fluent written and spoken French.

Fluent conversational Italian.

Good organizer, following through on projects. Able to handle detail of many activities at once without flapping.

Well informed about food and a good amateur cook.

Job history

Bellings Recruitment (catering/hospitality): temporary positions in London and Brighton	July 2010–present
Office Assistant, Parkers Packing Ltd	Jan–July 2010
Telesales, Media Direct, Southampton	May 2009–Jan 2010
Travelling in France and Italy: worked in hotels and bars to fund trip	July 2008–May 2009

Work experience as student: jobs as care assistant in residential home. Office assistant, Burger King, waitressing.

Qualifications

BA, French, 2.1	Middlesex University	2008
A levels: French, English, Italian, all A grades	Islington Sixth Form College	2005
9 GCSEs at Grades A, A* (French) and B	Camden School for Girls	2003

Undertook evening course in wine appreciation at Brighton Civic College September–December 2010 to improve my knowledge of fine wine.

Personal interests

Cooking Mediterranean-style food, entertaining friends, French and Italian wine, drawing and painting, European films, backpack travel.

Matthew Freeman
26 St Andrews Rd
Leatherhead, KT52 6TM
Matthewfreeman88@yahoo.co.uk (+44) 07865 623451

Bright, presentable International Relations postgraduate with fluent German, good knowledge of emerging markets, with banking and marketing experience.

EMPLOYMENT

Private Banking

July 2009 NatWest Private Banking, Bristol

Internship involved working for a variety of private bankers, learning about the role of Relationship Managers and sales executives. Developed teamwork and leadership skills as part of the winning group in a competition involving a presentation to NatWest executives as a pitch to win funds for a charity.

Public Relations and Advertising

Winter 2009–2010 PCMB Advertising, London

As an Account Executive worked on variety of accounts including Midland Trains and FastGov, developing copywriting, account management and client relationship skills. Acted as liaison between creative team, client and senior management.

Summer 2008 Singleton Public Relations, London

Developed interpersonal and negotiation skills as Account Executive. Had daily contact with clients, pitching to journalists, writing press releases, liaising with media, managing databases and organising press conferences. Predominantly worked on the London Olympics Account and also for clients such as Mitre & McGovern plc.

EDUCATION***2010–2011 Kings College London, War Studies Department, MA International Relations: Merit***

Research interests: South Asian security; interplay of social, economic, political and cultural factors; how this impacts on the West.

Dissertation: India's relations with the USA, US foreign policies in India – success and failure – nature of India's ambitions in the world and the economic and security implications which result.

2005–2008 University College, London. BA German and History, 2.1

Spent third year working as teaching assistant in German school.

Dissertation: Macro-economics and the German economy 2000–2005.

2000–2005 Smithson School, London. A levels: A, B, B; GCSEs: 2 As, 4 Bs and 3 Cs

OTHER SKILLS

German language fluency, Level 9 International Certificate. Studying for Investment Management Certificate. Excellent computer skills in Word, Excel, PowerPoint.

INTERESTS

Charity work: volunteer for Future Hope, teaching English to street children in Kolkata.

Politics: volunteered to work for local Conservative candidate in run-up to 2010 election.

Team sports: captained school and college tennis 1st teams.

Other interests: travel photography, club squash player, sprinting, competitive cycling, skiing.

Ella D'Argenio

Email: elladargenio@yahoo.co.uk

Garden Flat, 52, Elia Rd, London N2 5HF 07653 592560

PERSONAL STATEMENT

Working with children is at the heart of what I enjoy most in life. I have a good working knowledge of how children learn and develop, and a range of strategies I can deploy to help them achieve their learning and developmental goals. I can work effectively as part of a team and am able to make a positive contribution whether in a leadership or a supporting role. I endorse the importance of observation and the role it plays in planning for and meeting children's educational, social and emotional needs. After 7 years of working as a volunteer and on a part-time basis while bringing up my children, I am now seeking to establish a career in education, working as a teaching assistant.

EDUCATION

The Open University	Certificate of Higher Education in Early Years Practice	Jan 2006– Oct 2007
University of East Anglia	Certificate of Higher Education in Film and American Studies	Sept 1995–1996
Chelmer Valley High School, Chelmsford	A Levels: English Literature, A, Sociology, A, History, A, French D	July 1995
	GCSEs in Dual-Award Science, English Literature, English Language, Maths, Business Studies, History, French, Food and Nutrition, Art	July 1993

CERTIFICATES and TRAINING

Food Hygiene June 2007

Child Protection for Managers June 2007

Health and Safety May 2007

Child Protection May 2007

Positive Behaviour Management Dec 2004

First Aid Sept 2004

(All above courses taken at the Enfield Centre)

EMPLOYMENT

November 2009–present	Volunteer classroom assistant, St Peter's C of E School, Ledbury Rd, London N2
<p>Responsibilities</p> <p>Working with Year 5 children to improve their Big Writing skills; working with Year 4 children on improving their reading skills.</p> <p><i>Skills acquired included:</i></p> <ul style="list-style-type: none"> ● Developing creative ways to engage attention, including storytelling and questioning ● Pacing learning to suit each child's abilities and needs; managing and helping children with learning disabilities ● Facilitating group discussions ● Managing children with ADD ● Logging and recording children's progress; keeping accurate records ● Supporting the class teacher at all times. 	

September 2006–July 2008	Nursery Supervisor, Little Stars Nursery, Sedary Rd, London N2
<p>Responsibilities</p> <p>Managing and training staff; supervising children during sessions; developing and carrying out policy for the nursery. This included running in-house training for staff in order to bring them up to date and improve their skills; carrying out health and safety risk assessments to ensure that nursery was compliant with legislation and that children were protected at all times.</p> <p><i>Skills acquired included:</i></p> <ul style="list-style-type: none"> ● Developing and updating policies and procedures ● Key worker for 8 children: worked in partnership with parents; engaging and developing the children in my care; keeping profile books ● Using positive behaviour management techniques to control unruly behaviour and create a positive and loving learning environment ● Implementing 'Birth to Three Matters' and developing appropriate policies ● Working productively with parents and carers in partnership ● Effective training: growing staff confidence and skill ● Observational skills. 	

October 2004–July 2006	Pre-school Assistant, as above
Responsibilities Caring for children during sessions, observing them, assisting in record keeping, working with parents.	

Personal interests: reading science fiction; creative writing (recently completed creative writing module at Birkbeck University); US and British films; spending time with my own children.

References on request

Colonel Peter Saxton, Royal Engineers
6, Blenheim Road
Little Trent, Surrey
GU28 8AT

Tel: (0044) 07796 564320 e mail: petersaxton55@sixer.com

Objective Seeking a senior managerial appointment in the Explosive Ordnance Disposal (EOD), Search or Security industry.

Professional Summary

- 30 years commissioned officer service in the British Army
- Qualified Bomb Disposal Officer
- Current Head of Defence EOD training and equipment programme
- Command of EOD and Search Regiment of 800 men in peace and on operations, worldwide
- NATO and United Nations experience in the EOD and Search arena
- Strategic planning and implementation experience
- Responsibility for annual budget circa £50m
- Command of Combat Engineer Training School (circa 2000 students per annum)
- Strategic personnel and human resource policy experience
- Experienced officer-trainer at the Royal Military Academy Sandhurst and Staff College

Experience

Officer, British Army, September 1980 to present. A wide-ranging career in the British Army encompassing considerable management, command and leadership skills in testing environments worldwide including service with the Gurkhas. Operational experience in Northern Ireland, Falkland Islands, Bosnia, Kosovo and Iraq. Overseas experience in Hong Kong, Kenya, Belize, the Falkland Islands, Germany, Canada and the USA.

Command of 11 Engineer Regiment (EOD) in peace and war including experience of working with NATO nations and the United Nations in Iraq concerning clearance of IEDs, mines and unexploded ordnance.

Command of the Army Combat Engineer Training School responsible for teaching core engineer skills to soldiers, non-commissioned officers and officers including mine warfare, bridging, demolitions, water supply, route clearance and boat handling.

Current appointment – Head of Defence equipment, training and international liaison including oversight of EOD and Search programmes in the Royal Navy, Army and the Royal Air Force. Appointment includes liaison with other government departments concerning protection of the UK mainland and EOD and Search support to the Home Office.

Extensive personnel and human resource experience working at the Army Personnel Centre. Directly responsible for the career management and posting of over 400 officers, and human resource policy and strategy experience at HQ Army level.

Selected to instruct at the Royal Military Academy Sandhurst and the Army Staff College.

Education

Royal Military Academy Sandhurst (junior officer training) – 1980/1. Instructor in 1997/8

The Army Staff College (senior officer training) – 1992. Instructor in 1993/4

Senior Bomb Disposal Officer Course – 2002

**Caron Anson**

Caron came to acting later in life after completing a 2-year drama course, and since then he has worked in theatre, television and film. As a result of his broad experience in business and in acting, his work on business simulations is always realistic, engaging and highly effective, and he is able to provide high-level coaching that makes a lasting difference.

Caron has worked extensively and effectively in 'forum theatre', assessment and development centres and role-play work at different levels over the last 7 years. He is experienced in performance and one-to-one role play and equally comfortable in pre-prepared one-to-one sessions or sessions briefed and enacted on the spot. He finds the latter to be especially effective and rewarding in helping participants learn about their impact on others. His feedback skills are highly regarded by everyone he works with. These skills have allowed him to provide excellent personal coaching to business people worldwide. He has completed the Institute of Leadership and Management (ILM) Foundation Course in coaching and is currently working towards the higher-level Diploma in Leadership Coaching and Mentoring.

In the public sector, Caron's clients include The Cabinet Office, Dept for Education and Skills, Dept for Work and Pensions, Immigration and Passport Services and the NHS. Caron has also worked extensively with private sector clients including Barclays Capital, BBC, City of London Corporation, Halifax Bank of Scotland, Citigroup, Anglo-American Mining, Imperial College, KPMG, SEGRO property and the United Nations, Geneva.

Caron has a career background in sales management and marketing and has worked in a senior position at Harrods, and then as National Accounts Manager for the consumer electronics company JVC. He was responsible for all JVC's department store business throughout the UK and achieved an increase in this turnover of 25%. In fact, JVC's highest sales per outlet were achieved in its department store business at this time. He also ran the national team of in-store representatives.

Caron is of Indian descent. He was born in Trinidad and has lived in London since childhood.

Contact Caron on 07xxx xxxxxx

Website:

THIS PAGE IS INTENTIONALLY LEFT BLANK