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Bold Statements: do they impress or not?

The Influence of Bolding Relevant Information on Résumés

Jelmer van der Sande

In collaboration with Mirjam van der Kolk

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Student number: 1263684

First examiner of the university: Dr. T.V. Pollet

Second examiner of the university: Dr. N van Doesem

Abstract

The previous research on résumé assessment has focussed on both the qualitative content of a résumé as well as the presentation of that content. It is agreed upon that subtle cues do influence the perception of an applicant. In this experiment, the effects of bolding or not bolding certain information was investigated. In an experimental study, 103 recruiters or participants with professional experience in personnel selection were shown fictional résumés and were asked to rate the fictional applicant on hirability. There was a significant difference between résumés that had relevant information and that had irrelevant information, but participants did not significantly alter their ratings when information was bolded. Contrary to one of the hypotheses, bolding irrelevant information seemed to elevate recruiters' evaluations of résumés, suggesting an advantageous compensatory effect for shortcomings in one's education or job experience.

Keywords: résumé assessment, typeface, bold, relevant, irrelevant, recruiters

Introduction

Recruiters spend on average less than 30 seconds reviewing a résumé (Barnum, 1987). In this short time span, a recruiter makes a potential life-influencing decision: invite the applicant for an interview, or discard the résumé and along with it the applicants' chance of a job. When applying for a professional job, one of the first items asked of an applicant will be his résumé. Predominantly, the résumés will have to be submitted digitally (Furtmueller, Wilderom, Mueller, 2010). This résumé will be used by recruiters as an initial screening of multiple characteristics including the applicant's education, job experience, extracurricular activities, and hobbies (Cole, Rubin, Feild, & Giles, 2007). Research showed that this initial qualitative information will have a strong influence on the recruiters' perceptions of an applicants' hirability and aptitude for the job (Cole et al., 2007; Knouse, 1994; Brown & Campion, 1994; Thoms, McMasters, Roberts, & Dombkowski, 1999; Nemanick & Clark, 2002).

Regarding the characteristics of a résumé, much research has been conducted. Brown and Campion (1994), for example, found in their series of studies that recruiters interpret biodata (work experience, education, hobbies, etc.) as indicators of someone's abilities and other attributes. Moreover, they found that recruiters rated résumés higher if the biodata presented in the résumés reflected the attributes that the job in question required. Similar effects have been found by Nemanick and Clark (2002). More specifically than Brown and Campion, they solely examined the effects of extracurricular activities on the attributions a recruiter makes about the applicant. They manipulated three characteristics of extracurricular activities: number of activities, holding positions of leadership, and relevance of the activities. They found main effects for all three characteristics. Moreover, there was an interaction effect on different levels of the characteristics: a mixture of social activities and career activities amassed higher ratings for applicants who held leadership positions in five activities. For applicants who were leaders in only two activities, however, it was more

desirable to list only career activities. In another, earlier experiment, Thoms et al. (1999) examined the competitive advantage that certain résumé characteristics could give applicants in obtaining an interview. Regarding the qualitative content of the résumés, they found that specific objective statements (statements with respect to one's personal goals) increase the chances on an interview more than general objective statements, listing a Grade Point Average of 3.0 is better than listing no Grade Point Average, and listing accomplishments is better than listing no accomplishments.

Next to the qualitative content of the résumés, it seems that recruiters are also influenced by the presentation of that content. For example, Charney and Rayman (1989) investigated in their study how much weight recruiters assigned to writing quality (i.e. choice of sentence style, presence of mechanical errors, amount and kind of elaboration) when evaluating an applicant's résumé. Their results showed that the recruiters gave considerable weight to writing quality and that the detrimental effect of spelling errors was even greater than the effect of relevance of job experience on the average rating of an applicant. Martin-Lacroux and Lacroux (2016) found similar effects: they found that the presence of spelling errors in a résumé is highly detrimental to the chances of being invited to an interview. They also found that the presence of spelling errors on application documents had a stronger influence on their participants than the professional experience of the applicants. In a similar context, Blackburn-Brockman and Belanger (2001) investigated in a field study the effect of length of a résumé on an applicant's chance to get invited for an interview. They asked 105 recruiters to rank résumés on likeliness of being invited and found that two-page résumés were significantly higher ranked than one-page résumés. They attributed this effect to the fact that the second pages of a résumé typically contain relevant and persuasive information (i.e. important extracurricular activities, professional accomplishments, community services).

It is hardly surprising that the presentation of information on résumés in terms of spelling errors, length, and writing style influences a recruiters' perception. After all, the presentation of a résumé is information about an applicant in itself. However, research has shown that subtle differences in presentation, that have less to do with the quality of the application, can predict an applicant's chances on an interview as well.

Watkins and Johnston (2000), for example, investigated whether including a picture on a résumé increased the likelihood that an applicant would be invited to an interview, the perceived quality of the application, and what starting salary a recruiter would offer. The researchers were particularly interested in the compensatory effect a picture of an attractive female applicant had on applications of different quality. The results of the experiment showed that when an application's quality was high, the attractiveness of an applicant's picture had no effect. When the quality of an application was average, however, résumés with an attractive picture were evaluated more positive than the control, no photograph, résumés.

Other examples of the effects of subtle cues were found by van Toorenburg, Oostrom, and Pollet. In their study, they tested the effects of the formality of e-mail addresses on the evaluation of résumés. They found that the use of an informal e-mail address (such as 'luv_u_sanne@hotmail.com') is harmful to the evaluation of a résumé compared to a formal e-mail address (such as 'sannejong@hotmail.com'). Using the effects of spelling errors as a benchmark for comparison, they found that the use of an informal e-mail address is as detrimental to the evaluation of a résumé as the presence of spelling errors.

Thus, a detail such as an e-mail address can change the perception of an applicant. It is theorized that recruiters infer personality traits of an applicant from his e-mail address (Back, Egloff, & Schmukle, 2008). Similar effects of subtle cues were found by Shaikh and Fox (2008). They found in their study that the use of a certain typeface also influences the perception of an applicant's personality; when using a formal and easy to read typeface like

‘Corbel’ the participants perceived the applicants as more professional, more mature, and more trustworthy than when a less chaotic and harder to read typeface like ‘Vivaldi’ was used. Moreover, they found evidence for a stronger inclination to invite an applicant for an interview when the typeface was more formal than when the typeface was informal. Other studies have also found that the typeface design can influence the evaluation of the content of a text: Mackiewicz (2007) found in her experiment that if during a PowerPoint presentation a ‘sans serif font’ (like Ariel) is used as opposed to a ‘serif font’ (like Times New Roman), spectators will evaluate that presentation as more professional. In the same context, in an earlier research Henderson, Giese, and Cote (2004) also studied the effect of typefaces on impression management. Their goal was to investigate what strategically relevant impressions can be created by typeface design and what characteristics such a typeface design needs. Although their focus was mainly on the effect of typeface design on company logos and marketing texts, their results showed that different typeface styles evoked different feelings in participants; some typeface styles were found more pleasing, reassuring, or prominent than others. Henderson et al. (2004) argued that the use of different typefaces can give messages more weight in the eyes of its reader.

Thus, previous research on résumé assessment has pointed out that both the qualitative content of résumés as well as its presentation play a major role in recruiters’ perceptions of résumés. Also, previous research on the effects of different font types suggests that this could play a role in recruiters’ perceptions of résumés. The main goal of the present study was to investigate the effect of font size on recruiters’ perceptions even further. More specifically, the present study examined if typing relevant information on résumés in ‘**bold**’ (an option in writing programs which is defined by increased stroke width of the text) would ensure that recruiters would take that information more into account than irrelevant information that was not typed in ‘**bold**’.

Relevant versus Irrelevant information

As mentioned above, both the qualitative content of the résumés as well as the presentation of it seems to be equally important (Blackburn-Brockman & Belanger, 2001; Charney & Rayman, 1989; Henderson et al., 2004; Lacroux & Lacroux, 2016; Shaik & Fox, 2008). In this section, the qualitative content is being discussed. Cole et al. (2007) found that recruiters use résumé information to draw conclusions about the abilities, motivation, job fit, and even personality of an applicant. Several studies show that the two most influential elements of a résumé are education and job experience (Hutchinson, 1984; Hutchinson & Brefka, 1997; Cole et al., 2007; Thoms et al., 1999).

The education section on a résumé consists of the schools an applicant has attended, extra courses he may have completed, and further education the applicant has had (Knouse, 1994). A recruiter can use this information to compare the education to the job requirements. Moreover, in America, it is common to mention a Grade Point Average (GPA) in this section (Roth & Bobko, 2000). Research has shown that résumés reporting GPA's were rated higher than résumés that did not report them. Also, the higher the GPA indicated on a résumé, the higher the rating of it by recruiters (Thoms et al., 1999).

The job experience section consists of the type of employment and other employment-related activities an applicant has engaged in in the past. A recruiter can use this information to compare the previous job descriptions with the current job requirements. There is a strong relationship between the extent to which education and job experience on a résumé are perceived to be corresponding with the current job requirements and the overall assessment of an applicant (Knouse, 1994). Like said earlier, Brown & Campion (1994) also found that recruiters rated résumés more attractive when they contained biodata (i.e. work experience, education, hobbies) that reflected attributes corresponding with the requirements of the job.

In other words, relevant education and relevant job experience on a résumé of an applicant are strong determinants of his hirability.

Despite an applicant's best efforts to construct a résumé where education and previous job experience match the requirements of the job they are applying to, they might find that either one does not match the requirements. When an applicant is applying for a job for which he or she has not had the relevant education (for example when an applicant with a Master's degree in Health Psychology is applying for a Human Resource Management position) but does have relevant job experience (for example when he or she has been working as a HRM employee for 5 years), it is advantageous if the recruiter spends more attention to the information in the job experience section than the information in the education section. The same applies vice versa; an applicant with a relevant education but an irrelevant job experience would want the recruiters' attention on the education section. Indeed, Knouse (1994) found evidence for compensatory effects of education and job experience for an irrelevance in either area on some evaluation domains like confidence and recruiters' certainty about their decision to hire an applicant.

An applicant cannot just leave either the education or job experience section out of their résumé, since these are the two most preferred sections regarded by recruiters (Hutchinson, 1984; Hutchinson & Brefka, 1994). However, McNeilly and Feldman Barr (2010) found that when more detail is provided about work-related experiences than about education or campus activities, recruiters considered candidates more employable. So in order to compensate for the lack of either relevant education or relevant job experience, an applicant could benefit from highlighting the relevant information by providing more detail about it. It is possible that this effect is due to the attention of the recruiter, which is more focussed on the relevant information when this is provided in more detail than the irrelevant information. In our study, we wanted to further investigate if this effect is also obtained when

the relevant information is provided in a bold (more pronounced and thicker letters) typeface and the irrelevant information is left in the regular typeface.

Typeface

As mentioned above, the typeface in which the résumé is written influences the recruiters' perceptions of the applicant (Sheikh & Fox, 2008; Henderson et al. 2004). In a study conducted by Sheikh and Fox (2008), they argue that not only the legibility of a typeface (i.e. how easy the typeface is to read) influences perceptions of an applicant, but it also communicates certain values to a recruiter, such as knowledgeability, credibility, and professionalism.

There is a growing body of research on the legibility of typefaces on electronic devices, due to the fact that most texts today are read on such a device. Franken, Podlessek and Mozina (2014) found in their eye-tracking study that the typeface 'Verdana' can be read faster than the typeface 'Georgia' due to the larger stroke width of the typeface. Moreover, they found that the participants' reading speed increased with the enlarging of the font size and that the participants had more but shorter fixations (short stops at individual words or groups of words that enable the brain to process information) with the enlarging of the font size. This suggests that the larger and more legible the font size is, the more a participant will look at it and will be able to process its content more easily, suggesting that information in larger and more legible fonts will be more pronounced in someone's mind when evaluating that information (Franken, Podlessek, & Mozina, 2014). Adding to these results, Huang and Kwong (2014) found in their study that menus and catalogues that were presented in difficult to read typefaces induced feelings of enhanced variety in participants. This resulted in participants reporting they had more difficulty making choices when reading a difficult-to-

read typeface than when reading an easy-to-read typeface. Furthermore, Bayer, Sommer, and Schacht (2012) found that font size affected the emotional response to certain words; larger words evoked emotions faster and longer than smaller words, suggesting that the emotion-driven facilitation of attention might be evoked by the size of words. For the evaluation of textual information, it can be favourable to evoke emotions because this could make the information more prominent in the mind of its reader.

Following the literature described above, it is suggested that a bold typeface will influence recruiters' perceptions because bold typeface has a higher visibility and legibility than regular typeface (Sheedy, Subbaram, Zimmerman, & Hayes, 2005) and because heavier typefaces evoke perceptions of strength (i.e. the power to capture attention) than smaller, lighter typefaces (Henderson et al., 2004; Giese, Malkewitz, Orth, & Henderson, 2014). This leads to the hypothesis that résumés with both relevant education and relevant job experience will receive more positive evaluations than résumés with irrelevant education and job experience (hypothesis 1). Second, it is hypothesised that information written in a bold typeface will influence recruiters' evaluation of the applicants' hirability more than the information written in a normal typeface (hypothesis 2). Lastly, predictions are that the applicants with the résumés that have the relevant information bolded will get more positive evaluations on their hirability as opposed to the applicants with the résumés that have the irrelevant information bolded (hypothesis 3).

Method

The research consisted of a pilot study and a main study. The pilot study was conducted to find out what information regarding job experience and education people found relevant and irrelevant regarding the job requirements we would use in our main study.

Pilot study

Design and Procedure. The pilot study consisted of 48 statements; 24 regarding job experience and 24 regarding education. The statements were fictional job experiences or fictional educations an applicant might have. The point was to differentiate between relevant and irrelevant information in respect to the job requirements, in order to use this to fabricate résumés for the main study.

The questionnaire opened with a short introduction and instruction about the study. Participants were then asked to, if possible, take a seat in a quiet room. They had to read an informed consent and accept by starting the questionnaire. When they started the questionnaire, they were shown the job requirements with the message that it would appear on screen before each question. Next, they were shown a string of 24 statements (12 regarding job experience and 12 regarding education). The participants were asked to which degree they found each fictional job experience and education relevant to the job requirements. After assessing the 12 job experiences and 12 educations, several questions regarding demographics appeared on screen. After that, the participants were thanked for their participation and asked if, in case they met the requirements of the participants of the main study, I was allowed to contact them for possible participation in the main study. In that case, they could leave their e-mail address.

Participants. Participants were approached via e-mail and were mainly Psychology students. Because of the low response rate, some non-students were approached as well. In total, 43 participants opened the questionnaire, but only 20 participants finished it. Of these 20 participants, 13 were male and 7 were female. The participants' age were between 20 and 57 year (mean = 28.7, *SD* = 12.0)

Measurements. The participants assessed the information and were asked the following questions that were to be answered with a slider on a 0 to 100 scale (0 = ‘Totally irrelevant’ and 100 = ‘totally relevant’): ‘To which degree did you find this applicants’ education relevant for this job?’ (whenever an education was shown) and ‘to which degree did you find this applicants’ job experience relevant for this job?’ (whenever a job experience was shown).

Results. From the 48 statements 20 were for use in the main study: 5 job experiences that were considered most relevant (means were between 65.2 and 69.4 and standard deviations were between 14.7 and 21.7, aggregated mean = 67.6, $SD = 17.6$), 5 job experiences that were considered most irrelevant (means were between 32.3 and 41.6 and standard deviations were between 10.6 and 26.7, aggregated mean = 34.9, $SD = 18.3$), 5 educations that were considered most relevant (means were between 69.0 and 83.8 and standard deviations were between 7.3 and 15.4, aggregated mean = 74.8, $SD = 12.7$), and 5 educations that were considered most irrelevant (means were between 27.3 and 40.1 and standard deviations were between 17.5 and 22.1, aggregated mean = 34.5, $SD = 20.2$).

Main Study

Materials. The résumés fabricated on the basis of the results obtained in the Pilot study are added with photographs as part of the study of my collaborator Mirjam van der Kolk. We fabricated 18 résumés in total (see appendix), with 6 different manipulations:

- 1) 3 Résumés were outfitted with relevant Education in a **bold** typeface and irrelevant Job Experience in normal typeface.
- 2) 3 Résumés were outfitted with irrelevant Education in a normal typeface and relevant Job Experience in **bold** typeface.

3) 3 Résumés were outfitted with irrelevant Education in a **bold** typeface and relevant Job Experience in a normal typeface.

4) 3 Résumés were outfitted with relevant Education in a normal typeface and irrelevant Job Experience in a **bold** typeface.

5) 3 Résumés were outfitted with relevant Education in a normal typeface and relevant Job Experience in normal typeface.

6) 3 Résumés were outfitted with irrelevant Education in a normal typeface and irrelevant Job Experience in a normal typeface.

Each cluster of 3 résumés with the same outfit contained a formal photograph, an informal photograph, and no photograph of the applicant.

The following four questions were asked to measure the perceived hirability of the fictional applicants (originated from the questionnaire to measure hirability of Cole et al., 2007):

1) ‘How likely is it that you would be interested in interviewing this applicant?’ 2) ‘How likely would you recommend this applicant to be hired?’ 3) ‘How likely would this candidate, when hired, perform well?’. These three questions were answered on a 6-point scale (1 = “Extremely unlikely”; 6 = “Extremely likely”). Also, as part of the overall evaluation the following question was asked: ‘Take everything regarding the résumé of the applicant in account; what is your total evaluation of the applicant?’ (1 = “very negative”; 6 = “very positive”).

To find out what aspect of the résumés influenced the recruiters most, the following question was asked: ‘to which degree have you let the following aspects influence your evaluation? 1) Job Experience, 2) Education, 3) Lay-out.’ This final question was answered through a slider on a 0-100 scale (0 = “not at all”; 100 = “exclusively”).

Participants. In total 310 people opened the questionnaire, of which 103 completed it. For the analysis, only the results of the participants that completed the questionnaire were taken into account. Of these 103 participants 38 were male (36.9%) and 65 were female (63.1%) and all reported to have a Dutch nationality. The age varied between 19 and 63 years ($M = 35.8$, $SD = 10.7$). 43 participants (41.7%) were working as a recruiter, 14 participants (13.6%) as Human Resource employee, 20 participants (19.4%) reported to professionally deal with employee-selection in general, and 26 participants (25.2%) reported otherwise and gave a short description of their function. These functions, however, were all suited for our research (e.g. intermediaries, P&O advisors, HR managers, etc.). The number of months of experience in these functions was between 1 and 500 ($M = 79.1$, $SD = 91.7$).

Procedure. The participants were contacted through e-mail, LinkedIn, Facebook, and a blog on the intranet of the Municipality of The Hague. A link to the online Qualtrics survey was either e-mailed or put on one of the social media with a short description. When opened, the participants were informed of the general goal of the research (without disclosing the hypotheses) and their rights as a participant. Once they consented to participate, they could continue to the next page and thus start the questionnaire.

The 18 résumés were divided into two groups of nine résumés. Each participant was asked if their house number was either even or uneven. Their answer determined which of the two groups of résumés they would evaluate. The proportion even:uneven house numbers was 48:55. The nine résumés were shown to the participants in random order. On the same page as the résumé was the description of the fictional job and the job requirements the résumés were submitted for and the questions regarding hirability, overall evaluation, and which aspect influenced the recruiters' evaluation most. There were also three questions concerning competence, education, and economic success as part of the experiment of my collaborator. After the participants had evaluated nine résumés, some demographic questions were asked,

as well as questions regarding the function and work experience of the participants. To check whether no participant had an idea as to what the hypotheses of the experiment were, a final question was asked: ‘do you think you know what the specific goal of this experiment was?’

Lastly, the participants were thanked for their participation, debriefed, and invited to leave their e-mail address if they wanted to participate in the lottery for ten gift vouchers of €10,-.

Results

Awareness check. One of the final items on the questionnaire was ‘do you think you know the goal of the research?’. 56 (54.4%) participants answered ‘no’, 47 (45.6%) answered ‘yes, that is...’ and answered an open answer in a text box. Of these 47 participants, not one guessed the actual goal of the experiment or mentioned something close to one of the hypotheses. No responses were deleted on account of these answers.

Clustering. In order to compare the different types of résumés, a mean score was calculated six times out of three résumés clusters that had the same manipulation. This left six dependent variables for analysis. Because the résumés were divided over two groups, sometimes a group had evaluated one of those three résumés and sometimes two of those three résumés. Thus, if there was a significant effect found between the means of the résumé clusters, there had to be an extra Split-file check to exclude the possibility that this effect was not merely present because of the differences between the two groups. For an overview of the distribution of the résumés per group and the six clusters of three resembling résumés, see table 1 in Appendices.

Scale. A reliability analysis was conducted on the hirability variables. These included four items: 1) ‘How likely is it that you would be interested in interviewing this applicant?’ 2) ‘How likely would you recommend this applicant to be hired?’ 3) ‘How likely would this

candidate, when hired, perform well?', and 4) 'Take everything regarding the résumé of the applicant in account; what is your total evaluation of the applicant?'. The Cronbach's Alpha was .937, thus the four items had a high internal consistency (see table 1). Analysis showed also that the alpha was higher if the fourth item 'take everything regarding the résumé of the applicant in account; what is your total evaluation of the applicant?' was removed (see table 2), but only by the slightest margin (.937 vs. .939) so it was not deleted from analysis.

Cronbach's Alpha	Number of items
.937	4

Table 1. Cronbach's Alpha of the Hirability Items

Variable	Cronbach's Alpha if item deleted
'How likely is it that you would be interested in interviewing this applicant?'	.901
'How likely would you recommend this applicant to be hired?'	.907
'How likely would this candidate, when hired, perform well?'	.918
'Take everything regarding the résumé of the applicant in account; what is your total evaluation of the applicant?'	.939

Table 2. Cronbach's Alpha of the Hirability items if item deleted

Assumptions. The assumptions for the repeated measures ANOVA were checked. For every repeated measures ANOVA performed, the following was applicable: the Kolmogorov-Smirnov test showed that the distribution of the hirability ratings on all résumé-clusters deviated significantly from a normal distribution. The same was true for the ratings on the degree of influence of the different aspects of the résumés (education and job

experience). The normality assumption was thus violated. However, because $N > 30$, the F-test is robust against this violation. The participants have responded independently of each other, and thus the errors were independent. Lastly, the sphericity-assumption was not supported ($\epsilon_{GG} = 1.00$), which means the Huynh-Feldt corrected F-test had to be used.

Hypotheses. Hypothesis 1 was supported: the résumés with relevant education and job experience were rated significantly higher ($M = 3.89$, $SD = 1.13$) on the hirability scale than the résumés with irrelevant education and job experience ($M = 2.62$, $SD = .90$, $F(1, 102) = 122.1$, $p < .001$, $\eta_p^2 = .602$, see figure 1). There was, however, an interaction effect for hirability and house number ($F(1, 101) = 5.5$, $p = .021$, $\eta_p^2 = .052$), signalling that some of the effect is explained by the differences between the 2 groups. Via split file, it was possible to check whether one of the groups had a non-significant effect. This was not the case, since the group that had an even house number reported a significant difference in hirability ($F(1, 47) = 97.9$, $p < .001$, $\eta_p^2 = .676$) as well as the group that had an uneven house number ($F(1, 54) = 64.3$, $p < .001$, $\eta_p^2 = .543$). It must be noted, though, that the difference in hirability was more pronounced in the ‘even’ group ($M = 3.78$, $SD = 1.14$ vs. $M = 2.26$, $SD = .88$) than in the ‘uneven’ group ($M = 3.99$, $SD = 1.12$ vs. $M = 2.94$, $SD = .81$).

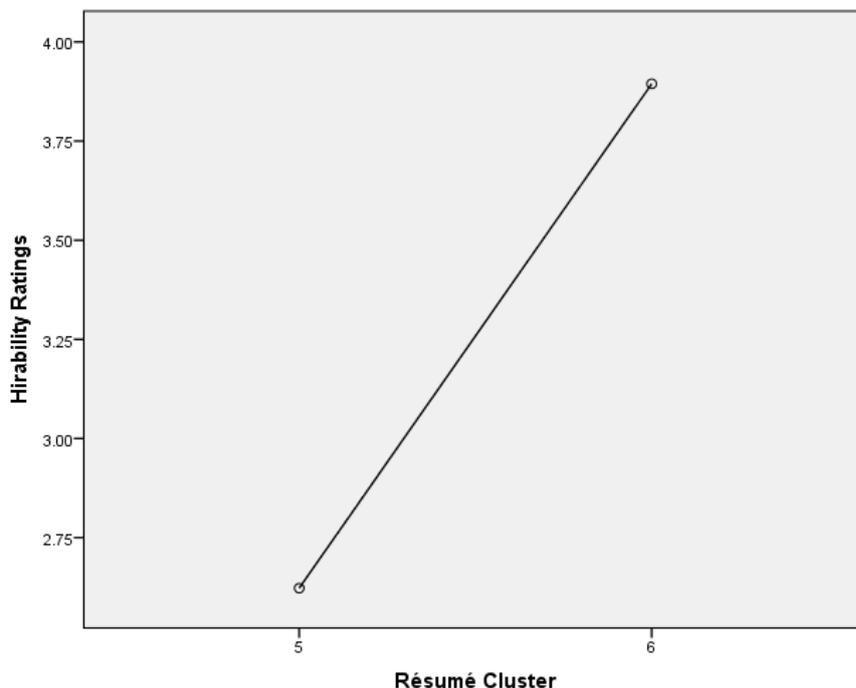


Figure 1. Hirability ratings for résumé clusters 5 and 6

Hypothesis 2 was not supported. The scores on the item ‘to which degree have you let the following aspects influence your evaluation? Job Experience’ did not differ significantly when job experience was bolded ($M = 79.84, SD = 12.62$) from when job experience was not bolded ($M = 80.20, SD = 10.46, F(1, 102) = .293, p = .589, \eta_p^2 = .003$). Likewise, the scores on the item ‘to which degree have you let the following aspects influence your evaluation? Education’ did not differ significantly when education was bolded ($M = 70.50, SD = 15.16$) from when education was not bolded ($M = 70.67, SD = 16.51, F(1, 102) = .037, p = .848, \eta_p^2 > .001$). Recruiters did respond with a significantly higher influence of job experience ($M = 80.34, SD = 10.74$) on their evaluation than of education ($M = 71.34, SD = 14.81, F(1, 102) = 38.910, p < .001, \eta_p^2 = .276$, see figure 2). There was no interaction effect for house number and what aspect of the résumés the recruiters reported to have the most influence on their evaluation.

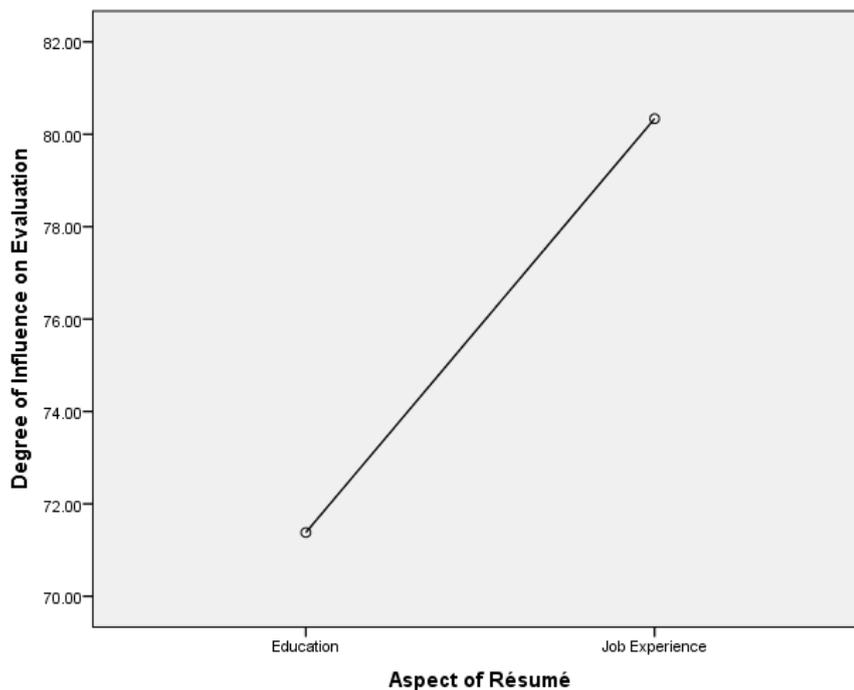


Figure 2. Degree of influence on evaluation of education and job experience

Hypothesis 3 was not supported. The hirability ratings were not significantly higher when the résumés had the relevant education in bolded typeface and the irrelevant job experience in normal typeface ($M = 2.88$, $SD = 1.03$) than when the résumés had the relevant education in normal typeface and the irrelevant job experience in bolded typeface ($M = 3.19$, $SD = 1.11$). The difference was significant, however, but the other way around: the hirability ratings were significantly higher in résumés that had relevant education in normal typeface and the irrelevant job experience in bolded typeface than when the résumés had the relevant education in bolded typeface and the irrelevant job experience in normal typeface ($F(1, 102) = 9.588$, $p = .003$, $\eta_p^2 = .086$, see figure 3). There was no significant interaction effect of house number and hirability ratings ($F(1, 101) = 2.847$, $p = .095$, $\eta_p^2 = .027$).

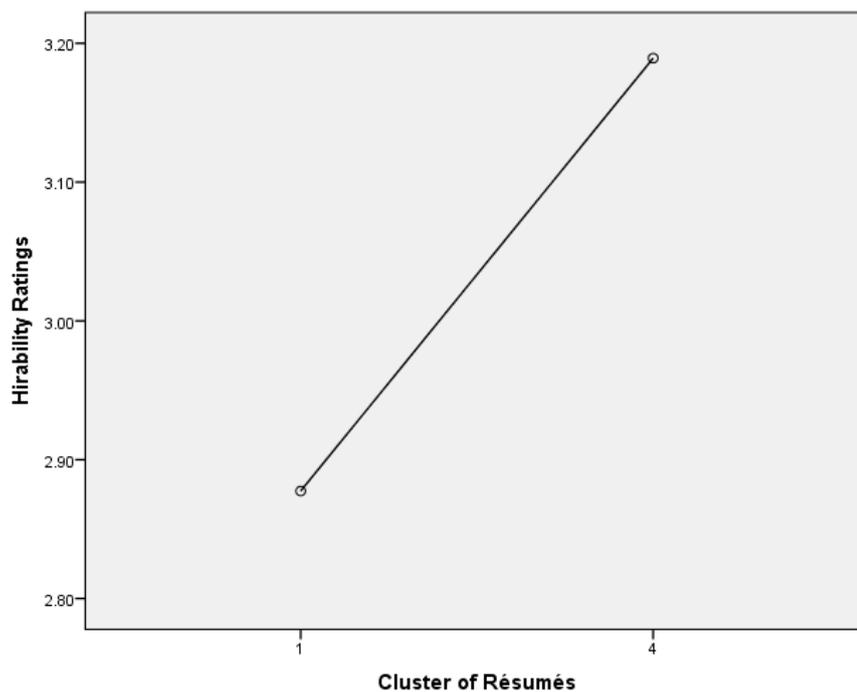


Figure 3. Hirability ratings of résumé clusters 1 and 4

Likewise, the hirability ratings were not significantly higher when the résumés had the relevant job experience in bolded typeface and the irrelevant education in normal typeface ($M = 3.1734$, $SD = 1.00$) than when the résumés had the relevant job experience in normal

typeface and the irrelevant education in bolded typeface ($M = 3.42$, $SD = 1.11$, see figure 4). The difference was significant, however, but the other way around: the hirability ratings were significantly higher in résumés that had relevant job experience in normal typeface and the irrelevant education in bolded typeface than when the résumés had the relevant job experience in bolded typeface and the irrelevant education in normal typeface ($F(1, 102) = 707$, $p = .019$, $\eta_p^2 = .053$). There was no significant interaction effect of house number and hirability ratings ($F(1, 101) = 1.108$, $p = .295$, $\eta_p^2 = .011$).

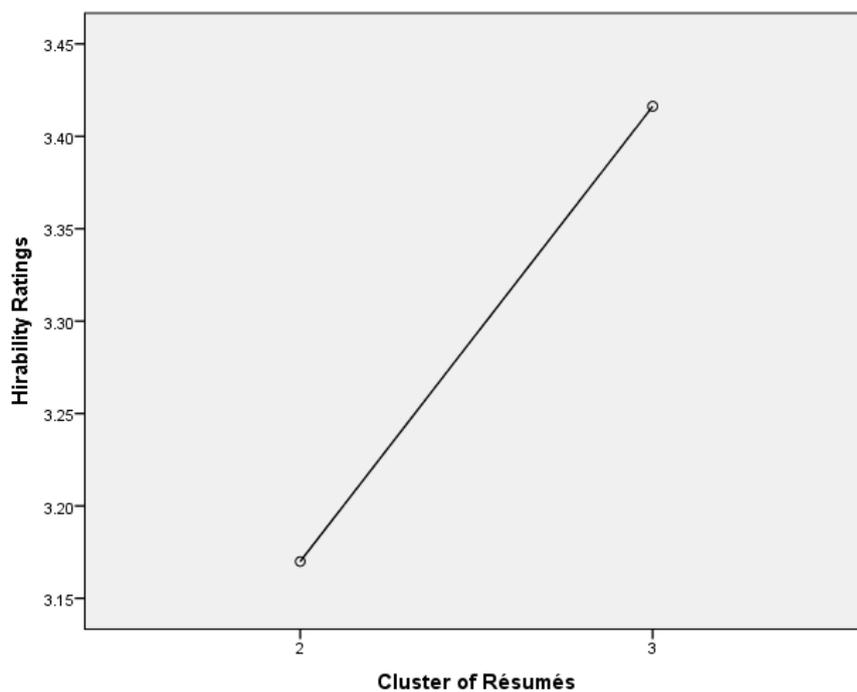


Figure 4. Hirability ratings of résumé clusters 2 and 3

Discussion

The goal of this study was to examine whether the bolding of information had effect on how that information influenced recruiters' evaluation on résumés. The hypotheses were that the hirability ratings for fictional applicants are higher when the corresponding résumés had relevant education and relevant job experience than the hirability ratings for fictional applicants when the corresponding résumés had irrelevant education and irrelevant job

experience; that the information that was typed in bold typeface would have more influence on recruiters' evaluation of the résumés; and that the résumés that had the relevant information bolded would receive higher ratings than the résumés that had the irrelevant information bolded.

The results only supported the first hypothesis: recruiters did rate the résumés with all relevant information higher than the résumés with all irrelevant information. This is in line with the results from various earlier studies (Hutchinson, 1984; Hutchinson & Brefka, 1997; Cole et al., 2007; Thoms et al., 1999). Information that was bolded was not reported as more influential when evaluating résumés and résumés that had the relevant information bolded and irrelevant information in normal typeface did not receive higher ratings than résumés that had irrelevant information bolded and relevant information in normal typeface. Instead, the opposite seemed to be true; the hirability ratings for applicants were significantly higher when the corresponding résumés had the irrelevant information bolded and the relevant information in normal typeface than when the relevant information was bolded and irrelevant information was in normal typeface.

This difference is intriguing, for it suggests that information that is bolded is actually less influential than information that is written in normal typeface. It contradicts the study of Sheikh and Fox (2008), who found that a more legible typeface will increase the positive ratings for a résumé. Also, it does not follow the results from the other studies on heavy typefaces (Franken et al., 2014; Sheedy et al., 2005). However, there was also no effect found on what recruiters reported as more influential information that was presented in bold or normal typeface. This could indicate that the manipulation was not effective at all. That said, the objective was to see if minimal, or subtle, cues influenced recruiters' evaluation. These cues are often not perceived consciously (Cole et al., 2007), but unconsciously. When asked on what aspect of the résumé they based their evaluation most, chances are they answer on

what aspect they think they based their evaluation most, not on what they had actually based it on.

Practical implications

There are some practical implications for both applicants and recruiters based on the results. For an applicant, it seems to be advantageous to present irrelevant information in a bold typeface on a résumé instead of presenting the relevant information in bold typeface. The results of this study suggest that bolding irrelevant information has a compensatory effect when having either an irrelevant education or an irrelevant job experience. Moreover, applicants should be aware that recruiters generally let their evaluation be more influenced by job experience than education. This is knowledge they can use when looking for jobs. As for recruiters, they should be aware that subtle cues, such as bolded information, could influence their perception of an applicant. Although some cues, such as spelling errors (Lacroux & Lacroux, 2016), could actually be helpful in obtaining a better picture of an applicant's qualities, other cues might have nothing to do with an applicant's qualities and still be an influential factor.

Limitations

Before the conclusions of this study can be generalized, some limitations should be considered. First, the most important premise of this study was that a bold typeface had the same effect as a more legible and heavy typeface. Yet, there was no manipulation check done in this experiment. Partly because it concerned minimal cues and partly because it would have given away the hypotheses of the experiment. Thus, a possible explanation for the non-significant results could be that the bold typeface used in this experiment had not the expected higher legibility than the normal typeface. Furthermore, much of the previous literature described either the size of the typeface (e.g. 10 points versus 12 points) or the style

of the typeface (e.g. Times New Roman versus Arial) but not the bolding. The idea that bold typeface would be more legible on screens than normal typeface is an assumption based on the research done by Sheedy et al. (2005). He stated that increased stroke width, such as bolding, improved legibility. However, this was only at the thinnest width tested.

Secondly, another limitation of this experiment was that the résumés compared with each other were slightly different from each other. For example, the cluster of résumés with bold relevant education and normal irrelevant job experience contained not exactly the same information as the cluster of résumés that had normal relevant education and bold irrelevant education. The résumés in different clusters had similar information based on the results of the pilot study. However, the results of the pilot study had high standard deviations and were obtained from mainly non-recruiters. Therefore, there is a fair possibility that, for instance, the résumés in the cluster with bold relevant education and normal irrelevant job experience were perceived as less favourable than the résumés in the cluster with normal relevant education and bold irrelevant education as a result of overall poorer education and job experience rather than the bold-manipulation.

Thirdly, when generalizing the results, it should be noted that the job requirements were specific for a team leader payroll specialists. Some participants also remarked that they found the job requirements too vague or that they found that none of the applicants really met the requirements of the job vacancy. While it was our intention that none of the résumés was clearly better than the others, it is possible we fabricated résumés that were all not good enough.

Lastly, because the participants were approached via e-mail and could fill in the questionnaire anywhere they liked, there was no control whatsoever on the conditions in which a participant filled in the questionnaire. One could have done this at home in a quiet room, while another could have constantly been distracted by colleagues at work. There was

also no control for the time spent on the questionnaire or the time at which they started the experiment (e.g. in the morning or in the evening). To get as many complete responds as possible, we have also allowed the participants to resume the questionnaire at a later point in time.

Future research

Although the hypotheses for the bold-manipulations were not supported, there was a significant difference found in the opposite direction. To fully understand these results, further research should be conducted on the legibility and visibility of bold typefaces. Additionally, the different effects of bolding different fonts could be examined to check if bolding on résumés could still be advantageous if you use a different font (e.g. Calibri or Verdana instead of Arial). This experiment tried to find a way to compensate for the lack of relevant information on a résumé. The results from this study suggest that presenting irrelevant information in a bold typeface and relevant information in a normal typeface will up the evaluation of the résumé compared to the other way around. In future research, this direction should be examined further in different ways. Lastly, in addition to this study, it would be interesting to compare identical résumés but for the bold-manipulation as opposed to résumés that have different information as well.

Conclusion

To the best of our knowledge, this study was the first attempt to show the effects of bolding information on a résumé. Although the most hypotheses were not supported, some evidence suggests that bolding information can influence recruiters and, if used wisely, can enhance an applicant's chances on an interview.

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Appendices

Distribution of résumés per group

Résumé	Education	Job Experience	Photograph	group 1	group 2	Cluster:
1	Relevant: Bold 1	Irrelevant: Not Bold 1	Formal 1	1		1
2	Irrelevant: Not Bold 1	Relevant: Bold 1	Formal 2	2		2
3	Irrelevant: Bold 1	Relevant: Not Bold 1	Formal 3		1	3
4	Relevant: Not Bold 1	Irrelevant: Bold 1	Formal 1		2	4
5	Irrelevant: Not Bold 2	Irrelevant: Not Bold 2	Formal 2		3	5
6	Relevant: Not Bold 2	Relevant: Not Bold 2	Formal 3	3		6
7	Relevant: Bold 2	Irrelevant: Not Bold 3	Informal 1		4	1
8	Irrelevant: Not Bold 3	Relevant: Bold 2	Informal 2		5	2
9	Irrelevant: Bold 2	Relevant: Not Bold 3	Informal 3	4		3
10	Relevant: Not Bold 3	Irrelevant: Bold 2	Informal 1	5		4
11	Irrelevant: Not Bold 3	Irrelevant: Not Bold 3	Informal 2	6		5
12	Relevant: Not Bold 3	Relevant: Not Bold 3	Informal 3		6	6
13	Relevant: Bold 4	Irrelevant: Not Bold 4	No photograph	7		1
14	Irrelevant: Not Bold 4	Relevant: Bold 4	No photograph	8		2
15	Irrelevant: Bold 4	Relevant: Not Bold 4	No photograph		7	3
16	Relevant: Not Bold 4	Irrelevant: Bold 4	No photograph		8	4
17	Irrelevant: Not Bold 5	Irrelevant: Not Bold 5	No photograph		9	5
18	Relevant: Not Bold 5	Relevant: Not Bold 5	No photograph	9		6

Informed Consent (Dutch)

Beste deelnemer,

U gaat zo dadelijk deelnemen in het onderzoek 'Sollicitanten 2017'. Voordat het onderzoek begint is het belangrijk dat u attent bent op de procedure van dit onderzoek.

Onderzoeksdoel

Het doel van dit onderzoek is het bepalen hoe individuen een indruk vormen van sollicitanten. Wij zijn in het bijzonder geïnteresseerd in de percepties van cv's.

Instructie en procedure

Het onderzoek bestaat uit het geven van een oordeel aan een reeks van fictionele cv's voor een hypothetische vacature. Aan het einde zullen we u vragen om wat vragen over jezelf te beantwoorden. Denk hierbij aan vragen over uw leeftijd, opleiding, en werkervaring. In totaal zal deelname tussen de 5 en 15 minuten duren.

Vrijwillige deelname

Als u ervoor kiest niet deel te nemen aan dit onderzoek zal dat geen enkele consequentie hebben. U heeft ook op elk gegeven moment de mogelijkheid om te stoppen tijdens de studie. In dat geval hoeft u slechts het scherm te sluiten. U hoeft uw reden om te stoppen niet te rechtvaardigen. Aangezien de data anoniem wordt verzameld is het niet mogelijk om uw data achteraf te verwijderen.

Ter compensatie maakt u bij deelname aan het onderzoek kans op een van de 10 cadeaubonnen van elk 10 euro te winnen die na afloop zullen worden verloot (alleen de winnaar zullen een notificatie ontvangen).

Geheimhouding van onderzoeksdata

De onderzoeksdata die u zult verstrekken zal worden gebruikt bij het schrijven van een master thesis en kan gepubliceerd worden in een wetenschappelijk tijdschrift. Tijdens de studie bent u niet verplicht om uw naam te geven of andere persoonlijke informatie. U zult uw e-mailadres achter moeten laten op het laatste formulier, indien u mee wilt doen met de loterij. Uw e-mailadres zal opgeslagen worden in het enquêteprogramma maar zal verwijderd worden van de dataset die wij zullen analyseren.

Als u vragen heeft kunt u contact opnemen met de onderzoeker die u benaderd heeft of met Dr. Thomas Pollet (t.v.pollet@fsw.leidenuniv.nl)

Ik heb de bovenstaande informatie gelezen en begrepen, en ik ga akkoord met deelname in dit onderzoek.

Door op >>(verder) te klikken, ga ik akkoord met deelname.

Debriefing (Dutch)

De onderzoekers zullen mondeling alle mogelijke vragen van de deelnemers beantwoorden, als u ze daarvoor benadert.

Onderstaande is een voorbeeld van wat er gemaild zal worden aan degenen die aangegeven hebben meer informatie te willen ontvangen (nadat de data verzameling afgerond is).

—

Een tijdje geleden bent u zo vriendelijk geweest om mee te doen aan een kort onderzoek van ons. U heeft aangegeven meer informatie te willen ontvangen, en daarom ontvangt u nu deze e-mail.

Het doel van het onderzoek was om te testen in hoeverre minimale cues (aanwijzingen) in een cv de perceptie van een persoon beïnvloeden. Eerste indrukken zijn belangrijk en we vroegen ons daarom af of dit invloed heeft op de perceptie van iemands geschiktheid voor een bepaalde functie. In het onderzoek waren twee studies gecombineerd. Eén studie ging over kledingstijl op een foto, en de andere studie ging over het dikgedrukt maken van relevante en irrelevante informatie. Sommige cv's die u beoordeelde bevatte foto's van sollicitanten in formele kleding, andere casual kleding, en sommige cv's bevatte zelfs geen foto. Daarnaast waren in dezelfde cv's bepaalde secties, zoals werkervaring en educatie, dikgedrukt of niet dikgedrukt, relevant of irrelevant. We voorspelden dat zowel het dragen van formele kleding op een foto als het dikgedrukt maken van relevante informatie leidt tot betere kansen om aangenomen te worden.

Mocht u nog vragen hebben, aarzel dan niet om ze te stellen. Wij danken u nogmaals voor uw tijd en moeite om mee te doen aan ons onderzoek.

Job requirements & résumés

Teamleider Payroll Specialisten

Functiegebied	Human Resources
Team	Payroll Specialisten
Opleidingsniveau	HBO/WO
Ervaring	Minimaal 2 jaar

Jouw functie

Als Team lead en MT lid ben je eindverantwoordelijk voor de performance van jouw team.

- Verantwoordelijk voor de kwalitatief hoogwaardige inrichting van de personeels- en salarisadministratie.
- Aanspreekpunt en verantwoordelijk voor een goede samenwerking met interne afdelingen en externe instanties.
- Initieert procesverbeteringen, adviseert je manager gevraagd en ongevraagd en draagt zorg voor kennisoverdracht aan collega's binnen People Service.
- Aanspreekpunt voor internationale collega's in hetzelfde vakgebied.
- Verantwoordelijk voor de implementatie en coördinatie van diverse projecten en voor het monitoren en bijsturen van de kwaliteit van de data van de personeels- en salarisadministratie. Je rapporteert aan de HR Directeur.

Jouw profiel

Je vindt het een uitdaging om team specialisten te coachen en managen in een dynamische (internationale) omgeving.

- Afgeronde HBO opleiding aangevuld met een afgeronde vakgerichte opleiding.
- Aantoonbare en relevante vakinhoudelijke kennis.
- Je hebt ruime ervaring in het opstellen van rapportages.
- Je volgt de ontwikkelingen binnen je vakgebied op de voet.
- Je beheerst de Engelse taal vloeiend in woord en geschrift.

Résumé 1

PERSOONSgegevens

Naam Arjan van der Poel
Geboortedatum 15-5-1990
Adres Schuttersveld 5
7514 AC Enschede
Nationaliteit Nederlands
Telefoon 06 – 28 31 45 74
E-mail a.v.vanderpoel@gmail.com



OPLEIDING

2011 – 2012	Business Administration, Master	Saxion Enschede
2008 – 2011	Business Administration, Bachelor	Saxion Enschede
2002 – 2008	VWO, Bonhoeffer College	Enschede

WERKervaring

2015 – heden	Techniter Almelo: Social Marketeer Redactionele verzorging van social Media-Kanalen. Marketing processen in kaart brengen en optimaliseren. Plannen en organiseren van evenementen.
2013 – 2015	Unilever Enschede: Medewerker Consumentenservice Afhandelen en verwerken van klantcontact. Informatie verschaffen en adviseren van klanten.
2012 – 2013	Logius Haaksbergen: Klantenservice Medewerker Eerste aanspreekpunt van burgers met vragen omtrent de online omgeving van overheidsinstellingen. Omgaan met vertrouwelijke gegevens.

TAALVAARDIGHEDEN

Nederlands	Moedertaal
Engels	Uitstekend
Duits	Goed
Frans	Redelijk

MOTIVATIE

Persoonlijke kenmerken van mij zijn resultaat gericht werken, mijn communicatieve vaardigheden en mijn analytisch vermogen.

OVERIG: HOBBY'S

Lezen & tentoonstellingen bezoeken

Résumé 2

Personalia

Naam Bernard de Vries
Geboortedatum 28-7-1989
Adres Kromhoutweg 12
3594 EG Utrecht
Nationaliteit Nederlands
Telefoon 06 – 45 57 23 34
E-mail bdevries@gmail.com



Opleidingen

2009 – 2012 Sociale Geografie & Planologie, Bachelor Universiteit Utrecht
2001 – 2007 VWO Diploma Leidsche Rijn College

Werkervaring

2015 – heden **Hoek Consultants: Personal Assistant**
Afspraken inplannen en ontvangen van kandidaten en relaties. Werkvoorbereiding voor Werving en Selectie trajecten. Organiseren en voorbereiden van vergaderingen en bijeenkomsten. Up-to-date houden van dossiers en databases.

2013 – 2015 **KLM, Cateringservices: Teamleider**
Leiding geven aan 25-30 personen. Verantwoordelijkheid over het samenstellen, bevoorraden en stipte aflevering van de vliegtuigmaatschappijen. Procesverbetering initiëren door middel van LEAN-methodiek. Rapporteren aan Operationeel Manager.

2011 – 2013 **Bijenkorf: Assistent manager**
Direct onder de manager, verantwoordelijk voor het runnen van de bedrijfsprocessen. Geheel verantwoordelijk voor toenemende verkoop en het behoud van efficiëntie. Het stellen van prioriteiten. Het definiëren van doelen door middel van strategisch plannen en haalbare doelstellingen neer zetten.

Vaardigheden

Talen: Nederlands Computer: Microsoft Office Word
Engels Microsoft Office PowerPoint
Duits Microsoft Office Excel
Frans HTML kennis
Uitstekende typvaardigheden

Motivatie

Mijn persoonlijke ambitie is om altijd werk van topkwaliteit te leveren. Verder vind ik goede communicatie naar andere collega's en klanten belangrijk

Overig: Hobby's

Korfballen, Tuinvereniging Utrecht

Résumé 3

PERSONALIA

Naam Arjan van der Poel
Geboortedatum 9-5-1989
Adres Noordweg 93
3704 GL Zeist
Nationaliteit Nederlands
Telefoon 06 – 28 31 45 74
E-mail a.v.vanderpoel@gmail.com



OPLEIDINGEN

2007 – 2011 **Sociale Geografie & Planologie Bachelor** **Universiteit Utrecht**

2001 – 2007 **VWO Diploma** **Leidsche Rijn College**

WERKERVARING

2015 – heden **Hoek Consultants: Personal Assistant**
Afspraken inplannen en ontvangen van kandidaten en relaties.
Werkvoorbereiding voor Werving en Selectie trajecten.
Organiseren en voorbereiden van vergaderingen en
bijeenkomsten. Up-to-date houden van dossiers en databases.

2013 – 2015 **KLM, Cateringservices: Teamleider**
Leiding geven aan 25-30 personen. Verantwoordelijkheid over
het samenstellen, bevoorraden en stipte aflevering van de
vliegtuigmaatschappijen. Procesverbetering initiëren door middel
van LEAN-methodiek. Rapporteren aan Operationeel Manager.

2011 – 2013 **Bijenkorf: Assistent manager**
Direct onder de manager, verantwoordelijk voor het runnen van
de bedrijfsprocessen. Geheel verantwoordelijk voor toenemende
verkoop en het behoud van efficiëntie. Het stellen van
prioriteiten. Het definiëren van doelen door middel van
strategisch plannen en haalbare doelstellingen neer zetten.

TAALVAARDIGHEDEN

Nederlands Moedertaal
Engels Uitstekend
Duits Goed
Frans Redelijk

MOTIVATIE

Persoonlijke kenmerken van mij zijn resultaat gericht werken, mijn communicatieve
vaardigheden en mijn analytisch vermogen.

OVERIG: HOBBY'S

Lezen & tentoonstellingen bezoeken

Résumé 4

Personalia

Naam Bernard de Vries
Geboortedatum 15-5-1988
Adres Schuttersveld 5
7514 AC Enschede
Nationaliteit Nederlands
Telefoon 06 – 45 57 23 34
E-mail bdevries@gmail.com



Opleidingen

2011 – 2012	Business Administration, Master	Saxion Enschede
2008 – 2011	Business Administration, Bachelor	Saxion Enschede
2002 – 2008	VWO, Bonhoeffer College	Enschede

Werkervaring

2015 – heden	Techniter Leiden: Social Marketeer Redactionele verzorging van social Media-Kanalen. Marketing processen in kaart brengen en optimaliseren. Plannen en organiseren van evenementen.
2013 – 2015	Unilever Zoetermeer: Medewerker Consumentenservice Afhandelen en verwerken van klantcontact. Informatie verschaffen en adviseren van klanten.
2012 – 2013	Logius Zoetermeer: Klantenservice Medewerker Eerste aanspreekpunt van burgers met vragen omtrent de online omgeving van overheidsinstellingen. Omgaan met vertrouwelijke gegevens.

Vaardigheden

Talen: Nederlands	Computer:	Microsoft Office Word
Engels		Microsoft Office PowerPoint
Duits		Microsoft Office Excel
Frans		HTML kennis
		Uitstekende typvaardigheden

Motivatie

Mijn persoonlijke ambities is om altijd topkwaliteit in mijn werk te bereiken.

Overig: Hobby's

Korfballen, Tuinvereniging Zwolle

Résumé 5

PERSONALIA

Naam Gert van Houten
Adres Parklaan 13
3016 BA Rotterdam
Nationaliteit NL
Tel. Nr. 0653467184
E-mail agjvanhouten@gmail.com
Geboortedatum 18-6-1987



OPLEIDINGEN

2006 – 2010	Rechten, Bachelor	Hogeschool Rotterdam
2000 – 2006	VWO Diploma	Lyceum Schraveland, Schiedam

WERKERVARING

2014 – heden	Dichterbij, Rotterdam: Administratief medewerker Administratieve werkzaamheden op diverse onderdelen van de organisatie. Ondersteuning van o.a. Payroll en Finance.
2010 – 2014	Mondzorg Schiedam: Baliemedewerker Verantwoordelijk voor de agenda van de praktijk. Zowel telefonisch als persoonlijk eerste contact met cliënten. Informatie voorziening.

VAARDIGHEDEN

Talen

Nederlands (moedertaal)
Engels (uitstekend)
Frans (vloeiend)
Duits (vloeiend)

Computer

Microsoft Office (Word, PowerPoint, Excel)

PERSOONLIJKE MOTIVATIE

Ambitieux, gedreven door succes en volhardend

OVERIG: HOBBY'S

Fietsen, fitness, en lezen

Résumé 6

PERSONALIA

Naam Gert van Houten
Adres Parklaan 13
3016 BA Rotterdam
Nationaliteit Nederlands
Telefoon 06 – 53 46 71 84
E-mail agjvanhouten@gmail.com
Geboortedatum 18-6-1987



OPLEIDINGEN

2006 – 2010	Human Resource Management Bachelor	Hogeschool Rotterdam
2000 – 2006	VWO Diploma	Maerlant Lyceum, Den Haag

WERKERVARING

2015 – heden	Sodexo Dordrecht: Personal Assistant Samen met de manager verantwoordelijk voor de coördinatie van project teams. Plannen en oprichten van project strategieën
2012 - 2015	Xelvin Schiedam: Projectplanner Implementeren, monitoren en controleren van logistieke plannen. Plannen en coördineren van goederenstroom.
2010 - 2012	Personato Werving en Selectie Rotterdam: Coördinator Inkoop Inkoopbeleid uitwerken en realiseren. Onderhoud contact met klanten en leveranciers. Coördineren van de goederenstroom.

VAARDIGHEDEN

Talen

Nederlands (moedertaal)
Engels (uitstekend)
Frans (vloeiend)
Duits (vloeiend)

Computer

Microsoft Office (PowerPoint, Excel)

PERSOONLIJKE MOTIVATIE

Ambitieuus, gedreven door succes en volhardend

OVERIG: HOBBY'S

Fietsen, fitness en lezen

Résumé 7



PERSONALIA

Naam	Arjan Verthongen
Adres	Metiuslaan 197 5612 NR Eindhoven
Nationaliteit	Nederlands
Telefoon	06 – 44 57 68 20
E-mail	verthongen.A@gmail.com
Geboortedatum	10-november-1988

OPLEIDINGEN

2008-2012	Human Resource Management	Hogeschool Rotterdam
	<i>Bachelor</i>	
2002 – 2008	VWO Diploma	Maerlant Lyceum, Den Haag

WERKERVARING

2016 – heden	Didam Best: Medewerker Sociaal Team Jeugd Gesprekken met cliënten, kortdurende ondersteuning van jeugd. Beoordeling en indicatie niet vrij toegankelijke zorg en behandelen aanvragen PGB. Samenwerking met andere betrokken partijen.
2010 – 2016	McDonalds' Eindhoven: Teamleider Avonden Verantwoordelijk voor diensten avondploeg. Controle productie. Inplannen personeel.

VAARDIGHEDEN

Talen | Nederlands (moedertaal), Engels (vloeiend), Italiaans (goed), Duits (goed)
Computer | Typecursus, MS Office programma's (Word, Excel, PowerPoint)

MOTIVATIE

Ik sta voor nauwgezet, gestructureerd en georganiseerd werk.

OVERIG: HOBBY'S

Tennissen en hardlopen

Résumé 8



PERSOONSGEGEVENS

Naam	Rob van Bommel
Adres	Middenweide 18 3437 AN Nieuwegein
Nationaliteit	Nederlands
Telefoon	06 – 45 56 37 82
E-mail	rvanbommel@hotmail.com
Geboortedatum	15-9-1989

OPLEIDINGEN

Forensische Criminologie, Master	Leiden Universiteit	2011 - 2012
Criminologie, Bachelor	Leiden Universiteit	2008 - 2011
VWO Diploma Alfrink College	Zoetermeer	2002 - 2008

WERKERVARING

- **2015 – heden** **Sodexo Utrecht: Personal Assistant**
Samen met de manager verantwoordelijk voor de coördinatie van project teams. Plannen en oprichten van project strategieën
- **2013 – 2015** **Xelvin Nieuwegein: Projectplanner**
Implementeren, monitoren en controleren van logistieke plannen. Plannen en coördineren van goederenstroom.
- **2012 – 2013** **Personato Werving en Selectie Utrecht**
Coordinator Inkoop: Inkoopbeleid uitwerken en realiseren. Onderhoud contact met klanten en leveranciers. Coördineren van de goederenstroom.

TALEN

Nederlands, Engels, Frans, Duits

COMPUTERVAARDIGHEDEN

Microsoft Office 2013 / HTML (goed)

MOTIVATIE

Gedetailleerd werken en naar perfectie streven zijn mijn belangrijkste principes.

HOBBY'S

Muziek maken, schilderen, klimmen

Résumé 9



PERSONALIA

Naam	Arjan Verthongen
Geboortedatum	21-12-1987
Adres	Ravellaan 197 3533 JM Utrecht
Nationaliteit	Nederlands
Telefoon	06 - 44 57 68 20
E-mail	verthongen@gmail.com

OPLEIDINGEN

2007 - 2011	Rechten, Bachelor	Hogeschool Rotterdam
2001 - 2007	VWO Diploma	Lyceum Schraveland, Schiedam

WERKERVARING

2015 - heden	Cuijpers Consultancy Zwolle: Junior Business Consultant Verantwoordelijk voor kennisoverdraging binnen een project. Verantwoordelijk voor Projectdocumentatie. Verantwoordelijk voor managen van externe stakeholders in projecten.
2013 - 2015	MT&V Utrecht: Adviseur Personeelsbeleid Verantwoordelijk voor het realiseren van strategische doelstellingen. Sturen van activiteiten binnen een project. Inschatten van risico's.
2011-2013	KPN Zwolle: Verkoopmedewerker Businesscenter Verantwoordelijk voor relatiemanagement en opdrachtverwerking. Verantwoordelijk voor documentaties in Service.

VAARDIGHEDEN

Talen | Nederlands (moedertaal), Engels (vloeiend), Italiaans (goed), Duits (goed)
Computer | Typecursus, MS Office programma's (Word, Excel, PowerPoint)

MOTIVATIE

Ik sta voor nauwgezet, gestructureerd en georganiseerd werk.

OVERIG: HOBBY'S

Tennissen en hardlopen

Résumé 10



PERSOONSGEGEVENS

Naam Rob van Bommel
Geboortedatum 10-november-1989
Adres Meermanstraat 168
2614 AN Amsterdam
Nationaliteit Nederlands
Telefoon 06 45 56 37 82
E-mail rvanbommel@hotmail.com

OPLEIDINGEN

Business Administration, Master Universiteit van Amsterdam 2011 - 2012
Bedrijfskunde, Bachelor Universiteit van Amsterdam 2008 - 2011
VWO Diploma Montessori Lyceum Amsterdam 2002 - 2008

WERKERVARING

- **2014 – heden** **Dichterbij Amsterdam: Administratief medewerker**
Administratieve werkzaamheden op diverse
onderdelen van de organisatie. Ondersteuning van
o.a. Payroll en Finance.
- **2012 – 2014** **Mondzorg Amsterdam: Baliemedewerker**
Verantwoordelijk voor de agenda van de praktijk.
Zowel telefonisch als persoonlijk eerste contact met
cliënten. Informatie voorziening.

TALEN

Nederlands, Engels, Frans, Duits

COMPUTERVAARDIGHEDEN

Microsoft Office 2013 / HTML (goed)

MOTIVATIE

Gedetailleerd werken en naar perfectie streven zijn mijn belangrijkste principes.

HOBBY'S

Muziek maken, schilderen, klimmen

Résumé 11



GEGEVENS

Naam Simon Vermaelen
Geboortedatum 15-9-1988
Adres Binckhorstlaan 30
2275 VM Den Haag
Nationaliteit Nederlands
Telefoon 06 – 78 90 64 51
E-mail s.vermaelen@hotmail.com

OPLEIDING

Forensische Criminologie, Master 2010 – 2011
- Universiteit Leiden

Criminologie, Bachelor 2007 – 2010
- Universiteit Leiden

VWO Diploma 2001 – 2007
- Alfrink College Zoetermeer

WERKERVARING

Didam Best 2014 – heden

Medewerker Sociaal Team Jeugd

- > Gesprekken met cliënten, kortdurende ondersteuning van jeugd. Beoordeling en indicatie niet vrij toegankelijke zorg en behandelen aanvragen PGB. Samenwerking met andere betrokken partijen.

McDonalds' Eindhoven 2011 – 2014

Teamleider Avonden

- > Verantwoordelijk voor diensten avondploeg. Controle productie. Inplannen personeel.

VAARDIGHEDEN

- > Nederlands
- > Engels
- > Italiaans
- > Microsoft Office 2013

MOTIVATIE

Ik ben een open en enthousiast persoon die op zoek is naar een nieuwe uitdaging. Ik werk nauwkeurig en vind precisie erg belangrijk.

HOBBY'S

Kunstgalerie bezoeken en fitness

Résumé 12



GEGEVENS

Naam Simon Vermaelen
Geboortedatum 21-12-1987
Adres Binckhorstlaan 30
2275 VM Den Haag
Nationaliteit Nederlands
Telefoon 06 – 78 90 64 51
E-mail s.vermaelen@hotmail.com

OPLEIDINGEN

Business Administration, Master 2009 – 2010
- *Universiteit van Amsterdam*

Bedrijfskunde, Bachelor 2006 – 2009
- *Universiteit van Amsterdam*

VWO Diploma 2000 – 2006
- *Montessori Lyceum Amsterdam*

WERKERVARING

Cuijpers Consultancy Amsterdam 2016 - Heden
Junior Business Consultant
> Verantwoordelijk voor kennisoverdraging binnen een project.
Verantwoordelijk voor Projectdocumentatie. Verantwoordelijk
voor managen van externe stakeholders in projecten.

MT&V Utrecht 2013 – 2016
Adviseur Personeelsbeleid
> Verantwoordelijk voor het realiseren van strategische doelstellingen.
Sturen van activiteiten binnen een project. Inschatten van risico's.

KPN Den Haag 2010 – 2013
Verkoopmedewerker Businesscenter
> Verantwoordelijk voor relatiemanagement en opdrachtverwerking.
Verantwoordelijk voor documentaties in Service.

VAARDIGHEDEN

- > Nederlands, Engels, Italiaans
- > Microsoft Office 2013

MOTIVATIE

Ik ben een open en enthousiast persoon die op zoek is naar een nieuwe uitdaging. Ik ben een gedreven en nauwkeurige werker.

HOBBY'S

Kunstgalerie bezoeken en fitness

Résumé 13

Aron Meijer

Geboortedatum	26-4-1988
Adres	Lorentzstraat 22 3817 XL Amersfoort
Nationaliteit	Nederlands
Telefoon	06 – 50 62 28 87
E-mail	aron.meijer@gmail.com

OPLEIDINGEN

- **2006-2010**
Human Resource Management, Bachelor
Hogeschool Rotterdam

- **2000-2006**
VWO Diploma
Maerlant Lyceum, Den Haag

WERKERVARING

- 2015 – heden
ING Bank Utrecht | Manager Assistent
Beheren van agenda van manager. Ondersteuning van projecten. Leidinggevende aan twee secretaresses. Verzorging en voorbereiding van vergaderingen.

- 2012 – 2015
ING Bank Utrecht | Administratief medewerker
Bijhouden agenda voor afdeling Administratie. Controleren en corrigeren van persoonsgegevens. Telefonisch aanspreekpunt voor klanten.

- 2010 – 2012
Leenbakker 's Hertogenbosch | Verkoopmedewerker
Verantwoordelijk voor verkoop op diverse afdelingen. Aanspreekpunt voor klanten.

VAARDIGHEDEN

Talen | Nederlands, Duits, Frans, Spaans Computer | Microsoft Office 2016

MOTIVATIE

Ik ben erg precies en perfectionistisch in mijn werk

HOBBY'S

Vissen, hardlopen en wielrennen.

Résumé 14

Persoonsgegevens

Naam Guido van den Broek
Adres Van der Veerelaan 25
1181 PZ Amstelveen
Nationaliteit Nederlands
Telefoon 06 – 61 73 39 88
E-mail gvandenbroek@gmail.com
Geboortedatum 17-3-1987

Opleidingen

2011 – 2012	International Politics, Master	Leiden Universiteit
2008-2011	Politologie, Bachelor	Leiden Universiteit
2000-2008	VWO Diploma - Groene Hart Lyceum	Alphen a/d Rijn

Werkervaring

2016 – heden **CBRE Amsterdam | *Junior Business Consultant***
Verantwoordelijk voor het inrichten van de software applicatie voor opdrachtgevers. Klant- en opdrachtgevercontact. Media platform verbeteren naar de wensen van de opdrachtgevers.

2014 – 2016 **Trend People Amsterdam | *Adviseur Personeelszaken***
Verantwoordelijk voor het realiseren van strategische doelstellingen. Fungeren als casemanager voor lange verzuimcasussen. Managers adviseren.

2012 – 2014 **Pro Assistance Leiden | *Office Assistant***
Verantwoordelijk voor het office management. Verantwoordelijk voor diverse facilitaire zaken zoals werkplek- en gebouwbeheer.

Vaardigheden

- Computer: Microsoft Office 2016
- Talen: Nederlands (moedertaal), Engels (vloeiend), Duits (basis)

Motivatie

Mijn persoonlijke competenties zijn resultaatgericht werken, analytisch en communicatief vaardig.

Hobby's

Lezen en schilderen

Résumé 15

Aron Meijer

Geboortedatum	3-3-1989
Adres	Jan Huddestraat 13 1181 SH Amstelveen
Nationaliteit	Nederlands
Telefoon	06 – 50 62 28 87
E-mail	aron.meijer@gmail.com

OPLEIDINGEN

- **2010 - 2011**
International Politics, Master
Leiden Universiteit
- **2007-2010**
Politicologie, Bachelor
Leiden Universiteit
- **2001-2007**
VWO Diploma
Groene Hart Lyceum, Alphen a/d Rijn

WERKERVARING

- 2015 – heden
CBRE Amsterdam | Junior Business Consultant
Verantwoordelijk voor het inrichten van de software applicatie voor opdrachtgevers. Klant- en opdrachtgevercontact. Media platform verbeteren naar de wensen van de opdrachtgevers.
- 2013 – 2015
Trend People Utrecht | Adviseur Personeelszaken
Verantwoordelijk voor het realiseren van strategische doelstellingen. Fungeren als casemanager voor lange verzuimcasussen. Managers adviseren.
- 2011 – 2013
Pro Assistance Utrecht | Office Assistant
Verantwoordelijk voor het office management. Verantwoordelijk voor diverse facilitaire zaken zoals werkplek- en gebouwbeheer.

VAARDIGHEDEN

Talen | Nederlands, Duits, Frans, Spaans Computer | Microsoft Office 2016

MOTIVATIE

Ik ben erg precies en perfectionistisch in mijn werk.

HOBBY'S

Vissen, hardlopen en wielrennen.

Résumé 16

Persoonsgegevens

Naam Guido van den Broek
Geboortedatum 17-3-1987
Adres Van der Veerelaan 25
1181 PZ Amstelveen
Nationaliteit Nederlands
Telefoon 06 – 61 73 39 88
E-mail gvandenbroek@gmail.com

Opleidingen

2008 – 2012 Human Resource Management Hogeschool Rotterdam
Bachelor
2000-2008 VWO Diploma – Maerlant Lyceum Den Haag

Werkervaring

2016 – heden **ING Bank Utrecht | *Manager Assistent***
Beheren van agenda van manager. Ondersteuning van projecten. Leidinggevende aan twee secretaresses. Verzorging en voorbereiding van vergaderingen.

2014 – 2016 **ING Bank Utrecht | *Administratief medewerker***
Bijhouden agenda voor afdeling Administratie. Controleren en corrigeren van persoonsgegevens. Telefonisch aanspreekpunt voor klanten.

2012 – 2014 **Leenbakker 's Hertogenbosch | *Verkoopmedewerker***
Verantwoordelijk voor verkoop op diverse afdelingen. Aanspreekpunt voor klanten.

Vaardigheden

- Computer: Microsoft Office 2016
- Talen: Nederlands (moedertaal), Engels (vloeiend), Duits (basis), Frans (basis)

Motivatie

Mijn persoonlijke competenties zijn resultaatgericht werken, analytisch en communicatief vaardig.

Hobby's

Lezen en schilderen

Résumé 17

PERSOONSGEGEVENS

Naam	Frank van de Wal
Adres	Tijmpad 44 2803 VA Gouda
Nationaliteit	Nederlands
Telefoon	06 – 20 22 35 09
E-mail	frankvdwal@outlook.com
Geboortedatum	24-6-1988

OPLEIDINGEN

2010 – 2011	Urban & Economic Geography, Master	Universiteit Utrecht
2007 – 2010	Stad- en Streekontwikkeling, Bachelor	HAS Hogeschool, 's Hertogenbosch
2001 – 2007	VWO Diploma	Sint-Jan Lyceum, 's Hertogenbosch

WERKERVARING

2012 - heden
Recipero Access BV Den Haag: Sales Representative:
Uitvoeren, organiseren, en verbeteren van commerciële activiteiten ten aanzien van de klantenportefeuille en prospects. Ontwikkelen van commerciële plannen. Onderhouden van klantrelaties.

2010 - 2012
Coolblue Utrecht: Bezorger:
Verantwoordelijk voor het tijdig afleveren van pakketten.

2010 - 2008
Kruidvat Woerden: Verkoopmedewerker:
Schappen bijvullen. Klanten aanspreken. Informatieverschaffing. Kassa medewerker.

VAARDIGHEDEN

Talen	Nederlands, Duits, Frans, Spaans
Computer	Microsoft Office 2016

PERSOONLIJKE BOODSCHAP

Ik haal erg veel voldoening uit werken voor een resultaat. Ik ben communicatief vaardig en kan analyses omzetten tot actieplannen.

HOBBY'S

Voornamelijk sporten en lezen

Résumé 18

GEGEVENS

Naam	Frank van de Wal
Adres	Ruwaardsingel 152 5343 ZK Oss
Nationaliteit	Nederlands
Telefoon	06 – 85 69 22 15
E-mail	frankvdwal@outlook.com
Geboortedatum	24-6-1988

OPLEIDINGEN

2011 - 2012		
Strategic HR Management, Master		Radboud Universiteit, Nijmegen
2008-2011		
Bedrijfskunde, Bachelor		Radboud Universiteit, Nijmegen
2000-2008		
VWO Diploma		Kandinsky College, Nijmegen

WERKERVARING

2016 – heden
Board CCO Den Bosch: Personal Assistant:
Samen met de manager verantwoordelijk voor de coördinatie van project teams. Plannen en oprichten van project strategieën. Analyse informatie en adviesrapport opstellen.

2014 – 2016
Trovit Oss: Projectplanner:
Implementeren, monitoren en controleren van logistieke plannen. Plannen en coördineren van goederenstroom.

2012 – 2014
Coolblue Nijmegen: Junior Category Buyer:
Inkoopbeleid uitwerken en realiseren. Onderhoud contact met klanten en leveranciers.
Coördineren van de goederenstroom.

VAARDIGHEDEN

Talen	Nederlands, Duits, Frans, Spaans
Computer	Microsoft Office 2016

PERSOONLIJKE BOODSCHAP

Ik houd ervan om werkzaamheden goed aan te pakken en nauwkeurig uit te voeren.

HOBBY'S

Reizen, fotografie, koken