



HOW TO EFFECTIVELY SCREEN RESUMES



SCREENING RESUMES

Resume screening is the process of determining whether a candidate is qualified for a role based on their education, experience, and other information captured within their application.



In a nutshell...

It is a form of pattern matching between a job's requirements and the qualifications of a candidate based on their resume. The goal of screening resumes is to decide whether to move a candidate forward to an interview or to reject them.

Screening resumes usually involves a two-step process based on the role's minimum and preferred qualifications. Both types of qualifications should be related to on-the-job performance and are ideally captured in the job description.

These qualifications can include:

- Work experience
- Education
- PGA of Canada Specialization
- Skills and knowledge
- Personality traits
- Competencies

IMPLICIT BIAS

Realizing and getting past your implicit biases is an important first step when recruiting and screening resumes. Implicit biases could drastically inhibit your ability to find the *"Right Fit"* for your organization.

An implicit bias is an unconscious association, belief, or attitude toward any social group. Due to implicit biases, people may often attribute certain qualities or characteristics to all members of a particular group, a phenomenon known as stereotyping.

It is important to remember that implicit biases operate almost entirely on an unconscious level. While explicit biases and prejudices are intentional and controllable, implicit biases are less so. You can, however, become more aware of your unconscious thinking and the ways in which society influences you.

HOW TO REDUCE IMPLICIT BIAS?

Implicit biases impact behavior, but there are things that you can do to reduce your own bias:

- **FOCUS ON SEEING PEOPLE AS INDIVIDUALS** - Rather than focusing on stereotypes to define people, spend time considering them on a more personal, individual level. Perhaps you could remove names from resumes.
- **WORK ON CONSCIOUSLY CHANGING YOUR STEREOTYPES** - If you do recognize that your response to a person might be rooted in biases or stereotypes, make an effort to consciously adjust your response.
- **TAKE TIME TO PAUSE AND REFLECT** - To reduce reflexive reactions, take time to reflect on potential biases and replace them with positive examples of the stereotyped group.
- **ADJUST YOUR PERSPECTIVE** - Try seeing things from another person's point of view. How would you respond if you were in the same position? What factors might contribute to how a person acts in a particular setting or situation?
- **INCREASE YOUR EXPOSURE** - Spend more time with different people. Learn about their background and culture by attending community events or exhibits.
- **PRACTICE MINDFULNESS** - Try meditation, yoga, or focused breathing to increase mindfulness and become more aware of your thoughts and actions.



SCREENING RESUMES BASED ON MINIMUM QUALIFICATIONS

Minimum qualifications are the mandatory qualifications that a candidate must meet to be able to do the job. A simple example of a minimum qualification is whether the candidate is a PGA of Canada member in good standing. This can be verified by checking the “Find a Pro” database on the PGA of Canada’s website.

These types of qualifications are often considered knockouts because either the candidate has it and can move forward or they do not, and they get screened out of the process.

Candidates that meet the minimum qualifications move onto the second step of the screening process.

SCREENING RESUMES BASED ON PREFERRED QUALIFICATIONS

Preferred qualifications are non-mandatory characteristics that would make someone a stronger candidate for the job. A common example of a preferred qualification is whether the candidate has related work experience.

These types of qualifications are often called nice-to-haves and are generally more qualitative than minimum qualifications (e.g., strong communication skills).

Individuals that meet both the minimum and preferred qualifications are good candidates to move onto the interview process.

THE IMPORTANT THING TO REMEMBER...

Your screening process is applied consistently and objectively across all resumes. The hiring process must be fair and equitable.



Here are 4 things to look for in a resume to find qualified candidates.

1 WORK EXPERIENCE

The qualifications for a job should be based on which skills, traits, and behaviors are necessary to be successful in the role.

Generally, the first thing most people do when they look at a resume is look at a candidate's previous work experience. A candidate's work experience can be evaluated as an exact match to the current position (e.g. previous retail experience for a retail associate job) or a related match (e.g. previous experience in a customer-facing role).

Some things to look for in a resume for work experience are accomplishments and signs of career progression such as increasing responsibility.

For candidates without any previous work experience, you may want to look for related volunteer experience or transferable skills.

2 EDUCATION

Many jobs require a minimum level of education, but it can have importance as a qualification. For candidates without a lot of previous experience, you may pay more attention to their education.

PGA of Canada Specializations and professional certifications fall under the education category and, depending on how essential you feel they are, you can look for a candidate's specialization(s) and /or certification(s) on their resume.

3 ALLOW YOUR EMPLOYEES TO HELP

As a hiring manager, you are often faced with the choice of whether the skills or knowledge required

to do the job successfully can be trained on the job. Evidence of a candidate's skills, knowledge, and competencies are crucial things to look for on a resume, but they can be hard to assess.

The assumption we tend to make is that based on a candidate's work experience or education, they are likely to have gained some of the skills, knowledge, and competencies related to the role. Generally, the shortcut we use is to look for relevant keywords within their resume for a desired skill or knowledge of a certain procedure.

Once you feel confident that a candidate is likely to possess at least some of these required skills, you can always further assess their abilities during the interview stage.

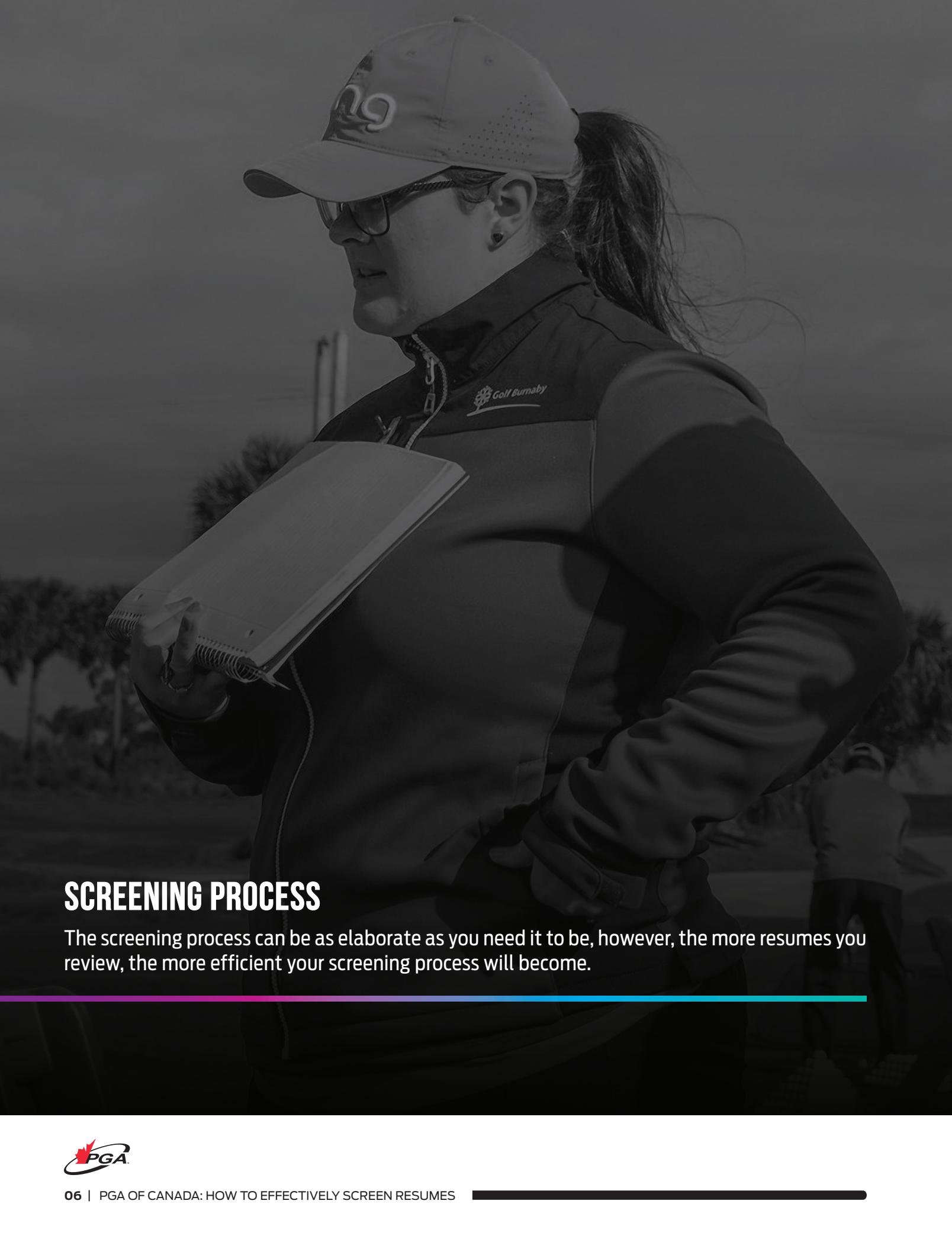
The PGA of Canada has the research for specific job postings that indicate what the minimum requirements recommended are for education, skills and experience, competencies, etc. through our Career Mapping research available on our website: pgaofcanada.com/education/industryresearch.

4 PERSONALITY AND VALUES

Although most job postings list desired personality traits and values such as friendliness or teamwork skills, assessing a candidate's personality and values from their resume can be difficult.

Personality and values tend to be related to how well a candidate will fit into a company's culture, work team, and the job itself.

We can make some guesses about a candidate's personality from their resume if they include their personal interests. Generally, you will have to rely on other sources of information to assess personality and values such as their public social media profiles or their behaviour during an interview.



SCREENING PROCESS

The screening process can be as elaborate as you need it to be, however, the more resumes you review, the more efficient your screening process will become.



CHECKLIST WHEN SCREENING RESUMES

- 1 Scan the resume to obtain an overall impression.
- 2 Review the applicant's expectations or objective statement to see if it aligns with the position you are looking to fill.
- 3 Compare the resume to your posted job description. Does the resume check off your main requirements and the needs of your club?
- 4 Review the experience/qualifications portion of the resume. If this section of the resume lacks critical core or required skills, the resume can be placed into a "maybe" pile, or electronic folder.
- 5 Look for specific commentary that makes the candidate stand out. Whether in the cover letter or resume itself, does the candidate include specific statements as to why they would be the best fit for the job? Or are the comments more generic? Are they using relevant keywords that describe their experience?
- 6 Review their most recent experience. Are there applicable skills that standout?
- 7 Review any gaps in experience. You may need to investigate further during the phone interview to determine why gaps exist.
- 8 Review accomplishments and accolades.
- 9 Divide resumes into 3 classifications – place resumes into three piles/folders based on:
 - a. Not a fit
 - b. Potential candidate
 - c. Strong candidate
- 10 Create a shortlist of strong candidates

Once you have generated your shortlist you can proceed with additional screening, scheduling phone interviews, video interviews or in-person meetings.

It is recommended that you retain resumes on file for a set period (usually about one year) in case other positions become available or if there were candidates that you may want to reach out to in the future.



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PGA OF CANADA ZONE OFFICES

Find out more about how a PGA of Canada professional can help your facility improve its service standards and financial performance. For further information on hiring guidelines, please contact your PGA of Canada Zone Office:

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