

Department of Labor Employment Workshop (DOLEW)



Participant Guide



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1

Getting Started

Section 1: Getting Started

Thank you for your service, and congratulations on embarking on the next phase of your career!

Welcome to the Department of Labor Employment Workshop (DOLEW). This two-day workshop is provided by the Department of Labor (DOL) for Service members and is designed to help you further launch your civilian career.

1.1 Objectives

Upon completion of this training, you will have learned how to

- Identify and develop effective career goals.
- Market yourself effectively to a future employer.
- Understand the three different methods of how hiring occurs.
- Connect your skills and abilities with the needs of an employer.
- Use the STAR method to write achievement statements and understand how to use them throughout the job search process.
- Create a professional introduction.
- Identify strategies to manage your online presence.
- Recognize the steps to set up an informational interview.
- Create a draft targeted resume.
- Strategize how to expand your network.
- Demonstrate appropriate verbal and non-verbal communication skills/techniques for an interview.
- Understand the difference between federal resumes and standard resumes.
- Identify the relevant factors in evaluating a job offer.
- Identify the basic do's and don'ts in negotiating.



1.2 Course Overview

The table below shows a breakdown of each stage, including the focus, topics, and activities that we will cover in each lesson.

Focus	Topics & Activities
1. Getting Started	• Objectives • Course overview • Prerequisites • High-quality civilian career • Four principles of getting a job • Career transition journey map
2. Identifying your career goals	• Creating SMART Goals
3. Surveying the job market	• How hiring occurs • Additional options
4. Identifying your skills	• Inventory your skills • Use the STAR method to create your skill statements • Translating military terminology into civilian terms • Developing skills
5. Developing your personal brand	• Professional introduction • Creating a strong online presence • Using social media to leverage your online presence • Resumes • Building your resume section by section • Cover letters
6. Building your personal brand	• Networking • Expanding your network
7. Activating your brand	• Application • Identifying and preparing your professional references

Focus	Topics & Activities
8. Exploring federal hiring	• Federal civil service • Veterans' preference • Finding federal jobs • The differences between federal resumes and standard resumes • USAJOBS resume builder
9. Preparing for interviews	• Types of interviews • Interview stages • Dressing for success during an interview • Common interview questions • Following up after an Interview
10. Receiving a job offer	• Evaluating a job offer
11. Negotiating for what you want	• Negotiation do's and don'ts • How to negotiate
12. Communicating your decision	• Accept the offer • Request a delay of the decision • Reject the offer
13. Summing it up	• Activity: Initiate the plan • Thank you

1.3 Prerequisites

The Transition Assistance Program (TAP) curriculum is an outcome-based, modular curriculum with standardized learning objectives. It transforms the way the military prepares Service members who are transitioning to civilian life to pursue their post-service career goals.

The TAP curriculum includes a core curriculum and individually chosen modules on employment, education, career credentialing and apprenticeship training, and entrepreneurship. The curriculum is designed to build skills that help Service members transition and be able to meet mandatory Career Readiness Standards (CRS), regardless of their branch of service.

Many of the documents you have completed during the DoD Transition Day (Managing Your Transition, Military Occupational Code [MOC] Crosswalk, and Financial Planning for Transition) will assist you during the DOLEW.

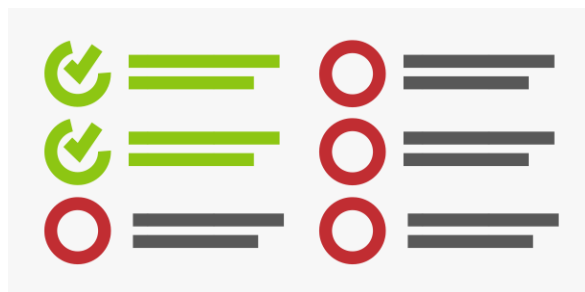
Bring the following items to class each day:

- VMET
- Performance evaluations (to help you develop STAR statements)
- Military and college transcripts
- MOC Crosswalk Gap Analysis
- Laptop or notebook (if allowed)

If, due to various factors including scheduling, you have not attended the TAP core curriculum (including Managing Your Transition, MOC Crosswalk, Financial Planning for Transition, Veteran Affairs [VA] Benefits and Services and DOL Employment Fundamentals), you should speak with a Transition Counselor as soon as possible to be scheduled for these modules.

1.4 High-Quality Civilian Career

The purpose of the DOL's curriculum is to assist Service members with their transition into a high-quality civilian career. A high-quality civilian career provides meaningful work and allows one to utilize their knowledge, skills, and abilities in an occupation that supports their values while earning a substantive wage. An investment in higher education or a training program can help to secure a high-quality civilian career. Generally, the employment rate and earning potential are greater for those with higher levels of educational attainment. According to the DOL's Bureau of Labor Statistics, individuals with an associate's degree, on average, earn 18% more than their counterparts with high school diplomas. Likewise, an individual with a bachelor's degree, on average, earns 64% more. Individuals who complete a Registered Apprenticeship Program, on average, earn 84% more than those with only a high school diploma.



1.5 Four Principles of Getting a Job

The DOLEW is designed to assist you as you continue your transition from military to civilian life. The workshop will help you to further develop your resume, conduct more in-depth career research, prepare for networking and interviewing events, and ultimately secure meaningful employment. The course is organized around four basic principles of getting a job:



1. **Think like an Employer.** You must think like employers and understand the factors that make them and their organizations successful. By taking the time to think like an employer, you will have an edge over your job search competition.



2. **Identify Your Skills.** You will need to identify which of your skills can contribute to the success of both the business you are targeting and the individual hiring decision makers.



3. **Develop and Deliver Self-marketing Messages.** You will need to develop and deliver effective, targeted, self-marketing messages that will convince civilian hiring decision makers that they should hire you.



4. **Discover, Research, and Connect.** You will need to discover, research, and connect with networking contacts and employment opportunities that are a good match for your skills and interests.

If you carefully apply each principle, you will be poised for success during your transition and throughout your job search.

1.6 Career Transition Journey Map

This manual complements the Transition Assistance Program (TAP) curriculum by providing you with access to tools and best practices that will help you to transition from military service to a civilian career. The curriculum's Career Transition Journey Map is presented below. This map provides specific guidelines and timeframes to manage and navigate your journey toward a new career path.

Career Transition Journey Map				
Timetable	18 to 24 Months Before Transition	12 to 18 Months Before Transition	6 to 12 Months Before Transition	0 to 6 Months Before Transition
Primary Activities	Assessment and Career Exploration	Preparation Activities	Engagement Activities	Transition
Description	- Meet with local TAP Counselor. - Complete self-assessment. - Create a LinkedIn account. - Identify a mentor. - Begin exploring career options. - Develop an Individual Transition Plan (ITP). - Register for and attend TAP workshops and additional tracks (RETIRING).	- Attend any remaining TAP workshops and tracks. - Explore SkillBridge or Career Skills opportunities. - Explore other training opportunities. - Create a master resume. - Register for and attend TAP workshops and additional tracks (SEPARATING).	- Begin & refine job search. - Complete targeted resume. - Sign up for a free year of LinkedIn Premium Subscription. - Targeted networking. - Practice interviewing.	- Attend career fairs. - Connect with an American Job Center (AJC) locally or at post-separation location. - Apply and interview for positions. - Continue to network and stay involved on LinkedIn and other social media sites.
Outcome	High-Quality Civilian Career			

2

Identifying Your Career Goals

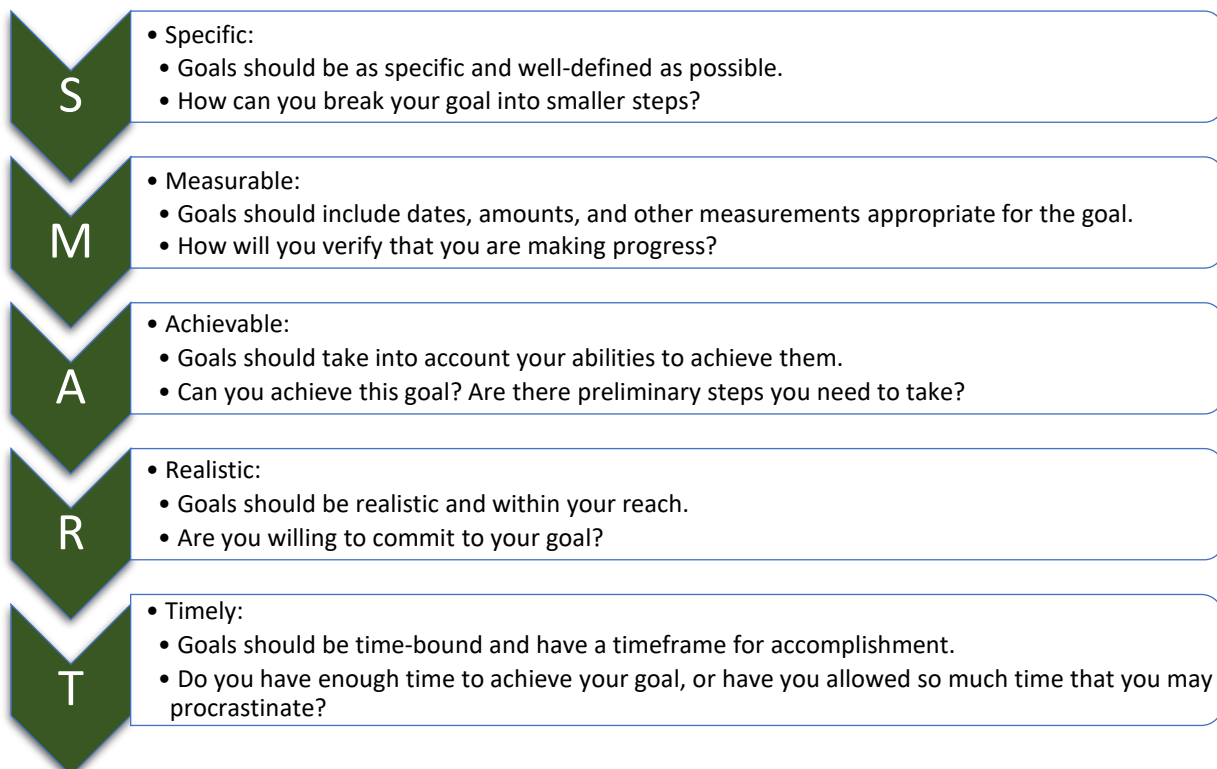
Section 2: Identifying Your Career Goals

All the preparation you have done up to this point—and the work still left to do—will be more valuable to you if you organize the information into a formal plan with concrete goals. Goals help you to stay focused and motivated to reach your own levels of success. This section will help you set career goals to identify what you want to accomplish and what it will take to get you there. As you form your career goals, consider your:

- **Interests:** Are you interested in or passionate about this career?
- **Values:** Does this career support your values?
- **Work Style:** Does this career's work environment support your work style?
- **Market:** Is this career growing? Does it have a good salary?
- **Location:** Is there a demand for this career in your area?
- **Education and training:** Is this a high-quality civilian career? Does it have growing earning potential and opportunity for career advancement?
- **Skills:** What skills are needed for this career? Do my skills match? If not, what would it take to develop the skills?

2.1 Creating SMART Goals

SMART is a handy acronym for the five characteristics of well-designed goals: specific, measurable, achievable, realistic, and timely. This popular technique helps you save time and energy by making goal setting more efficient and productive.



2.2 SMART Goal Examples

When making career goals, you want the goals to meet as many of the SMART characteristics as possible. Here are some examples for each characteristic:

	Instead of saying...	Say...
Specific	"I will have a job offer by my military separation date."	"I will get a position managing a marketing team for a startup tech company by my military separation date."
Measurable	"I'm going to start applying for the manager position in marketing."	"I will apply to at least three job postings for the manager position in marketing next month."
Achievable	"I'm going to apply for the manager position at Regal marketing department."	"I will create a targeted resume to highlight my education and management experience to send with my job application to Regal's marketing department."
Realistic	"I'm going to take a class in business finance."	"I will enroll in the digital marketing tactics class at my local community college to add to my resume."
Timely	"I'm going to work on my targeted resume for the manager position at Regal Marketing."	"I will finish my targeted resume by next Monday to submit to Regal Marketing for the manager position."

2.3 Activity: Create Your SMART Goal

Take a few minutes to complete the following sentences. Be prepared to share your answers with others in the group.

Step 1: Write down your initial career goal in the box below:

Step 2: Convert your initial career goal into a SMART goal by answering the following questions in each box.



- Specific: How can you break your goal into smaller steps?



- Measureable: How will you verify that you are making progress?



- Achievable: Can you achieve this goal? Are there preliminary steps you need to take?



- Realistic: How can you commit to this goal?



- Timely: Do you have enough time to achieve your goal, or have you allowed so much time that you may procrastinate?

Step 3: Review what you have written and craft a new SMART goal.

3

Surveying the Job Market

Section 3: Surveying the Job Market

What is new since your last job search? If it has been a while, you will quickly find that technology now plays a huge role in the employment process. You will also find there is a labor shortage in the workforce due to the baby boomer population retiring at a rapid pace and there are more job openings than there are workers. Employers need experienced workers and you can fulfill that need.

In this section, you will learn what to expect in today's job market, how hiring occurs, and what options are available to you. This section will introduce you to the first principle of getting a job: Think like an Employer.

3.1 How Hiring Occurs

Companies hire employees through a variety of methods, including:

- Advertised recruitment campaigns
- Positions or opportunities created for specific talent hires
- Unadvertised opportunities

Advertised Vacant Positions

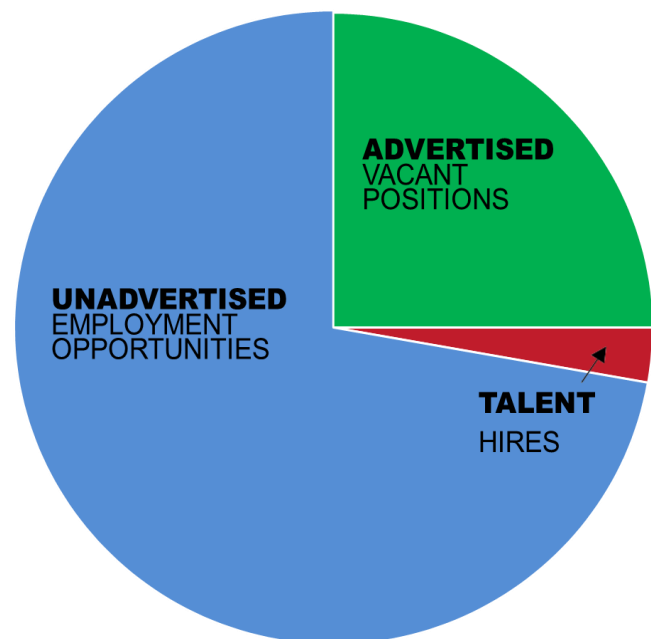
When a company has an immediate need to fill a position, they usually advertise the vacancy, review job applications and/or resumes, interview some of the qualified candidates, and select the one that best meets the needs of the organization.

Talent Hires

Companies can also acquire talent by hiring someone who impresses them, even if they do not have a specific vacancy to fill.

Unadvertised Employment Opportunities

Companies sometimes informally search for talent to fill an anticipated or vacant position by hiring internally, using a recruiting firm or headhunters, and relying on referrals from current employees. This is also known as the "hidden job market."



Use the following key tasks when you are applying for each hiring method below.

3.2 Advertised Vacant Positions

1. Identify all advertised openings within commuting distance of the location you plan to live in when you transition from the military.
 - Search job boards, including your state American Job Center system, the Veteran's Employment Center, and www.usajobs.gov.
 - Search the Careers tab on employer websites.
 - Search the National Labor Exchange (NLx): <http://us.jobs/index.asp>
 - Notice local Now Hiring or Help Wanted signs as you travel around town, and scan the Help Wanted ads in the newspaper.
2. Make a strong case that you are the best candidate.
 - Learn as much as possible about the vacant position and the company.
 - Customize your cover letter and resume and emphasize position-related technical or task-related skills, knowledge, traits, and certifications.
 - Deliver your cover letter and resume or equivalent information as instructed. This will likely mean submitting it electronically.
 - Add keywords related to the position that an Applicant Tracking System might screen for.

3.3 Talent Hires

1. Expand and leverage your personal, social, and work-related networks.
 - Use your contacts to learn as much as you can about local businesses and the challenges or opportunities they are facing.
 - Research the business online.
 - Request informational interviews with your connections who could provide knowledge about a business you are interested in. This will help you learn about the employers and how they can use your skills.
2. Develop a cold contact system.
 - Contact people who are not in your network to arrange for meetings with hiring decision makers at each business you target.
3. Make it clear how the business could benefit from hiring you.
 - Identify ways that your contributions to the business would exceed the total costs of employing you.

3.4 Unadvertised Employment Opportunities

1. Leverage your existing personal, social, and work-related networks, to help you find a job.
 - Let your network know that you are transitioning out of the military and looking for a new career. They may know of open positions within their companies that they could recommend you for.
2. Anticipate job openings by researching companies that are busy, growing, or seem to have a high turnover.
 - Being observant and anticipating job openings could mean that you are able to apply for a position before it is posted, giving you an advantage.
3. Learn as much as possible about the company and talk to any contacts who know about potential openings.
 - Connect with people internal to the business to learn more about how you can apply and stand out on your application.
 - Try to arrange for informational interviews with one or more people inside the business.
4. Develop a compelling application package.
 - Tailor your resume and cover letter for the position.
 - Identify one or more hiring decision makers in the business and get copies of your cover letter and resume into the hands of those individuals.

3.5 Additional Options

If you are not looking for immediate employment in the job market, you can consider other options.

Entrepreneurship

Is your career goal to own a business? The U.S. Small Business Administration (SBA) estimates that 20% of Veterans are actively pursuing business ownership.

Starting, purchasing, or partnering in a small business can help you

- Enjoy a greater degree of autonomy and control over your life, including the ability to balance work and life in ways that make the most sense to you.
- Pursue an idea that is important to you, perhaps by creating a new product or service that meets an unmet need, or by targeting an underserved market.
- Pursue greater financial success than may be possible when working for someone else.

Entrepreneurship also involves an array of challenges and risks, and you should be aware of these as you make your decision about pursuing this path.

To begin learning more about the opportunities and challenges of business ownership, ask your Transition Coordinator about the two-day Entrepreneurship Track of the Transition Assistance Program. Subject matter experts from the SBA and its network of partners will cover business fundamentals and techniques for evaluating the feasibility of business concepts you may be considering.



AmeriCorps and Volunteer Service

Volunteering is valuable for giving back to your community and helping important causes, but volunteer service can also be valuable for your transition into civilian life. Research shows that volunteering increases a person's likelihood of finding a job by 27% nationwide, and volunteers in rural communities have a 55% higher chance of finding a job. Volunteering helps you build your resume experience and job network, which can lead to employment opportunities.

Consider choosing a volunteer opportunity based on your skills, experience, and employment objectives. If you do not have the experience or network connections for the job you want, look for a volunteer opportunity that offers a chance to gain new skills and connections.



AmeriCorps members receive a flexible education award that complements your GI Bill benefits, and full-time members receive a modest living allowance, healthcare benefits, and childcare assistance. Nearly 400 employers nationwide, including corporations and state and local governments, are Employers of National Service, which is a group of employers that prioritize hiring AmeriCorps alumni. Some AmeriCorps members may also be eligible for direct hiring into the federal government service.

For more information, visit: www.AmeriCorps.gov/veterans

The Registered Apprenticeship Program

The Registered Apprenticeship program provides a unique, flexible combination of structured learning and on-the-job training under the guidance of an assigned mentor. This program is sponsored by an individual business or employer. To find apprenticeships within the Registered Apprenticeship program, visit www.apprenticeship.gov.

The Registered Apprenticeship website is full of helpful information about various apprenticeship programs and resources that can help you to obtain an apprenticeship. The website contains a list of DOL-registered apprenticeship programs, which have been reviewed by the DOL to ensure the quality of the program.

Managing Your Education

Investing in a higher education or training program could help you secure a high-quality civilian career. If your goals include pursuing higher education or receiving additional training, you can register for either of the following two-day education training tracks to learn more about each path.

Managing Your Education

- A track for those interested in pursuing higher education.
- Participants will learn the vocabulary of higher education, identify a potential career and degree, explore the factors for choosing a quality institution, research the requirements for admission, explore funding options, and compare two institutions of higher education.

Vocational Training

- A track that offers a unique opportunity for both Service members and spouses to complete a personalized career development assessment of occupational interest and ability.
- The track's industry-standard assessment will present participants with a variety of tailored job recommendations (some of which are classified as high-demand or high-growth occupations) that align with their interests and aptitudes. Participants will also be guided through a variety of career considerations, including labor market projections, education, apprenticeships, certifications, and licensure requirements.

4

Identifying Your Skills

Section 4: Identifying Your Skills

Your skills and experience are valuable to employers. However, many employers and hiring managers are unfamiliar with military terminology and often struggle to understand how you and your skills fit with their organizations.



This section will focus on how you can articulate your skills to employers using the STAR method. You will also learn how to evaluate skills employers are seeking, further develop your skills, and translate military terminology to civilian terms employers can understand. This section will introduce you to the second principle of getting a job: Identify Your Skills.

4.1 Inventory Your Skills

It is important to know how to identify and translate your skills so employers can see they relate and could contribute to the success of their businesses. Employers look for skills in two categories: hard skills and soft skills.

Soft skills may include communication, critical thinking, relationship building, and teamwork, while hard skills may include technical knowledge such as skills in Microsoft Office, typing, mechanical ability, foreign language, and equipment operating.

To help you convey your skill set to an employer, you will need to inventory all your skills, including those you have learned and acquired from your military service, education, volunteer services, or other job-related experience.

4.2 Activity: Create a Skills Inventory

Review the list of skills below, and rank yourself on a scale of 1 to 4 for each one:

1 = Not competent; 2 = Somewhat competent; 3 = Moderately competent; 4 = Very competent

If you have skills that are not on the list, add them to the bottom.

Skill	Rating	Skill	Rating
Arranging meetings/events/training programs		Installing software/plumbing or electrical systems/parts	
Assembling equipment		Initiating production/changes/improvements	

Skill	Rating	Skill	Rating
Auditing financial records/accounts payable		Interpreting languages/new laws/schematics/codes	
Communicating with others/groups		Interviewing people/new employees	
Coaching team members		Investigating problems/violations/fraud	
Confronting people/difficult issues		Maintaining transportation fleet/aircraft/diesel engines	
Constructing buildings		Managing an organization/mail room/retail store	
Controlling costs		Marketing products/services/programs	
Counseling employees/colleagues		Negotiating contracts/sales/disputes	
Creating new programs/internet sites/data systems		Operating vehicles or equipment	
Delegating authority		Persuading others/customers	
Implementing registration systems/new programs		Planning agendas/conferences	
Directing administrative staff/projects		Preparing reports/meals/presentations	
Dispensing medication/information		Programing computers	
Establishing objectives/guidelines/policies		Protecting property/people	
Evaluating programs/solutions/instructors/peers/students		Purchasing equipment/supplies/services	
Illustrating storyboards/concepts		Repairing equipment/mechanical devices	
Handling detailed work/data/complaints		Setting goals/objectives	
Healing/Nursing/Nurturing/Curing		Supervising others	
Improving maintenance schedules/systems		Training others	
Improvising action		Writing or editing publications/proposals/technical documents/videos	
Auditing financial records/accounts payable		Interpreting languages/new laws/schematics/codes	
Communicating with others/groups		Interviewing people/new employees	

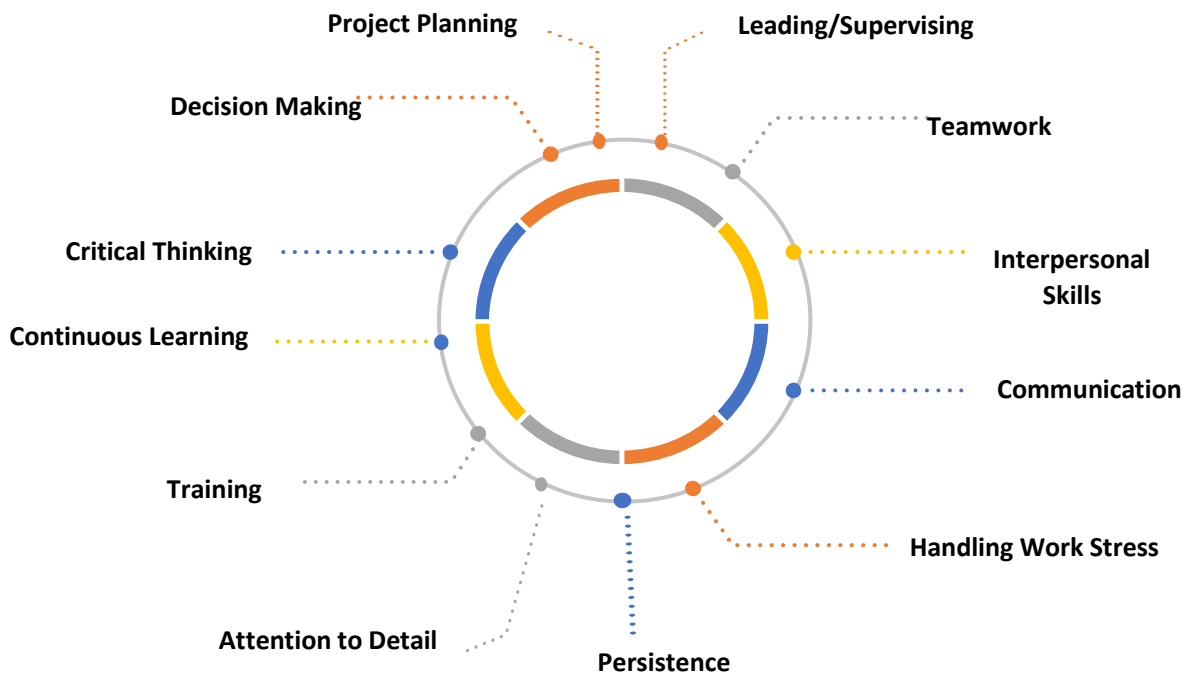
4.3 Transferable Skills

In some cases, you may be qualified for a position even though you lack the relevant, industry-specific experience. Employers need experienced workers and are often looking for potential. For this reason, it is vital you market your potential by demonstrating the transferable skills that you have developed in the military.

Transferable skills are skills that are general, technical, or role-related and may be utilized across a range of industries and jobs. Most soft skills are transferable, such as good written and oral communication. Hard skills can be transferable depending on the skill and the position you are pursuing. For example, if you worked as a Supply Officer and oversaw scheduling and budgeting, you can transfer those skills to project management in any industrial setting.

As a Service member, you have acquired many skills in your military career, and those skills are transferable to your new career. **Do not** downplay the training or experience you had in the military because those skill sets may be what the employers need.

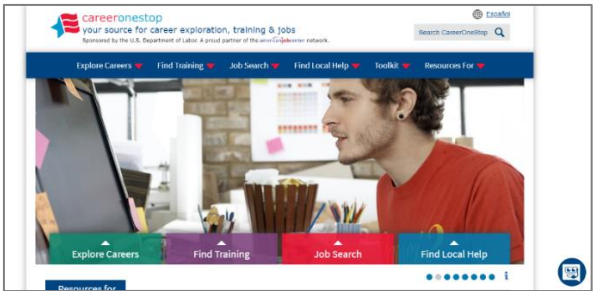
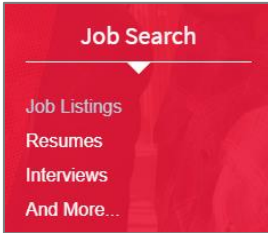
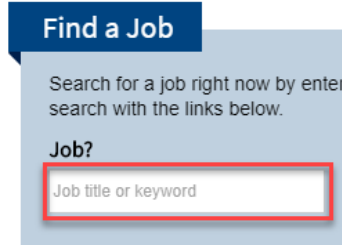
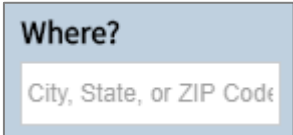
According to a study conducted by (RAND), below are some examples of transferable skills that all Service members have:

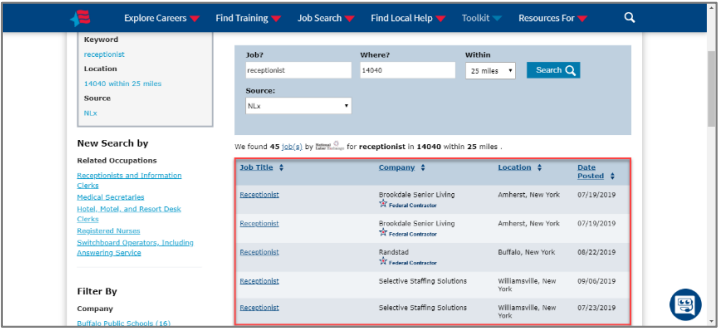


It is important that you can identify and give examples of the transferable skills that you have developed to persuade prospective employers that you are right for the job. For this task, you can use the STAR method.

4.4 Activity: Identify Skills Employers Are Seeking

In this activity, conduct a job search for your selected career and identify related skills that employers are seeking from candidates.

Step	Action
1	Access www.careeronestop.org 
2	Hover the mouse over the Job Search tab. 
3	From the secondary menu, click Job Listings. 
4	In the Job box, enter the occupation. 
5	In the Location box, enter your current or desired working location by city AND state, or by zip code. 
6	Click Search. 

7	In the list of vacant positions in the area, click the posting that interests you the most. Note: You will be directed to the job posting on the company's hiring page.	
8	Review the job posting to identify the hard and soft skills the employer is seeking. Note: You will use this job posting to help you draft your targeted resume in the next section.	

Now that you have identified the hard and soft skills from the job posting, categorize and list them in the table below:

Hard Skills	Soft Skills

Look at these skills and compare them with your own. Would you be qualified for this position?

4.5 The STAR Method

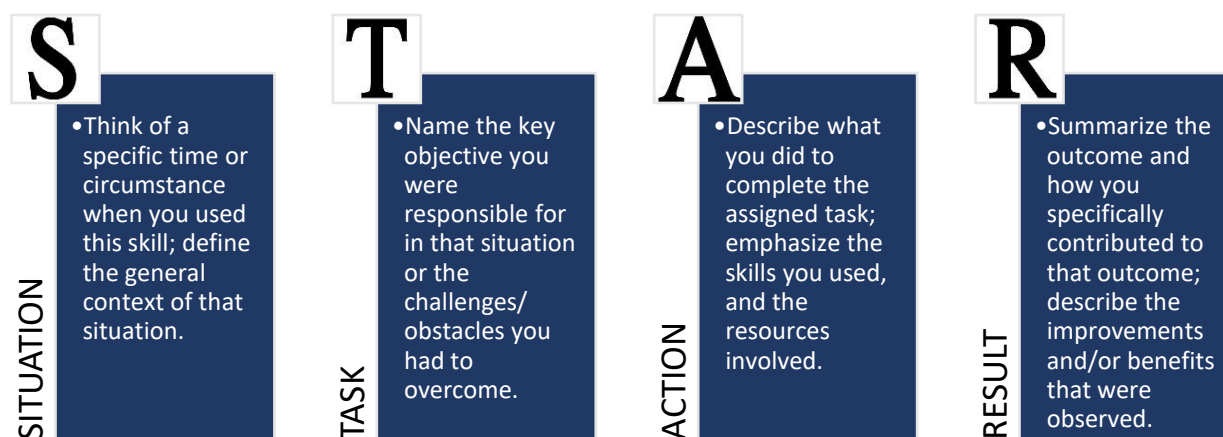
STAR is an acronym for **Situation, Task, Action, Result**. You learned about STAR during the one-day DOL Employment Fundamentals for Career Transition course. Today, you will continue to create and revise your own unique STAR statements.

As a reminder, the STAR method is a four-step technique that will help you discuss how you used your skills to achieve goals. It provides a concise narrative that gives a fuller picture of your competencies and how you previously put them into practice.

These STAR statements are a valuable reference for more than just your resume. They will also help you:

- Develop a concise professional introduction.
- Write effective cover letters.
- Prepare for behavioral interviews.

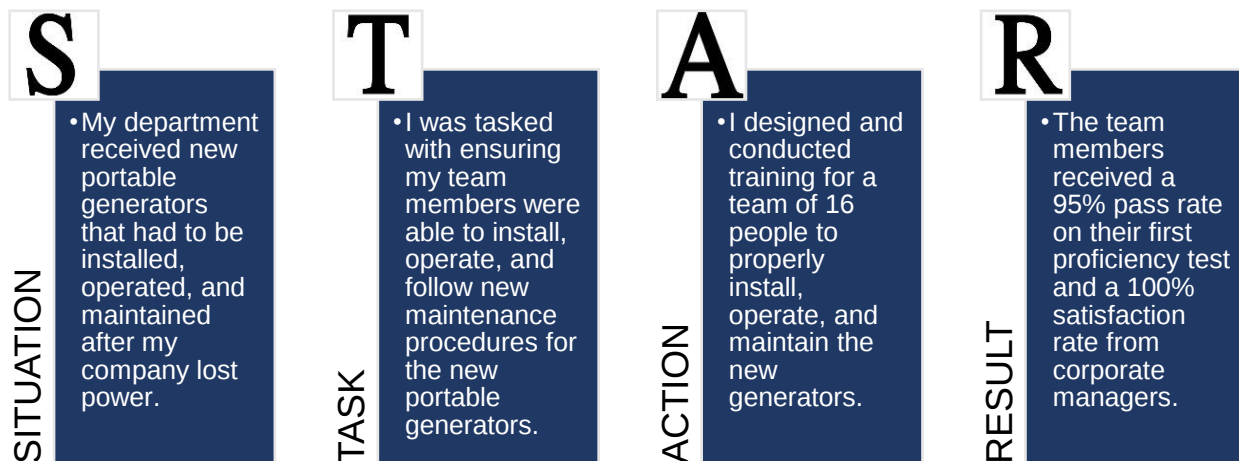
As you learn more about your target industry and function, you may want to revise these statements to make them more relevant.



4.6 Putting STAR into Practice

Instead of listing your job responsibilities under the Experience section of your resume, you should convert the job responsibility statement into an achievement statement.

- Job responsibility: Train team members.
- Think of a situation when you trained your team member and ask the following questions:
 1. Did I implement any new processes to improve the training?
 2. What did I do that went above and beyond my normal training responsibilities?
 3. What problems did I solve and what skills did I use to solve it?
- Put the training skill in the STAR format. See the example on the next page.



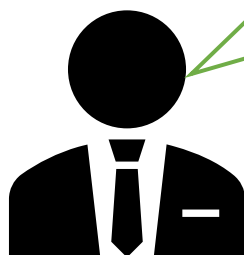
Take the information from the Action and Result areas from the example above to create a new short achievement statement. Start with a powerful action verb and use numbers to quantify your achievements.

Final STAR achievement statement:

Designed and conducted training for a team of 16 people to install, operate, and maintain new generators with 100% satisfaction rate from corporate managers.

4.7 STAR Statements for Interviews and Networking

You can use your STAR statements to prepare for a networking event or a job interview. Here is an example of how you can effectively highlight your training skill in a discussion:



“After dealing with several severe power outages, my unit was issued a new model of portable generators. I was responsible for developing and conducting a training course for all 16 employees on maintenance procedures and proper operation prior to installing the generators. The trainees achieved a 95% pass rate on the first proficiency test and 100% satisfaction rate from corporate managers. The generators were installed and properly maintained, and we had no further power outage issues.”

4.8 Activity: Use the STAR Method to Create a Skill Statement

Step 1

Take one job responsibility (use the VMET) or task in your position and write it down in the box provided below.

Step 2

Review the job responsibility and think of a situation when you used the skill. Then ask yourself the following questions:

- Did I implement any new processes to improve things?
- What did I do that went above and beyond my normal responsibilities?
- What problems did I solve and what skills did I use to solve them?

Step 3

Use the STAR method to create your achievement statement.

The STAR Method	
S – Situation	Think of a specific time or circumstance when you used this skill; define the general context of that situation.
T – Task	Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.

A – Action	Describe what you did to complete the assigned task; emphasize the skills you used, and the resources involved.
R – Result	Summarize the outcome and how you specifically contributed; describe the improvements and/or benefits.



Take the information from the Action and Result areas to create your achievement statement below. Start with a powerful action verb and use numbers to quantify your achievements, if applicable.

STAR Achievement Statement

4.9 Translating Military Terminology into Civilian Terms

One of the easiest ways to help employers understand your military experience is to substitute military terms, titles, ranks, and acronyms for their civilian equivalents in your professional introduction, cover letter, resume, and interview. Review and familiarize yourself with the examples in the table below.

Terms & Acronyms

Military	Civilian Equivalents
NCOIC, Watch Captain, Petty Officer of the Watch	Supervisor, Manager, Coordinator
Commander, Chief	Division Head, Director, Senior Manager
Executive Officer (XO)	Deputy Director, Assistant Manager
Action Officer (AO)	Analyst (or Senior Analyst, if applicable)
TDY/TAD	Business travel
PCS	Relocation
OER/NCOER	Performance appraisal
MOS/MOC	Career field
Commanded	Supervised, directed
Battalion, Unit, Platoon	Organization, agency, department
Mission	Responsibility, task, objective, job
Combat/War	Hazardous conditions, conflict
Headquarters	Headquarters, corporate office
Subordinates	Employees, coworkers
Service members	Employees, coworkers, colleagues, personnel, individuals
Military Personnel Office (MILPO) & Personnel Action Center (PAC)	Personnel office
Regulations	Guidance, policy, instructions
Reconnaissance	Data collection, survey, analysis

Job Titles

Rather than focusing on military titles (Captain, Major, Sergeant), focus more on communicating the functional area of the job title (Communications Technician, Emergency Medical Technician, and Nurse).

The following table contains a few examples.

Military	Civilian Equivalents
Senior Field Grade Officer (O5-O7)	Chief Executive Officer (CEO), Director, Chief Operating Officer (COO), Deputy Chief Administrator
Field Grade Officer (O4)	Executive Officer, Deputy Director, Assistant to the Director, Operations Manager
Company Grade Officer (O1-O3)	Operations Officer, Program Administrator, Supervisor
Warrant Officer	Technical Manager, Specialist, Department Manager
Senior NCOs	First-line Supervisor
Sergeant Major	Senior Advisor
First Sergeant	Personnel Supervisor
Squad Leader	Team Leader, Team Chief
Supply Sergeant	Supply Manager, Logistics Manager
Operations NCO	Operations Supervisor
Platoon Sergeant	Supervisor, Instructor, Trainer

Education

Make your classroom achievements easy to understand by describing your military education in civilian terms, as demonstrated in the table below.

Military	Civilian Equivalents
Basic Training	Basic Skills Course
Advanced Individual Training (AIT)	Advanced Skills Course (mention career field)
Warrior Leader Course (WLC)	Basic Leadership Development Course
Advanced Leader Course (ALC)	Advanced Leadership and Management Development Course
Senior Leader Course (SLC)	Senior-level Leadership, Technical, and Management Development Course
Officer Career Course	Junior Officer Training Course
Combined Arms Staff College	Senior Managerial Leadership School
Command and Staff College	Senior Leaders Program
War College	Executive Leadership School

4.10 Developing Skills

If your career goal is in an industry that requires skills that you do not currently have, here are some methods you can use to develop those skills:

1. **Take continuing education courses in career-related fields.**

These courses are often taught by professionals with experience in their field. For some professions, continuing education courses are required to stay current in the industry. Many community colleges and universities offer continuing education courses in a variety of fields.

2. **Enroll in a Massive Open Online Course (MOOC).**

MOOC courses are often free and taught by top-tier university professors. They are offered by education providers such as:

- Coursera: www.coursera.org
- EdX: www.edx.org
- LinkedIn Learning: www.linkedin.com/learning (LinkedIn provides a 1-year free subscription to LinkedIn Learning for Service members and their spouses.)

3. **Enroll in an online degree program.**

You can pursue a degree or certification online. Several online universities offer accredited bachelor's and master's degree programs and certifications in high-demand career fields.

4. **Find an apprenticeship using the Registered Apprenticeship Program.**

This is an ideal opportunity for workers who are seeking high-skilled jobs that pay well and employers who are looking to build a qualified workforce. For more information visit www.apprenticeship.gov

5. **Volunteer.**

Volunteering can be a great way to build your skills and network to ultimately get your foot in the door.

5

Developing Your Personal Brand

Section 5: Developing Your Personal Brand

Now that you have created your career goals and identified your skills, it is time to market yourself to show employers how you will add significant value to their organizations. This section introduces you to principle three: Develop and Deliver Self-Marketing Message.

Personal branding is how you market yourself to show what sets you apart from others and shows potential employers how you would add significant value to their organizations. It is what makes you more hireable than someone with similar qualifications. In this section, you will learn the basics of developing your own online and offline personal brand, maintaining your brand over time, establishing a strong online presence, creating your professional introduction, drafting a targeted resume, and writing a cover letter.

5.1 What is Personal Branding?

Personal branding is how you present yourself to others. Everyone already has their own brand identity: the qualities that make them different and unique. What are you known for in your unit? What are people always volunteering you for? If your current brand identity is not what you want to be known for, you can change it.

Developing a personal brand allows you to control how you are perceived by others. Whether you are interacting with someone online or in person, a strong personal brand will help you make a memorable impression.



Personal branding is not about projecting a false image of yourself to an employer. It is about understanding what is unique about you, your accomplishments, experience, and skills, and using those things to differentiate yourself from other job seekers.

5.2 Creating a Strong Online Presence

As employers start to rely heavily on technology such as social media and online resources for screening and recruiting potential candidates, it's important that you have a strong online presence. Employers and recruiters will search for you online to determine if you are worth pursuing. Whatever they find out about you online, good or bad, will help them decide if they will invite you to the interview.

5.3 Activity: Check Your Online Presence

What does your current online presence say about you? Are you revealing things about your personal life that a potential employer might find offensive or distasteful? Remember, what you post and share online can help or harm the impression an employer has of you.

Step	Action
1	Go to www.google.com
2	Search your full name. Note: Log out of your Google accounts beforehand. Otherwise, the search engine will personalize the results based on account activity.
3	Scan the first few pages of search results, including images.
4	Search for yourself on LinkedIn, Facebook, Instagram, Twitter, and any other social media sites you have an account with.

While you go through your current presence in online search and social media results, use the following guidelines to ensure you are creating a positive online presence:

- Represent yourself appropriately in photos, including the photos you are tagged in and the comments that you or others leave on those photos.
- Watch what you say and how you say it. Comments that may be discriminatory, inflammatory, or interpreted negatively by others (especially racial or ethnic minorities) are a huge red flag for employers. Do not leave posts up that you think are “just a joke,” because others may not feel the same about them.
- Do not vent or speak badly about past, current, or prospective employers. Do not share any confidential or insider knowledge about these organizations or people.
- Consider modifying your profile’s privacy settings to limit visibility of your profile, photos, and/or content to only those people or groups you allow.
- Consider adjusting your privacy settings to restrict tagging of yourself in other people’s photographs. You will not have total control of what photos other people share of you, but you can limit how they show up on your profile.
- Contact the webmaster and fill out the take-down request forms if you want to remove your content or image from a website.

5.4 Using Social Media to Leverage Your Online Presence

Social media is a mainstream tool even in business, as it allows employers to recruit and screen potential candidates, and it provides job seekers with access to career, job, and organizational information. You can strengthen your job search and increase your networking capacity by utilizing social media tools.

Here are some general strategies for leveraging your social media networking capabilities:

- It is becoming standard for the employers you contact or people you meet at networking events to search for you online. A complete absence of information about you, or demonstrations of inappropriate behavior or questionable content (including pictures, stories, or comments) may raise concerns.
- Ensure the information you provide on each site is accurate and up to date.
- Use your social networks to locate employment opportunities, including the unadvertised openings and talent hire situations discussed earlier.
- Take advantage of social media to learn more about the companies you are targeting and about hiring decision makers in those companies. Some companies may even create posts to announce job openings.
- Allow social media sites to work for you by setting your job preferences and creating job search alerts to receive a notification when positions that meet your job/work preferences are added to the system.

Here are some specific tactics for making the most of three widely used social media sites: LinkedIn, Facebook, and Twitter.

5.4.1 LinkedIn (www.linkedin.com)

- Sign up for a basic LinkedIn account for free but consider also taking advantage of the one-year free premium career subscription for Service members and their spouses. <https://linkedin.com/military>. LinkedIn Premium Career gives you the following additional features:
 - Interview Preparation to help you prepare for commonly asked interview questions with sample answers from experts and hiring managers
 - InMail Messaging so you can contact anyone, even if you're not connected
 - Ability to see everyone who has viewed your profile over the last 90 days
 - Top Applicant feature to see a list of jobs where you're a great fit
 - Competitive Insights on people who are applying to the same job as you
 - LinkedIn Learning so you can sharpen your skills with 10,000+ expert-led video courses



- Build your profile. Post a career-appropriate photo (not in uniform) and include the information about your military and civilian work experience that is most relevant to the types of positions you are targeting. Be sure to translate military jargon into civilian language.
- Locate and follow the LinkedIn sites of all companies you are targeting in your job search. Stay current on their announcements, news, and other indicators that they may be hiring.
- Join LinkedIn groups related to your desired occupation or profession. Follow and contribute to discussions and familiarize yourself with—or contact—experts and thought leaders who participate in those groups.
- Use your connections, directly or through others in your LinkedIn network, to reach out to those who work for companies you are targeting or who are in occupations that interest you.

5.4.2 Facebook (www.facebook.com)

- Do not keep your job search or upcoming transition from the military a secret. Let everyone with whom you are connected on Facebook know about the type of work you are seeking and the skills and knowledge you can offer an employer.
- Although you may want to restrict access to much of your Facebook profile to friends and family, consider making your employment information and education available to everyone, including employers who may be researching you.
- If you currently use Facebook primarily for keeping in touch with family and friends, realize that all your contacts and the people they know may have information that could help you identify employment opportunities and learn more about those opportunities.
- Ensure the information in the “About” section of your Facebook page is accurate, up-to-date, and professional.
- Utilize the Facebook job search tool. Facebook users can browse jobs and apply with an application.
- Use Facebook’s search feature to determine if a company you are targeting has a Facebook page. If so, “like” the company, and explore the content it has posted.



5.4.3 Twitter (www.twitter.com)

- Ensure your Twitter handle (username) is professional.
- Create a profile that emphasizes your relevant experience.
- When you have identified companies or hiring decision makers you would like to know better, check to see if they have a Twitter presence (you may have to ask for their Twitter handle to locate them), and “follow” them.



- Demonstrate your professional interests and knowledge by periodically tweeting relevant articles or content you discover.
- To strengthen relationships with specific people, reply to the tweets they post, re-tweet their posts, or use the direct message tool to contact them.
- Participate in Twitter chats (online conversations) or online forums related to professional topics that are of interest to you.
- If you are going to attend a networking or professional development event or job fair and the event publicizes a hashtag (the # symbol is Twitter's way of identifying topics or keywords), use Twitter to connect with people online that you would like to meet face-to-face at the event.
- Use the hashtag (#) feature to search for things of interest, including internships, apprenticeships, job fairs, or jobs (#apprenticeships, #internships, etc.).

5.5 Professional Introduction

Your professional introduction (also known as an elevator speech or 30-second introduction) is a brief summary of who you are and what you do. It helps set the stage for productive conversations with prospective employers or members of your job search network. This will help you prepare your response to the "Tell me about yourself" question that will be asked in most formal or informal networking events or job interviews.

You will need multiple versions of your introduction that are customized for different audiences and purposes.

How to Prepare a Professional Introduction

1. **Start by introducing yourself.**
Whether it is at an event, interview, or anything in between, start off with an introduction. Give your full name, smile, extend your hand for a handshake, and add a nice greeting like, "It's nice to meet you!"
2. **Provide a summary of what you do.**
Provide a summary of your background. You should include the most relevant information like your education, work experience, and/or any key specialties or strengths.
3. **Explain what you want.**
This step depends on the situation. Explain the value you bring, how you are a good fit for a job, or what your audience will gain from your interaction.
4. **Finish with a call to action.**
You should end your professional introduction by asking for what you want to happen next. Examples can include asking for a meeting, expressing interest in a job, or confirming you have fully answered an interview question.

Tips on How to Deliver Your Professional Introduction

- **Take your time.**
A professional introduction is a quick conversation by nature. Keep it short but try not to speak too fast.
- **Practice. Practice. Practice.**
Memorize a general outline or key points to keep the introduction conversational without sounding too rehearsed in your delivery. The more you practice, the better you will be.
- **Avoid niche words and phrases.**
Using military acronyms can confuse or alienate your audience. Try to translate the military acronyms into civilian terms.
- **Express confidence.**
Even the best professional introduction can lose its effectiveness if your delivery lacks confidence. Keep your chest high, shoulders back, and smile.

5.6 Activity: Draft Your Professional Introduction Statement

Below are sample statements to help guide you in prepping your professional introduction.

Steps	Sample Statements	Your Statement
Introduce yourself with a warm greeting and provide your full name.	"Hi, my name is..." "It's so nice to meet you..."	
Provide a summary of what you do by including your job title, education, and/or some key specialties or strengths.	"In my position, I had to get really good at..." "I was fortunate to have many opportunities to acquire/develop the skill/to..." "Thanks to a number of challenging experiences, I learned how to..."	

Explain what you want.	“I am interested in working as a...” “I would like to explore a career in...” “I’ve always been passionate about _____ and would like the opportunity to bring my skills to this position.” “I would like the opportunity to put my _____ skills to work for your company.”	
Finish with a call to action by asking for a meeting, expressing interest in a job, or requesting someone to be your mentor.	“I would like to keep in touch to learn more about...” “I would love to talk more about a potential mentorship with you.” “Would you mind if I set up a quick call next week for us to talk about...”	
Use this box to draft your professional introduction.		

5.7 Resumes

In the employment process, you must have a resume. A resume is a document that quickly shows an employer your relevant skills and experience. It is often the first line of contact that you have with a potential employer and is the employer's first impression of you.

The goal of a resume is to effectively summarize and highlight your qualifications in a way that will make the employer want to reach out and schedule an interview with you.

Before you begin drafting your targeted resume, let's see how much you know about resumes.



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. Regardless of your age, your resume work history should list all jobs going back to high school.		
3. Your resume should not be longer than two pages.		
4. A good resume is flexible enough to cover various job options within your professional field of interest.		
5. A good resume paints a clear picture of you, including your height, weight, race, age, gender, marital status, and your number of children.		
6. Employers like to see that you are interested in things other than just your job, so include volunteer work, continued education, and association involvements.		
7. All resumes should contain the complete names, addresses, and telephone numbers of your references.		
8. To help your resume stand out, you should make it as unusual as possible by printing it on brightly colored paper or including a picture of yourself.		
9. It may take much hard work, but a well-written resume will, in isolation, get you the job you want.		
10. It is always better to spend money getting a professional resume writing service to write your resume for you as opposed to doing it yourself.		

Types of Resumes

There are two types of resumes: the master resume and the targeted resume.

Master Resume

A master resume lists and completely describes your skills, work experience, training, certifications, and any awards you have earned. The master resume will serve as a document for you to store information on your accomplishments and work history.

Writing a master resume can be time consuming, but it is worth the effort and time upfront. While there is no template, you may include the following information in your master resume:

1. Organization's name
2. Organization's city and state
3. Job title
4. The month and year that you started and finished
5. Your duties and responsibilities—use STAR statements
6. Your accomplishments
7. Supervisor's name and contact information

A well-written master resume will:

- Make it easier on your memory. It is hard to recreate your work history time and time again. If you have a master resume, you have your chronological work history and skills listed in one place.
- Allow you to figure out effective ways to group your military jobs to best position yourself for a specific employer or opportunity.
- Make it easier to create a targeted resume and avoid writing a generic resume.

In this workshop, there is not enough time to fully develop your master resume. However, you have the tools and knowledge to start the process immediately. The targeted resume that you will write during this workshop can be incorporated into a master resume document, and you can add a few STAR statements each week. After a few months, you will have a substantial master resume.

Remember, resumes are living documents, so you will need to continue to improve and add to it as you gain additional skills and experience.

Targeted Resume

A targeted resume focuses on a specific organization or job opening and highlights the skills and experiences relevant to that position. The targeted resume does the work for the employer, making it easy to see how your specific skills/qualifications are a match to the job's requirements.

To write a targeted resume, you must know what position, career field, or company you are targeting, and then spend a bit of time analyzing the requirements of the job posting and researching the company. What are the key skills or keywords that this company cares about? The goal of your targeted resume is to tell the employer that you match the exact skills and qualifications that they are seeking.



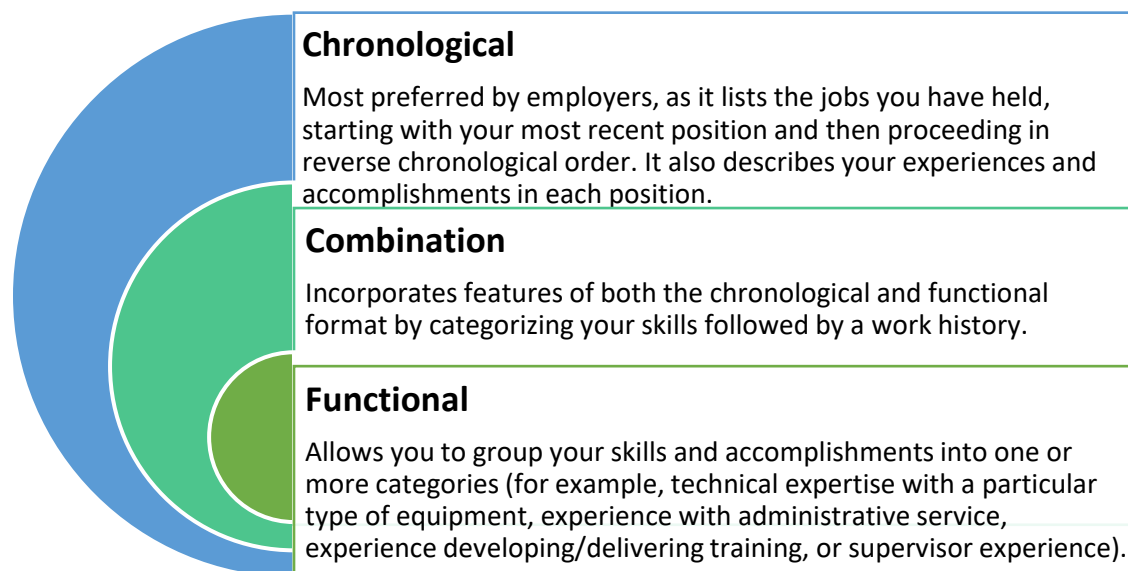
5.8 Activity: Job Posting Cheat Sheet

This activity will provide you with an outline to draft your targeted resume. Review the job posting you selected in the “Identifying Skills Employers are Seeking” and use it to complete the sections below.

Objective: What job am I applying for?	
Summary: What skills/experience are preferred or required for this position?	
Experience: What roles, responsibilities, or duties is the employer asking me to perform?	
Education: What type of education or training is desired/required by the employer?	

Resume Styles

There are three styles you can use to organize the information on your resume: chronological, functional, and combination. In this training, we will focus on the chronological resume style due to its popularity among employers, but you should be familiar with all three types:



Resume Format

Employers often spend less than 30 seconds looking at your resume on the first review. To pass the initial screening, you should ensure that your resume format is visually appealing and easy for an employer to quickly scan. There are many resume formats and templates, so you will want to find one that works best for you.

The commonly included sections of a resume are:

1. Contact Information
2. Career/Job Objective Statement (Optional)
3. Summary of Qualifications
4. Work Experience/Achievements
5. Education/Training

There may be times when it is also appropriate to include additional sections or use other headings, such as Awards and Recognitions, Volunteer Service, etc.

Keep your resume formatting professional and simple using the following guidelines:

- **Length:** One to two pages (add your name to each page if two pages)
- **Alignment:** Left-aligned
- **White space:** Clear margin, one inch all around is recommended
- **Styles:** Use bold, italics, and underlines sparingly
- **Font:** Arial, Calibri, Verdana
- **Font size:** 10 to 12-point font
- **Review:** Proofread and spell check

Remember, your resume will introduce you to a potential employer. Be sure that your brand is presented well in your resume and that it makes an excellent first impression. Misspellings, inconsistent use of font and type size, and misaligned margins can all indicate a lack of attention to detail.

5.9 Building Your Resume Section by Section

Use the following breakdown to create your targeted resume one section at a time.

5.9.1 Section 1: Contact Information

Your contact information goes at the very top of your resume and should be up to date.

Traditionally, your home address would go in the contact section, but this is no longer required by most employers, as it could lead to discrimination and privacy concerns. Most recruiters recommend leaving the address off. If they are interested in the skills offered, they will contact the applicant who can explain their relocation. Ensure the email address you list is professional and include the web address to your LinkedIn profile and/or professional websites.

Example address information:

Jan Lee
(301) 555-1111
Jan.Lee@email.com
www.JanLee.weebly.com
www.linkedin.com/in/Jan-Lee

Jan Lee
(301) 555-1111
Jan.Lee@email.com

5.9.2 Activity: Create Your Contact Information

Use the lines below to create the contact information section of your targeted resume.

5.9.3 Section 2: Career/Job Objective Statement (Optional)

The career/job objective statement may be the second section of a resume. However, it is typically unnecessary, as employers do not see the value of the objective statement when it is focused on your career goals. For this reason, resume objectives or career objective statements should be used by candidates with little or no professional experience in the field or industry.

If written correctly, an objective statement can set you apart from others. Objective statements present a natural opportunity to state the exact job title you're applying for, which helps your resume get noticed by recruiters when they search for the job title in the applicant tracking systems (ATS).

A strong objective statement can also be effective for job seekers who are shifting careers or industries. In these cases, a strong objective statement can be used to explain how you plan to transfer the skills you developed in the military into the new job or industry.

Tips for writing a job objective statement:

- Start with a strong trait, add one or two skills, describe your career goals, and say what you hope to do for the company.
- State the position to which you're applying and use the name of the company.
- Keep it short and concise—use one to two sentences.
- Avoid first-person pronouns (I, me).

Examples of targeted career objective statements:

- Results-driven team leader with 12 years military experience, seeking to use effective leadership and communication skills as a Team Leader at Skyware Global to deliver excellent services to customers and stakeholders.
- Friendly, efficient office assistant, seeking the position of Office Manager at Caliphon, Inc., to leverage proven technical and communications skills to build customer loyalty.
- Detail-oriented IT Support Specialist with over 4 years of experience, seeking the position of IT Specialist at Cisco to utilize exceptional problem-solving skills to assist with sales and customer loyalty.

If an organization requests that you include the job announcement number or the locations of consideration, the objective statement is a great place to include this information.

Example:

- Experienced Medical Assistant with military experience seeking the position of Medical Assistant II (345-USVA2019) at Durham VA Hospital to leverage proven skills in patient care, EHR, and inventory management.

5.9.4 Activity: Create Your Objective Statement

Use the lines below to create the objective statement section of your targeted resume:

5.9.5 Section 3: Summary of Qualifications

The goal of the summary of qualifications is to summarize your skill set and let the reader know you are qualified for the position by highlighting relevant experience, key skills (including hard and soft skills), and achievements.

Remember, this section must be targeted so that you include information relevant to the future employer (rather than just a summary of your greatest skills). Use your company research and job posting to help you identify the preferred and required qualifications so you can create a targeted resume for the position. Use the exact terms listed in the job posting.

Your summary can be a short introductory paragraph, a brief list of skills to showcase your talent, or you can combine the two. The following examples demonstrate the three different ways you can write your summary of qualifications.

Example 1: Bulleted List

Summary of Qualifications for a Project Manager role:

- PMP Certified Project Manager with 10+ years of proven experience overseeing application development, vendor management, and implementation strategies supporting business and financial objectives
- Respected leader with excellent communication skills and experience building highly motivated teams focused on achieving project goals
- Diligent Project Manager with a proven record of success working with Microsoft Project Server
- Proficient in MS Office Suite (Project, Excel, Word, PowerPoint) and Visio
- Graduated with a bachelor's degree in Project Management

Example 2: Paragraph

Summary of Qualifications for an IT Professional role:

Highly motivated Information Technology Specialist and military Veteran with top secret security clearance and 10 years of proven experience in the United States Army. Accomplished measurable results while monitoring and managing 300+ person teams performing help desk operations, Local and Wide Area Network (LAN/WAN) configurations, and maintenance during Department of Defense (DoD)

domestic and global operations in Germany, Kuwait, and Norway. Highly experienced in working with Cisco Systems and Java.

Example 3: Combined

Summary of Qualifications for a Law Enforcement Professional role:

Law Enforcement Professional with a degree in criminal justice and over 15 years of experience providing protective services for over \$10M in assets during state, federal, and global security operations. Key skills:

- Patrol procedures
- Search and rescue
- Surveillance
- Testifying in court
- Conducting investigations
- Interrogation

5.9.6 Activity: Create Your Summary of Qualifications

Use the lines below to create the summary of qualifications section of your targeted resume.

5.9.7 Section 4: Experience/Achievements

The experience section provides the details of your professional experience. This is where you need to use company information and keywords that relate directly to the position and/or company.

This section should:

- List your work history (organization names, job titles, and start and end dates of the positions).
- List your results and/or achievements from each job you have held that relate to the position or occupation you are targeting.
- Include time, numbers, financial savings, percentages, statistics, and examples to illustrate your achievements with STAR skill statements.
- Show progress in your current work history; do this by making your promotions stand out.

Work History Format

The experience section provides the hiring manager with a list of the companies you have worked for, dates of employment, and the position titles you held.

Format for listing your work history:

Job Title	Month and Year Start Date – Month and Year End Date
Company, City, State Location	

- List your job skills and accomplishments for this position. Use STAR Statements.

- List your job skills and accomplishments for this position. Use STAR Statements.
- List your job skills and accomplishments for this position. Use STAR Statements.

Example:

System Administrator January 20XX – Present

U.S. Army Fort Drum, NY

- Resolve Service Desk tickets for more than 3,000 users across 21 states and abroad
- Maintain three domains to include updating, troubleshooting, and repair of network connectivity to achieve goal of 95% continuous connectivity
- Act as Active Directory and Exchange Administrator for over 3,000 users
- Serve as Information Assurance (IA) Manager; annually train over 150 staff on IA protocols to ensure standards are maintained

How to Format a Resume for Multiple Jobs at One Organization

Participants with multiple jobs at one base may use the following format:

Option 1: Stacking

This method is used to draw attention to progressive responsibilities, achievements, and dedication to the company. There are a few simple rules to this resume format:

- Include the overall date range at the top
- List dates for each position next to the title
- Place job descriptions and bulleted key achievements directly below each position.

Stacking Format:

Company Name, City, State Start Date – End Date

Position 1 Start Date – End Date

- List your job skills and accomplishments for this position. Use STAR Statements.

Position 2 Start Date – End Date

- List your job skills and accomplishments for this position. Use STAR Statements.

Example:

U.S. Army, Fort Drum, NY January 20XX – Present

System Administrator May 20XX – Present

- Resolve Service Desk tickets for more than 3,000 users across 21 states and abroad
- Maintain three domains to include updating, troubleshooting, and repair of network connectivity to achieve goal of 95% continuous connectivity
- Act as Active Directory and Exchange administrator for over 3,000 users

Service Desk Supervisor

June 20XX- May 20XX

- Maintained and provided troubleshooting for desktops, laptops, and tablets with Windows 7 and 10 to prevent breaks in service or work productivity
- Managed life cycle replacement, backup, and disaster recovery for computers, Blackberries, iPhones, and other portable devices within the organization to ensure no loss of connectivity
- Proficient in all Microsoft Office products including Office 365, Office 2016, Skype, and OneDrive

Option 2: Separate Listings

You can list each position separately on your resume as you would if they were positions at different companies. This approach draws attention to your achievement history according to both the position and time frame.

Example Separate Listings Format:

Company A's Name, City, State

Start Date – End Date

Position Title 1

- List your job skills and accomplishments for this position. Use STAR Statements.

Company A's Name, City, State

Start Date – End Date

Position Title 2

- List your job skills and accomplishments for this position. Use STAR Statements.

Example:

U.S. Army, Fort Drum, NY

May 20XX – Present

System Administrator

- Resolve service desk tickets for more than 3,000 users across 21 states and abroad
- Maintain three domains to include updating, troubleshooting, and repairing of network connectivity to achieve goal of 95% continuous connectivity
- Act as Active Directory and Exchange Administrator for over 3,000 users

U.S. Army, Fort Drum, NY

June 20XX – May 20XX

Service Desk Supervisor

- Maintained and provided troubleshooting for desktops, laptops, and tablets with Windows 7 and 10 to prevent breaks in service or work productivity
- Managed life cycle replacement, backup, and disaster recovery for computers, Blackberries, iPhones, and other portable devices within the organization to ensure no loss of connectivity

- Proficient in all Microsoft Office products including Office 365, Office 2016, Skype, and OneDrive

Achievement Statements

One of the critical aspects in the resume writing process is integrating keywords into your achievement statements. The goal is to sell the reader on how well you performed the skill, NOT just to tell the reader what skills you are or were responsible for performing.

You can use your performance reviews, collateral duties, internships, awards, volunteer activities, and training records to identify and explain where and when you executed each skill and how it will contribute to the success of the organization.

As you describe your experience and accomplishments:

- Select the skills related to the job you are targeting and highlight your major accomplishments and achievements that relate to the job.
- Use the STAR method.
- Use civilian terms and avoid acronyms.
- Begin with an action verb or dynamic adjective.
- Avoid using the phrase “responsible for.”
- Write in past tense for all previous jobs.
- Avoid the use of personal pronouns (I, me, she, he, we, they, etc.).

Below are samples of achievement statements. The most effective statements are those that are both targeted and results-oriented. Not every statement needs to be a STAR bullet, but the majority should follow the STAR method.

Examples of Achievement Statements:

Facilities

- Designed and maintained fiscal data and internal information files, improving accuracy in retrieving files by 99%
- Coordinated with multiple officials for aircraft over-flight, landing, and maritime visits with zero safety violations

Vehicle Maintenance

- Conducted quality assurance of maintenance work performed, increasing production by 26%
- Determined the number of mechanics needed and spare parts required to maintain equipment in safe operating order 100% of the time
- Reviewed 45 vehicles’ service needs and scheduled maintenance resulting in zero loss in operations down-time

Travel

- Determined efficient routes, confirmed arrival dates, and verified cargo types, resulting in a 20% increase in on-time arrivals

- Ensured vehicles were properly loaded, meeting required safety standards 100% of the time
- Checked engine oil, fuel, fluid levels, and tire pressure for a 100% vehicle safety inspection pass rate

Machinery Technician

- Operated, maintained, and repaired internal combustion engines, boilers, and main propulsion power transmission equipment with zero operational complaints
- Performed functions such as documenting inventory, ordering supplies, and completing required reports

Aircraft/Powerplant

- Assisted in the maintenance and movement of aircraft and support equipment, saving over \$1 million in a five-year period
- Operated sophisticated aircraft communication radar equipment and hoist lifts with a 95% safety record

Personnel

- Organized, maintained, retrieved, and reviewed 75 automated personnel records, including pay documents, improving record accuracy by 20%
- Prepared and provided current information about personnel programs and procedures to employees and administrators, decreasing personnel complaints/issues by 30%
- Supported personnel in records maintenance and benefits counseling for 40 embassy officials, consistently operating under the \$1.2M budget

Engineer

- Conducted job analysis and provided suggestions for improvement, saving the company \$300,000 over a two-year period and saving five man-hours each week
- Directed daily operations for a large engineering department, including supervision of four administrative personnel, receiving the department award for internal customer service
- Directed design, installation, and testing of equipment, ensuring satisfactory and timely completion of tasks on time and on budget

Medical

- Organized and led emergency response drills for 25 personnel, decreasing response time by seven minutes, and was awarded most efficient and timely response team
- Ordered diagnostic X-ray and laboratory procedures, wrote patient consultations to specialty clinics, and prescribed courses of treatment and medication to a client base of 3,500
- Consistently recognized by clients for outstanding customer service
- Taught and trained medical technicians, and performed as a medical supervisor for up to 125 personnel; rated 4.8 on a 5.0 scale by peers

Security

- Led law enforcement activities including physical security, arrest procedures, and criminal investigations, reducing community crime and incident rates by 10%
- Planned, coordinated, directed, and updated law enforcement procedures for assigned jurisdiction of 220 personnel, saving over 180 man-hours annually
- Directed and supervised the administration and operation of correctional facilities for a large military installation; recognized as “excellent” by the Correctional Review Board

Administration

- Prepared data processing plans and budgets for an organization of 150 personnel with 98% accuracy
- Designed and maintained computer software and databases; translated specific objectives and needs into computer systems requirements, improving efficiency by 12%
- Planned and supervised the installation of new office equipment, surpassing previously set efficiency records by 30%

Describe Achievements with Action Verbs

Using action verbs will demonstrate to an employer that you acted and produced results. Always begin the descriptions of your experience with words from the list below and avoid writing in the passive voice with phrases such as “skills included” or “responsible for.”

Action Verbs for Accomplishments			
Accelerate	Appoint	Budget	Collect
Accomplish	Arbitrate	Build	Collaborate
Achieve	Architect	Calculate	Command
Acquire	Arrange	Capture	Communicate
Adapt	Ascertain	Catalog	Compare
Address	Assemble	Champion	Compel
Advance	Assess	Chart	Compile
Advise	Assist	Clarify	Complete
Advocate	Author	Classify	Compute
Analyze	Authorize	Close	Conceive
Apply	Brief	Coach	Conclude
Conduct	Distribute	Expand	Inform
Conserve	Diversify	Expedite	Initiate

Action Verbs for Accomplishments			
Consolidate	Divert	Experiment	Innovate
Construct	Document	Export	Inspect
Consult	Double	Facilitate	Inspire
Continue	Draft	Finalize	Install
Contract	Drive	Finance	Institute
Convert	Earn	Forge	Instruct
Coordinate	Edit	Form	Integrate
Correct	Educate	Formalize	Intensify
Counsel	Effect	Formulate	Interpret
Craft	Elect	Found	Interview
Create	Eliminate	Generate	Introduce
Critique	Emphasize	Govern	Invent
Decrease	Enact	Graduate	Inventory
Define	Encourage	Guide	Investigate
Delegate	Endure	Halt	Judge
Deliver	Energize	Head	Justify
Demonstrate	Enforce	Hire	Launch
Deploy	Engineer	Honor	Lead
Design	Enhance	Hypothesize	Lecture
Detail	Enlist	Identify	License
Detect	Ensure	Illustrate	Listen
Determine	Establish	Imagine	Locate
Develop	Estimate	Implement	Maintain
Devise	Evaluate	Import	Manage
Direct	Examine	Improve	Manipulate
Discover	Exceed	Improvise	Manufacture
Dispense	Execute	Increase	Map

Action Verbs for Accomplishments			
Display	Exhibit	Influence	Market
Mastermind	Pinpoint	Record	Serve
Measure	Pioneer	Recruit	Simplify
Mediate	Plan	Redesign	Sold
Mentor	Position	Reduce	Solidify
Model	Predict	Reengineer	Solve
Modify	Prepare	Regain	Specify
Monitor	Prescribe	Regulate	Speak
Motivate	Present	Rehabilitate	Standardize
Navigate	Preside	Reinforce	Stimulate
Negotiate	Process	Rejuvenate	Streamline
Nominate	Procure	Render	Structure
Normalize	Program	Renegotiate	Succeed
Observe	Progress	Reorganize	Suggest
Obtain	Project	Report	Summarize
Offer	Promote	Reposition	Supervise
Officiate	Propose	Represent	Supply
Operate	Prospect	Research	Support
Orchestrate	Provide	Resolve	Surpass
Organize	Publicize	Respond	Synthesize
Orient	Purchase	Restore	Systematize
Originate	Qualify	Restructure	Tabulate
Outsource	Question	Retrieve	Target
Overcome	Rate	Review	Teach
Oversee	Realign	Revise	Terminate
Participate	Rebuild	Revitalize	Test
Perceive	Recapture	Satisfy	Thwart

Action Verbs for Accomplishments			
Perfect	Receive	Schedule	Train
Perform	Recognize	Secure	Transcribe
Persuade	Recommend	Select	Transfer
Pilot	Reconcile	Separate	Transform
Transition	Unite	Utilize	Write
Translate	Update	Verbalize	
Troubleshoot	Upgrade	Verify	
Unify	Use	Win	

5.9.8 Activity: Create Your Achievement Statements

Use the lines below to create the achievement statement for your targeted resume:

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

5.9.9 Section 5: Education & Training

Formal education and specialized training belong on your resume. The key is to determine what is most relevant to the future employer and what will best position you as the ideal candidate for the job. Use the following guidelines to list your education and training history:

- List your most recent education and training first.
- If you have not yet graduated, indicate the number of credit hours completed or provide an expected graduation date.
- Certifications should have the year certified or renewed (if relevant). Discard irrelevant certifications (e.g., Do not list CPR unless it is used in the job).
- List special honors you achieved, such as graduating Cum Laude, with honors, or having a grade point average (GPA) at or above a 3.5.
- Include licenses, course work, and military schools relevant to the job.
- Include all degrees achieved beyond high school, highest to lowest.
- List the locations of colleges and universities, but it is not necessary to include dates attended.

Use the following examples to list your education:

If you have completed your degree:

Type of degree, major, university name, city, state, and date (optional), honors or GPA (optional)

- Master of Arts in Educational Leadership, University of Arizona, Tucson, AZ, June 2017, Summa Cum Laude
- Bachelor of Arts, Political Science, Emory University, Atlanta, GA
- Associate of Science in Human Resources Management, Georgia State University, Atlanta, GA, May 2016, GPA: 3.6

If you are still working on your degree:

There are different ways to list degrees in progress:

- Master of Arts in Educational Leadership, University of Arizona, Tucson, AZ, 25/30 semester hours completed
- Bachelor of Arts, Political Science, Emory University, Atlanta, GA, Expected in 20XX
- Associate of Science in Human Resources Management, Georgia State University, Atlanta, GA, in progress—16 credit hours completed

If you are including military or other specialized training:

Name of course (explanation if necessary), institution, dates/hours

- Senior Leadership Development Course, U.S. Navy War College, Dec 20XX – Jan 20XX

If you are including a certification or license:

Type of certification, certifying organization, date completed/expires

- Senior Professional of Human Resources (SPHR), HR Certification Institute, December 2018/December 2021

5.9.10 Activity: Create Your Education & Training

Use the lines below to create the education and training section of your targeted resume:

This image shows a blank sheet of white paper with horizontal ruling lines. The lines are evenly spaced and extend across the width of the page. There are no margins, text, or other markings on the paper.

5.9.11 Section 6: Other Additions

Volunteer Service

Volunteer experience is valuable because it illustrates important skills you possess and shows that you are involved in your community. If you have volunteer experience, it is highly recommended that you add it your resume.

If you have **relevant** volunteer experience, list it in your experience section as if it is a paid position. Use the STAR method to list your skill statements.

Example:

Website Designer

June 20XX-present

GoodWill Foundation, Fayetteville, NC

- Held a volunteer position as a website designer for the GoodWill Foundation
- Developed a front-end WordPress site and blog with 341+ pages
- Customized a web app to schedule donations pickup
- Created an online presence on social media sites such as Facebook, LinkedIn, and Twitter, and increased market awareness by 65%

Awards

Awards are valuable because it shows you performed so well in a specific position that your efforts were recognized. Due to your military service, you may have many military awards and medals, and that is a positive thing. However, many of those will not be understood by an employer or hiring manager. To avoid confusion, only choose the awards that speak specifically about you and your accomplishments (not the group or unit citations). Use the following guidelines to list your awards:

- Include the award as a bullet point in the experience section under the position you earned it. (It is no longer customary to have an award section at the end of your resume. Including the award under a specific job position is more influential.)
- Provide the name of the award and a brief statement explaining why you received the award.

Example:

- Meritorious Service Award (U.S. Army) Received for outstanding and exceptional leadership in support of Operation Enduring Freedom in Afghanistan.

5.10 Cover Letters

The purpose of the cover letter is to introduce yourself to an organization, demonstrate your interest in the company or a specific vacancy, draw attention to your resume, and motivate the reader to interview you. A neat, concise, well-written letter can entice the employer to read your resume with greater interest and improve your chances of getting an interview.

Cover letters should:

- Be no longer than a page.
- Be customized for each position or employer you are targeting.
- Not repeat information that is in your resume.
- Utilize a professional letter format.

Cover letter template and example of a cover letter are provided below.

Cover Letter Template	Example Cover Letter
Your Name Your website or LinkedIn Email Phone	James Donaldson www.james.donaldson.com James@email.com 555-123-4567
Date of Letter	July 12, 20XX
Employer's Name Employer's Title Company Name Street Address City, State, Zip Code	Ms. Mary O'Hara Personnel Director Accounting Software International 5678 East Doral Street, Suite #1200 Lockridge, Tennessee 77777
Dear [Employer's Name]:	Dear Ms. O'Hara,
INTRODUCTORY PARAGRAPH: You want to tell the reader why you are writing as well as list the name of the position or department for which you are applying. Mention how you heard about the organization or the opening.	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 for your Accounting Software Business Consultant position, which was posted on SimplyHired.
BODY: Build a connection between your background and the company's needs. Name someone you know in the company (if they have agreed to be a reference for you). Show that you have done some research on the company by talking about new projects the company has taken on, mentioning the management philosophy they use, or citing something you have read about them. If you have any directly related experience or education, summarize it here so the reader can look for it in your resume. If you have relevant skills or accomplishments related to the job, mention them here.	My research on your website and through an acquaintance, Donald Brown, who works in the sales department, has demonstrated that ASI has a commitment to its customers and a culture of excellence that aligns perfectly with my own convictions.
CONCLUSION: Indicate your interest in the job. State that you look forward to being able to discuss your background in an interview. Thank the reader for his/her time and consideration.	I have spent the past 12 years working with clients around the globe, helping them to improve operations and maximize profits by utilizing all the features of their existing software programs. I can quickly and accurately understand organizational needs, and I have a proven track record of meeting those needs. I am confident that I will be a valuable addition to your team.
Sincerely, Your signature Your name typed	I'll call you next week to discuss this opportunity. Thank you for your time and consideration. Sincerely, James Donaldson



6

Building Your Personal Brand

Section 6: Building Your Personal Brand

The expression of “It’s not what you know, it’s who you know,” still rings true in today’s job market. To date, networking is still the number one job-search method and accounts for up to 80% of job offers. Knowing the right people can increase your chance of getting hired.

In this section, you will learn how to connect to the right people by using the power of networking through formal, informal, and online settings. This section will introduce you to the fourth principle: **Discover, Research and Connect.**

6.1 Networking

Networking is the process of interacting with others to exchange information and develop relationships. The people in your network can help you find opportunities, and conduct research that enables you to customize your resume, online application, and answers to interview questions to match an employer’s needs and priorities. Networking is not the same as asking for a job. It is important to remember that networking is a mutually beneficial process. You never know when your skills and resources can prove to be beneficial to others in your network.



Statistically, 60-80% of jobs are found through networking. Every single person that you know, meet, and interact with is a possible member of your network. People will play varying roles in your network by providing access to different information, resources, or connection opportunities.

You can build an effective network by connecting with people in three ways.

1. **Informal networking:** Connecting with people that you already know, such as your former colleagues, high school friends, former supervisors, in-laws, etc. However, the reach of this approach is limited by the size of your existing personal and professional networks.
2. **Formal networking:** Connecting with people that you do not know at structured events such as a networking event, professional association, or career fair.
3. **Online networking:** Connecting with people through a variety of online platforms such as social media.

In the DOL Employment Fundamentals of Career Transition, you were introduced to the importance of networking, and you identified people in your network. This section will expand your previous knowledge of networking and show you how to network and connect to the right people.

6.2 Expanding Your Network

Knowing the right people can help you reach your career goals faster. Use the following tips and email samples to get people to be a part of your network.

6.2.1 Ask for Referrals from your Current Network

The easiest way to expand your network is to ask your current friends, family, and associates to connect you with people they know who could be beneficial for you to know. The "friend-of-a-friend" connection is a great way to start introducing yourself to others.

Hello David,

My name is Sean, and I'm good friends with Jade Johnson, who passed along your contact information to me.

Jade mentioned that we share a passion for flying and said you'd be a great person to get to know! So, I thought I'd reach out, introduce myself, and let you know that I'd love to find out more about you and your experience being a pilot.

I will retire from the Army after 20 years of experience in aviation maintenance and piloting. I'm thinking of continuing my passion for flying by transitioning into a commercial pilot. Any insight or tips you have for going into this field would be greatly appreciated. Looking forward to connecting with you.

6.2.2 Volunteering

Volunteering your time will give you an opportunity to help others and meet new people who share your same passion. Since you volunteered with them, it is an easy way to connect with them and tap into their networks.

When you send an email to ask someone to make an introduction to their contacts, make sure you include a short blurb about you for the context of the introduction and why you want to be introduced to make it easy for your contact to pass along your information.

Hi, Anne!

It was so nice to work with you at the Food Bank last Friday. I enjoyed our conversation. As we were talking about my interest in being a commercial pilot you mentioned that you have a friend that works as a pilot with Piedmont Airlines. I am interested in knowing more about this career field. If you're willing, an introduction to your friend would be so helpful for me to gain insight about being a commercial pilot.

I've included an easy-to-copy blurb below to provide context, but let me know if there's any other information I can provide. I appreciate your help!

Message: Derrick is retiring from the Army with 2 decades of aviation maintenance and piloting experience, and he wants to pursue a career in commercial piloting after he retires. He would

love to connect with you to learn what he needs to do to get into the field and hear any tips you may have for translating very specific pilot skills into management roles.

6.2.3 Join Professional or Trade Organizations

Joining professional or trade organizations is an excellent way to connect with people who share the same professional interests and goals as you. Once you're a member, you'll usually get access to the membership list, which can open many new prospective network contacts. Most organizations also run regional or national meetings and conferences, which leads to the next technique for building your network of contacts. Make sure you follow up with a quick email, ideally, 24-48 hours after the event.

Hi Kevin,

It was so nice to meet you at the marketing association meeting and chat about content marketing trends for Veterans. After our conversation, I found this article interesting and enlightening, so I figured I'd pass it along.

Again, I really enjoyed meeting you, and I'm looking forward to keeping in touch. Don't hesitate to reach out if you want to get together and bounce around some more ideas. I'd love that!

6.2.4 Attend Networking Events

These events are all about networking, so people that attend these events are more than happy to connect with you and others. Usually, these types of events offer refreshments—either complimentary or for a small fee. Networking events are a great way to build connections with business leaders in a face-to-face setting. Review community calendars online or in your local newspaper for details.

Use the following tips for networking events:

Before the Event

- **Set a goal.** Go to the event with a purpose to make the best use of your time. Set a goal for how many people you want to meet and connect with.
- **Research.** Study who will be coming to the event. Look at their LinkedIn and Twitter profiles and prepare a few questions to ask.
- **Prepare.** Practice your professional introduction and prepare specific talking points.

During the Event

- **Arrive early.** Seek out the person or group who planned the event to thank them and mingle with other early attendees.
- **Introduce yourself.** Use a tailored version of your professional introduction for your audience.
- **Keep a hand free.** Hold your drink in your left hand, so your right hand is free for a handshake.
- **Meet and repeat names.** Use a person's name three times in conversation after being introduced to help you remember their names.
- **Work the room.** Walk around and mingle with multiple people. Don't settle into your comfort zone.
- **Provide help to others.** Share something useful you have learned. You will be amazed how helpful that can be.

After the Event

- **Follow up.** Send an email or LinkedIn request within 24 hours.

Hi Kelly,

It was such a pleasure having the chance to meet you at the Propel Networking Event yesterday. Thank you so much for your time and for sharing your story about some of your struggles breaking into the advertising industry. As I start my own journey, would it be alright to stay in contact with you if I have any questions? Again, thank you so much for your time.

6.2.5 Attend Job Fairs

A job fair is an event where employers and recruiters give information to potential employees. Job fairs give you an opportunity to network with multiple employers in a single location. They can vary in size and scope and can be performed in person or online. Some job fairs are quite large, with a collection of employers from a variety of industries, while others are smaller and targeted to a particular audience. There are a number of military-friendly job fairs that are targeted specifically towards Service members and spouses.

To succeed at a job fair, you must prepare in advance by polishing your professional introduction, researching the companies you are interested in, and developing a plan of attack for your time there. It is not possible to talk to every one of the companies in attendance, so you will have to choose your top five to ten and focus your efforts on meeting and connecting with those companies.

Use the following tips to maximize the successful outcomes of your career fair experience:

Before the Job Fair

- **Register.** Although it is not always required, having your name on the list of pre-registered attendees shows professional courtesy to both fair organizers and exhibiting employers.
- **Review the career fair layout.** The layout may be available online, or you can secure a map of the fair at the event. Map out the top organizations you want to connect with.
- **Research participating employers.** Find out ahead of time which employers hire people with your skills.
- **Know your career goals.** Having a career goal will help you get the best results and best use of your time.
- **Make a list of questions for employers.** Ask about how they recruit and hire people with your skill set.
 - You can ask the following questions:
 - What types of strengths and experience do you look for in new hires?
 - How long is the application and interview process and what does it consist of?
 - What do you like most about your job at this company?
 - May I contact you with further questions? Do you have a business card?
 - Questions you should avoid asking:
 - How much will I be paid?
 - What does your company do?

- **Polish your resume.** If you have a specific organization of interest and the organization will be at the event, prepare a targeted resume.
- **Practice your professional introduction.** The more you practice, the more confident you'll feel delivering it at the job fair.

During the Job Fair

- **Dress professionally.** Dress in a way that will leave a good impression on the recruiters.
- **Bring supplies.** Bring several copies of your resume, a pen, and paper for notes.
- **Give a warm greeting.** Begin with a firm handshake and good eye contact. Thank the recruiters for being at the fair.
- **Use a name tag.** Place your name tag on your right side to draw the recruiter's eye to your name tag, making your name easier to remember.
- **Get there early.** Arriving at least 30 minutes early gets you closer to the front of a potentially long line of people waiting for the job fair doors to open.
- **Get business cards.** Collect business cards so you have the contact information for the recruiters you met at the job fair.
- **Take notes.** Jot down notes on the back of the business cards or on your notepad for talking points when you send a follow up note.
- **Network with job seekers.** Talk and connect with other job seekers at the job fair to expand your network.

After the Job Fair

- **Follow up.** Within 24-48 hours of the career fair, send a thank you note to each person you met with, whether you're interested in the company or not. Also, if a recruiter requests you to connect with them on LinkedIn or send them an email, do so within 24-48 hours.

Dear Ms. Russo,

Thank you for taking the time to meet with me at the Veteran Outreach Career Fair today. You were extremely helpful in explaining Hawken's plans to expand and the challenges of finding people with the right skills to fill these new positions.

As I mentioned during your conversation, I have 5 years of experience in supporting and troubleshooting hardware, software, and networking issues. I have an active security clearance and a strong background in Microsoft Windows NT/2019. I am certain my technical skills and the experience I gained in the Air Force would make me an asset to your team.

As you suggested, I have submitted my application through Hawken's website, and I have also attached my resume for your review. I would welcome the opportunity to talk with you again. I will follow-up with you next week. Again, thank you for your time.

6.2.6 Contact your Local American Job Center

Your local American Job Center already has a network of people that can assist you in your transition. You can leverage the service to expand your network quickly with people that are eager to assist you.

Hello Hector,

My name is Michael Gonzalez. I will be finishing my service with the Coast Guard in several weeks and would like to learn more about starting my own business in computer repair. Mr. John Smith from the American Job Center suggested that I reach out to you for advice.

You have a lot of experience creating successful businesses in the computer field, and it would be great to sit with you and learn about the industry as well as the “do’s” and “don’ts” as I get started on my own business.

If you’re open to it, I’d love to grab coffee to find out more about your experience and get your advice.

6.2.7 Contact Your Schools

Your former professors and colleges have an extensive network within the college, community, and thousands of their alumni. They want you to be successful because you are a product of their institutions, so they are a great resource for you.

Dear Dr. Patel,

I hope all is well. My name is Lisa Adam, and I am currently a student at U-State. I found your name on our alumni association and am very interested in learning more about the environment engineering field. I would love to learn more about your role at your company and how you got started in such an exciting and competitive industry. Would you be willing to spend some time speaking with me about your experience and background?

I have attached a copy of my resume just for your information so that you can have a little more background about me. I am hopeful that you will be willing to have a phone conversation when your schedule allows. Thank you so much for your time. I look forward to hearing from you.

6.2.8 Contact Former Co-Workers, Supervisors, and Businesses

Don’t forget to reconnect with your former colleagues, supervisors, and businesses you worked with over the years. These people all had a relationship with you before and could again—you simply need to reconnect with them.

Hi Sanchez,

How are you? I hope you and the family are doing well. How’s civilian life treating you? I will be joining you as a civilian soon, and I’m looking for a career in logistics when I get out of service. Would love to chat with you and fill you in on what I’m thinking about and hear the latest from you. It would be great to catch up.

6.2.9 Use Social and Professional Networking Sites

Once you're a member of Facebook, LinkedIn, or a similar networking site, you'll immediately be provided with strategies for adding friends and new connections.

Hi May,

I'm also a member of the Pioneering Marketing LinkedIn group, and I always find your posts to be incredibly helpful and thought-provoking. I'd love to be able to keep in touch and hear more about your work.

6.2.10 Conduct Informational Interviews

Another great strategy for connecting with people is to conduct informational interviews. An informational interview is a meeting to learn about the real-life experiences of someone working in a field or company that interests you. It is a great way to discover new information about the job market, research the company, and connect to people that can be added to your network.

To set up an informational interview, you must first find contacts who are willing to discuss their occupations and career paths with you. You should start by asking people in your network for contacts in a field, company, or job that interests you. Your local American Job Center may have local business contacts, or you could join a professional organization in your field to build contacts. Many Veteran support organizations and nonprofit groups offer mentoring and informational interviewing opportunities that help Veterans, transitioning Service members, and military spouses.

An informational interview is not a job interview, but rather an interview with a person who is involved in some aspect of a career in which you have interest.

Dear Mrs. Anderson,

We have a shared contact in Dr. Susan Smith, CEO of Biomedical. She suggested that I contact you for additional information regarding your career pathway in the biomedical industry.

I recently finished my service with the Navy as a Biomedical Equipment Specialist. I would like the opportunity to meet or speak with you to discuss your insight on the range of careers to pursue within the biomedical field, especially with my skills and experience. I understand that you are busy and would appreciate any time that you could spare to meet with me in person or by phone. May I have 15-20 minutes of your time over the next few weeks to ask you a few questions?

Any suggestions you could offer would be greatly appreciated. Thank you for your time.

Tips for setting up Informational Interviews

Be prepared. Have a professional introduction ready. It's important to have a short, concise introduction describing yourself and what you are trying to do.

Be professional. Treat the interviewer with respect and be professional. On the day of the interview, this includes showing up on time and respecting the time allotted. Don't ask about openings. Keep in mind that you are there to learn more about the industry you're interested in and ask for potential steps you can take for your next move.

Ask questions. It is best to ask open-ended or follow-up questions of the interviewer. Below are some suggested questions:

Question	Purpose
“Could you tell me about your background and how you came to hold your current position?”	Gives you insight into their education, skills, and experience, as well as the steps in their career path.
“What general skills are required in this line of work?”	Gives you an idea of the general transferable skills this career requires.
“What specific or technical skills have you acquired in your work?”	Gives you an idea of the technical skills required.
“What do you like most about your work (or the field)?”	Gives you insight into this person’s passion and the intrinsic rewards of the work.
“Are there any responsibilities you would rather give away?”	Gives you insight into which aspects of the work the person does not appreciate.
“What is the outlook for entry-level professionals in the field?”	Gives you an insight how you can start working in the field.
“What are the short- and long-term goals of your organization or department?”	Gives you a clearer and current picture of the organization to see if it’s going to expand and where opportunities may present themselves.
“Are there others in this field with whom you would suggest I talk? Follow this with, “may I say you referred me?”	Gives you an opportunity to expand your network and gain more insight.
“I am very interested in this line of work—what are some final pieces of advice you’d give me regarding a career in this field? What do you recommend for my next step?”	This question should be used toward the closure of the interview. The question allows the person to comment freely, which is where you can learn their mishaps and gain confidence in your next steps.

Ask for advice. Ask for guidance on the next steps to take after the interview. You could ask what skillset is the most valuable in the field, if there is anything you can do in the meantime to make yourself a marketable applicant, if the interviewer knows several people who can help you gain more knowledge about the field you’re interested in, if there are any resources you can read, and if you can follow up with future questions should you need their help.

Express your gratitude. After the interview, don't forget to send a thank-you email or letter, ideally within 24 hours. Don't forget to follow up in a few weeks or so with updates regarding your job search and other details the interviewer might be interested in knowing about. This will help you nurture the relationship with this person. Once you land a job, reach out to everyone who has helped you along the way, and ask how you can help them in return.

6.2.11 Find a Mentor

A mentor is someone with experience who can help you with career guidance and connect you with their professional connections. There are many positive mentorship opportunities available through Veteran Service Organizations (VSOs) and other organizations. Their support is invaluable—not just in the employment process, but they can assist you in your professional development as well.

What is Mentoring?

Often, people confuse mentoring with coaching and counseling. Mentoring is a long-term relationship focused on supporting the growth and development of the mentee. The mentor draws on his/her knowledge and experience to assist the mentee with achieving his/her professional goals.

What a Mentor Does for You

- Gives you his/her expertise in life and professional experience to help you get closer to your goals
- Helps you see the destination but does not give you a detailed map to get there
- Offers encouragement and cheerleading, but not "how-to" advice

What a Mentor Does Not Do

- Advocate on your behalf in the organizational environment such as your boss would; the relationship is more informal
- Tell you how to do things
- Serve as a counselor or therapist
- Set your goals for you

A mentor will dedicate some of their time investing in your success. To be a good mentee, you will need to do the following:

- Be focused and dedicated to your success.
- Be open to feedback from your mentor.
- Be a good listener.
- Have a well-defined career goal.
- Commit to your appointment/meeting with your mentor.
- Be accountable for your actions and inactions.

How to Find a Mentor

Finding a mentor is a long process where you must be patient with the developing relationship. A good mentoring relationship grows organically and gradually. Below are some suggestions of how to find a mentor.

1. **Make a list** of people in your network with the knowledge and experience in your desired line of work who you admire and deem able to provide you the guidance you need.
2. **Ask the person** for advice about an issue or problem you are facing. Don't use the term mentor yet.
3. After meeting for the advice, **evaluate the process**. Do you want to spend more time with this person? Was this person's advice valuable? If the process didn't go as you expected, then you will need to find another person and repeat the steps.
4. **Send thank you notes** and follow up with another meeting.
5. **Let the relationship grow** naturally without putting any formal name to it.
6. **Seek out feedback** and commit to the process.

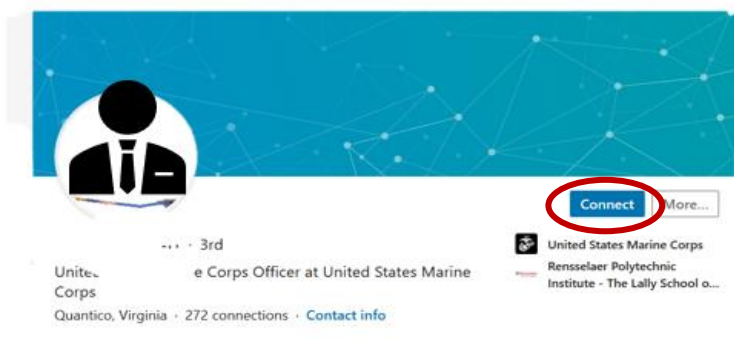
6.2.12 Expand Your Network Online Using LinkedIn

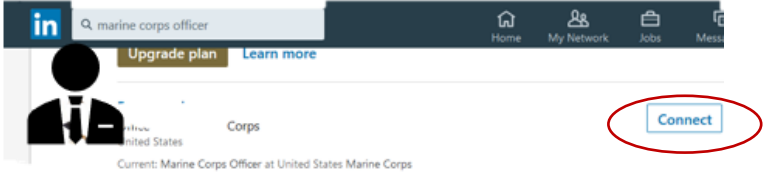
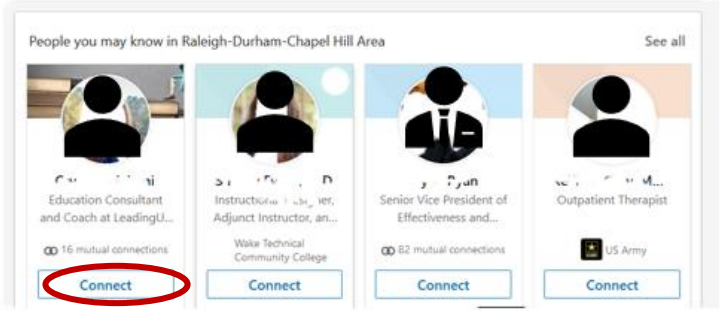
Since LinkedIn is the top online site for professional networking, you will learn how to network online through LinkedIn. You can start building your network on LinkedIn by first creating a LinkedIn profile. In the DOL-Employment Fundamentals Career Transition, you should have an opportunity to create a LinkedIn profile.

Linking with Others

You can ask someone to join your professional network by sending them an invitation to connect. If they accept your invitation, they will become a 1st-degree connection. Invite people you know and trust because 1st-degree connections are given access to any information you have displayed on your profile.

You can invite people to connect from the following places:

A member's profile – Click Connect on their profile page.	 The screenshot shows a LinkedIn profile for a 'United States Marine Corps' officer. The profile includes a profile picture of a person in a military uniform, a blue header banner, and a 'Connect' button circled in red. Below the profile picture, it says '3rd' and 'United States Marine Corps'. To the right, it says 'United States Marine Corps' and 'Rensselaer Polytechnic Institute - The Lally School of...'. At the bottom, it says 'Quantico, Virginia · 272 connections · Contact info'.

The search results page – Click Connect to the right of the member's information.	
The "People You May Know" feature – Click Connect below the member's name to connect.	

Send Personalized Invitations.

LinkedIn provides a generic message for each invitation, which you should edit to be more personalized and tailored to each person you send an invitation request to.

Some suggestions:

"I saw that you were stationed at Quantico..."

"I noticed that we're both connected to Derrick Allen. I used to work with him at ABC Corp..."

"I'm glad we were able to meet and chat at Conference's happy hour last Thursday..."

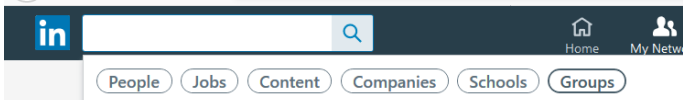
6.3 Activity: Join Groups on LinkedIn

Joining groups is one of the fastest ways to reach out to potential networking contacts. Even if you are not connected, LinkedIn allows group members to message one another via the group's page.

You can search for groups by name or keyword, or you can browse groups recommended for you by LinkedIn.

Search for Groups by Name or Keyword

Step	Action
1	Log in to your LinkedIn account.

2	Enter your keyword or group name in the Search bar at the top of your LinkedIn homepage. 
3	Click the Search icon.
4	Select Groups from the dropdown.
5	Click on a group's name to learn more about it.
6	You can join a group by clicking Request to Join on the group's homepage, or by responding to an invitation from a group member or manager.

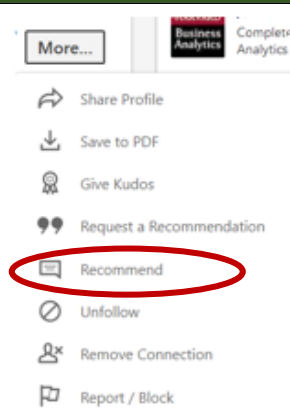
Giving and Getting Recommendations and Endorsements

A great way to impress employers is to have colleagues, supervisors, clients and others on LinkedIn vouch for your skills and experience. LinkedIn provides two methods for this:

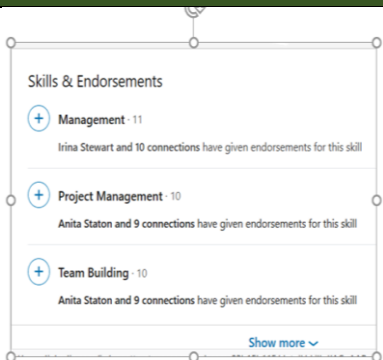
- **Recommendation:** A written statement by a LinkedIn member vouching for the quality of your work. Positive recommendations give employers a sense of who you are and what you can do. It gives employers a reason to trust one candidate over another who doesn't come as highly recommended.
- **Endorsement:** An acknowledgement by a LinkedIn member that you have a skill you claim to have. Your connections can endorse your skills with a click of the mouse.

To encourage others to give you a recommendation or endorsement, you should write positive recommendations for them and endorse their skills.

Give a Recommendation

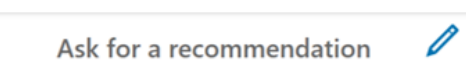
Step	Action	
1	Go to your connection's profile page.	
2	Click More.	
3	Click Recommend.	
4	Fill out the Relationship and Position at the time fields of the recommendations pop-up window.	
5	Click Next.	
6	Write your recommendation in the message field.	
7	Click Send.	

Endorse a Connection's Skills

Step	Action	
1	Navigate to the profile of the 1st-degree connection.	
2	In the Skills & Endorsements section further down on the page, locate the name of the skill you'd like to endorse.	
3	If your connection has more than three skills listed, click Show More to see their whole list of skills.	
4	Click the Add icon to the right of the skill.	

Note: After you endorse someone, they'll receive an email. The most endorsed skills will move to the top of the Skills & Endorsements section.

Requesting a Recommendation

Step	Action	
1	Go to your profile page.	
2	In the Recommendations section further down the page, click Ask for a Recommendation.	
3	Follow the on-screen cues to complete your request.	
4	Click Next.	
5	Create a note to send to your connection about your request to specify what you want the person to recommend for you.	

LinkedIn message sample:

I hope all is well with you! I'm touching base to make a small request of you. I'm leaving the Marines soon and want to keep my LinkedIn profile updated for recruiters.

I really enjoyed working with you when we were stationed at Quantico. As a result, I thought you'd be a great fit to write me a short LinkedIn recommendation highlighting my skills in teambuilding and training. If you're willing, I'm happy to send over additional information to make writing one easier for you.

Also, I'm more than happy to return the favor and write you a recommendation. Just let me know if there's something specific you'd like me to emphasize.

Would you feel comfortable writing a recommendation of this kind for me? Of course, no pressure either way. Thanks, and let's catch up soon!

Following Companies

LinkedIn allows you to follow companies without establishing a connection. Benefits of following a company include:

- Staying in the loop about what is going on with the company.
- Knowing who is who in the company.

Step	Action
1	Search for the company • by typing the company name into the search box, or • by clicking Companies to browse a list of businesses that LinkedIn deems relevant based on your experience and connections.
2	When you find a company, click follow.

Finding Job Postings: Method 1

Step	Action
1	Click the Jobs tab near the top of the page. 
2	View the job postings recommended by LinkedIn based on information from your profile.

Finding Job Postings: Method 2

Step	Action
1	Type the job title or location into the Search box.
2	View the list of jobs that match your search. Note: You can sort the job listings by date, date posted, LinkedIn Easy apply, in your network, under 10 applicants, company, and experience level. You can also view how many people have applied for the job so far, where any of your first-degree LinkedIn connections work within the company, basic information about the company, and you can also select to turn on/off Job Alerts to keep you informed of the job posting.



7

Activating Your Brand

Section 7: Activating Your Brand

In this section, you will learn how to fill out an application form to pass any automated screening system, as well as the art of following up.

7.1 Application

The application may be what is standing between you and the job you want. Employers are going to be selective in their hiring process, and you should be selective about where you choose to apply. You have many skills to offer and experience to add value to the organization, and you want to select the places that would most value what you have to offer. Target your search to the organizations that are most likely to be the best match for you.

Seek out Veteran-Ready Employers

To leverage your job search as a Service member, you may want to seek out Veteran-Ready employers.

- **Federal Hiring**

The federal government made hiring Veterans a priority. Veterans are particularly valued by many government agencies due to their transferable skills. You can visit www.usajobs.com for job opportunities in the federal government. You will learn more about federal hiring later in this course.

- **HIRE Vets Medallion Program**

The HIRE Vets Medallion Award Program is the only federal award program that recognizes employers who recruit, retain, and employ Veterans.

Employers must meet certain criteria to be awarded. There are two different medallion award levels, which are based on the size of the company: Platinum and Gold. You can visit www.hirevets.gov/awardees to view the list of employers and target them for employment opportunities.



7.2 How to Get Your Application to Pass the Applicant Tracking System (ATS)

Many companies use the **applicant tracking system (ATS)** to scan for keywords, former employers, years of experience, and schools attended to quickly identify candidates that match their desired qualifications. This can expedite the process for the employer, but this system is also designed to weed out people who appear unqualified.

To ensure your application passes the ATS test and makes it to the employer's hands, you will need to do the following:

- Throughout your resume, add keywords and phrases that appear in the descriptions of the job. For example, if the job requires someone with experience in HTML and CSS, then you will need to include HTML and CSS on your resume and application.
- Use an acceptable file format. When you attach or upload documents, use standard formats such as .docx or .doc.
- Avoid uploading charts, images or PDFs unless otherwise instructed. Most automated screen technologies cannot index non-text files.
- Use both the long-form and acronym version of keywords (e.g., "Master of Business Administration (MBA)" or "Search Engine Optimization (SEO)") for maximum searchability.
- Use a chronological or combination resume format (avoid the functional resume format).
- Do not use tables or columns, as they often cause major parsing errors.
- Do not use headers or footers, as the information might get lost or cause a parsing error.



7.3 Identifying and Preparing Your Professional References

References are an important part of the job search process. You will need to identify people who respect you, and select the people you get along with best or with whom you have had a successful working relationship. It is recommended that job seekers have four to six professional references ready to provide to an employer, which should be rotated to avoid overuse of any one person. The number of references may vary and may be either professional or personal. Personal references are friends or non-professional acquaintances who can speak to your character as a person, but they are not family.



Who should you select as a reference? You should select references who think highly of your work and who can speak to working with you in a professional setting. If you have held a management position,

you might select one or two people who worked for you, as they can offer a good perspective on your management style. You might also select one or two colleagues—people who see you on the job each day—as well as one or two people who have managed your work and can speak to your ability to take direction and initiative, and work individually or as part of a team.

7.4 Getting Permission to Use Someone as a Reference

It is important that the people who are serving as your references are prepared to discuss your skills and abilities in a professional setting. By talking to your potential references ahead of time, you can request their permission and ask them some questions that your prospective employer might ask in order to see what they would say about you. This allows you to discuss your job goals and how your experiences qualify you for the position, as well as gather updated contact information.

Reference Check Questions:

1. What was the nature and length of your relationship with the candidate?
2. In what capacity did you work with the candidate (peer, colleague, supervisor)?
3. Could you give me a brief description of the duties the candidate performed?
4. What were the candidate's strengths?
5. What were the candidate's weaknesses or areas where the candidate could improve?
6. Would you recommend him/her for this position? Why or why not?
7. How would you describe the candidate's relationships with coworkers, employees, and management?

Send a copy of your resume and the job posting to your references so they are aware of what information the potential employer has, and they will be able to intelligently discuss various aspects of your professional experience.

Reference Contact Information

Stay consistent by using the same font and formatting for your reference list as your resume and cover letter. Ensure that you have an updated phone number and a professional email address for each of your references that the employer can use to contact them. Also ask your references for their preferred time of day and method for communication.

7.5 Activity: Brainstorm Your References

Brainstorm people who might be able to provide a professional or personal reference for you. In the space below, record their names, title or position, the organization they work with, and their phone/email information.

Professional References

Reference 1 Name		
Title/Position		
Organization		
Phone/Email		
Reference 2 Name		
Title/Position		
Organization		
Phone/Email		
Reference 3 Name		
Title/Position		
Organization		
Phone/Email		
Reference 4 Name		
Title/Position		
Organization		
Phone/Email		

Personal References

Reference 1 Name		
Title/Position		
Organization		
Phone/Email		
Reference 2 Name		
Title/Position		
Organization		
Phone/Email		



8

Exploring Federal Hiring

Section 8: Exploring Federal Hiring

Depending on the circumstances, federal jobs can offer greater stability than jobs with private companies. Many federal agencies particularly value candidates who are Veterans because they regard such candidates' skills as highly transferable to the work of those agencies.

Federal employment can be complicated due to the various rules and regulations that must be adhered to, and this section will cover the broad overview of the federal employment process.

For those who wish to pursue a career with the federal government, the U.S. Office of Personnel Management (OPM) offers a separate online training module, Transitioning to Federal Employment, which provides more information and is available on Joint Knowledge Online (JKO).

You can also access the program through the Feds Hire Vets website: www.fedshirevets.gov/job-seekers/reference-materials/virtual-classroom/continuing/menu.htm

Before we get started, there are three sites that you should familiarize yourself with as you begin the path toward federal civil service:

- **FedsHireVets.gov** – A one stop resource for Veterans interested in working for the federal government
- **USAJOBS.gov** – The central location to find job openings within hundreds of federal agencies and organizations
- **USA.gov** – The U.S. government's official web portal to all federal, state, and local government web resources and services

8.1 Federal Civil Service

The federal civil service is comprised of three distinct services: competitive service, excepted service, and senior executive service.

- **Competitive Service**

Competitive service positions are, by far, the majority of jobs in the Federal Civil Service. Individuals must go through a competitive process (i.e., competitive examining), which is open to all eligible applicants who meet the minimum qualifications.

- **Excepted Service**

Excepted service positions are not subject to the appointment, pay, and classification rules, as excepted service agencies set their own qualification requirements. There are a number of ways to be appointed into the excepted service, such as being an appointed pursuant to an authority created by Congress, the President, or the U.S. Office of Personnel Management (OPM). For example, positions at the U.S. Postal Service and the Central Intelligence Agency are excepted by law.

- **Senior Executive Service (SES)**

SES positions include those classified above GS-15 that encompass duties identified as executive or managerial. The SES was designed to be a corps of executives selected for their leadership qualifications.

8.2 Veterans' Preference

Veterans' preference gives eligible Veterans preference in appointment over many other applicants. Veterans' preference applies to all new appointments in the competitive and many in the excepted service. Veterans' preference does not guarantee Veterans a job. Not all Veterans are considered Veterans for the purpose of federal civilian employment, and not all active duty service qualifies for Veterans' preference. In addition, only Veterans discharged or released from active duty in the armed forces under honorable conditions are eligible for Veterans' preference.

Veterans' preference can be confusing, and it is recommended that you use www.fedshirevets.gov to see if you are eligible for Veterans' preference.

8.3 Special Hiring Authorities for Veterans

Special Hiring Authorities for Veterans are designed to assist Veterans in their job search. These special authorities represent a few of many appointing authorities that agencies can use entirely at their discretion. To check your eligibility for any of the Special Hiring Authorities for Veterans, visit www.fedshirevets.gov.

- **Veterans' Recruitment Appointment (VRA)** is an excepted authority that allows agencies to appoint eligible Veterans without competition.
- **30% or More Disabled Veteran Appointment** allows any Veteran with a 30% or more service-connected disability to be non-competitively appointed.
- **Veterans Employment Opportunity Act (VEOA)** is a competitive service appointing authority that can only be used when filling permanent, competitive service positions when the agency has decided to solicit candidates from outside its own workforce. It cannot 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 and certain prior employees who have earned competitive status."
- **Disabled Veterans Enrolled in a Veterans' Affairs Training Program** may enroll for training or work experience at an agency under the terms of an agreement between the agency and the 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, 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 they 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** is 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 prove your eligibility to be appointed to a federal job under Schedule A, you must:
 - be qualified for the job for which you are applying (i.e., have the necessary competencies and relevant experience to perform the job); and
 - provide “proof of disability” documentation

Sample Schedule A letters can be found on the OPM’s website: www.opm.gov/policy-data-oversight/disability-employment/getting-a-job/sampleschedaletters.pdf

- **Pathways Program** is not specifically for Veterans, but if you are a student or recent graduate, you may wish to consider beginning your career in the federal government by applying for a vacancy under whichever of the authorities described below that may apply to you:
 - **Internship Program:** For current students enrolled in a wide variety of educational institutions from high school to graduate level, with paid opportunities to work in agencies and explore federal careers while still in school. For complete program information, visit www.usajobs.gov/Help/working-in-government/unique-hiring-paths/students/
 - **Recent Graduates Program:** For individuals who have recently graduated from qualifying educational institutions or programs and seek a dynamic, career development program with training and mentorship. To be eligible, applicants must apply within two years of degree or certificate completion (except for Veterans precluded from doing so due to their military service obligation, who will have up to six years to apply). For complete program information, visit www.usajobs.gov/Help/working-in-government/unique-hiring-paths/student
 - **Presidential Management Fellows (PMF) Program.** This program is now for individuals who have received a qualifying advanced degree within the preceding two years. For complete program information, visit www.pmf.gov/

Veterans are encouraged to seek consideration under all the hiring authorities for which 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. This site will be your most valuable resource for learning about special hiring authorities and overall federal employment for Veterans: www.fedshirevets.gov.

8.4 Finding Federal Jobs

The most effective method to find a federal job as a Veteran is to search the USAJOBS website—the federal government’s official source for federal job listings.

You can apply to most federal jobs with a resume. Federal resumes should be targeted and tailored to the position. Applicants are encouraged to use the resume builder on USAJOBS to ensure their resumes

are in the federal format. Federal resumes could be several pages in length as opposed to the format preferred by the private sector of one or two pages.

8.5 Understanding the Job Announcement

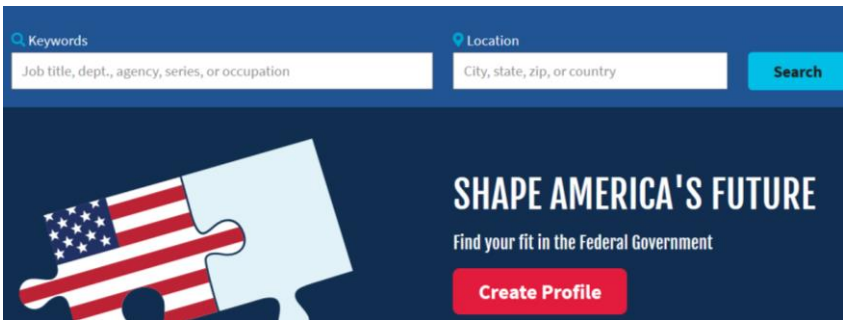
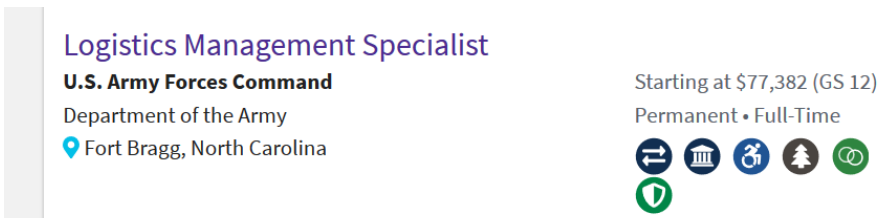
The most important component of a successful federal job search is to have a clear understanding of the requirements outlined in the job announcement. While these job announcements can be lengthy, they provide valuable information about the job, and it's important that you read each section before applying.

The job announcement includes the following seven sections:

- **Overview:** Tells you how long you have to apply, the salary, the work schedule, and the type of appointment and service
- **Location:** Lists the work location(s). Many jobs have multiple locations, so it's important that you verify the location is somewhere you want to work.
- **Duties:** Describes the job's daily activities and responsibilities
- **Requirements:** Describes the type of experience you need, certain conditions you need to agree to for the job, and how the hiring agency will evaluate your application
- **Required Documents:** Lists all the documents you may need to include with your application to prove you are eligible and qualified for the job. It is very important that you submit the right documentation; the hiring agency may disqualify you if you're missing information. Some examples of required documents include:
 - Cover letter
 - Transcript
 - DD-214
 - SF-15
- **Benefits:** Lists the benefits package to employees. Eligibility for benefits depends on the type of job and whether you are full-time, part-time, or intermittent. Contact the hiring agency for more information on the specific benefits offered.
- **How to Apply:** This section explains
 - The application steps.
 - Other ways to apply for the job if you cannot apply online.
 - What happens next, after you apply.

8.6 Activity: Find a Job through USAJOBS Account

You do not need an account on USAJOBS to search for a job, but you need to create a login.gov account to apply for jobs.

Step	Action
1	Visit www.usajobs.gov . 
2	Type in the job title and location.
3	Click on Search.
4	Pay attention to the Hiring Path. The Hiring Path will let you know who can apply to the job. 
5	Click on the job title to review the job announcement.

8.7 The Differences Between Federal Resumes and Standard Resumes

A federal resume is an important career document that details the specialized skills and qualifications for the specific federal job you are targeting. Federal jobs require a different type of resume than the civilian sector since federal resumes serve as the job application and, at times, can be an examination as well. The federal resume will be assessed and graded by a human resource specialist to determine your level of qualifications for the position.

Some of the differences between federal resumes and standard resumes are outlined below. Knowing these differences can assist you in creating a well-written federal resume.



- **Length:** The length may be the biggest difference between federal resumes and standard resumes, as federal resumes are typically much longer because they require more detailed descriptions of work experience. This provides a way for the human resources specialist to assess what tasks and duties were performed and at what specific level to ensure you are qualified for the position.
- **Format:** The format of federal resumes needs to be easy to read and concise like standard resumes; however, it can include more details and descriptions of experience. It will also include keywords from the job announcement.
- **Required Information:** Federal resumes require specific information, such as job start and end month; employer addresses; salary information; supervisor names and phone numbers; college GPA and graduation dates; high school education; all training, including course name, date, and number of hours; and other information typically not included on standard resumes. If this information is not included, it will be considered an incomplete application and may be rejected.
- **Additional Documentation:** Many federal announcements require additional essay questions. These questions are one- to two-page statements specifying specific examples from an applicant's experience related to the job announcement. Federal resume applications will often ask applicants to send or upload additional information, including transcripts, evaluations, and military service forms. If you fail to provide these documents, you will be marked as having an incomplete application package, and you will not be considered any further.

8.8 USAJOBS Resume Builder

USAJOBS Resume Builder is a tool that allows you to build a resume within USAJOBS, and it is automatically formatted to ensure that you have all the basic information required by federal agencies for your application. USAJOBS also allows you to upload your own document to your account, however USAJOBS Resume Builder is the preferred method for developing a resume for a federal job application. Additionally, your resume has a higher chance of being scanned and viewed when using the USAJOBS Resume Builder as opposed to the USAJOBS resume upload feature. See appendix for sample of a federal resume.

9

Preparing for an Interview

Section 9: Preparing for an Interview

You may not get a second chance to make a great first impression during your job interview, so knowing how to prepare for a job interview and having a well-prepared plan is extremely important to increase your chances of landing that dream job.

In this section, you will learn how to prepare for an interview so that you make the best first impression.

9.1 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. This is often a multi-stage and multi-step process that could occur in a variety of different formats. Companies use the following methods to conduct interviews:

9.1.1 Phone Screening or Phone Interview:

Can occur unscheduled or scheduled. When a company calls you for an interview or screening, be sure to understand the difference between the two methods:



- A **telephone screening** is conducted relatively quickly and is used to verify your basic qualifications for the position.
- A **telephone interview** may be more in depth, asking traditional interview questions, and may have multiple participants involved.

Below is a list of suggestions to prepare for success when you have a phone interview:

- Be in a quiet place where you can concentrate.
- Practice your answers. Treat the phone interview as you would an in-person interview.
- Make sure you have all your company, industry, and job research materials handy.
- Mention your research during the interview to demonstrate your understanding of the business.
- Get dressed for work, as it creates a professional attitude that is not visible but comes through in your manner over the phone.
- Have questions prepared and be prepared to take notes.
- Stand up, walk around, and smile during the call. All these things make a big difference in the projection and quality of your voice.
- If you are driving, be sure to stop and give full attention to the call.

9.1.2 Face-to-Face/One-on-One Interview

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.



Below is a list of suggestions to prepare for a successful one-on-one interview:

- Start by researching the company and your interviewer.
- Practice your answers to common interview questions.
- Re-read the job description.
- Plan your interview attire the night before.
- Recon the location the day before and arrive at least 15 minutes early to your interview.
- Have questions prepared and be prepared to take notes.

9.1.3 Panel or Committee Interview

This type of interview involves two or more interviewers sitting on a panel or committee and involves answering the questions posed by multiple people. These interviewers may include HR representatives, the hiring manager, the supervisor, and/or a team lead. It adopts a similar style to a promotion board.



Below is a list of suggestions to prepare for success when you have a committee interview:

- Start by researching the company and your interviewers.
- Monitor your body language and eye contact. Be ready to maintain eye contact with the whole panel, paying slightly more attention to whoever asked the question you're answering.
- Bring a copy of your resume for each person on the panel, a notebook, and a pen.
- Practice your answers to common interview questions.
- Be prepared with examples of your work.
- Have questions prepared and be prepared to take notes.

9.1.4 Video (Skype)/Teleconference Interview

Video and teleconference interviews are becoming more common. They may be the channel of choice if you are in a remote location or geographically distant from the company headquarters. Video interviews may take place live with both the company and the candidate connecting through video conferencing software, or they may be one-way interviews conducted through a video interview website or application. In one-way video interviews, the hiring professionals create a series of interview questions, and job candidates record their answers.



Below is a list of suggestions to prepare for success when you have a video/teleconference interview:

- Check your tech. Familiarize yourself with the webcam and microphone. Position the webcam at eye level so you are looking directly at the camera and can address the interviewer.
- Dress for success from head to toe.
- Be sure that you have a professional and uncluttered background.
- Be sure the lighting is appropriate; do not sit in front of a window.
- Be sure you are in a quiet room with no distractions, such as cell phones, pets, children, etc.
- Do a trial run with a friend to ensure you can log in, your equipment works, and your background is professional.

9.1.5 Meal Interview

Whether breakfast, lunch, dinner, coffee, or drinks, these interviews are designed to observe you outside of the formal work environment. Due to the casual environment, it is easy to get comfortable, so be sure to answer questions professionally.



Below is a list of suggestions to prepare you for success when you have a meal interview:

- Carefully select your meal (it should not be too pricey or too messy).
- Avoid ordering alcohol (even if the interviewer orders a drink first).

9.1.6 Group Interview

This method brings in many applicants at once and can be more of a presentation about the company and the types of challenges you will encounter on the job. You may be called for a face-to-face or panel interview after the group session.



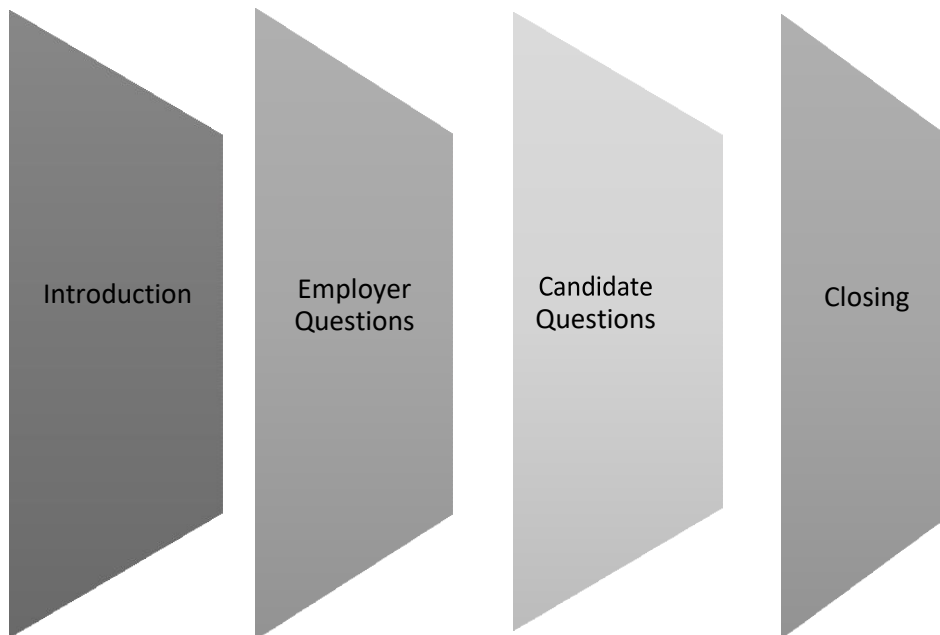
Below is a list of suggestions to prepare for success in a group interview:

- Bring copies of your resume, a notebook, and a pen.
- Make a great first impression.
- Treat everyone you encounter with respect.
- Practice good manners and body language.

9.2 Interview Stages

All the activities that have been completed in the preceding sections create a foundation for meeting with potential employers. This section will introduce the four typical stages of an interview and provide tips for acing each stage.

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.

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.

Build Rapport

- Introduce yourself to the employer and find common ground.
- Notice items in the office or conference room to identify related interests or other subjects for small talk to break the ice but stay away from controversial subjects.
- Smile, offer a firm handshake, and do not sit until the interviewer does or until he or she invites you to do so.
- Pay attention to interviewers' names and job titles.
- Project enthusiasm, confidence, and respect.

Best Practices

- Be positive and enthusiastic. Your face conveys your attitude and reinforces what you say.
- Turn off your phone or any other electronic device that could be distracting.
- Research the company/industry in advance so you can ask informed questions about the job and the company.
- Offer a firm, 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 possible inconsistencies in your responses.
- Sit up straight and lean forward toward the interviewer 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.
- Speak clearly and not too fast. The interviewer will assess your communication skills based on how you express yourself.
- 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.

Employer Questions

Most interviewers use a standard set of interview questions. These questions relate to how your skills, knowledge, training, and work experience fit the job and the company. Unfortunately, many job hunters do not prepare answers to these typical questions. As a result, candidates may not present their strongest skills and qualifications.

Best Practices

- Think like the employer and respond to questions that the employer wants to hear.
- Keep your answers brief but be certain that you answer the questions thoroughly.
- Use the STAR method to respond to interview questions. Incorporate evidence, specific examples, data, and anecdotes to illustrate your points.

- 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.
- Every chance you get, use examples to explain how you would go about doing a job rather than just saying you can do it.
- Highlight your military skills and projects. While it's important not to get too detailed, describing your specific certifications, training, and other specialized experience will give you an edge over other applicants.
- Avoid using ranks, military acronyms, and other military jargon, and practice translating military language before the interview.

Candidate Questions

The interviewer is trying to determine your level of interest in the job and your degree of knowledge about the company. Interviewers also learn about you, and remember you, by the questions you ask. Interviewers respect candidates who think about their choices carefully, and they appreciate knowing you have done your homework.

You can ask two to three questions to gauge the organization's fit to your standards and criteria, but ideally you should have 6-7 questions prepared.

Smart Questions You Should Ask During the Interview

Throughout the interview process, the interviewer is trying to gauge how committed and capable you will be in terms of helping the company succeed. At the same time, you should be trying to determine if the company and position is a good fit with you and your goals, needs, values, and skills.

Normally, as the interview is ending, the interviewer will ask you if you have questions. Below are some questions that will both telegraph your commitment to the employer's success and provide you with information that will help you decide if the job is a good fit for you.

Smart Interview Questions Your Should Ask
After hearing my answers to your questions, do you have any concerns about my ability to do the job?
If I get this position, what will be the most important part of my job, in terms of ensuring that you and the team I will be joining are successful?
What would be the most valuable new skills for me to develop, in terms of being able to add more value to the department I will be joining? What opportunities will I have to learn those skills?
What are the next steps in the selection process? How soon do you plan to fill this position? Is it okay if I follow up with you next week?
What are the greatest challenges of this position?
Would you describe what a typical day on the job consists of?

Are there any questions to which I did not adequately respond?
Who is the supervisor for the position?
What do you expect me to accomplish in the first six months?
What other positions would I interface with in the job?
How would you describe the work environment?
Do your employees work individually or as a team?
What further education or training does the company consider important for my future progress?
Is this a newly created position or has it existed for some time?
What are the department's goals for the year?

Questions You Should Not Ask During an Interview

- What is the salary for this position?
- When can I take time off for vacation?
- Can you tell me about your company's benefits?
- What training is provided?
- Can I telecommute?
- Do you offer any flextime options?
- How long will it take to get promoted?

Closing Stage

During the last few minutes, take the time to end on a positive note. Reiterate your interest in the position and gather business cards from everyone present. Be sure to thank them for the invitation to interview and offer a firm handshake while making good eye contact.

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.

Make a gracious exit, smile and be pleasant, thank the interviewer for his or her time, and on your way out, say goodbye to anyone you see who may have helped you.

9.3 Dressing for Success During an Interview

First impressions matter—whether you are meeting someone at a social event or interviewing for a job.

Think ahead for the interview. If there is a possibility that 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.

Use the following tips to help you look the part:

- The safest look for both men and women in an interview is traditional and conservative.
- It is always better to dress too conservatively than not conservatively enough.
- If you have any body piercing or tattoos, make sure that they are within conservative limits. Piercing should be taken out, replaced with clear studs or covered with a bandage/band-aid. Tattoos can be covered with bandages or clothing, and small tattoos can also be covered with makeup.

Keep in mind that appropriate dressing and grooming are critical to making a good first impression. Use the following guidelines to help you make a good first impression—not just in the interview, but also during networking and after you are hired.

Specific Dress Tips for Men



Suits	The best colors for suits are navy, black, and charcoal through light gray.
Shirts	Always wear a long-sleeved shirt that is white, cream, or pale blue, preferably a solid color without stripes.
Ties	The tie should complement your suit, but not match it. The width of your tie should be between 2 ¾" and 3 ½". The tie should extend to your trouser belt, the size of the knot should be small. Never wear a bow tie.
Shoes	Shoes should be black, burgundy or brown leather, depending on the color of the suit.
Socks	Socks should complement the suit: blue, black, gray or brown.
Accessories	Avoid wearing religious or political insignias. The watch you wear should be plain and simple. Belts should match and complement the shoes you wear. You may want to bring a professional portfolio to hold copies of your resume and to take notes.
Jewelry	Minimize your jewelry. A wedding band, a tie tack, and a small pair of cuff links are appropriate.
Cologne	Do not wear aftershave, cologne, or strong-smelling deodorants.

Specific Dress Tips for Women

Suits	A solid or pinstripe suit is best. A conservative pants suit or a skirt with a coordinating solid black or navy jacket is appropriate. A one-piece business dress with a matching jacket is also acceptable interview attire. Colors most suitable for an interview include charcoal, medium gray, steel gray, black, and navy blue. The skirt should be no shorter than 2" above the knee.
Blouses	Blouses should be solid in color, preferably white or cream.
Shoes	Shoes should be closed-toe pumps with low or mid heels. The best colors to wear are black, brown, and navy.
Accessories	If you carry a briefcase, do not carry a purse. You may want to bring a professional portfolio to hold copies of your resume and take notes. Belts should complement or match the shoes you wear.
Jewelry	When it comes to jewelry, less is more. Minimize the number of rings that you wear, possibly only an engagement ring or wedding bands. Wearing a necklace and earrings are acceptable if they are subdued.
Makeup	Natural is the key word concerning makeup. Your eye makeup, blush, and lipstick should be subtle.
Perfume	Do not wear perfume or strong-smelling deodorants.

9.4 Common Interview Questions

The most important part of preparing for an interview is practice. Anticipating what job interview questions may be asked is essential—that way, you can craft your answers well in advance and feel confident in your responses.

In general, employers are looking for answers to three questions:

1. Does the candidate have the skills and abilities to perform the job?
2. Does the candidate possess the attitude and work ethic the employer expects?
3. Will the candidate be a team player and fit into the organization?

Think like an employer, and make sure your responses address the employer's concerns.

9.4.1 Traditional Interview Questions

Traditional interview questions are broad-based. Here is a list of several traditional interview questions.

Question	Explanation	Example Response
"Tell me about yourself."	They will likely start out with a question about you and your background to get to know you. Start out by giving them an overview of your current position or activities, then provide the most important and relevant highlights from your background that make you most qualified for the role.	"I recently completed my service with the Navy. From my 12 years of experience in the Navy as a medical assistant, I've developed the ability to anticipate roadblocks and create effective alternative plans for our patient care. I enjoyed working in a fast-paced environment where I could provide excellent care to patients. My medical knowledge and technical skills gave me an opportunity to provide training for my department. I would love to continue my passion for training by delivering excellent patient care to your department."
"How would you describe yourself?"	When an employer asks you to talk about yourself, they're looking for information about how your qualities and characteristics align with the skills they believe are required to succeed in the role. If possible, include quantifiable results to demonstrate how you use your best attributes to drive success.	"I would describe myself as a highly-motivated and dedicated person. I was taught at a young age not to be afraid of hard work—to always finish what I started. These are my core values and it is who I am. In all my performance evaluations, I received a superior rating based upon my commitment to accomplishing projects, tasks, and initiatives. I will have the same level of dedication and commitment to this position and company."

Question	Explanation	Example Response
“What makes you unique?”	Employers often ask this question to identify why you might be more qualified than other candidates they’re interviewing. To answer, focus on why hiring you would benefit the employer. Addressing why your background makes you a good fit will let employers know why your traits and qualifications make you well prepared.	“What makes me unique is my experience in leadership as a team leader for 12 years. I have first-hand knowledge of the challenges and opportunities of being a leader, which has equipped me with a balanced prospective of the worker-supervisor relationship. With this knowledge, I can better support my supervisors and colleagues in my role within this organization.”
“Why do you want to work here?”	Employers often ask this question to determine whether you took time to research the company and to learn why you see yourself as a good fit. The best way to prepare for this question is to do your homework and learn about the products, services, mission, history, and culture of this workplace. In your answer, mention the aspects of the company that appeals to you and align with your career goals. Explain why you’re looking for these things in an employer.	“I want to work with Cornerstone because your mission of helping individuals with disabilities is inspiring. I am sensitive to the challenges of those with disabilities, and I have always championed disability awareness and respect. Working for an organization that supports my core values is a dream for me. Working here would allow me an opportunity to contribute to a very worthy mission.”
“What interests you about this role?”	Like the previous question, employers often include this question to make sure you understand the role and give you an opportunity to highlight your relevant skills. In addition to thoroughly reading the job description, it can be helpful to compare the role requirements against your skills and experience. This is where you can use your transferable skills.	“I like to help others. I feel a sense of accomplishment when I have assisted someone through a difficult process. As a team leader, I often helped my fellow Service members navigate the regulatory process for receiving their separation benefits, which helped them and their family make a stable transition into civilian life. I believe that same opportunity for helpfulness can be found in this role as a personal banker, because many times individuals are concerned about their finances, but are unaware of the options available to them.”

9.4.2 Behavioral Interview Questions

These questions request descriptions about how you have behaved in past situations and are considered predictors for how you might behave on the job in the future. Behavioral questions are more probing and more specific than traditional interview questions. The best way to answer behavioral questions is by using the STAR method. Here is a list of several behavioral interview questions.

Question	Explanation	Example Response
“Can you tell me about a difficult work situation and how you overcame it?”	This question is often used to assess how well you perform under pressure, as well as your problem-solving abilities. Keep in mind that stories are more memorable than facts and figures. This is also an excellent opportunity to show your human side and how you’re willing to go the extra mile without being asked. Use the STAR method to guide your response.	“We had a big hurricane last year and most of my department was tasked with the hurricane relief. I was left behind with two other team members to see walk-in patients. My department was supposed to be back that morning at 10:00 a.m., but their truck broke down. Our peak time in the clinic was from 9:00 a.m. to 2:00 p.m., so we were extremely short on staff to handle the walk-in patients. In order to help as many patients as possible, I created a triage method to assess patients’ levels of pain. Once we identified their levels of pain, we categorized the pain levels and saw the patients with the highest level of pain. I reschedule the patients with pain levels of 0-3 to a later time to relieve the bottleneck effect in the waiting room.”
“Give an example of a goal you didn't meet and how you handled it.”	Employers want to assess how you handle disappointments and how you value personal accountability. Make sure your example shows that you took personal accountability and focused on what you could do differently next time.	“I was working on two major projects with my team and a new opportunity came in. This opportunity was the one I really wanted to work on. Out of excitement—without thinking—I accepted it. I didn’t take into consideration the other two projects that were due soon. Work began to pile up, and I was feeling under the pressure. I had to step back and decided that I had to prioritize. At the end, I had to let go of the new project because I was not able to complete that project in the fashion that I would have liked. I was disappointed, but I know that was the right thing to do. This situation definitely taught me the importance of prioritizing and time management.”

Question	Explanation	Example Response
“Tell me about a time you needed to get information from someone who wasn’t very responsive. What did you do?”	The employer wants to know how you work in a group setting and how your personality would fit in with their team. You need to give an example that shows that you’re persistent and able to follow through but at the same time you are a team player.	“At the end of the month, I am responsible for submitting our department total customer head count. I needed my coworker’s total customer number that he’d seen that month to complete my report. I sent out a reminder email two weeks prior to the deadline, then a gentle follow up email three days later. When I didn’t get a response from him, I checked in with him personally. I would always try to see if I could assist my coworker because I know sometimes things would fall through the cracks.”

9.4.3 Hypothetical or Situational Interview Questions

Hypothetical interviews are the type of interview questions in which the interviewer puts you in an imaginary and experimental situation to assess how you would handle that situation. Here is a list of several hypothetical/situational interview questions.

Question	Explanation	Example Response
“If I hired you today, what would you accomplish first?”	This question will examine your critical thinking skill and how you will fit in with the organization culture. You want to convey that you will observe your new role and set goals according to what your supervisor wants you to accomplish first.	“If you hired me today, I would be truly honored. The first thing I will do is understand the organization culture, because every organization has their own special way of doing things. I need time to assess how things are done here and time to build relationships with my team and my supervisor. I will have a meeting with my supervisor to find out what are the most critical projects that my supervisor wants me to tackle first. Then I will plan and strategize what is the best way to accomplish that goal.”
The work quality of one of your staff has dropped off precipitously. What would you do to address the situation?”	This question is to help employer identify your leadership skills. You want to share your leadership skills on how you can resolve the problem and highlight your discipline and problem-solving ability.	“I gained a lot of experience leading teams and groups in my past job, and I’ve encountered this situation a few times. The key first step to dealing with an underperforming colleague is honest communication. In one of my past experiences, I met with the staff privately, explained my concerns about the quality of his work, and asked him to explain the cause of the problem. My employee said he knew that his work had been subpar lately, but was afraid to address the issue with me. We came up with a plan to address his performance and I provided him with the support he needed.”

Question	Explanation	Example Response
“How would you approach a task you’ve never done before?”	Your employer wants to assess whether you have problem-solving skills and whether you can approach new tasks intelligently.	“In my previous position as Project Support Officer, I was often challenged with new projects requiring me to step outside of my comfort zone. Because of these opportunities, I developed a systematic approach to each new challenge. The first thing I do is try to collect as much information I can about the tasks to ensure I understand what is needed from me. Then I break the tasks down into manageable steps. I would also undertake internet research and consultations with colleagues who had previous experience with the task. After I had completed each piece of work, I would always double-check the tasks with my manager to ensure I’m on the right track and to get feedback.”

9.5 Activity: 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 as much as possible. Then practice answering these questions with a partner.

1. **Tell me about yourself.** (Your interviewers will likely start out with a question about yourself and your background to get to know you. Start out by giving them an overview of your current position or activities, then provide the most important and relevant highlights from your background that make you most qualified for the role.)

2. **What are your greatest strengths?** (This question gives you an opportunity to talk about both your technical and soft skills. To answer, share qualities and personal attributes and then relate them back to the role for which you're interviewing.)

3. **What do you consider your most significant challenge?** (It can feel awkward to discuss your weaknesses in an environment where you're expected to focus on your accomplishments. However, when answered correctly, sharing your weaknesses can show that you are self-aware and want to continuously get better at your job—traits that are extremely attractive to many employers. Remember to start with the weakness and then discuss the measures you've taken to improve. This way, you're finishing your answer on a positive note.)

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 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-oriented and have a strong work ethic. Provide a good example of when you overcame difficulties to succeed.)

6. What do you like or 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 that give 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 the 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 most difficult aspect of your career? How would you have done things differently in 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.)

9.5.1 Additional Common Questions for Management/Leaders

For those that are seeking management level position, the following questions will help you prepare for your interview.

1. “Describe your process for delegating tasks to your team.”

This is one of the more popular manager interview questions because, as a manager, delegation is a regular part of the job. Managers who delegate well are more productive, and so are their teams.

2. “How would you handle a project that was running over budget?”

This question is asked for two reasons: to learn how you handle stress and to understand your budgeting skills. Your interviewer will want to see how you prioritize tasks and which soft skills you use to reign in the cost and make the rest of the project run efficiently.

3. “How do you keep your team motivated?”

As a leader, your team looks to you set the tone of morale and motivation. In your answer, give specific examples of ways that you provided positive reinforcement to your team, encouraged them to take the initiative, and understood each person’s strengths.

4. “What is your management style?”

The best answer offers a broad scope rather than a specific answer. In your response, highlight your ability to handle situations and problems as a manager while talking about real experiences. You will need to define what a good manager is and provide an example of how you use that skill as a leader.

5. “How do you support an employee who is not meeting expectations?”

Interviewers ask this question to determine how you will work with a direct report to guide them back onto the path of success. They will look for methods, such as giving clear feedback to an employee and then jointly developing an action plan that supports meeting future performance goals.

Give an example of how you’ve had to provide negative feedback. What was your approach?

Interviewers look to see how you deliver feedback to your staff. In your response, include that your feedback was specific and done promptly to address the situation.

6. “Do you consider yourself to be an organized person?”

Interviewers want to know how you prioritize your time and which tools you use to help you along the way. In your response, share examples of your time management skills and show off your flexibility.

7. “How would your coworkers describe you? How would your direct reports describe your management style?”

These questions are designed to see how well you relate to your peers, as well as those who work for you. Your answer is a great opportunity to speak about your strengths. Ideally, talk about the characteristics that make you an excellent manager.

9.5.2 How to Answer Salary Expectations Questions

Salary questions are tricky since you want to get the highest salary you can without killing your shot at the job. When a recruiter or hiring manager asks, “What are your salary expectations?” there are a few ways you can answer:

Options	You can say...
Delay discussion of salary. Show the interviewer your skills and worth by explaining your accomplishments before discussing salary.	“I’m looking for a competitive package, but I’d like to know a little more about the job requirements first.”
Turn the question around on the interviewer. Ask what the range is for the job or ask to hear the interviewer’s best offer.	“I expect a salary that’s consistent with current employees at the same level. I think I can be a great asset to this company, and if you agree, I’d love to hear your offer.”
Provide a range. Give the amount as a range. Keep in mind, however, that the employer may opt for the lower end of your range, so make sure your target number is as close to the bottom number as possible.	“Thank you for asking. I feel that an annual salary between \$67,000 and \$72,000 is in line with the industry average and reflects my skills and experience level well. I am, however, flexible and open to hearing about the company’s compensation expectations for this position.”
Include negotiation options. In addition to your salary, there may be other benefits, perks, or forms of compensation you consider just as valuable. For example, while the employer may not have budgeted enough for your ideal salary range, they may be willing to offer equity in the company to make the compensation package more attractive to you.	“I am seeking a position that pays between \$75,000 and \$80,000 annually, but I am open to negotiate salary depending on benefits, bonuses, equity, stock options, and other opportunities.”

9.6 Activity: Mock Interview Practice

As with every skill, talent, and expertise, the more you do it, the better you'll be at it. You may be familiar with the saying "Train like you fight." A mock interview will provide you with the training you need to get ready for the job interview. It will help you learn how to answer difficult questions, develop interview strategies, improve your communication skills, and reduce your stress before an actual job interview.

Let's practice all the stages of the interview process!

- **Observer role:** Use the observer sheet below to provide feedback to the candidate when they have finished their mock interview.
- **Employer role:** Choose three questions to ask the candidate.
- **Candidate role:** Practice interviewing with the employer from introduction to closing.

Mock Interview Observer Sheet

Evaluation Questions	Yes	No
Stage: Introduction		
Did the candidate introduce him or herself and shake hands professionally? Comments:		
Did the candidate make eye contact? Comments:		
Did the candidate make appropriate small talk? Comments:		
Stage: Employer Questions		
Did the candidate answer the employer's questions appropriately? Did the candidate use the STAR method? Comments:		
Did the candidate stumble or pause for too long? Did the candidate adequately answer the questions? Comments:		
Stage: Candidate Questions		
Did the candidate ask appropriate questions? Did the candidate ask about follow-up? Comments:		
Stage: Closing		
Did the candidate thank the interviewer? Did the candidate graciously exit? Comments:		

9.7 Following Up After the Interview

The interview itself is over, but the process is not. It is very important that you follow up immediately after the interview (that same day) by sending a handwritten thank-you note or a thank-you email to your interviewer(s). It is a good way to briefly add anything you forgot or wish you had said in the interview, and you can reinforce important information you provided in the interview, state your interest in the job, and let the employer know you appreciate their time. Thank-you notes should be brief and to the point, like the following examples:

Sample Thank-you 1: Email	Sample Thank-you 2: Letter
Dear Mr. Williams: Thank you for allowing me the opportunity to interview with you yesterday. The information you shared with me about Washington Mutual Bank clarifies 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. If I can provide you with any additional information, please let me know. I look forward to hearing from you soon. Sincerely, Charles Henderson (916) 999-9999 C.Henderson@email.com	Judy R. Smith 110 Logan Street • Los Angeles, CA 95987 (916) 999-9999 • jrsmith@email.com February 2, 20XX Ms. Martha Anderson, President Carrington Cable Corporation 5555 Cable Boulevard Los Angeles, CA 95999 Dear Ms. Anderson: Thank you for taking the time to interview me this afternoon. The Cable Installer position at CCC really seems like a perfect fit for my skills and experience. I believe that I could be a valuable addition to CCC while you continue to grow your customer base. I also enjoyed our discussion about local fishing spots, and I am excited to try your suggestions. Thank you again for your time, and I look forward to hearing from you next Thursday. Sincerely, Judy R. Smith

9.8 Evaluating the Interview – Continuous Improvement

Every interview is an opportunity to improve your interviewing skills and to maximize your potential for success. To help learn from your experience and to increase chances for success, complete the post interview checklist.

Post Interview Checklist	Date of Interview
Company name:	Date to call back:
Interviewer's name:	Date of decision:
Was I on time (15 minutes early)?	Yes ___ No ___
Did I dress appropriately?	Yes ___ No ___
Do I need to send additional information?	Yes ___ No ___
Did I bring reference list/letters of recommendation?	Yes ___ No ___
Did I bring appropriate work samples?	Yes ___ No ___
Did I give a positive indication of my interest in the job?	Yes ___ No ___
Did I mention who referred me?	Yes ___ No ___
What was the interviewer's general impression of my resume?	
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?	
What can I do to improve my performance?	

10

Receiving a Job Offer

Section 10: Receiving a Job Offer

Congratulations! You finished the final interview, and they offered you the job. Now, it's time to weigh your options. In this section you will learn how to evaluate your job offer to ensure it matches with your career goals.

10.1 Know the Terms of the Offer

Do not make decisions or accept offers on the spot. Instead, say, "I want to make sure I understand all the components of the offer; could you send me an email outlining the proposed terms?"

It is important to consider more than your paycheck. When reviewing a job offer, consider the entire package, including salary, benefits, hours, flexibility, management and company culture, pension plans, and the work environment.

Let's discuss how to evaluate two of the most important job details: salary and benefits.

Salary

Conduct salary research to make sure you are being paid what you are worth. When conducting salary research, remember to look at all the factors that can impact the salary amount: industry, location, and individual requirements. Use www.bls.gov and network resources to identify pay ranges for your specific job and organization.

Keep in mind that your base salary is not what you take home. Taxes, healthcare insurance, and retirement contributions will be deducted from this amount.

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 is a list of some of the most common benefits:

Medical Insurance	For full-time employees, a typical employer may cover most of the cost of health insurance, splitting the cost with the employee. Health insurance plans vary in their offerings, so be sure to read the terms of any offered plan.
Dental & Vision Insurance	Many employers who offer a health insurance plan will also have some type of dental and vision insurance. Preventive care is offered at little to no cost.
Paid Time Off (PTO), Vacation Time, Leave, Sick Days	Paid time off (PTO) is as a pool of paid time-off days that an employee may use at their discretion. Some employers offer this time off as a bank of days, while others may offer vacation and sick leave as separate benefits.
Education Benefits	Many employers offer some type of benefit to compensate employees for investing in education or training. This benefit may have conditions that require a time-with-the-company payback or full completion of the education or training prior to expenses being reimbursed.

401(K) or Retirement Contributions	Employers contribute to employees' retirement plans. The amount of compensation the employer will contribute to an individual's account varies greatly. Most of the companies will require a vesting period, which means those dollars contributed to the individual retirement accounts are not immediately available to the individual. Once the worker is vested, those contributions transfer ownership to the individual.
Stock or Equity	Some companies offer stocks or, in some cases, a percentage of ownership in the company for many small businesses in start-up mode. Often, any stock or equity opportunity typically carries a caveat that outlines a vesting period.
Profit Sharing	There are some companies that 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 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.

10.2 Evaluating Job Offers

There are several ways to evaluate job offers. The simplest is to make a checklist of what is acceptable and unacceptable. As you evaluate the offer, keep in mind the aspects that are important to you. 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 you do get a job offer, here are factors to consider using the evaluation checklist:

Factors	Job Evaluation Checklist	Acceptable	Unacceptable
The Industry	Interest in the industry <i>Is this a field where I would like to build a career?</i>		
	Potential for long-term growth <i>Is this an industry that is growing?</i>		
The Position	Work duties <i>Do the duties of the job interest me and use my skills?</i>		
	Potential for advancement <i>What opportunities are available?</i>		
	Position level <i>Where is the job in the organization? To whom do I report?</i>		

Factors	Job Evaluation Checklist	Acceptable	Unacceptable
	Wages/benefits <i>Do they meet my needs?</i>		
	Hours <i>Do I consider them reasonable?</i>		
	Working conditions <i>What are the company's expectations and work style?</i>		
	Job quality <i>How long has the position been open and why is it open?</i>		
	Travel requirements <i>How often would I have to travel?</i>		
The Company	Growth potential <i>How has the company performed over the last several years?</i>		
	Planned expansion <i>What plans exist and how do they fit with the economy?</i>		
	Success <i>What are the company's debt/profit ratios and other indicators of success?</i>		
	Reputation <i>What is the company's reputation in the industry and with its employees?</i>		
	Management team <i>What is the tenure, growth, and origin of the management team?</i>		
Your Supervisors	Skills <i>What is the supervisor's training and previous work experience?</i>		
	Organizational position <i>Who do the supervisors report to and how long have they been in their jobs?</i>		
	Interaction/expectation <i>How well do I think I can work with the supervisor?</i>		
The Environment	Geographic location <i>Is the job someplace I would like to live?</i>		
	Area factors <i>Am I comfortable with the traffic, growth, cost of living, crime rate, etc.?</i>		

Factors	Job Evaluation Checklist	Acceptable	Unacceptable
	Housing <i>Is affordable housing available and to my liking?</i>		
	Recreation <i>Are recreational opportunities available and within reason?</i>		
	Schools <i>Are good schools available for my children, spouse, and self?</i>		
The PTO	Paid vacations <i>Am I eligible? How many days do I receive? How many days after a year of employment? After five years of employment?</i>		
The Insurance	<i>Fully or partially paid by employer?</i> <i>Dependent coverage fully or partially paid by employer?</i> <i>Does coverage include:</i> <i>Vision care? Dental care?</i> <i>Alcoholism and/or drug abuse treatment?</i>		
Paid Sick Time	<i>Provided? Carry-over of unused days permitted?</i>		
Paid Life Insurance	<i>At least two times annual salary (for coverage based on earnings)?</i> <i>At least \$15,000 (for coverage based on flat dollar amount)?</i>		
Savings & Profit Sharing	<i>Savings/thrift plans? Cash profit sharing? Deferred profit sharing?</i>		
Qualified Plans	<i>Pension plan (defined benefit) provided? 401K, 403B, or other tax-deferred retirement savings plans? Association, professional, or union plans? Mutual fund retirement plans?</i>		
Other Benefits	<i>Full or partial relocation allowance?</i>		
	<i>Full or partial reimbursement for educational expenses?</i>		
	<i>Financial or legal counseling plan?</i>		
	<i>Childcare?</i>		
	<i>Long-term incentive plans (stock options or other types of performance award)?</i>		
	<i>Cars or transportation allowance provided for executives, salespeople, or managers who must travel?</i>		

11

Negotiating a Job Offer

Section 11: Negotiating a Job Offer

The evaluating job offer checklist in the last section is a great tool for you to use to evaluate the job offer. If you're satisfied with the cash compensation, the job, company, benefits, etc. and feel that there's good opportunity to grow with the company, then you may want to accept the offer. If you're not happy with one or more of the offer components, then it's time to negotiate. In this section, you will learn the basic dos and don'ts in negotiating a job offer.

11.1 Negotiation Dos and Don'ts

The key to successful negotiation is preparation. You must conduct research and analyze every aspect of the job, company, opportunity for growth and components of the compensation and benefits package. If you don't take the time to prepare, the employer will always have the upper hand when you get to the negotiation table.

Below are some Dos and Don'ts in Negotiation:

Dos	Don'ts
Research the average salary and salary ranges for the type of job you're interviewing for on www.bls.gov	Don't try to negotiate right after the offer is made, as you need time to analyze the offer package and come up with negotiation strategies.
Be realistic in your expectations.	Don't accept an offer strictly for the money.
Be aware of your strengths and accomplishments so you can demonstrate the value you'll bring to the employer.	Don't get into a bidding war if you have other offers, as it can and typically will backfire.
Be open minded about the offer and maintain a professional and positive attitude during the negotiation phase.	Don't accept an offer until you've seen all the terms in writing.
Let the employer make the first move into the salary negotiation phase, in knowing the salary range will give you an idea of the interviewer's negotiating parameters.	Don't inflate your current earnings just to get a higher salary offer, as it will come back to haunt you.
Consider every aspect of the compensation and benefits package, not just the base salary or any one component of the offer package.	Don't get overly aggressive in negotiating the salary you want, and don't negotiate using ultimatums.
Try to negotiate other components of your offer (e.g., shorter review period, sign-on bonus, more vacation, etc.) if the employer can't match your desired salary.	Don't accept the first salary offer you receive unless you're confident and excited about the job, company, and opportunity for growth.
Aim high when stating your desired salary range, as you can always come down but cannot talk your way back up if you aim too low.	Don't act too eager to accept, even if the offer was more than you expected, as most employers leave room to negotiate.

11.2 How to Negotiate

Now that you know the basic dos and don'ts of negotiating, here are some steps to help you start negotiating:

- 1. Know your market value.**

First, you need to research the average salary of someone with your skills and experience in your same field. This will help you in the negotiation to ensure you are not underpaid. You can leverage company or industry knowledge about what people in your role and city typically earn to confidently determine your salary.

- 2. Define your walk-away point.**

Once you've homed in on your target salary range, it is also important to identify the minimum salary you will accept. If a company declines to meet your walk-away number, it might be time to move on to different opportunities. Your range and walk-away point are things you should keep in mind during the negotiation.

- 3. Never say a number first.**

Let the employer lead the conversation in enclosing the salary number. This way, you will not miss out on potential income by starting with a pay range that's too low, or risk forfeiting your offer by suggesting a number that's too high.

- 4. Ask for time.**

The hiring process is a lengthy process, and once the employer offers you the job, she or he is eager to bring you onboard. The employer will not mind giving you a few days to think over the offer. It is likely that the employer will respect that you are taking time to consider the offer before accepting.

- 5. Prepare your talking points.**

As you are developing negotiation notes, it might be helpful to answer the question "Why do you feel you deserve a higher salary than the one the employer is offering?" Be sure to put together a few talking points before you contact the employer and be as specific as possible. Those details might include information like:

- Results you have achieved in previous roles, such as goals you've met, revenue you've helped drive, or awards you earned. If possible, use actual numbers.
- Years of industry experience, particularly if you have more experience than the employer stated as a requirement.
- Skills or certifications, especially if they are in high demand within your industry.

Below is an email sample for negotiating salary

Dear Mr. Pham,

I am excited about the offer you extended to me and look forward to accepting it. I feel confident I will make a significant contribution to the growth and efficiency of the team over the short and long term. The terms you have described in the offer are acceptable, with a few minor changes.

Base Salary: \$40,000 per year

The research I've completed on comparable salaries in Atlanta, Georgia (job market range \$35,000 to \$68,000), shows that a base salary range of \$45,000 to \$52,000 would be the market value of the knowledge and experience I bring to this position. My eight years of expertise overseeing technical operations and supervising technical teams allows me to immediately be an asset to the organization with little to no training time involved. In addition to the level of expertise I bring to the organization, my current active Top Secret, SCI clearance permits me to engage in operations that are vital to the organization with little to no delay or additional cost to the company. Based on the above, I would ask you to kindly consider, as a compromise, a base salary of \$47,000.

6. Ask for more than your target number.

One fundamental rule of salary negotiation is to give the employer a slightly higher number than your goal. This way, if they negotiate down, you'll still end up with a salary offer you feel comfortable accepting. If you provide a salary range, the employer will likely err on the lower end, so be sure the lowest number you provide is still an amount you feel is fair.

7. Be flexible.

Even if the employer is unable to provide the salary amount you want, they may be able to offer other forms of compensation. For example, you may be able to negotiate more stock options, extra vacation days, or additional work-from-home days to combat a lengthy commute. Don't be shy about asking for alternatives. In some cases, they may be just as valuable, or more valuable, than a paycheck.

8. Don't Be Afraid to Walk Away

In some cases, an employer may not be able to meet your minimum salary requirement or offer additional benefits that make it worth your while. Or they may counter-offer with a salary that's higher than their first offer but not as high as your request. In this case, you'll need to decide if the job is worth the lesser amount. Don't be afraid to walk away and seek other opportunities.

11.3 Activity: Case Study

Read the following case study and provide Erica your recommendation.

Erica just checked her email this morning and received a job offer from ABC Corporation! She was thrilled until she saw the salary. Below is her offer:

Dear Ms. Smith,

Following our recent discussions, we are delighted to offer you the position of Network Specialist with the Business Marketing Division at ABC Corporation. If you join ABC, you will become part of a fast-paced and dedicated team that works together to provide our clients with the highest possible level of service and advice.

As a member of the ABC team, we would ask for your commitment to delivering outstanding quality and results that exceed client expectations.

We are confident you will find this new opportunity both challenging and rewarding. The following points outline the terms and conditions we are proposing.

Title:	<i>Network Specialist, Business Marketing Division</i>
Start date:	<i>January 1, 20XX</i>
Annual salary:	<i>\$55,000</i>
Probationary period:	<i>90 days</i>
Group benefits:	<i>Health, dental, and vision - 75% cost share paid by the organization, paid educational benefits</i>
Position type:	<i>Full-time, exempt</i>
Reporting relationship:	<i>Reporting to the Director of Marketing Operations</i>
Annual vacation:	<i>2 weeks</i>
Annual sick leave:	<i>8 days</i>
Paid Holidays:	<i>New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day, plus three floating holidays.</i>

Erica conducted salary research for this position and found that the average salary for someone in this position with a bachelor's degree in Computer Science with 5 years of experience was \$68,000-110,000. Erica has a bachelor's degree in Computer Science and 8 years of experience in Network Management.

Erica recently ended her service with the Air Force and has been looking for a job for three months. This is her first offer, and she is extremely excited for the opportunity. She calls you to tell you the good news. She was hoping that the salary was in the \$60,000 range, but she is just happy she got a job offer. She likes the benefits and wants to accept the offer. She asks you if she should accept it or wait for a better job to come. What would you advise her to do?

12

Communicating Your Decision

Section 12: Communicating Your Decision

After all the work you've done researching, building your brand, networking, applying to jobs, and interviewing, you've been offered the position. Job well done! In this section, you will learn how to properly communicate your decision to the employer.

There are several choices you can make when you receive a job offer. You can:

- Accept the offer
- Request a delay of the decision
- Reject the offer

Whichever choice you make, be sure to communicate your decision within 24 to 48 hours, either verbally or in writing.

12.1 Accepting the Offer

Accepting a job offer is a big decision. You don't have to rush to give an immediate answer. It is a good idea to ask for time to consider the offer. You can then use that time to talk to your family and friends about the opportunity and evaluate the job offer.

If you are accepting the position, be sure to thank them for the opportunity, and verify the:

- Salary
- Benefits
- Position
- Starting date

When you receive a job offer, it is important that you follow the accompanying instructions and meet all prescribed deadlines.

Dear Mr. Carr:

It was wonderful to speak with you on the phone yesterday about the Program Director position at Zen Company. I'm thrilled to formally accept this job offer. I'm looking forward to working with you and the rest of the senior management team on charting a new direction for our marketing strategy.

It is my understanding that the conditions of my employment are as follows:

- My start date will be May 13th.
- Annual salary of \$65,000.
- Benefits include accident, health and life insurance, which is effective on my start date.
- My probationary period lasts 90 days, with an initial performance and salary review after that time.
- Vacation and sick leave accrue at a rate of one day per month and are cumulative.

I'm looking forward to seeing you next Monday. Please let me know if there is any paperwork or additional information you need from me beforehand, or if there is any documentation, I should bring along on my first day.

Sincerely,

12.2 Requesting a Delay of the Decision

The employer may expect you to request time to consider the offer or to make a counteroffer. Make sure you start by relaying your thanks and appreciation for the job offer. Then, ask what the deadline is to get back with your decision.

Dear Mr. Lee:

Thank you very much for offering me the position for Project Manager with Lexile. I greatly enjoyed our conversation. Do you mind if I take a couple of days to consider your offer and discuss this opportunity with my family? Is there a deadline I need to get back with you by?"

Sincerely,

12.3 Rejecting the Offer

If you decide to reject the offer, communicate quickly with the employer and express your gratitude for his/her time.

Dear Mr. Lee,

Thank you for offering me the position of Unit Coordinator at Lion Enterprises and for reviewing my counteroffer with management. I fully understand that budgets are tight, but I must regretfully decline the position at the current compensation.

I want to thank you so much for your graciousness during the negotiation process. I wish you and Lion Enterprises all the best.

Sincerely,

13

Summing It Up

Section 13: Summing It Up

Congratulations! You have learned and applied the tools and the four principles of getting a job for a successful transition and job search, but this is only the beginning. Let's take a quick moment to recap what you have learned and plan your next steps.

In this training you have:

- ✓ Identified and developed effective career goals.
- ✓ Learned how to market yourself effectively to a future employer.
- ✓ Recognized the three different methods of how hiring occurs.
- ✓ Connected your skills and abilities with the needs of an employer.
- ✓ Used the STAR method to write achievement statements and understand how to use them throughout the job search process.
- ✓ Created a professional introduction.
- ✓ Identified strategies to manage your online presence.
- ✓ Recognized the steps to set up an informational interview.
- ✓ Created a draft targeted resume.
- ✓ Expanded your network.
- ✓ Demonstrated appropriate verbal and non-verbal communication skills/techniques for an interview.
- ✓ Learned the difference between federal resumes and standard resumes.
- ✓ Identified the relevant factors in evaluating a job offer.
- ✓ Identified the basic dos and don'ts in negotiating.

13.1 Activity: Initiate the Plan

With all the information you learned and the tasks you need to do, let's write it down to ensure you will stay on track.

Transfer relevant notes, concerns, questions, and required actions onto this page. If there is something that doesn't fit neatly into one of these categories, write it down in the "other" category.

For each item listed, add a date/time frame by which you will aim to complete the action. This will help you remain on track.

1. Whom do I need to call, write, or visit?	Deadline:
2. What do I need more information about? What am I unclear about?	Deadline:
3. What are some specific questions I need to ask to get clarification?	Deadline:
4. What things must I do next?	Deadline:
5. Other	Deadline:

Keep on practicing your professional introduction, updating your resume, and networking. Start identifying and collecting your professional references as well as practicing your responses to interview questions.

You are informed, organized, and well on your way to a successful transition into a new and rewarding career. Combine the information you have gained during this course with information acquired in other Transition Assistance Program classes to assist you in achieving your goals.

13.2 Thank You

Thank you for your participation and your service. The DOL recognizes your dedication and the sacrifices that you and your family members make each day to protect and defend our freedom. We are committed to supporting you in your transition and beyond.

Remember to update your Individual Transition Plan as applicable, e.g., date workshop attended, any deliverable completed, tasks to accomplish, etc.

14

Appendix

Section 14: Appendix

14.1 Additional Resources

Legal Protections for Service members and Veterans

Two laws provide service members and Veterans, including those with disabilities with protection as they search for jobs and after they are hired.

1. The **Uniformed Services Employment and Reemployment Rights Act** of 1994 (USERRA) helps ensure service members and Veterans:
 - are not disadvantaged in their civilian careers because of their military service
 - are promptly reemployed in their civilian jobs upon their return from duty; and
 - are not discriminated against in employment based on past, current or future military service. For much more information on USERRA go to www.dol.gov/vets/programs/userra/index.htm
2. **The Americans with Disabilities Act (ADA)** ensures equal opportunity during the application process and on the job by:
 - Prohibiting employers from discriminating against disabled job seekers who are able to perform the essential functions of a job with or without reasonable accommodations.
 - Requiring an employer to provide reasonable accommodations to employees so that they are able to perform the essential functions of a job.

For more information, see **Understanding Your Employment Rights Under the Americans with Disabilities Act (ADA): A Guide for Veterans** at http://www.eeoc.gov/eeoc/publications/ada_Veterans.cfm

14.2 Michael Cook's Transition Documents

Master Resume Example

Michael Cook

(301) 555-5555 michael.n.cook@gmail.com

Summary of Qualifications

Astute military professional with 8 years comprehensive ground combat experience that includes extensive training and simulation participation to ensure maximum readiness. Extensive knowledge of ground surveillance protocol, mine detection techniques, and explosives removal procedures. Proven ability to adapt to new surroundings while remaining continuously observant, physically capable and mentally alert under pressure.

- Active secret security clearance
- Experienced with patrols, security, and conducting safety investigations
- Expert weapons qualifications on automatic and semi-automatic weapons
- Able to operate, troubleshoot, and repair radios and other electronic equipment
- Effective manager and team player
- Instructor and test evaluator for numerous Soldiers on a variety of subjects
- 3 years' experience in the U.S. Army serving at stations in the US and overseas
- Fluent in Spanish and English

Work Experience

Infantryman, Fort Campbell, KY, U.S. Army, March 20XX-Present

Served as Team Leader for four-person team. Duties included:

- Supervised, trained and ensured the safety and welfare of a 4-person team, maintaining a 100% safety record.
- Ensured work areas were safe and hazardous materials were stored according to OSHA, EPA and DOD regulations, resulting in 0 workplace accidents.
- Consistently scored in the top 10% of a 100-person organization during the semi-annual physical fitness training. Received an Ironman designation. Performed daily regimen of physical fitness to include running, push-ups, sit-ups, road marches and lightweight training.
- Trained with 5th Special Forces Group in conventional warfare.

Served as Expert Infantryman instructor for unit and test evaluator for adjacent units. Skills taught and tested included:

- Protection from chemical and biological contamination.
- Preparation of a light anti-tank weapon for safe operation.
- Performance of corrective misfire procedures.

Infantryman, 12-month deployment to Afghanistan, March 20XX-March 20XX

Served as Team Leader for six-person team. Duties included:

- Inspecting team members' weapons and equipment for proper operation and 100% serviceability prior to deployment.
- Supervised, trained and ensured the safety and welfare of all assigned personnel and sustained a 100% safety record.
- Selected above 150 personnel in the unit and appointed to the distinguished position of Company Sniper.
- Successfully completed more than 15 sniper missions, enhanced overall safety of military patrol missions.
- Recognized by supervisors for excellent performance and awarded an Army Commendation medal during Operation Enduring Freedom.

Served as Expert Infantryman instructor for unit and test evaluator for adjacent units. Skills taught and tested included:

- Protection from chemical and biological contamination.
- Decontaminate personal individual equipment using chemical decontamination kits.
- Apply pneumatic splints to casualties with fractures.
- Insert Nasopharyngeal and Oropharyngeal Airways.
- Preparation of a light anti-tank weapon for safe operation.

Assigned to Post Ammunition Supply Point for 2 months. Duties included:

- Loaded, secured, and unloaded high explosive artillery rounds in vehicles.
- Conducted daily safety inspections throughout the facility.
- Implemented access control measures to ensure only authorized personnel entered the facility.
- Conducted hundreds of searches of vehicles and personnel entering the facility with zero breaches of security.
- Conducted weekly inventories of ammunition.

Infantryman, Ft. Drum, NY, March 20XX-April 20XX

- Operated and maintained 100% accountability for over \$100,000 of equipment, including night vision goggles, multiband radios, laser target locator, and mine detection equipment.
- Certified to operate wheeled and tracked vehicles.
- Performed preventive maintenance checks and services before and after each trip.
- Logged over 400 hours and 8,000 accident-free hours as an operator.
- Inspected, issued and maintained 100% accountability for unit's chemical, biological, radiological and nuclear defense equipment, including personal protective gear and hazard detection devices.
- Earned Expert Infantry Badge.

Basic and Infantry Training, Fort Benning, GA, December 20XX-February 20XX

Key skills acquired:

- Safe handling of explosives
- Land navigation
- Operation of radios and other electronic equipment
- Emergency medical aid

Retail Associate, 6-12 Convenience Store, Eastport, MD, August 20XX-December 20XX

- Oversaw a team of four, ensuring full schedule coverage for weekend daytime shifts.
- Trained new employees on computers including point of sale system.
- Stocked display shelves and conducted weekly inventory reviews, ensured adequate stock and resupply.
- Fostered customer loyalty by providing friendly and efficient service.

Education

- University of Maryland University College 12 credit hours, ongoing
- Columbia Community College, Baltimore, MD, 5 credits
- High School Diploma, Columbia High School, Columbia, MD 20XX

Military Training

- Basic Combat Training, Infantry School, Fort Benning, GA 20XX Advanced Individual Training: Infantry School, Fort Benning, GA 20XX Combat Sniper Course, US Army 20XX
- Combat Lifesaver Course, US Army 20XX
- Infantry Drivers' Academy Course, US Army 20XX Management Development Course
- Equal Employment Opportunity (EEO) Training (yearly) Sexual Harassment Training (yearly)

Job Posting Example: Michael Cook

Marketing Representative Needed – SUPER Home Remodeling Products, Baltimore, Maryland

Getting more out of your life and career starts now.

You're at the beginning of your career. You're motivated. Driven. Confident. You just need an opportunity to show someone what you can do. Here's your opportunity.

When you join the SUPER team — more than 1,300 strong and growing — you'll experience a shared dedication to a greater goal, and an opportunity to be part of a future-focused team of innovative leaders as we expand nationwide.

We're currently looking for future leaders to eventually oversee ongoing national expansion. If you have drive, a passion for marketing and the commitment to win at every level of your career, today is the day you make the decision to earn more, give more, and grow more.

Marketing Representative

As a full-time marketing representative, you'll be trained on all of our products with the opportunity to generate business through the delivery of interactive presentations to prospective and existing clients. The gateway to several other career opportunities at SUPER, this outside marketing position will fine tune your communication skills, negotiation tactics, and strategic planning.

Primary job responsibilities include:

- Interface with decision makers on a daily basis
- Work in outside business development position in various settings including retail and event marketing
- Promotion of SUPER's products and services to prospective and existing clients
- Working knowledge of eco-friendly, green remodeling products and its benefits to the consumer
- Participation in ongoing training camps on a weekly basis

Qualifications:

- Highly developed interpersonal, organizational and communication skills
- Ability to speak publicly with confidence and poise
- Strong sense of ambition, self-motivation and self-discipline
- Resourceful problem solver
- Open-minded with a passion for learning a wide-range of skills that will carry through a variety of career paths
- Naturally outgoing and articulate individual who thrives in social settings
- Desire to mentor other colleagues after refining your skill set
- Language skills in English and Spanish
- BA/BS preferred but not required
- Ability to work Mon – Fri: 11 am to 7 pm & two Saturdays per month: 9 am to 3 pm

Salary and Benefits:

- \$26,000-\$35,000 base salary
- Full medical, dental, life and disability insurance plans.
- Paid vacation and holidays.
- A competitive 401(k) retirement savings program, matched by SUPER

About SUPER Home Remodeling

SUPER Home Remodeling Group is the most trusted name in replacement windows, siding, roofing, and entry doors. Trusted because we care about our products being energy efficient and cost effective. Trusted because we value integrity, honesty and true craftsmanship. Trusted because we believe in total customer satisfaction without compromise. Due to these commitments...we have been trusted by 200,000 homeowners nationwide.

Throughout our 50-year history, it's never just been about windows. It's been about delivering on our promises — to our customers and to our employees. When you join the SUPER team — more than 1,300 strong and growing — you'll experience a shared dedication to a greater goal.

With locations in eight major cities and aggressive plans to expand across the country, a career at SUPER is the 'more' you've been looking for.

Job Posting Review: Michael Cook

Remember to use your: master resume, performance reviews, training records, awards, collateral duties, internships, apprenticeships, educational transcripts and volunteer work to identify where you've applied the skills your organization is requesting.

	Position desires or requires	Do I have it /where did I obtain it?
OBJECTIVE: What job am I applying for?	Marketing Representative for Super Home Remodeling Products in Baltimore, Maryland	
SUMMARY: What skills/experience/are preferred or required for this position?	• Motivated, driven and confident • Future focused innovative leader • Passion for marketing • Customer commitment • Interpersonal, organizational, and communication skills • Public speaking • Resourceful problem solver • Passion for learning • Articulate • English and Spanish language proficiency	ALL – through training, employee supervision, supply management and leadership briefs Also, retail associate position – training
EXPERIENCE: What roles/responsibilities or duties is the employer asking me to perform?	• Mentor colleagues Leadership • Interface with decision makers Generate business • Deliver interactive presentations Communication with diverse audience negotiation tactics • Strategic planning • Promote products and services • Knowledge of eco-friendly, green products • Participate in training • Work in outside business development Resourceful problem solver	Fort Campbell Fort Campbell and Afghanistan Post Ammunition Supply Retail Associate All positions Training All positions especially Afghanistan Infantry Afghanistan All jobs – infantry Fort Drum Retail Associate Infantry basic training, Drum and Campbell All jobs – Campbell Afghanistan Retail Associate Infantry Fort Drum
EDUCATION: What type of education or training are desired/required by the employer?	BA/BS (preferred)	AS in Business Admin

Targeted Combination Resume

Michael Cook

(301) 555-5555 -- michael.n.cook@gmail.com

www.linkedin.com/in/michael-john-cook/

Objective: Motivated bilingual professional seeking the Marketing Representative position at SUPER Home Remodeling to generate leads and drive sales to increase profits.

Summary of Qualifications:

Astute, results-oriented, self-motivated professional, with a passion for excellence. Proven ability to adapt to new surroundings while remaining observant and accurately assessing what needs to be done in order to close a deal. Able to employ creative approaches and meet or exceed all designated objectives. Ability to distill complicated information into clear and concise messages for diverse audiences and ensure that all parties reach mutually desired goals. Bilingual in Spanish and English. Relevant skills include:

- Troubleshooting
- Training and mentoring
- Inspecting and maintaining equipment
- Organization and communication skills
- Scheduling meetings
- Interfacing with customers

Work Experience**Mentoring and Training**

- Conducted training for 25+ team members on a variety of subjects. Ensured that all team members met training standards.
- Oversaw small groups of team members, ensuring each person was prepared and trained for the mission.
- Trained newly hired employees at a retail store on shift responsibilities and point of sale system. Ensured 100% schedule coverage of weekend shifts.
- Conducted inspections and patrols in the U.S. and overseas, ensuring safety and security.
- Maintained 100% accountability of all professional equipment.

Communication Skills and Customer-Services

- Conducted searches on hundreds of individuals and vehicles entering controlled space.
- Ensured zero security breaches and 100% understanding of and compliance with the government security regulations.
- Fostered customer loyalty by providing friendly and efficient service to hundreds of customers each week.
- Troubleshot electrical equipment which required speedy diagnosis through visual assessment and verbal reports. Correctly identified issues with electronics and repaired equipment ensuring that any nonoperational equipment was back in service within 24 hours.
- Utilized computers, communication equipment and personal navigation devices to complete tasks quickly and accurately.
- Communicated weekly status reports of ongoing projects and problem resolution through verbal and written presentations to leadership and stake holders.

Michael Cook page 2/2**Continuous Professional Development and Dedication to Quality**

- Selected above 150 peers to serve in a distinguished role in the U.S. Army. Recognized by supervisors for excellent performance and awarded a commendation medal.
- Maintained 100% accountability over a 3-year period for over \$25,000 of sensitive government equipment.
- Served as an instructor and test evaluator in five different subject areas. Provided instruction, testing and certification for more than 20 military members preparing for work in a war zone. Recognized by leadership for resourceful problem-solving techniques.
- Scored in the top 10% of a 100-person organization during physical fitness training, resulting in a designation as Ironman.

Work History

December 20XX – Present, Training and Development Specialist, U.S. Army, various locations in the US and overseas

August 20XX – December 20XX – Retail Associate, 6-12 Convenience Store, Eastport, MD

Education & Training

Associate Degree, Business Administration, University of Maryland University College, anticipated completion June 20XX

Cover Letter

Michael Cook

Phone: (301) 555-5555

Email: michael.n.cook@gmail.com

September 1, 20XX

Pat Smith
Human Resources Manager
Super Home Remodeling
321 Main Street
Baltimore, MD 21113

Dear Ms. Smith,

I am excited about the opportunity to join Super Home Remodeling as a Marketing Representative, as advertised through the Maryland Works Veterans program.

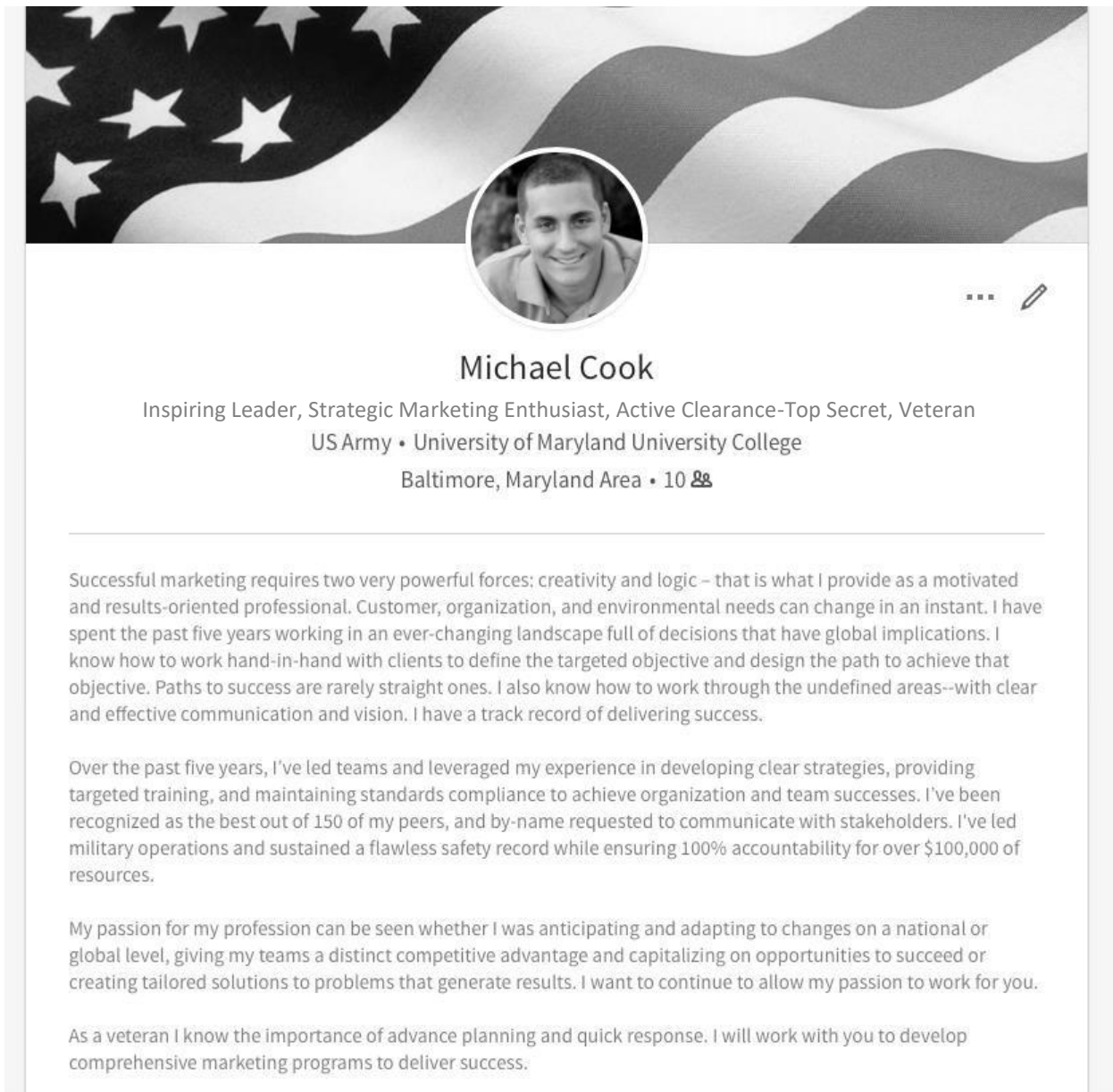
Over the past five years, I've worked in an ever-changing landscape full of important local, regional, and global decisions. I know how to work hand-in-hand with clients to define the targeted objective and design the path to achieve success. As a veteran, I know the importance of advance planning and quick response. I can help develop comprehensive marketing programs as a Marketing Representative for Super Home Remodeling.

I am in the process of moving to the Baltimore area, and am excited to come "home" after serving a fulfilling career in the Army. I am available to work a flexible schedule, including weekends as described on the job announcement. I hope to meet with you in person to discuss my skills and attributes.

Sincerely,

Michael Cook

LinkedIn Profile



Customized URL: <https://www.linkedin.com/in/michael-john-cook/>

14.3 Job Postings and Resumes

Posting for Job Kendra Knowles

Marketing Assistant

Market Consulting Engineers, Inc – San Antonio, TX

Position: Marketing & Administrative Assistant

Location:

2928 Story Book Road, San Antonio, Texas 75033

About MCE:

MCE is an engineering company that provides solutions for planned, new and existing projects throughout the nation for all types of clients. Our firm has enjoyed great success with significant key projects and repeat clients. Projects of all sizes and complexity are designed to the highest level of quality by our team with high respect to understanding the client's needs and concerns.

Requirements:

College degree is preferred.

About Position:

Outgoing candidate will love to smile and laugh, provide marketing support work that will include preparation of proposals, marketing materials, general administrative duties, and general organization. The candidate should have a good understanding of graphics, Microsoft Office, Adobe Creative Suite products and social media. College degree preferred. Assist team with administrative tasks and attend marketing / social functions.

Compensation:

Competitive salary, full benefits, and a positive work environment.

Combination Resume**KENDRA KNOWLES**512-555-1212 KKnowles@email.comwww.linkedin.com/in/kendra-knowles**PROFESSIONAL PROFILE**

Skilled communications profession and executive administrator with over 10 years of experience providing customized customer and business solutions specifically in the areas of client services, training and development, labor relations, and financial management. Detailed knowledge of business market programs and conducting market analyses. Areas of expertise include: excellent communication skills; organizing and planning; able to type 75 words-per-minute without errors; familiarity with MS Office, Adobe Suite, Final Cut Pro, and Quick Books.

EDUCATION

Bachelor of Science in Communications, Kennesaw State University, Kennesaw, GA

RELEVANT SKILLS**Marketing**

- Created publications such as informational brochures, company newsletters, blogs, and social media websites used to promote organization services
- Assisted with coordination of fund-raising events by soliciting sponsors, coordinating event venue, activities, and logistics which raised over \$10,000 in support
- Monitored current events using internet research to avoid scheduling conflicts

Communication

- Built and maintained positive relationships with executives, staff, vendors, brokers, and local agencies to request quotes, develop contractual agreements, and identify employee services and support that followed organization, state and federal regulations
- Provided daily status updates to leadership via verbal and written communication to discuss and address operational issues or concerns
- Attended meetings with Department of Labor, Internal Revenue Service, and Department of Transportation, as the primary point of contact for the organization, to gather and communicate compliance requirements to executives and staff ensuring 100% adherence with operations safety procedures and policies

Resume for Kendra Knowles**Page 2****Social Media/Advertising**

- Created advertisement and marketing campaigns using Twitter to promote business capabilities while expanding client footprint by 36%

Office Operations

- Ordered and worked with vendors to maintain supplies and equipment ensuring availability and operability of office automation products and tools
- Organized, conducted, and documented minutes of daily conference calls and monthly meetings including room set-up and breakdown to discuss schedule changes, project status, and regulatory updates keeping employees and leadership abreast of operational changes
- Maintained office organization by opening, routing, and filing daily documents including profit loss and loss reports, incoming and outgoing mail and receipts
- Entered, updated, and maintained accurate personnel records for over 300 employees which assisted with the efficient processing of employee entitlements
- Supervised and trained 20 employees including prioritizing daily assignments and tasks, reviewing performance, providing feedback as well as executing award or disciplinary actions

Financial Management

- Processed accounting actions including license and insurance forms, accounts receivable, account payable, payroll tax and deductions valued at over \$30,000 weekly to ensure timely payment to vendors and employees
- Entered all payroll, fuel, and inbound and outbound invoices daily in Microsoft Excel to track and maintain status of financial operations
- Developed and implemented commission-based financial incentive program for employees which increased revenue by 75%

WORK HISTORY

- January 20XX- Present – US Marine Corps, Camp Lejeune, NC
Personnel Administrator
- June 20XX – December 20XX - Averitt Trucking Atlanta, GA
Executive Assistant Internship
- September 20XX – December 20XX - Hands on Atlanta, Atlanta, GA
Funding/Volunteer Coordinator (Volunteer position)

Job Posting for Boyd Linton Resume**CITY OF LOS ANGELES invites applications for the position of: HELICOPTER MECHANIC****APPLICANT FILING STATUS:** Exam Open to All, including Current City Employees**SALARY:** \$93,500/Year **OPENING DATE:** 01/26/XX **CLOSING DATE:** Continuous**SPECIAL SALARY:** This salary is flat rated. A 5.5% bonus is paid for possessing an FAA Inspection Authorization. Some positions require night work, for which a higher salary is paid.**DUTIES:****ANNUAL SALARY**

\$93,500(flat-rated)

A 5.5% bonus is paid for possessing an FAA Inspection Authorization. Some positions require night work, for which a higher salary is paid.

DUTIES

A Helicopter Mechanic inspects, repairs, overhauls, services, cleans and returns all City-owned helicopters to service, including those of the Fire and Police Departments.

NOTE:

Helicopter Mechanics must be available to work weekends and holidays.

REQUIREMENT(S):

Three years of full-time paid experience, two years of which must have been within the past three years, as an FAA Certified Airframe and Power Plant Mechanic engaged in performing maintenance and alterations on at least one or more of the following turbine powered helicopters: Bell 407, Bell 206 series, Bell 412, Eurocopter AS 350 Series (EC130), and/or Agusta AW 139. Qualifying experience must include the following:

MINIMUM QUALIFICATION(S):

- a. Performing FAR Part 91 or Part 135 required inspections; and
- b. Electrical and mechanical, repair, and troubleshooting activities; and
- c. Sheet metal repairs on air frames; and
- d. Major component overhaul or repair; and
- e. Approving aircraft for return to service after any of the above.

PROCESS NOTES

1. Individuals employed as a Helicopter Mechanic with the City of Los Angeles are required to furnish their own hand tools.
2. Some positions may require a valid California driver's license. Candidates may not be eligible for appointment to these positions if their record within the last 36 months reflects three or more moving violations and/or at-fault accidents, or a conviction of a major moving violation (such as DUI).
3. In addition to the regular City application, all applicants must complete the Helicopter Mechanic Qualifications Questionnaire at the time of filing. The Helicopter Mechanic Qualifications Questionnaire is located within the Supplemental Questions Section of the City application. Applicants who fail to complete the Qualifications Questionnaire will not be considered further in this examination, and their application will not be processed.
4. Applicants must submit a valid mechanical license with Airframe and Power Plant ratings issued by the Federal Aviation Administration at the time of filing. The copy of the license must be attached to the online application

BEFORE the application is submitted. If the license is attached AFTER the online application has been submitted, it will not be available to the City and applicants WILL NOT be credited with having submitted it. Applicants who fail to submit the license at the time of filing by attaching it to the online application will not be considered further in this examination.

WHERE TO APPLY &
APPLICATION DEADLINE:

Applications will only be accepted on-line. **When you are viewing the on-line job bulletin of your choice, simply scroll to the top of the page and select the "Apply" icon.** On-line job bulletins are also available at <https://www.governmentjobs.com/careers/lacity> for Open Competitive Examinations. **APPLICATION DEADLINE:** This examination may close without prior notice at any time after a sufficient number of applications have been received. For administrative purposes, filing may close periodically and reopen the following day.

An Equal Opportunity Employer JOB #37562 HELICOPTER MECHANIC

Boyd Linton

Relocating to Los Angeles, 7/20XX | (123) 456-7890 | bill.henry@email.com

PROFESSIONAL SUMMARY: Federal Aviation Administration (FAA) certified, Airframe and Power Plant mechanic with 5+ years of experience performing electrical and mechanical inspection, maintenance, and repair of jet and gas turbine engines, airframes and accessories on multiple aircraft platforms. Active Secret Clearance with a proven track record of performing:

- Inspections
- Troubleshooting
- Repair
- Component Overhaul
- Safety Compliance
- Tool Operation

EXPERIENCE

United States Navy

U.S. Naval Air Station, Jacksonville, FL

20XX– Present

First Line Supervisor Aviation Mechanic

- Maintain \$584M fleet of 18 Sikorsky helicopters including inspection, repair, overhaul, service, and cleaning to ensure all equipment is fully operational.
- Acquired diverse expertise on engines and related systems—passed FAA's rigorous commercial Airframe & Powerplant evaluation and obtained FAA Inspection Authorization certification.
- Apply FAA Federal Aviation Regulation Part 91 (General Operating and Flight Rules) and Part 135 (Commuter and On Demand Operations rules) during daily operations and inspections ensuring compliance with federal and organization policies and procedures.
- Lead a team of 13 employees in performing 1st/2nd/and 3rd line troubleshooting, maintenance and repair of rotor blades, powerplant, engine, transmission, hydraulic, electrical, flight control, landing, fuel, tracking and balancing systems in accordance with manufacturer specifications and manuals.
- Perform sheet metal fabrication and structural repair saving over \$200K in contractor costs annually.
- Enter, update, and maintain scheduled and unscheduled maintenance logs and records ensuring 100% accuracy receiving a rating of "Superior" during annual inspection.

Accomplishments:

- Selected as Quality Assurance Evaluator; inspected 317 engine exhaust systems, identified potential no-fly discrepancies, oversaw the repair and maintenance by a 13-person aircrew, and approved return to service allowing for the completion of over 1300 mishap-free flight hours.
- During hurricane relief launch, detected an engine start anomaly; isolated malfunction as cracked rotor head and expedited aircraft swap to spare enabling search and rescue (SAR) mission to continue unimpeded.
- Performed analysis of fuel systems, discovered out-of-tolerance test results; repeated testing to isolate and determine source of contamination as a fuel truck which resulted in the government receiving reimbursement of \$75K for contaminated fuel.

Boyd Linton Resume, p.2

USS Theodore Roosevelt CVN-71, Norfolk, VA

20XX –20XX

Aircraft Mechanic & Service Technician

- Completed challenging on-the-job training practicum 2 months ahead of schedule; gained MH60S and MH60R (comparable to Bell series helicopters) maintenance systems certifications achieving 96% on the complex knowledge exam.
- Read, interpreted and navigated aviation technical manuals, schematics, Federal Aviation Regulations (FAR), Federal Aviation Administration (FAA) specifications to install, repair, and maintain multiple fixed-wing and rotary-wing aircrafts with zero re-work.
- Removed, stored, and transported hazardous materials (including fuel) in accordance with organization and federal safety regulations
- Maintained MH-60 (comparable to Bell series) starter systems; applied schematics and components knowledge to remove and install ignition units facilitating 83 flights and the execution of 350+ mishap-free flight hours.

Accomplishments:

- Identified faulty release on external tank during pre-launch and eliminated a catastrophic safety incident maintaining the operability and safety of a \$30M aircraft.

TRAINING

- Airframe and Powerplant Certification, Federal Aviation Administration 20XX
- Inspection Authorization, Federal Aviation Administration 20XX
- “C” School (Journeyman Aviation Mechanic Training), U. S. Navy Pensacola FL, 20XX
- “A” School (Apprentice Aviation Mechanic Training), U. S. Navy Pensacola FL, 20XX
- H-60 Power Plants & Systems Maintenance, U.S. Navy Jacksonville FL, 20XX
- Disaster Preparedness Training, U.S. Navy Jacksonville, FL, 20XX

14.4 Sample Resumes

14.4.1 Chronological Resume

William Henry

(123) 456-7890

www.linkedin/in/william-henry/

bill.henry@email.com

OBJECTIVE: Efficient medical assistant with military experience, seeking the position of Medical Assistant II (345-USVA2019) at Durham VA Hospital to leverage proven skills in patient care, EHR, and inventory management.

KEY QUALIFICATIONS

- Secret Clearance
- Health Technologies
- Leadership
- Management
- Bilingual
- Customer Care

EXPERIENCE

United States Navy

Navy Medical Center, San Diego, CA

20XX – Present

Medical Assistant/Emergency Medical Technician

- Provide patient care and clinical services to over 400 patients annually using an excellent bedside manner, strong communication skills, medical knowledge, and technical skill.
- Plan, direct and coordinate medical and health services in both a hospital and clinical setting
- Support a staff of 10 doctors and 15 healthcare professionals by taking patient vital signs and performing initial assessment to assist with patient diagnosis
- Admit, transfer, and discharge patients, maintaining all records and reports (electronic and paper) with 100% accuracy in compliance with organization standards
- Inspect and perform medical administrative procedures, basic maintenance, and repair on biomedical equipment confirming operability

USS Iwo Jima LHD-7, Mayport, FL

20XX – 20XX

Emergency Medical Technician

- Assisted health care professionals in rendering emergency medical treatment in a clinical setting and in the field during military operations.
- Provided initial treatment and emergency trauma care to over 100 wounded or injured patients in the field ensuring patient stabilization before transporting patients to treatment facility
- Administered immunizations and started intravenous infusions under challenging field conditions
- Led an evacuation team consisting of four emergency vehicles and eight employees; conducted over 50 evacuation missions rescuing and providing care/treatment to over 75 injured persons
- Taught cardiopulmonary resuscitation (CPR), combat first aid, and other emergency medical procedures to 250 healthcare employees during clinical and field operations

EDUCATION & TRAINING

- A.S. in Health Information Technology, Tampa College, Tampa, FL, 41 credits completed
- U.S. Navy Specialized Training
 - Field Emergency Medical Technician training ("C" School) San Antonio, TX, 20XX
 - Basic principles and techniques of patient care ("A" School) San Antonio, TX, 20XX
- Certified EMT – Basic, National Registry of Emergency Medical Technicians (NREMT), 20XX

Chronological Resume #2

Jonathan D. Appleseed

(555) 123-4567 • jon.d.appleseed@email.com • www.Jonappleseed.com

PROFESSIONAL SUMMARY

Over 10 years' experience supervising, installing, employing, maintaining, troubleshooting, and assisting users with signal support systems, terminal devices, satellite communications equipment, and automated telecommunications computer systems. Experience with local area networks, wide area networks, and routers. Qualifications include:

- Information Assurance Manager
- Customer Relationship Management (CRM)
- Active Directory Users and Computers Administrator
- Standardized Network Assessment (SNAP) Manager
- Current TS/SCI Security Clearance
- Network Operations Center
- Data Path Joint Network Node (JNN) Operator
- Desktop Support Technician
- COMSEC Custodian

EXPERIENCE**U.S. Army, Fort Drum, NY****January 20xx – present****Service Desk Supervisor****May 20xx – present**

Resolve Service Desk tickets for more than 3,000 users across 21 states and abroad

- Maintain 3 domains to include updating, troubleshooting, and repair of network connectivity to achieve goal of 95% continuous connectivity
- Act as Active Directory and Exchange administrator for over 3,000 users
- Serve as Information Assurance (IA) Manager; annually train over 150 staff on IA protocol to ensure standards are maintained

System Administrator**June 20xx-May 20xx**

- Setup, maintain, and troubleshoot desktops, laptops, and tablets with Windows 7 and 10 to allow no break in service or work productivity
- Manage Life Cycle Replacement, backup, and disaster recovery for computers, Blackberry, iPhones, and other portable devices within the organization to ensure no loss of connectivity

Jonathan Appleseed page 2

Senior Information Systems Specialist**January 20xx – June 20xx**

- Managed the computer help desk and trained 50 personnel in resolving trouble tickets for computer hardware and software, to include printing, word processing, and email
- Managed objects, security groups, and user accounts in accordance with organization regulations; as Enterprise Active Directory administrator
- Installed and setup over 100 VoIP phones and Video Teleconferences
- Installed, troubleshoot, and maintained Microsoft Office products to include Office 365

U.S. Army, Fort Campbell, KY**August 20xx – January 20xx****Forward Signal Support Supervisor**

- Managed planning, coordination, and execution of all command, control, communications, computers and intelligence requirements for over 100 personnel
- Supervised the training of 20 Unit Radio Communicators
- Maintained 4 Local Area Network (LAN) wiring closets, wireless access points and 3 VTC suites with no loss in connectivity
- Created, scheduled, coordinated, and evaluated all communications training for 64 personnel in compliance with organization training requirements
- Developed and implemented publications library for training documents to ensure quick access to specific information

U.S. Army, Fort Hood, TX**October 20xx – Aug 20xx****A/V Technician**

- Tested and wrote knowledge-based articles for customers, team members, and supervisors resulting in updated information being available as needed
- Troubleshoot and repaired hardware, software, peripherals, smart phones, Video TeleConference (VTC) suites, and Cisco VoIP inside and outside plant
- Installed, configured, and maintained over 50 multifunction printers ensuring availability
- Proficient in all Microsoft Office products to include Office 365, Office 2016, Skype and One Drive

TRAINING

- Army Public Key Infrastructure Enhanced Trusted Agent Training, October 2017
- Microsoft Windows 10, June 2016
- HDI Support Center Analyst, December 2015
- CompTIA Sec+ CE Certified, September 2015
- Information Assurance Fundamentals, April 2014

Chronological Resume #3

Jessica MacFarlane

jessica.macfarlane@email.com 915-555-1212

SUMMARY

Computer scientist with established people skills and project management experience. Ensures complicated technology projects are completed on time and under budget. Able to quickly understand users' priorities and operating constraints and adapt systems to meet their unique needs. Recognized leader providing mentorship, strategic planning, and personnel development. Distinct areas of expertise include:

- Cyber Security
- Project Management
- End-user Analysis
- Network Design
- Recovery Techniques
- Contingency Planning
- Cost-Benefit Analysis
- Traffic Management
- Compliance

RELEVANT EXPERIENCE

Information Management Officer
Jan 20xx – Present

U.S. Army
Fort Benning, GA

- Create, update, and monitor system compliance for 700 users with policies governing communications security, Internet and email usage, access controls, and incident response.
- Prepare, and implement departmental IT plans, including needs assessment, work plans, and resource management. Monitor processes to ensure progress and consistently meet timeline milestones and budget goals.
- Lead a team of more than 50 communications specialists, programmers, and network technicians who provide technical support to 8 organizations across 5 states.
- Generate technical reports and formal briefings to executive leaders on developing technologies, providing the data they needed to forecast departmental IT needs.
- Collaborate with 4 department leads to design, plan and implement proprietary database to manage inventory control of 2,500 computer components across multiple platforms.
- Direct daily operations of information management office with \$1.2 million annual budget.

Special Projects Officer
Oct 20xx – Dec 20xx

U.S. Army
Fort Hood, TX

Led study group that evaluated and selected hardware and software to upgrade communication networks at 3 military bases serving 65,000 users.

- Designed and supervised the implementation of a program that combined customized software, computer networks, and new processes that were adopted by 120 operating departments.
- Conducted monthly training inspections with geographically dispersed units, leading to 98% mastery rate for students learning new computer systems.
- Planned and coordinated replacement of 1,300 obsolete computers with upgraded systems increasing efficiency over 75%. Created procedure to ensure continuity of upgrades.

EDUCATION & TRAINING

Bachelor of Science, Computer Science, California State University, Bakersfield, CA
U.S. Army Information Systems Manager Course, Fort Gordon, GA
Signal Officer Basic Course, Fort Gordon, GA

Chronological Resume#4

Kenneth Brown

• KLbrown@email.com • www.kenbrown.com • 703-555-1234

SENIOR EXECUTIVE

Results-oriented leader with 25 years of experience applying a unique mix of strategic analysis, operational management, personnel development, and marketing skills. Able to analyze data and detect emerging trends and identify and evaluate alternate courses of action. Adept at balancing operational, financial, personnel, and regulatory constraints when managing projects.

Top Secret Security Clearance – Data Mining/Analysis – Policy Development – Stakeholder Relations
Budgetary Oversight – Written and Oral Communication – Program Development and Management

PROFESSIONAL HIGHLIGHTS**UNITED STATES NAVY****1995-Present****Department Head, Defense Intelligence Agency, Washington, DC****20xx – Present**

- Manage 40 joint military intelligence specialists who provide timely and accurate information to air, naval, and ground units across the globe.
- Revise all aspects of new member training program to ensure immediate effectiveness and full capabilities within 14 days of arrival.
- Review and synthesize data and reports from over 30 sources to prepare weekly Intelligence Summaries read by 300+ senior ranking Army, Air Force, and Navy military leaders.
- Deliver briefings that permit senior staff to quickly grasp the essentials of complex and ambiguous situations, enabling them to adapt operational plans in order to take advantage of rapidly changing circumstances.

Commander, Recruiting Station, Los Angeles CA**20xx – 20xx**

- Led a team of 50 recruiters and 16 support staff who were responsible for talent acquisition and applicant on-boarding; exceeded regional and national goals by 6 percent in FY10, 8 percent in FY11. Earned the Western Region's top performance award for two consecutive years.
- Ensured recruiting activities complied with federal, state, and Navy employment policies and regulations resulting in zero complaints or infractions in FY10 and FY11.
- Redesigned on-boarding process and improved timeline by 15 percent over a two-year period.
- Provided oversight for over \$1 million in contracts with external vendors for advertising and special events, IT systems, and other support services ensuring compliance with federal contracting laws and requirements.
- Represented the U.S. Navy at 243 community relations events throughout California, Utah, and Nevada speaking to groups of 3-300 people.

Executive Officer, USS Decatur, San Diego, CA**20xx – 20xx**

- Coordinated efforts of operations, navigation, engineering, and supply staff for 750-member crew during three deployment cycles ensuring operational readiness and mission completion.
- Conducted regular systems inspections to verify function and readiness of ship technical, weaponry, and communications systems valued at \$1.8 billion.
- Supervised training requirements for 250 employees resulting in compliance with federal and organizational training requirements.

EDUCATION & TRAINING

- M.A. National Security and Strategic Studies, Navy War College, Newport, RI (Honor Graduate)
 - M.S. American University, National Security Studies, Washington, DC (Summa Cum Laude)
 - B.A. Business Administration, Cornell University
 - U.S. Navy Intelligence Officer Training Course, Dam Neck, VA
- Completed numerous executive-level courses in project management, federal government acquisitions, leadership, and personnel management.*

VOLUNTEER WORK**Volunteer Warehouse Manager, Food Bank, Washington, DC** **20xx to present**

- Serve as staff liaison and facilitator for Food Bank special events committees.
- Organize, recruit, and lead volunteer events in multiple locations and conducts tours of the facility.
- Conduct bi-weekly volunteer orientation classes for new volunteers.

Volunteer Tutor for Hope Youth Center, Washington, DC **20xx to present**

- Serve as an advocate, mentor, educator, coach, and role model for 15 to 19-year-old boys in a structured, strengths-based, and trauma-informed residential treatment program.

14.4.2 Combination Resume

Leonardo M. Ramirez

(555) 555-7777 laamirez@yyy.com www.linkedin/in/leonardo-ramirez

Professional Summary

Hands-on logistician with twenty years' experience improving the productivity and reliability of supply facilities. Trained, supervised, and supported hundreds of team members. Lean Six Sigma Certified (Green Belt). Areas of expertise include:

- Supply Chain Management
- Training and Mentoring
- Warehouse Automation
- Team Building
- Safety & Security
- Inventory Control

Professional Skills Leadership and Supervision

- Supervised 120 military and civilian team members who handle over 1,450 parts and equipment worth \$33M with a consistent no-loss record
- Monitored daily operations at three locations that provided logistics support for over 1,000 pilots, air crew members, and ground support technicians who operate and maintain nearly 400 aircraft
- Led a team of staff of eight Quality Assurance Evaluators who have performed over 460 technical inspections to verify that supply facilities meet or exceed operational and environmental requirements

Logistics and Distribution

- Managed warehouses and supply distribution points for aircraft parts, food, fuel and lubricants, munitions, and other items
- Developed database to track parts usage, achieving \$16,000 in savings and eliminating 200 redundant items
- Wrote reference guides and operating instructions that increased the safe handling of hazardous materials, eliminating accidents and spills
- Developed streamlined procedures for shipment of aircraft parts to Asia from California, reducing delivery time from 10 to 4 days

Training

- Planned and inspected training programs for over 300 logistics and distribution team members
- Built a comprehensive Safe Warehouse Operations training program for new team members that reduced qualification time from 9 to 4 weeks and reduced accident and damage incidents by 35 percent

Employment History

- Supply & Logistics Supervisor (Senior Master Sergeant), Travis Air Force Base, 20xx – Present
- Supply Specialist (Master Sergeant), Ramstein Air Base, 20xx –20xx
- Supply Technician (Technical Sergeant), Barksdale Air Force Base, 20xx –20xx

Education

- Bachelor of Science in Business (Operations Management), Excelsior College, 20xx
- Associates of Applied Science, Oregon Community College, 20xx

14.4.3 Federal Resume

Joseph Wright

817-772-8876

Joseph.Wright@email.com

WORK EXPERIENCE:

Administrative Officer

U.S. Navy

1510 Chennault Avenue

Fort Worth, TX 76127 United States

02/2018 - Present

Salary: 85,000 USD Per Year

Hours per week: 40

Duties, Accomplishments, and Related Skills:

SKILLFULLY TRAIN, MANAGE, AND SUPERVISE 25 civilian and military subordinates; mentor them to exceed expectations and meet organizational goals; assign and monitor work; exercise full personnel authority, including hiring, training, leave approval, and discipline. Analyze and evaluate workforce needs. Make recommendations for increase and reallocation of staff, consistent with organizational goals.

PLAN, DEVELOP, EXECUTE, AND MONITOR \$1.5 MILLION BUDGET; monitor and track budget execution, ensure all expenditures are consistent with plan; identify and resolve discrepancies.

MANAGE AND ENSURE TIMELY AND EFFECTIVE IMPLEMENTATION OF FULL RANGE OF ADMINISTRATIVE SERVICES AND PROGRAMS for 350 employees, including workforce planning, human resources, budget, training, facilities, records management, security, and administrative support.

OVERSEE AND MANAGE FACILITIES upgrades, energy use and efficiency, and safety and security consistent with master plan, community design, zoning, and environmental standards. SECURITY MANAGER with Top Secret clearance. Oversee and direct administrative training and distribution of support personnel within the command.

PREPARE WRITTEN NARRATIVE AND NUMERIC REPORTS, analyses, policies, procedures, and recommendations used by senior management for decision making. Used the full range of MS Office, including Word, Excel, PowerPoint, and Outlook.

ACCOMPLISHMENTS:

- Named Senior Employee of the Quarter, October—December 2018, for exceptional performance of duty while serving as Administrative Officer.
- Appointed as Approving/Certifying Official for Government Credit Purchase Card Program.
- Supervised and completed \$5 million renovation of facilities on time and on budget.
- Set up and trained staff of 15 on how to use Microsoft Azure platform for cloud computing purposes.
- Set up first onboard training for new staff.

Supervisor: Derek Jackson (817-542-2223)

Okay to contact this Supervisor: Yes

Joseph Wright page 2

Senior Support Analyst

U.S. Navy
6801 Roosevelt Blvd
Jacksonville, FL 32212 United States
03/2017 - 02/2018
Salary: 55,000 USD Per Year
Hours per week: 40

Duties, Accomplishments and Related Skills:

SENIOR ANALYST in support of the BRAVO TRAINING GROUP for Training Operational Readiness Information Services (TORIS) at Naval Station in Jacksonville, FL.

COMPILED, MAINTAINED, VERIFIED, AND INTERPRETED DATA. Collected and managed data, devised metrics, and analyzed trends. Identified potential technical and management problems, drew conclusions, and devised solutions.

RECOMMENDED IMPROVEMENTS in training, afloat assessments, data capture, and certification processes. Drafted reports for higher-level review.

USED STRONG ORAL AND WRITTEN COMMUNICATION SKILLS to develop and maintain effective relationships with customers and coworkers. Created presentations.

CONDUCTED TRAINING AND TROUBLESHOOTING with ATG and ship personnel in use of the TORIS within the ATG Enterprise. This training data collection system informed superiors of training status of individuals across departments and provided a snapshot of real-time training strengths and weaknesses related to war-fighting capabilities of each department of the ship.

ACCOMPLISHMENTS:

- Chosen for team lead on developing the new data collection system.
- Recognized for diligently in designing a comprehensive data collection system.
- Reorganized employees' data in the database collection system, reducing redundancy by 60%.
- Implemented a data accuracy program, thereby reducing marginal errors by 50%.
- Created presentation material and implemented a bi-weekly meeting with 9 other departments to discuss goals, updates, and challenges, increasing productivity across departments.
- Successfully converted an existing data entry system into a more advanced version, without affecting daily work processes.

Supervisor: Henry Sullivan (904-850-5323)

Okay to contact this Supervisor: Yes

Joseph Wright page 3

Senior Enlisted Advisor

U.S. Navy
4181 Ruffin Rd
San Diego, CA 92123 United States
03/2014 - 03/2017
Salary: 65,000 USD Per Year
Hours per week: 55

Duties, Accomplishments and Related Skills:

SUPERVISED 50 MILITARY AND CIVILIAN CLERICAL, ADMINISTRATIVE, AND SUPPLY SUPPORT PERSONNEL. Monitored and effected changes for military and civilian manpower allocations, requirements, and authorization for United States Military Entrance Processing Command. Planned, prepared, and revised work schedules and duty assignments according to budget allotments, customer needs, employee capabilities, problems, and workloads. Verified completeness and accuracy of work.

TRAINING OFFICER: Developed, modified, and updated training materials in accordance with United States Military Entrance Processing Command regulations. Employed a variety of instructional techniques and formats such as role playing, simulation, team exercises, group discussions, videos, and lectures. Scheduled classes based on availability of classrooms, equipment, and instructors.

CONTRACTING OFFICER REPRESENTATIVE: Managed three government support contracts valued at \$3 million. Verified contractor adherence to technical requirements and in accordance with contract terms, conditions, and specifications. Performed monthly quality-assurance inspections and submitted monthly reports.

PROPERTY AND FACILITY OPERATIONS MANAGER: Ensured the day-to-day upkeep of a 100,000+ s.f. facility. Inspected grounds, facilities, and equipment routinely to determine necessity of repairs or maintenance. Investigated complaints, disturbances, and violations; resolved problems; followed management rules and regulations. Planned, scheduled, and coordinated general maintenance, major repairs, remodeling, and construction projects.

SERVED AS LIAISON AND ADVISOR TO CIVILIAN AND MILITARY COMMANDERS. Performed morning processing brief. Consulted with supervisors and other personnel to resolve problems, such as equipment performance, output quality, and work schedules. Advised executive-level officials and dealt with high-level officials of other organizations.

ACCOMPLISHMENTS:

- As Project Manager, planned, coordinated, and scheduled the installation of a \$550,000 security system for a 100,000+-s.f. facility within budget and meet deadline.
- Brought building in compliance with the anti-terrorism guidelines and ensured facility met the Inspector General's inspection.
- Increased productivity by 15% in office with implementation of new computer software and training.
- As lead member of project management development team, successfully completed performance appraisal ahead of schedule and \$25,000 under budget.

Supervisor: Jessica Dean (858-778-8552)

Okay to contact this Supervisor: Yes

Joseph Wright page 4

Program Manager

U.S. Navy
1530 Gilbert Street
Naval Base, Norfolk, VA 23511 United States
06/2005 - 03/2014
Salary: 60,000 USD Per Year
Hours per week: 40

Duties, Accomplishments and Related Skills:

TRAINED AND OVERSAW MANPOWER DUTIES for 50 AIR TRAFFIC CONTROLLERS.

PROVIDED POLICY GUIDANCE TO SUBORDINATE AND FLEET COMMANDS in the interpretation of directives and guidelines regarding assigned shore and fleet manpower management programs.

RESEARCHED AND ANALYZED MANPOWER ISSUES utilizing Total Force Manpower Management System (TFMMS) database and applied knowledge in the preparation of manpower inquiries, briefs, and other related documentation and correspondence. Analyzed, monitored, and effected changes for military and civilian manpower allocations, requirements, and authorizations for Pacific Naval Surface Commands. Compiled, organized, and analyzed manpower data to develop statistical and narrative data to justify changes and/or recommendations. Effectively advocated and defended recommendations to senior leadership.

CURRICULUM DEVELOPMENT: Created and implemented initiatives and concepts of Amphibious Air Traffic Control guidance for SURFORCE Training Manual. Successfully coordinated and managed the operation of the Manpower personnel and Amphibious Air Traffic Control Center Training Course for COMNAVSURFOR Area of Responsibility (AOR) attended by a number of Senior Enlisted Managers and Naval Officials.

QUALITY ASSURANCE: Completed onboard quality assurance evaluations biennially and provided assist visits as necessary.

REVIEWED AND PROCESSED AWARDS and staff Air Traffic Control Specialist certificate revocation/reinstatement requests. Assisted in the training and interim qualifications of AATCC Teams prior to deployment.

SERVED AS COMNAVSURFOR's representative for air traffic control issues in meetings. Coordinated, wrote, and developed COMNAVSURFOR instructions on amphibious air traffic control procedures. Corresponded with subordinate activities and higher-echelon commands regarding manpower and management issues to include OPNAV and NAVMAC. Effected communication with subordinate activities regarding manpower and management issues.

ACCOMPLISHMENTS:

- As CNSF voting member on CNO's ATC Executive Steering Committee, proposed and helped implement much-needed ATC equipment upgrades and ships' space design improvements.
- As Fleet Project Team member for Precision Approach Landing Systems (PALS), helped expedite the test, evaluation, and installation program for SPN-35C PALS.
- Curriculum was recognized for being excellence and later adopted as the standard training.
- Supervised a staff of 50 employees and increased morale and productivity with monthly professional development initiatives.
- Analyzed and rewrote procedures and training manuals to improve efficiency.
- Introduced a safety regulations program that resulted in 17% decrease in accidents.

Supervisor: David Kings (757-456-2587)

Okay to contact this Supervisor: Yes

EDUCATION:

University of North Florida Jacksonville, FL United States

Master's Degree 05/2017

GPA: 3.6 of a maximum 4.0

Credits Earned: 120 Semester hours

Major: Bachelor's in Public Administration Minor: Psychology Honors: Cum Laude

JOB RELATED TRAINING:

Completed Navy Correspondence Manual and Contemporary Navy Writing course, 2018.

Completed Administrative Officers Workshop, 2018.

Completed Lean Six Sigma Champion Training, 2018.

Federal Budgeting, GS Graduate School, 2018.

Civilian Personnel Management Academy Course, 2017. Commander Navy Region, 2016.

Lead Defense Travel Administrator, City, State, 2016.

Chief Petty Officer Leadership, Naval Aviation Schools Command, 2014.

Tasked-Based Curriculum Development, 2014.

Naval Technical Training Center, 2012.

Physical Training Instructor Class F2, 2012.

Fundamentals of Total Quality Leadership Training, 2010.

ADDITIONAL INFORMATION:

Defense Meritorious Service Medal, 2018.

Navy and Marine Corps Commendation Medal, 2017.

Navy and Marine Corps Achievement Medal, 2014.

Active TS/SCI Security Clearance

Willing to Relocate

Curriculum Vitae

DAVID CUMMINGS, M.D.631-340-5035 david.cummings@email.com**Certification and Licensure**

- Massachusetts Medical License (expires 12/31/2020); Washington, D.C. Medical License (expires 12/31/2022)
- Board Certified in Internal Medicine by the American Board of Internal Medicine, through 2022
- Board Certified in Cardiology by the American Board of Internal Medicine, through 2025

Employment History

August 2017 –Present Clinical Instructor of Medicine, Uniformed Services University of the Health Sciences, Bethesda, MD

June 2017 –Present Attending Cardiologist, Walter Reed National Medical Center, Bethesda, MD

July 2014 –June 2017 Attending Cardiologist, US Army Landstuhl Regional Medical Center, Germany

Education and Post-Graduate Training

2011-2014	Walter Reed National Medical Center (WRNMC) <i>Cardiology Fellowship</i>	Bethesda, MD
2008-2011	Walter Reed Army Medical Center (WRAMC) <i>Internal Medicine Internship and Residency</i>	Washington, D.C.
2004-2008	Doctor of Medicine, Harvard Medical School	Boston, MA
2000-2004	Bachelor of Science, Biochemistry, University of Chicago	Chicago, IL

Military Training

- **Combat Casualty Care Course**, San Antonio, Texas
- **WRAMC Digital Cardiac Imaging (DCI) Research Course**, Washington, D.C.
- **Army Medical Department (AMEDD) Officer Basic Course**, San Antonio, Texas

Professional Societies, Committee Memberships, and Academic Appointments

- Clinical Instructor, Uniformed Services University of the Health Sciences, Bethesda, MD
- Appointed Physician-in-Training Representative, American College of Physicians-American Society of Internal Medicine (ACP-ASIM) Medical Services Committee
- Elected Armed Forces Representative, American College of Physicians-American Society of Internal Medicine (ACP-ASIM) Council of Associates
- Appointed Representative, WRNMC Ethics Committee
- Elected Governing Council Member (Harvard Medical School class of 2008 representative to the Massachusetts Medical Society)
- Membership in the following: American Medical Association, Massachusetts Medical Society, ACP-ASIM, and American College of Cardiology

Publications

Lee, J.C., Atwood, J.E., Lee, H.J., **Cummings, D.**, Devine, P.J., Taylor, A.J. Association of Pulsus Paradoxus with Obesity in Normal Volunteers. *Journal of the American College of Cardiology* 2016;47(9):1907-9.

Isenbarger, D.W., Atwood, J.E., Scott, P.T., Bateson, T., Coyle, L.C., Gillespie, D.L., Pearse, L.A., Villines, T.C., **Cummings, D.** Venous Thromboembolism Among United States Soldiers Deployed to Southwest Asia. *Thrombosis Research* 2016;379-383.

Cummings, D., Atwood, J.E. Apical Hypertrophic Cardiomyopathy with Giant Negative T-waves. *Mayo Clinic Proceedings* 2015; 80(9):1245.

Cummings, D., Atwood, J.E., Engler, R.M., Linz, P.E., Eckart, R.E., Vernalis, M.N., Grabenstein, J.D. Reply to letter to the editor: Cautious Interpretation of Data Regarding Myopericarditis Associated with Smallpox Vaccination. *Journal of the American College of Cardiology* 2014;45(1): 160-161.

Eckart, R.E., Love, S.S., Atwood, J.E., Arness, M.K., **Cummings, D.**, Campbell, C.L., Boyd, S.Y., Murphy, J.G., Swerdlow, D.L., Collins, L.C., Riddle, J.R., Tornberg, D.N. Incidence and Follow-up of Inflammatory Cardiac Complications after Smallpox Vaccination. *Journal of the American College of Cardiology* 2012;44(1):201- 205.

Cummings, D., Atwood, J.E., Engler, R.M., Linz, P.E., Grabenstein, J.D. Smallpox Vaccination and Myopericarditis. *Journal of the American College of Cardiology* 2012;43(9):1503-1510.

Cummings, D., Argyros, G. A 55-year-old Mechanically Ventilated Male Requiring Aeromedical Evacuation. *Military Medicine* 2010;167(7):606-9.

Cummings, D. So Many Worlds. *Harvard Medical Alumni Bulletin* 2009;73(2):20-21.

Selected Abstracts and Presentations

Cummings, D. Presented two one-hour review lectures to the primary care track, one on Hypertension and one on Hyperlipidemia (reviews of current guidelines) at the Medical-Surgical Conference in Willingen, Germany from 23-27 April 2016.

Lee, J.C., Lee, H.J., **Cummings, D.**, Taylor, A.J., Atwood, E. Pulsus Paradoxus in Obesity. Poster presentation at 2016 American College of Cardiology national meeting. Abstract published in: *Journal of the American College of Cardiology* 2016;45(3, supplement A): 142A.

Javaheri, S.P., Shry, E., Eckart, R., **Cummings D.**, Atwood, J.E., Grabenstein, J.D. Assessment of Vaccinia-associated Myopericarditis with Cardiac Magnetic Resonance Imaging. Poster presentation at 2015 American College of Cardiology national meeting. Abstract published in: *Journal of American College of Cardiology* 2015;45(3, supplement A):142A.

Cummings, D., Wiley, T. A. Heart-shocking Gut-wrenching Complication. Poster presentation at annual Army ACP meeting, Crystal City, Virginia, November 2012.

Cummings, D. Breaking study from the Journal of the American College of Cardiology: Smallpox Vaccination and Myopericarditis: A clinical review. Oral presentation at American Medical Association media briefing, New York, May 13, 2012.

Eckart, R.E., **Cummings, D.**, Atwood, J.E., Love, S.S., Campbell, C.L., Scott, W. Pattern of Cardiac Isoenzyme Elevation in Probable Smallpox Associated Myocarditis. Oral presentation at annual American College of Cardiology conference, March 2013.

Dr. Cummings, page 3

Cummings, D., Gentlesk, P., Atwood, J.E. Apical Hypertrophic Cardiomyopathy with Giant T-wave Inversions: A Case Presentation. Poster presentation at annual Army ACP meeting, Fall 2013.

Cummings, D. A 39-Year-Old Woman with Severe Headache and Meningismus. Poster presentation at annual Army ACP meeting, Fall 2011.

Cummings, D., Fitzpatrick, T.M: Unexplained Post-Bronchoscopy Hypoxemia in an 18-Year-Old Asthmatic. Poster presentation at regional ACP meeting, Spring 2010.

Recent Awards

- Army Commendation Medal, for performance while deployed in Iraq
- Army Commendation Medal, for performance as a fellow at WRNMC
- Army Commendation Medal, for performance as a resident at WRAMC
- Army Achievement Medal, for research activities at WRAMC
- Army Achievement Medal, for performance during a JRTC in Ft. Polk, LA.
- Army Achievement Medal, for performance during a hospital power crisis.
- Army Achievement Medal, for research presented at regional ACP-ASIM conference.