



U.S. DOL Employment Workshop

Transition from
Military to Civilian
Workforce

Participant Guide
January 2014 edition



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Prerequisites

If you haven't met with your Preseparation counselor, you should schedule your appointment and acquire these documents:

- Career Interest Inventory Assessment
- VMET (Verification of Military Experience and Training, DD Form 2586)
- Performance evaluations
- Military and college transcripts

If you have followed the design of the DOD TAP, you have met with a Preseparation counselor and been familiarized with the Individualized Transition Plan form and the various sections included within that form. You have also completed the Career Interest Assessment tool and have discussed the results with your counselor.

You have attended the MOC (Military Occupational Codes) Crosswalk module, which gave you a summary of how your current military experience can be translated into a civilian occupation. You have your VMET, your performance evaluations, and your military transcripts.

In addition to meeting with your Preseparation counselor and attending the MOC Crosswalk, you have been briefed on your benefits from the VA and have created a 12-month budget as an outcome of attending the Personal Finance for Transitioning Military members.

If, due to various factors, including scheduling, you have not attended MOC Crosswalk, Personal Finance for Transitioning Service members, or the VA Benefits briefing, you are encouraged to get scheduled for these modules ASAP.

Bring the following to class:

- Career interest inventory assessment
- VMET
- Performance evaluations
- Military and college transcripts
- MOC Crosswalk results
- Laptop or notebook

Preface: Create a Customized Employment Transition Plan

This manual is designed to share best practices for transitioning into the civilian workforce. You will customize these best practices to create a plan as a vehicle to attain your goals. You will take this information and create an ITP (Individual Transition Plan) that works for you.

Section 1: Transition Planning

Objectives

Participants will be able to:

- Complete an Individual Transition Plan: Career Path Employment
- Manage Change
- Identify Personal Assets
- Create a Career Catalog
- Complete a Master Application
- Analyze Your Skills
- Complete the Transferable Skills Inventory
- Identify Personal Factors for a customized Job Search Plan
- Update ITP

*Career interest inventory is completed during the Preseparation Counseling phase; it is accessed through eBenefits. Bring the results to class.

1.1 Individual Transition Plan: Career Path Employment

Your Individual Transition Plan (ITP), for your career path as it relates to Section IV: Career Path—Employment, will be completed by the end of this DOL Employment Workshop. By planning, you will identify steps to reach, not only the DOD Career Readiness Goals, but your customized goals for employment after transition.

Transition Quiz

Read each statement; indicate whether it is true or false.	True	False
1. Given two qualified job applicants, employers will usually hire a veteran over a nonveteran.		
2. The same job you had in the service will pay up to twice as much in private industry.		
3. Military skills transfer to civilian jobs without additional training.		
4. Civilian employers believe that members of the military do not deal with profit and loss.		
5. Most employers have had enough military experience to be able to understand military language.		
6. Most employers are skilled at selecting new employees.		
7. You may have to overcome an employer's negative reaction to veterans in order to get a job.		
8. Veterans must build a network of job contacts as part of their job search.		
9. Collecting unemployment compensation can hurt your pride and self-respect.		
10. After military service, you may have to take a lower level job than someone of your age who has not been in the service.		
11. A good resume will get you a job.		
12. There is really no way to prepare for job interviews because they are all different.		
13. In a job interview, you should always address the interviewer as "sir" or "ma'am" just as you would do in the military.		

1.2 Manage Change

Change and Stress

Change and uncertainty always produce stress. Although military life is full of assignment changes and moves, there is some stability in knowing that you are employed, have a support system, and a paycheck. However, leaving the military will probably bring about the most change and uncertainty you have had to deal with in quite a while. You may need to change many behaviors and to do that successfully it is recommended to have a system that provides emotional support. Your best practice is to maintain a positive attitude and to remain optimistic during your search for the right job—which is where planning and support can assist you.

There are many different definitions and ideas about stress, but in practical terms, stress is a mismatch between the demands in our lives, and the resources we have available to deal with those demands.

Individuals can experience stress in both positive and negative circumstances. Positive stress can help a person to concentrate, focus, or perform for a regulated timeframe. Positive short-term stress is balanced by the expectation of benefit and the evaluation of resources available to cope with the change.

Negative stress has been linked with many physical ailments; however, stress need not be detrimental to your health. Although leaving the military can cause some internal confusion of identity, loss of self-esteem and control, you can identify appropriate coping mechanisms to use to mitigate the consequences of change. Since you may go through several changes as your job search progresses, strengthening these skills is a best practice.

Identify Stressors

To effectively manage stress, you must recognize its sources, signs and symptoms in yourself and others.

Symptoms of stress may be cognitive, emotional, physical, or behavioral.

Cognitive Symptoms

Memory problems
Inability to concentrate
Poor judgment
Pessimistic approach or thoughts
Anxious or racing thoughts
Constant worrying

Physical Symptoms

Aches and pains
Diarrhea or constipation
Nausea, dizziness
Chest pain, rapid heartbeat
Loss of sex drive
Frequent colds

Emotional Symptoms

Moodiness
Irritability or short temper
Agitation, inability to relax
Feeling overwhelmed
Sense of loneliness and isolation
Depression or general unhappiness

Behavioral Symptoms

Eating more or less
Sleeping too much or too little
Isolating oneself from others
Procrastinating or neglecting responsibilities
Using alcohol, cigarettes, or drugs to relax
Nervous habits (e.g. nail biting, pacing)

Stress Management Practices

- Maintain important relationships
- Attend cultural and religious events
- Engage in hobbies and recreational activities
- View work as only one part of your life
- Schedule a routine as similar to your previous schedule as possible

To minimize future stress: approach problems as challenges and opportunities for growth.

- Begin by identifying your primary goals and objectives
- Next, break them down into manageable challenges
- Take steps each week to overcome those mini-challenges

Seek Professional Help

Sometimes the only way to deal with stressful events is to get professional help. Utilizing a counselor is not a sign of weakness; it takes strength to recognize that you cannot always resolve an issue on your own. Learn to make use of, not avoid, expert resources. Contact the nearest transition office and/or local VA VET Center for assistance in dealing with personal and family issues. You may prefer to ask your physician or other health professional. State or local health agencies are another resource for recommendations to a counselor.

Homeless Veterans 2013 Statistics

There are times when a complex set of factors, such as stress, cause extreme issues for veterans. Homelessness can occur quickly when someone is jobless or there is an extreme shortage of affordable housing. Some displaced and at-risk veterans live with lingering effects of Post-Traumatic Stress Disorder (PTSD) and substance abuse, which are compounded by a lack of family and social support networks. When options become limited, some individuals are exposed to circumstances that could lead to incarceration. These veterans' homelessness statistics illustrate the issue:

- For 2012 overall veterans' unemployment rate was 7.0%.
 - Young male veterans (those ages 18 to 24) who served during Gulf War era II had an unemployment rate of 20.0 percent, higher than that of young male nonveterans (16.4 percent).
 - Female veterans who served during Gulf War era II had an unemployment rate of 12.5.
- On a single night in January 2013, 57,849 homeless Veterans spent the night on the streets of America.
- An estimated 136,128 Veterans spent at least one night in an emergency shelter or transitional housing program in 2013.
- Many other Veterans are considered at risk of homelessness because of poverty, lack of support from family and friends, substance use or mental health issues, and precarious living conditions.

Identify and Develop a Support System

A support system is comprised of people:

- You know and trust
- Who can help you to connect with others
- Accessible to you on an ongoing basis
- With varied talents and abilities who can provide assistance to you across a varied spectrum of needs

This system can and is likely to change over time as your needs change. This system has varying levels of trust and closeness and is developed and maintained throughout your life and career. These support systems and networks should be viewed as a two-way street.

Further Reading: This article describes the change curve and how people adapt to change.

www.mindtools.com/pages/article/newPPM_96.htm

DRAFT A PERSONAL CHANGE MANAGEMENT PLAN OUTLINE

The following list identifies each section in the change management plan.

- Identify stressors
- Identify and develop a support system
- Establish a life plan and career goals
- Develop a job search plan
- Structure your time and practice time management
- Begin your day by establishing your priorities
- Plan the most efficient way of completing tasks
- Exercise both body and mind
- Practice relaxation techniques
- Schedule personal time
- Find daily humor and laughter
- Maintain healthy nutrition
- Avoid alcohol and drugs
- Maintain religious beliefs, social & family customs, and daily routines
- Communicate openly and honestly with others
- Utilize a realistic budget and finance plan

5-Step Decision Making Method for Developing a Change Management Plan

The **5-Step Decision Making Method** is a structured, disciplined way to think your way through problem solving. This tool will methodically walk an issue through to resolution. The discipline of the five-step method helps to avoid analysis paralysis.

1. **Develop awareness about the issue.** Research aspects of the issue. Consider the systems, players and coalitions involved.
2. **Define the problem.** State the problem as a question.
3. **Generate options.** Brainstorm as many ideas and solutions as possible. This is the time to be creative not critical.
4. **Evaluate and select options.** What are the consequences? Indirect effects? By what means will you evaluate options? What are your assumptions in using your evaluative method?
5. **Implement options and evaluate progress.** How will we launch the selected option? How will we communicate it? How will we evaluate progress? What does success look like?



ACTIVITY: Identify Support Systems

For the next few minutes, use **Step 3 Generate Options** of the 5-Step Decision-making Method. This will be used in your Draft Change Management Plan. Remember, we are after quantity, not quality.

1. Write your topic: “who is my support system?” (**Step 2 Define the Problem**)
2. Draw a circle around the topic
3. Draw lines from that circle to primary categories, such as “Family” and “Friends”

Continue documenting all ideas that you think of during this brainstorm, clustering them around categories that have some relationship or commonality.

Returning to the 5-step method, steps 1-3 have been completed.

- Develop awareness about the issue
- Define the problem
- Generate options

Now it is time to evaluate and plan how to develop your support system by completing the last two steps. Below are some sample questions you might ask yourself.

4. Evaluate and select options.

- How reliable is this part of my support system?
- Do I need to add to my support system?
- Who should I add?
- How will I build and develop this other area of support?

5. Implement options and evaluate progress.

- How will I launch the selected option?
- How will I communicate it?
- How will I evaluate progress?
- What does success look like?

Factors to Consider for Your Change Management Plan

Job Search	Self	Family/Friends/Others	Healthy Living
<ul style="list-style-type: none"> -Develop a job search plan. -Commit to your plan. -Review the results weekly, and make needed adjustments. -Do not take minor rejections too seriously. -Structure your time and practice time management. -Begin your day by ordering your priorities. -Your job search is not personal time; it is your current job. 	<ul style="list-style-type: none"> -Learn and use relaxation techniques. -Engage yourself in fun activities and exercise your mind and body. -Include daily humor and laughter in your life. -Surround yourself with positive people. -Consider career counseling. -Join a support group. -Schedule time for yourself. -Establish a life plan and career goals. 	<ul style="list-style-type: none"> -Maintain your religious beliefs, social/family customs and daily routines. -Develop and maintain support systems. -Communicate openly and honestly with others. -Help others. 	<ul style="list-style-type: none"> -Initiate/maintain an exercise and nutrition regimen. -Follow a healthy food plan. -Avoid alcohol and drugs.

Change Management Plan—Complete as you identify details.

Stressors	Support System
Life Plan	Life Goals
Nutrition Focus	Exercise Plan
Lifestyle Structures	Budget
Communication Plan	Skills to Boost

1.3 Personal Assets

This guide is designed to assist participants in developing a customized Job Search Plan. Awareness of your own experiences, skills, preferences and values is essential to creating a successful plan.

1.3.1 Create a Career Catalog

In order to show your worth to an employer, you must provide facts about yourself. This requires you to gather information about yourself: experience, training, accomplishments, personal information, military record, etc.

One way to assemble and organize this data is by creating a Career Catalog. It is an up-to-date summary of your qualifications. You may want to collect documents in a presentation portfolio with clear pages so that you can add to the materials over time.

In your career catalog you will have copies of:

- Records
- Master Application
- Work Sample, if applicable

Among the types of records you should collect in your career catalog are:

Military Service

Separation Papers
DD Form 214
DD Form 295
LES (Leave and Earning Statement)
Training Record
DD Form 2586 (VMET)
Honors & Awards
Service Record
Security Clearance
Medical Record
Benefits

Personal Identification

Birth Certificate
Proof of Citizenship
Social Security Card
Passport
Photo ID

Work Experience

Work History
Work Samples
Honors and Citations
Community Activities
Salary History
References

Education & Training

Transcripts
Diplomas/Certificates
Honors
Activities List
Licenses
Certifications

1.3.2 Master Application

A master application helps you document and organize your history of:

- Education and training
- Work experience
- Military service
- Hobbies & interests
- Organizational memberships
- Community activities

Using the worksheet helps you organize the information to use later when you:

- Write your Master Resume
- Complete employment application forms
- Answer questions during a job interview

ACTIVITY: Master Application

Complete the Master Application, answering all the questions which apply to you. Include all information. Include details, such as, phone numbers and addresses.

The form has space to enter all the information of your career history. Use additional pages when necessary.

Master Application Worksheet

Personal Information

Full Name _____

Present Address _____

Home Phone _____ Cell Phone _____ Work Phone _____

Career Goals

Short-term goal (6 months - 1 year) _____

Long-term goal (5 - 10 years) _____

Military Experience

Most Recent Job _____ Salary _____

Department _____ Dates: From _____ To _____

Description of duties, tasks, and accomplishments: _____

What you liked about the job: _____

What you disliked about the job:

Military Experience

Job _____ Salary _____

Department _____ Dates: From _____ To _____

Description of duties, tasks, and accomplishments: _____

What you liked about the job: _____

What you disliked about the job: _____

Military Experience

Job _____ Salary _____

Department _____ Dates: From _____ To _____

Description of duties, tasks, and accomplishments: _____

What you liked about the job: _____

What you disliked about the job: _____

Military Experience

Honors / Awards _____

Certifications _____

Special courses taken (seminars, workshops, training programs): _____

Non-Military Experience

Job _____ Salary _____

Company _____ Dates: From _____ To _____

Address _____

Supervisor's Name _____ Phone _____

Description of duties, tasks, and accomplishments: _____

What you liked about the job: _____

What you disliked about the job:

Non-Military Experience

Job _____ Salary _____

Company _____ Dates: From _____ To _____

Address _____

Supervisor's Name _____ Phone _____

Description of duties, tasks, and accomplishments: _____

What you liked about the job: _____

What you disliked about the job:

Non-Military Experience

Job _____ Salary _____

Company _____ Dates: From _____ To _____

Address _____

Supervisor's Name _____ Phone _____

Description of duties, tasks, and accomplishments: _____

What you liked about the job: _____

What you disliked about the job:

Education / Training

High School _____ Graduation date _____

Address _____

Subjects liked most _____

Subjects liked least _____

Honors/Awards/Accomplishments _____

Clubs/Organizations (offices held, duties, accomplishments) _____

College _____ Graduation date _____

Address _____

Degree/Certificate _____

Major _____ Minor(s) _____

Honors/Awards/Accomplishments _____

Clubs/Organizations (offices held, duties) _____

College _____ Graduation date _____

Address _____

Degree/Certificate _____

Major _____ Minor(s) _____

Honors/Awards/Accomplishments _____

Clubs/Organizations (offices held, duties) _____

Education / Training

Certification _____ **Date** _____

Address _____

Hours/Credits completed _____ Expiration Date _____

Description of course(s) _____

Honors/Awards/Accomplishments _____

Certification _____ **Date** _____

Address _____

Hours/Credits completed _____ Expiration Date _____

Description of course(s) _____

Honors/Awards/Accomplishments _____

Certification _____ **Date** _____

Address _____

Hours/Credits completed _____ Expiration Date _____

Description of course(s) _____

Honors/Awards/Accomplishments _____

Special Skills

Foreign Language(s) fluent in _____

Knowledge of _____

Computer Language(s) fluent in _____

Knowledge of _____

Computer Hardware expert in _____

Knowledge of _____

Computer Software advanced user of _____

Knowledge of _____

Machines/Equipment can operate _____

Can repair _____

Clerical/Other Skills _____

Other Information

Hobbies/Interests

Memberships/Organizations _____

Community Involvement _____

1.3.3 Analyze Your Skills

- Utilize MOC Crosswalk results
- Identify your transferable skills
- Conduct research to help identify additional transferable skills

In the Master Application you just completed, you listed your experience. Now it is time to identify and list all of the skills you have learned through education, military service, previous jobs, hobbies/interests, and participation in professional organizations and community activities. Basically, your skills are what you use to do your job, to complete tasks and to solve problems.

ACTIVITY: Master Skills Inventory

1. Begin recording a **Master Skills Inventory**. This can be written or typed electronically.
2. Use your **VMET** (Verification of Military Experience and Training)* to identify skills to list on your inventory. *Coast Guard does not use VMET.

According to Public Law 101-510, as codified by 10 United States Code 1143(a), DoD Instruction 1332.36 and DoD Instruction 1332.37, the military is responsible for furnishing certification or verification of any job skills and experience you acquired while on active duty that may have application to your employment in the civilian sector. To learn more, please visit:

<https://www.dmdc.osd.mil/tgps>

If you have not already gathered this information, please do so and keep it with you as we move into building your resume, as it will be helpful.

3. Use **O*NET Online** to identify a military occupation crosswalk to civilian skills. Add these to your inventory. www.onetonline.org/crosswalk/MOC/
4. Use **My Next Move for Veterans**: There are no civilian equivalents to some jobs, so it would be more difficult to match your job skills to related civilian jobs. www.mynextmove.org/vets/
5. Use **Maryland Military to Federal Jobs Crosswalk**. Log this information. www.mil2fedjobs.com
6. Use your **Performance Evaluations** to identify additional skills to add to your inventory.

Military Jobs with No Civilian Equivalent

Although over 80 percent of all roles in the military have a civilian equivalent, not all do.

If you have completed MOC Crosswalk, you have started identifying many of your marketable job skills. This session will utilize that foundation and encourage you to identify even more skills, experience, and abilities that will be valuable in future jobs, in other words, transferable skills.

Unlike job-related skills, which tend to be used only in one type of work, transferable skills are those that can be used in every occupation, regardless of the type of work. They are universal skills that can transfer from one type of work to another without much effort. For this reason, transferable skills are often more important than job-related skills.

Transferable skills tend to be general in nature. Other skills are more specific, or job-related, like speaking a foreign language or knowing how to use a type of equipment or a software program.

Look at the tables below for a list of some of the skills that military members and their spouses acquire during their time in service.

Typical Skills of Military Personnel	
Attention to detail	Teamwork
Respect for others	Selfless service (other-centered)
Self-discipline	Time management
Ability to plan and prepare ahead	Ability to work autonomously
Adaptability	Handle uncertainty well
Performance under pressure	Process improvement
Cultural and global competence	Strategic thinking
Scenario planning	Delegation
Coaching	Problem solving
Critical thinking	Systems thinking
Values-based decision making	Change management
Oral communication skills	Budgeting

EXERCISE: Identify More of Your Skills

It is necessary to move beyond the frame of your job in the military. Take the time to assess your skills from another, larger framework. The intent is to identify specific skills that may not be listed in your MOC. Continue to ask “What?” “Why?” and “How?” to drill down to specific skills.

List your job title

List your duties (to include other duties as assigned)

List the tasks to complete those duties

Identify further processes, knowledge and requirements to complete tasks

Assessing your skills will help you determine:

- Your strongest skills
- The skills you most enjoy using
- The jobs you might enjoy doing and which ones you would do well

Making a list of your skills will:

- Point out skills you may need to learn for a given job
- Save you time when you write your resume
- Help you develop answers to interview questions

1.3.4 Transferable Skills Inventory

All job skills are transferable. As you analyze your skills, do not just think about the job titles you have held, think about the specific things you did on each job. Consider the skills you possess, the skills you do not possess and the skills you want to develop or refine.

When you are done, compare your skills with the skills required in the jobs that interest you. This will enable you to understand how well you qualify for a position. Also, you will have an idea of how well you are qualified or what additional training or experience you need.

ACTIVITY: Begin Transferable Skills Inventory

Step 1: Read the Skills Area column and rate all the skills that you possess.

Step 2: Skip over skills that you do not possess.

Step 3: Make a check mark in the Interest column next to the skills that you want to use in your next job.

Step 4: Draw a circle in the Interest column next to the skills that you want to develop.

Step 5: If you have skills that are not listed, add them to the inventory.

Competency Rating: 1 = Very competent, 2 = Moderately competent, 3 = Somewhat competent

Example: Identify interest and rate skill level.

Interest	Rating	Skill Area
	2	Xxx (I want to use this skill in my next job)
	3	Xxx (I want to develop this skill)

Competency Rating: 1 = Very competent, 2 = Moderately competent, 3 = Somewhat competent

Interest	Rating	Skill Area
		Adapt to change
		Adapted teaching style/special tools
		Administered programs
		Advised people/peers/job seekers
		Analyzed data/blueprints/schematics/policies
		Anticipate problems
		Appraised services/value
		Arranged meetings/events/training programs
		Assembled automobiles/computers/apparatus
		Assess situations
		Audited financial records/accounts payable
		Bookkeeping
		Budget expenses
		Build process or software solutions
		Buyer of supplies or products
		Calculate numerical data/annual costs/mileage
		Catalog art collection/technical publications
		Chart information
		Check accuracy/other's work
		Classify documents/information/plants/animals
		Clean houses/auto parts
		Coach teams/students/athletes
		Collect money/survey information/data/samples
		Communicate with others/groups
		Compare data
		Compile statistics/survey data
		Conceptualize processes/ideas
		Conduct experiments
		Confront people/difficult issues
		Construct buildings
		Consult on new designs/investment strategy
		Control costs
		Coordinated events/work schedules
		Cope with stressful situations

Competency Rating: 1 = Very competent, 2 = Moderately competent, 3 = Somewhat competent

Interest	Rating	Skill Area
		Corresponded with other departments/colleagues
		Counseled students/peers/job seekers
		Created new programs/artwork/internet sites
		Cut diamonds/concrete/fabric/glass/lumber
		Decided which equipment to buy/priorities
		Delegated authority
		Deliver on time
		Demonstrate results
		Designed data systems/products
		Develop products
		Diagnose issues
		Directed administrative staff/projects
		Discipline others
		Dispensed medication/information
		Displayed results/products/artifacts
		Distributed products/mail
		Draft documents
		Dramatized ideas/problems/plays
		Edited publications/video tape/film
		Engineer solutions
		Entertained people
		Established objectives/guidelines/policies
		Estimated physical space/costs/staffing needs
		Evaluated programs/solutions/instructors/peers/students
		Exhibit plans/public displays/evidence
		Explain tasks
		Explore solutions
		Facilitate multimedia exhibit/conflict resolution
		Found appropriate housing for others
		Found missing persons
		Frame houses/pictures
		Generate interest/support
		Grew plants/vegetables/flowers
		Handled detailed work/data/complaints/toxins

Competency Rating: 1 = Very competent, 2 = Moderately competent, 3 = Somewhat competent

Interest	Rating	Skill Area
		Hosted panel discussions/foreign students
		Illustrate storyboards/concepts/print
		Implement registration system/new programs
		Improve maintenance schedule/systems
		Improvise action
		Initiate production/changes/improvements
		Inspect physical objects/repairs/electrical work
		Install software/bathrooms/electrical systems/parts
		Interpret languages/new laws/schematics/codes
		Interview people/new employees
		Invent new ideas/machine parts
		Investigate problems/violations/fraud
		Landscaped gardens/public parks/indoor gardens
		Led foreign tours/campus tours
		Listened to others/to conference calls
		Located missing information/facilities
		Maintained transportation fleet/aircraft/diesel engines
		Managed an organization/a mail room/a retail store
		Market products
		Measure boundaries/property lines/bridge clearance/results
		Mediate between people/civil settlements
		Met with dignitaries/public/community groups
		Monitor progress of others/water flow/electric usage
		Motivate workers/trainees
		Negotiated contracts/sales/labor disputes
		Operated equipment/hydraulic test stand/robotics equipment
		Order goods/services
		Organized tasks/library books/data bases
		Painted houses/cars/aircraft/interiors
		Patrolled runways/public places/property/buildings
		Persuaded others/customers
		Planned agendas/international conferences
		Predicted future needs/stock market trends

Competency Rating: 1 = Very competent, 2 = Moderately competent, 3 = Somewhat competent

Interest	Rating	Skill Area
		Presented major selling points/new products
		Prepared reports/meals/presentations
		Printed books/reports/posters
		Process human interactions
		Program computers
		Promote events/new products/new technology
		Proofread news/reports/training materials
		Protect property/people
		Publish reports/books/software
		Purchase equipment/supplies/services
		Question people/survey participants
		Question suspects/witnesses
		Raise capital investments
		Raise performance standards
		Record data/sales totals/music/video
		Recruit people for hire/executives/Armed Services
		Rehabilitate people/old buildings
		Repair items/mechanical devices/exhaust systems
		Report findings/monthly activity
		Researched library documents/cancer/diseases
		Renewed programs/contracts/insurance policies
		Reviewed program objectives/books and movies
		Revised instructional materials
		Scheduled social events/doctor's appointments
		Set goals/objectives
		Served individuals
		Sewed parachutes/clothing/upholstery
		Signed for the hearing impaired
		Sketched charts and diagrams
		Sort materials
		Sold advertising space/real estate/cars
		Spoke in public
		Supervised others

Competency Rating: 1 = Very competent, 2 = Moderately competent, 3 = Somewhat competent

Interest	Rating	Skill Area
		Televised conferences/training/events/shows
		Tested new designs/students/employees
		Updated files
		Verified reports/identity
		Volunteered services/time
		Wrote reports/training manuals
		Weighed trucks/patients/precious metals
		Welded bike frames/airframes/alloys
		Write proposals
		Write technical documents
		X-rayed limbs/stressed equipment
		Other Skills: (such as Language skills)

Do not forget to revisit your **Master Skills Inventory** and transfer any skills you have recently been made aware of as a result of this exercise.

1.3.5 Personal Factors

This section includes several techniques for identifying personal motivators, work-related values and preferences. Complete as many of these exercises to create a 360-degree review of what type of work, culture, and environment will best suit your needs. This will enhance your job search plan and may help to establish your career goals.

Many people do not realize the importance of finding a work environment that matches their individual needs and motivators. Studies have demonstrated that without a successful match, people are more likely to change jobs or experience a less-than-optimal quality of life. This is problematic for employees and for employers.

Motivators: CLAMS

Most people are motivated by multiple goals and desires. For some, it is money; for others, it is recognition. Some people seek success, whatever their definition of success is. There are those who must be able to participate in all family activities. What many people do not consider is the whole opportunity, one that would appeal to their entire person.

The following exercise provides an opportunity to separate motivators into five categories. The CLAMS acronym stands for the following:

Challenge

Location

Advancement

Money

Security

Rank these five categories in order from one to five, with one being most important to you and five being least important.

CLAMS	Definition	Rank
Challenge	Challenge is most often recognized as engagement of the worker with the task at hand; it can be a test of one’s abilities or resources in a demanding but stimulating undertaking. In essence, it results in not being bored on the job.	_____
Location	Location means various things to different people. It could be defined as the physical location of the work—the building you go to every day. It could refer to geographical preference within a specific city or township. Location may also be blended with the concept of a commute to work—how long it takes you to get there and back home each day. Finally, location is tied to the element of travel involved in work—how often you are away from home.	_____
Advancement	Advancement is another term that has multiple applications to various individuals. For some, advancement means gaining recognition and status or climbing the company ladder. For others, it may mean growing in their particular skill set or acquiring new ones. For still others, the term advancement is a blend of both of these things.	_____
Money	Money is the currency that we use to pay our bills, feed our families and clothe our bodies; in addition, for most of us, it is the reason we go to work. Money is an integral element to the job search decision. It is important that job seekers understand their minimum financial requirements for employment, what they make in their current position and what they will request from an employer in an employment offer.	_____
Security	Job security is a critical element for many individuals. Job security relates to the predictability of ongoing employment. This can be described as a person feeling that as long as he or she does well or even average, the chances of maintaining employment are good; this provides a sense of comfort.	_____

Review your answers.

Challenge as #1

If you ranked challenge as number one on your assessment, then you may be someone who can learn quickly, can become bored easily, and finds dissatisfaction in menial tasks, particularly if they comprise a large part of the job.

Location as #1

If you ranked location as number one on your assessment, then you must understand which of the three vectors of location (physical location, geographic, commute or travel) is the dominant influence. If travel is most important to you, you could be someone who is tired of sitting in a car or on public transportation for an hour or more each day. Perhaps you currently travel away from home regularly and would rather be closer to home in your next role. You may also be someone who is looking to relocate to another area of the world and hope to secure a position that will afford you that opportunity.

Advancement as #1

If advancement is your primary driver, then you must determine the right blend of the categories of advancement:

- Recognition and climbing the company ladder
- Growing in your skill sets or acquiring new ones

These elements are important considerations when selecting the companies or jobs best suited to you. If the organization is loosely structured and success can provide you with the opportunity for promotion, it may be a good fit. On the other hand, if it is a hierarchical organization in which promotion will require time and that someone retires or be fired, you may not be a fit. If the organization you are considering offers training or education, it may be a good choice; if not, perhaps you should look elsewhere.

Money as #1

Money is the only easily defined factor in this evaluation. You must receive X number of dollars to be able to provide for yourself and your family. Research can provide you with insight regarding the average income for someone with your skills and experience. Only you know the exact amount of money that will provide you with a high level of satisfaction.

Security as #1

If security tops your list, then you may have an appreciation for familiarity and a dislike of rapid change. Predictability is something that provides comfort. You may also be concerned about your ability to find new employment in the current economic situation.

At the end of the day, people's priorities change regularly, and sometimes rapidly. If you take this evaluation one or two years from now, you may find that your priorities have changed. Some people's motivations can change as often as every few months. Time spent reviewing the rationale behind your ordering of these five factors may give you critical insight into the types of jobs that would fit you and those that would not—valuable information for your job search.

Work Preferences

In addition to your skills, experience, and motivators, your personal preferences about what you want to do are critical in your job search. If you think about what kind of work you prefer before beginning your job search, you will have a better idea of which jobs to pursue. You will also be better prepared for interviews, completing applications, and developing your resume.

The following questions will help you identify your work preferences. Read each question and mark the answer that best describes your highest preference.

1. I enjoy working with:

- a. data (information, ideas, words, numbers)
- b. people
- c. things (machines, equipment, animals)

2. I prefer working:

- a. indoors
- b. outdoors
- c. some inside and some outside

3. I want to work for a company:

- a. with less than 100 employees
- b. with 100 to 500 employees
- c. with 500 or more employees

4. I would like to work in a:

- a. large city
- b. medium size city
- c. town or suburban area
- d. small town or rural area

5. I prefer a job that involves:

- a. a lot of travel
- b. some travel
- c. no travel

6. Are you more comfortable as a:

- a. team member
- b. team leader

- 7. Where do you want your career to be in 5 years?**

- 8. Which of your past jobs did you like least? Why?**

- 9. Which jobs did you like best? Why?**

- 10. What kind of job would you do if you could choose any job you wanted?**

- 11. What kind of training would you like to have, if any?**

- 12. Why did you choose your previous field of work?**

- 13. Do you prefer to work day shift or night shift?**

- 14. What type of employer culture will align with your personality? (e.g. corporate responsibility, virtual teams, authoritative structure, flat structure)**

- 15. In what types of jobs do people with your personality regularly find success?**

- 16. How will you, or your family, react to a job with long hours that will keep you away from home?**

- 17. What kind of position will afford you the opportunity to work in an area that you are passionate about?**

Look over your responses on this survey. Write your priority work preferences below. This summary will help you clarify which work preferences are most important to you.

Example

I prefer a job where I work:

- With people
- Inside and outside
- Full time
- Day shift
- In a small city
- Travel

I prefer a job where I: _____

ACTIVITY: Work Values

Following is a list of work values for you to consider as you begin your job search. Rate each item on the scale below. Then review your list to see which items you feel most strongly about. Pay close attention to the list as you set your goals. Your values relate directly to the working conditions in each company or occupation you research. Your work-related values influence how you feel about your job.

Competency Rating

1=Not important, 2=Somewhat important, 3=Moderately important, 4=Very important

Work Value	1	2	3	4
Being Around Interesting People				
Benefits				
Blending of Family and Career				
Clear Expectations				
Clear Rules				
Competition				
Cultural Diversity in the Workplace				
Flexible Work Schedule				
Freedom from Pressure/Stress				
Independence				
Involvement in Decision-Making				
Leisure Time				
Mental Challenge				
Power and Influence				
Public Contact				
Quality of Product				
Recognition				
Regular 40-hour Work Week				
Salary				
Security				
Status and Prestige				
Travel Opportunities				
Variety and Change in Work				
Other:				

Techniques for Identifying Potential Careers

Individual Passions

Look at your personal hobbies and interests as a possible career path. Often working in an area of personal passion can lead to meaningful and fulfilling careers when combined with current skills.

The goal is to identify some of your personal interests and probe into them a little deeper. Once you have identified that information, you will pair it with other things you have learned about yourself from previous sessions and can begin to apply this knowledge to identifying positions that incorporate all of these elements.

These potential careers may be outside of your current paradigm. Later sessions will help you to identify possible career opportunities, companies and industries that can offer personal meaning.

Almost everybody likes something. Even the grumpiest codgers have something in their life that can make them smile. We are going to provide you with a way to open some doors and consider new areas that might offer you a great work experience.

Although, not all individual passions are suited to careers, these interests can provide a starting point for your direction. This determination takes some investigation into markets and potential jobs involving that passion.

Some questions to ask are:

- Does this involve starting a business?
- Am I aware of what this will entail? Is this something I am well suited to do?
- Will I still enjoy my passion if I have to work with it 24/7?
- Is it likely that people will pay me for this?
- Is there a demand for it in the market? Can I demonstrate that demand?

If the answers to any of these questions point to a dead-end for that passion becoming a career path, then realize it is okay. There is nothing wrong with maintaining a passion as a hobby and getting paid to do something else that you enjoy.

More Techniques for Identifying Potential Careers

Technique: Imagine yourself in the future. Imagine yourself five, ten, and twenty-five years from now. Dream big! Imagine your ideal position, not what you realistically think you might end up doing.

Technique: Write or tell someone what you imagine. This may mean sitting down, picturing a huge television screen in front of your eyes and convincing yourself to create the TV show of your life. Or it might mean noticing the daydreams that you tend to devalue. You may be imagining the things that are the true desires of your heart, and your purpose might be in those wishes.

Technique: Another great idea is to develop a mission statement for your life. List your core values and what you want to contribute to the world. What legacy do you want to leave behind? What would you like to change? Are there people you have served who are grateful for what you did for them?

Technique: Think about your answer to this question, “If you knew you could not fail, had the resources you needed, and were supported by your family, friends and community, what would you do?”

1.4 Update ITP

1. Review section IV: Employment
2. Update relevant information

Section 2: Career Exploration & Validation

Preface

This section will help you to further identify which career goals best fit your unique circumstances as identified in the last section.

You have identified valuable tools and have customized the information to your plan for job search. You will also be revising this information, to more thoroughly represent the detail of your expertise and breadth of experience.

Objectives

Participants will:

- Research Industries, Occupations, Trends
- Identify Job Search Assistance Resources
- Essential Tools
- Target Employers

2.1 Research Industries, Occupations, Trends

The closer the match between a job and your Work Preferences, Financial Needs and, Transferable Skills, the more likely you will be successful and happy in that job.

The following is a list of ways you can conduct career exploration.

- Library research
- Fact-finding calls
- Volunteer
- Job share
- Employment counseling
- Internships
- Read business magazines
- Job shadow
- Read business section of newspapers
- Small Business Administration
- Attend training or apprenticeship programs
- Colleges and Universities
- Temporary agencies/services
- Internet
- Social networking
- Talk to friends and relatives about work and careers

By now you have a general idea about jobs that interest you. On the next page you will begin to research specific jobs or careers you are interested in pursuing.

ACTIVITY: Two Websites for Employment data

Step 1: Keep a list of the job titles that you identify on the websites. How many jobs are available in your state? What industries are hiring in your city? No matter where you plan on living, it would be helpful to know the answers to these questions.

Step 2: Find out the salary range and necessary skills. Compare these to your list of transferable skills.

Step 3: Identify the training experience you need to qualify for the positions you find interesting.

Step 4: Compare the wage to your budget and the cost of living in the area.

Bureau of Labor Statistics (BLS)

The answers are available on the internet at the DOL Bureau of Labor Statistics site at **www.bls.gov**:

1. Type **www.bls.gov** in your browser
2. Select Subject Areas, then Employment
3. Click on Pay & Benefits >
4. Wages by Area and Occupation > [choose step 5 or 6]
5. National Wage Data > 800 Occupations > select occupation > scroll through tables
6. Wage Data by State > select state > scroll through tables

American Job Center

You can also find great information about your local labor market by checking out the DOL's tool on the CareerOneStop page, located at the link below.

www.careeronestop.org/lmi/lmihome.asp

1. Click on Explore careers
2. Under the Occupations heading select Employment Trends
3. Select state from list > Continue
4. Select expandable occupation heading, select check boxes next to particular occupation from list, > Continue
5. Compare United States to the state statistics

2.2 Job Search Assistance Resources

One of the first steps in finding a job is to identify where you can get job information and help. Where you go will depend on the type of job you want, where you want to live, work, and the available jobs in your field. Some of the sources of job information are:

State Workforce Agency (SWA) or Local One Stop Career Center

Assistance in finding jobs is offered to veterans at local State Workforce Agency (SWA) offices throughout the country. The local SWA offers services both to job seekers and employers at no charge. Although the SWA provides assistance to everyone looking for a job, veterans are given priority. The SWA staff will evaluate your interests, skills, aptitudes and abilities and match them with employers' job requirements. Qualified applicants are referred to employers for job interviews. Qualified veterans are referred to job openings ahead of non-veterans. Call the number in your area, under State Government or access America's Service Locator at www.servicelocator.org.

Priority of Service for veterans at the State Workforce Agency is offered to all veterans. This means that they are offered service before non-veterans, look for the signs posted at your local One Stop.

The Gold Card initiative is a joint effort of the Department of Labor's Employment and Training Administration (ETA) and the Veterans' Employment and Training Service (VETS). An eligible veteran can present the Gold Card at his/her local One-Stop Career Center to receive enhanced intensive services including up to six months of follow-up. The enhanced in-person services available for Gold Card holders at local One-Stop Career Centers may include: (See Appendix H)

- Job readiness assessment, including interviews and testing;
- Development of an Individual Development Plan (IDP);
- Career guidance through group or individual counseling that helps veterans in making training and career decisions;
- Provision of labor market, occupational, and skills transferability information that inform educational, training, and occupational decisions;
- Referral to job banks, job portals, and job openings;
- Referral to employers and registered apprenticeship sponsors;
- Referral to training by WIA-funded or third party service providers; and
- Monthly follow-up by an assigned case manager for up to six months

<http://www.dol.gov/vets/goldcard.html>

Workforce Investment Act (WIA)

The Workforce Investment Act (WIA), administered by the U.S. Department of Labor (DOL), provides for a national job training program for economically disadvantaged individuals and others who are in need of additional job skills or training. Veterans may receive training and other help in obtaining services and employment assistance. Although services vary from state to state, the most common WIA services are job training and job search assistance. The local One Stop/Workforce Centers can assist you in getting information about WIA training.

Office of Apprenticeship (OA), U.S. Department of Labor

Apprenticeship combines on-the-job training and classroom instruction to teach workers all the aspects of highly skilled occupations. Programs are sponsored by employers and are often jointly conducted with a trade or labor union. The OA gives priority to veterans to help them gain entry into registered apprenticeship programs. All programs registered with OA are recognized by State Apprenticeship Agencies and meet VA regulations for training programs, which makes enrolled veterans eligible for VA educational assistance allowances.

Get information and apply at:

- Local One Stop/Workforce Centers
- Regional or local offices of the OA (www.doleta.gov/oa)
- State Apprenticeship Programs
- Labor Unions
- Employers working in the craft you want to enter

Write to:

Office of Apprenticeship, U.S. Department of Labor, Francis Perkins Bldg., 200 Constitution Avenue, NW, Washington, DC 20210.

Private Employment Services

Private Employment Agencies are not all the same. They are regulated by each state Department of Labor licensing bureau. States regulate the percentage agencies are allowed to charge. The applicant might have to pay for the agency to market him/her to local employers. They will counsel on appropriate dress, resume preparation, and interview skills. Most employment agencies do not charge job seekers for their services. Employment agencies can also be employer fee paid. This means the employer will pay the hiring fee.

The fee could be split between candidate and the employer, or the employer might make an agreement to reimburse the fee once a probation period is completed. Applicant must carefully read all contracts to ensure understanding of the terms. Print and keep a copy for your records.

Career Counselors are not employment agencies. Their function is to assist in creating or upgrading a resume, dressing for success and interviewing skills. Career counselors usually charge a flat fee from \$500 to \$3,000. They do not arrange interviews; they point applicants in the right direction. Sometimes there are additional charges for extra services. Job seekers should request to see credentials and/or references before hiring a career counselor. Headhunters are people hired by organizations to locate specific types of people. They are paid by the company. Most often headhunters will not work with people who are looking for salaries less than \$40,000 and this number fluctuates depending on industry and geographic location. Do not expect a headhunter to burn up the phone lines trying to find you a job.

Temporary Services put workers on their payroll. As their employee, they are then sent out “on assignment” to other employers. They are paid by the temporary service not by the company in whose office or plant they are working. Most temporary services do not have any benefits for their employees. Many temporary services will offer training free of charge to update or to expand skills. There is usually no fee charged at a temporary service.

College/University/School Career Services

Most institutions of higher education provide some kind of career service, but this service is usually only available to students and alumni of the school. Some school/college career services also provide instruction in job hunting-skills.

Military and Professional Associations and Organizations

Military and professional associations are useful for specialized occupations. They can provide information on areas where the demand for a particular occupation is higher, as well as information on employers hiring individuals in a particular field. Some of the organizations even provide specific job search and career instruction assistance.

Phone and/or Industry Directory

These are useful sources of information if the type of job wanted is already known. These sources provide lists of companies employing individuals in various types of jobs.

Industrial and Craft Unions

Industrial and craft unions tend to deal with a limited number of occupations. They are advantageous because they have exclusive hiring authority for some firms. If appropriate skills and/or aptitude and interests are acquired, this could be of value.

Job Fairs and Hiring Events

A useful tool in meeting employers and delivering resumes is attendance at job fairs. Contact the transition office, local State Workforce Agency, Chambers of Commerce, and other business organizations, which provide service to the community or further information about these events.

Chamber of Commerce

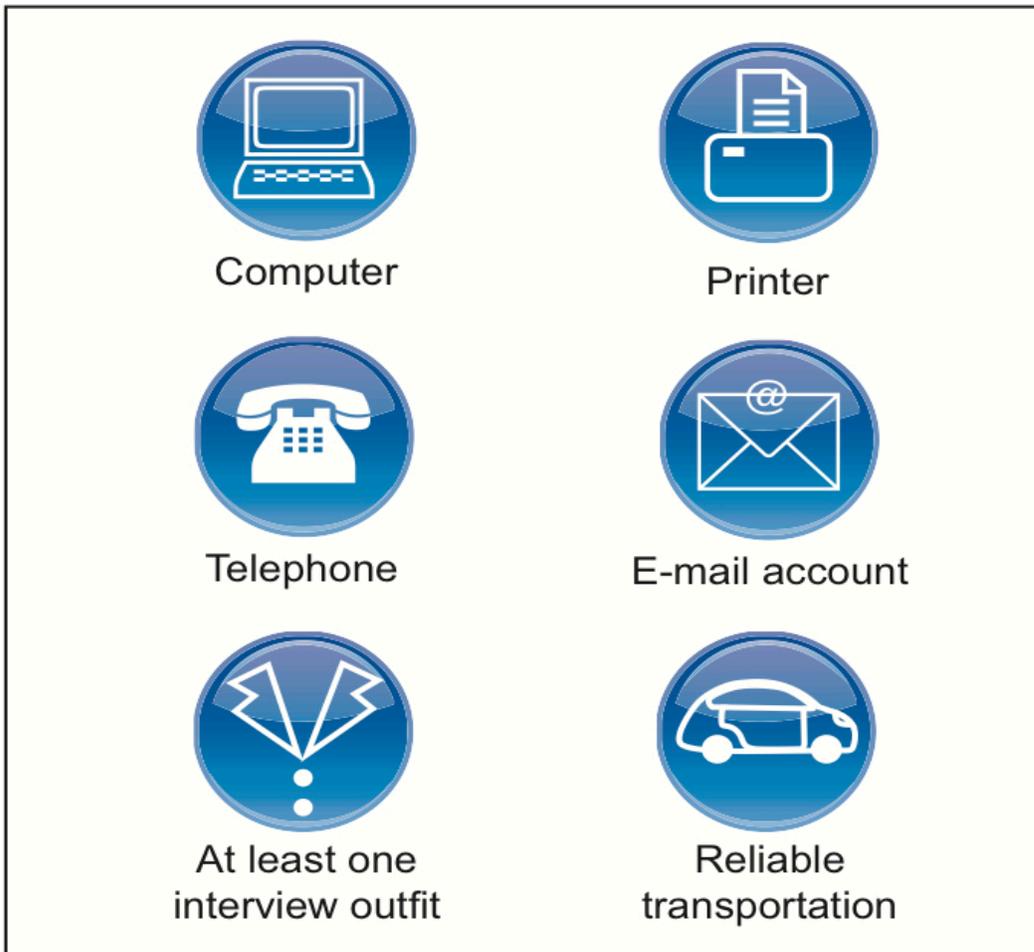
Chambers of commerce offer rich resources about the businesses in their area and offer contact information for many of them. Their services are usually free for job-searchers. Publications are available, but only list member companies. Some have meetings that are open to the public.

Military and Family Support Centers

Also known as transition offices, provide individual assessment, classes and workshops, and leadership consultation. Primary Military and Family Support programs and transition assistance for military service are: relocation, financial management and aid, information and referral, family readiness, and family life skills.

2.3 Essential Tools

The most basic and essential tools that you need to have in your toolkit are the following:



Checklist of Essential Tools

You will need a few essential tools in your toolbox to effectively implement your job search. The checklist below will help you take inventory of what you have and what you might need to upgrade, obtain, or find a local resource. Identify whether or not you will purchase, upgrade, or find other resources in the notes column.

	Essential Tools	Notes
	Computer (laptop, notebook, desktop)?	
	If not, where can you get access to a computer (One Stop, public library, friend, family, etc.)? What hours do you have access to a computer? What is the cost of using a computer, if any?	
	Microsoft Office software, with at least a recent version of Word (or an equivalent)?	
	Do you know how to operate the computer you will use?	
	Reliable Internet connection?	
	Do you have a portable storage device (jump or thumb drive) and/or external hard drive?	
	Printer?	
	If not, where can you get access to a printer (One Stop, public library, friend, family, etc.)? What hours do you have access to a printer? What is the cost of using a printer, if any?	
	Printing quality?	

	Essential Tools	Notes
	Cell phone/Land line?	
	Professional voice mail greeting?	
	If you do not have a personal mobile phone, what phone number will you use for professional contacts?	
	Have you informed the people who will answer the phone in your absence about potential employers calling you? Have you asked them to handle the call in the way you would like it handled?	
	Professionally appropriate attire in civilian clothes for interview?	
	Do the clothes fit well? Not too big, too small, too tight, too short, too long?	
	Is the interview attire current?	
	Is your attire clean and pressed? No stains, wrinkles, tags, or tailor tacks?	
	Have you asked trusted resource/s for their opinion on your interview attire?	
	Do you have any additional professionally appropriate looks, in case you have the occasion to meet the prospective employer multiple times?	
	Reliable transportation (car, bus, metro, train)?	

2.4 Target Employers



Targeted employers are those organizations or companies that you would prefer to work for and can utilize your transferable skills. They can offer you employment that appeals to your personal motivations and interests. These employers' cultures may align with your work preferences and values. For example, applicants with young children might look for an employer who does not require 24/7 availability and offers a flexible schedule.

Find Opportunities & Target Employers

Job Boards

- CareerBuilder.com
- CareerOneStop.org
- CivilianJobs.com
- ClearedJobs.net
- Dice.com
- <https://H2H.jobs>
- Indeed.com
- Monster.com
- TheLadders.com
- SimplyHired.com
- Snagajob.com
- USAjobs.gov
- VetJobs.com

Job Board Facts

- Job boards make money from employers by charging for the right to search the resume database, sometimes to the tune of \$8,000 per seat, per year
- They also make money from employers by charging to post a job description on their site, often with prices over \$400 per job description
- Millions of jobs are found on job boards every day
- Many jobs (especially highly specialized ones) remain unfilled
- Fifty percent of all positions are never advertised on job boards

Strategies for Maximizing Use of Job Boards

In today's electronic job market, with employers and recruiters searching these resume databases, you must have a presence on job boards. To be found by employers, you must:

- Create an effective profile
- Use search agents to find employers to target
- Upload resume/s so employers who are searching for applicants with your skills can find you

Here are the steps to create a profile for most job boards:

1. Upload specific resumes rich with industry key words and accomplishments
2. Create job search agents (job alert, job scout)
3. Job search agents are set up on job sites or job search engines to automatically notify you through email about when new job postings that match your criteria set are listed

Target Employers from Job Boards

- You can find out about a market by the companies that are advertising jobs
- Do not wait for the phone to ring
- You must continue to search for opportunities to find success in your job search; clicking send or apply on a job description is often going to produce no response
- Do not take lack of response personally; some companies will have an automatic email response and others will not
- Spend only ten percent of your time on job boards
- Many job boards are overcrowded with outdated or repeat jobs, can be confusing to navigate, and many postings are scams

Specialized Job Boards

www.airsdirectory.com/mc/forms_jobboard.guid

This is the most comprehensive job board directory we have discovered, and it is updated every year. This directory lists job boards by nation, state and industry and has several thousand job boards for you to investigate. The directory is a free download after you register.

www.internetinc.com/job-search-websites/

This link provides the Top 100 links to niche job boards by industry or occupation.

Best Practice: Utilize several different job search methods and techniques. Avoid spending countless hours applying online and waiting with your fingers crossed, hoping the phone will ring.

CAUTION: BEWARE OF DECEITFUL POSTINGS

Exciting Travel Opportunity!! 2 Weeks Paid Training!

National company now looking for motivated, young and outgoing girls and guys of all types to work in a “ROAD RULES” type of atmosphere!

Meet new people (celebrities too!) and TRAVEL with a fun group of co-workers to all the best places the USA has to offer!

This is a FUN JOB and you make lots of SWEET CASH!

Must be outgoing, money motivated, and free to travel and hit the road!

2 weeks paid training, we pay all your hotel/travel, we make awesome bets in the morning before work for cash bonuses, and you get paid every week!

We put the FUN into work, so come JOIN our TEAM today! Call today! Start today!!

NO EXPERIENCE NECESSARY!!!

For more information, or to get started call Jerry at 1-877-xxx-xxxx.

The job ad above is outlining a position for a company looking for young and outgoing guys and girls to work in a “Road Rules” type of atmosphere. It discusses how much fun you will have, the great people you will meet and the loads of sweet cash you will make.

The ad mentions cash bonuses, paid hotel rooms and payment every week.

Red Flags

The first red flag is that the company is not identified and there is no contact name other than Jerry with a phone number. The second red flag is that the job description is not posted, nor the job title. Sometimes these ads are misspelled or have wording that does not make sense. Other ads are work from home making a large amount of money. If it sounds too good to be true, it probably is a scam.

Beware of postings like this one-- **it is a scam**. Be careful of similar job ads. If you are not sure about the legitimacy of the posting, the best advice is for you to ask probing questions.

Be aware of how much personal information is contained in your resume. Be sure you know whom you are giving it to. Do not provide your Social Security Number or any other critical personal information.

Fact-finding Calls

Calling a company to obtain information can result in valuable insights as well as potential to speak with a hiring manager. There are cold calls and referral calls (warm leads). Your networking efforts will help create these referrals or warm leads. Being prepared for the call, taking notes and even dressing for work are all great strategies while placing these types of calls. Preparedness and professionalism when on the phone, asking concise questions and being polite, go a long way towards building your network.

In general, there are a few guidelines when it comes to calling a company for information. They are the following:

- Research the company website, explore links on their site to gather information and formulate questions
- If you are asking for someone's time, be clear about your intention; you want to set an appointment for a phone conversation or meet in person
- Find out what it is like to work for the organization or company
- Find out how the managers manage their team
- Get a snapshot of the day-to-day business
- Identify the hiring manager

TIP: You can conduct a fact-finding call with a peer as well as with a potential supervisor. The key is not to ask for a job but to develop rapport and trust with the person. This helps to establish your professionalism so they want to help you.

Process for Effective Fact-finding Calls

Prepare for Calls

There is no substitute for preparation—know what information you want to gather before you make the call. Being prepared will give you confidence and credibility.

- Identify companies where you might like to work. Make a list of places to call, including the company name, address, phone number and any facts about the company you may obtain from your contacts or research results. Use the template at the end of this section to make a Company Information form of your own on Word, Excel, or on a notepad.
- Find the name (and as much information as you can) about someone who has a connection to the position or works at the targeted company.
- Write an outline of what you are going to say on the phone. This will help you to be less nervous and to assure you get all the information you need. Additionally, you will be perceived as organized and professional. See the scripts at the end of this section.
- Set aside a dedicated two hours for the activity, it becomes easier to make these calls after you get into a rhythm.

As you research companies, keep a record of the following information on your Company Information form. Keep this information organized and easily accessible.

- Number of employees
- What the company does (service and/or products)
- Business volume, net worth, profit and loss, company stability, etc. (see company's Annual Report if available)
- Company competitors
- Company history and future plans
- Company locations (headquarters, branch offices, international offices, retail outlets, etc.)
- Salary range or hourly rates paid for various positions
- Contact names (department heads, human resource manager, people you know who work there, former employees, etc.)
- Employment activity (recent hiring, firing, layoffs, etc.)
- Titles of positions that interest you

During Calls

- Introduce yourself.
- Begin the conversation using the name of the person who referred you (i.e., “Hello, Ms. Jones, John Doe suggested I call...”)
- Give a brief description of your background.
- Mention you need only 10 minutes of the person’s time.
- Ask the receptionist for the name of the person who you should contact; that may be the head of a department, shop manager or foreman, etc. Write down the person’s name. Then ask to speak to that person.
- Find out the position of the person you are talking to. Giving your speech to the wrong person can be a waste of time for both parties.
- Do not give too much information. If your purpose is to get a face-to-face appointment, tell enough to interest the person in your skills, set an appointment and get off the phone.
- Ask the employer how your skills can benefit the company and what additional skills would make you more employable.
- Smile when you talk on the phone. Use a friendly and conversational tone of voice. Your mood and physical condition show in your voice.
- Try to speak at the same rate as the person you are talking to. This will help you communicate clearly and effectively.
- Keep good records. Make notes about every call you make. You never know when you will have to refer back to a conversation.

Additional Tips

- Gatekeeper is a common term used to define the people who answer the phone. They are trained to screen calls, so you have to plan your questions and think quickly. Here are a few solutions:
 - Call at a different time of day, particularly lunch time. The people who cover for the gatekeeper are often not trained on screening calls and may give you all the information you need.
 - If there is an automated system that answers the phone, try to get someone on the line. Dial ‘0’ or other extension and ask the person for assistance.

- Try to obtain some sort of information from everyone you contact. Such as:
 - Informational interview appointment
 - Referral to another source
 - Job lead within or outside of the company
 - Experience/qualifications required for the field
 - Review and/or advice on your resume

After Calls

- Persist. Make new contacts every day and follow up on every lead. This is not easy for everyone. You will hear “no” more often than you hear “yes.”
- Send a follow-up thank you email when appropriate.
- Be sure to log each call on your Company Information form.
- Evaluate your process and performance after each call.

Using a Script

When making your phone calls, use a script if it makes you more comfortable. It may help to get the conversation started smoothly. When you are not sure what career you want to pursue and are in the initial stages of exploration, you want to speak with individuals who can look at long range projections and understand your field of interest.

“I am seeking information about the (medical, aviation, electronics) field and I would like your advice. I know you are very busy, but I only need about 5-10 minutes of your time”.

- What do you see as a growth area for this industry?
- What problems / issues do you see that will affect this area in the future?
- What job titles do you see as hard to fill in the future and why?

Sample Scripts for Fact-finding Phone Calls

Calling for Someone When You Have the Right Name

Call the organization, and when someone answers, merely ask to be put through to the person you are trying to reach. If you are asked, “What is this call regarding?” avoid saying you are calling about a job. This reply will almost certainly get you redirected to human resources. You are better served by saying something such as the following:

“I am researching your organization, and I was told this person could help. Is he or she in?”

This follow-up question (Is he or she in?) is a redirection technique used in sales to provide a suitable answer to the individual’s question and immediately get the person thinking of the next task, which is to answer your question. Simply ask to be put through.

If the person who has answered the phone is simply not going to put you through, remain polite and end the call without being difficult. Do not give up; just call back another day, preferably at a different time of day, even at lunch time. The backup person who answers the phone during a break will often connect you to the contact.

If you are transferred to the person’s voice mail, simply leave a message similar to the email script provided. Your purpose is simple: a brief conversation about the work environment, company culture and what is required to work in specific occupations.

You want to make a good connection with them, so do not call too frequently or talk too long. It is a good idea to make a long list of people you can call to maximize your research.

Calling for Someone When You Do Not Have the Name

Employer: “Thank you for calling XYZ Company; how may I help you?”

Applicant: “Hi. I hope you can help me. I would like to speak with the supervisor of the *[insert appropriate department]*.”

Employer: “Alright, I’ll connect the call.”

Applicant: “Thank you. Can you tell me that person’s direct number before you transfer me?”

Employer: “What is this in reference to?”

Applicant: “I am interested in knowing more about the *[specific position]* in your company and hoped to get more information.”

Sending an Email to Someone You Do not Know

An email that would be appropriate to send someone you do not know might read something like this:

Dear *[insert the person’s name]*,

This is just a quick note to introduce myself. I am a *[insert your job title]* looking for work in your area. I am reaching out to you because I came across your profile while doing some research and thought we should speak. I am considering my next move, and want to know more about *[insert company/business/organization name]*. My hope is to connect with you for a few brief moments and get your opinion on what it is like to work there.

Thank you for your time and consideration. I look forward to your thoughts.

Best regards,

Your name

Your phone number

Your email address

Sample Script for Fact-finding Calls

Employer: “Thank you for calling XYZ Company; how may I help you?”

Applicant: “Hello, just a quick call to introduce myself. My name is *[insert your name here]*, may I have a few minutes of your time to ask you about your company?”

Employer: “No.”

Applicant: “I completely understand. Who else can I speak to?”

Employer: “xx.”

OR the employer may ask,

Employer “What is this about?”

Applicant: “Thank you. I am interested in learning about your company. I would like to get your opinion on what it’s like to work there. What is the work culture? What is different about your company from your competitor’s company?”

Employer: “xx.”

Applicant: “Thank you for your time today. Who else should I speak with at your company? Will you introduce me through phone or email?”

Employer: “xx.”

Applicant: “You have been so helpful, thank you. Goodbye.”

Company Information Record Template

Date:

Company Name:

Address:

Phone #:

Position or Department of Interest:

Required Skills, Certification, Education, Work Experience:

Remarks:

Networking Communities

Your online behavior will be scrutinized by employers. Both your personal and professional online presence must be suitable for employability. Do an online search of your name to see what is available for the public to see. Even if your privacy settings are limited to family or friends, there are some professions that have access to your private information, such as schools, law enforcement, or other sensitive careers.

Online Groups

One way to connect with others in your community that work in the industry or occupation that you are entering is to join a networking community.

LinkedIn Groups. This network allows communication with other professionals in the selected industry. Open dialogue and discussions occur about opportunities and organizations. Many times there are articles that provide enriched discussion about instruction or other topics.

Facebook. Groups on Facebook are usually joined through apps. These groups may have discussions beyond standard industry topics.

MeetUp. One large network is Meet Up (www.meetup.com). Meet up helps groups of people with shared interests plan meetings and form offline clubs in local communities around the world.

Conduct a search by entering your topic or interest and city or zip code. You do not need an account to browse the groups, and it is free. Find one or two groups that interest you and attend.

Pinterest. An online board that job seekers can access. Be sure to look for industry, organization, or job boards.

Twitter. Users may follow groups online real time. Become familiar with the use of hashtags (#). Hashtags allow you to follow a topic or to create search criteria within a message.

College/University and School Career Centers

Visit the colleges or universities in person or through their website. Look for alumni services, career centers or job boards and inquire what services they offer. If you prefer, call and speak to someone for more guidance. Many times there will be networking groups associated with different colleges or degree programs.

Professional Associations and Organizations

Professional associations and organizations are groups that promote knowledge of business concepts in an industry. These associations can be local, statewide, or national. You can attend workshops, meetings, and webinars as well as receive newsletters, email updates, and literature. Some organizations send out job announcements on a regular basis.

Look for the following aspects of each of the professional associations and organizations that you are considering:

- Requirements to join
- Services provided to job seekers
- Conferences
- Networking opportunities
- Cost of joining
- Newsletters
- Trade shows
- Other

Job Fairs or Hiring Events

Using the networking tools, groups and associations that you may now belong to, list the job fairs/hiring events offered in the next few months. Be sure to investigate websites that cater specifically to veterans, such as Corporate Gray Online. A link to their site is below:

www.corporategray.com/jobfairs

Be sure to research the following information on each job fair:

- Requirements to attend
- Services provided to attendees
- Cost to attend
- Attending employers

Prepare ahead of time. Checklist of things to prepare for a job fair or hiring event:

	Essential Tools	Notes
	Professional attire	
	Business or networking cards	
	Multiple copies of printed resume (if using paper with a watermark, make sure the watermark is right side up)	
	Practice your professional introduction /elevator speech	
	Research organizations and open positions	
	Identify questions to ask representatives and recruiters	
	Schedule time (immediately after the Job Fair/Hiring event) to follow up with the recruiters or employers	

Chambers of Commerce

Identify the chamber of commerce in your geographic area.

Review the website, and when you have the opportunity, visit in person.

List of things to look for:

- Local companies that regularly network with a chamber of commerce
- Advice or services for job seekers
- Events coming up in your area

Creation and Use of a Proper Email Address for Job Search

The email address has become an important component of the job search process, but jobseekers often overlook it. All too often candidates will submit a resume with an email address that is not appropriate for a professional opportunity.

Email addresses like topchief47@Hotmail.com, hotmama92@yahoo.com or Marathonsuperstar@Gmail.com are viewed as unprofessional and can eliminate you from consideration for employment.

A professional email address should be your name, or as close to it as possible.

The advantages of having an email address that is your name are:

- Represents you professionally
- Easier to identify you as a candidate
- Used specifically for job search activities to streamline email response

As an example, if your name is Sally Smith and your email address is ssmith1984@Gmail.com, we would still recommend you do your best to get an email that is as close to your name as possible.

- First name middle initial last name e.g. SallyRSmith@
- First name middle name last name e.g. SallyRonaSmith@
- First name dot middle initial dot last name e.g. Sally.R.Smith@
- First name_middle name_last name e.g. Sally_Rona_Smith@

If you are having difficulty finding an email address that is your name, try multiple vendors. With the scope of email providers and a little work, you should be able to get an email address that will professionally represent who you are.

Your Phone: Ring tone, Ring back, and Voicemail Message

Always create a professional image with employers. Your voicemail is an essential tool for establishing credibility. Having your voice recorded in a high-quality message sends a signal to the caller about your professionalism.

	Job Search Ready Phone Protocol	Notes
	Do you have a ring back on your phone? Do employers hear your music choice?	
	What kind of ring tone do you have?	
	Is your voice mail greeting suitable for a potential employer? Do you have music playing or a motivational or spiritual message?	
	Is your message the automated response that informs the caller “You have reached 555-555-5555”?	

Imagine what potential employers experience when they call your phone. During a job search it is important to turn off any ring back tones so that the employer will hear what they expect: A ring. You should also review your voicemail message to make sure it is professional.

Sample Voicemail Script

“You have reached *[your name]*. Thank you for calling. Please leave your name, number, purpose of your call and the best time to reach you. I will return your call as soon as possible. Thank you.”

Business Environment/Business Concepts

Knowing about both the business environment (internally and externally) as well as other aspects of business (concepts), can be the difference between just asking for a job and demonstrating the increased value you can bring to a company as an employee. Employers expect workers to know the business and the industry. You will have an edge if you can show you have some business smarts.

What is business acumen? Business acumen can be described as an understanding of basic business concepts: how business works and what it takes to make it profitable. It is about being familiar with financial topics such as amortization, assets, balance sheets, book value, cash flow, fixed assets, liquidity, margin and return on assets, to name a few. Acumen includes an understanding of technical topics such as production time, regulatory policies and IT innovation; as well as value chain, competition, international trade, and other factors that create the total business environment.

It is important to realize these subjects do exist and there is vocabulary that identifies whether or not you are familiar with this environment. It is your responsibility to learn about topics, processes, and vocabulary. The best employees know having a strong understanding of business is critical. These front runners realize the need to have a well-rounded understanding of business as well as specific knowledge about their business and industry.

Develop your understanding of business concepts by utilizing these 5 steps.

1. **Read business publications and watch business channels.** Doing this can provide you with current information about business trends, markets or economic factors affecting various businesses and industries. Some of these include: The Wall Street Journal, Business Week, the Harvard Business Review, MSNBC and CNN. Also, the technical and professional publications from your field of interest are good resources.
2. **Join professional networking organizations.** Join networks that are dedicated to sharing business information with their members. Attend their networking events, conferences and seminars.
3. **Attend evening, online or weekend courses.** Focus on business and professional topics that can build your knowledge on matters such as understanding financial statements and P&L (Profit and Loss), cash generation or revenue growth.

4. **Find a mentor with a strong business understanding.** This is a great way to learn how businesses operate. The mentor can be a former colleague, a former boss or someone who is a member of the same professional association.
5. **Find an accountability partner.** Such a partner can be extremely beneficial. He or she will not only provide support, but also will help track progress and keep you focused on your goals.



TIP: Seek out someone who can act as a guide when you enter the workforce. In addition to contributing to your professional development, guides often become lifelong advisors for many areas of personal growth.

Language as a Tool

Be careful about using military slang or acronyms, since many of your civilian contacts are unlikely to understand your meaning. Just as you learned the military language-- you will learn the business language used in your chosen career. Many times language use can be subtle, and sometimes you have to read between the lines to understand what people actually mean.

What do the following phrases mean in the civilian workplace?

- Let's take it offline.
- Let's assess the team's bandwidth.

Develop your Professional Introduction or Elevator Speech

Our first area of focus is on you and your story. To be most effective in the job search, you need to communicate your professional skills and experiences. Keep in mind:

- You and your story are unique
- No one can tell your compelling story but you
- Stories make information easy to remember

Compelling stories:

- Engage the listener
- Build trust; stories give us insight into an individual's character
- Frame the speaker's personality and communication skills

Compelling stories should be presented with:

- **Eye contact:** Use your best judgment in determining an appropriate level of eye contact.
- **Confidence:** Stories build confidence in a prospective employee's skills and ability.
- **Sincerity:** An employer may make up his/her mind about your fit for the job in the first 60 seconds. Your sincerity will come through in the stories you tell.

Telling a compelling story is not difficult once you know how to put all the pieces together. As we move through this content, you are developing the stories, (the professional information about your skills and experience), that you will use in your resume and interview. The stories you want to tell from your resume should be the same or very similar to the stories you tell when networking. Your resume should support your professional networking and your interviews with employers.

Here is a simple method for telling stories, the STAR Method, which stands for:

Definition
S—Situation: The context that you were working in or are currently in
T—Task: What is/was being done
A—Action: What you did to achieve the goal, what you are doing to achieve the goal
R—Results: What was achieved or what will be achieved (quantify, i.e., when and how much)

Here is an example of a Professional Introduction or elevator speech using STAR:

Situation: I am a competent inventory management specialist with four years of experience in the military.

Task: Seeking a procurement director position with a fortune 500 company.

Action: I have worked with large agencies procuring millions of dollars of equipment during my past experience.

Results: Solely managed procurement efforts of over 33 million dollars of equipment, resulting in 10% reduction of inventory shrinkage.

EXERCISE: Draft Your Professional Introduction

You will find instructions on how to create your own Professional Introduction. Take the next ten minutes to develop and practice yours.

The Professional Introduction is a statement to describe the skills and services that you have to offer an employer. It is essentially a brief monologue that sells your professional abilities and reflects your ideal job profile.

Here is a breakdown of each component that you can use incorporating the STAR method.

Situation	Greeting	include your first and your last name
	Experience	accumulated experience in your specific industry and jobs
Task	Areas of Expertise	your major job functions and skill categories
	Strengths	specific skills that you possess
Action	Professional Style	traits and characteristics that describe how you perform your job
Result	Accomplishments	specific accomplishments that emphasize your strengths
	Goal	what you want to do with your experience

Examples of these components:

Greeting..... Hello, my name is _____

Experience..... I am an experienced _____

Areas of Expertise..... Or I have __ years of experience in the __ industry
with expertise in _____, _____, and

Strengths..... My strengths are _____, _____, and

Accomplishments..... I have been recognized for

Professional Style..... I am _____, _____, and

Job Search Strategy..... I am interested in expanding my experience into

My Professional Introduction Draft:

Situation _____

Task _____

Action _____

Result _____

2.5 Update ITP

Section 3: Job Search Plan

Preface

At this point you have developed the first phase of the job search plan by identifying careers to explore and which jobs to pursue; the next steps we will cover identify specific job search tools. You will use your own career goals when developing these tools. These tools are flexible and can be applied to short-term, mid-term, and long-term goals.

Objectives

Participants will be able to:

- Set Goals
- Schedule
- Network
- Utilize Job Search Methods
- Analyze Job Postings
- Complete Application Forms

3.1 Set Goals

Now that you have identified your transferrable skills, experience, career field, and jobs to pursue, you need to identify career goals to provide direction for your job search. Establish a job goal then figure out the best course of action.

There are three types of goals:

Short-range 6-months to 1-year

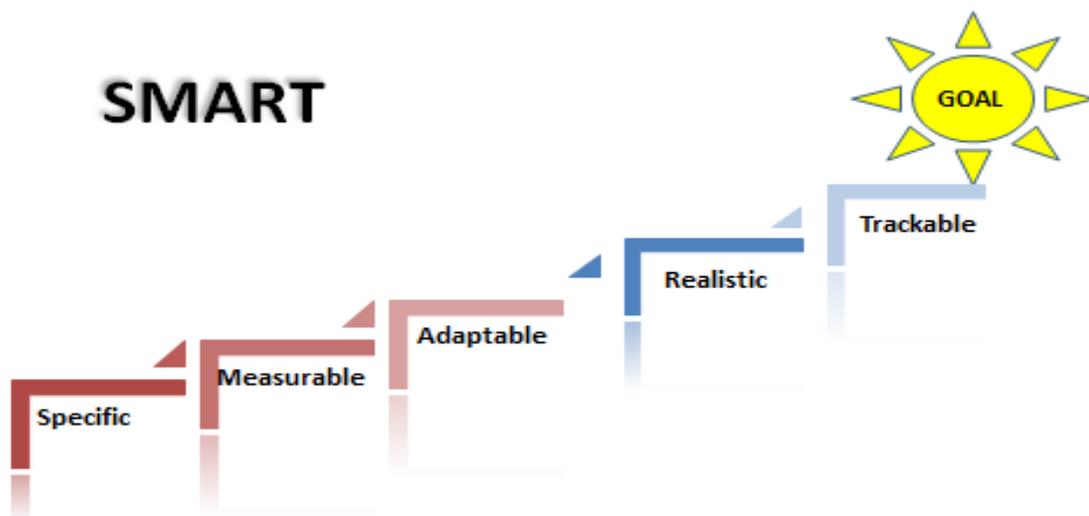
Medium-range 1 to 5-years

Long-range 5 to 10-years

Make job goals for each time span. What you want to be doing in 5 years may not be feasible now, but you will work toward that goal. You may need to find a short-term, stop-gap job before you can obtain the appropriate, long-term position you desire.

However, you still need to have some consistency between your short-term and long-term goals. Each job along the way should, in some way, be a step toward your long-term goal. You have already started the process of personal appraisal. This is an important step in goal setting.

It is difficult to make decisions about which jobs to pursue if you do not know what your goals are or how you want your career to progress. Job goals must be SMART:



Specific

Make sure your job goal is specific so you can effectively identify the steps to take. Your goal statement should answer these basic questions, who, what, where, when and why.

General Example: I want a good paying, evening job so I can continue my education.

This job goal needs to be specific enough to suggest where to start looking for this kind of employment. To be sure you are identifying where the positions most align with your goals add more detail.

Specific Example: I want a warehousing job because I've done similar work in the military. The job needs to be part-time and at night so I can use my military education benefits to attend school during the day and pursue my new career goals. I will target warehouse jobs that pay at least 10% above minimum wage and with job related duties which will allow me to concentrate on my studies.

This job goal is specific enough to suggest where to start looking for this kind of employment.

Measurable

Make a realistic, daily/weekly time table. Setting up a time table avoids procrastination and provides a sense of accomplishment. An example is provided on page 83.

For a goal to be measurable it should state how many and when will it be accomplished. This allows you to measure whether or not you are consistent in your efforts.

Example: I will contact 3 employers per day on Tuesday, Wednesday and Thursday. On Monday and Friday, I will look for job postings and send resumes.

Adaptable

Setting a job goal is like using a road map with optional routes. If the job search method is working, stick with it. If your job search is not producing results, try an alternative route to your destination.

Example: I have been looking for a part-time, evening warehouse job paying 10% above minimum wage so I can go to school during the daytime. I have not had any results. I will begin looking for a similar position in the daytime and switch to evening classes.

Remember: You can continue your job search method but change your job preference, the wage you want, or the hours you are available to work.

Realistic

Make sure your job goal is realistic for your personal job needs, the local economy and the job market. Your job goal may be appropriate for your current needs, but not realistic for the current economic situation. You may have to settle for a job with less pay, less benefits and less job advancement, because the job you need and want is not available in your local job market. You may have to consider other employment until you can move to an area that has the employment opportunities you want and need.

Example: I want to work as a police detective. Unfortunately, the police station in my town employs 6 officers, no detectives. Realistically, my short-term goal includes working as an officer until I can afford to move to a larger metropolitan area. I might look for work as a deputy in the Sheriff's department.

Trackable

It is important to be able to trace your steps in your search for appropriate employment. Keeping track of where you go, with whom you speak and the results of each contact is extremely important. If your job search is not getting results, you need to be able to look specifically at your efforts in order to see if there is some element that is missing or needs to be added. You cannot improve what you cannot track.

Example: Out of nine employer contacts, I received two leads on potential employment resulting in a scheduled interview.

Now that we have demonstrated the SMART technique, write your own short, medium and long range goals. Make them employment related. It is easiest to start with long-range goals and work backwards to short-range goals.

ACTIVITY: Draft a Short-Term and a Long-Term Goal

3.2 Schedule

When you are looking for a job it is your job. It requires planning and follow-through. At the beginning of each week, prepare a schedule with blocks of time for each type of activity (phone calls, reading job postings, writing letters, etc.). Refer to your Job Search Plan and your Change Management Plan as you prepare your schedule.

As the week progresses, you may make changes to allow time for interviews. Your schedule can be somewhat flexible. Below is an example of a weekly schedule. You will customize your schedule each week, based on the activities of your job search.

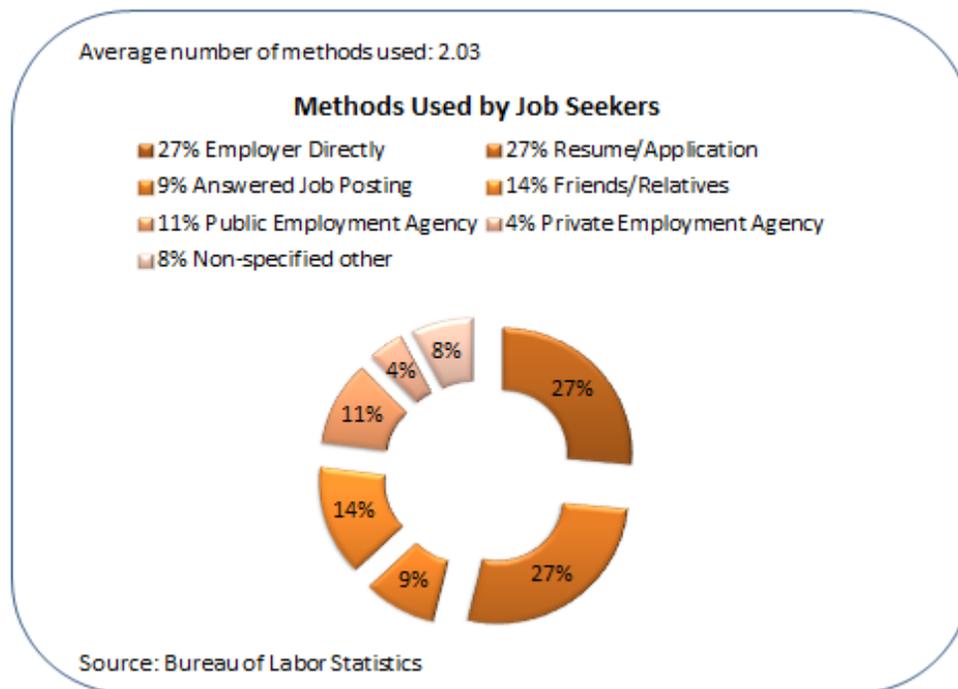
NOTE: Set time aside to enjoy your family and friends, relax. The sample schedule below shows time for playing golf as well as time off on Saturdays/Sundays.

Monday	Tuesday	Wednesday	Thursday	Friday
8-10	8-10	8-10	8-10	8-10
Review Job Postings	Research Companies	Review Job Postings	Interview	Review Past Week Progress
10-12	10-12	10-12	10-12	10-12
Target Resumes and submit	Practice Answering Questions	Play Golf (network)	Send Thank You Notes, Analyze Interviews	Review Skills on Master List, add more
12-1	12-1	12-1	12-1	12-1
Lunch	Lunch	Lunch	Lunch	Lunch
1-4	1-4	1-4	1-4	1-4
Complete Online Applications, Calls to emp.	Interview, then go to Network Event	Send Thank you, analyze interview	Twitter, LinkedIn, Facebook	Job Fair
4-5	4-5	4-5	4-5	4-5
Plan for tomorrow, clothes	Plan for week	Cook dinner for friends	Walk	Clean Office

3.3 Job Search and Networking Methods

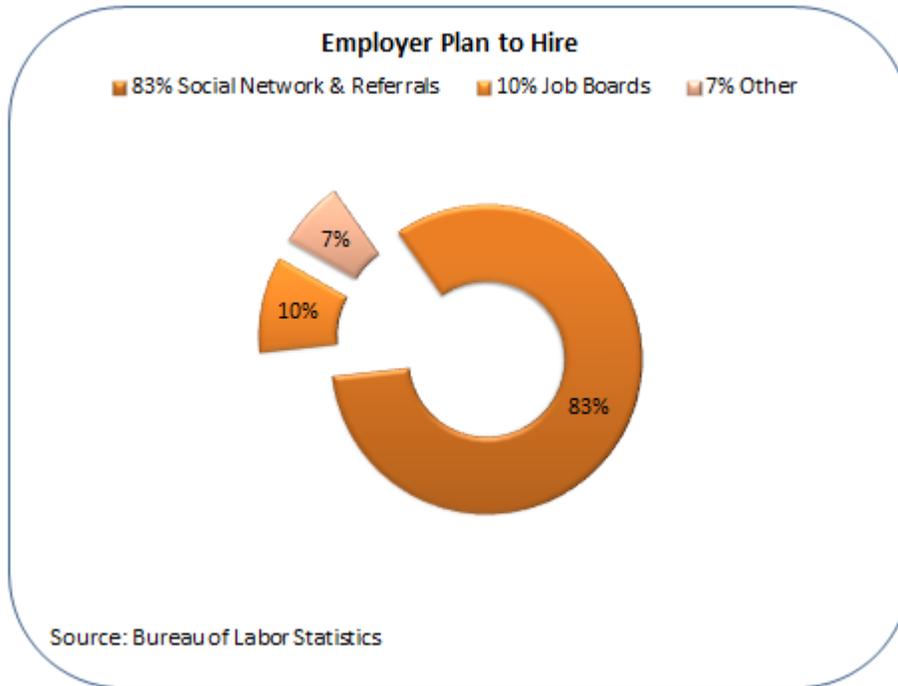
In Section 2 you learned how to gather information about careers, companies, and jobs by reviewing websites, calling and setting appointments, joining professional organizations and college networking groups. Also, a list of tools was provided as part of the foundation for your job search plan. Using those tools takes some coaching, so this section will build on those activities.

Compare how job seekers look for work with how employers plan to hire.



List of Job Search Methods

- Ask relatives, friends, teachers, professors
- Internet
- Answer job postings in local, state, national newspapers professional or trade journals
- Transition office
- State Workforce/American Job Center
- Job Fairs/Hiring Events
- Private employment agencies
- College/University or School placement offices
- Union hiring hall
- Contact local organizations



Hidden Job Market

You may have heard about the “hidden job market.” It simply refers to the fact that most jobs are not advertised. You need to become skilled at finding the hidden job market in order to have access to as many jobs as possible. Employers often have an immediate need to fill a position due to any number of scenarios: someone resigns, a contract is awarded, etc. Employers review their database of resumes, interview an internal employee, or a prospective employee before advertising. Employers have also been known to create jobs when they meet or speak to someone who impresses them. Making these connections requires diligence and hard work.

It is more important than ever for jobseekers to master the art of networking in order to find work. Networking means using personal connections to trade information about job leads and contacts. Regardless of the type of job you are looking for, building a network will help you tap into the Hidden Job Market.

Networking goes beyond simply finding a job. The skill of networking leads to new opportunities in and outside of our professional lives. The ability to establish trust with others and develop strong relationships is critical for continual life improvement.

TIP: If you feel awkward contacting people to ask for information, remember:

- Most people like to help other people
- Many people have been in your shoes and remember how hard it was
- Some people will have a job opening, or know of one

Begin your networking by calling the people on your list you can talk to most easily. Work up to making the calls that are more stressful. You may have to force yourself to make the first few calls, but it will get easier with each call.

Tip: Use these categories to begin your brainstorm:

- Fellow military personnel
- Parent of children's friends
- Close friends and colleagues
- Friends of friends
- Relatives
- Teachers
- Acquaintances
- Immediate family
- Military transition
- Office
- Former co-workers
- Former employers
- Supervisor

ACTIVITY: Identify Network Contacts

Brainstorm to identify all of the people you know.

Be inclusive of people who do not know the work you do. The people on this list are your primary contacts. They do not have to be people who know about possible job leads they just might be people who know other people that have knowledge of job leads, occupational information, specific employer contacts, etc.

Identify what type of information you want from the contact:

- Information about a particular company, industry or line of work
- A referral to someone who might be able to help you
- Advice on conducting your job search



Networking Events

In Section 2, you identified social and traditional networking groups through individual companies, professional associations, the trades (construction, plumbing, and painting), colleges and universities. Now it is time to create an effective networking plan, beginning with your approach at these events. As you meet people and develop relationships, be professional and convey a sense of integrity. People you meet at these events can be a huge asset to your professional as well as your personal growth.

Face-to-Face Networking Points

- Everyone at the event is there to meet people. Walk up and introduce yourself. You can miss valuable opportunities to meet people. Your goal is to meet as many of the attendees as possible.
- Use your professional introduction or elevator speech when you introduce yourself as practiced in Section 2.
- Ask if the person has been there before.
 - If the answer is yes, ask why they attend. What does s/he get out of participating with the group? What can you expect if you get involved?
 - If the answer is no, ask why s/he came. What does s/he hope to get out of being involved?
- No one wants to carry around a bunch of resumes at a networking event, nor do people want to receive them. Business cards are the standard for sharing your contact information at these events. Enter “networking business cards” into a search engine to see samples of business cards that can be effective.
- When receiving a business card, take a moment and focus on the card, looking directly at it. Make eye contact with the person who gave you the card and earnestly thank him or her. Put a personalized note on the card to remind you of your conversation with this person.
- Smart phone users have access to an electronic business card through a free app called “Bump”. This is a quick way to share information by tapping your devices together.

- To get out of a conversation with someone who won't stop talking, here are a couple of suggestions:
 - “Well, I know we are here for the same purpose, and that is to meet as many people as possible. I have your contact information. I am going to keep circulating. I enjoyed the conversation.”
 - If the person follows you (which may happen), simply ask someone if he or she has met your new friend and introduce him or her. As the chatterbox engages the other person in conversation, walk away and introduce yourself to someone else.

Online Networking Points

- Seek out groups and join those relevant to your plan.
- To learn how to effectively navigate the specific website's resources, refer to their Frequently Asked Questions (FAQ) page.
- Each of these groups will most likely have a comment or discussion area where you can participate in the community conversations.
- Ensure that you are participating in these conversations with comments that are relevant and add value.
- By taking these actions, you will begin to develop a dialogue with others and start defining yourself as knowledgeable in the subject matter in the eyes of the group's participants. This can lead to future networking conversations.
- You can also get similar results by participating in LinkedIn groups and comments/discussion areas of blogs, or write your own blog with tools such as, Word Press, a personal blogging tool that is free to use. Using these methods allows other people to see your comments and recognize your value.

Remember, the goal of outreach is to generate a conversation, one of the best ways to learn about opportunities.

Networking and Job Search via Social Media

Many people consider social media merely a form of entertainment; however, it is also the most powerful tool available in the job search process. It is helpful if you have trouble making a good first impression for any reason. You can become well known on networking sites.

Social media has grown beyond a trending industry and developed into one of the premier ways to network and get a job. Social media websites are some of the most widely used tools by people in the recruiting industry and job seekers worldwide.

Job seekers need be involved in social media to increase their chances of being found by potential employers as well as networking with friends, family, colleagues and future employers.

Remember, no one method is foolproof. As a job seeker, you must diversify your job search efforts. Below are several examples.

LinkedIn: Recruiters and Headhunters

Below are suggestions for using LinkedIn to connect with headhunters and recruiters.

- Conduct an internet search for “headhunter” or “recruiter.” Further refine your search using key words.
- Ask colleagues, friends and family for referrals of recruiters they have used.
- Search for those results on LinkedIn.

(Remember that recruiters get paid by employers, and if you are not a candidate for an active search that will pay them money, you may get only a minimal response.)

SimplyHired and LinkedIn

SimplyHired.com, LinkedIn, blogs, groups, and other job boards multiply the power of social networking by identifying your personal contacts (and their contacts) as they relate to jobs posted. Utilize this for company research, a job referral, and other ways to meet your career goals.

Facebook for Job Search

The amount of information you can discover on social media websites is staggering. This information ranges from company research to the people who work in those companies. The ability to identify and communicate with people in the market presents a significant advantage to the savvy job seeker versus those who do not use social media as a tool.

Technology is constantly changing, so be sure to look for new apps and websites. Here is an excerpt from the About.com Guide about “How to Get Facebook Job Search Applications”

Facebook Applications for Job Searching

1. Login to Facebook
2. Click on Profile
3. Type the application name in the search box
4. Or Enter “job search” or “career” or “jobs” as search terms (keywords)
5. Follow instructions to install

Examples of Job Search Applications for Facebook

BeKnown

Monster's Facebook app BeKnown provides an easy way for job seekers to search for and apply for jobs without leaving Facebook. The app is fully integrated with Facebook, but enables users to keep their personal Facebook information private.

BranchOut

BranchOut is a Facebook app for career networking. Your LinkedIn profile can be imported to BranchOut, so you have a professional profile on Facebook. You can browse your friends on Facebook to see where they have worked. You can browse and share jobs that people within your career network have posted. If you are hiring, you can post jobs for free.

CareerBuilder Facebook App

Users can have updated job and internship postings delivered directly from CareerBuilder to their profiles. Information such as location and career interest is used to send you the most relevant job profiles. You can follow a link directly from the job listing to apply for it. Users have the option to search by keyword, location and category.

CareerFriend Facebook App

CareerFriend uses your Facebook friends employment information to find potential job opportunities within your network. After connecting with your Facebook login information, CareerFriend creates a report that includes your friends' employers, occupations, and reviews of related careers.

Hire My Friend

Promote your Friends who are job searching to your other Facebook Friends with the Hire My Friend Facebook App. You can include a brief description of their skills and a link to their LinkedIn Profile.

My LinkedIn Profile

This application makes it easy to promote your LinkedIn account with a badge on your Facebook profile. Users insert their LinkedIn profiles hyperlink and Facebook takes care of the rest.

LinkUp Facebook App

Job search engine LinkUp's Facebook App - Current-Jobs-at-Our-Company - provides a way for companies to automatically publish jobs from their corporate websites onto their Facebook Fan pages. Staffing agencies, recruiters, and advertising agencies using LinkUp's Facebook App, as well.

Work With Us by Jobvite

The Work With Us application displays jobs on profile or fan pages. Users can browse interesting opportunities at companies where friends work, apply to the jobs and send Jobvites to their own friends and contacts. To use this application, your company must subscribe to it. You must be invited to use the application by authorized users, and then you can view job opportunities at their companies.

Twitter for Job Search

You can also find a wealth of information on how to use Twitter at their help center located at the link below.

support.twitter.com/

Remember these important tips:

- It is recommended that you keep your tweets shorter than 140 characters so that people can retweet your message
- Retweet industry tips and articles to your followers
- Do a search on Twitter lingo and familiarize yourself with the acronyms used

Networking Plan

Plan your networking activities and organize your efforts to produce desired results – a satisfying career path. Align your plan with your goals.

3.4 Analyze Job Postings

Job postings, whether online, in a newspaper or other print publication can provide some insight on the types of positions available in your local area. Although obtaining a job through this method is sometimes less effective than using a direct referral, looking through these postings can give you information about the job requirements, such as:

- Experience needed
- Qualifications
- Salary
- Skills

If certain jobs do not appear in job postings, it does not necessarily mean that there are no job openings in that field.

Here are some tips for maximizing the information available through job postings:

- Read through all of each job posting.
- Print out the job posting and highlight key words in the qualifications, skills, and experience sections.
- Job postings that promise a big paycheck with little experience required usually indicate sales positions that work on commission.
- If the contact for the job posting is an employment agency, find out if they will charge you a fee. Some agencies charge the employer a fee, some charge the job-seeker a fee.
- Multiple position job postings usually indicate a new or expanding company.
- Some job postings use the word “preferred” (degree preferred, two years’ experience preferred, etc.). This usually means you can apply if you do not have that particular skill or ability as long as you have the other qualifications.
- When sending a resume in response to a job posting, be sure you meet the minimum requirements. If the job posting says certification, license, degree, experience, etc. required, you might be wasting your time if you do not have those qualifications. If it says “no phone calls,” do not call.

Follow-up on the application at regular intervals (about every week) until you receive an answer from the employer.

3.5 Complete Application Forms

Almost every employer will require you to complete an application form, even though your resume and cover letter may contain more information. Many companies will require that you complete an application online. Applications are generally used to make the first “cut” in screening applicants for interviews. The form may be a test to see how well you follow directions. It is always a good idea to take your time and do it well. Using the Master Application makes completing application forms much easier (refer to Section 1).

Use the following suggestions to complete application forms:

- Be prepared.
- Read and follow all directions.
- For hard copy applications, be sure your application is neat and easy to read, it will be judged on appearance and content.
- Do not scratch out or write over mistakes. If you must correct over a mistake, cross out the error completely with a single line. Request two copies of paper applications to avoid this issue.
- Do not write “see resume,” even if the application repeats information.
- Copy and paste from your electronic Master Application when possible.
- Answer all questions. If a question does not apply or you feel the question invades your privacy, enter N/A for “not applicable.” Do not leave blank spaces.
- Take your time, but work steadily. If you take too long completing an application the employer may think you are not prepared.
- Answer questions honestly, never lie, and do not use sarcastic answers.
- Ask questions if you do not understand something about the form.
- After you complete the form, check it for accuracy, correct grammar, and spelling. Make a copy for your records.

Summary of Application Sections

Experience: Make sure to have all required information with you. Work on describing your duties before you complete an application, so you can be brief and clear in your descriptions. If you prefer not to give your salary history, write “will discuss in interview” in the space provided. However, keep in mind, some employers will screen you out. When giving your reason for leaving, never give a negative answer. “To take a job with more responsibility,” “moved,” “seasonal,” are all very acceptable answers.

Position Desired: Always complete this space. Never write “any” or “will do anything”. Research first so you know what you qualify for and which jobs are available in the company.

Salary Desired: Before completing an application, be sure you know the lowest salary you would accept and the wage range for the position you want. Call a few companies in the area and ask the pay range for the type of job you are applying. It is okay to write “open” or “negotiable” rather than putting a figure on the application to identify the salary. Research online for comparable salary ranges.

Availability: Unless you cannot start a job right away, write “immediate” in this space. Otherwise, write the date you will be available to start work. If asked what hours or shifts you will work, answer “open” unless you have specific requirements.

Special Skills, Abilities and Training: You are often asked to list any special skills, abilities, experiences and/or training that relate to the position. This is an opportunity for you to highlight anything that may possibly set you apart from other applicants.

Your Right to Privacy

According to U.S. employment laws, it is inappropriate for employers to request certain information on application forms. If you encounter a job application that requests the following information it is your decision whether or not to supply it. If you choose not to answer these types of questions make sure you write N/A (for Not Applicable) to indicate you have seen the question.

Date of Birth (Age)

There are laws to protect against age discrimination. If an application requests date of birth as opposed to the qualifier of “Are you at least 18 years of age?” or something similar, then it is your decision whether or not to supply that information.

Workers’ Compensation

Do not confuse workers’ compensation with unemployment compensation. Workers’ compensation is a benefit an employee receives from an employer as a result of a job-related injury. Unemployment compensation is provided by the government to help working people through periods of unemployment. If you have received workers’ compensation, be prepared to discuss the matter in an interview and to convince the employer you are not prone to job-related accidents.

Convictions

Some applications ask if you have ever been arrested for or convicted of an offense other than a traffic violation. If you have been charged or convicted on a felony, write “will discuss in interview” in the space and be prepared to deal with the issue face-to-face. Do not disclose being arrested for a charge and were not convicted or to a juvenile record unless the application asks have you ever been charged. Use a Letter of Explanation in some instances. See Appendix F for a sample Letter of Explanation.

3.6 Update ITP

Section 4: Build an Effective Resume

Preface

The most powerful tool for getting an interview is a well-prepared targeted resume. If you have not written a resume before, this section covers some of the best practices for creating this essential tool. During this session, you will draft a resume using the resume template in Appendix I.

Objectives

Participants will develop an initial draft Master resume.

Participants will have basic knowledge about the following topics:

- Understand the Resume Reader
- Target Resumes and Master Electronic Resume
- Sections of a Resume
- Contact Information
- Career Objective Statement
- Summary
- Areas of Expertise
- Experience
- Education and Training
- Prepare References
- Resume Types
- Resume Formatting
- Resume Review
- Cover Letter
- Salary History

Resume Quiz

Read each statement and indicate whether it is true or false	True	False
1. The number one rule for writing a good resume is: more is better.		
2. The best resume makes judicious use of “white space” to make it easier to read.		
3. Regardless of your age, the work history component of your resume should list all jobs going back to high school.		
4. An objective statement at the beginning of your resume is optional.		
5. Your resume should not be longer than two pages.		
6. A good resume is flexible enough to cover various job options within your professional field of interest.		
7. A good resume paints a clear picture of you, including your height, weight, race, age, sex, marital status and number of children.		
8. Employers like to see that you are interested in things other than just your job, so include volunteer work, continued education and association involvements.		
9. All resumes should contain the complete names, addresses and telephone numbers of your references.		
10. To help your resume stand out from the hundreds an employer may receive, you should make it as unusual as possible by using a bright color paper or including a picture of yourself.		
11. It is a good idea to ask your close friends to read your resume and help you improve it.		
12. If you send your resume to an employer in response to a newspaper ad, you do not need to send a cover letter.		
13. A cover letter is primarily intended to repeat the most important points of your resume.		
14. It may take a lot of hard work, but it is possible to write a resume good enough to get the job you want.		
15. It is always better to spend the money to have a professional resume writing service write your resume.		

4.1 Understand the Resume Reader

Resumes are a selling tool that outlines your skills and experiences so an employer can quickly see how you can contribute to their workplace. In effect, the resume is your application for an interview. Only in the rarest of cases will a resume in and of itself directly secure a job offer. The goal of an effective resume is to highlight and summarize a person's qualifications so the employer will reach out and schedule an interview. One of the critical aspects in the resume writing process is to integrate keywords into your accomplishment statements.

A way to increase your chances of being selected for an interview is to learn about the resume review process. By understanding what happens in each review step, you increase your chances of creating a better, more relevant resume.

Resume Review

Companies can receive hundreds of resumes for every job posting. To efficiently manage the time spent by managers and others who may be on the hiring committee, layers of screening are put into place to ensure the most qualified applicants are selected for interviews. Applicant resumes are also tracked in some instances to ensure compliance with federal employment laws. Here are some general resume review steps to help us determine the best practices for drafting a resume.

Level 1: Scanning or Resume Parser

Scanning machines enable employers in large companies to quickly scan resumes into their resume database to be screened for specific jobs and for key words that match their criteria. These machines allow for thousands of resume submissions to be processed and logged. Companies can be "paperless" and therefore, more efficient by using this tool. They can also provide advanced semantic searches as well as a matching engine.

A resume is sent to the employer either electronically or in paper format. In either case, it can be scanned into the database. If the resume does not have key words from the job posting, it is likely that it will not make it to the next level of screening.

Level 2: Screeners and Recruiters

Screeners are the first-level readers. They can be recruiters and/or headhunters but not necessarily. They are not deeply familiar with what you do for a living, but they are skilled at finding job-seekers and evaluating resumes.

Recruiters are often handed a generic job description and tasked to find candidates for the hiring manager to interview. They scour job boards, applicant databases, social networks and their own network to generate candidates for review.

During the course of this hunt for candidates, a screener will review on average of 100 resumes to generate 20 possible candidates for interview.

When screeners first look at a resume, they give it the eyeball test to make sure that the applicant fits the needs of the job on paper. Typically this initial scan of a resume will last between 30 seconds to two minutes. If at that point the resume has not satisfied their initial evaluation, they will discard it from consideration and move on to the next resume.



So what are these screeners looking for?

Screeners Look for Keyword Relevance

Each particular job and associated job description has a unique language particular to the profession.

Most of the time, the screener will generate resumes to review based on matching keywords contained in the job description. If a submitted resume is not keyword-relevant, a screener may never review it.

A screener will review these items to answer critical match-making questions:

Chronological Work History

- Gaps in employment history?
- Applicant changing industries frequently?

Career History

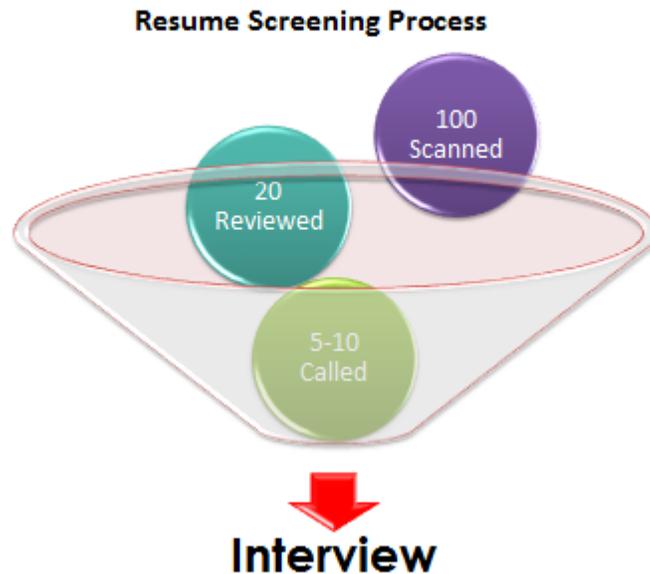
- Satisfactory or long tenure at previous jobs?
- Tenure indicates commitment to the current profession and stability?
- Applicant knows what he/she wants to do?
- Applicant's past experience apply to the current position?
- Applicant experienced enough to satisfy the needs of the job?

Geographical Relevance

- Applicant currently lives in proximity to the work site?
- Applicant going to have difficulty commuting?
- Applicant willing to relocate? Applicant mentions that fact in the cover letter or summary?
- Applicant open and willing to travel if it is a requirement of the job?

Provided the applicant passes the eyeball test, screeners will set applicant aside for further review. After the screeners have generated about 20 potential candidates from a list of over 100, they will then analyze them a bit more thoroughly, identifying the top five to ten. Screeners then make initial outreach to these candidates to introduce them to the job opportunity.

NOTE: Some veterans with disabilities wonder if they should mention their disability in their resume or cover letter. Although you may have to eventually discuss your disability with an employer, we recommend you do not disclose your disability at this stage.



Screeners May Make Initial Call

During the course of this initial call, screeners will chat with the candidate briefly about the opportunity. They will often ask the candidate a few qualifying questions such as: “Why are you looking for a new job?”

Screeners are also confirming that the person can converse professionally. If a candidate qualifies on paper and satisfies the requirements of the screener on the phone, the candidate is then passed to the hiring manager for further review or for the scheduling of a formal interview.

In summary, screeners are looking to identify the following in a good candidate:

- Keyword relevance
- Job history that aligns with job posting
- Proximity to the job
- Capability of speaking to the responsibilities of the job at a high level
- Effective communication skills
- A person who adds value to the customer and is appropriate to send to the hiring manager

Level Three: Review by Hiring Managers

Hiring managers are the next level to review a resume. These are very busy people, and even though they would like to review resumes beforehand, often the first time they look at a resume is when the candidate sits down for the interview. Hiring managers are not interested in reading resumes; rather, they are interested in having a conversation with potential employees.

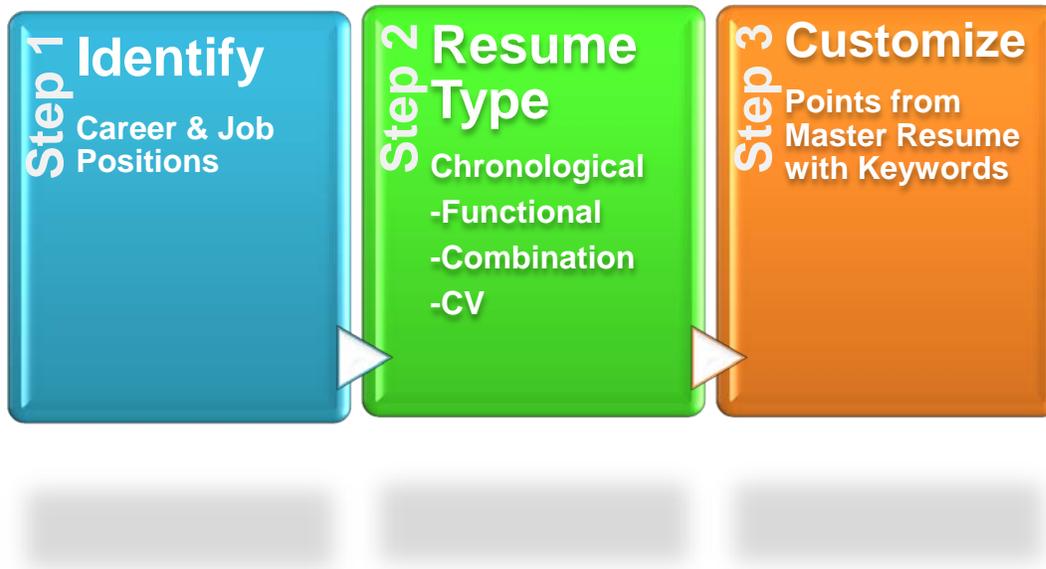
The resume is an opportunity to provide hiring managers with a summary of skills and experiences to evaluate your fit for the position. Hiring managers understand the complexities of the work and need the answers to the following questions:

- Do your qualifications match what is reflected in your resume?
- Are you going to work well with team members?
- Are you going to be difficult to manage?
- Do you have good communication skills?
- Will you take ownership of your work or can you do the job?
- Are you committed to performing top-quality work?

Hiring Managers Want Problem Solvers

Hiring managers have a job open because the business is growing, someone has left the company, or the department is behind in productivity. This could also be a strategic hire in anticipation of future work. Regardless of what scenario exists, there is a challenge that they are responsible to address and, at the same time, satisfy dozens if not hundreds of other work responsibilities. To increase a hiring manager's interest, your cover letter and resume need to address your capacity for problem solving.

4.2 Target Resumes and Master Electronic Resume



The first step in creating a targeted resume is to determine which jobs you are both qualified for and interested in. In today's job market it is crucial to be as specific as possible. Your experience in the military has probably given you a wide variety of skills that you can apply in several career fields. In one of the previous sessions, you made an initial determination of what you want to do.

Now you have identified the types of positions you want to pursue and your transferable skills, you need to select the resume format that best introduces you to the employer. This is a marketing decision based on your work experience, career goals, and personal assets. The style will introduce you based on your strengths and target your skills to align with the company and job position.

Before you can write an effective resume you have to determine and know what your goals and skills are. Continue building out these skills in your Master Skills and Transferable Skills Inventories in Section 1.

Now that we know how your resume might be screened, it is apparent that you must have different resumes for different jobs. Each resume should highlight the alignment between your skills, qualifications, and experience to the position posted.

The techniques in this section are best practices for creating effective resumes that target the position desired. They are also an efficient method for managing your targeted resume efforts.

The **Master Electronic Resume** is different from a **Targeted Resume**. It is an exhaustive list of all your accomplishment statements, formatting characteristics, appropriate sections, and other information that we will cover in this section. The Master Electronic Resume will create an easy to use, cut and paste document for your targeted resume efforts. In your targeted resume versions, you will customize job position, key words, and the applicable accomplishment statements, education, and experience. This is accomplished by using the company job posting, your Master Electronic Resume, and Transferable Skills Inventory.

Targeted Resume Styles

There are a few different ways to organize the information on your resume which include:

- Chronological
- Functional
- Combination
- Curriculum Vitae
- Federal

If the job you are seeking is in a related field and uses a lot of the specific skills from your past experience, consider organizing information into categories. For example, if you have been a Military Police Officer and want to go into private investigation, you could create a combination resume by grouping bullet statements under categories, such as:

- Investigation
- Case management
- Security

If the job you are seeking is in the same field, for example, you were an electronics technician with four years' experience you may use a chronological resume to show stability and progressive job responsibilities.

Key Benefits of a Chronological Resume

- Focuses on your work history with most recent position first
- Easy for employers to follow your career history and career progression

See example **Chronological Resume** on the next page.

Sample Chronological Resume

Lynn Gweeney

2345 Brook Avenue, Englewood, Colorado 12345

(123) 456-7890

Lynn.Gweeney@email.com

OBJECTIVE: Seeking a position as an armed security guard for Pinkerton Services

KEY QUALIFICATIONS

- Top Secret Clearance
- Bilingual
English/Spanish
- Management
- Security
- Conflict
Resolution
- Operations
- Instruction
- Leadership
- Procurement

EXPERIENCE

20XX-20XX Security Specialist U.S. Marine Corps

- Supervised security for \$100 million of highly sensitive equipment resulting in zero loss in a 3-year period.
- Implemented new system security plan that led to increased lockdown protection for incarcerated personnel.
- Provided leadership of 25 personnel ensuring in a 30% decrease in staff turnover and a 10% increase in promotions.
- Expertly managed development of investigative reports – recognized as Supervisor of the Quarter for efficiency and accuracy of written instructions and documents.
- Communicated effectively with diverse populations; efficiently managed a diverse workforce and inmate population resulting in a 10% decrease in inmate violence.

20XX-20XX Warehouse Supervisor Micro Chemical, Inc., Denver, CO

- Supervised a crew of 15 in daily operations, including evaluation and discipline resulting in a company-record promotion rate for staff.
- Monitored complex cataloging and ordering systems by implementing a fast-track procurement system decreasing supply turn-around by 20%.
- Proficient at using Windows 7, Microsoft Office, and PeopleSoft Databases.

20XX-20XX Security Guard Mayfield Malls, Denver, CO

- Coordinated work assignments for a four member security team by boosting morale and encouraging an innovative and safe working environment.

EDUCATION

- U.S. Marine Corps Security Specialist
- Metro State College 42 Semester Units in Administration of Justice, Denver, CO

Key Benefits of a Functional Resume

- Focuses on your skills and experience; skills are grouped into functional areas
- Used most often when changing careers or if there are employment gaps

See example **Functional Resume** on the next page.

Sample Functional Resume

Lynn Gweeney

2345 Brook Avenue, Englewood, Colorado 12345

(123) 456-7890

Lynn.Gweeney@email.com

SUMMARY

Provides leadership, instruction and supervision of 25 personnel. Decreased staff turnover by 30% and increased staff promotions by 10%. Consistently recognized for excellent leadership.

KEY QUALIFICATIONS

- Top Secret Clearance
- Bilingual
English/Spanish
- Management
- Security
- Conflict
Resolution
- Operations
- Instruction
- Leadership
- Procurement

EXPERIENCE

Security

- Supervised security for \$100 million of highly sensitive equipment resulting in zero loss in a 3-year period.
- Implemented new system security plan that led to increased lockdown protection for incarcerated personnel.

Investigation

- Investigated security and safety violations and wrote detailed incident reports – led to Mayfield Mall being recognized as the “Safest Shopping Facility in the Mountain States.”
- Expertly managed development of investigative reports – recognized as supervisor of the Quarter for efficiency and accuracy of written instructions and documents.

Communication

- Communicated effectively with diverse populations; efficiently managed a diverse workforce and inmate population resulting in a 10% decrease in inmate violence
- Proficient at using Windows 7, Microsoft Office, and PeopleSoft Databases.

Supervision

- Provided leadership of 25 personnel ensuring in a 30% decrease in staff turnover and a 10% increase in promotions.

EDUCATION

- U.S. Marine Corps Security Specialist
- Metro State College 42 Semester Units in Administration of Justice, Denver, CO

Key Benefits of a Combination Resume

- Combination of the Chronological and Functional Resume formats
- Highlights skills and provides the chronological work history that some employers prefer

See example **Combination Resume** on the next page.

Sample Combination Resume

Lynn Gweeney

2345 Brook Avenue, Englewood, Colorado 12345

(123) 456-7890

Lynn.Gweeney@email.com

SUMMARY

Provides leadership, instruction and supervision of 25 personnel. Decreased staff turnover by 30% and increased staff promotions by 10%. Consistently recognized for excellent leadership.

KEY QUALIFICATIONS

- Top Secret Clearance
- Bilingual
English/Spanish
- Management
- Security
- Conflict
Resolution
- Operations
- Instruction
- Leadership
- Procurement

EXPERIENCE

Security

- Supervised security for \$100 million of highly sensitive equipment resulting in zero loss in a 3-year period.
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- Communicated effectively with diverse populations; efficiently managed a diverse workforce and inmate population resulting in a 10% decrease in inmate violence
- Proficient at using Windows 7, Microsoft Office, and PeopleSoft Databases.

Supervision

- Provided leadership of 25 personnel ensuring in a 30% decrease in staff turnover and a 10% increase in promotions.

EMPLOYMENT HISTORY

- 20XX-20XX Security Specialist U.S. Marine Corps
- 20XX-20XX Warehouseman Supervisor Micro Chemical, Inc., Denver, CO

EDUCATION

- U.S. Marine Corps Security Specialist
- Metro State College 42 Semester Units in Administration of Justice, Denver, CO

Other Resume Styles

Federal Resumes – See Section 5 – Be sure to sign up for a federal resume writing class at your transition office if you want to pursue a position in the Federal Government.

Curriculum Vitae – Used primarily for candidates in medicine, academia, and some senior level positions. (See Appendix C)

Hybrids of several styles – modified combination resume can be tailored to specific openings.

Targeted Resume Comparison Chart

Resume Style	Advantages	Disadvantages	Best Used By
Chronological	<ul style="list-style-type: none"> -Widely used format -Logical flow, easy to read -Showcases growth in skills and responsibility -Easy to prepare 	<ul style="list-style-type: none"> -Emphasizes gaps in employment -Not suitable if you have no work history -Highlights frequent job changes -Emphasizes employment but not skill development -Emphasizes lack of related experience and career changes 	<ul style="list-style-type: none"> -Individuals with steady work record
Functional	<ul style="list-style-type: none"> -Emphasizes skills rather than employment -Organizes a variety of experience (paid and unpaid work, other activities) -Disguises gaps in work record or a series of short-term jobs 	<ul style="list-style-type: none"> -Viewed with suspicion by employers due to lack of information about specific employers and dates 	<ul style="list-style-type: none"> -Individuals who have developed skills from other than documented employment and who may be changing careers -Individuals with no previous employment -Individuals with gaps in employment -Frequent job changers

<p>Combination</p>	<ul style="list-style-type: none"> -Highlights most relevant skills and accomplishments -De-emphasizes employment history in less relevant jobs -Combines skills developed in a variety of jobs or other activities -Minimizes drawbacks such as employment gaps and absence of directly related experience 	<ul style="list-style-type: none"> -Confusing if not well organized -De-emphasizes job tasks, responsibilities -Requires more effort and creativity to prepare 	<ul style="list-style-type: none"> -Career changers or those in transition -Individuals reentering the job market after some absence -Individuals who have grown in skills and responsibility -Individuals pursuing the same or similar work as they've had in the past
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Activity: Resume Style Comparison

1. See Appendix A and/or B.
2. Identify the style of each resume.
3. As an employer, identify what questions you have about the person's skills and experiences.
4. Discuss Pros and Cons.

4.3 Sections of a Resume

We will now identify best practices for writing targeted resumes that will solicit interviews from potential employers. The different sections of the resume work like parts of a machine, with each one playing a key role in the overall performance.

Each section has its own specific requirements, and if properly tuned, the machine operates efficiently. If there is a defect in any of these smaller components, however, the tool begins to break down and becomes less effective. Here are the main sections or headings of a resume:

- Contact Information
- Career/Job Objective Statement
- Summary
- Areas of Expertise
- Experience
- Employment History
- Education/Training

There may be other headings used, such as Technical Skills Summary, or Awards. These headings should be used when appropriate.

4.3.1 Contact Information

- Located at the top of the resume, but not in the header
- Be sure to include at least your name on each page of the resume (follow the specific instructions if provided)

Janis Jenkins
123 Pearl Street
Rockville, Maryland 12345
Home: (301) 555-1111
Cell: (301) 444-2222
Janis.Jenkins@email.com

Janis Jenkins
123 Pearl Street
Rockville, MD 12345
(301) 555-1111 (H)
(301) 444-1234 (C)
Janis.Jenkins@email.com

Janis Jenkins
123 Pearl Street • Rockville, Maryland • 12345
(301) 555-1111 (Home) • (301) 333-1111 (Cell)
Janis.Jenkins@email.com

4.3.2 Career/Job Objective Statement

An **objective statement** is one of the first sections used on a resume – if at all.

It is not a description of duties or a vague description of a job, but rather it is to identify a specific job and company in the case that your cover letter is separated from your resume, or you submit a targeted resume without a cover letter. When writing an objective statement, avoid statements such as “a position that will utilize my broad talents and allow me to grow.” If this is your objective, leave it off your resume.

Since you need a different resume for each opening you locate, you will also need to change the job objective and especially the specific company for each resume. Be sure that you know the actual title of the job when you apply. Your objective can also be located in the body of the cover letter. Make the objective short and to the point. Consider this the title of your resume.

Writing Career Objective Statements

Well-written career objectives:

- Concise, short and to the point
- Answers the question “What position are you applying for?”
- List the specific job and company to which you are applying

Examples of clearly written targeted career objectives:

- Seeking a position as an armed security guard for Pinkerton Services
- Seeking a position as a Licensed Vocational Nurse for St. Mary’s Hospital
- Position as a Security Guard for Brinks International

If done right, the rest of the resume should speak directly to the qualifications and benefits inside the objective statement.

EXERCISE: Write Targeted Objective Statement

1. Find one job posting in your chosen career field
2. Write a targeted objective statement for that job and company

Write your Objective Statement below:

4.3.3 Summary Section

Instead of using an objective statement, a section titled Summary, Professional Summary, Executive Summary, Experience Summary, etc. is used to highlight both key words and your marketable skills/experience. A summary or profile is a short paragraph that recaps your overall qualifications and what you can offer an organization, including:

- Specific knowledge, talent, or education that “ties” you to your career interest
- Self-management skills
- Work attributes
- Soft skills

Example #1: Executive Summary for a Project Manager

Accomplished project manager with a proven ability to develop and implement strategies that support business and financial objectives. Respected leader, able to build highly motivated teams focused on achieving goals.

Example #2: Professional Summary for a Law Enforcement Professional

Law enforcement professional with a degree in criminal justice. Qualifications include 15 years’ experience in international and homeland security, outstanding leadership capability managing large security teams, knowledge of patrol, search and rescue, investigative and criminal procedures.

Another option to the objective statement is a spotlight keyword line, such as:

- Organizational Leadership—Strategy Development—Professional Management Process
- Software Engineering—UAT Design—Agile Project Development—Mobile Apps

EXERCISE: Write a Summary

Using your strongest skills, write a summary and/or spotlight keyword line.

4.3.4 Areas of Expertise

This is the first section that provides a resume reader a sense of what you can do for the company. This area is sometimes referred to as the **Summary of Qualifications**. This section accomplishes the following:

- Highlights your key skill areas – draws attention to specific skills that support your job goal
- Draws the reader's attention to specific skills that you possess and can offer the company
- Looks for key words in the job announcement; if your skills match, list them in bullet form
- Lists your certifications and/or licenses
- Lists your security clearance if required for the position; remember to have your resume cleared by your Security Manager

When writing this section list:

- 6 – 12 of your matching skills
- Job-related or transferable skills/knowledge
- For a specific job, refer to the job posting and list your matching skills
- For a general resume, list your key matching skills that are related to the type of job you are targeting

Sample skill words (both hard and soft skills):

Accounting	Cooking	Filing	Public Speaking
Auditing	Counseling	Hammering	Scheduling
Customer Service	Interviewing	Soldering	Alignments
Teaching	Technical Writing	Maintenance	Publishing
Administration	Telemarketing	Welding	Programming
C++	Detailing	Management	Typing
Carpet Laying	Operation	Drafting	Driving
Metal	CNC Machine	Editing	Fabrication
Electronic	Payroll	Composite	Repair
Self-Motivated	Inventive	Honest	Responsible
Punctual	Creative	Detail Oriented	Dependable

Sample #1: Project Manager

AREAS OF EXPERTISE

- Process Improvement
- Management
- Company Relations
- Negotiation
- Training / Education
- Microsoft Project
- Project Management
- PMP Certified
- Customer Service

Sample #2: Security Specialist

KEY QUALIFICATIONS

- Top Secret Clearance
- Management
- Leadership
- Bi-lingual English Spanish
- Conflict Resolution
- Operations
- Security
- Instruction
- Procurement

EXERCISE: Draft Areas of Expertise

Using your Master Skills List or Transferable Skills Inventory (developed in Section 1), practice writing an Areas of Expertise list. Use bullet format.

4.3.5 Experience

The experience section of the resume provides the detail that supports either your objective statement or your summary and areas of expertise sections. Depending on the style you select, it will dictate where and how you will organize the information. There are many books and websites that provide sample resumes. This section should:

- List your results and/or achievements that relate to the desired position
- Not be a job description
- Use numbers, percentages, statistics, and examples to illustrate your achievements
- Make sure that the promotion is visible in your current work history; do this by making the promotion stand out in your resume

PROMOTION EXAMPLE:

XYZ Legal Services

Administrative Assistant: 1/20XX-5/20XX

- Promotion to Administrative Assistant in December 2001. Coordinated billing hours and submitted them to finance department for invoices weekly.
- Updated client files with records from attorneys' meetings, supporting 13 accounts.
- Scheduled meeting times, arranged conference rooms and food orders for 4-6 meetings weekly.

File Clerk: 1/20XX-12/20XX

- Provided support in coordinating all necessary information for 10+ meetings weekly.
- Participated in the reorganization for filing system for 200 clients.

In the example, notice that the promotion has been identified as a separate experience under this person's employment with XYZ Legal Services. This person worked from 1/20XX to 5/20XX but received a promotion. By separating the experience out, identifying a separate timeline next to the job title and making the first bullet a reference to the promotion, one is able to draw attention to a promotion in an effective manner.

Identify Your Skills and Accomplishments

Each accomplishment statement should trigger a response from the hiring manager. The goal is to provide engaging details. In order to make sure that your accomplishment statements are compelling, be sure to review them with a knowledgeable resource. Do they want to know more? Does it sound interesting or important?

This kind of feedback will help you continue to craft and design impactful accomplishment statements. Use these tips:

- Use your Transferable Skills Inventory
- Select the skills that relate to the job you are targeting
- Highlight your major accomplishments and achievements
- You are answering this employer question “What skills can you offer me?”

Writing Accomplishment Statements

- Use civilian terms; no acronyms (unless described)
- Begin with an action verb or dynamic adjective
- Avoid use of “Responsible for”
- Write in past tense for previous jobs
- Present tense for current job
- Quantify results when possible
 - Use numbers
 - Percentages
 - Statistics
 - Examples
- Avoid use of personal pronouns, “I” “We” Her” “Him”

Example Accomplishment Statements using the STAR method:

Logistics: Processed over 700 annual shipments of personal property and household goods valued in excess of \$30M.

Security: Supervised the security of \$100M of highly sensitive equipment with zero loss.

Management: Developed and managed an annual budget of \$50M meeting department’s profit goals.

Effective Leadership

Workers can expect to perform at least 6 different occupational roles during their career. It is becoming more common to create work-life balance through initiatives like flextime and job sharing as well as independent contracting. Leadership roles can be assigned formally or can be assumed informally by team members. If key roles are neither assigned nor assumed, a vacuum exists that usually creates problems for the group.

In the case of team performance, if there is no one accountable for results, then it is difficult to maintain quality and/or productivity.

In the military there are clear leadership roles. Clearly identifying how you have performed in that role will be important to describe in your accomplishment statements. Review the list of roles for effective leaders and mark those that pertain to your military and work experience.

Roles of Effective Leaders

- Inspiring
- Providing a vision for action
- Identifying what to accomplish, while leaving the how flexible
- Mentoring
- Acting as a sounding board
- Championing staff in the organization
- Ensuring that staff have risk-free trial periods when learning new skills
- Supervising
- Identifying and removing obstacles to performance
- Planning with staff for ongoing professional development
- Assisting with performance enhancement
- Providing feedback on performance
- Evaluating performance against agreed criteria
- Accountability
- Summarizing and clarifying actions to be taken
- Monitoring implementation steps
- Setting time for review and evaluation of decisions
- Facilitating the group in reaching consensus
- Ensuring that everyone's contributions are heard
- Safeguarding time parameters
- Assigning follow-through responsibilities

Statement Skills and Experience – Military to Civilian

EXAMPLE: Military Platoon Leader, Leading Petty Officer, Section Leader, etc. is the equivalent to Front Line Supervisor in the business world.

- Supervised & evaluated up to 75 troops [employees]
- Conducted high quality training for groups up to 25 soldiers [employees]
- Improved staff productivity and efficiency by 30%
- Planned and executed logistical support for team with outstanding results
- Submitted comprehensive and timely reports to supervisor
- Worked under pressure, multi-tasked, and met tight deadlines

ACTIVITY: Draft Accomplishment Statements

Brainstorm to generate these stories that will help you to draft accomplishment statements. Here's how:

1. Start with your job title and identify individual roles and responsibilities that you perform regularly.
2. Once you have identified your roles, think of stories you can tell that relate to those roles.
3. Identify at least three successes that you had in that job or in the roles you performed in that job. Be sure to include awards and promotions.
4. See Appendix D for examples.

Job Titles, Roles & Responsibilities

My Success Stories

Identify a few of your success stories:

Story 1:

Story 2:

Story 3:

Remember to continue building these stories; your goal is to identify as many as possible. These stories are what will motivate an employer to make you an offer. As you build your resume, you will learn how to incorporate these stories into the STAR method that you used for developing your professional introduction in Section 2.

Answer these questions:

What helped you achieve these successes?

How could you replicate these types of successes in the workplace?

A well-formulated accomplishment statement includes **STAR**:

Situation—context or scenario, can be implied for some statements

Task—what was being done

Action—demonstrable skill utilized

Result—measurable impact on situation or task

EXERCISE: Example Accomplishment Statements-- Highlight the Result

Using a pen or highlighter mark the Result phrase of the statement. The first one is highlighted for you.

Jobs performed in the past (written in past tense):

- Reduced motor pool service turnaround time 25% by creating a "fast track" team for easy repair jobs and routine service.
- Attained 50% improvement in delivery lead times by upgrading mail processing system.

Your current job, if you are still working (verb is written in present tense):

- Direct personnel programs in support of over 1,800 personnel in 84 locations worldwide.
- Lead 500+ personnel in all aspects of production and training, delivering training to over 180 pilots per year.
- Restructured program for purchasing department supplies, which resulted in 28% cost reduction per year.

ACTIVITY: Write Three Accomplishment Statements Using STAR

1. **Situation/Task:** Using your success story, identify the skill that you will highlight. Additional accomplishment statement starters:
 - Task you performed alone
 - Project you worked on as a team member/team leader
 - Challenge you overcame in the job setting
 - Problem you solved
 - Goal you set
2. **Action:** Identify the action you performed to tell the story. Use a transferable skill you have identified.
 - Organized a four-day training exercise...
 - Disassembled and repaired mobile communications equipment...
 - Analyzed daily, weekly and monthly reports...
 - Managed special response team...

3. **Result:** Clearly quantify the result.
 - ...reduced accidents from 30% to fewer than 2% in two weeks.
 - ...enabled constant communication in four different states.
 - ...increased the training rate of employees by 45%.
 - ...provided search and recovery support for disaster victims.
4. Rewrite your draft into a STAR statement. Begin your statement with an action verb – see list on next page.
5. Repeat steps for each accomplishment statement. Write some statements with the result at the beginning of the final statement.

Situation:

Task:

Action:

Result (quantify):

Final Bullet:

Action Verbs to Describe Accomplishments

The following verbs can be used to help you describe your skills and experience.

PEOPLE

___ Accomplished
___ Activated
___ Adapted
___ Adjusted
___ Administered
___ Advertised
___ Advised
___ Analyzed
___ Arranged
___ Assembled
___ Assisted
___ Calculated
___ Catalogued
___ Chaired
___ Coached
___ Conceptualized
___ Conciliated
___ Conducted
___ Consulted
___ Contracted
___ Coordinated
___ Delegated
___ Demonstrated
___ Devised
___ Directed
___ Distributed
___ Effect
___ Explained
___ Indoctrinated
___ Managed
___ Motivated
___ Organized
___ Programmed
___ Promoted
___ Stimulated
___ Supervised
___ Taught

THINGS

___ Built
___ Calculated
___ Changed
___ Compiled
___ Completed
___ Constructed
___ Created
___ Designed
___ Drafted
___ Edited
___ Enlarged
___ Established
___ Evaluated
___ Examined
___ Expanded
___ Expedited
___ Facilitated
___ Familiarized
___ Formulated
___ Generated
___ Governed
___ Guided
___ Hired
___ Identified
___ Improved
___ Increased
___ Indexed
___ Informed
___ Inspected
___ Installed
___ Invented
___ Prepared
___ Programmed
___ Revised
___ Specified
___ Used
___ Wrote

IDEAS

___ Adapted
___ Analyzed
___ Coordinated
___ Created
___ Defined
___ Devised
___ Educated
___ Established
___ Executed
___ Explained
___ Illustrated
___ Implemented
___ Initiated
___ Innovated
___ Integrated
___ Interviewed
___ Investigated
___ Maintained
___ Marketed
___ Modified
___ Monitored
___ Negotiated
___ Obtained
___ Organized
___ Presented
___ Presided
___ Processed
___ Proposed
___ Publicized
___ Recommended
___ Recorded
___ Recruited
___ Related
___ Surveyed
___ Synthesized
___ Transmitted

Wordsmith Accomplishment Statements

Word-smithing is all about making your statements, and therefore your resume, as interesting and appealing to the people who read it as possible. We want to create a compelling and concise professional story.

Which of the statements below is most impressive?

- I was a squad leader in the infantry.
- I oversaw training, administration and logistical support for ten personnel during joint operations, resulting in the successful completion of 100 missions in twelve month period.

Why would one statement be more impressive than the other?

By wordsmithing a statement we can add metrics, details and duration to make the statement much more compelling. See Appendix E for more practice.

Wordsmith Options

Once you have drafted several accomplishment statements, it is time to polish those statements to produce more impact by using:

1. Power Words
2. Power Phrases
3. Additional Quantification of results

Power Words

Adept	Administered	Adroit	Presented
Assessed	Authored	Capable	Proficient
Challenging	Cohesive	Collaborate	Promoted
Communication	Competent	Conceptualized	Rapid
Conducted	Consistently	Conveyed	Recognized
Demonstrated	Designed	Determined	Recommend
Developed	Diligence	Driven	Recruited
Dynamic	Effective	Enhanced	Skilled
Establish	Exceptional	Exceeded	Succeeded
Expert	Extensive	Evaluated	Successful
Facilitated	Focus	Implemented	Superior
Inspired	Instrumental	Introduced	Supervised
Launched	Liaison	Managed	Tenacious
Mastery	Maximized	Mentored	Trained
Motivated	Negotiated	Outstanding	Unique
Oversaw	Performed	Persistent	Unparalleled

Power Phrases

These are just a few examples of phrases that could be used in your resume. Use the power words above to create descriptive phrases such as:

- Solutions-oriented
- Results-driven
- Highly motivated
- Top-ranked
- Well organized
- Strategic vision

Use phrases such as these to describe qualitative accomplishments:

- Increased revenue by 200 percent
- Exceeded goals by 20 percent
- Substantially improved XX by 40 %
- Improved processing time by three days
- Team ranked #1
- Exceeded quotas by XX
- Reduced costs by \$1 million
- Improved productivity
- Exceeded expectations
- Consistently ranked number one

ACTIVITY: Resume Lab—Draft Master Electronic Resume

Create each of these sections: objective statement or summary, areas of expertise and your accomplishment statements. Do not worry about formatting, we will cover that in a later section. Draft the following:

- 1) Contact Information
- 2) Objective Statement
- 3) Summary of Qualifications
- 4) Professional Experience
 - a) Accomplishment Statements
 - i) (STAR method, power words & phrases, quantify)

EXERCISE: Build Keywords into Targeted Resumes

Keyword Integration

A best practice to make your resume stand out from that of the competition is to use the exact words that your potential employer uses. Do not copy the job posting into your resume, but identify key words from the job posting and wordsmith them into your accomplishment statements.

For this exercise, we will copy of version of your Master Electronic Resume as Targeted Resume. We will begin to draft a targeted resume based on a job posting you selected.

ACTIVITY: Analyze Job Posting for Keyword Integration

- 1) Create two columns, one for Roles and Responsibilities and the other for Specific Skills
- 2) Select a job description
- 3) When reviewing the job description, copy each word, phrase or sentence that is an exact match for your individual skill sets into the Specific Skills column
- 4) Use the vocabulary from the roles and responsibilities section of the job posting and record them in the Roles and Responsibilities column
- 5) Use the key words from these columns to wordsmith your Summary and Professional Experience accomplishment statements in your Targeted Resume

4.3.6 Education and Training

The following are the general guidelines:

- List most recent first
- Put the word “Attended” if you never graduated to prevent an employer from assuming that you have a degree
- Certifications should have the year certified or renewed (if relevant), discard irrelevant certifications. Do not list CPR unless it is used in the duties of the job, such as being an emergency medical technician or a lifeguard.
- List special honors you achieved such as: graduated Cum Laude, with Honors, or possibly list your grade point average (GPA) if it presents you in a positive light
- Include certifications, licenses and course work relevant to the job
- List only military schools that support your job goal
- Include all degrees achieved beyond high school, highest to lowest
- Include any additional training and coursework that is directly related to the job
- If degree-award date is within nine months, indicate expected graduation date otherwise indicate number of credit hours completed
- List locations of colleges and universities, but it is not necessary to include dates attended
- Depending on your background and the job you are applying for, Education and Training might need to be placed above Experience or Employment History on your resume

Example of Education and Training

- Bachelor of Science, Health Care Management (Cum Laude), Southern Illinois University, Carbondale, Illinois
- Metro State College, Denver, Colorado: 42 semester units in Administration of Justice
- U.S. Marine Corps: Specialized training in explosives, firearms, leadership, diversity, and communication

4.3.7 Prepare References

It is recommended that job seekers have six professional references ready to provide to the employer. References are an important part of the job search process, and because they are at the end of the interview cycle, they can be an afterthought until requested.

Be sure you have properly prepared for supplying references. Failure to prepare references ahead of time can result in loss to your competition. To prevent this scenario, we recommend:

- Identifying your references as soon as possible
- Coaching them on the position you are applying for and what to say about you, including a copy of your resume

In most cases when a candidate moves to the “request for professional references” stage of the process, it is likely a job offer will be extended.

There is a difference between personal and professional references:

- Personal references are people in your life, friends or family, who can speak to your character as a person
- Professional references are more targeted on your work experience and can speak of their experiences interacting with you in a work environment
- Professional references are people who the prospective employer would like to engage in conversation

There are two primary levels of professional references: managers and coworkers:

- Most prospective employers would like to speak with former managers to ask them about your work ethic, productivity levels, ability to integrate with the team and other characteristics
- Coworkers are a second choice as far as professional references go. If you are unable to provide contact information for former managers, a prospective employer may be willing to accept a coworker as a substitute
- Other possible professional references can also include clients, partners and people you have worked with in military service

Identify people who like you; select the people you get along with best. If you have had a successful working relationship with someone, maybe even worked alongside friends, they are much more likely to represent you in a positive light.

Get Permission to Use Someone as a Reference

By talking to your potential references ahead of time, you are able to screen for your best references, and request their permission to be used as a reference. Once someone has given you his or her permission, it allows for you to discuss with them your job goals, how your experiences qualify you for the position, as well as gathering updated contact information, and their best time to be reached by your potential employers.

NOTE: An error that some people make when identifying references is to choose someone who is a casual acquaintance. That casual acquaintance has no vested interest in providing a good reference. If you ever accidentally walked away with a stapler or favorite pen, for example, that acquaintance might even think negatively of you without voicing this opinion.

Best practice is to use someone as a reference with whom you are better acquainted and on friendly terms.

Contact Information

Many times people provide a reference with limited or old contact information. This situation poses a significant challenge for the employer to connect with the person and may stall or slow the process of getting a job offer to you.

Ensure that you have this person's updated cell phone number and a professional email address that the employer may use to contact them.

Notify Your References First

Notify your references each time before providing them to an employer. Frequently, employers will place a call to a named reference and be met with a surprised response from the person on the other end. This can create a variety of problems that can interrupt the job offer process. The employer may or may not leave a message on the reference's voicemail, or may or may not send this person an email. Your unsuspecting reference may not recognize the number and therefore not answer, or may avoid answering a stranger's

request for a return call. It is also possible that your reference may say something inadvertently that could jeopardize your chances of securing a job offer.

Ask and/or Coach References

During the course of requesting permission to use professionals as references, ask them what they would say about you. It is a simple question and one you should ask. In addition, send a copy of your resume to your references so that they are aware of what information the potential employer has and will be able to intelligently discuss various aspects of your professional experience. If your reference is repeating the same type of information that you present in your interviews, it reinforces the employers understanding of what you can deliver at the job site.

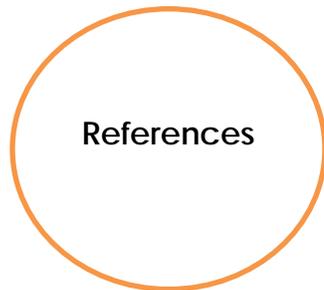
Proactively Identify References

Identify six people who can speak on your behalf in a positive way as your professional references. Most employers only ask for three people, which is the standard in the recruiting industry.

Having six people available for references prevents any delays should someone be on vacation or unavailable for any other reason and increases the chances of providing employers with what they need to move forward with the decision to make an offer.

EXERCISE: Brainstorm Potential References

Brainstorm people who might be able to provide a professional reference for you. Record these names below.



Continue to add to this list over the next few weeks and start making contact with prospective references.

References Checklist	
Do you have six references?	
Do you have updated contact information on each reference?	
Do you have permission to use them as a reference?	
Have you evaluated what each will say about you and your performance?	
Have you provided each with a copy of your recent resume?	
Have you discussed what position you are applying for?	
Do you have a list of personal and a list of professional references?	

Reference Best Practices

Even though you are prepared with your references when you walk into the interview, wait until a perspective employer asks before providing them. Handing references to an interviewer too early in the process can inadvertently communicate an overbearing level of confidence, or lack thereof, and either of these misconceptions you want to avoid.

When a prospective employer asks if he or she may contact your current employer, many times the current employer will not be aware that you are looking for new work, or your current employer may have a third party employment verification process. Many times it is against company policy for managers or supervisors to provide a reference for an employee. Most employers understand this concept and, in most cases, they are willing to accept not contacting your current employer.

Through the use of proper preparation and strategically identifying who your professional references are, you increase the chances of keeping the interview process moving forward. Any disconnects are often preventable with enough advanced thinking.

4.4 Resume Types

Traditional Paper Resume

The traditional paper resume is the printed resume you would mail to a company, take with you on a job interview, to a job fair, or fax in response to a job posting.

Traditional Paper Resumes: Presentation Tips and Guidelines

- Professional look and feel, good visual appeal, white space for readability
- Page length – 1 to 2 pages
- Font – Tahoma, Arial, Times New Roman, or Verdana
- Font size – 10 to 12 points
- Font styles – bold, italics, and capitalization to highlight key areas
- Paper color – white, light gray or ivory
- Proofread and spell check
- Place your name and a page number on the top of all subsequent pages of your resume
- Always write in first person – No “I” (it is assumed)
- Resume paper often has a watermark, hold the paper up to a light, ensure the watermark is upright

Scannable Resume

A scannable resume enables employers in large companies to quickly scan your resume into their resume database to be screened for specific jobs and key words that match their criteria. Keep in mind that the first reader of your resume may be a computer, not a human. A fancy format pleasing to the human eye may confuse Optical Character Recognition (OCR) scanners. Using a simple format and font/typestyle decreases the likelihood that scanners will misread your resume. A scannable resume can be sent to the employer either electronically or in paper format. Keep these guidelines in mind when creating a scannable resume:

- After your contact information, create a keyword section and list all applicable keywords from the job posting that are used in your resume
- Do not use formatting such as bullets, bold, italics, underlining, graphics, etc., instead use spacing to set off sections
- Use left alignment
- Use one font throughout the resume, such as Arial or Times New Roman

- Use one font size throughout, such as 12 pt
- No columns or tables
- Spell out symbols like % and &
- Place your name and a page number on the top of all subsequent pages of your resume
- Print out resume on clean white paper or send as plain text

Example Scannable Resume

Ben Turner

2345 Brook Avenue

Englewood, Colorado 12345

(123) 456-7890

ben_turner@email.com

KEYWORDS

-Communicate

-Confidential material

-Security management

-Hostile situation

Objective: Seeking a position as an armed security guard for Pinkerton Services

SUMMARY OF QUALIFICATIONS

- Active U.S. government security clearance

- Bilingual-fluent in both English and Spanish

- Superior performance award for past four years in security management

- Able to make difficult decisions in stressful situations

EXPERIENCE

20XX-20XX Security Specialist, U.S. Marine Corps

- Supervision of \$100 million of highly sensitive equipment

- Monitored restricted personnel in a correctional facility to ensure they remain in detention
- Experienced in handling confidential material
- Trained in diffusing hostile situations
- Certified in the use of tear gas, C-4, and TNT
- Qualified sharp shooter in small arms and assault weapons
- Proofreading and checking contents of investigative reports
- Proven ability to communicate effectively in diverse environments
- Instruction, supervision and evaluation of 25 personnel

20XX-20XX Warehouse Supervisor, Micro Chemical, Inc., Denver, CO

- Proficient at using Windows 3.x
- Supervised a crew of 15 in daily operations, including evaluation and discipline
- Monitored complex cataloging and ordering systems
- Helped develop and implement an effective security system

20XX-20XX Security Guard, Mayfield Malls, Denver, CO

- Coordinated work assignments, evaluated performance and disciplined a four-member security team
- Investigated security and safety violations and wrote detailed incident reports
- Helped diffuse conflicts in a public environment with regard to everyone's safety

EDUCATION

- U.S. Marine Corps, Specialized Training: Explosives, Firearms, Leadership, Diversity, Communication
- Metro State College, 42 Semester Units in Administration of Justice Denver, CO

Electronic Resume

Resumes Sent as Email Attachments

- Use “Printed” resume type
- Professionally done, visually appealing
- Microsoft Word most common – save as .pdf or .rtf unless posting states otherwise

Resumes Sent in the Body of an Email Message

- Copy and paste resume into email
- Very important: check formatting before submitting your resume

4.5 Resume Formatting

Although the formatting seems like a minor detail in the grand scheme of job seeking, it is one of the fundamental aspects of your resume. It can communicate who you are as professional. In the same manner as poor grammar or misspellings, bad formatting techniques jeopardize your possibilities of securing an interview. Follow the best practices outlined below.

Recommended Page Length

Resume length is a matter of contention in the world of recruiting professionals. Some people still recommend that resumes be one page, and others recommend that resumes can be up to three or four pages, provided that the content has meaning, adds value and effectively communicates your capacity for accomplishment.

Most people should not need three to four pages; a good rule of thumb is **one to two**. When you have a resume over one page, make sure your name and the page numbers are in either the header or footer. This ensures that pages are not lost.

Preferred Fonts and Sizes

The size setting of text in your document is important. The primary content should be between 10- and 12-point font. Any font size smaller than 10-point font, could be too small to read. Anything larger than 12-point font can be awkward to read.

Areas of emphasis such as section titles (for example the Summary or Professional Experience) can be one or two points greater than the primary font size running throughout the rest of your resume.

You may bold company names and job titles you held for emphasis.

Preferred fonts are:

- Tahoma
- Arial
- Times New Roman
- Verdana

White Space

As a general guideline, use an one-inch margin on the left, right, top and bottom of the document. Moving the margin to a half inch is pushing the boundary and anything less will cramp the page.

Studies have proven that people like lists: Top ten this, best seven that, etc. People feel compelled to read a list. That is why a bullet is so powerful. On the other hand, people tend to scan a paragraph. Using bullets in a resume is a common practice, and when used effectively allows the reader to quickly access information.

Create some space between the bullets you list on your resume. White space helps each bullet stand apart from the other text on your resume, instead of blending together and looking like a paragraph. We want the reader to truly read what we have written down in our bullets instead of scanning them.

Adjust your settings for most word processing software applications in the format paragraph option. For example, a three-point setting before and after each bullet is enough to provide white space, or you can select a 1.15 or 1.5 spacing option.

Spelling Errors

Throughout the job search process, recruiters and hiring managers are looking for reasons to eliminate your resume from hiring consideration. Representing yourself on paper with misspellings can cause concerns about your performance, lack of attention to detail or other bad characteristics. You should avoid this at all costs.

ACTIVITY: Resume Lab

Add to your Electronic Master Resume or your paper draft Master Resume.

1. Education
2. Awards
3. Formatting
 - a. Bold Headings
 - b. Choose appropriate font (Times New Roman, Tahoma, Verdana, Ariel or other professional-looking fonts as long as you save in a .pdf file)
 - c. Choose appropriate font sizes (10 pt, 11 pt, 12 pt)
 - d. One inch margins (left, right, top, bottom –this can be somewhat flexible to encourage proper page breaks or line breaks)
 - e. Select Bullets, add paragraph spacing (1.15 or 1.5)
4. Check Spelling & Grammar

4.6 Resume Review

Before using your resume, have someone familiar with resumes review it. Possible resources could be:

- Transition offices
- Human Resource Personnel
- Employers
- College/University or School Career Centers
- State Workforce/One Stop Centers

Importance of Having More Than One Person Proofread Your Resume

Getting someone to proofread your resume is a good idea, but having three individuals proofread your resume is a better idea. Ask the people in your life to read over your resume and give you feedback.

Understand that the feedback is going to come back from many perspectives with some people fixing spelling and/or grammatical issues, other people not understanding some of the bullets that you have written and other people saying “it looks good.” The more feedback you get, the more information you have to craft this document into a high-performance interview-setting tool.

Resumes are Constantly Changing

The resume is a direct reflection of who you are and should continuously evolve just as you do. When you receive feedback from proofreaders, welcome the information.

Review your resume regularly and revise it often. Any time you have success at work, open your resume and write down notes about that experience. This is an important characteristic of future resume development. At no other time will you ever have a better recollection of the accomplishment and the energy or passion associated with that accomplishment. If you wait to generate a statement about it months or years after it occurs, the work will be much more difficult to recall in detail.

Use the Resume Checklist on the next page to double check your resume.

Resume Checklist: An employer-ready resume must meet professional standards in every category.

Content	
Order of Information?	
Does the most important category come first?	
Is the organization logical and clear?	
Completeness?	
Are all major topics emphasized by the employer covered?	
Is each area concise yet complete?	
Are duties and achievements described in specific terms?	
Relevance?	
Is there a clear reason for each piece of information?	
Has the information been tailored to a targeted field and job?	
Language	
Word Choice?	
Are action verbs or nouns (key words for scannable resumes) used?	
Are inappropriate jargon and military abbreviations avoided?	
Is the language clear and straightforward?	
Mechanics?	
Are there any errors in spelling, grammar or punctuation?	
Are there any typographical errors?	
Appearance	
Is the resume appealing and easy to read?	
Does it use headings effectively?	
Does it use white space, indentation, underlining, capitals effectively?	
Does it have a professional look?	
Is formatting—headings, spacing, font—consistent throughout?	
Is the wording consistent throughout?	

4.7 Cover Letter

Many job seekers are confused about the importance of a cover letter. They are unsure whether or not to include a cover letter as well as what it should look like or how long it should be.

The best practice is to include a well-written, concise cover letter. The purpose of a cover letter is to introduce yourself and sell the employer on how well your specific skills, abilities and attributes match the organization's needs. It is critical you take the time to prepare a creative, hard-hitting cover letter that gets the attention of the reader immediately. This is the first document a potential employer will see and it has to function as your initial marketing effort. The cover letter is a chance to "speak" to the reader or the interviewer about relevant information that is not repeated in the resume. Each letter needs to be individually developed for each position.

As for how the cover letter is built, there are many templates available and recommendations on how to build or format this document. We will cover the basic components and best practices.

Cover Letter Components

A good cover letter should have four primary components:

Introduction

Do your best to identify a specific person to whom you would address this letter; avoid writing "to whom it may concern" as much as possible.

The more personalized the touch, the better chance it will be well received.

Standard rules for drafting business letters apply, including your name and contact information, as well as the recipient's contact information at the top of the letter.

From your opening statement, the reader should learn why you are writing. This will encourage him or her to continue reading. It should be simple and to the point. Here is an example:

"I am a [*whatever your specialty is*]. I recently came across your company's information while doing some research and thought we should speak."

Relevant Reason for the Cover Letter

This section helps the reader understand exactly why your resume should be considered and why your cover letter is in his or her hands. Be relevant and provide a “value add” to the employer, for instance a referral or a previous experience with their company. It will help your resume get reviewed.

An example of this section might read something like this:

Mr. John Harold told me you were hiring reliable people to provide IT support. He suggested you might consider me as a good match for the position.

I am reaching out to you because, after reviewing information about your company, it seems that my professional skills could further your goals.

For example:

- Your company specializes in *[whatever industry that company supports]*.
- The information I read *at [identify the article, blog, review, etc., that you read about their organization]* was interesting.
- Your company currently has multiple *[job title you are qualified for]* on staff.

Each of these point to a successful work environment and I am submitting my information for consideration because:

- I have an interest in *[whatever industry that company supports]* and several years of experience supporting the field.
- My relevant skill sets include *[list three relevant skill sets appealing to the organization]*.

By presenting yourself in this manner, you demonstrate that you took the time to research the organization and understand their corporate direction—this is where your knowledge of the business environment and acumen can give you an edge over the competition. You are also painting a picture for the reader to envision how your particular skills, background, credentials and experiences may relate to the current needs.

The Request for Action

This section makes a specific request of the cover letter reader, motivating the person to review the resume and increases the chance of an interview. This section may read something like this:

Please take a moment and review my resume for consideration for a *[relevant opportunity within your company]*. You can see in my resume I have many skills *[insert three relevant skills here]* that can further your organization's goals. I look forward to speaking with you about opportunities in the near future.

This statement specifically and respectfully requests further evaluation of your information for consideration of opportunities within the company, as well as a request to speak with the reader or appropriate hiring manager.

Respectful Sign Off

This section is designed to leave the cover letter reader with the impression you are a professional. It may read something like this:

Thank you for your time and consideration. I am extremely interested in exploring career opportunities in an interview at *[company name]*. I look forward to following up with you soon. Best regards, *[your name]*

Taking a moment to thank the cover letter reader for the valuable time he or she has spent in reviewing your information indicates that you are professional and courteous.

See the template and example on the next pages.

Template for Cover Letter

Your Street Address
City, State Zip Code

Date of Letter

Employer's Name
Employer's Title
Company Name
Street Address
City, State Zip Code

Dear *[Employer's Name]*,

INTRODUCTION PARAGRAPH: You want to tell the reader why you are writing and name the position or department for which you are applying. You also want to capture the reader's attention. Mention how you heard about the organization or the opening. Name someone you and the reader know in common or someone in the company that knows you. Show you have done some research on the company by talking about new projects the company has taken on, the particular management philosophy they use, or citing something you have read about them.

BODY: In this section you want to build a connection between your background and the company's needs. If you have any directly related experience or education, summarize it here so the reader can be looking for it in your resume. If you have relevant skills or accomplishments related to the job, mention them here. You are effectively summarizing your skills as they relate to the company research you have done. Be sure to do this in a confident manner.

CONCLUDING INFORMATION: Indicate your interest in the job. Tell the reader you will be calling to follow up. State you look forward to being able to discuss your background in an interview. Thank the reader for his/her time and consideration.

Sincerely,

Signature

Your Name Typed

(101) 555-1234

Sample Cover Letter

10 Emerson Drive
Augusta, ME XXXXX

July 12, 20XX

Ms. Mary O'Hara
Personnel Director
Accounting Software International
5678 East Doral Street, Suite #1200
Lockridge, Tennessee 77777

Dear Ms. O'Hara,

I am drawn to Accounting Software International because of my interest in accounting software and the opportunity to use my skill sets in a more specialized career. I am applying to your ad posted on SimplyHired on July 8, 20XX for your Accounting Software Business Consultant position.

Mr. D.L. Brown is an acquaintance of mine who works in the sales department of your company. He describes a culture of excellence that is highly motivating. Enclosed is my resume for your consideration. As you will notice on the attached resume, I have extensive experience and skills that are relevant to this position, as well as team and customer service awards. My particular expertise is in project management, implementation and training conversions to new computer software systems and programs. I strongly believe my talents would be valuable to Accounting Software International and its customers.

I am an excellent candidate for your position as a Software Business Consultant. I will call you next week to schedule an interview or discuss opportunities. Thank you for your time and consideration.

Sincerely,

James Donaldson

(555)555-5555

4.8 Salary History

The purpose of a salary history, when required by the employer, is to determine a salary and compensation fit. This information should be included on your Master Application for immediate retrieval if the employer asks for it specifically in a job announcement or an application. Do not give this information unless asked, as current career experts agree that providing prospective employers with your salary history can work against you.

When a salary history sheet is required you should calculate your actual salary by factoring in your Base Pay, Basic Allowance for Subsistence (BAS), Basic Allowance for Housing (BAH) and any other special pay allowances. Remember to calculate the rate for the non-taxable value of the tax-free portions of your pay, and any other money added to your pay. Although you are creating this sum based on different items, only write one total sum on the salary history sheet or application that you give to the employer.

4.9 Update ITP

Section 5: Federal Hiring, Federal Resumes and Federal Programs

Preface

Federal jobs offer stability unmatched by most private companies. These jobs can provide an opportunity to increase pay and/or benefits and can be a stepping stone into private sector positions. Veterans are particularly valued by many government agencies due to their transferable skills.

Objectives

Participants will have knowledge about the following topics:

- Federal Hiring Reform
- Job Classification
- Competitive Service
- Veterans' Preference
- Excepted Service
- Special Hiring Authorities for Veterans
- Veterans Employment Initiative
- Finding Jobs
- Understanding the Vacancy Announcement
- Application Procedures
- Federal Interviewing
- Getting the Offer

5.1 Federal Hiring Reform

Hiring reform was signed into law by a Presidential Memorandum, issued on May 11, 2010, and became effective on November 1, 2010. Designed to make it easier to apply for Federal jobs and to provide hiring managers with the best possible job candidates, the Hiring Reform initiative is a major success story.

Category Rating:

The purpose of category rating is to increase the number of qualified applicants an agency has to choose from for selection while preserving veterans' preference rights. The category rating approach gives agencies the flexibility to assess and select from among applicants in the highest quality category without regard to the "rule of three."

Candidates are placed into agency determined categories based on an applicant's qualifications. An example of such categories are:

- Highest Qualified
- Well Qualified
- Qualified

OPM does not require the hiring manager to interview everyone within a category. All candidates within a category are considered equally qualified. The hiring manager may interview one or more applicants. Preference eligibles who meet the qualification requirements are assessed and placed in the appropriate quality categories. Preference eligibles receive veterans' preference by being listed ahead of non-preference eligibles within the same quality category in which they are placed.

Preference eligibles who meet the qualification requirements for the position and who have a compensable service-connected disability of at least 10 percent must be listed in the highest quality category (except in the case of scientific or professional positions at the GS-9 level or higher). An agency may not select a non-preference eligible over a preference eligible in the same category unless the agency receives approval to pass over the preference eligible.

For more information about federal hiring reform be sure to visit this website:

www.opm.gov/hiringreform/

5.2 Job Classifications within the Federal Government

Wage Grade (WG 1-9)

- Hourly employees
- Considered jobs
- Positions come with benefits

General Schedule (1-15)

- Salaried positions with benefits
- Considered White Collar Jobs
- Positions have grades 1-15

Education and Experience Requirement for Administrative and Management Positions:

GRADE	EDUCATION	EXPERIENCE	
		GENERAL	SPECIALIZED
GS-5	4-year course of study leading to a bachelor's degree	3 years, 1 year of which was equivalent to at least GS-4	None
GS-7	1 full year of graduate level education <i>or</i> superior academic achievement	None	1 year equivalent to at least GS-5
GS-9	master's or equivalent graduate degree <i>or</i> 2 full years of progressively higher level graduate education leading to such a degree <i>or</i> LL.B. or J.D., if related	None	1 year equivalent to at least GS-7
GS-11	Ph.D. or equivalent doctoral degree <i>or</i> 3 full years of progressively higher level graduate education leading to such a degree <i>or</i> LL.M., if related	None	1 year equivalent to at least GS-9
GS-12 and above	None	None	1 year equivalent to at least next lower grade level

NOTE: Equivalent combinations of education and experience are qualifying for all grade levels for which both education and experience are acceptable.

For experience and education requirement for other General Schedule positions view the OPM Qualification Standards at: www.opm.gov/qualifications/standards/index-Standards.asp

By way of background, all Federal civilian employees occupy positions in the competitive service, the excepted service, or the Senior Executive Service. The main differences between the three employment systems are in the manner that candidates apply for jobs and in the opportunity for appointees to move within the Federal service. Each employment system is covered by different laws and regulations.

Senior Executive Service (SES)

SES positions include positions classified above GS-15 that include duties involving one or more of the functional criteria (executive or managerial) identified in law.

- Scientific and professional (ST) positions include positions classified above GS-15 that are not SES positions (i.e., do not involve executive and management responsibilities) and are engaged in research and development in the physical, biological, medical, or engineering sciences, or a closely related field.
- Senior level (SL) positions include positions that are not SES positions and are classified above GS-15 based on other factors.
- In an agency that is not covered by the SES, either an SL or an ST position may perform duties that involve one or more of the SES functional criteria.
- Veterans' preference does not apply

5.3 Competitive Service

Competitive service jobs are under OPM's jurisdiction and subject to the civil service laws passed by Congress to ensure that applicants and employees receive fair and equal treatment in the hiring process. These laws give selecting officials broad authority to review more than one applicant source before determining the best-qualified candidate based on job-related criteria. A basic principle of Federal employment is that all candidates must meet the qualification requirements for the position for which they receive an appointment. Note: Veterans' preference applies to these federal job openings.

5.4 Veterans' Preference

Veterans' preference gives eligible veterans' preference in appointment over many other applicants. Veterans' preference applies, to virtually all new appointments in both the competitive and excepted service. Veterans' preference does not guarantee veterans a job and it does not apply to internal agency actions such as promotions, transfers, reassignments and reinstatements.

Veterans' preference can be confusing. The law we follow in Federal civilian employment can be found in title 5, United States Code, Section 2108 ([5 USC 2108](#)). Not all veterans are considered veterans for the purpose of Federal civilian employment, and not all active duty service is qualifying for veterans' preference.

Only veterans discharged or released from active duty in the armed forces under honorable conditions are eligible for veterans' preference. This means you must have been discharged under an honorable or general discharge.

If you are a "retired member of the armed forces" you are not included in the definition of preference eligible unless you are a disabled veteran OR you retired below the rank of major or its equivalent.

There are basically two types of preference eligibles, disabled (10 point preference eligible) and non-disabled (5 point preference eligibles).

You are a 5 point preference eligible if your active duty service meets any of the following:

- 180 or more consecutive days, any part of which occurred during the period beginning September 11, 2001 and ending on a future date prescribed by Presidential proclamation or law as the last date of Operation Iraqi Freedom, OR
- Between August 2, 1990 and January 2, 1992, OR
- 180 or more consecutive days, any part of which occurred after January 31, 1955 and before October 15, 1976.
- In a war, campaign or expedition for which a campaign badge has been authorized or between April 28, 1952 and July 1, 1955.

You are a 10 point preference eligible if you served at any time, and you:

- have a service connected disability, OR
- received a Purple Heart

If you are not sure of your preference eligibility, visit the Department of Labor's Veterans' Preference Advisor at www.dol.gov/elaws/vetspref.htm.

Now that we have discussed your preference eligibility and the associated points, let's discuss preference groups. Preference eligibles are divided into four basic groups as follows:

- CPS - Disability rating of 30% or more (10 points)
- CP - Disability rating of at least 10% but less than 30% (10 points)
- XP - Disability rating less than 10% (10 points)
- TP - Preference eligibles with no disability rating (5 points)

NOTE: Disabled veterans receive 10 points regardless of their disability rating.

When agencies use a numerical rating and ranking system to determine the best qualified applicants for a position, an additional 5 or 10 points are added to the numerical score of qualified preference eligible veterans.

When an agency does not use a numerical rating system, preference eligibles who have a compensable service-connected disability of 10 percent or more (CPS, CP) are placed at the top of the highest category on the referral list (except for scientific or professional positions at the GS-9 level or higher). XP and TP preference eligibles are placed above non-preference eligibles within their assigned category. You must provide acceptable documentation of your preference or appointment eligibility. The member 4 copy of your DD214, "Certificate of Release or Discharge from Active Duty," is preferable. If claiming 10 point preference, you will need to submit a Standard Form ([SF-15](#)) "Application for 10-point Veterans' Preference."

How Veterans' Preference applies in competitive job openings under Category Rating

Names of all eligible candidates in the highest quality category are referred on the Certificate of Eligibles to the selecting official for consideration

- Selecting official selects from among candidates in the highest quality category
- Preference eligibles are listed ahead of non-preference eligibles within each quality category
- Absolute veterans' preference is within each quality category

Qualified preference eligibles with a compensable service-connected disability of 30% or more (CPS) and those with a compensable service-connected disability of more than 10% but less than 30% (CP) are placed at the top of the highest quality category (except for scientific or professional positions at the GS-9 level or higher).

For scientific and professional positions at the GS-9 or higher, place qualified CPS and CP preference eligibles above non-preference eligibles within the same quality category for which they are assessed (CPS and CP eligibles do not "float" to the highest quality category).

To determine candidates' placement in a quality category, qualified applicants are still evaluated and relatively ranked based on the KSAs and competencies identified for the position through a job analysis. The rating method takes into account their relative possession of job-related experience, education, training, special projects or accomplishments and other job-related behavioral evidence. Based on this assessment, candidates are placed into one of two or more quality categories that are defined by the agency.

Although veterans' preference applies under category rating, preference eligibles do not get additional points added to their score.

Selection must be made from the highest quality category in which three or more candidates exist. Within a quality category, a veterans' preference eligible cannot be passed over to select a non-preference eligible unless an objection is sustained. If there are fewer than 3 candidates in the highest category, the selecting official may ask to combine it with the next lower category. In this case, any preference eligibles in the lower category would then move to the top of the newly combined category.

Note that category-based rating procedures still preserve and protect the rights of veterans when filling jobs through open competitive examining methods (all U.S. citizens may apply) by incorporating rules for giving them significant special priority in referral and selection as described above.

EXAMPLE OF A CATEGORY-BASED REFERRAL SELECTION CERTIFICATE:

Example: HR Specialist, Series 201, Grade 11

- Three quality categories (Highest-Qualified, Well-Qualified, Qualified) were established for the position.
- Applicants who meet basic qualification requirements established for the position *and* whose job-related competencies or Knowledge, Skills and Abilities (KSAs) have been assessed are ranked by being placed in one of the three quality categories.
- A preference eligible with tentative preference (TP) who meets the requirements for the Well-Qualified category is identified and is placed at the top of the Well-Qualified category.
- A preference eligible with a service-connected disability of 30% (CPS) who meets the requirements for the Qualified category is identified. Because of the series and grade in this example, the qualified preference eligible must be placed at the top of the Highest-Qualified category.

NOTE: An agency may not select a non-preference eligible if there is a preference eligible in the same category unless the agency receives approval to pass over the preference eligible.

Eligibles Ranked by Quality Category Based on Review of Qualifications & Assessment Tool(s)	Identify Preference Eligibles	Apply Veterans' Preference for Certificate of Eligibles
Highest-Qualified Ben Franklin Thomas Jefferson	Highest-Qualified Ben Franklin Thomas Jefferson	Highest-Qualified Cameron Rules (CPS) Ben Franklin Thomas Jefferson
Well-Qualified Joyce Rogers George Washington	Well-Qualified Joyce Rogers George Washington (TP)	Well-Qualified George Washington (TP) Joyce Rogers
Qualified Preston Foster Cameron Rules	Qualified Preston Foster Cameron Rules (CPS)	Qualified Preston Foster

5.5 Excepted Service

Excepted service positions are excepted by law, by executive order, or by action of OPM placing a position or group of positions in excepted service Schedules A, B, or C. For example, certain entire agencies such as the Postal Service and the Central Intelligence Agency are excepted by law. In other cases, certain jobs or classes of jobs in an agency are excepted by OPM. This includes positions such as attorneys, chaplains, student trainees, and others.

NOTE: The excepted service is subject to the provisions of veterans' preference unless otherwise exempted. Some Federal agencies such as the Central Intelligence Agency (CIA) have only *excepted service* positions. In other instances, certain organizations within an agency or even specific jobs may be excepted from civil service procedures.

When OPM exempts positions, it places them in either Schedules A, B, or C. The grade levels of the positions are General Schedule (GS) 15 or below. They may also be in the Senior-Level or Scientific or Professional grade levels.

Schedule A

Upon specific authorization by OPM, agencies may make appointments under this section to positions which are not of a confidential or policy-determining character, and which are not in the Senior Executive Service, for which it is not practicable to examine. Examining for this purpose means application of the qualification standards and requirements established for the competitive service. Positions filled under this authority are excepted from the competitive service.

Schedule B

Upon specific authorization by OPM, agencies may make appointments under this section to positions which are not of a confidential or policy-determining character, and which are not in the Senior Executive Service, for which it is impracticable to hold open competition or to apply usual competitive examining procedures. Appointments under this authority are subject to the basic qualification standards established by the Office of Personnel Management for the occupation and grade level. Positions filled under this authority are excepted from the competitive service.

Schedule C

Upon specific authorization by OPM, agencies may make appointments under this section to positions which are policy-determining or which involve a close and confidential working relationship with the head of an agency or other key appointed officials. Positions filled under this authority are excepted from the competitive service.

5.6 Special Hiring Authorities for Veterans

Veterans' Recruitment Appointment (VRA)

Veterans' Recruitment Appointment (VRA) is an excepted authority that allows agencies, to appoint eligible veterans without competition. If you:

- are in receipt of a campaign badge for service during a war or in a campaign or expedition; OR
- are a disabled veteran, OR
- are in receipt of an Armed Forces Service Medal for participation in a military operation, OR
- are a recently separated veteran (within the last 3 years), AND
- separated under honorable conditions (this means an honorable or general discharge), you are VRA eligible.

You can be appointed under this authority at any grade level up to and including a GS-11 or equivalent. This is an excepted service appointment. After successfully completing 2 years, you will be converted to the competitive service. Veterans' preference applies when using the VRA authority.

Agencies can also use VRA to fill temporary (not to exceed 1 year) or term (more than 1 year but not to exceed 4 years) positions. If you are employed in a temporary or term position under VRA, you will not be converted to the competitive service after 2 years.

There is no limit to the number of times you can apply under VRA.

You must provide acceptable documentation of your preference or appointment eligibility. The member 4 copy of your DD214, "Certificate of Release or Discharge from Active

Duty," is preferable. If claiming 10 point preference, you will need to submit a Standard Form ([SF-15](#)), "Application for 10-point Veterans' Preference."

Veterans Employment Opportunity Act of 1998, as amended (VEOA)

Veterans Employment Opportunity Act of 1998, as amended (VEOA) is a competitive service appointing authority that can only be used when filling permanent, competitive service positions. It can not be used to fill excepted service positions. It allows veterans to apply to announcements that are only open to so called "status" candidates, which means "current competitive service employees."

To be eligible for a VEOA appointment, your latest discharge must be issued under honorable conditions (this means an honorable or general discharge), AND you must be either:

- a preference eligible (defined in title 5 U.S.C. 2108(3)), OR
- a veteran who substantially completed 3 or more years of active service.

When agencies recruit from outside their own workforce under merit promotion (internal) procedures, announcements must state VEOA is applicable. As a VEOA eligible you are not subject to geographic area of consideration limitations. When applying under VEOA, you must rate and rank among the best qualified when compared to current employee applicants in order to be considered for appointment. Your veterans' preference does not apply to internal agency actions such as promotions, transfers, reassignments and reinstatements.

Current or former Federal employees meeting VEOA eligibility can apply. However, current employees applying under VEOA are subject to time-in- grade restrictions like any other General Schedule employee.

"Active Service" under VEOA means active duty in a uniformed service and includes full-time training duty, annual training duty, full-time National Guard duty, and attendance, while in the active service, at a school designated as a service school by law or by the Secretary concerned.

"Preference eligible" under VEOA includes those family members entitled to derived preference.

You must provide acceptable documentation of your preference or appointment eligibility. The member 4 copy of your DD214, "Certificate of Release or Discharge from Active Duty," is preferable. If claiming 10 point preference, you will need to submit a Standard Form (SF-15), "Application for 10-point Veterans' Preference."

30% or More Disabled Veteran Appointment

30% or More Disabled Veteran allows any veteran with a 30% or more service-connected disability to be non-competitively appointed.

You are eligible if you:

- retired from active military service with a service-connected disability rating of 30% or more; OR
- you have a rating by the Department of Veterans Affairs showing a compensable service-connected disability of 30% or more.

This authority can be used to make permanent, temporary (not to exceed 1 year) or term (more than 1 year, but not more than 4) appointments in the competitive service. There is no grade level restriction.

When using this authority to appoint on a permanent basis, you are first placed on a time limited appointment of at least 60 days and then converted to a permanent appointment at management's discretion. When the authority is used for temporary or term appointments, you will not be converted to a permanent appointment. You must provide acceptable documentation of your preference or appointment eligibility. The member 4 copy of your DD214, "Certificate of Release or Discharge from Active Duty," is preferable. If claiming 10 point preference, you will need to submit a Standard Form (SF-15), "Application for 10-point Veterans' Preference."

Disabled Veterans Enrolled in a VA Training Program

Disabled veterans eligible for training under the VA vocational rehabilitation program may enroll for training or work experience at an agency under the terms of an agreement between the agency and VA. While enrolled in the VA program, the veteran is not a Federal employee for most purposes but is a beneficiary of the VA.

Training is tailored to the individual's needs and goals, so there is no set length. If the training is intended to prepare the individual for eventual appointment in the agency rather than just provide work experience, the agency must ensure that the training will enable the veteran to meet the qualification requirements for the position.

Upon successful completion, the host agency and VA give the veteran a Certificate of Training showing the occupational series and grade level of the position for which trained. The Certificate of Training allows any agency to appoint the veteran noncompetitively under a status quo appointment which may be converted to career or career-conditional at any time.

Schedule A - Appointing Authority for People with Disabilities

Though not specifically for veterans, the Schedule A authority for people with disabilities, is an excepted authority that agencies can use to appoint eligible veterans who have a severe physical, psychological, or intellectual disability. To be eligible, you must:

Show proof of your disability. Documentation may be from any licensed medical professional (e.g., a physician or other medical professional certified by a State, the District of Columbia, or a U.S. Territory to practice medicine), a licensed vocational rehabilitation specialist (i.e., State or private), or any Federal or State agency, or agency of the District of Columbia or a U.S. territory that issues or provides disability benefits. Your medical documentation should distinguish between disabilities that are temporary, or transient, versus disabilities, which are chronic, permanent, on-going, or unresolved with no end in sight.

Have a certification of job readiness. Certification of job readiness (i.e., that you are likely to perform the duties of the job you wish to perform despite the presence of your disability) may be from any licensed medical professional (e.g., a physician or other medical professional certified by a State, the District of Columbia, or a U.S. Territory to practice medicine), a licensed vocational rehabilitation specialist (i.e., State or private), or any Federal or State agency, or agency of the District of Columbia or a U.S. territory that issues or provides disability benefits.

The above documentation may be combined in one letter or you can provide it in separate letters.

Agencies can use this authority, at their discretion, to appoint you at any grade level and for any job (time-limited or permanent) for which you qualify. Veterans' preference applies when agencies hire individuals under this authority. After 2 years of satisfactory service, the agency may convert you, without competition, to the competitive service.

There is no limit to the number of times you can apply under this authority.

You must provide acceptable documentation of your preference or appointment eligibility. The member 4 copy of your DD214, "Certificate of Release or Discharge from Active Duty," is preferable. If you are claiming 10 point preference as a disabled veteran, you will need to submit a [Standard Form \(SF-15\)](#), "Application for 10-point Veterans' Preference."

OPM encourages job-seeking veterans to ask for consideration under as many hiring authorities as they are eligible, in addition to claiming their preference under the competitive examining process (if applicable).

NOTE: The U.S. Office of Personnel management has created a one-stop resource for Federal employment information for veterans. www.fedshirevets.gov

This site will be your most valuable resource in learning about Federal employment.

5.7 Veterans Employment Initiative

On November 9, 2009, President Barack Obama signed Executive Order 13518, *Employment of Veterans in the Federal Government*, which establishes the Veterans Employment Initiative. The Initiative is a strategic, straightforward approach to helping the men and women who have served our country in the military find employment in the Federal Government. It also underscores the importance of aligning the talents of these individuals with key positions so the Government is better positioned to meet mission objectives and citizens are better served.

As one of the Nation's leading employers, the Federal Government is in need of highly skilled individuals to meet agency staffing needs and to support mission objectives. Our veterans, who have benefited from training and development during their military service, possess a wide variety of skills and experiences, as well as the motivation for public service, that will help fulfill Federal agencies' staffing needs. It is therefore the policy of my Administration to enhance recruitment of and promote employment opportunities for veterans within the executive branch, consistent with merit system principles and veterans' preferences prescribed by law. The Federal Government will thereby help lead by example in promoting veterans' employment.

This initiative:

- Established Veteran Employment Program Offices in the 24 Federal agencies responsible for promoting Veterans' recruitment, employment, training and development, and retention within their respective agencies. Veterans are encouraged to contact these individuals for specific information on employment opportunities in those agencies.
- Created the Feds Hire Vets Website to provide a single-point for Veterans employment information to Veterans, their families, hiring managers, and an information gateway on Federal employment for Veterans. Your first stop should be www.fedshirevets.gov

There are many advantages for veterans in the federal job market. The Federal Government is focused on hiring veterans. Your success as a veteran seeking federal employment depends on your knowledge of programs for which you may be eligible. There are a variety of special programs that can help veterans with their job searches.

Define the pace of federal hiring and steps to expect in the process.

How long do you think it can take to get a job with the Federal Government? Before hiring reform, it could take six to eighteen months before you heard anything after submitting an application—if you heard anything at all.

Points of Contact

Applicants could be notified by the Government five times. If you are not notified of these steps in a timely manner, follow up by calling or emailing the point of contact on the vacancy announcement. If you know someone within the agency who is mentoring you, ask him or her for advice on the best way to follow up. Keep in mind that each agency has delegation of authority so not every hiring authority follows the same rules. You may not hear anything if you are not eligible, not qualified, or both.

The five possible points of contact are:

1. When the application is received—usually receive this electronically
2. When it has been reviewed—eligibility and qualifications have been determined
3. When you are going to be interviewed—receive a notification to set a day and time
4. When you are being considered for the position—getting the job is not guaranteed at this stage
5. When you receive an offer for the position

Following Up

If you are interviewed and not selected for the position, make sure to follow up. Six weeks after the job closes, be proactive and reach out to the Human Resources (HR) person to learn the results of the position. The contact person's name will be at the end of the vacancy announcement.

5.8 Finding Jobs

What are the types of jobs you are seeking?

Where could you go to find listings of openings?

There is a lot of confusion about the federal job search process. As we discussed earlier, federal hiring reform, implemented in May, 2010, was enacted to simplify the process.

Our focus will be on **USAJOBS.gov**, the most common federal portal. Keep in mind that many other agencies have their own online portal and require separate applications and resumes, such as the Army, Navy, DIA and others.

When seeking federal employment, it is important to have a targeted position in mind to help you navigate the system.

Most federal jobs today you can apply for with a resume or an optional application (OF-612). Resumes must be targeted and tailored to the position. Applicants should use the resume builder on USAJOBS to ensure their resume is in the Federal format. Federal resumes could be several pages in length as opposed to a preferred one or two pages by the private sector.

There are many federal agencies and on any given day, USAJOBS lists thousands of jobs available with most of these agencies.

Just like in any type of job search, start by knowing what type of job you want and then narrow your search for that job.

The most effective method to find a federal job as a veteran is Search the USAJOBS website. However, many agencies have Veteran Employment Program Offices responsible for promoting Veterans' recruitment, employment, training and development, and retention within their respective agencies. Veterans are encouraged to contact these individuals for specific information on employment opportunities in those agencies. A complete listing of these individuals and contact information can be found at www.fedshirevets.gov under agency directory.

If you are eligible for one of the special hiring programs for veterans, be sure to mention it.

Let's take a quick tour of USAJOBS.gov and another great site, FedsHireVets.gov that can help you in your job search.



You do not need an account on USAJOBS in order to search for a job. To apply for a job, however, you must register.

Also make sure to check out the link www.FedsHireVets.gov. This is the Federal Government's **one-stop resource for Federal employment information for veterans.**



5.9 Understanding the Vacancy Announcement

The most important component of a successful federal job search is a clear understanding of the requirements outlined in the vacancy announcement. A Vacancy Announcement is what the Federal Government calls a job description. There is also some question about the difference between being and for federal positions. In order to be selected, a candidate must meet both criteria.

Eligible

Being eligible for a position means meeting basic criteria such as being a U.S. citizen. There can be other requirements such as being a veteran or a current federal employee. Make sure to review the criteria listed in the Vacancy Announcement.

Qualified

To be qualified for a position, you must meet the skills, specific experience and other criteria outlined in the Vacancy Announcement.

Vacancy Announcements

- **Announcement Number**: Used to identify the position listed on the vacancy announcement.
- **Series and Grade**: Reflects the entry grade level (corresponds to the salary) for this position. It also identifies the position within its occupational category.

- **Promotion Potential:** The highest possible grade level that a person can achieve within this position.
- **Opening/Closing Dates:** Applications must be submitted to the appropriate location by 11:59 pm on the closing date.
- **Areas of Consideration/Who May Apply:** Some positions are not opened to everyone. Sometimes they are limited to current federal employees, employees of a specific agency, displaced employees or VEOA eligibles.
- **Job Responsibilities/Duties:** Information under experience should highlight successes in addition to the description of position duties. Use key words from this portion of the Vacancy Announcement to create responses for the KSA section.
- **Qualifications and Evaluations:** Outlines all of the required experience and education for candidacy. Pay special attention to because it is what is considered to be the most important qualifier for the position. Also a great place to find and select key words and specific skills. This is where the bulk of your analysis of the vacancy announcement will take place. Make sure you have all of these requirements before submitting or you are wasting your time. Ensure that you follow the directions in the evaluation criteria.

- **Benefits and Other Information:**

Clear cut and tells you what you are going to receive as an employee

- **Occasionally there are some special considerations; these are position-specific.**

If you need reasonable accommodation for your disability for the interview, the vacancy announcement will usually tell you how to obtain it.

Source is www.opm.gov/disability/hrpro_3-10.asp.

Example Announcement

Job Title: Accountant

Department: Department Of Agriculture

Agency: Rural Housing Service

Job Announcement Number: 10-RD-167-DEU

SALARY RANGE: \$38,790.00 - \$89,450.00 /year

OPEN PERIOD: August 06, 2010 to September 07, 2010

SERIES & GRADE: GS-0510-7/12

Qualifications Required

A. Degree: accounting; or a degree in a related field such as business administration, finance, or public administration that included or was supplemented by 24 semester hours in accounting. The 24 hours may include up to 6 hours of credit in business law.

OR

B. Combination of education and experience -- at least 4 years of experience in accounting, or an equivalent combination of accounting experience, college-level education, and training that provided professional accounting knowledge. The applicant's background must also include *one* of the following:

For the GS-12 level:

Applicants must possess 1 year of specialized experience equivalent to at least the GS-11; or its non-Federal equivalent. There is not substitution of education for specialized experience at the GS-12 level.

Examples of specialized experience at this grade level include but are not limited to: professional accounting work experience in preparing, analyzing, interpreting and presenting accounting data; operating, maintaining, and modifying accounting systems; using accounting information to recommend solutions to management problems and structuring of organization programs; managing, operating, and analyzing cost accounting systems in connection with other business activities; designing, implementing, and assessing internal control processes and systems.

For the GS-11 level:

Applicants must possess 1 year of specialized experience equivalent to at least the GS-09; or its non-Federal equivalent OR 3 years of progressively higher level graduate education leading to a Ph.D. degree *or* Ph.D. or equivalent doctoral degree.

Examples of specialized experience at this grade level include but are not limited to: professional accounting work experience in preparing accounting and financial reports for use by others; analyzing and reconciling reports to reflect an organization's financial activities and status of funds; designing, developing, examining and interpreting accounting data, statements and reports for management's use; and reviewing and financial

statements and reports for the purpose of maintaining integrity of financial information and monitoring program effectiveness.

For the GS-09 level:

Applicants must possess 1 year of specialized experience equivalent to at least the GS-07; or its non-Federal equivalent OR 2 years of progressively higher level graduate education leading to a master's degree *or* master's or equivalent graduate degree.

For the GS-07 level:

Applicants must possess 1 year of specialized experience equivalent to at least the GS-05; or its non-Federal equivalent OR 1 year of graduate-level education *or* superior academic achievement.

Qualification and Experience Rules for Success:

- Always check the qualifications first before applying for the position. If the applicant cannot demonstrate having performed the qualifications in the past, they will not qualify.
- The qualification experience cited **MUST** be listed on the application as well, regardless of how long ago or whether it was volunteer experience.
- Read the job announcement *carefully!* Try to understand the needs of the job in order to *weave* personal experience into the qualifications.
- As a separate bullet or paragraph, enter pertinent training, awards, recognition, etc.
- Do not be afraid to toot your own horn. This is your chance...no one else will do it for you.

REMEMBER.....keep copies of your qualifications! After spending so much time creating them, they won't have to recreate them for another position. These qualifications are used over and over again in federal job announcements.

5.10 Application Procedures

Pay particular attention to the specific directions in this section as each is different. For the more technically-savvy federal job seekers, make sure to investigate the app for your smart phone. It can be found here: apps.usa.gov/usajobs/.

Federal Resume Writing Tips

- This is your best marketing tool, emphasize your strengths.
- Highlight relevant knowledge, skills, and attributes where you may not have directly relevant experience.
- State the facts. Avoid belief or judgment statements.
- Customize your resume to each job.

- Focus on areas where your previous experience or education overlaps with the experience or education described in the Job Opportunity Announcement.
- Provide sufficient detail but use concise language. Avoid information that does not add substance.
- Use headings to guide the reader.

Steps for Writing an Effective Resume

1. Understand the Job

Know the job you are applying for. Understand the type of work you would perform, if selected. Understand what hiring managers consider when determining whether candidates are qualified for a job.

Gather job information

Job Opportunity Announcement – www.USAJOBS.gov
“Duties,” “Requirements,” and “Qualifications” sections
Locations, security clearances, physical demands
Organization’s website

Pay Attention to Keywords

Before beginning to write a resume, think about which keywords best describe your chosen career field. You could be the most qualified person for the job, but you could be lost in a sea of applicants without the right keywords.

Study Job Opportunity Announcements to determine important keywords. Review several job announcements and their questions for your ideal job. Find knowledge, skills, experience, education and other credentials important in your career field.

2. Consider your Qualifications

Getting started writing a resume can be challenging. It is common for people to get caught up in resume format before they have really considered the content. One of the first things you should do before you start writing a resume is to think about all of the things that might make you qualified for a job.

Look to Sources

Former job descriptions
Supervisory reviews and feedback
Transcripts
Course feedback
Military honors
Awards and Recognition
Customer acknowledgements
Survey results

Think Outside the Box

Leadership roles in social organizations
Volunteer experiences
Projects
Professional/academic
Challenges/successes
Special assignments
Travel experiences

Your qualifications are evaluated in three primary ways:

- Your previous experience (paid and unpaid)
- Your level of education
- Training

3. Select a Resume Format (See Section 4)

Chronological Resumes show the most recent experience listed first, followed by each previous job. These resumes are best for those job-relevant paid and unpaid experience. Chronological resumes are the most common format and are recommended for most job seekers. The primary disadvantage of the chronological résumé is it may highlight gaps in employment history or frequent job change.

Functional Resumes are organized by skills and accomplishments across all experiences. These resumes are best for those new to the workforce, with no professional or related internship experience. This format could be problematic because it could potentially hide important qualifying information.

4. Create the Basic Outline and Write Job and Personal Information

Create a resume template so you have a general idea about the organization and visual presentation. Write the Job Information section and Personal Information section.

5. Write your Experience

The experience section should demonstrate the quality of your experience, the complexity of work you performed, how independently you worked, the extent your experience is related to the target job, and any outcomes, awards and recognition you received.

The goal is to write your experience as clearly and simply as possible. Make it easy to understand exactly what you did. Focus on quality and substantive content, rather than length. Below are some best practices and pitfalls to avoid when writing your experience.

Best Practice

Use outline with headings
Show specialization
Include accomplishments
Highlight special projects
Use plain language
Focus on quality

Pitfall

Text blocks with Semicolons
Generic task list
Too short/too long
Acronyms
Complex sentence structure
Focus on quantity

Writing your experience can be a little challenging. Break it down into simple steps. Think in terms of outlining your major work activities and then get more specific. The process is broken down into three steps:

Step 1: Outline the major work activities

Step 2: Fill in tasks and skills associated with each work activity to show what you did, keeping it simple and to the point

Step 3: Integrate accomplishments to show results

- Who was impacted as a result?
- How significant was the impact?
- What were the cost savings?
- Did you exceed deadlines?
- Did you receive awards or recognition?
- What changed?
- What improved?



Write your Education

When you write your education, what are some considerations?

What factors influence the best way to present this information?

6. Write your Education

Several considerations influence how you present your education on a resume:

- How important is education to your career field or the target job?
- What is the major or field of study and highest level of education required?

- Are you a new graduate or do you have many years of work experience?
- Is your experience closely related to the target job?
- Is your education closely related to the target job?

Job seekers with **minimal education beyond high school**

- Emphasize the courses completed, specialized training, on-the-job training
- List high school coursework that is relevant to the job
- List any courses completed through community college, technical or vocational schools
- Include education, training, professional development, or continuing education in the education section and consider organizing by topic area

Example Education Section 1: Minimal Education Beyond High School

This example shows coursework by topic area.

Education and Training

Information Technology and Management

Spreadsheet Skills Course, Harrisburg Community College	Spring 2006
Information Management Course, University of Phoenix Online	Fall 2005

General Business

Corporate Financial Analysis, Business Series Webinar	Fall 2005
Basic Accounting Course, Harrisburg Community College	Spring 2004

Chesapeake High School, Anytown, USA May 2001

Elective Coursework Business Concentration: Business Finance, Economics, Accounting, Management, Data Management

Job seekers with **some college completed:**

- Emphasize coursework completed toward a degree and number of credits completed
- Include honors, significant courses, major papers
- Consider listing other training in the education section

Example Education Section 2: Some College and Specialized Training Completed

This example highlights some more recent job-related training over the college coursework completed. Depending on the relevance of additional training (e.g., if this person is applying to a job requiring project management), it may make sense to list it first.

Education and Training

GovGrad School

Project Management, 3 CE credits

Spring 2005

Managing People and Work Teams, 3 CE credits

Spring 2004

Fargo Community College, Fargo, ND 58102

2001 - 2003

Completed 45 semester hours toward Associate of Arts in Business Administration

GPA: 3.10

Significant coursework: Business Finance, Economics, Accounting, Management, Data Management

Job Seekers who are **college graduates**

- Emphasize your college degree
- Include honors, awards, scholarships, GPA, significant courses, major papers or thesis, and assistantships
- Separate formal education from professional development or continuing education

College graduates with experience should balance education and experience emphasis. Consider what is most related to the target job.

Q. Should I put my education or experience first on my resume?

A. It depends. Some resume building software, like the USAJOBS®, Resume Builder, automatically list education after experience. If you are creating your own resume, consider what you want to emphasize.



Example Education Section 3: College Graduate with Specialized Training Completed

This example shows a college degree with relevant coursework listed. It also highlights specialized job-related training, but was placed in an additional section labeled *Specialized Experience and Professional Development*.

Education

Bachelor of Science in Business Administration

Graduated May 2003

University of Virginia, Charlottesville, VA

Major, Finance

Graduated Cum Laude, GPA 3.65

Fulbright Scholar

Relevant Coursework:

General Business: Business Communications, Business Law

Finance and Accounting: General Finance, Global Finance, Accounting

Economics: Macroeconomics, Microeconomics, Economic Analysis, Money and Banking, Econometrics

Human Resources: Personnel Management, Performance Appraisal, Compensation, Organizational Design

Specialized Training and Professional Development:

GovGrad School

Administrative Information Management, 3 CE credits

Spring 2005

Software and Spreadsheet, 3 CE credits

Spring 2004

7. Write an Optional Cover Letter

Cover letters are optional, but can be value-added if written effectively. Use the cover letter to highlight strengths above and beyond what is in your resume. Below is a basic template for a cover letter.

Tips for cover letter writing:

- Be concise, yet sufficiently detailed to stress the points important to the target job.
- Personalize to each job; consider how your credentials relate to the target job
- Emphasize your strongest credentials
- Keep it simple
- Inform reviewers of material enclosed (e.g., resume, transcripts)

Basic Cover Letter Template

June 30, 2012
Office of Human Capital Address
Dear _____:
Enclosed please find my _____ for the job of _____.
My relevant experience for the job includes (3-5)
_____.
_____.
_____.
I believe I would be an asset to your organization because (3-5)
_____.
_____.
_____.

USAJOBS® Resume Builder

USAJOBS® *Resume Builder* is a tool that allows you to build a resume within USAJOBS®, and is formatted to ensure that you have all of the basic information required by Federal agencies for your application. USAJOBS® also allows you to upload your own document to your account.

For more information and for a tutorial on the USAJOBS Resume Builder, visit:

https://help.usajobs.gov/index.php/Main_Page

5.11 Federal Interviewing

There are a few things that you should know about interviewing with the Federal Government before you attend your first interview:

- Most interviews are behavioral.
- Most agencies use panel interviews. A panel interview means that several people will be asking you questions at the same time.
- It is important to review the vacancy announcement and your resume prior to the interview and to bring them with you.

- Practice answers to anticipated questions based on the content in the vacancy announcement.
- The Government uses competency-based structured interviews, which means that everyone who is interviewed will be asked the same questions so that interviewers can compare notes on candidates.
- The interviewers will need to document their decisions, so they may take extensive notes. You may find that you are speaking to a group of people who are not looking at you, but are writing down their responses. Don't let that worry you.
- If you take notes during your interview, the interviewers will take your notes and make them part of the interview record. This is done to ensure fairness in the interview process and prevent the leaking of interview questions to other candidates.

5.12 Getting the Offer

Summarize how the Government extends an offer of employment.

If all goes well, you should receive a call notifying you of an offer to begin work with the Federal Government. First, you will receive the call from a HR professional extending you an offer based on the grade level as described in The Vacancy Announcement.

Grades Have Steps – 1-10

Even though you are being extended an offer for a GS 9 position for example, you will be starting at Step 1.

Each step you move up within the grade means more money for you. For example, GS 9 Step 1 is worth \$50K, but you can request a GS 9 Step 4 to get \$55K.

When you first join the Government you can negotiate a salary within the steps but not outside of the grade listed in the announcement (except in rare cases).

In order to effectively negotiate for a higher step level (and they will almost always offer you Step 1), you must be able to justify why your experience and qualifications should be considered in your starting pay. For example, if you know that the civilian marketplace offers a certain level of pay for your skills and experience, you can offer that information to support your position.

Section 6: Skilled Interview

Preface

All of the activities that have been completed in the preceding sections create a solid foundation for meeting with potential employers. This section will discuss the best practices to prepare for an interview, how to answer and ask questions during the interview, and the follow-up steps to an interview.

Objectives

Participants will have knowledge about these topics:

- Summary of the Hire Process
- Types of Interviews
- Interview Stages
- Introductory Stage
- Employer Questions
- Answer Questions
- Candidate Questions
- Closing Stage
- Prepare for the Actual Interview
- Communication in the Workplace
- Listening Skills
- Employment Tests
- Find Information about a Potential Employer
- Interpret Body Language
- First Impressions
- Follow-Up after the Interview

6.1: Summary of the Hire Process



These are the steps you will most likely experience during your job search:

First contact: This is the first time you communicate with a representative of the company. This may be through email or by phone. At this point an appointment is set for the next phase of the interview process.

Phone interview: You may have one phone interview or many. This may also be done over the internet through chat, VoIP, or video. Most of these interviews run from 20 minutes to 2 hours depending upon many factors, such as time available for the interviewer and how well the interview seems to be going.

Face-to-face interview: You may have one of these or many. These interviews are in person, often at the work site, and can last anywhere from 30 minutes to several hours.

Employment Tests: Whether or not you will take an employment test depends on the company and type of job. The type of employment test also depends on these same factors. Types of employment tests include:

- Demonstration
- Personality
- Key Board
- Work Samples
- Physical
- Agility

Reference checks: Businesses/Organizations are becoming more diligent about verifying your references, so be sure references are prepared to represent you positively. References will be questioned based upon professional experience or personal character. (See Section 4)

Background checks/drug screens/credit checks: More companies are performing background checks; if there is something on your record that may be a flag for the employer, be sure to address it either on the phone or the in-person interview(s).

Drug screens are a reality, and if you have concerns about being able to pass a drug screen due to prescription medications, be sure to let a prospective employer know ahead of time.

More employers are also verifying **educational credentials**. Be clear about your accomplishments, and whether or not you have a degree or certification or simply took classes.

Financial or credits checks are also used by some employers as a screening tool. If you are aware of an issue on your credit report, inform the employer upfront. For example, while you were serving in Afghanistan, a payment or two was not sent or arrived late. Some employers want to know how you handle credit, and if you run into financial difficulty you take appropriate actions to correct the problem.

Many employers check a candidate's **criminal history**. If you have concerns about being able to pass a criminal history screening, be sure to let a prospective employer know ahead of time. This can be communicated through a Letter of Explanation. See Appendix F for a sample letter.

It is appropriate to ask about background checks, drug screens and other checks or screens during the phone interview or the face-to-face interview. The better the

rapport that you develop with the hiring manager, the more likely mitigating circumstances will be allowed.

Social media check: Employers are checking your online postings to verify character, experience, and other factors. It is important to set appropriate privacy settings and to post only those photos and comments that represent you in a positive and professional manner.

Offer/negotiation: The employer extends an offer and negotiations take place.

The hiring process can take days to several months, depending on the job and situation. If you make it all the way through the process and do not receive a job offer or are unable to negotiate a deal that you feel fairly compensates you, maintain a positive attitude. This is part of the process.

6.2 Types of Interviews

The purpose of all interviews is to find the right person for the job and conversely for individuals to find the appropriate company and job fit. Interviewing is a two-way process and it is important for both sides to understand best practices.

A company's determination to fill a position is based on any number of factors, the most common being:

- Skills
- Interest
- Attitude
- Understanding of the job
- Motivation
- Cultural fit

Companies use various methods to conduct interviews. Throughout this process you may complete several rounds of interviews. So be prepared to meet and interview with any company more than once. A brief description of common interviewing methods is below:

Face-to-face

With this method you will meet with one person at a time. The interviewer may be the person who will be your supervisor or manager.

Panel or Committee

This type of interview has two or more interviewers sitting on a panel or committee and may include HR, the hiring manager, the supervisor, and/or a team lead. This interview will involve answering questions from multiple people; because it is in front of a group this could add significant pressure.

Meal Interview

Whether breakfast, lunch, dinner, coffee or drinks, these interviews are a little more intimate and can be part of hiring for a sales person or an executive within a company. These interviews are meant to observe you outside of the formal work environment. Due to the seemingly casual environment, it is easy to get comfortable, so be on the alert to answer in a professional way. Should you find yourself in one of these interviews, be mindful of the foods you order (not too pricey or messy), and avoid ordering alcohol, even if the interviewer orders a drink first.

Group

This method brings in many people at once and can be more of a presentation about the company and the type of challenge you will encounter on the job. You may be called for a face-to-face or panel interview after the group session.

Stress

This type of interview is unique to a few types of jobs. The goal is to put you in a stressful situation and see how you perform under pressure. Positions that may use this tactic include:

- Law Enforcement
- Air traffic controllers and other positions in high-pressure work environments
- Intelligence jobs and other positions that deal with highly sensitive information
- Sales

Phone Interview

A phone interview or screening can occur unscheduled or scheduled. Many times this type of interview happens before the next stage of interviewing; it will verify your basic qualifications for the position as well as phone skills. Below is a list of suggestions to gear up for success when you have a scheduled phone interview:

- Be in a quiet place where you can concentrate
- Have all of your company, industry, and job research materials handy
- Identify one point about your research you intend to mention during the interview to demonstrate your understanding of the business
- Get up and get dressed for work (no pajamas) because it creates a professional attitude that is not visible but comes through your manner over the phone
- Have your questions prepared to ask the interviewer
- Be prepared to take notes (pen and paper, computer, voice recorder, etc.)
- Smile—your smile will impact how your voice inflections communicate over the phone

Other Types of Interviews

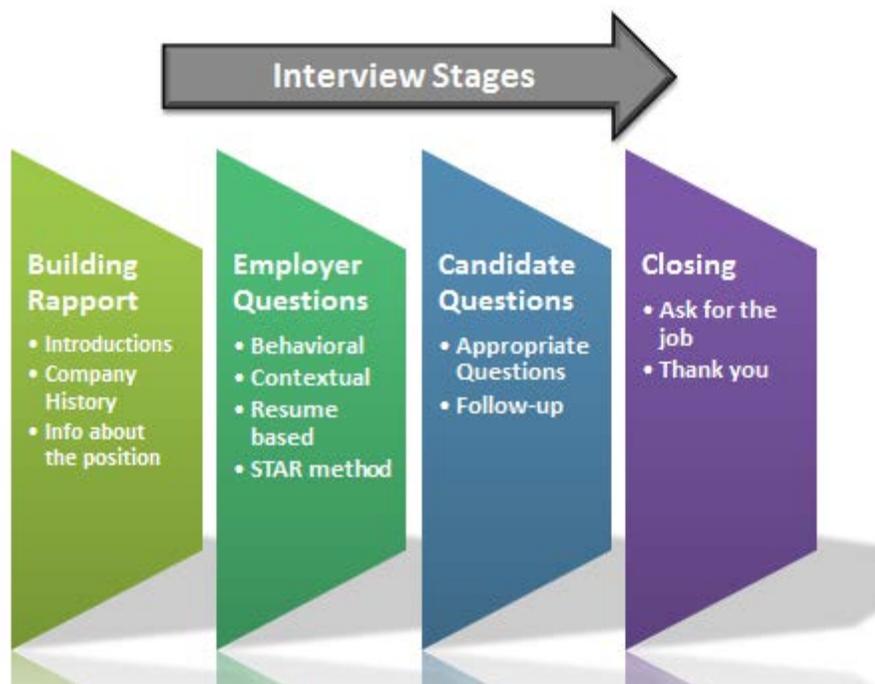
Technology allows for many different types of interviews, including a video interview or teleconference. Some of these may take place in a conference room or studio either on or off the company worksite. Some may be over computer technology such as VoIP, Skype or OoVoo. Dress professionally for the interview as if you were meeting face-to-face. Look at the camera, so that it appears you are addressing the interviewer. If you have control of your environment, here are some considerations:

Background: Be sure that you have a professional and uncluttered background.

Lighting: Be sure your face is adequately lit: do not sit in front of a window, unless you have a light source balancing the light from the window.

Noise: Be sure you are in a quiet room with no distractions, such as cell phone on silent, pets, children, etc.

6.3 Interview Stages



Most interviews break into four stages. The more you understand each stage, and what is expected of you, the better your chances of being selected.

6.3.1 Introductory Stage

The interviewer forms an initial impression that can contribute to acceptance or rejection. The decision to hire is not made at this stage, but it begins here. Remember, you never get a second chance to make a first impression.

Build rapport. This is the stage you introduce yourself to the employer and find common ground. Remember research you have done and be aware of your surroundings. Notice items in the office or conference room to identify related interests or other subjects for small talk to break the ice. Smile, offer a firm handshake and do not sit until the interviewer does or until he or she asks you to. Maintain eye contact. By the time you sit down, you have already started to build rapport with the interviewer.

Personable Introduction

When meeting someone for the first time:

- Make eye contact
- Smile
- Shake hands firmly
- Note name and job title of person
- Make small talk, but stay away from subjects such as politics, controversial current events or topics that people tend to have strong opinions about

Project Enthusiasm, Confidence and Respect

The goal is to project enthusiasm, confidence and an attitude of respect—no matter who you are meeting. From the gate guard to the executives, everyone is important to your success.

Pay Sincere Compliments and Be Gracious about Receiving Them

When appropriate give a sincere compliment regarding the company, be specific. For instance, mention how friendly the administrative assistant was, or how nice the building is, or thank the interviewer for providing effective directions to the office. Many times, you will receive a compliment in return. If someone compliments you, graciously say thank you rather than brushing it off or negating it. This can communicate confidence, gratitude, and make the compliment-giver feel validated.

6.3.2 Employer Questions

The interviewer tries to determine how well your attitude and skills fit with the company image and work culture. The interviewer is trying to match your specific skills and abilities to the job. This is when the interviewer has the opportunity to ask a variety of questions to gauge the individual's qualifications for the role and the workplace.

Types of Interview Questions

There are a few types of interview questions you will encounter during your job search. These types of questions will be the basis of your preparation for interviewing.

Traditional Interview Questions

Traditional interview questions are broad-based. The candidate's success or failure is determined on their ability to communicate clearly and openly. In general, employers are looking for the answer to three questions:

- Does the candidate have the skills and abilities to perform the job?
- Does the candidate possess the attitude and work ethic the employer expects?
- Will the candidate be a team player and fit into the organization?

Here is a list of several traditional interview questions. To find more examples of questions, simply type "interview questions" into your favorite search engine. It is in your best interest to practice answering these questions several times. You will be expected to answer them in a professional manner.

Traditional Interview Questions

- What do you know about our company?
- Where do you see yourself in five or ten years?
- What motivates you to do a good job?
- What is your greatest strength?
- What is your biggest challenge?
- Would you rather be liked or feared?
- Do you have any questions?
- Describe yourself, or tell me about yourself.
- Why did you decide to interview for this position?
- What motivates you?

- Why should I hire you?
- Are you a team player?
- What do you know about our organization?
- What do you look for in a job?

Behavioral Interview Questions

These questions request descriptions about how candidates have behaved in a past situation. The answers are considered to be predictors of how candidates might behave on the job. Behavioral questions are more probing, and more specific than traditional interview questions.

Behavioral Questions

- What is an example of a goal you reached and tell me how you achieved it?
- Can you describe a decision you made that was unpopular and how you handled implementing it?
- Have you had to convince a team to work on a project that members did not want to do? How did you handle it?
- How have you handled a conflict situation with a co-worker?

Behavioral Interview Question Categories

Adaptability	Communication	Detail orientated
Ambition	Conflict resolution	Employee development
Analytical thinking	Customer orientation	Flexibility
Building relationships	Decision making	Follow-up and control
Business systems thinking	Delegation	Initiative
Caution		

Hypothetical or Situational Interview Questions

Hypothetical/situational questions present you with a scenario that could happen. Example questions are:

- If you were busy meeting a deadline and a co-worker asked you to help make copies, what would you say?
- If one of your supervisors advises you to enter more sales contacts than you actually made, what would you do?

6.3.3 Answer Questions

Most interviewers use a standard set of interview questions. These questions relate to how your skills, knowledge, training, and work experience fit job and company. Unfortunately, many job hunters do not prepare their answers to these typical interview questions. As a result, candidates may not present their strongest skills and qualifications.

Best Practices

1. Keep your answers brief, but be certain you answer the questions thoroughly.
2. Use evidence, specific examples, data and anecdotes to illustrate your points.
3. Think about your answer before you start to speak. It is okay to pause and collect your thoughts, and then give your answer. Try to relate your response to the position for which you are applying by using keywords from the job posting.
4. Remember, most questions have more than one purpose. As you develop your answers, think about the match between your skills and the company's needs.
5. Every chance you get, explain how you would go about doing a job rather than just saying you can do it.
6. Do not volunteer information you are not asked for -- you might talk yourself out of a job.

Inappropriate/Illegal Questions

Questions concerning your family responsibilities, age, health or other personal information could be inappropriate or illegal, but you need to be prepared to effectively manage them. (Section 3.5) You may refuse to answer but a better response could be:

"How does that relate to the position?... I would be happy to answer the question."

EXERCISE: Practice Answering Questions

You can improve your chances for success if you practice answering questions.

Read the following questions and the coaching guidelines in parentheses.

Write down your own personal answers, using the STAR method—Situation Task Action Result (from Section 2)—as much as possible.

Practice answering these questions with a partner.

1. **Tell me about yourself.** (Talk for approximately two minutes. Be logical. Be positive. Relate what you say about yourself to the job. Show some of your personality.)

2. **Why are you leaving your current position? Why did you decide to leave the military?** (This is a critical question. Do not bad mouth your former employer or service branch or previous supervisors. Remember, the person you are talking to may have served in the military or may have a child, spouse or sibling currently on active duty. It is good to state that after long personal consideration you and your family have decided it was time to consider opportunities in the civilian workforce.)

3. **What do you consider your most significant accomplishment?** (This can get you the job. Prepare extensively. Tell a two minute story, which includes details and your professional involvement. Describe an accomplishment that was truly worth achieving. Include hard work, deadlines, overcoming obstacles, important company issues and relations with coworkers.)

4. **Why do you believe you are qualified for this position?** (Pick two or three main factors about the job and about you that are most relevant. Discuss for two minutes, with specific details. Select a technical skill, a specific management skill (organizing, staffing, planning) and a personal success story.)

5. **Have you ever accomplished something you did not think you could?** (Show you are goal orientated, have a strong work ethic, personal commitment and integrity. Provide a good example where you overcame numerous difficulties to succeed.)

6. **What do you like / dislike about your current position?** (Interviewer may be trying to determine your compatibility with the open position. Avoid complaining about your dislikes and keep the answer positive.)

7. **How do you handle pressure? Do you like or dislike these situations?** (High achievers tend to perform well in high pressure situations. Conversely, this question also could imply that the position is pressure packed. If you perform well under stress, provide a good example with details, giving an overview of the stress situation. Try to relay the situation as a challenge rather than focusing on your ability to handle pressure. The interviewer will see you turn a negative into a positive situation.)

8. **Good employees can take the initiative and get the job done. Can you describe yourself in terms of this statement?** (A proactive, results-oriented person does not need constant supervision. To convince the interviewer you know how to take initiative you must describe a situation in which you were self-motivated. Try to discuss at least one example in-depth. Demonstrate a strong work ethic and creativity.)

9. **What is the worst or most embarrassing aspect about your career? How would you have done things differently now with 20/20 hindsight?** (This is a question to find out if you are introspective and if you learn from your mistakes. The right answer indicates an open, flexible personality. Do not be afraid to talk about negative results or problem issues, particularly if you have learned from them. Dynamic, high-performance individuals learn from mistakes. End your story on a positive note.)

10. **How have you grown or changed over the past few years?** (To discuss this effectively is indicative of a well-balanced, intelligent individual. Maturation, increased technical skills, or increased self-confidence are important aspects of human development. Overcoming personal obstacles or recognizing manageable challenges can make you an approachable and desirable employee.)

11. **What do you consider your most significant strengths?** (Know four or five key strengths. Be able to discuss each with a specific example. Select those attributes that are most compatible with the job opening. Most people mention management

ability or good interpersonal skills in response to this question. If you cannot describe the specific characteristics of management, such as planning, organizing, budgeting, staffing, etc., do not say you have strong management skills. If you mention interpersonal skills you should be able to clearly explain what you mean.)

12. **What do you consider your most significant challenge?** (Show by specific example how a weakness can be a learning opportunity. Balance any negative with a positive statement identifying how you are overcoming this weakness. Avoid challenges that concern addictions, anger management outbursts, or violence.)

Additional Questions

- What kind of work are you looking for?
- What can you do for us that someone else can not?
- What things about your previous jobs have you disliked?
- What goals have you set recently?
- Where do you expect to be in five years?
- What do you think of your supervisor?
- What does your supervisor think of you?
- What do your subordinates think of you?
- How did previous employers treat you?
- What is your management style (democratic, team player, etc.)?
- Would you describe a few situations in which your work was criticized?

- What are your two biggest accomplishments in your:
 - Present or last job
 - Career so far?
- How long would it take you to make a contribution to our company?
- What do you expect as a starting salary?
- Tell me about yourself:
 - Are you creative?
 - Are you analytical?
 - Are you a good manager?
 - Are you a leader?
- I have interviewed several people with more experience. Why should I hire you instead of them?
- What jobs have you held? How did you get them and why did you leave?
- Why did you choose your field of work?
- How do you spend your spare time?
- What personal characteristics do you feel are necessary for success in your chosen field?
- Do you prefer working with others or by yourself?
- What kind of boss do you prefer?
- Can you take criticism or feedback without getting upset?

The more you practice answering interview questions, the better you become. Imagine how much better your interview will be when you are prepared.

EXERCISE: Negative to Positive Reframing

1. Write down three weaknesses that could affect how well you perform at work.
2. Working with a partner for each of the three weaknesses you identified, take turns telling your partner what you learned from the situation and how your life is different in a positive way.

Guidelines for Salary Questions

- Do not mention money or benefits until the interviewer brings it up, or until an offer has been made.
- Give the amount as a range, for example \$40,000 to \$45,000 rather than saying \$42,000. A range gives room to negotiate.
- You can find out a realistic salary from researching the occupation. One resource for information might be the local one stop center.
- Sometimes an employer will bring up salary early in an interview. If you are not ready to discuss this question here is an example of what you could say:
“Before I can give an answer to the salary question, I would like to know more about the position.”
- If possible, wait until you find out about the benefits and are offered the job before you answer questions about salary.
- If an employer asks you about the minimum salary you will accept, do not give a figure that will either be too high or too low.

Here are some ways you can answer the question about minimum salary:

“What is the range for this position?”

“I am interested in receiving the market rate for my experience and skill sets.”

6.3.4 Candidate Questions

The interviewer is trying to determine your level of interest in the job and your degree of knowledge about the company. This is the time to clear up uncertainties. During a job interview, you will be asked questions about your work experience, education, and goals. Your answers and the nonverbal messages you send determine the impression you make. However, interviewers also learn about you, and remember you, by the questions you ask. They often judge your thinking skills based on the kinds of questions you ask. Interviewers respect candidates who think about their choices carefully, and they appreciate knowing you have done your homework.

This is the point when you have the opportunity to ask two to three questions to gauge the organization's fit to your standards and criteria.

During the interview you will also be deciding if the company is a good place to work. Based on the answers to your questions, you will learn about the employer. Look for a match between the company and your goals, needs, and attitudes. The best questions show that you have done research about the company and, at the same time, get you information you really want to know. The following are three examples of this type of question. Of course, you will tailor each question to the company information and the job opening.

NOTE: Pay attention to the time left in the interview. Usually, the interviewer will invite you to ask questions during the last five to eight minutes of a one hour interview. So, when you have an interview scheduled, write out at least six questions you want to ask to help you get the information you need. Ask only the most important questions. If time is short, say something like: I had hoped to ask you several things, but as our time is short, let me ask the two questions that are most important to me.

1. What opportunities might I have to work in the _____ area?
2. What are the greatest challenges of this position?
3. Would you describe what a typical day on the job consists of?
4. Are there any questions that I did not adequately respond to?

Good questions can use information the interviewer shared with you earlier in the interview. For example, if the interviewer mentioned that the company plans to develop new products, you might ask how those plans will affect the job you are seeking.

Following is a list of suggested questions to choose from to ask during the interview.

1. What will my responsibilities be?
2. Where will I fit into the overall organizational structure?
3. What happened to the last person in this position?
4. Who will I report to?
5. Where does he/she fit into the structure?
6. Who will report to me?
7. What do you expect me to accomplish in the first six months?
8. Is there support for this operation or department or project from the top down?
9. What training do you provide?
10. When will you decide on the hire?
11. What are the promotion possibilities?
12. Where does the job fit into the organization?
13. What other positions would I interface with in the job?
14. How would you describe the work environment?
15. Do your employees work individually or as a team?
16. What career opportunities exist in the company?
17. What further education or training does the company consider important for my future progress?
18. What is the performance review process?
19. Is this a newly created position or has it existed for some time?
20. What are the department's goals for the year?
21. After having this discussion, do you have any concerns with my ability to do this job?

Best Practice:
write out five or six questions before the interview. Revise the questions for each interview based on your research. If a question gets answered before you ask it, choose another question from your list.

6.3.5 Closing Stage

If you are sure you want the job, make your intentions clear at this time. For example you could say:

“This sounds like a great place to work and I believe I can help your department exceed expectations. I would really like to have this job.”

This is also the point where, normally, you are informed that the interviewer appreciated you coming in and outlines what happens next. If the interviewer does not offer this information it is appropriate for you to ask:

- What are the next steps?
- Is it okay if I follow up on the position next week?
- When do you plan to fill the position?

Usually the hiring authorities for the position will confer before anyone is offered a job. So, do not expect a decision to be made about the position immediately.

Gracious exit: You thank the interviewer for his or her time. On your way out, say good-bye to anyone you see who may have helped you. Smile and be pleasant.

ACTIVITY: Mock Interview

Practice all stages of the interview process.

1. Use Appendix G when you are the observer.
2. Employer role: choose 5 questions to ask the candidate.
3. Candidate role: Practice interviewing with the employer from introduction to closing.

6.4 Prepare for the Actual Interview

There are several ways to prepare for interviewing with potential employers. In Section 2 you were introduced to Business Concepts – an on-going learning approach to how business works. You also learned how to research employers and how to use your network. In addition to those practices, there are some other skills that will help you to be more effective in your job search, your professional development, and in meeting your career goals. These topics are:

- Communication in the Workplace
- Employment Tests
- Research Employers for the Interview
- Dress for Interview

6.4.1 Communication in the Workplace

Communicating is taken for granted in most situations; however, just because we speak the same language, it does not always mean that we are communicating. There are several components to effective communication: verbal, non-verbal, and listening. We are covering these components as they relate to the interview process, although they are used in many applications in the workplace.

Using a direct approach will facilitate understanding. These are the factors that contribute to direct communication:

- Factual
- Descriptive, with details rather than generalizations
- Without bias or manipulative undertones (such as intimidation, threats, martyrdom)
- Without advice or directions
- Concise
- Clear about assumptions
- Structured to invite a response

6.4.2 Listening Skills

Listening to the interviewer is as essential as talking honestly and openly about your skills and abilities. Concentrate on what is being said and how it is said, rather than on how you are doing. By listening to the interviewer's statements, comments, and questions, you can get a better understanding of the organization and what it would be like to work there. Moreover, in some interview situations, especially managerial interviews, you will be evaluated on your listening skills.

Most people view listening as a natural process rather than a skill. People with this opinion unfortunately have confused the word hearing (a passive activity) with listening (an intentional act that requires skill). Active listening is a skill that allows for greater understanding in the communication process of meaning, perspective, and intentions. It emphasizes and acknowledges differences between speaker and listener and promotes healthy problem solving.

EXERCISE: Listening Self-assessment

Answer honestly; avoid over-thinking. This is an individual assessment. You will not have to share your scores with anyone.

1. Go through the list of statements in the Listening Skills Assessment.
2. Write in your rating on the 1-5 scale.

Listening Skills Assessment

For each statement below, rate yourself on a scale of 1–5:

Rating Scale: 1=Rarely, 2=Seldom, 3=Sometimes, 4=Often, 5=Most of the Time

Statement	Rating
I enjoy listening to people talk.	
I encourage other people to talk.	
I listen, even when I do not particularly like the person talking.	
The gender of the person talking makes no difference to how well I listen.	
I listen equally well to a friend, an acquaintance or a stranger.	
I put away what I am doing while someone is talking.	
I look at the person talking.	
I ignore distractions while listening to a person talk.	
I smile, nod my head and otherwise encourage the person to talk.	
I concentrate on what the person is saying.	
I try to understand what the person means.	
I seek to understand why the person is saying it.	
I do not interrupt the person talking.	
If the person hesitates, I encourage him/her to continue.	
I restate what the person has said and ask if I got it right.	
I withhold all judgments about the person's idea or message until I have heard all the person has to say about it.	
I listen regardless of the person's tone of voice, attitude or choice of words.	
I do not anticipate what the person is going to say—just listen.	
I ask questions to get ideas explained more fully.	
I ask for clarification of words I do not understand in their context.	
Total score	

Add up the point value of your ratings and score yourself as follows:

Assessment	Score
You have high listening skills	86–100
You are a good listener	71–85
You have an opportunity for improvement	50–70
It is time to work on this skill set in a focused manner	49 and below

Sharpen Listening Skills

Research shows most of us overrate our ability to listen. Following are some techniques and guidelines you can use to become a better listener – these are grouped under the concept of active listening.

Active listening involves:

- Seek information.
- Listen openly and seek other perspectives.
- Reframe, reflect and clarify. Paraphrase the interviewer's comments by restating the main idea or content to:
 - Check and clarify accuracy.
 - Let the interviewer know you understand.
 - Encourage more discussion.
- Acknowledge feelings without agreeing or disagreeing.
- Pay attention and do not tune out if you perceive the person to be unimportant. If distractions are a problem in an interview, you can control them in the following ways:
 - If the distraction is external, control it by focusing your concentration.
 - If the distraction is internal (inside your head), control it by reminding yourself to pay attention.
- Do not interrupt the speaker, even if you think you know what the person is about to say.
- Focus on key words, main ideas, and examples to help you retain important points.
- Ask questions if you do not understand what the interviewer is saying or asking.
- Always ask the interviewer's permission before taking notes.

6.4.3 Employment Tests

Some companies give employment tests as part of the interview process. The tests usually are related to aptitude, basic skills, or attention to detail. The tests help the employer determine if you are likely to be a good fit with the company can do the job.

Usually your test scores will be in points that are added into a total rating score that is based on your resume and cover letter, your references and your interview. Examples are:

- Keyboard
- Work Samples
- Physical Agility
- Personality

The following is a set of suggestions to use as you take employment tests. Read and consider each suggestion:

1. Read and/or listen to directions carefully.
2. Take the tests seriously.
3. Try to relax while taking the test.
4. Skim the entire test before you start.
5. Read each question before you begin to answer it.
6. Ask if there is a penalty for guessing answers you are not certain about. In general, if there is a penalty, do not guess unless you can narrow the answer to one of two possible choices.
7. If the test is timed and many are; ask if accuracy or completion is more important.
8. Write your answers clearly. You cannot get credit for anything that is not readable.
9. Use your time wisely. Do not linger too long on any one question. If you do not know the answer, skip to the next item.

6.4.4 Find Information about a Potential Employer

It is imperative that you research the employer prior to your interview. The interviewer will expect that you know about the company and be able to describe some basic information about their business. In Section 2, we discussed where you could go to find information about a potential employer.

Make a list about what you want to know about a potential employer before you begin researching the company. You will want to know basic information such as:

- History
- Culture
- Diversity
- Business goals
- Community involvement
- What is the mission of the organization?
- Where is the organization's headquarters located? Does it have additional locations? Where?
- Is the company privately owned or publicly traded?
- What are the notable accomplishments of the organization?
- What projects/divisions of the organization exist?
- What is the organization's primary product or service?
- Who are its clients?
- Chief competitors
- What is the size of the organization?
- How many employees?
- What financial information such as budget, revenue and funding sources can you identify?
- Benefits and advancement opportunities

There are numerous ways you can get information about employers:

1. Use an Internet search engine to find information by typing the company's name. Then add the word review to your search and look again. The reviews from potential customers could be insightful.
2. Look through print media to see if you can locate further information.
3. Check sites like **glassdoor.com** which has information on thousands of companies, salaries, reviews, etc.
4. Request a copy of the company's annual report. (For a publicly traded company, these are available on the company website.)

5. Contact anyone you know who works for the potential employer or does business with them. Ask them if they know anyone who works for them or who does business with them.
6. Check blogs and forums.
7. Use social media to contact people who work there and ask if it is a good place to work.
8. Use **SimplyHired.com** and login to your **LinkedIn** account through the site link. This will allow you to identify any possible connections to company employees.

6.4.5 Interpret Body Language

The interviewer will judge you on how you look and how you act, not just on what you say. Your actions, manner, and appearance add up to your body language. These cues give nonverbal information about your work-related skills, attitudes, and values. In fact, nonverbal communication is as important as verbal information in determining who gets hired.

6.4.6 First Impressions – Dress for Interview

First impressions matter, whether meeting someone at a social event or interviewing for a job as well as when you start a civilian career.

You should look your best when you go to a job interview. Dress one step above the dress required for the job. You only get one chance to make a first impression, so make it a good one. Remember, first impressions are formed when the interviewer first sees and greets you. You need to look professional, confident, and competent.

To help you decide what to wear to an interview, visit the company and notice what people are wearing. Make sure your interview clothes are appropriate for the job you are applying for and for the location of the interview. Do not wear a suit to an interview at a construction site, and do not wear jeans and a sport shirt to an office setting. You will find differences in the way people dress depending on the industry they work in and/or geographic locations. It is always better to be over-dressed than under-dressed for any interview.

Think ahead to the interview. If there is a possibility you will be required to perform a task, make sure you are prepared. For instance, if you are applying for a job as a welder, you may be asked to demonstrate your skills on the spot. You should have your work clothes and tools available at the interview.



The moment an individual sees you, he or she evaluates your:

- Clothing
- Hairstyle
- Grooming habits

If you are attending a networking event, or an interview where you are directed to wear business casual attire, you will need to know what is appropriate. Business casual is generally a knee-length skirt or slacks, a blouse and dress shoes for a woman and a pair of chinos/khakis and a polo shirt for a man.

Dress for Interview—Men

Use the following list to check yourself prior to an interview. You may want to seek an opinion from someone in the field in which you are interviewing.

1. Hair should be trimmed above ears. Have a clean shave. If you have a beard or a mustache, be sure to trim neatly.
2. Wear glasses with up-to-date frames and clear lenses. Do not wear sunglasses with dark tints or mirrors.
3. Wear no more than one ring on each hand and a watch. Do not wear any other jewelry such as bracelets, necklaces or earrings.

Depending on the position you are applying for wear:

- A dark suit, black, navy blue or gray, single breasted; white or pinstripe dress shirt and conservative patterned tie
- Navy blue or gray jacket; coordinated gray, tan, or charcoal slacks; white or pinstripe dress shirt and conservative tie
- White, pastel, or pinstripe dress shirt and conservative tie; coordinated navy blue, gray, charcoal, or brown slacks
- Plain sports shirt; coordinated navy blue, gray, charcoal, or brown slacks.
- Clean sports shirt and clean casual pants
- Tip of the tie should come to the top or center of belt buckle
- Belt should show no signs of wear or weight gain/loss; should match shoes
- Nails should be cut short, filed and clean
- Wear black or brown shined shoes with dark socks. Work boots may be appropriate for some job interviews. No loafers or tennis shoes.
- No aftershave, cologne, strong smelling deodorants, and no smoking
- Carry a good leather or leather-like portfolio or slim briefcase
- Visible facial piercings and tattoos still carry a stigma; you may choose to remove jewelry/hardware from piercings and cover tattoos for the interview

Dress for Interview—Women

Use the following list to check yourself prior to an interview. You may even want to seek an opinion from someone in the field in which you are interviewing.

- Clean hair, styled or tied back and professional.
- Makeup should be simple. Avoid bright colors or too heavy an application.
- Wear glasses with up-to-date frames and clear lenses. Do not wear sunglasses with dark tints or mirrors.
- Simple earrings, a pin or a necklace and a watch; no more than one ring per hand; no more than one bracelet.

Depending on the position you are applying for, wear:

- A seasonal dark business suit in solid color or conservative pattern with tailored skirt; blouse in a complimentary solid color such as white, cream or pastel; skirt should cover the knee when seated.
- Jacket in solid color or pinstripe; coordinating blouse and tailored pants in appropriate length.
- Tailored dress in solid color or conservative print or pattern and appropriate length.
- Tailored blouse, preferably with long sleeves, in white, cream or pastel; coordinating tailored skirt in solid color or conservative print or pattern and appropriate length.
- Nails should be short to medium length; manicured with light or clear polish.
- Medium heel pumps, no open toes or backs; no nicks in heels; do not wear flats.
- Stockings or panty hose in nude or beige always--even in the summer.
- No perfume, cologne, strong-smelling deodorant, and no smoking.
- Any bags or briefcases brought should be black or brown, professional in nature (no backpacks), clean and orderly. For women, carry either a purse or a briefcase, not both.
- Avoid any clothing that may reveal cleavage.
- Visible facial piercings and tattoos still carry a stigma. You may choose to remove jewelry from piercings and cover tattoos for the interview.

Keep in mind that appropriate dressing and grooming are critical to making a good first impression. These guidelines will help you make a good first impression in the interview but also during networking and after you are hired.

Non-Verbal Checklist	
Dress for success by following the grooming guidelines. The way you look is the first nonverbal message you send.	
Offer a firm, warm, whole-hand handshake. Shake hands with both men and women the same way	
Make eye contact with the interviewer. Many interviewers use your eye contact to look for enthusiasm, sincerity, and for possible inconsistencies in your responses. If you use natural eye contact, the interview will become more like a conversation between acquaintances.	
Sit up straight, but not stiff, and lean forward toward the interviewer, ever-so-slightly. Good posture will help you listen and make you look interested	
Use natural gestures. If you normally use your hands to gesture as you talk, do so in the interview. Gestures help you relax and convey enthusiasm. Caution: Avoid nervous gestures such as drumming your fingers, playing with a pencil or cup of coffee, jingling the change in your pocket, tapping your foot, etc.	
Speak clearly, and not too fast. Allow your volume to rise and fall and pronounce words clearly. Use good grammar and think before you speak. The interviewer will assess your communication skills based on how clearly you express yourself.	
Your face conveys your attitude, and reinforces what you say. Avoid frowning, except for emphasis. Smile naturally.	
Remain attentive and eager to listen. Reinforce the interviewer's comments with nods.	
Notice the nonverbal cues of the interviewer. The interviewer's facial expressions will let you know how well they are listening. If the interviewer is not attentive, shorten your answers, use an example, or ask a question	

6.5 Follow-Up after the Interview

Thank You Letter

Write a thank you letter soon after the interview, the same day is best. You can hand write this letter. It is a good way to add anything you forgot, or wish you had said in the interview. You can reinforce important information you provided in the interview, state your interest in the job, and/or can let the employer know you appreciate their time. Two sample thank you letters you can use as models follow:

Sample Thank You Letter #1

<p>February 2, 20XX</p> <p>Mr. Thomas Williams, President Washington Mutual Bank 1111 Washington Street Los Angeles, CA 95999</p> <p>Dear Mr. Williams:</p> <p>Thank you for the opportunity to interview with you yesterday. The information you shared with me about Washington Mutual Bank is helpful in understanding the impact of loan officers to your overall mission. I am excited about the possibility of applying my education and experience to this position with your bank. The expansion and public lending plans are especially intriguing, and I look forward to helping the bank enter the new market.</p> <p>If I can provide you with any additional information, please let me know. I look forward to hearing from you soon.</p> <p>Sincerely,</p> <p>Charles Henderson 1111 E. Hollywood Boulevard Los Angeles, CA 95999 (916) 999-9999</p>

Sample Thank You Letter #2

February 2, 20XX

Judy R. Smith
110 Main Street
Denver, CO 80211
(916) 999-9999

Ms. Martha Anderson, President
Carrington Cable Corporation
5555 Cable Boulevard
Los Angeles, CA 95999

Dear Ms. Anderson:

Thank you for the interview this afternoon. I appreciate your time and consideration.

The Cable Installer position we discussed sounds like a good fit with my skills and experience. I feel that I could make a valuable contribution to CCC.

I look forward to hearing from you next Thursday.

Sincerely,

Judy R. Smith

Best Practices to Remember During Any Interview

1. Be positive
2. Show enthusiasm
3. Keep answers brief
4. Keep topics business related and professional
5. Listen more than you talk
6. Do not interrupt
7. Take a moment to pause and think about your answer before speaking
8. Be humble but confident
9. Be aware of verbal and nonverbal interaction
10. Follow grooming directions
11. Use voice expression
12. Link skills and accomplishments to position
13. Practice answers
14. Research the company/industry
15. Ask informed questions about the job and the company
16. Research average salary
17. Emphasize you want the job and are willing to make a commitment
18. Consider how you present yourself; think before you speak
19. Ask for the job

6.6 Update ITP

Section 7: Interview Post-Analysis

Preface

If you didn't receive a job offer, or an offer for continuing in the interviewing process, it is appropriate to analyze why you didn't get the job. If you do receive a job offer, you will evaluate and review the terms of the offer to ensure that this job is a good fit. It is acceptable to negotiate various parts of some offers to agree on the best compensation package and work requirements to meet everyone's needs.

Objectives

Participants will be able to:

- Evaluate the Interview—Continuous Improvement
- Evaluate Job Offers
- Negotiate Job Offers
- Communicate Your Decision to the Employer

7.1 Evaluate the Interview—Continuous Improvement

Every interview is an opportunity to improve your interviewing skills. You can also maximize your potential for success in every interview. To help learn from your experience and to increase chances for success, take a few notes about:

1. What you did (arrive early or late, spoke to the administrative assistant, etc.)
2. How you answered questions (STAR method, thoughtfully, rushed, arrogant, etc.)
3. How you contrasted or blended with the culture (clothing choice, mannerisms, word choice, etc.)
4. What additional questions you had about the business
5. How you feel about your performance, the company, the interviewer

Record these notes right after each interview. Your notes will be most useful if you take them while the interview is still fresh in your mind. Use the Post Interview Checklist on the following page. These notes will help you in two ways:

1. If you are called for a second interview, you can easily review what went on in the first. If you note what you wore you can dress appropriately for the second interview as well.
2. If you do not get the job, you can review your interview performance and improve it for the next time.

Post Interview Checklist	Date of Interview:
Company Name:	Date to Call Back:
Interviewers Name:	Date of Decision:
Was I on time?	Yes___ No___
Did I dress appropriately?	Yes___ No___
Do I need to send additional information? <ul style="list-style-type: none"> • resume or application • reference list/letters of reference • work samples 	Yes___ No___ Yes___ No___ Yes___ No___
Did I give a positive indication of my interest in the job? Did I ask for the job?	Yes___ No___
Did I mention who referred me?	Yes___ No___
What was the interviewer's general impression of my resume?	
What was discussed the most?	
What did the employer seem particularly interested in?	
What questions did I have the most difficulty answering?	
What questions did I answer most effectively?	
What further information did I obtain about the company by asking questions?	
What can I do to improve my performance?	

The Most Damaging Interview Mistakes

In surveys conducted asking recruiters, headhunters and hiring managers about mistakes interviewees commonly make, some of the most frequent responses have been:

Dressing inappropriately	51%
Badmouthing a former boss	49%
Appearing disinterested	48%
Arrogance	44%
Insufficient answers	30%
Not asking good questions	29%
Not sending a thank-you note after the interview	12%

Source: CareerBuilder

Rejections are part of the process so try not to get discouraged. You can learn from every interview how to improve your interview skills. This is important to improve your chances for success and to maintain appropriate self-confidence.

Rejection Analysis

Look at the following list of reasons for rejections, and think about how many of them are in your control and how many are not within your control.

Reason for Rejection	Solution
1. You are overqualified and the interviewer believes you will not stay with the company	Be sure your resume is targeted to the position you are applying for and practice answering questions about over-qualification.
2. The company decides not to hire anyone, or hires someone with more experience	Many times you will not know this information, and other times you will be notified that the position will not be filled.
3. They hire from within the company	Many companies hire from within and conduct interviews to ensure due diligence in their hiring practices.
4. Your style does not fit the style they want	Conduct additional company research for future interviews and target your resume and interview to be most responsive to your target company.
5. Poor manner and self-presentation, ranging from being arrogant to a poor handshake.	Work with the State Workforce/One Stop Center or with a coach to identify and remediate issues.
6. Poor personal appearance and careless dress	How did your interviewer dress? Can you dress in a similar manner?
7. No evidence of initiative	Identify appropriate situations in which you have taken the lead to solve a problem or communicate. Work this into a STAR story.
8. Lack of clear goals or ambition	Continue to develop your short, medium, and long-term goals. Practice talking about each of these goals.

- | | |
|--|---|
| 9. Poor speech habits or inability to express self | Identify colloquialisms and other speech habits that may interfere with your ability to communicate professionally. Work on your STAR stories |
| 10. Lack of preparation. Failure to research the company. Inability to ask intelligent questions or make intelligent comments. | Create a detailed preparation plan and follow the steps for each resume submission and review information for each interview scheduled. |
| 11. Failure to maintain appropriate eye contact with the interviewer or demonstrate interest | Be aware of eye contact. Practice eye contact with every person you talk to. |
| 12. Unrealistic salary demands or more interest in salary than opportunity | Be aware of when to discuss salary and be sure to research salary ranges for this occupation in your area. Demonstrate interest in the job, how it is performed, and what will make the best employee for that position. |
| 13. Inability to relate skills and knowledge to job or indefinite responses to questions | Spend time relating your transferable skills to the job you are interviewing for, by stating one job role or responsibility and then verbally identifying why your transferable skill will help you to fulfill that role. |
| 14. Negative comments about previous employers or exhibiting friction with various types of authority | Listen to yourself and note when you are negative, sarcastic, or expressing doubt about people, jobs, or authority and choose a neutral way to express yourself. |
| 15. Lack of interest in company/industry | Create questions and exhibit curiosity during interview. |
| 16. Weak excuses or hedging about unfavorable information in background | Practice answering questions that will be asked about these items with your State Workforce/One Stop Center representative or coach. |
| 17. Unwillingness to start where needed and work your way up | Recognize how much you can learn by starting lower on the ladder. |

18. Lack of knowledge in specialized areas	Identify what skills, certifications, and experience. Add this learning to your career goal plan.
19. Poor attitude as illustrated by lack of courtesy, cynicism, strong prejudices	Be aware of how you are communicating and behaving. Practice being courteous, positive, and be aware of your prejudices.
20. Potential ethical issues or low moral standards	Take the high road.

7.2 Evaluate Job Offers

There are several ways to evaluate job offers. Perhaps the simplest, is to list all of the pros and cons. As you evaluate the offer, keep in mind the aspects that are important to you about your life-style. Refer back to Section 1 where you identified your Work Preferences and Work-Related Values. This may help you make a decision. Compare how well the job matches your preferences and values.

Keep in mind that your family is affected by job decisions, so include them in the decision-making process.

When considering a job offer, consider CLAMS, the major factors, such as:

- Challenge
- Location
- Advancement opportunity
- Money & benefits
- Security

Below is a summary of the various categories that make up a total compensation package. Each of these should be evaluated for its worth to you and your family. These may or may not be available at the company you are considering and these may or may not be negotiable. Many times an employee would rather have the salary rate over the benefit; however, company plans rarely offer this choice.

Earnings

The primary means of compensation for most employers is earnings. Whether working as a salaried employee or an hourly worker, dollars are the primary means for compensation in most cases.

Benefits

The category of benefits is a vital one that many people do not consider when reviewing the entirety of their employment offer. A benefits package can offer a wide range of services.

Here's a list of some of the most common benefits. Keep in mind this list is not comprehensive, and there are many other types of compensation available in an employee/employer relationship. These are simply examples of the most common types of compensation found in today's workforce. When we get into negotiating for compensation, keep in mind that, for the employer, there is a dollar figure attached to any benefit offered and that value should be considered as you evaluate your total compensation offer.

Medical Insurance

Insurance for health-related costs is highly coveted in today's society, and many employers offer some type of health insurance coverage as a benefit. As a full-time employee, a typical example would be the employer would cover the majority of costs for health insurance, often 70 percent employer responsibility and 30 percent employee. Other organizations offer different health packages, including 100 percent coverage by some employers while others offer no health insurance at all.

Health insurance plans vary in their offerings; be sure to read the terms of any plan offered.

Dental Insurance

Many employers who offer a health insurance plan will also have some type of dental insurance. Dental insurance packages often offer preventive care at little to no cost, and for work beyond that the individual can assume approximately 50 percent of any costs.

Vision Insurance

Similar in nature to dental insurance, vision insurance often offers preventive care at little to no cost, as well as some assistance on costs beyond that for glasses, contacts, etc.

Tuition Assistance

Many employers offer some type of benefit to compensate the worker for investing in education. The scope of this type of benefit can provide tuition assistance ranging from a few hundred dollars to graduate and doctoral degrees and may have requisite conditions for payment of benefits. Some companies will require a certain amount of tenure before and/or after expenses are reimbursed and may require a repayment of the benefit if the worker leaves before a predetermined amount of time after completing the education.

401(K) or Retirement Contributions

Most employers value workers who contribute to their organization over time. As a result, they offer contributions to retirement plans. The amount of compensation the employer will contribute to an individual's account varies greatly from one to four percent or more. Most of the time these contributions must vest, which means those dollars contributed to the individual retirement accounts are not immediately available to the individual; instead, availability is based on a vesting schedule tied to a defined number of years or months of service to the employer. Once the worker is vested, those contributions transfer ownership to the individual.

Stock or Equity

Some companies offer individual workers an opportunity for ownership in the organization. This ownership may take the form of stocks or, in some cases, a percentage of ownership in the company for many small businesses in "startup" mode.

Often any stock or equity opportunity typically carries a caveat that outlines a "vesting" period similar to what we discussed a moment ago.

Profit Sharing

There are some companies who have set aside a predetermined percentage of profits for distribution to employees who qualify under the terms of the benefit. Each of these terms varies from employer to employer.

Transportation Allowance

Some employers subsidize your transportation expenses. This compensation can take the form of:

- A monthly car allowance
- A vehicle leased for the individual by the employer
- Contributions for public transportation, parking and/or other fees associated with travel or commute to work.

Ancillary Benefits

Some employers offer additional benefits such as discounts to:

- Local businesses
- Retailers
- Restaurants
- Workout facilities

These benefits (if they exist at all) vary from employer to employer, as does the level of discount.



Job Evaluation Factors Checklist

The Industry	Interest in the industry (Is this a field where I would like to build a career?)
	Potential for long-term growth (Is this an industry that is growing?)
The Position	Work duties (Do the duties of the job interest me and use my skills?)
	Potential for advancement (What opportunities are available?)
	Position level (Where is the job in the organization? To whom do I report?)
	Wages/benefits (Do they meet my needs?)
	Hours (Do I consider them reasonable?)
	Working conditions (What are the company's expectations and work style?)
	Quality of job (How long has the position been open and why is it open?)
	Travel requirements (How much would I have to travel?)
The Company	Growth potential (How has the company performed over the last several years?)
	Planned expansion (What plans exist and how do they fit with the economy?)
	Success (What are the company's debt/profit ratio and other indicators of success?)
	Reputation (What is the company's reputation in the industry and with its employees?)
	Management team (What is the tenure, growth, and origin of the management team?)
Your Supervisors	Skills (What are the supervisor's training and previous work experience?)
	Organizational position (Who do the supervisors report to and how long have they been in their jobs?)
	Interaction/expectation (How well do I think I can work with the supervisor?)
Environmental Concerns	Geographic location (Is the job someplace I would like to live?)

	Area factors (Am I comfortable with the traffic, growth, cost of living, crime rate, etc.?)
	Housing (Is affordable housing available and to my liking?)
	Recreation (Are recreation opportunities available and within reason?)
	Schools (Are good schools available for my children, spouse, and self?)
Company Benefits Available	Paid Vacations 10 to 14 days after a year of employment? How many more after a year of employment? After five years of employment?
Health Insurance	Fully or partially paid by employer? Dependent coverage fully or partially paid by employer? Coverage includes: Vision care? Dental care? Counseling? Alcoholism and/or Drug abuse treatment?
Paid Sick Leave	Provided? Carry-over of unused days permitted?
Paid Life Insurance	At least two times annual salary (for coverage based on earnings)? At least \$15,000 (for coverage based on flat dollar amount)?
Savings and Profit Sharing	Savings/thrift plans? Cash profit sharing? Deferred profit sharing?
Qualified Plans	Pension Plan (Defined Benefit) Provided? 401K, 403B or other tax deferred retirement savings plans? Association, professional or union plans? Mutual fund retirement plans?
Other Benefits	Full or partial relocation allowance? Full or partial reimbursement for education expenses? Financial or legal counseling plan? Child care? Long-term incentive plans (stock options or other type of performance award)? Cellular phone? Cars or transportation allowance provided for executives, sales people or managers who must travel?

7.3 Negotiate Job Offers

Sometimes you receive an offer you like in some ways but there are some things about it you do not like. Rather than turning down the offer, you may want to consider negotiating the terms of the offer with the employer. However, for the most part, employers will only enter into serious negotiations for upper level management and executive positions.

Understand not all jobs will have flexibility in their salaries.

Remember, if the position is at a level to negotiate, anything can be the subject for negotiations. Before you decide to negotiate, however, you have to make some decisions.

- Be sure that the issue is so serious you would not take the job unless it were changed.
- Remember, when you ask to negotiate, the employer may withdraw the offer. The employer may have other candidates who would be willing to take the job as offered. In some cases the employer may not be able to change the offer due to contract or budget limitations.
- If money is the issue, be sure you know the salary range you will accept. Having a range is better than an exact figure because it allows for compromise. For example, it may be easier for an employer to provide more in benefits than in salary by providing perks, like free parking or tuition assistance.

Know What Offer is Appropriate: Research Salaries

While money might not be the motivating factor for you, it is important to be paid a fair salary, to be paid what your skills and experience are worth. Is it \$40,000/year? Is it \$70,000/year? It is helpful to have a realistic expectation of a salary range while looking for a job. Remember this is specific to the geographic location of the position.

EXERCISE: Find Median Salary Information

Identify average income in your desired area on CareerOneStop.org

1. Logon to **www.CareerOneStop.org**
2. Select the Salary & Benefits hyperlink at the top of the page
3. Under Wages and Salaries, select the For Occupations hyperlink
4. Choose an occupation from the list or search for one
5. Enter zip code or state
6. Click on the go button near the zip code or state entry field
7. View results; you will see a salary range from low to high based on state average compared to U. S. average

Cost of Living Calculation

Compare wage information and statistics for similar occupations between different locations, gas prices, rental or home sales information, etc.

Using these websites:

1. **www.onetonline.org**
2. State Labor Market Information (LMI) websites.
3. To compare cost of living, conduct an internet search for “cost of living comparison” to find sites that put the actual cost of living into numbers. For example use: **www.relocationessentials.com/aff/www/tools/salary/col.aspx**
4. To look up gas prices in the new area: **www.aaa.com**
5. Research rental or home sales.
6. Call your insurance provider and ask for quotes and information about comparable insurance prices at the new location.

TIP: When networking, these are good topics to discuss with your network contacts in the area.

Best Practices for Negotiating

Following are some general suggestions and guidelines on negotiating.

1. Keep in mind the idea is to let the employer know you are very interested, but there are some things that make you uncomfortable.
2. Always keep a positive attitude.
3. Salary can be an issue to negotiate.
4. Look at the total compensation package.
5. Conduct research to find out the salary range for the job.
6. Find out what working conditions are like throughout the industry—**BLS.gov** Occupational Outlook Handbook.
7. Do not ignore job progression as a salary issue. You can sometimes make a compromise by accepting the job at the salary offered and asking for a review sooner than company policy normally allows. Focus on what the job pays after two years of experience.

Negotiate in Person

A face-to-face discussion offers the advantage of allowing you to deal with the employer's objection on the spot. If the job you are applying for is one where an offer may be made at the end of the interview, you should be prepared to negotiate at that point. The following guidelines will be helpful during a face-to-face negotiation:

- Be positive and polite. Thank the interviewer for the offer and express your interest in the position.
- Mention the issues of concern and suggest compromises. If money is an issue, remember to suggest a range rather than a definite amount.
- If you cannot reach agreement and you are uncertain about accepting the bottom-line offer, ask if you can think about it overnight and call the next day with your decision.

Negotiate in Writing

It is always preferable to negotiate in person, however, in some situations you may have no choice but to negotiate in writing. It can give you the opportunity to word your remarks carefully. It gives the employer a chance to evaluate your ideas, talk them over with others, and to make a counter offer. It avoids instant refusal. If you decide to do this, either hand deliver the letter the next day or use overnight mail. Remember to keep the letter positive and factual. Use the following rules to write your negotiation letter:

1. Express your appreciation for the offer.
2. Mention that you are interested but would like to suggest some changes before accepting the offer.
3. List the issues of concern and suggest specific options.
4. Suggest you are confident a mutually satisfactory arrangement can be reached.
5. Request a personal meeting to discuss issues, and suggest a date.
6. Do this within 24-hours of the offer.

Sample Negotiation Letter

Robert Downing
600 Middletown Pike
Baltimore, MD 21201

February 1, 20XX

Ms. Billings
Human Resource Manager
ABC Company
Baltimore, MD 21201

Dear Ms. Billings:

Thank you for offering me the position as Manager of the Accounting Department. I am most interested in working for your company and look forward to making a contribution to ABC. I will be happy to accept your offer if we can agree on the following modification.

As we discussed, based on my qualifications, work experience and market value, I am looking for a starting salary in the \$63,000-69,000 range. Can we explore the possibility of raising the salary offer to \$64,000 from your initial offer of \$61,800 after six months of successful performance in the position?

I am confident that we can reach a mutually satisfactory resolution. If you have no objections, I will call Friday morning and schedule an appointment to discuss the issue, and the criteria for successful performance.

Again, thank you for the offer. I look forward to our next meeting and working with you.

Sincerely,

Robert Downing

7.4 Communicate Your Decision to the Employer

There are several possible outcomes for your analysis of job offers. You can:

- Accept the offer (as is or negotiated)
- Reject the offer
- Request delay of the decision

Whatever your decision, communicate immediately either verbally or in writing. If the offer was made verbally, a verbal response is sufficient. If the offer was made in writing, a written response is required. Usually the written offer from the employer will include a second copy for you to sign and return. It is a good idea to request a written job offer, particularly if you are relocating for the job or if there is a time delay before actually starting work. If you are requesting to delay the decision, the request should be made verbally and then follow it up with a letter.

Following samples of various types of letters that correspond with your decision about offers. Use the examples to draft your own letters.

Note that all letters should conform to standard rules of letter writing. Pay particular attention to the tone of the letter and carefully proofread it before mailing.

Sample #1: Acceptance Letter

David Sternz
600 Middletown Pike
Baltimore, MD 21201

February 1, 20XX

Ms. Peterson, Human Resource Manager
ABC Company
5555 ABC Drive
Baltimore, MD 21201

Dear Ms. Peterson:

Thank you for the offer for the position as accounting specialist. I accept the position with pleasure and look forward to making my contribution to ABC.

It is my understanding that the conditions of my employment are as follows:

- My initial salary will be \$35,500 per year, paid in equal increments every 2 weeks.
- Benefits include accident, health, and life insurance, effective upon starting work.
- My probationary period lasts 6 months, with an initial performance and salary review after that time.
- Salary reviews are scheduled for every 6 months after completing probation.
- Written performance reviews occur each year on the anniversary of my initial employment.
- Vacation and sick leave accrue at a rate of one day per month and are cumulative.

As we agreed, my starting date will be February 15, 20XX. I enjoyed meeting you and look forward to working at ABC. If there are materials I should read or complete prior to the 15th, please send them to me. I can be reached at (777) 777-0000 any evening for additional information.

Sincerely,

David Sternz

Sample #2: Acceptance Letter

James Wilmore
158 N. Lincoln
San Diego, CA 92109

October 15, 20XX

Mr. Robert Garcia, President
ABC Industries
3000 Long Beach Boulevard
Los Angeles, CA 91111

Dear Mr. Garcia:

Thank you for the confidence demonstrated in me as reflected in your offer as the Vice-President of Finance.

It is my understanding that the position reports directly to you and is responsible for legal, human resources, data processing, administrative services and long range planning.

The employment package includes:

- Annual Base Salary of \$95,000.00
- A bonus with a minimum range of 20% and a maximum of 50% of compensation
- Stock options (based on performance)
- Club membership at Golf International
- Company funded pension plan
- All relocation costs including purchase and sales costs of housing and mortgage assistance
- A review at six months

I look forward to starting with you January 1, 20XX.

Sincerely,

James Wilmore

Sample #3: Refusal Letter

Jonathan Riddle
600 Middletown Pike
Baltimore, MD 21201

February 1, 20XX

Ms. Chambers, Human Resource Manager
ABC Company
5555 ABC Drive
Baltimore, MD 21201

Dear Ms. Chambers:

Thank you for your offer of the position of accounting clerk. Unfortunately, I must decline.

After serious consideration, I have concluded that the negotiated salary of \$20,500 per year does not adequately compensate me for my skills and qualifications. Therefore, I will continue looking for work which falls into my expected salary range.

Thank you for your time and consideration. I wish you success in finding a suitable employee.

Sincerely,

Jonathan Riddle

Sample #4: Extension Letter

Peter North
600 Middletown Pike
Baltimore, MD 21201

February 1, 20XX

Ms. Katz, Human Resource Manager
ABC Company
5555 ABC Drive
Baltimore, MD 21201

Dear Ms. Katz:

Thank you for your offer of the accounting clerk position. I am very interested in the position. As I mentioned on the phone, I will need an additional two business days to make my decision.

I will call to inform you of my decision by February 5. Thank you very much for your consideration.

Sincerely,

Peter North

7.5 Update ITP

Appendix A: Intermediate Experience

LeeAnn M. Ramirez

4415 Elm Drive
Commerce City, CO
(555) 555-7777 (cell)
LA_ramirez@yyy.com

Experience Summary

30 years of extensive management and logistics support experience serving as Fleet Supervisor, Logistics Superintendent, Contract Quality Assurance Evaluator, Chief of Supply; Satellite Location, Aircraft & Aerospace Ground Readiness Spares Manager and Inventory Management Specialist.

Professional Experience

Alliant Energy-Fleet Supervisor Iowa Interstate Power and Light - October 20XX – May 20XX

- Directed day to day automotive maintenance and repair activities for 10 Fleet Service Centers
- Managed staff of 30 technicians, to include HR, legal, union, and workmen compensation procedures
- Provided oversight management for 10 fleet service centers and 2, 500 vehicles
- Responsible for management and support of capital and operation-maintenance budget (\$29M)
- Ensured maximized job control productivity through reportable monitoring and evaluations
- Negotiated and developed long term maintenance support agreement contracts
- Designed Fleet scheduling to meet customer needs, improved productivity by 50%
- Standardized contracts bidding system, ensured fair, affordable and reliable vendors

US Air Force-Logistics Superintendent - October 19XX – May 20XX

- Responsible for Logistics Readiness at 44 locations for 28 separate systems worth \$39B
- Identified critical problems with Host Base Support Agreements, interacted with all departments and conducted rewrite
- Pinpointed root cause of supply delivery problems, corrected deficiencies, saved \$50K+ in annual second destination charges
- Managed a staff of 8 Quality Assurance Evaluators ensured over 460 technical inspections met or exceeded compliance

- Acquisition Strategy Panel member on Phase I Multi-Wing logistics supply contract, sourced work breakdown structure and cost associated with Scope of Work
- Published reference guide and operating instructions implementing the safeguard of property and privacy act information, adopted throughout organization

US Air Force-Satellite Chief of Supply – October 19XX – October 19XX

- Oversaw all activities within Base Supply. Supervise military-civilian work force on daily supply operations of over 1,450 parts and equipment worth \$33M
- Redesigned warehouse space, project increased storage capacity by 50% while reducing floor space by 25%
- Project Manager, established commercial air shipments for aircraft parts to and from Japan, reduced shipments from 10 to 4 days
- Developed data base to track parts usage, achieved \$16,000 in savings and eliminated 200 redundant items
- Cataloged quick reference parts list by revalidating 1,500 part numbers, removal of obsolete part numbers reduced customer research time by 60%
- Maintained warehouse inventory levels at a consistent 98%
- Built a comprehensive training program for newly assigned personnel; reduced qualification time by 60%

Other Military Experience

19XX – 19XX: KC 135 Aircraft Spares Manager, Vehicle Aerospace Ground Equipment Manager, NCOIC ICBM Spares, NCOIC Demand Processing, Equipment Management Supervisor, NCOIC Stock Control, Procedures and Standardization Clerk

Education

Logistics Management (AA)
Administration of Justice (AS)

Other Specialized Training

Experience in MRP (Material Requirement Planning)
Proficient in MS Word, Excel, PowerPoint, Outlook, and ERP. Type: 70 WPM
Lean Six Sigma Certified (Green Belt)
Experience in Domestic and Foreign Contract Negotiations

Jeremy H. Garcia

1265 Brookings Place, Lakewood, CO 80000 ♦ (555) 555-8888 ♦ jeremy.h.garcia@yvy.com

Administrative Assistant

- ♦ **Current U.S. Government Secret Security Clearance**
- ♦ **Extensive background in Administrative affairs**, including experience in employee training, counseling and mentorship, staff development, mediation, conflict resolution, benefits and compensation, general office operations, HR records management, HR policies and procedures development.
- ♦ **Demonstrated success in negotiating win-win compromises**, developing teambuilding programs, and writing personnel manuals, corporate policies, job descriptions and management reports.

Administrative Skills

<i>HR Department</i>	<i>Proficient in Microsoft</i>	<i>Orientation & On-Boarding</i>
<i>Management</i>	<i>Outlook/ Excel/ Word/ PowerPoint</i>	<i>Training & Development</i>
<i>Personnel Management</i>	<i>Employee Relations</i>	<i>Performance Management</i>
<i>Mediation & Advocacy</i>	<i>Benefits Administration</i>	<i>HR Policies & Procedures</i>
<i>HR Programs/Project</i>	<i>General Office Operations</i>	<i>Ability to type 65 wpm</i>
<i>Management</i>		

Professional Experience

EAGLE SUPPORT SERVICES — Fort Carson, Colorado

Provides Human Resources Assistance for the Military Personnel Division, In and Out Processing Section

Administrative Assistant (Contractor), March 2011 to February 2012

Provided personnel and administrative assistance for the Military Personnel Division, G-1. Created databases to record daily work flow and output per employee with the upmost accuracy. Conducted In-processing briefs to an average of 20 personnel new to Fort Carson on a daily basis.

Key Results:

- ♦ Has provided exceptional customer service to over 1000 personnel with various administrative issues and concerns.
- ♦ Briefed over 3500 In Processing Personnel and helped insure a smooth On-boarding to their gaining work places.
- ♦ Drafted, edited and maintained over 75 reports tracking Incoming and Outgoing Personnel. Lauded by Leadership for accuracy and timeliness.

STRATEGIC RESOURCES INC. — Fort Carson, Colorado

Provides Finance Customer Service for the Defense Military Pay Office, In and Out Processing Section

Finance Technician (Contractor), October 20XX to March 20XX

Provided exceptional customer service as an In and Out Processing Technician- excelled greatly in military pay operations; audited and conciliated statistical data for permanent change of station (PCS) accounts assigned to Fort Carson; audited and certified travel vouchers and Temporary Lodging expenses (TLE) resulting in a 98% accuracy rate of overall work production. Conducted over 15 finance briefings to 795 employees entering and leaving the installation on official orders.

Key Results:

- ◆ Has provided exceptional customer service to over 800 personnel with various financial issues and concerns.
- ◆ Briefed over 500 In Processing Personnel and helped insure a smooth On-boarding to their gaining work places.
- ◆ Maintained a 98% accuracy rate for inputs; processed over 1000 entries per month.

U.S. ARMY — Fort Riley, Kansas

Provided Human Resource Management for a 3,600 personnel Organization

Administrative Supervisor, March 20XX to September 20XX

Provided personnel and administrative management for a 3,600 personnel organization. Oversaw a full spectrum of administrative operations, systems and programs. Worked with senior management to create Human Resources policies and procedures; promotion of employees; created databases which increased accountability and efficiency of personnel actions and customer service. Developed orientation, training and counseling/mentorship programs. Managed personnel placement, accountability programs and personnel records. Handled administrative workplace issues.

Key Results:

- ◆ Coordinated the successful deployment and re-deployment of 3,600 personnel to an overseas location. Maintained 100% accountability of all personnel data and records during each phase of the cycle.
- ◆ Fostered a teamwork/open-door environment conducive to positive dialogue across the organization. Trained 10 non-administrative background employees on daily HR policies and procedures with minimal time within an industry where high turnover is the norm.
- ◆ Determined policies and procedures for planned and coordinated supply management, to include property accountability, inventory management and supply control. Maintained over \$100,000 in electronic equipment.
- ◆ Reviewed, gave guidance, and information on operations to include: benefit programs, awards and decorations, retirements, separation from the organization, transfers and correction of personnel records.
- ◆ Created new systems with Microsoft Excel, Microsoft Access and Microsoft Power Point to increase accountability and efficiency of processing personnel actions, tracking of personnel and management of total personnel strength that was later adopted throughout the organization.

U.S. ARMY — Harrogate, United Kingdom

Responsible for the accountability, training, performance, and supervision of the overall operation of a Personnel Administration Center serving 160 personnel in a remote location.

Assistant Administrative Manager, March 20XX to March 20XX

Promoted to fulfill a broad range of HR functions: training employees, determining policies and procedures for daily HR operations, personnel accountability, and staffing management. Advised senior management on matters concerning personnel administration procedures and actions. Ability to develop and present both written and oral briefing and recommendations. Provided mentorship, counseling and disciplinary action for 7 personnel. Responsible for \$14,500 in electronic equipment and over \$7,000 in organization funds

Key Results:

- ◆ Implemented a Job Qualification Policies and Procedure consisting of 13 sections to ensure 7 personnel were effectively trained in their respective work areas.
- ◆ Devised multiple creative and cost-effective incentive and morale-boosting programs (including special events and a tiered awards structure) that increased employee satisfaction and productivity as well as community outreach and support.

- ◆ Made recommendations regarding revisions of guidelines covering the more procedural aspects of the job. Used sound judgment in choosing, interpreting and adapting guidelines to meet the needs of specific issues or subjects.
- ◆ Coordinated and executed 9 organization level training events and one annual training event for 160 personnel. Gathered information, identified and analyzed issues and developed recommendations to resolve procedural and administrative problems, which affected the effectiveness and efficiency of operations in the department.

U.S. ARMY — Fort Carson, Colorado

Provided administrative assistance to help increase workflow of a 500 personnel organization.

Administrative Assistant, September 20XX to March 20XX

Responsible for the daily administrative operations of a Personnel Assistance Center serving 210 personnel. Duties included compiling information, creating, proofreading and editing daily management reports, records filing and maintenance. Reviewed actions, promotions, awards and annual evaluations. Provided guidance on general HR duties and processed annual leave. Directly responsible for providing administrative assistance to include maintaining calendars, appointments, travel as well as controlling all correspondence for the Senior Executive of the organization.

Key Results:

- ◆ Provided superior customer service lauded by Senior Management to include receiving phone calls and customers to include family members, distinguished guests and both military and civilian law enforcement.
- ◆ Played a key role in the Deployment/Redeployment for more than 500 Government employees to an overseas location. Created a database to maintain 100% accountability of all personnel data and records during each phase of the cycle.
- ◆ Served as a patient liaison serving more than 100 government employees and family members. Scheduled appointments in various clinics and maintained appointment integrity for those employees. Coordinated employee and family travel, housing and transportation to various locations.
- ◆ Responsible for \$200,000 in electronic equipment for the Defense Enrollment Eligibility Reporting System. During this time, ensured optimal customer service and accuracy with maintaining personal information.
- ◆ Selected over 7 candidates to serve as the Executive Assistant to the Senior Executive of Operations. Directly responsible for providing administrative assistance to include maintaining calendars, appointments, travel as well as controlling all correspondence.

Education & Certifications

EVEREST COLLEGE — Colorado Springs, CO

Pursuing an Associate of Science (AS) degree in Business Administration/Management (48CH)

ADVANCED HUMAN RESOURCES LEADERSHIP COURSE — Fort Jackson, SC

The course emphasized advanced skills in Human Resources Systems and Personnel Assistance Center actions to include Personnel Accounting and Strength Reporting (PASR), Casualty Reporting, Personnel Pay Operations, Postal Operations and other Human Resources core competencies within the Human Resource Office.

BASIC LEADERSHIP COURSE — Grafenwohr, Germany

Provided training in basic leadership skills, manager duties, responsibilities and authority, and how to conduct performance-oriented training. It focuses on leader training for first time leaders. Produced high-productivity, competent leaders using small group instruction with practical application, followed by hands-on, performance-oriented training.

ADMINISTRATIVE SPECIALIST COURSE — Fort Jackson, SC

Provided training in correspondence. Employed English composition and grammar principles in preparing all correspondences. Proofreading typed documents against source documents. Preparing registered or certified mail for dispatch. Preparing suspense control documents and maintaining suspense files. Signing for property, and picking up registered and certified mail. Performing typing and clerical duties shown at a high level of skill and provides technical guidance on administrative matters to typists and clerical personnel. Answering inquiries from staff and advises personnel on administrative and clerical matters. Sets-up and maintains logs, rosters, status boards, charts, graphs, and viewgraphs.

HR Certifications:

- ◆ Human Resources Leader Certification Course, Army Institute for Professional Development, 20XX

DONALD R. KINSEY
14229 Alhambra Ave
Albuquerque, NM 87000
Phone: (555) 555-9999
DKinsey2@yyy.com

CLEARANCE:

- Current TS/SCI clearance (Reinvestigation completed 31 Aug 20XX)

EDUCATION:

Master of Business Administration, University of Colorado, 20XX, GPA: 3.3 Colorado Springs, CO
B.S Computer Engineering, Kettering University, 20XX, GPA: 3.0 Flint, MI

- Senior Thesis Project – “Telecommunication Database Updates”
- Member and Scholarship Officer – Theta Xi Fraternity

EXPERIENCE:

Captain, US Air Force

Space Systems Program Manager
1/20XX – Present

Kirtland AFB, CO

Led all acquisitions activities of 65 member branch supporting \$116.7M Air Force Research Laboratory (AFRL) Space Situational Awareness (SSA) program. Oversaw contract development and source selection for \$49M space assessment contract. Served as Contracting Officer’s Representative for \$67.7M Research and Development IDIQ contract.

- Program Manager for new \$250K Predictive Avoidance study and software development project
- Refined Statements of Work and Requests for Proposal for multiple Integrated Product Office task orders
- Discovered opportunity for \$100K database integration project saving Air Force Space Command from duplicate effort costing millions
- Oversaw creation of \$2.3M network protection plan to protect Air Force networks from cyber attack
- Branch technical representative for multiple international conferences

Project Engineer – Space Models

Peterson AFB, CO

7/20XX – 1/20XX

Program Manager for integration and testing of Distributed Mission Operations – Space (DMO-S) \$24M space environmental effects models. Directed 10 member Engineering Process Group for all DMO systems engineering requirements. Lead Systems Acquisition Manager for transitioning environmental models for weapon system assessments.

- Led hardware requirement study leading to 50% reduction in cost of new hardware
- Developed technical and programmatic requirements for \$5.5M space environment software suite
- Division security manager with “faultless” record over multiple inspections
- Air and Space Basic Course: Voted #1/15 “Outstanding Contributor” in flight by peers
- Officer Space Professional Development Course: Won Academic Achievement and fitness awards

Associate Systems Engineer

One Communications, Rochester, NY

12/20XX-3/20XX

Systems Engineer Co-Op Student One Communications, Rochester, NY

10/19XX-6/20XX

Lead developer for routing and scripting applications used throughout the company. Directed implementation of traffic and network study which ensured increased efficiency of network traffic. Engineering representative for new area code split and overlay planning, including new routing development.

- Authored database update applications saving over 50 hours monthly across all 30 markets
- Travelled to three new markets to install new hardware and software allowing remote management

ADDITIONAL INFORMATION:

- Available to begin work 6 June 20XX
- Cibola Search and Rescue Member (4/20XX – Present)
- Cibola Search and Rescue Officer and Treasurer (2/20XX – 12/20XX)
- Bataan Military Academy Search and Rescue Liaison: Trained 20 students the basics of SAR in 4 day course
- Certified Acquisition Professional: SPRDE Systems Engineering Level 2, Program Management Level 1, SPRDE Program Systems Engineering Level 1

JANICE LAGUARDIA

10577 Kirkwood Lane, Atlanta, GA 30300

E-mail: Janice_LaGuardia@yyy.net

Cell: 555-555-4444

Home: 555-555-5555

Objective: Program Management or Analyst position.

Security Clearance: Top Secret/SCI

EXECUTIVE SUMMARY

Results oriented leader with 25 plus years of diverse experience in strategic and tactical telecommunications. Talent for working efficiently under pressure and stress in busy atmosphere. Adept to handling confidential information and situations with discretion. Particularly adept at problem identification, research, analysis and resolution. An innate ability to develop loyal and cohesive staffs dedicated to the task at hand. Extremely well versed in personnel management, strategic planning, and training.

PROFESSIONAL EXPERIENCE

- Accomplished requirements analyst for a \$12B satellite and ground system programs. Successfully captured and presented over \$2.5B worth of requirements and gaps within 3 major DOD programs. Due to thorough research and emphasis, the satellite requirements were moved to top priority in the United States Army Space and Missile Defense Command/Army Forces Strategic Command (USASMDC/ARSTRAT) and placed at a higher priority within the Commander United States Strategic Command's (CDRUSSTRATCOM) annual requirements assessment.
- Identified a critical operational shortfall and initiated the process to ensure senior executive level awareness at USSTRATCOM and Joint Staff (JS) was established via the readiness review process prior to the initial satellite launch and impacting the Warfighter's new Ultra High Frequency (UHF) mobile satellite communications. The issue involved the lack of programming and funding for manning and training at the 4 geographically dispersed satellite support centers (SSC) which manage all military satellite communications payloads. Without manning and training at these facilities, 100% of the new on-orbit UHF satellite capacity would go unused.
- Established, managed, and chartered a robust semi-annual working group for the UHF satellite community of interest which grew to over 300 individuals and spanned the commercial, international, and military sectors. Ensured relevant current and future operations issues and topics were presented during the working groups, and included smaller working groups to tackle specific issues. Developed templates and guidelines for the briefers, reviewed presentation content to ensure coverage of specific UHF satellite, network, and terminal issues were properly addressed. Coordination was required with the Office of the Assistant Secretary of Defense/Network Infrastructure and Integration, Defense Information Systems Agency, Naval Network Warfare

Command, JS, allies, and many other commands, companies, and agencies throughout the world.

- Conducted the first and only manpower assessment for the Mobile User Objective System (MUOS) Global/Regional SSC operational payload management, which established 40 new personnel requirements and developed the technical duty descriptions for this mission. The assessment is currently integrated into the USASMDC/ARSTRAT Communications Concept Plan which will, once approved, provide the validation for positions required for the MUOS SSC mission supporting the Combatant Commands (COCOMs) world-wide UHF SATCOM mission.
- Successfully managed the Plans and Exercise Branch within the communications division for the USASMDC/ARSTRAT which included UHF and Super High Frequency (SHF) satellite communications, computer network defense (CND), and network operations (NETOPS) operations. Established the division's mission essential tasks list (METL) and all aspects of exercise training requirements: development, evaluation, assessment, and reporting. Received an extremely favorable evaluation report during this rating period.
- Developed and established new operational relationships and management structures for the Army NETOPS and CND missions among the U. S. Army Network Enterprise Technology Command (NETCOM)/9th Signal Command, Army Global Network Operations Security Center (AGNOSC) and Army Information Network Security Command (INSCOM) due to the new mission set the USASMDC/ARSTRAT received from the United State Strategic Command (USSTRATCOM). Ensured the operational, tactical, and administrative controls and management structures were properly planned, vetted, and written into policy at the strategic level. These policies lasted for over four years at the USSTRATCOM Joint Tactical Force-Global Network Operations, which recently transitioned to Cyber Command.
- Managed the logistics network and training, and tactical data networks and training for the 101st Airborne Division. Established the standard for automation hardware and software purchases and reviewed every purchase order for compliance. Received high praise from the Division Chief of Staff for the development and installation of an information management system connecting the Command's operation centers and primary staff while simultaneously decreasing network congestion. Received an award for managing over 500 customer's varied data and voice communications requirements during an 18th Airborne Corps exercise at the Division's Warfighter Center.

EDUCATION AND TRAINING

M.S., Management concentration in Information Technology, 4.0 GPA, Colorado Technical University, Colorado Springs, CO

B.S., Management Information Systems, Indiana University of Pennsylvania, Indiana, PA
United States Army Command and General Staff College

AFFILIATIONS

- Signal Corps Regimental Association
- Women in Defense

Appendix B: Advanced Experience

ANGEL JONES

4713 Witches Hollow Lane ~ Salem, Oregon 97222

(555) 555 – 2222

angel.jones@yyy.com

QUALIFICATIONS

Dynamic, results driven Ammunitions Trainer and Senior Training Development Specialist with in-depth knowledge of all aspects of dealing with ammunitions and explosives. Offering diverse background in operations oversight, distribution direction, logistics, inventory and supply chain management. Strong leader able to train and mentor cross-functional teams in developing efficiencies, process improvement, and identifying deficiencies. Analytical thinker with strategic planning skills, capable of developing innovative approaches to process improvement. Effective and articulate communicator with ability to establish rapport with individuals at all levels. Current SECRET Security Clearance & U.S. Passport. Adept with:

- ◆ Ammunition Management
- ◆ Transport & Safety
- ◆ Logistics & Distribution
- ◆ Operational Streamlining
- ◆ Procurement
- ◆ Training Oversight
- ◆ Warehouse Management
- ◆ Forecasting
- ◆ Report Preparation

PROFESSIONAL EXPERIENCE

RAYTHEON, Besmaya, Iraq

20XX – Present

Senior Training Development Specialist – Ammo Trainer

- Oversees three subordinates handling maintenance of MHE, vehicles and equipment. Interacts with senior foreign and U.S. military personnel on a daily basis.
- In charge of inventory and accountability of over \$40 million dollars in ammunition and explosives. Develops standard operational procedures for ammunition holding area.
- Determines deficiencies within ammunition program, reporting findings directly to Country Program Manager regarding personnel shortages and necessary equipment to support over 500 U.S. customers.
- Establishes new procedures for developing program instruction for U.S. and Iraqi students.
- Facilitates meetings and submits weekly reports, briefings and PowerPoint slides.

KELLOGG, BROWN AND ROOT – KBR, Besmaya, Iraq

20XX – 20XX

Logistic Coordinator

- Developed logistical plans, risk management plan, policies and procedures geared towards supporting logistics areas of supply, transportation, maintenance, and services.
- In charge of problem resolution and solutions recommendations regarding problem areas in logistics.
- Maintained excellence in customer service by ensuring desired logistics objectives, priorities, and schedules were met while continually coordinating with Environmental, Safety and other areas.

PROFESSIONAL EXPERIENCE

UNITED STATES ARMY

19XX – 20XX

Program Manager, 71st Ordnance Battalion (EOD), Fort Carson, Colorado (20XX – 20XX)

- Served as ammunition logistics, transportation, HAZMAT, transportation Code of Federal Regulation 49 (CFR), and military and international regulations expert for over 60,000 personnel.
- Provided effective, comprehensive training to groups of up to 40 students on ammunition handling; led over 11 instructors performing key course development, teaching, and consulting activities.
- Trained subordinate personnel on equipment usage in alignment with best practices.
- Oversaw quality, cost, and efficiency of movement and storage of goods, crafting long- and short- term strategic plans to optimize logistics operations.
- Designed and implemented operating procedures relevant to warehousing, inventory control and reconciliation, and personnel functions, ensuring maintenance of quality and productivity standards.
- Liaised between executive offices, external vendors, and six remote supply points.

UNITED STATES ARMY (*Continued*)

- Drove quality and productivity standards by developing and implementing innovative approaches.
- Oversaw one cross-functional individual, communicating and supervising execution of tasks.

Logistic Analyst/Action Officer, First Army, Fort Carson, Colorado (20XX – 20XX)

- Oversaw ammunition operations for over 60,000 National Guard and Reserve Component Soldiers, spearheading planning and enactment of logistics across 21 states and nine mobilization stations.
- Accounted \$450 million in ammunition, coordinating movement, maintenance, demilitarization, storage, issuance, and receipt in alignment with regulatory stipulations and handling best practices.
- Interfaced with Joint-level personnel on national scale, communicating vital mission objectives; orchestrated weekly conferences to facilitate forum between multiple organizational offices.
- Led Logistics Operation Center activities by managing voice and data communications, traffic coordination, customer support, agency interfacing, and preparation of logistical data for briefings.
- Prepared policies and procedures for implementation across internal and external units nationwide.
- Created inventory checklist to drive inventory management, deployment, and requisition efficiency.
- Implemented training curriculum designed to cross-train new personnel on five independent logistical systems. Delivered ammunition handling training encompassing accountability and safety procedures.
- Managed and mentored six subordinate noncommissioned officers in daily cross-functional activities.
- Enhanced product flow by analyzing and developing logistics plans effecting production, distribution, and inventory areas, identifying and remedying readiness issues.

Operations Manager, 83rd Ordnance Battalion, Kure, Japan (20XX – 20XX)

- Directed daily operations of ammunitions battalion, strategically planning and coordinating training and readiness of 80 soldiers by monitoring and fulfilling individual training requirements.

First Sergeant (Senior Trainer), 83rd Ordnance Battalion, Kure, Japan (20XX – 20XX)

Training Manager, 64th Forward Support, Fort Carson, Colorado (20XX – 20XX)

Logistics Distribution Supervisor, 4th Infantry Division, Fort Carson, Colorado (19XX – 20XX)

Depot Operations Manager, 52nd Ordnance Company, Camp Humphreys, Korea (19XX – 19XX)

Distribution Support Manager, 3rd Armored Cavalry Regiment, El Paso, Texas (19XX – 19XX)

Lead Warehouse Worker, 144th Ordnance Company, Wildflecken, Germany (19XX – 19XX)

Significant Accomplishments:

- Drove supply chain accuracy to 95%, exceeding organizational objectives by strategically planning and closely supervising transport of \$4 million in assets to support nationwide training initiatives.
- Identified and oversaw implementation of new sophisticated logistical systems across all units.
- Coordinated and supervised vendor installment of \$4 million Radio Frequency Identification (RFID) systems designed to accurately track \$450 million in key assets in multiple locations across Japan.
- Expedited receipt of over 300 assets in critical shortage by developing and administering effective training program designed to facilitate rapid product requisition.

EDUCATION

TUI UNIVERSITY, Cypress, California

Bachelor of Science in Health Care Management, September 2011

AWARDS & AFFILIATIONS

Meritorious Service Medal, 2010

The Ordnance Order of Samuel Sharpe, 2010 – Present

Noncommissioned Officer Association, 1996 – Present

Daniel Kielsmeier

P.O. Box 75694

Milwaukee, Wisconsin 53222

E-mail:kielsmeierdaniel278@yyy.com

Home: (555) 555-3333

Objective: Obtain a position as Production Manager for Olson Motor and Control Company, Inc., where I can maximize my management skills and, quality assurance background from over twenty years professional military training, supervising and, managing experiences.

Summary of Qualifications

- Over 8 years of experience in Patient Administration field operations, billing, enrollment, eligibility, and customer service, possesses strong executive managerial and organizational skills; able to maximize resources and build strong effective leadership and teamwork
- Possess Active SECRET Security Clearance
- Security Manager for 450 members Medical Organization
- Bachelor of Business Administration (Management), Wayland Baptist University
- 5 years of experience with project management
- Self-motivated, goal-oriented professional with a progressive track record, dedicated to surpassing mission objectives, visions and goals
- Able to perform a broad spectrum of all administrative skills with expertise, adaptive to multiple environments and surroundings
- Proficient in Microsoft Office Suite ,Windows XP and Vista; Microsoft Office 2007: Word, Excel, Power Point, Outlook and Internet Explorer
- United States Army field Recruiter

Professional Experience

Security Manager

October 20XX to December

20XX

Supervisor 65th Medical Brigade, Headquarters, 168th Medical Battalion, Camp Walker, South Korea.

Served as Intelligence Officer for 450 members Medical Organization dispersed throughout South Korea. Provided guidance to the Chief Executive Officer (CEO), staff and supervisors on all intelligence matters, provided administrative assistance for 8 unit security managers within the organization. Conducted periodic physical security inspections, ensured compliance with security directives standard operating procedures (SOP, and whitepaper), ensured classified dissemination on a need to know, safeguarded information against unauthorized disclosure, reported derogatory and/or adverse information, reported security violations to supervisor, maintained administering programs, maintained document control library, processed visit of foreign travel request with CEO authorization prior to travel. Ensured personnel have proper clearance for SAP, Armor duties.

- Work independently and assisted in administering US government security policies
- Subject matter expert on physical security, intelligence matters
- Provided administrative assistance with junior manager
- Ensured compliance with directives, standard operating procedures, and whitepaper
- Oversee the processing of personnel security via the e-QIP for top secret or secret clearances
- Monitor personnel in/out processing via Joint Personnel Adjudication System (JPAS)

Admission / Dispositions / Outpatients Records

October 20XX to October

20XX Supervisor United States Army, Brooke Army Medical Center (BAMC), San Antonio, Texas

In support of a 450 bed Level 1 Trauma Center with a population of over 200,000 patients directly supervised, managed, and trained 9 military employees and 7 civilian employees to Brooke Army Medical Center (BAMC) standards, and Joint Commission standards; Supervised the administrative management section and coordinated cases of all patients admitted to military, and civilian facilities; ensured eligibility, billing, and Health Insurance Portability and Accountability ACT (HIPAA) compliance, and quality assurance of all admissions and discharges, and ensured continuity of care; maintained over \$60,000 worth of equipment with 100% accountability.

- Directly supervised, managed, and trained 9 military employees, 7 civilian employees
- Trained to Joint Commission standards, enforced Health Insurance Portability and Accountability (HIPAA)
- Ensured eligibility of TRICARE, VA, for proper health insurance claims
- Over 1-1/2 years experience and handpicked as a Project Manager to move 200,000
- Outpatient Medical Records, order new office equipment and shelving and 25 employees to new location within BAMC

Patient Administration Division (PAD) Manager

September 20XX to October 20XX

Supervisor 30th Medical Brigade, 10TH Combat Support Hospital, Ft. Carson, Kuwait and Iraq

In support of a Combat Support Hospital consisting of 50 intensive care wards and 24 intestine care unit beds; trained 3 Junior Managers and 5 Military Personnel's, which ensured 100% patient accountability and Soldiers readiness for combat operations, coordinated air evacuations of injured U.S. and Coalition Forces through the Joint Patient Movement Requirements Center; assisted the Chief of Patient Administration Division (PAD) in providing patient accountability and determining eligibility, and management of medical records and documentation. Awarded the Meritorious Service Medal for the success of the Command's mission in Operation Iraqi Freedom.

- Ensured 100% patient accountability of all Soldiers and Civilian to higher command
- Coordinated air evacuations of injured patient in the theater
- Management of medical records documentation and registrations

Patient Administration Division (PAD) Manager
20XX

April 20XX to September

Supervisor United States Army MEDDAC, Fort Drum, New York

Oversaw operations in Patient Administration Division in the Guthrie Medical Clinic covering four separate facilities, with continues continuity of care to Clinic standards and Joint Commission standards, ensured eligibility, billing, and Health Insurance Portability and Accountability ACT (HIPAA) compliance, totaling more than 31,000 beneficiaries; supervised 3 junior managers, 4 military personnel and 21 civilian employees for efficient and quality service to customers, managed the maintenance, security, and logistical support of the Division totaling over \$200,000 of equipment and supplies.

- Ensured efficient quality service beneficiaries
- Conducted investigation of accidents of injured employees
- Provided training for improve measure for employees injuries
- Managed 1 year project to improve efficiency of 31,000 medical records of two records room of expansion and ordering new shelving and office equipment

United States Army Recruiting Battalion (USA RBN)
20XX

September 19XX to April

Recruiter USA RBN Salt Lake City, Utah

Oversaw two high school for new recruits for possible enlistment to support the United States Army Recruiting Battalion mission; established and maintained contact with applicants for enlistment and

processing; conducted promotional activities, administratively prepared enlistment applications, screened applicants for qualification, counsels applicants as necessary and maintained a positive relationship with the community.

Education and Training

- Bachelor of Business Administration Degree (Management), 124 semester hrs, Wayland Baptist University, San Antonio, TX, 20XX
- Associate of General Studies Degree (General Studies), 60 semester hrs, Community College of Aurora, Aurora, CO, 19XX
- Certificate, Operations Security (OPSEC) Course (40 hrs), Camp Henry, South Korea, 20XX
- Certificate, Security Manager Course (40 hrs), Yongson, South Korea, 20XX
- St. Leo University, Tampa, Florida, Fort Drum, NY, transfer to Wayland Baptist University, 20XX-20XX
- Certificate, Medical Logistics Management Course (40 hrs), Fort Sam Houston, San Antonio, TX, 20XX
- Certificate, Advanced Manager Course (40 hrs.), Fort Sam Houston, San Antonio, TX, 20XX
- Certificate, Human Resources Management Course (40hrs), Fort Drum, NY, 20XX
- Certificate, Supervisor Development Program (40 hrs), Fort Drum, NY, 20XX
- Certificate, Army Recruiter (5 weeks, 244 hrs), Fort Jackson, SC, 19XX

Special Emphasis

Joint Personnel Adjudication System (JPAS)

Composite Health Care System (CHCS)

Armed Forces Health Longitudinal Tracking Application (AHLTA), Composite Health Care

System II (CHCSII), Essentris, Transportation Command Regulating and Command and

Control Evacuation System (TRAC2ES), Joint Patient Tracking Application (JPTA),

Valid stateside driver's license

Appendix C: Curriculum Vitae

UNIVERSITY OF COLORADO DENVER

Anschutz Medical Campus, College of Nursing

CURRICULUM VITAE

Name: Genevieve Bartles, MA

Work Address: 13120 E. 19th Ave.
Campus Mail Stop C288-2

Phone: (555) 555-9999

Fax: (555) 555-1111

Email: GenevieveBartles@gmail.com

Home Address: 12345 Xenia Way
Aurora, CO 80015

Mobile: (555) 555-6666

Email: GenevieveB12345@yyy.com

Skype: GinnyBartles

Twitter: GeeBees123

EDUCATIONAL BACKGROUND

20XX M.A. University of Colorado at Denver
Education Administration, Supervision Denver, Colorado
Curriculum Development
Emphasis in Instructional Technology

20XX B.A. University of Colorado at Denver
Double Major: English & Communication Denver, Colorado
Minor in Psychology
Graduated with Distinction

EMPLOYMENT HISTORY

20XX-Present University of Colorado Denver *Instructional Designer*
Anschutz Medical Campus (AMC) *Senior Instructor*
College of Nursing (CON)
Office of Academic Programs (OAP)
Aurora, Colorado 80045

20XX-20XX University Corporation for Atmospheric Research *Quality Assurance*
Specialist
(UCAR), Cooperative Program for Operational *Instructional Design*
Expert
Meteorology, Education and Training (COMET)
Boulder, Colorado

20XX-20XX University of Colorado at Denver
Denver, Colorado

Technical Assistant to
Graduate School Dean

COURSES TAUGHT

20XX-20XX Nurs6662-B01/T01 Diagnosis and Management Programs, Child and Older Adult Psychiatric Mental Health Nurse Practitioner	CON, Academic Teaching Assistant
20XX-20XX ENGL200: Professional Writing, Department Institute, Adjunct of Management	Colorado Technical Faculty
PSYC336: Abnormal Psychology, Department Institute, Of Criminal Justice	Colorado Technical Adjunct Faculty
20XX-20XX NURS6831-I01: Essential Skills for the Clinical Educator Part 2: Business Aspects of Clinical Education	Office of Professional Development, Teaching Assistant
20XX-20XX NURS6832-I02: Essential Skills for the Clinical Development, Program Development/Evaluation	Professional Senior Instructor
NURS6830-I02: Essential Skills for the Clinical Development, Educator Part 1: Principles of Clinical Teaching & Learning	Professional Senior Instructor
20XX-20XX NURS6836-B10: Ethics and Genetics: Caring Program, for Children with Disabilities and Chronic Conditions	Leadership Options Co-Instructor-Online Learning and WebCT
20XX-20XX IT5990 ST: Design Studio II Education, Instructor	Department of

FUNDED EDUCATIONAL PROJECTS

20XX-20XX Instructional Design Consultant, *Colorado Health Information Technology Collaborative (HITEC)*. Department of Health & Human Services, Office of the National Coordinator for Health Information Technology University-Based Training Grant. 1T15OC000051-01: \$2,622,186.00

20XX-20XX Instructional Design Consultant, Family Psychiatric Mental Health Nurse Practitioner Options, Dr. Mary Weber. Health Resources and Services

Administration (HRSA), Advanced Education Nursing Grants. D09HP14814-01-00. \$881,993.00

CURRICULAR DEVELOPMENT

20XX-20XX *Spring*

Project

Manager/Instructional Publically accessible new course development.
Designer

Available through CO TRAIN

Contact hours available:

3 Medical Home Model: Yes, You are Invited!

Module 1: Medical Home Model: What's All the Fuss?

Module 2: You are Invited: Be A Part of the Team!

Module 3: Team Recruiting: Families at the Center

20XX-20XX Project Manager/Instructional Designer/Videographer/Editor, Basic Health

Assessment Skills

Video Library

- Basic Assessment: Basic Dialog
- Basic Assessment: Pulmonary/Cardiac, Abdomen, Upper and Lower Extremities, and Skin
- Focused Assessment: Head and Neck
- Focused Assessment: Eyes
- Focused Assessment: Ears, Nose, Mouth
- Focused Assessment: Chest, Lungs, Heart
- Focused Assessment: Abdomen
- Focused Assessment: Musculoskeletal
- Focused Assessment: Neurological

OTHER TEACHING

20XX-20XX Instructor, Spring 20XX for Second Life Orientations to HITEC Island for CON, MS informatics students

20XX-20XX ID Consultant Fall 20XX, School of Public Health, Online Interdisciplinary Informatics Course

PROFESSIONAL DEVELOPMENT

20XX-20XX Attendee & Presenter. CU Online Spring Symposium. 05/19/11

20XX-20XX Participant. Webinar. Crucial Conversations: Tools for Talking When the Stakes are High. 12/08/XX

PUBLICATIONS

Lee, H., Holloway, N., & Bartles, G., (2006) Teaching Online Pathophysiology: The University of Colorado Health Science Center School of Nursing in *Distance Education In Nursing (2nd ed.)*. Novotny, J. M. & Davis, R. H. (2006). Springer Publishing, NY.

Skiba, Diane J., Barton, A.J.; Howard, A.; Bartles, G., McCullar, W. (2004). *The Informatics Collaboratory: Building an online community to support health care informatics students*, BBA.Med Info 2004, the 11th World Congress on Medical Informatics (2444).

UNPUBLISHED MONOGRAPHS OR OTHER WRITTEN REPORTS

Lee, Haeok., Holloway, N., & Bartles, G (2004). Book Chapter: Teaching Online Pathophysiology, sent to Springer Publisher

Bartles, G. (2002) myCourseBuilder Help File. University of Colorado Health Sciences Center, School of Nursing.

PRESENTATIONS

Bartles, G (20XX). Presentation: CU Online Symposium, Aurora, CO. *I can barely manage my first life. What would I do with a Second Life?*

Bartles, G (20XX). Presentation: WCET 22nd Annual Conference, La Jolla, CA. Pecha Kucha Smackdown Session. When a Disability Is Invisible: Some Hard Knocks. <http://bit.ly/bZDXWU> Presentation begins at approximately 1:27:06 in the timeline at this URL

AUDIOVISUAL, MEDIA, OR WEB-BASED PRODUCTS

Online Clinical Preceptor Training Course (20XX-20XX). Project Manager, Instructional Designer, Writer, Producer.

Online Course Skills Library of Tutorials (Web resource, 20XX-20XX). Project Manager, ID, Writer, Producer.
<http://www2.uchsc.edu/son/sonweb.asp?section=&LNav=ooes/lnav/ooeslnav.asp&content=ooes/content/demos/OCS/OCS.asp> (site retired)

SERVICE ACTIVITIES

UNIVERSITY COMMITTEES

20XX-20XX Member, Spring Search Committee. CU Online Academic Technology Coordinator

20XX – 20XX President, Exempt Professional Assembly

20XX-20XX Member, University Planning and Accreditation Committee (UPAC)
Member, Governance Leaders
Member, University Staff Council Board of Directors

PROFESSIONAL REVIEW ACTIVITIES

20XX-20XX Formative Evaluator, Interdisciplinary Web-based Course: *Health and Physical Assessment*, Modules 1 and 2.

OTHER SERVICE ACTIVITIES

20XX-20XX Writer, CCNE Self-Study Accreditation Report, Guidelines for Distance Education

20XX-20XX Development of CON New Students Online Orientation

Undergraduate Online Orientation

<http://www.ucdenver.edu/academics/colleges/nursing/undergrad-orientation>

Graduate Online Orientation

Appendix D: Sample Accomplishment Statements

These sample accomplishment statements are provided as examples only. You must craft your own experience statements to reflect your actual work experience as appropriate for each of your targeted resumes.

These statements are generalized. Your statements need to be targeted to the position you are trying to obtain. The most effective statements are those that are both targeted and results-oriented. To effectively write experience statements you must also include statements that emphasize your results.

Enlisted Experience Statements

US Air Force DEFENSE ATTACHE

- Managed and maintained organization budget of \$1.2 million
- Managed and maintained fiscal data, along with the internal information files
- Coordinated with host country officials for aircraft over-flight and landing clearances and official maritime visits
- Provided direct personnel support, including records maintenance and benefits counseling, for 40 embassy officials

US Air Force VEHICLE MAINTENANCE CONTROL AND ANALYSIS

- Reviewed maintenance schedules and notified mechanics about 45 vehicles' service needs
- Verified work performance by comparing maintenance schedules to records of work actually performed
- Prepared charts and reports to track maintenance activities
- Calculated how many mechanics and spare parts were needed to maintain equipment in good order
- Operated computers and other office equipment to input and access maintenance data

US Army ARMAMENT REPAIRER

- Repaired and maintained various advanced military weapons systems valued at up to \$500,000
- Cleaned and lubricated electro-optical fire control components to ensure proper maintenance
- Repaired and maintained sophisticated weaponry such as missile mounts, platforms, and launch mechanisms
- Tested and adjusted weapons firing, guidance, and launch systems

US Army MOTOR TRANSPORT OPERATOR

- Determined best travel routes, confirmed arrival dates, and verified cargo types resulting in a 20% increase in on-time arrivals
- Ensured vehicles are properly loaded to meet required safety standards
- Checked engine oil, fuel, fluid levels and tire pressure for vehicle safety inspections
- Drove vehicles over a variety of road types, traveling alone or in convoys transporting both personnel and cargo
- Performed routine vehicle maintenance and repairs for six different types of vehicles

US Coast Guard MACHINERY TECHNICIAN

- Operated, maintained, and repaired internal combustion engines, boilers and main propulsion power transmission equipment of assigned vessel
- Operated, maintained, and repaired auxiliary fire room, refrigeration, air conditioning, electrical, and machine shop equipment
- Organized and lead emergency response drills for 25 personnel
- Performed maintenance related administrative functions such as inventory, ordering supplies and completing required reports

US Navy AIRMAN

- Assisted in the maintenance of aircraft aeronautical and support equipment
- Performed maintenance service, cleaned aircraft and assisted in aircraft handling
- Operated sophisticated aircraft communication and radar equipment
- Maintained and operated aircraft defensive weaponry and in-flight refueling systems
- Operated helicopter hoists to lift equipment and personnel from land and sea

US Marine Corps PERSONNEL CLERK

- Organized, maintained, and reviewed 75 personnel records including pay documents
- Entered and retrieved personnel information using an automated information system
- Prepared organizational charts, wrote official correspondence, and maintained reports
- Assisted assigned personnel and their families with pay and benefit issues

- Provided current information about personnel programs and procedures to employees and administrators

US Marine Corps MACHINE GUNNER

- Operated and maintained sophisticated equipment designed for tactical operations
- Operated communications equipment and various support vehicles
- Supervised 20 personnel in special work groups ensuring completion of assigned tasks
- Performed emergency maintenance on three different weapons systems
- Worked effectively in groups with diverse team members

Officer Experience Statements

US Air Force DEVELOPMENTAL ENGINEER

- Performed studies of how workers and tasks were organized in large operations
- Measured workloads and calculated how many people were needed to effectively perform tasks at optimum efficiency
- Provided detailed instruction for performance improvements and proper equipment utilization
- Planned and carried out the purchase of equipment and services for maximum productivity in reorganized operation
- Directed internal quality control and production control programs for organization of over 1,500 personnel

U S Air Force EXPERIMENTAL TEST NAVIGATOR, OTHER

- Directed course of multiple aircraft by using radar, sight, and other navigational methods
- Operated and maintained sophisticated communications equipment for four different aircraft
- Inspected and tested pre-flight navigation and weapons systems
- Guided large tankers and other aircraft during in-flight refueling operations
- Provided other pilots with instrument readings, fuel usage, and flight information to ensure safety standards were maintained and to increase efficiency

US Army PHYSICIAN ASSISTANT

- Ordered diagnostic X-ray and laboratory procedures and wrote patient consultations to specialty clinics
- Directed services, taught and trained medical technicians, and performed as medical supervisor for designated units of up to 125 personnel
- Managed personnel, facilities, and equipment required to operate medical clinics
- Functioned as senior staff person to Director, advising on medically related matters pertinent to the success of the unit
- Participated in the delivery of health care services to patients
- Prescribed courses of treatment and medication when required and made appropriate medical record entries

US Army MILITARY POLICE

- Provided leadership for various law enforcement activities including physical security, arrest procedures and criminal investigations
- Planned, coordinated, directed and updated law enforcement procedures for assigned jurisdiction of 220 personnel
- Directed and supervised the administration and operation of confinement and correctional facilities and hospital prisoner wards
- Supervised and administered the development and operation of an ongoing criminal investigation program for a large installation.

US Coast Guard DATA PROCESSING

- Prepared data processing plans and budgets for an organization of 150 personnel
- Developed and monitored \$1.4 million in contracts for data processing equipment and services
- Translated specific objectives and needs into computer systems requirements
- Designed and maintained computer software and databases
- Planned and supervised the installation of new processing equipment, surpassing previously set performance goals by 30%
- Directed various teams of computer systems specialists and computer programmers

US Coast Guard BOATSWAIN SPECIALTY

- Planned and managed various seaboard-operating departments to ensure full efficiency
- Arranged and supervised various training exercises for hundreds of personnel to reach and maintain peak performance levels
- Supervised 16 personnel and provided individual evaluations on a routine basis
- Directed search and rescue missions in training and in actual emergencies

US Navy ELECTRONICS ENGINEERING OFFICER

- Directed daily operations for a large electronics department including supervision of 4 administrative personnel
- Provided technical and engineering assistance to resolve complicated problems
- Directed design, installation and testing of electronic equipment
- Developed test standards and operating instructions for electrical and electronic systems
- Ensured satisfactory and timely completion of assigned tasks
- Inspected all electronics system installations

US Marine Corps AMMUNITION OFFICER (II, III)

- Supervised and coordinated ammunition supply and renovation functions, including, procurement, receipt, storage, issuing, handling, shipment, salvage, and renovation of ammunition
- Operated static ammunition supply points and established field supply points in forward areas
- Advised senior leaders on matters related to the development of ammunition allowances for both training and combat operations
- Directed the daily activities of 15 assigned personnel

Appendix E: Wordsmithing Exercise

Read the following statements and circle those you feel are more impressive.

- A. Responsible for all equipment of my troops.
- B. Accountable for more than \$100,000 of inventory on a daily basis in a rapidly changing environment.
- A. Disciplined my troops through the formal channels of the UCMJ for poor behavior.
- B. Provided counseling and corrective action plans for multiple individuals through formalized disciplinary policies.
- A. Provided regular planning and guidance to team members enabling the creation of a career path after their service.
- B. Helped my troops think about what they are going to do when they get out.
- A. Helped to develop patrol routes for our combat missions.
- B. Assisted senior leadership in the development of operational strategies for dozens of objectives.
- A. Provided daily status reports to senior leadership.
- B. Reported daily to leadership about the status of my troops.
- A. Appointed by senior leadership to assume responsibilities based on successful performance.
- B. Earned a battlefield promotion for doing a good job during a firefight when my squad leader went down.
- A. Adapted to situations as things changed.
- B. Succeeded in a rapidly changing and stressful environment by employing the practices of the organization and applying them to the situation.

Appendix F: Letter of Explanation Sample

March 28, 20XX

Employer Info

ATTN:

Address:

City/State/Zip

Dear *[Insert Employers Name]*:

Please accept this letter of explanation regarding the lack of information on the Employment Application about my *[dishonorable discharge, felony convictions, or appropriate issue]* that occurred in *[Insert year XXXX]*. I certainly do not want to mislead you nor lie to you by not providing more detailed information on the application; however due to the confidentiality of this information and the embarrassment I feel over my past mistake, I very much want the opportunity to explain this to you in person.

I am sure you have reservations about hiring an *[use appropriate terminology, e.g. ex-felon]*, and rightfully so. If the positions were reversed I would probably feel the same way. I can only hope to explain the specifics, my true regret for what I have done in the past, why that will never happen again in the future, and now that I have the opportunity to turn my life around, why I will be an outstanding employee. *[Work directly with a One Stop Career Center representative for the following information: To back that up, the U.S. Labor Department may be willing, at no cost to you, to post a \$5,000 Fidelity Bond with you on my behalf. Additionally, the I.R.S. offers a one time \$2400- \$9000 tax credit to employers who hire xxxx].*

Whatever your decision, I thank you for your time and consideration.

Respectfully,

Appendix G: Mock Interview Observer Sheet

Build Rapport

Did the candidate introduce him or herself and shake hands professionally?

Did the candidate make eye contact?

Did the candidate make appropriate small talk?

Employer Questions

Did the candidate answer employer questions appropriately?

Did the candidate use the STAR method?

Did the candidate stumble or pause too long?

Did the candidate adequately answer the questions?

Candidate Questions

Did the candidate ask appropriate questions?

Did the candidate ask about follow-up?

Closing Stage

Did the candidate ask for the job?

Did the candidate thank the interviewer?

Did the candidate graciously exit?

Appendix H: Gold Card

THE UNITED STATES DEPARTMENT OF LABOR

GOLD CARD

SERVICES FOR POST 9/11 ERA VETERANS

The One Stop Career Centers are ready to provide you intensive services for up to a six month period through an exciting array of career and supportive services to include:

- Case management
- Skills assessment and interest surveys
- Career guidance
- Job search assistance



HOW TO ACCESS GOLD CARD SERVICES?

- Information about Gold Card Services can be found at www.dol.gov/vets/goldcard.html.
- Locate your nearest One Stop Career Center by going to America's Service Locator www.servicelocator.org or by calling Toll-Free 1-877-US2-JOBS (1-877-872-5627) TTY: 1-877-889-5627.
- Once a One-Stop Career Center has been located, go there and present this Card.
- Information about other services and benefits can be found at www.ebenefits.va.gov and www.nrd.gov.

Eligible Veterans will receive priority of service in all Department of Labor funded employment and training programs



November, 2011

Appendix I: Draft Resume Template

Heading (name, address, email, phone number):

Objective Statement (optional):

Summary:

Areas of Expertise:

√

√

√

√

√

√

√

√

√

Experience (job title, company name, city, address, year to present):

Accomplishment statements that begin with an action verb

-

-

-

Accomplishment statements that begin with an action verb

-

-

-

Accomplishment statements that begin with an action verb

-

-

-

Accomplishment statements that begin with an action verb

-

-

-

Education (indicate degrees attained within the last ten years or expected attainment):

Certifications/Training (indicate training certifications attained that indicate your current knowledge or skill enhancement):