



Staffing Exchange Protocol™

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1 DOCUMENT MANAGEMENT

1.1 *Legal Disclaimer*

Neither HR-XML nor its members shall be responsible for any loss resulting from any use of this document or the specifications herein.

The key words "MUST", "MUST NOT", "REQUIRED", "SHALL", "SHALL NOT", "SHOULD", "SHOULD NOT", "RECOMMENDED", "MAY", and "OPTIONAL" in this document are to be interpreted as described in RFC 2119.

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1.4 *Related Documents*

Provisional Envelope Specification

Reference Implementation and Certification Guidelines

Thoughts on Staffing Models for HR-XML Consortium **Copyright © 2000 by Naomi Lee Bloom**

1.5 *Document Status*

The members of the HR-XML Consortium approved this document on 10/17/00.

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2 OVERVIEW

2.1 Objective

The objective of the Staffing Exchange Protocol Version 1.0 is to provide a simple protocol applicable to the many common types of Internet-based recruiting and staffing data exchanges. Future versions of Staffing Exchange Protocol may support a broader range of transactions, staffing models, and functionality. However, the guiding design principle in Version 1.0 was to limit the scope to a narrow range of transaction types that account for the majority of Internet-based recruiting and staffing transactions today.

This version of SEP will delineate the following transactions:

- JobPositionPosting
- JobPositionSeeker
- JobPositionSeeker Feedback

2.2 Design Requirements

2.2.1 Recruiting and Staffing Problem Domain

The Internet has transformed the way employers recruit workers and the way position seekers find employment. Much of this change has been positive. For instance, the Internet gives employers instant access to position seekers around the globe. Other media, such as newspapers, and other recruiting venues, such as job fairs, often are not nearly as productive in reaching the technical specialists in high demand by employers today. Similarly, many position seekers have been able to locate attractive job opportunities by making their resumes available over the Internet.

While the Internet has transformed the recruiting process dramatically, the current Internet-enabled recruiting environment still poses many problems and challenges. Some of the major areas of concern are listed below:

- Employers often have difficulty filling positions with qualified candidates because skill requirements are increasingly specialized and in short supply.
- Today most recruiting data is transferred or stored in proprietary word processing formats, Hypertext Markup Language (HTML), proprietary database formats, or plain text files. This makes the data difficult to search, index, retrieve, and reuse.
- Submissions of resumes by or on behalf of position seekers are not tied back to job postings in a standard, reliable way. This results in data management challenges and lost staffing opportunities.
- Integrating human resource management systems with Internet-based recruiting venues and services is made difficult by the wide variety of XML and non-XML data exchange formats in use today.
- The increasing volume of recruiting data and the increasing velocity with which it is created and transferred makes it difficult for employers and recruiters to effectively use and manage recruiting data.

2.2.2 Business Benefits

Industry-standard XML vocabularies provide the means for a company to transact with many other companies without having to establish, engineer, and implement many separate interchange mechanisms.

Some of the other possible benefits of applying XML to recruiting and HR functions are outlined below:

- **‘Smart’ requisitioning.** Standardized XML vocabularies will allow the development of interfaces with Human Resource Management Systems that enable requisitions and JobPositionPostings to flow seamlessly from employer systems to online recruiting systems. Standardized vocabularies can provide the framework that enables data exchange as well as electronic purchasing.
- **‘Write once and use everywhere.’** Standardized XML vocabularies for JobPositionPostings, resumes, and JobPositionSeeker information will enable employers, recruiters, and position seekers to prepare postings once and then post them to multiple job board sites without the need to negotiate the format or protocol for the posting.
- **Precision matching.** The rich metadata contained in XML-tagged job postings, resumes, and job candidate profiles will enable matching of JobPositionSeekers and openings with greater precision.
- **Privacy protection.** Security technologies being developed for XML provide an important tool for meeting privacy requirements. XML security technologies enable selective encryption of data at the element-level. Digital signature technology can ensure that data is available for only authorized individuals with a “need to know”.
- **‘Try before you buy.’** Encryption and filtering techniques will enable the creation of databanks that recruiters can search and evaluate for their suitability before having to commit to purchasing resume or job candidate data.
- **Quality resume databanks.** Giving position seekers better privacy protections and control using the encryption and filtering techniques will likely increase the quality of online resume databanks. High-quality candidates who might be reluctant to put their resumes on the Internet because of concerns over loss of privacy might be willing to post their resumes if they can reliably control the release of personal data.
- **Knowledge management.** In an information-driven economy, a business’s ability to track “who knows what” is increasingly important to business success. Descriptive XML tagging for “skills and qualifications” information will help employers better manage their knowledge base.
- **Elimination of manual data capture/processing.** The “write once and reuse” characteristics of XML will eliminate manual data capture and processing tasks common today for HR and recruiting data - for example, scanning or keying data.

2.3 Scope

This section briefly reviews the major components of the Staffing Exchange Protocol specification, items specifically within the scope of the protocol, and those items specifically outside the scope of the protocol.

The elements of HR-XML SEP relating to a job or a position are prefixed with “JobPosition” to support the variety of staffing models. For instance, the two principal message payloads used in SEP are “JobPositionPosting” and “JobPositionSeeker.” Care should be taken when implementing this model for organizations that differentiate between job-based and position-based staffing.

2.3.1 Major Components

Major components of this protocol specification are:

- **Models of supported recruiting and staffing processes.** By modeling supported business processes, the intent is to provide a general context for understanding and implementing the protocol’s data exchange rules. The intent is not to impose a particular recruiting and staffing model or process on implementers of the protocol.
- **Interaction definitions.** An interaction definition sets out the rules governing a specific exchange between trading partners. An interaction definition includes:
 - specification of the message flow or “dialog” between trading partners;
 - definition of actions to be performed – for example, “Create JobPositionPosting”
 - identification of the message payload to be exchanged; and
 - specification of success and failure cases and corresponding return codes.
- **Document Type Definitions (DTDs).** DTDs set constraints on the structure and content of the messages exchanged between trading partners. The DTDs developed by the HR-XML Consortium define message payloads. Under the approach adopted for the protocol reference implementation (see Section 1.4 Related Documents, Reference Implementation and Certification Guidelines), a separate DTD defines the structure of the message envelope (see Section 1.4 Related Documents, Envelope Transport Specification), which carries the payload. The DTDs used to structure the message payloads in the staffing exchanges set out in this specification are: JobPositionPosting, which sets constraints on the contents of job and position postings, and JobPositionSeeker, which sets constraints on the contents of job or position seeker information – including resumes – returned in response to a job or position posting.

2.3.2 Items Within the Design Scope

Business processes supported by Staffing Exchange Protocol Version 1.0 are:

- Ability for JobPositionPosting suppliers to post jobs
- Ability to update JobPositionPosting information (initiated by JPPS or JPPC)
- Ability to have partial JobPositionSeeker information
- Support specific JobPositionSeeker retrieval for a single JobPosition or all JobPositions for a JPPS
- Support employer feedback on candidate
- Ability to update JobPositionSeeker information

2.3.3 Items Outside of Design Scope

- Billing and payment
- Asynchronous
- Batch
- Skills taxonomy
- Security and privacy (This will be the responsibility of implementers)
- Posting to multiple locations
- JobPositionSeeker Search

3 SUPPORTED BUSINESS PROCESSES

3.1 *Vocabulary Requirements/Relationship to Staffing Models*

The vocabulary developed for Staffing Exchange Protocol to describe trading partners, business processes, and information components was chosen with two goals:

- Ensuring that terms are generic enough to accommodate the variety of staffing models and scenarios that exist today as well as new scenarios that may exist in the future.
- Avoiding name collisions with data models the Consortium might develop in the future to better support specific types of staffing or recruiting scenarios.

One of the challenges in developing the vocabulary to be incorporated within Staffing Exchange Protocol is the varied and informal use of terminology in the recruiting and staffing field. For instance, while the terms “job” and “position” frequently are used interchangeably in a colloquial conversation, the two terms have separate and distinct meanings within the human resource management profession.

The strict meaning of the term “position” is a single, budgeted collection of duties and responsibilities, assigned to a specific work unit and with an assigned work location. A “job” is a particular configuration of duties and responsibilities, and the knowledge, skills, abilities, attitudes, behaviors, etc., that are required to perform them, in order for the organization to meet specific work objectives. Thus, a job serves as a pattern or template for more specifically defined positions.¹

Staffing processes may be position-based, in that they are focused on filling single, budgeted openings with specific work units. Other staffing processes may be job-based, in that they are designed to recruit candidates with the knowledge, skills, abilities, etc., required to perform the duties and responsibilities for a job, which may be a template for variety of underlying positions with one or many work units. Another related staffing model includes team or project-based staffing, which has a goal filling an aggregate collection of knowledge, skills, and abilities required for a given project.

¹ Adapted from Bloom & Wallace’s HRM Business Model “Starter Kit”

The Consortium has initiated a JobPosition Workgroup to develop durable and complete models for “job” and “position.” These models could be useful in developing specifications to fully support position-based, job-based, and project-based staffing models. The initial version of Staffing Exchange Protocol does not explicitly support differences between these staffing models. This decision allows the JobPosition Workgroup to pursue a deliberative and rigorous approach to developing models for “job” and “position.” The decision also aligns the first version of Staffing Exchange Protocol with the processes used today by most job boards and Internet recruiting venues, which do not usually make significant distinctions in how openings for jobs and positions are published.

To achieve the goal of using terms that are sufficiently generic to support a variety of staffing models and the goal of avoiding name collisions with other models being developed by the Consortium, the elements of Staff Exchange Protocol relating to a job or a position are prefixed with “JobPosition”. For instance, the two principal message payloads used in exchanges conforming to Staffing Exchange Protocol are:

- **JobPositionPosting.** This is published information about a position, job, opening or other staffing need.
- **JobPositionSeeker.** This is information about an individual submitted for consideration by a staffing company or an employer.

3.1.1 Trading Partner Role Descriptors

The current Internet recruiting environment involves a diverse range of end-users and intermediaries. Because the types of end-users and intermediaries can vary significantly and may be subject to change as new staffing and business models emerge, Staffing Exchange Protocol uses the following generic descriptors to identify trading partners:

- **JobPositionPosting Supplier (JPPS).** The partner role that distributes JobPositionPostings to partners that post jobs. An employer or hiring company often would fill this role.
- **JobPositionPosting Consumer (JPPC).** The partner role that uses received JobPositionPostings to create listings of jobs for either internal or public use. A job board or staffing company typically fills this role.
- **JobPositionSeeker (JPS).** An individual submitted to a JobPosition Seeker Consumer for a job or position.
- **JobPositionSeeker Supplier (JPSS).** The partner role that submits JobPosition Seekers for consideration for a job or position. A job board or staffing company typically fills this role.
- **JobPositionSeeker Consumer (JPSC).** The partner role that receives JobPosition Seeker(s) from JobPosition Seeker Suppliers. An employer or hiring company often would fill this role.

3.2 *JobPositionPosting*

3.2.1 Summary

The JobPositionPosting exchange provides a standard method for a hiring company to electronically post a job or position to a job board or staffing company. The participants of the JobPositionPosting are the JobPositionPosting Supplier (JPPS), which is typically a hiring company and the JobPositionPosting Consumer (JPPC), which is typically a job board or staffing company. The following example describes the transactions between a hiring company and a job board.

The hiring company (JPPS) sends the JobPositionPosting to the job board (JPPC) via an envelope, which contains the posting XML message. The posting message contains information related to the job or position, such as the requirements and hiring company.

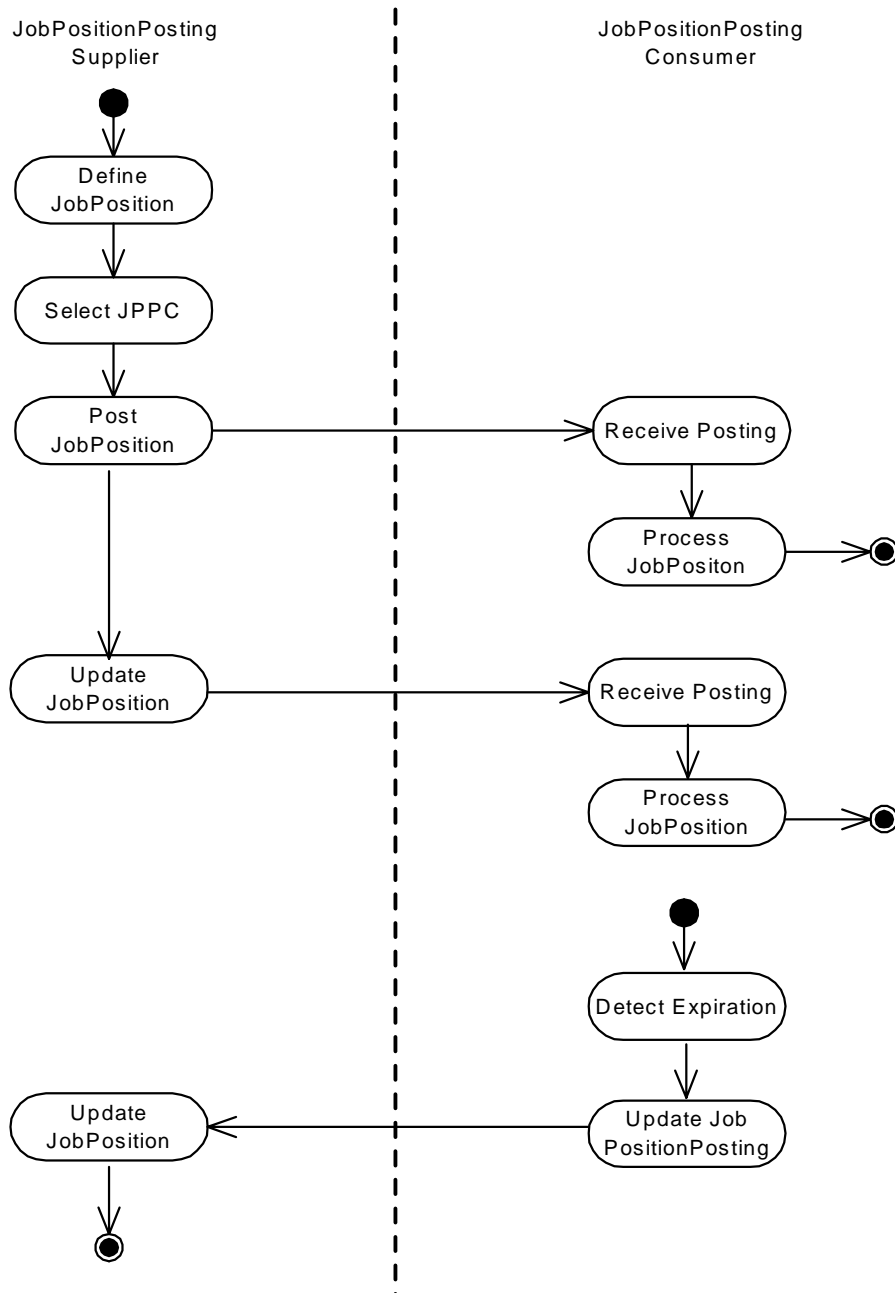
The job board (JPPC) authenticates the contents of the message. If authentication is successful, the job board (JPPC) collects the payload from the envelope and sends it to their enterprise server, where the message is inserted into the database. The job board also posts the message to a public exchange.

If the hiring company (JPPS) or the job board (JPPC) updates the posting, the entire record must be present. Partial updates are not addressed in this version of the proposal. Creating and updating a JobPositionPosting are similar transactions, using the same DTD. If data within the payload is missing, that data will be deleted from the posting.

When the posting has expired or is no longer active, the hiring company sends a notification to the job board to remove the JobPositionPosting or make it inactive. This transaction is accomplished by sending a status code of inactive.

As each transaction is received, the contents of the message are authenticated, and if valid, the payload (message) is extracted. A verification message is returned to the sender to notify them of the transaction status. If the transaction is unsuccessful due to envelope issues, the payload, or server errors, a failure status is returned.

3.2.2 Activity Diagram



3.3 *JobPositionSeeker*

3.3.1 Summary

The JobPositionSeeker exchange provides a standard method to transmit JobPositionSeeker information between the supplier and consumer. The participants of this transaction are the JobPositionSeeker Supplier (JPSS), typically a job board or staffing company, and the JobPositionSeeker Consumer (JPSC), typically the hiring company. The following example describes the transactions between a staffing company and a hiring company.

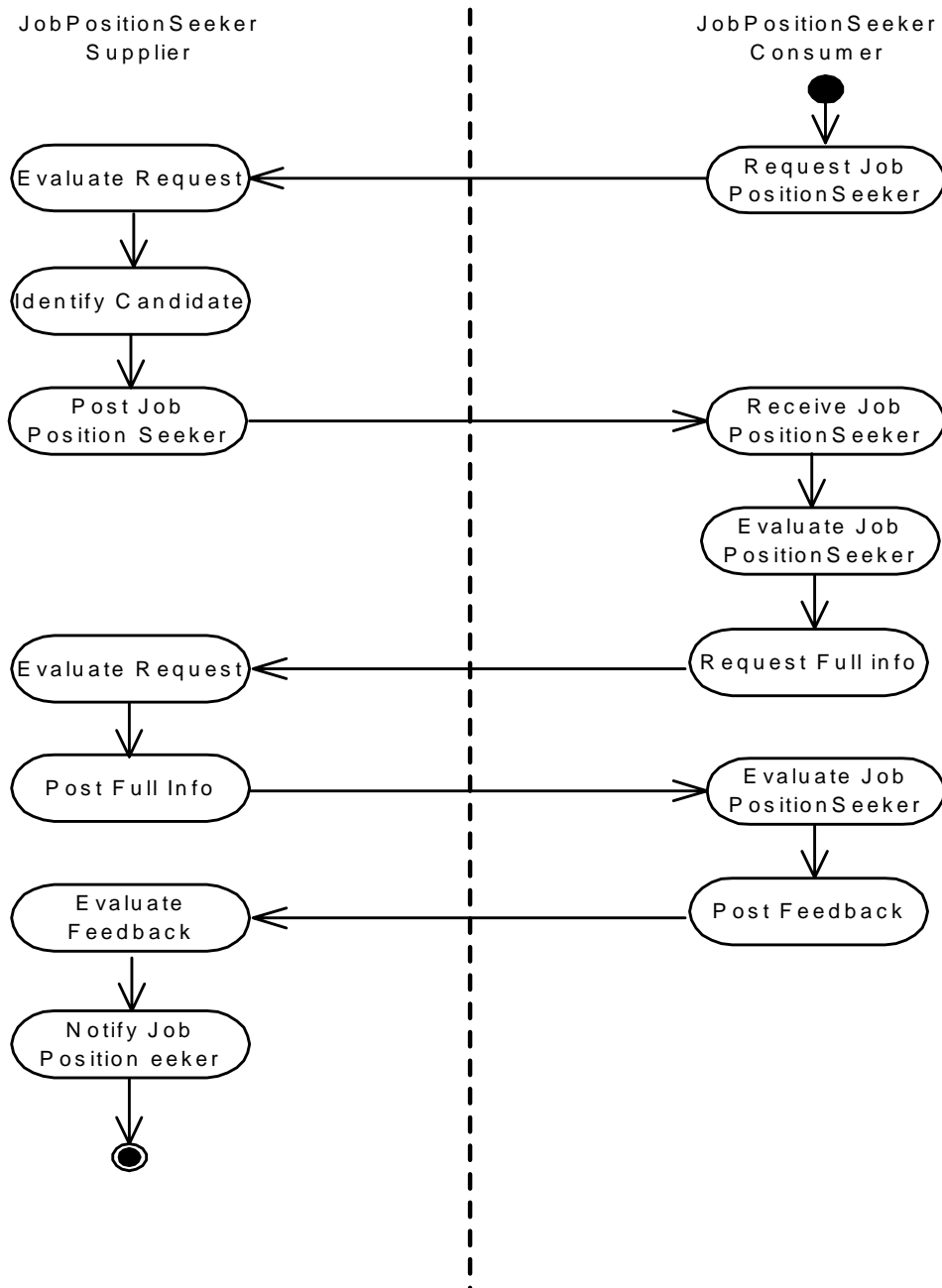
The hiring company (JPSC) submits a request for JobPositionSeekers based on a JobPositionPosting. The staffing company (JPSS) evaluates the request and determines if they have any potential matches. If a possible match is found, the staffing company sends the JobPositionSeeker to the hiring company via an envelope, which contains the seeker XML message. The seeker message contains partial information about the individual seeking a job or position, such as skills and education.

The hiring company reviews the JobPositionSeeker and if interested, requests further information about the individual. The hiring company receives the full information and evaluates the potential candidate. The resulting feedback transaction is further described in section 3.2.1.

As each transaction is received, the contents of the message are authenticated, and if valid, the payload (message) is extracted. A verification message is returned to the sender to notify them of the transaction status. If the transaction is unsuccessful due to envelope issues, the payload, or server errors, a failure status is returned.

If the staffing company updates the JobPositionSeeker, the entire record must be resent. Partial updates are not addressed in this version of the proposal. Creating and updating a JobPositionSeeker are similar transactions, using the same DTD. If data within the payload is missing, that data will be deleted from the seeker.

3.3.2 Activity Diagram



3.4 JobPositionSeekerFeedback

3.4.1 Summary

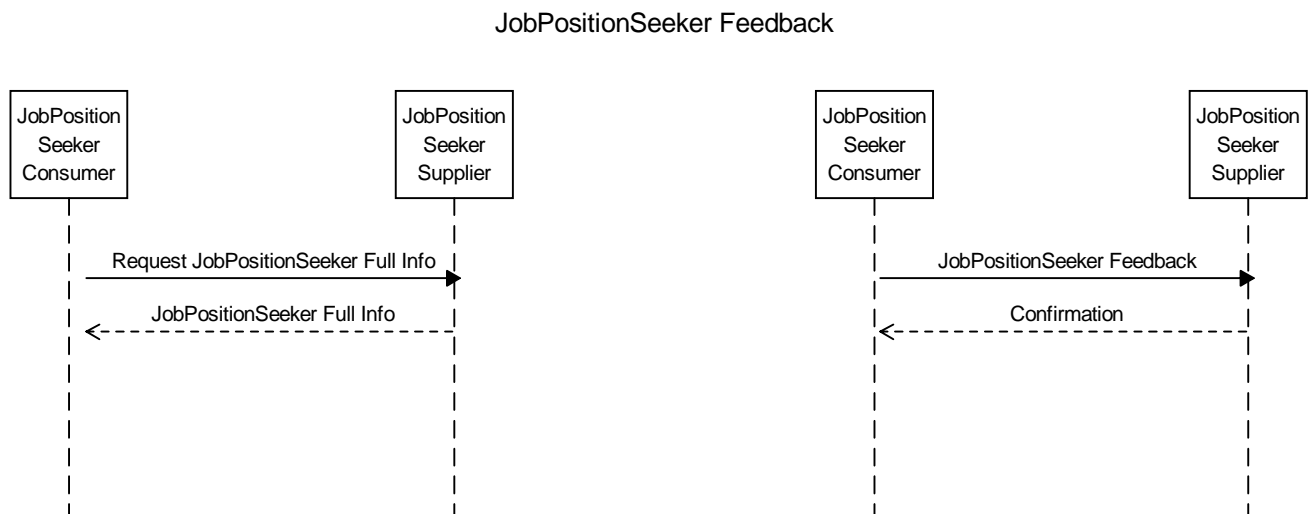
The purpose of the JPSF is to allow the JobPositionSeeker Consumer (JPSC) to give feedback to the JobPositionSeeker Supplier (JPSS) about how appropriate a particular JobPositionSeeker (JPS) is relative to a particular JobPositionPosting (JPP). This might be done for several reasons:

- To inform a contingency supplier that the JPSC would like further information on a JPS.
- To accept or decline a JPS from a temporary staffing firm.
- To supply a job board with a detailed evaluation appropriateness so that future matches can be more accurate.

The schema for the JPSF payload is a subset if the JobPositionPosting DTD with the inclusion of elements to provide the feedback

The process of a JPSF may be as follows: The hiring company receives a synopsis of the candidate, is interested, and requests further information. The staffing company provides the full information for the candidate. The hiring company provides feedback to the staffing company regarding the suitability of the candidate to the posting. The staffing company sends an acknowledgement and status back to the hiring company informing them of a successful transfer. If the transaction is unsuccessful due to the payload, server, or envelope issues a failure status is returned.

3.4.2 Activity Diagram

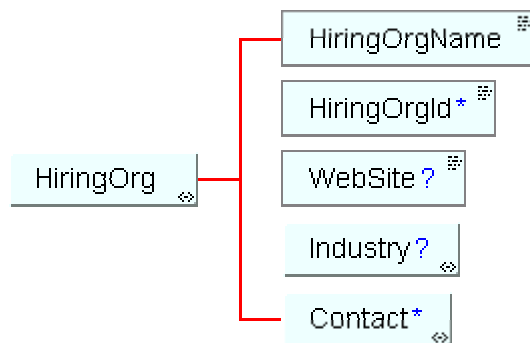
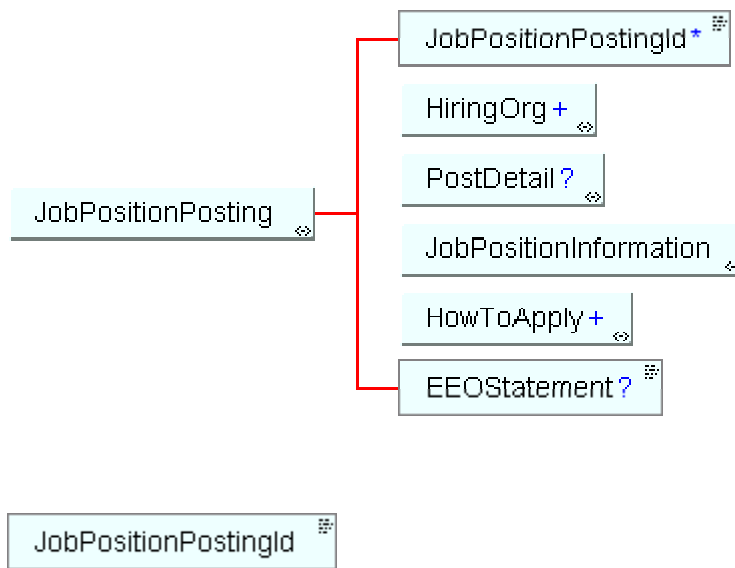


4 DTD/SCHEMA DESIGN

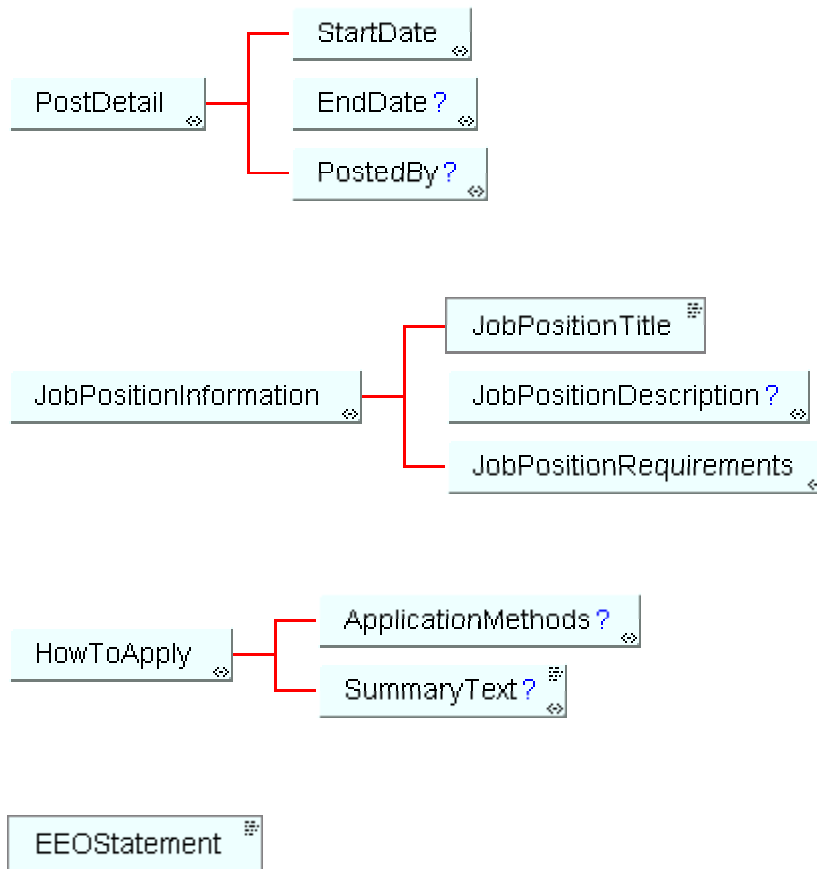
4.1 *JobPositionPosting*

4.1.1 DTD Diagrams

This section contains high-level DTD diagrams for the JobPositionPosting. For detailed DTD's, including the element descriptions and source code, refer to the JobPositionPosting DTD V01.



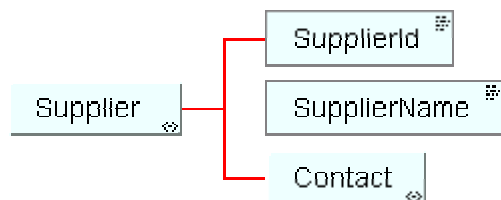
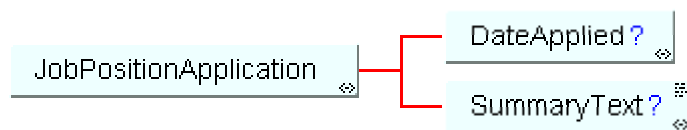
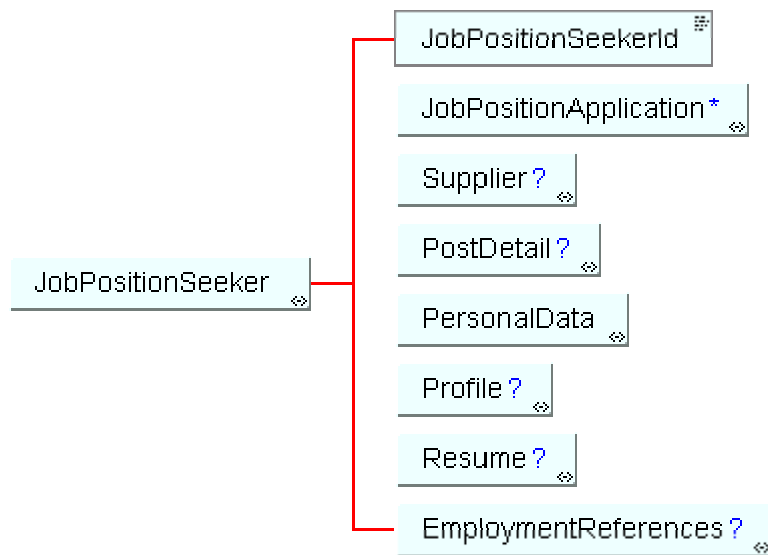
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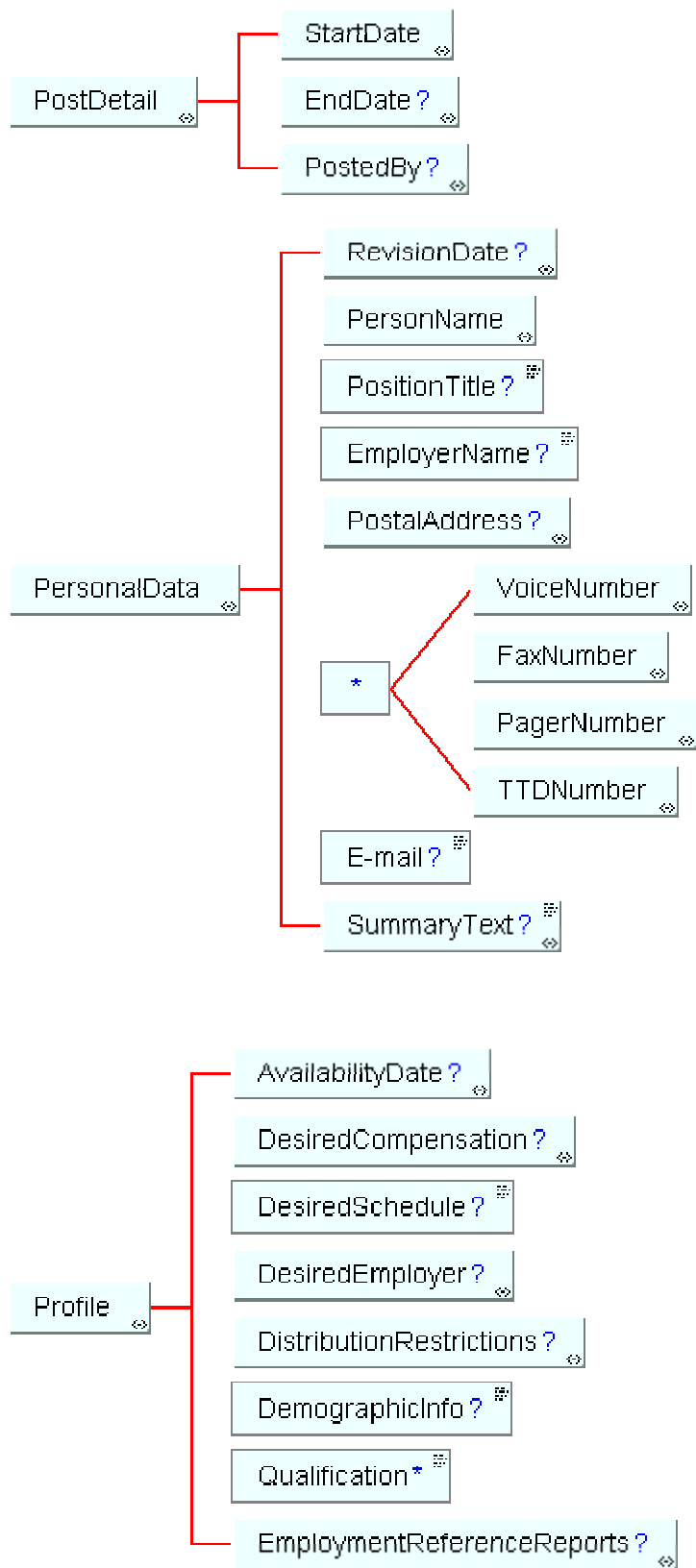


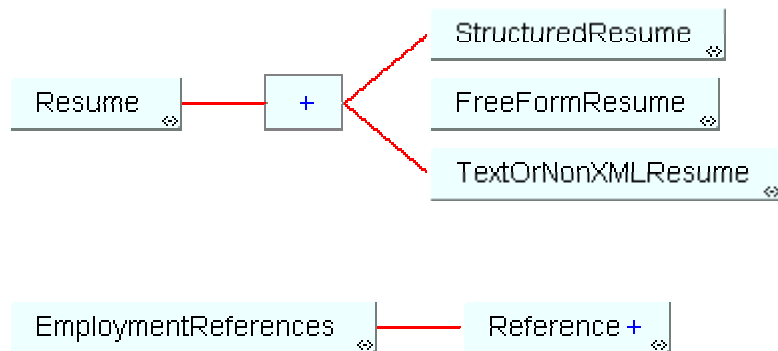
4.2 JobPositionSeeker

4.2.1 DTD Diagrams

This section contains high-level DTD diagrams for the JobPositionSeeker. For detailed DTD's, including the element descriptions and the source code, refer to the JobPositionSeeker DTD V01.







5 APPENDIX A – DOCUMENT VERSION HISTORY

<u>Version</u>	<u>Date</u>	<u>Description</u>
Prelim Draft 0.1	September 15, 2000	Proposal presented to Consortium for vote
V1.0	October 26, 2000	Inserted CPO PersonName v1.0 and PostalAddress v1.0 into both Posting and Seeker DTDs.
V1.0	November 5, 2000	Changed all elements to use UpperCamelCase.

6 APPENDIX B - STATUS CODES

These codes describe possible return statuses for payload transactions. Status codes for the envelope are contained in the Envelope Transport Specifications (see section 1.4 Related Documents).

Code	Status	Description
200 – 209	Success	
201	Qualified Success	Not all elements
400-499	Supplier Failure	
401	Access Denied	ID/Password
403	Unauthorized	Action and ID
404	Not Found	JobPosition ID
450	Account Status Error	
500-599	Consumer Failure	
503	Record Unavailable	

7 APPENDIX C – REFERENCE EXAMPLES

7.1 JobPositionPosting

```
<?xml version="1.0" ?>
<!DOCTYPE JobPositionPosting (View Source for full doctype...)>
- <!-- Copyright 2000 The HR-XML Consortium (TM) -->
- <JobPositionPosting status="active">
    <JobPositionPostingId>99999977777</JobPositionPostingId>
- <HiringOrg type="unspecified">
    <HiringOrgName>Goodcompany, Inc.</HiringOrgName>
    <WebSite>http://www.goodcompany.com</WebSite>
- <Industry>
    <SummaryText>Financial Planning Software</SummaryText>
</Industry>
- <Contact>
- <PersonName>
    <GivenName>Jane</GivenName>
    <FamilyName primary="undefined">Mangler</FamilyName>
</PersonName>
    <PositionTitle>HR Manager</PositionTitle>
- <PostalAddress type="undefined">
    <CountryCode>US</CountryCode>
    <PostalCode>27613</PostalCode>
    <Region>NC</Region>
    <Municipality>Raleigh</Municipality>
```

- <DeliveryAddress>
 - <AddressLine>111 Any Street</AddressLine>
 - <AddressLine>Suite 111</AddressLine>
 - </DeliveryAddress>
- </PostalAddress>
- </Contact>
- </HiringOrg>
- <JobPositionInformation>
 - <JobPositionTitle>PR Specialist</JobPositionTitle>
- <JobPositionDescription>
 - <Classification distribute="external">
 - <DirectHireOrContract>
 - <Contract />
 - <SummaryText>Contract to direct hire is desirable.</SummaryText>
 - </DirectHireOrContract>
 - <Duration>
 - <Temporary>
 - <TermLength>6 months</TermLength>
 - <SummaryText>Evaluation for direct hire after 6 months</SummaryText>
 - </Temporary>
 - </Duration>
 - </Classification>
- <EssentialFunctions>
 -

- Develop and implement corporate and product PR programs aligned with company objectives to generate positive press coverage;

- Research, develop and maintain press and analyst database;

- Cultivate relationships with targeted press and industry analysts;

- Research, write and distribute all PR and supporting material;

- Proactively pitch news and articles to the press; work closely with product managers to develop consistent key messages.

- Help develop and manage PR budget.

-

</EssentialFunctions>

- <CompensationDescription>

- <Pay>

<SalaryAnnual currency="USD">\$45,000</SalaryAnnual>

</Pay>

- <BenefitsDescription>

<P>An attractive benefit package, including:</P>

-

- Dental

- Medical

- 401(k)

- Dependent care

-

</BenefitsDescription>

<SummaryText>You'll make a mint!</SummaryText>

```
</CompensationDescription>

</JobPositionDescription>

- <JobPositionRequirements>

  - <QualificationsRequired>

    <Qualification type="skill" yearsOfExperience="2" level="4"
      interest="3">Powerpoint</Qualification>

    <Qualification type="skill" yearsOfExperience="1" level="3"
      interest="3">MS FrontPage</Qualification>

    <Qualification type="education">This position requires at
      least a BA or BS in CS or equivalent
      experience.</Qualification>

    <Qualification type="experience" yearsOfExperience="3"
      level="5" interest="4">Minimum 3 years experience in
      public relations.</Qualification>

  </QualificationsRequired>

</JobPositionRequirements>

</JobPositionInformation>

- <HowToApply distribute="internal">

  - <ApplicationMethods>

    - <InPerson>

      <SummaryText>Qualified candidates are encouraged to
        apply at Goodcompany's HR office.</SummaryText>

    </InPerson>

  </ApplicationMethods>

</HowToApply>

- <HowToApply distribute="external">

  - <ApplicationMethods>

    - <ByEmail>

      - <SummaryText>
```

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Qualified candidates should submit their resumes via e-mail (in MSWord format) to Jane Mangler at

<Link
mailto="jmangler@goodcompany.com">jmangler@goodcompany.com</Link> .

</SummaryText>

</ByEmail>

</ApplicationMethods>

</HowToApply>

</JobPositionPosting>

7.2 JobPositionSeeker

```
<?xml version="1.0" ?>
  <!DOCTYPE JobPositionSeeker (View Source for full doctype...)>

- <!-- Copyright 2000 The HR-XML Consortium (TM) -->

- <JobPositionSeeker status="active">

  <JobPositionSeekerId>JaneDoe2000-06-01-
    LOR1235</JobPositionSeekerId>

  - <Supplier>

    <SupplierId idOwner="LotsOfResumes.com">LOR1235</SupplierId>

    <SupplierName>LotsOfResumes.com</SupplierName>

  - <Contact>

    - <PersonName>

      <FormattedName type="presentation">Bob
        Smith</FormattedName>

    </PersonName>

    <PositionTitle>Account Representative</PositionTitle>

  - <VoiceNumber>

    <AreaCode>919</AreaCode>

    <TelNumber>555-1212</TelNumber>

  </VoiceNumber>

  <E-mail>bobsmith@LotsOfResumes.com</E-mail>

</Contact>

</Supplier>

- <PostDetail>

  - <StartDate>

    <Date>2000-06-01</Date>
```

```
</StartDate>

- <EndDate>

  <Date>2001-06-01</Date>

</EndDate>

</PostDetail>

- <PersonalData>

  - <PersonName>

    <GivenName>Jane</GivenName>

    <FamilyName primary="undefined">Doe</FamilyName>

  </PersonName>

  - <PostalAddress type="undefined">

    <CountryCode>US</CountryCode>

    <PostalCode>75070</PostalCode>

    <Region>TX</Region>

    <Municipality>Lumberton</Municipality>

  - <DeliveryAddress>

    <AddressLine>34567 Mullberry Lane</AddressLine>

    <AddressLine>Suite 200</AddressLine>

  </DeliveryAddress>

</PostalAddress>

  - <VoiceNumber>

    <AreaCode>888</AreaCode>

    <TelNumber>555-1212</TelNumber>

    <Extension>123</Extension>

  </VoiceNumber>
```

<E-mail>jdoe@anycompany.com</E-mail>

</PersonalData>

- <Profile>

- <AvailabilityDate>

<Date>2000-06-15</Date>

</AvailabilityDate>

- <DesiredCompensation>

<SalaryAnnual currency="USD">45000</SalaryAnnual>

</DesiredCompensation>

- <DesiredEmployer>

<NAICS primaryIndicator="primary">1234</NAICS>

</DesiredEmployer>

- <DistributionRestrictions>

<DontDistributeTo>MyCurrentEmployer.com</DontDistributeTo>

</DistributionRestrictions>

- <EmploymentReferenceReports>

- <ReferenceReport source="Bob TheRecruiter" date="05-05-2000">

- <Contact>

- <PersonName>

<FormattedName type="presentation">James Brown</FormattedName>

</PersonName>

<PositionTitle>Managing Partner</PositionTitle>

- <VoiceNumber>

<TelNumber>800-555-1212</TelNumber>

</VoiceNumber>

</Contact>

<SummaryText>James was Jane's supervisor at Interactive Business Systems, Inc. James confirmed the employment dates below and praised Jane's technical analysis skills. Jame noted that he would re-hire Jane if he had the opportunity.</SummaryText>

</ReferenceReport>

</EmploymentReferenceReports>

</Profile>

- <Resume>

- <StructuredResume>

<QualifSummary>I have over five years of experience as a technical communicator and programmer analyst. I am self-motivated, flexible and innovative, and continually demonstrate the ability to master complex technical concepts. I have documented a wide range of technical products dealing with software, hardware, system-level objects, applications, and system operation.</QualifSummary>

- <EmploymentHistory>

- <Position>

<EmployerName>Interactive Business Systems,
Inc.</EmployerName>

- <EffectiveDate>

- <StartDate>

<Date>1999-06</Date>

</StartDate>

- <EndDate>

<CurrentFlag />

</EndDate>

</EffectiveDate>

<SummaryText>Performing as a Documentation Team Leader, Project Leader, and Senior Technical Writer for Interactive Business Systems, Inc., at Computer Sciences Corporation. Planning, scheduling, identifying resources, gathering data, assigned writer tasks, and writing customized document sets. Interfacing directly with business analysts to learn and gather process flow and parameter values. Scoping and planning department effort for documenting Accelerated Implementations Methodology. Assimilating business analysts into documentation team.</SummaryText>

</Position>

- <Position>

<EmployerName>Sterling Software</EmployerName>

<PositionTitle>Senior Technical Writer/Documentation Team Leader</PositionTitle>

- <EffectiveDate>

- <StartDate>

<Date>1999-03</Date>

</StartDate>

- <EndDate>

<Date>1999-06</Date>

</EndDate>

</EffectiveDate>

<SummaryText>Lead writing team to produce quick to update documents in various formats for hard copy, CD-ROM, intranet web site, and a context-sensitive help systems. Researched and recommended tools for producing documentation products, hard copy and electronic. Recommended and implemented innovative solutions to ensure that documents met aggressive delivery dates. Wrote administrator and user-level documents. Developed and maintained FrameMaker templates for documentation plans,

manuals, online help, and release
notes.</SummaryText>

</Position>

</EmploymentHistory>

- <SkillQualifs>

- <Skill yearsOfExperience="3" level="4" interest="4"
yearLastUsed="2000">

<SkillName>FrameMaker</SkillName>

</Skill>

- <Skill yearsOfExperience="5" level="5" interest="4"
yearLastUsed="2000">

<SkillName>Technical Writing</SkillName>

</Skill>

</SkillQualifs>

</StructuredResume>

</Resume>

- <EmploymentReferences>

- <Reference>

- <Contact>

- <PersonName>

<FormattedName type="presentation">James
Brown</FormattedName>

</PersonName>

<PositionTitle>Managing Partner</PositionTitle>

- <VoiceNumber>

<TelNumber>800-555-1212</TelNumber>

</VoiceNumber>

</Contact>

<SummaryText>James was my supervisor at Interactive
Business Systems, Inc.</SummaryText>

</Reference>

</EmploymentReferences>

</JobPositionSeeker>