zations that they are equally thorough in their resume reading approach. wise sufficiently concerned with finding well-qualified employees for their organiapplicant's resume. This experience has conditioned me to read resumes with a employer were sometimes not described until the second or third page of the manager, I have found that the specific experience and/or skills sought by my fair degree of thoroughness. Most professional employment managers are likeemployment professionals discover early in their professional career that thorough resume reading is a must. In having read thousands of resumes as an employment

unemployment line. tion, and the employment professional will soon be exposed as a nonprofessional a complete screening of the candidate's qualifications. In the better companies, may elect to invite the candidate in for an employment interview with a less than individuals may be superficially impressed with these opening paragraphs and ing. To the contrary, I am sure there are some who are much less thorough. Such in the form of candidate travel reimbursement. Such inefficiencies will not long the valuable time of line managers and costing the company unnecessary money however, this superficial approach to resume screening will quickly attract attenbe tolerated, and careless employment managers may well find themselves in the Poor resume screening will assuredly result in unnecessary interviews, wasting This is not to say that there are not those who are less diligent in their read-

mine whether or not the candidate possesses the prerequisite skills and qualificaemployment manager, therefore, to thoroughly read the entire resume to deterance sometimes elect to use the functional employment resume. It is up to the tions sought by his or her company. Of course there are well-qualified candidates who without professional guid-

SOME CAUTIONS

ment professionals to become suspicious when this particular format is used. The being directed toward whether the candidate possesses the desired qualifications. tendency is thus to read these resumes as if one were on a witch hunt. Energy and thousand resumes, I would estimate that in seven out of every ten cases functional flage such problems. Awareness of this history of deception causes most employresumes have intentionally been chosen by the employment candidate to camoutheir credentials. In fact, as an employment professional who has read several focus are directed toward finding out what is wrong with the candidate instead of format most frequently chosen by individuals who wish to disguise some flaw in Perhaps the biggest drawback of the functional resume is that it seems to be the

erally similar to my own. In general, the consensus appears to be that if an other personnel executives and have frequently found that their feelings are genattempting to hide one or more of the following facts: employment candidate uses the functional resume format, he or she is probably I have discussed my feelings concerning the functional resume with several

1. Job Hopper. The applicant has worked for an abnormally high number of employers in a relatively short period of time and would therefore be a high employment risk.

- Older Worker. The applicant is older and is attempting to hide this fact.
- example: major illness, marital problems, alcoholism). Most of these spell high Employment Gap. There is an undesirable or unexplained gap or break in the canrisk in the minds of the employment professional. employment executive to conjure up all kinds of undesirable explanations (for didate's employment history. Since this gap is frequently unexplained, it leads the
- mally required for the position for which he or she is applying. Educational Deficit. The applicant lacks the requisite educational credentials nor
- Minimal Experience. The candidate has little if any meaningful experience related to his or her job objective.

CHOOSING WHICH RESUME FORMAT TO USE

a solid work history, I strongly recommend that you use a form of the chronological resume. Why cast unnecessary doubt on otherwise excellent credentials? linear) and the functional resume is fairly simple. If you have good credentials and The rule of thumb for choosing between the chronological (both classical and

resume format. tioned problems, you may well want to seriously consider use of the functional experience and major credentials, but also have one or more of the aforemen-The reciprocal of the above statement is also true. If you have some good

Resume Format Test

to you in deciding whether to use the functional resume format. If you are still in doubt, perhaps the following practical test may be of assistance

Answer each of the following questions with a yes or no.

- 1. Have you worked for four or more employers in the last 10 years? Yes
- 2. If employed for more than 10 years, have you averaged less than three years of service per employer? Yes ___
- Have you been employed with more than seven companies during your profes sional career? Yes_ No_
- 4. Are you age 50 or older? Yes _
- more than one year in the last 10 years? Yes_ Have you been unemployed (or substantially underemployed) for a period of
- 7. Do you have the necessary educational qualifications normally required by most Have you been unemployed (three months or longer) more than once in the last five years? Yes __ No.
- Do you lack the experience normally required by most employers for your pro employers for your occupation? Yes _ fession? Yes_

dards you would be considered a job hopper. Use of the chronological resume If you answered yes to one or more of the first three questions, by most stan-

cumstances is to your distinct advantage. result in your being screened out. Use of the functional resume under these cirwould highlight this problem early in the resume and, in many cases, would

be particularly effective in accomplishing this objective. attempt, where possible, to conceal this fact. The functional resume format can worker. This fact suggests that candidates who are in this age group should who is age 50 or older lacks the necessary energy and vitality to be a productive many employers. Rightly or wrongly, many employers assume that a candidate ual. Unfortunately, however, age 50 appears to be a bench mark of sorts for now paying less attention to age than they are to the qualifications of the individ-Some inroads have been made in this area, and it appears that most employers are Although illegal, the screening out of candidates because of age continues

strengths and accomplishments and to draw attention away from this employperiod of time, you may wish to employ the functional resume to focus on your you have such a gap or should you have been substantially underemployed for a Questions 5 and 6 have to do with gaps in the employment history. Should

interest sufficient to cause the prospective employer to disregard your educalight your strengths and accomplishments early in the resume and may generate resume may cause you to be screened out on the basis of educational credentials tional deficiency. The functional resume, on the other hand, gives you the opportunity to high If you answered no to question 7, chances are that use of the chronological

consider your strengths and accomplishments rather than on your lack of specific functional resume. Here again the reader's attention will be focused on what you Job experience. . . If question 8 was answered yes, you will probably do better in adopting the

FUNCTIONAL RESUME COMPONENTS

the most frequently used format is comprised of the following components: Although there are several different styles or versions of the functional resume,

- 1. Heading
- Qualification summary
- 3. Major accomplishments
- Work history
- Education

sequence, however, is the positioning of the education and work experience ommended format. The most frequent deviation from this recommended components. Note that the sample resume shown in Figure 1 has been posithe sequence represented above is the most commonly used, accepted, and rec-The order in which these components are presented on the resume can vary, but tioned such that education follows work experience

BRUCE B. CHAMBERS

Phone: (217) 855-3939 Lake City, Texas 09413 813 Locust Lane

market research, market planning & analysis, advertising & promotion, sales, and sales product lines and introducing new. Full range of marketing and sales experience to include: management. Excellent reputation as a creative, innovative manager capable of successfully revitalizing old Marketing executive with over 20 years experience in sales and marketing management.

MAJOR ACCOMPLISHMENTS

Market Research

- Investigated and analyzed European market for U.S. lumber export with resultant successful market entry.
- development and subsequent market entry (\$5 million sales in two years). design of test market and resultant market feedback assured successful product Worked closely with R&D in development of consumer mini-pocket calculator. Careful
- Developed market research computer model to forecast ten-year market projection for microwave ovens.

Advertising & Promotion

- Coordinated company efforts with major New York City consumer advertising agency to expenditure (\$2 million) yielded annual increase in sales of \$4.1 million in one year. develop effective campaign to revitalize failing product line (fishing reels). Campaign
- Developed creative special value coupon and supportive advertising campaign that increased annual sales volume for photographic film product line by 35% over two-year

Marketing & Sales Management

- Managed national sales organization of 95 employees (ten regional managers and 75 salespersons) in the sale of consumer photographic film to wholesale and retail trade.
- Directed Corporate Marketing Staff (25 employees) in the development of all marketing plans and strategies for manufacturer of consumer hardware (annual sales volume \$500
- Successfully organized, trained and motivated new national sales organization of 45 employees for manufacture of consumer calculators. Sales reached \$20 million in four years.

FIGURE | Sample Resume

	B.A., Utah State University, 1977 Major: Business Administration
	EDUCATION
1977 to 1991	NATIONAL CALCULATORS, INC. Director of Marketing (1989 – 1991) National Sales Manager (1985 – 1989) Regional Sales Manager (1982 – 1985) Salesperson (1977 – 1982)
1991 to 1992	SELF EMPLOYED Marketing Consultant
1992 to 1993	MICRO OVENS, INC. Manager of Market Research
1993 to 1995	SELF EMPLOYED Marketing Consultant
1995 to 1997	PHOTO FILMS INTERNATIONAL National Sales Manager
1997 to Present	U.S. PAPER & WOOD PRODUCTS Manager of Corporate Marketing
	WORK HISTORY
essus es su cam	

FIGURE | (Continued)

experience on the functional resume is this: Always position education after work history unless it will clearly serve to enhance your marketability to do otherwise. The general rule for deciding whether to position education before or after work

would be in the candidate's best interest to position education prior to work hisemployers' standards should definitely position education following the presentawhose educational credentials would be considered somewhat light by most tory on the resume. Conversely, a candidate whose work history is extensive but and this would be clearly recognized as the case by prospective employers, it tion of work history. In cases where the candidate has exceptionally strong educational credentials

tional credentials and little work experience list education first. By contrast, older Additionally, it is recommended that younger candidates with good educa-

> cational credentials are generally best served by placing education after work experience. workers with considerable experience and persons who do not have strong edu-

tion, perhaps less attention will be paid to your age. convince them that you have something of value to contribute to their organiza to review your work experience and major accomplishments first, and thereby discrimination, to weed you out. If you are successful in getting such employers easy for those employers who are in defiance of federal law, still practicing age attention to his or her age-something that should be avoided. This makes it For the older worker, placing education first in the resume can often draw

prospective employers. provided, you will conclude this . . . [selection] having prepared a logical, proing each of these components. . . . [If] you follow the step-by-step directions some detail and provides some practical exercises that will assist you in developtional resume. The approach that we follow examines each resume component in fessional resume that will effectively portray and market your qualifications to You are now ready to be in the step-by-step process of preparing the func-

and home telephone number. Some sample resume headings follow: The resume heading consists of three parts: your full name, complete address

DAVID. C. JOHNSON 18 Smith Road

Phone: (815) 852-4310 Richmond, Ohio 19870

CAROLYN A. CRISWELL

· 401 East 7th Street

Phone: Home (315) 769-6588 Knoxville, Tennessee 19760 Office (315) 766-4233

ating with you in your job search. It is therefore advisable to avoid listing your sometimes raises suspicion on the part of a prospective employer that you are "on system where you are the only one who can access your messages, this is likely office telephone number on your employment resume unless by excluding it you not a problem. Listing your office telephone number on your resume, however related telephone calls at your office. Should you be on a confidential voice mail number from your resume unless you are in a position to accept employmentwould be making it difficult for prospective employers to reach you the skids" with your current employer and that your current employer is cooperhand, are typed in lower case. It is advisable to exclude your office telephone from the rest of the heading. Your address and telephone number, on the other Your name should be typed in capital letters and in bold type so that it stands out