

RESUME WRITING ACADEMY

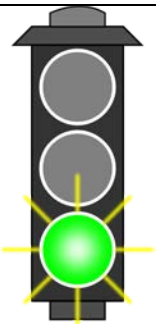
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Formatting Applicant Tracking System (ATS) Resumes

The digital revolution has taken over talent sourcing, acquisition, and management, and changed how employers respond to “resume tsunamis” and how we write resumes. ATS are now best practice in human resource management. [According to Software Advice](#), there are 193 ATS on the market today. With that many systems it is difficult, if not impossible, to state concretely they ALL work this way or that way.

Whether it is a human or a software system, all first screenings of resumes are seeking a match between the job description and the candidate’s experience, qualifications, and skills. Writing effective resumes, for software and humans, means that we are consciously building this match from the ground up in our documents – including using the employer’s language – or what we call “keywords.”

Here are a few specific considerations when writing resumes that will be processed through an ATS. As all systems are different and it is difficult to know what systems your candidates will encounter, we’ve broken the information down into sections – what works in most systems, what to be careful with, and what doesn’t work in most systems.



Good to Go

These formatting, design, and writing strategies will allow resumes to be scored by most ATS used to screen and rank candidates while creating visually appealing documents.

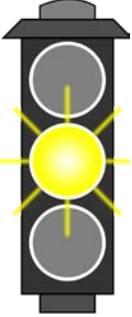
Overall / Organization:

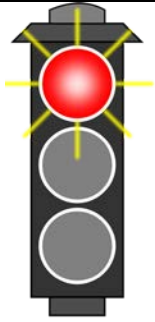
- ✓ Headlines (“Supply Chain Manager”) instead of the word “Summary” or “Qualifications Summary” at the top
- ✓ Traditional section headlines (“Professional Experience”)
- ✓ Any word count or page length (this is a strategic decision; ATS does not care how long the document is)
- ✓ Dates connected to job titles (ATS will use those dates to calculate years of experience in that type of work)
- ✓ Clear document properties (remove your name as “author”)

Formatting:

Will not inhibit reading or scoring of the content.

- ✓ Borders, shading, and color text (disappear but do not impact reading/scoring)
- ✓ Italics, bold, and underlining (disappear but do not impact reading/scoring)
- ✓ Symbols you can create on your keyboard (* | + =) will pass through the ATS and maintain their integrity
- ✓ Dates placed beside the company/job title or out on the right margin
- ✓ Graphics, including pictures, logos, and graphs (disappear but do not impact reading/scoring)

	<ul style="list-style-type: none"> ✓ Sans serif fonts (safest for ATS) ✓ All caps or small caps are fine for ATS, this is a stylistic decision based on current trends ✓ Word documents saved in compatibility mode (.doc) ✓ Any justification/alignment (name, headings, and section titles do not have to be on left margin) ✓ Expanded text (becomes one word after going through the system), this is a stylistic decision based on trends ✓ Spacing between bullets created using the paragraph function (will disappear, but not impact reading/scoring) <p>Content:</p> <ul style="list-style-type: none"> ✓ Acronyms <i>and</i> fully spelled out terms aligned with the job description ✓ Relevant keywords and synonyms throughout content (some systems are looking for words in context, not in a list of terms!) ✓ Phone and email will be found by the system based on search criteria, no need to label them ✓ City, state, and zip if candidate is doing local search ✓ Years only for dates for experienced professionals ✓ Year of graduation only (2015), not years of attendance (2011–2015)
 <p>Writer Beware</p> <p>These formatting, design, and content strategies will work in most systems. Consider their risks before using If your candidate is heavily relying on online applications.</p>	<p>Overall / Organization:</p> <ul style="list-style-type: none"> ➤ Creative titles like “Career Highlights” <p>Formatting:</p> <p><i>May have some impact on readability of parsed content, but will not inhibit reading or scoring of the content.</i></p> <ul style="list-style-type: none"> ➤ Tables will be converted to one column of text; all text will go through ➤ Columns ➤ Bullets and inserted symbols (those you cannot create with your keyboard) may become question marks or other symbols, but will not hurt readability ➤ Serif fonts (may not be read by some older systems) <p>Content:</p> <ul style="list-style-type: none"> ➤ Keyword stuffing with words out of context ➤ Keyword stuffing in properties of the document ➤ Live links (do not always go through and employers will use the system’s function to pick contact information out of the document; more relevant for sending documents via email) ➤ Physical address (recruiters differ on its importance; this is a strategic decision based on the candidate’s situation) ➤ Keywords that are misleading (listing “Bachelor of Science Coursework” when the candidate does not have degree) ➤ Charts or graphics without key information repeated in the text



Not Worth the Risk

These formatting, design, and writing strategies are likely to cause resumes not to receive scores in many systems.

Overall / Organization:

- Headers or footers, with the exception of a header with contact information and page number on subsequent pages of document
- Functional or skills-based resumes (no content to align with the job title, company, and dates)

Formatting:

Likely to inhibit scoring of resume in system

- Text boxes (nothing in them will be read in many systems)
- PDF documents (not readable/scored in many systems)
- Spaces between letters to “expand” text (ATS sees each letter as a separate word)
- Word templates (underlying code seen as spyware or virus); if you don’t know if the client’s old resume uses one, start from a blank document
- Word documents saved in the newest file type (.docx)

Content:

- Degree or credential after your candidate’s name

Do you need to create an ASCII or plain-text document?

An ASCII or plain text file is not as important today, as most formatting does not inhibit scoring of resumes in ATS today. It can still be useful for applications which require copy and paste into an online form.

The resumes below will go through ATS and be scored without a problem! Following the guidelines above, you can create documents that are modern, visually appealing, and ATS-friendly.

Where can you get more information and detail on ATS-friendly resumes?

Resume Writing Academy recently presented a two-hour E-Summit on the topic, with 30+ pages of handouts! This includes more detailed information on many of the items above and more samples of sections within a resume that can be optimized for ATS. [Learn more and purchase the recorded E-Summit.](#)

Victor Simon

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GLOBAL CEO

Industrial Products | High-Volume Distribution | Competitive Worldwide Markets

Strategic and performance-focused executive with 15+ years of innovative, energetic leadership in US, Asia, Latin America, and Europe. Expert in leveraging global resources, capabilities, and relationships to gain advantage in outsourcing/low-cost country sourcing arenas. Motivational leader known for clearly defining mission and goals, aligning people and resources, and delivering results that exceed expectations:

- **First profitable year** in history of US business unit, stemming 6 years of multimillion-dollar losses.
- **\$50M value creation** in 5 years, leading Asian start-up from concept to \$104M in profitable revenue.
- **Quick penetration** of Latin American market segment and growth to 10% of company sales in 5 years.

MBA, Harvard Executive Education, Brown BA. Fluent French and Spanish, conversational Mandarin.

Professional Experience

GAMBON & CIE

Global group of industrial supply companies; US\$350M revenue, 1800 employees, headquartered in Paris.

President/CEO, GAMBON NORTH AMERICA, Boston, MA

2013–2016

Transformed \$115M North American business from loss to first profitability in its history. Tapped to lead business in severe crisis (losing \$2.6M annually) and sparked a total transformation – rescued a failing merger integration, centralized and consolidated operations, stabilized key customer relationships, and developed entirely new business strategy. Built new management team with a clear market/profit focus for growth.

- Reversed \$2.6M loss to \$263K profit in first year and boosted gross profits an additional 12% in year 2.
- Grew revenue 4% while slashing headcount 36% and increasing productivity 22%.
- Captured \$2.8M/year savings by instituting centralized distribution strategy and closing 20 locations.
- Leveraged global resources and relationships to earn worldwide business with GE. Emerged as winner despite highest bid in competition among 7; grew sales 1000% since acquisition.
- Retained 100% of customers during restructuring.

President/CEO, GAMBON ASIA-PACIFIC, Hong Kong, China

2007–2013

Led Greenfield start-up to \$100M+ revenue, 45% CAGR, and profit margins nearly double industry standard. Established company as clear market leader in Asian electronics and high-tech manufacturing sectors and led rapid expansion to 700 employees in 35 locations. Set the pace for a high-energy, high-performance culture and positioned the firm as a value-added solutions provider to the world's leading manufacturers.

- Conceived unique demand-driven strategy to launch start-up on a shoestring budget. Grew from 1-man operation without a customer into \$104M pan-Asian unit delivering the company's highest profit margins.
- Drove organic growth through start-ups in 5 production regions in Asia as well as 3 acquisitions and a JV.
- Secured unchallenged #1 market position throughout Asia, selling to/partnering with world-class multinational companies (Sony, Apple, Nokia, Panasonic, Boeing, Honeywell, and many others).
- Maintained 43% gross margins with exceptional client retention in an industry with very low cost-to-switch.
- Created more than \$50M in value above invested capital since venture start-up.

Chief Logistics Officer – Group Global Logistics, GAMBON & CIE, Paris

2006–2007

Overhauled global sourcing organization to drive efficiency gains and cost reductions. Held full leadership authority for logistics organization distributing a high volume of products from US, Asian, and European sources to customers worldwide. Reported to Group CEO.

- Created new logistics strategy that cut average delivery time by 27%, reduced costs by more than \$1.5M yearly, and built stringent performance levels into sourcing service agreements.

FAST-COM COMPANY

US-based international distributor of industrial fasteners

Vice President Operations, Nashua, NH, and Mexico City, Mexico

2001–2006

Drove expansion and continuous improvement of high-volume distribution organization comprising 10 centers in US and Latin America. Managed 200+ employees, 500,000 sq. ft. facilities, 40,000 SKUs, 50-truck fleet, import/export, and quality control. Reported to Owner/President.

- Slashed errors 83% and increased throughput 16% by implementing new quality and labor-control systems.
- Constructed and relocated 7 regional distribution centers, each time losing just 1 business day.
- Launched Latin American sales/support organization and grew into a high-performance unit that landed the company's single largest order and within 5 years generated 10% of total company sales.

General Manager – Consumer Products

1999–2001

Promoted to lead newly acquired consumer products division, with full P&L responsibility for the production and marketing of consumer fasteners and hardware via direct, wholesale, and agency sales.

- Initiated feasibility analysis that revealed critical flaws in structure and strategy of new organization. Sought and secured approval for immediate reorganization. Integrated viable activities into other business units, sold off assets, and closed remaining operations.

Prior Positions with Fast-Com Company: Advanced rapidly through progressively challenging roles managing local and regional operations.

Education

- **Northeastern University** – MBA, 2007
 - **Harvard Business School** – The General Manager Program, 2001
 - **Brown University** – BA, Marketing Concentration, 1993
-

Board Positions

- Advisory Board, Industrial Software, Inc.
- Executive Steering Committee, United Way of Massachusetts Bay
- Executive Advisory Board, Northeastern University Graduate School of Business

JARED LEAF

1870 Colorado Blvd. ✦ Denver, CO 80111

303-999-9999 ✦ jleaf3@comcast.net

SENIOR EXECUTIVE - PRESIDENT / CEO / COO

Transformational leader who consistently delivers significant impact on growth, translating expertise and understanding of people, processes, and systems gained from balanced business exposure into bottom-line results. Driven to focus on vision, mission, and strategy and inspired by continuously improving processes and daily operations. Key strengths:

Strategic Planning & Execution
Business Development
Regulatory Compliance
Asset / Liability Management

Board Collaboration
Operations Leadership
Financial Planning
Quality Systems

Risk Mitigation
Employee Involvement
Investment Management
Process Flows

Achieve success by motivating teams toward common goals, maintaining positive and consistent leadership with low volatility and incorporating humor and flexibility. Lead from core values of community, lifelong learning, total commitment, and critical participation, repeatedly excelling and attaining financial results through a balanced perspective.

- ~ Led metamorphosis of small business, tripling sales, bolstering infrastructure, and fostering a culture of innovation. ~
- ~ Returned profitability to organization losing \$80,000 annually through revision of structure and operating processes. ~
- ~ Spurred triple-digit growth through client-focused, value-driven brand, organizational, and marketing strategies. ~

PROFESSIONAL EXPERIENCE

THE BOHEMIAN FOUNDATION, Fort Collins, CO

A 501(c)(3) providing financial services including financial planning, investment management, and charitable giving.

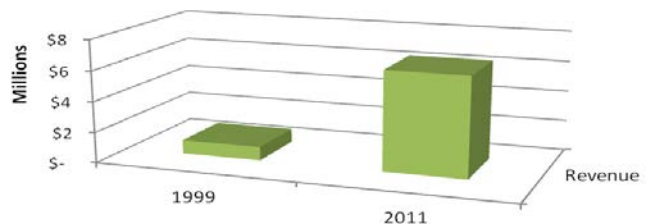
Executive Vice President, 2009–Present ✦ Vice President, Loan Division, 2003–Present

Recruited to manage and grow loan division and tapped for role as EVP by board of directors, managing \$330 million investment portfolio including the Investment and Loan Fund, InvestFirst Financial, a pension fund, and endowments/charitable trusts. Serve as second in command, partnering with CEO/president to lead strategic planning, marketing, financial outcomes, and board relationships. Chair internal loan and operations committees and present loan/investment information to board.

- **Leadership Snapshot:** \$330 million in assets; 30 employees; \$6.5 million in annual revenue

Revenue Growth: Grew division revenue 500%, restoring trust to mend damaged relationships by communicating with full transparency and leading team in continuous process of identifying, analyzing, and solving problems.

- Realized 600% gain in loan volume and 400% increase in investment assets to advance profitability and impact.
- Increased investor base 300%, from 425 to 1700, and managed compliance with securities regulators in 38 states where fund investors reside.
- Led breakout sessions for executives of funds between \$50 million and \$150 million at 4 national conferences for loan fund administrators.



President/COO - InvestFirst Financial (subsidiary), 2011–Present

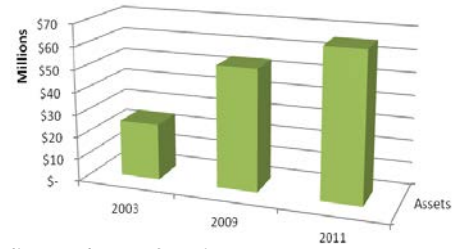
President/CEO - Global Trust Company, N.A. (subsidiary), 2005–2011

Led initiatives to evaluate alternative structures, improving operating systems and client service while significantly reducing costs and simplifying regulatory compliance. Obtained board approval to form registered investment advisory firm, InvestFirst Financial, as successor to Global Trust. Led strategic initiatives, marketing, financial planning, investment management, operations, client relationship management, and regulatory compliance.

- **Leadership Snapshot:** 550 client relationships; \$70 million in assets

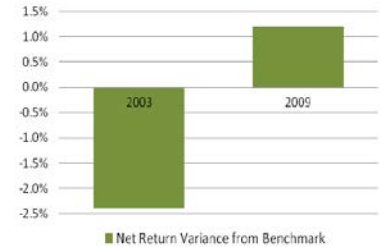
Profitability: Regained profitability, growing accounts and assets under management 116% by leading team in providing clients with credentialed expertise, impactful guidance, and genuine care.

- Revitalized deteriorating financial results, turning around \$20,000 quarterly loss to realize \$17,000 quarterly profit by increasing revenues, cutting full-time equivalents 25%, and minimizing direct expenses.
- Reduced internal fund expense ratios 15.7% and portfolio volatility 21.9% by solving problems cross-functionally and developing strategic alliance to access prime investment research and risk management analytics.
- Reined in out-of-pocket regulatory costs while improving service by orchestrating wind down of federal trust and conversion of investment portfolios and transforming it into an investment advisory with third-party custodian and advanced operating system.



Asset Management: Revived -2.4% net return variance from benchmark to +1.2% by evaluating portfolio diversification, cost, volatility, and returns; identifying root causes; and spearheading implementation of corrective actions.

- Increased IRAs and personal taxable assets under management an average of 16.6% per year for 7 years.
- Spearheaded rebranding initiative, including researching, brainstorming, and defining trademarked name, InvestFirst Financial.
- Directed execution of marketing strategy, including production of a 6-page brochure, an effective web presence, and supporting resources.
- Retained 95%+ of clients/assets through engaging communications to share rationale behind transition and smoothing navigation of complex documentation during significant market drop.



JACKSON MACHINE & TOOL INC., Springfield, IL

Designer and builder of special machines and automated production systems.

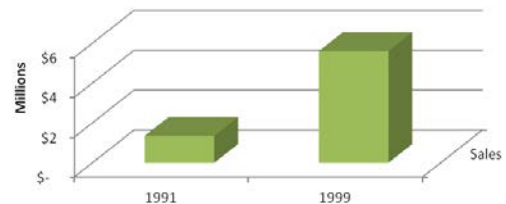
Vice President, 1995–2003 ✦ Business Manager, 1991–1995

Recruited to manage operations, building and leading team of managers, engineers, toolmakers, and technicians. Negotiated health insurance, 401k plan, materials, and support services contracts. Directed recruiting, hiring, compensation, and OSHA compliance. Developed performance measures and initiated QS-9001 quality processes.

- **Leadership Snapshot:** \$5.4 million in sales; 45 employees

Operations Management: Grew sales 300% and employment 150%, bringing systems to a thriving business that enabled sustainable growth and launching 2 additional companies.

- Bolstered infrastructure to support aggressive growth, nearly tripling staff and establishing process flows and systems to meet demand.
- Introduced line of high-efficiency automated conveyor systems by evaluating competitive landscape; leading design, build, and sales efforts; and launching separate company.



Additional experience with CUMMINS INDUSTRIES, progressing through Assistant Controller, Employee Involvement Facilitator, Developmental Project Manager, and Production Control Manager positions.

EDUCATION & AFFILIATIONS

MBA & BA in Business Administration – University of Chicago

Certified Investment Management Analyst (CIMA®)

Investment Management Consultants Association / University of Pennsylvania Wharton School of Business

Chair, Investment Subcommittee / Member, Finance Committee – Poudre Valley Health Systems

Board Member / Investment Committee Member – Community Foundation of Northern Colorado