

U.S. Department of Labor



# Employment Fundamentals of Career Transition (EFCT)

Participant Guide

January 2021 Edition



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# Getting Started

## Section 1 Getting Started

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

The purpose of this course is to provide you with the essential tools and resources you need to evaluate career options, gain information for employment, and understand the fundamentals of the employment process.

### 1.1 Objectives

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

- Conduct occupational research and job search for selected careers.
- Complete the Labor Market Information Analysis.
- Understand the civilian work environment.
- Use the STAR method to write achievement statements.
- Recognize the basic sections of a resume.
- Draft an employment history outline.
- Draft a professional introduction to use for networking.
- Identify your network contacts.
- Draft a headline and summary for your LinkedIn profile.
- Analyze a job vacancy posting.
- Connect your skills and abilities with the needs of an employer.
- Identify the relevant factors in evaluating a job offer.



## 1.2 Course Overview

In this training, we will discuss the fundamentals of the employment process, which is explained in the six stages below.



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

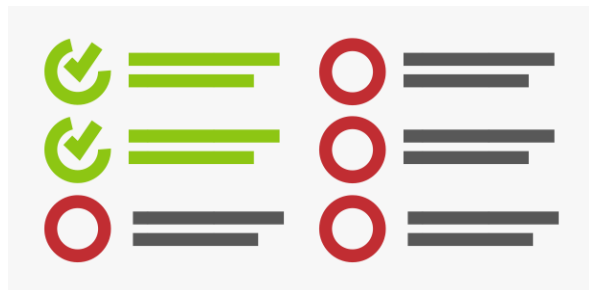
Employment Process Stage	Stage Focus	Topics & Activities
1. Plan your next steps.	What do you want to do next?	<ul style="list-style-type: none"> <li>• Factors to consider when selecting a career</li> <li>• Labor market research</li> <li>• Activity: Career research</li> <li>• Additional workshops</li> <li>• Activity: Getting help at your American Job Center</li> </ul>
2. Prepare for success.	What documents and items do you need to prepare for the employment process?	<ul style="list-style-type: none"> <li>• Adjusting to the civilian workplace</li> <li>• Translating military terminology into civilian terms</li> <li>• Employment history outline</li> <li>• Activity: Start your employment history outline</li> <li>• Basics of a resume</li> <li>• Activity: Write a STAR achievement statement</li> <li>• Professional introduction</li> <li>• Activity: Draft your professional introduction</li> <li>• Networking</li> <li>• Activity: Identify your network contacts</li> <li>• Online networking</li> <li>• Activity: Create a LinkedIn profile and draft your headline and summary statement</li> </ul>

Employment Process Stage	Stage Focus	Topics & Activities
3. Apply for a job.	How do you make your application stand out from the crowd?	<ul style="list-style-type: none"> <li>• How hiring occurs</li> <li>• Selecting an application method</li> <li>• Seeking out Veteran-Ready employers</li> <li>• Activity: Search for a job</li> <li>• Analyzing a job posting</li> <li>• Activity: Analyze job posting for keywords and information</li> <li>• Tips for completing an employment application</li> <li>• Follow up on job application</li> </ul>
4. Interview for a job.	How will you demonstrate your value to an employer?	<ul style="list-style-type: none"> <li>• Stages of an interview</li> <li>• Types of questions</li> </ul>
5. Receive a job offer.	What do you need to do after you get the job offer?	<ul style="list-style-type: none"> <li>• Know the terms of an offer</li> <li>• Activity: Evaluate the job offer</li> </ul>
6. Communicate your decision.	How do you inform the employer of your decision?	<ul style="list-style-type: none"> <li>• Informing employer of your decision</li> <li>• Negotiating job offers</li> </ul>

### 1.3 Prerequisites

The Transition Assistance Program (TAP) curriculum is an outcome-based, modular curriculum with standardized learning objectives.

The modules you have completed during your Service’s 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:

- Verification of Military Experience and Training (VMET)
- Performance evaluations (to help you develop STAR statements)
- Military and college transcripts
- MOC Crosswalk Gap Analysis
- Laptop or notebook as required by the installation.

## 1.4 Career Transition Timeline

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

<b>Career Transition Timeline</b>				
<b>Timetable</b>	18 to 24 Months Before Transition	12 to 18 Months Before Transition	6 to 12 Months Before Transition	0 to 6 Months Before Transition
<b>Primary Activities</b>	Assessment and Career Exploration	Preparation Activities	Engagement Activities	Transition
<b>Description</b>	<ul style="list-style-type: none"> <li>• Meet with local TAP Counselor</li> <li>• Complete self-assessment</li> <li>• Create a LinkedIn account</li> <li>• Identify a mentor</li> <li>• Begin exploring career options</li> <li>• If retiring, schedule/attend Initial Counseling and Pre-separation/Transition Counseling (can occur before 365 days, but no later than 365 days)</li> <li>• Develop an Individual Transition Plan (ITP).</li> </ul>	<ul style="list-style-type: none"> <li>• If separating/transitioning, schedule/attend Initial Counseling and Pre-separation/Transition Counseling (can occur before 365 days, but no later than 365 days)</li> <li>• Register for/attend any remaining TAP workshops</li> <li>• Explore SkillBridge or Career Skills opportunities</li> <li>• Explore other training opportunities</li> <li>• Create a master resume</li> </ul>	<ul style="list-style-type: none"> <li>• Begin &amp; refine job search</li> <li>• Complete targeted resume</li> <li>• Sign up for a free year of LinkedIn Premium Subscription</li> <li>• Targeted networking</li> <li>• Practice interviewing</li> </ul>	<ul style="list-style-type: none"> <li>• Attend career fairs</li> <li>• Connect with an American Job Center (AJC) locally or at post-separation location</li> <li>• Apply and interview for positions</li> <li>• Continue to network and stay involved on LinkedIn and other social media sites</li> </ul>
<b>Outcome</b>	<b>High-Quality Civilian Career</b>			



## 1.5 Activity: Where Are You Now?

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

1. My current job in the military is...

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2. What I find most rewarding about my job is...

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3. Some of the strengths I've developed are...

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4. After the military, I want to...

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5. One thing I need to learn for my job search is...

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# 2

# Planning Your Next Steps

## Section 2 Planning Your Next Steps

"What do you want to do next?" is an important question that you need to be able to answer before you can prepare for the employment process.

In this section, you will:

- ▷ Evaluate your career options using important career factors and information from the labor market.
- ▷ Use this information along with your insights from the MOC Crosswalk and Financial Planning for Transition workshop to complete your Gap Analysis.



### 2.1 Factors to Consider When Selecting a Career

When selecting a career, think about the following factors:

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<b>Interests</b>	Pursue something you're truly interested in. If you don't like working with sick people, don't be pressured into becoming a nurse just because there is a high demand for nurses.
<b>Values</b>	As you plan for your future career, make a list of your top priorities to ensure this career matches up. How will you achieve a work-life balance? Is having weekends off important?
<b>Work Style</b>	Everyone has their own unique work style. Some enjoy deadlines and structure while others thrive with little guidance or management. Make sure the career path you choose provides you with an environment you can thrive in.
<b>Location</b>	Is the job in demand where you are going to live, or do you need to relocate? When contemplating relocation, strongly consider housing availability, associated moving costs, cost of living, and family adjustment. Plan carefully to ensure you can work where you want to live.

**The Market**

Research the labor job market to ensure the career you are pursuing has demand in your area and to determine what education or training is required. Research the salary ranges, industry trends, and growth potential.

**Education & Training  
(High-quality Civilian  
Career)**

Select a career that is a high-quality civilian career where you can utilize your knowledge, skills, and abilities in an occupation that supports your values while earning a substantive wage. An investment in higher education or a training program can help you secure a high-quality civilian career. According to the DOL's Bureau of Labor Statistics, individuals with an associate 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.

**Skills**

Consider the skills necessary for the career you select. Do you already have these skills? Are there skills you need to develop in order to be a competitive candidate in that field?

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## 2.2 Labor Market Research

The labor market information is an invaluable resource that you can use to answer important questions, including:

- Which industries employ people in this occupation?
- Where, geographically, will I be able to find a job?
- Will there be opportunities in the field, I am considering after I complete the required training or education?
- How much will I earn?



This section will guide you through an understanding of leading trends by industry, growing careers within these industries, and the relationship between industries/careers and specific locations.

Here are a few key terms:

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<b>Labor Supply</b>	The availability of suitable employees willing to work at a given wage
<b>Labor Demand</b>	The need for employees to work in a particular market at a prevailing wage
<b>Labor Market</b>	The supply and demand for labor, in which employees provide the supply and employers the demand—They depend on the exchange of information between employers and job seekers about wage rates, conditions of employment, level of competition, and job location
<b>Labor Market Information (LMI)</b>	Information about a career that states its demand in an area, what education and trainings are needed, salary rates, industry trend, and growth potential

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**Useful Terms to Understand**

In addition to the terms above, **occupation**, **industry**, **job**, and **career** are useful terms to understand. They are often used interchangeably, but there are important distinctions between them.

Key Term	Definition	Example
<b>Occupation</b>	Type of work, including the associated tasks, education, and training	Registered Nurse (RN)
<b>Industry</b>	A collection of companies and organizations connected by producing a product or service	Healthcare, Education, Sales, Business
<b>Job</b>	A specific position in which a worker is paid by an employer to perform work	Emergency Room (ER) Nurse
<b>Career</b>	A full history of jobs (paid or voluntary), related education, training, and professional memberships; spans your lifetime and includes progression and contributions to a field	ER, Pediatrics, Patient Education, Nurse Management

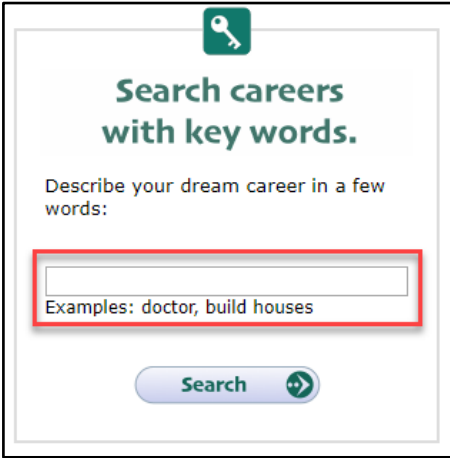

To put it simply: your **occupation** is what you do, and your **industry** is where you do it. A **job** is a specific position, and your **career** is your work history within a position or industry.

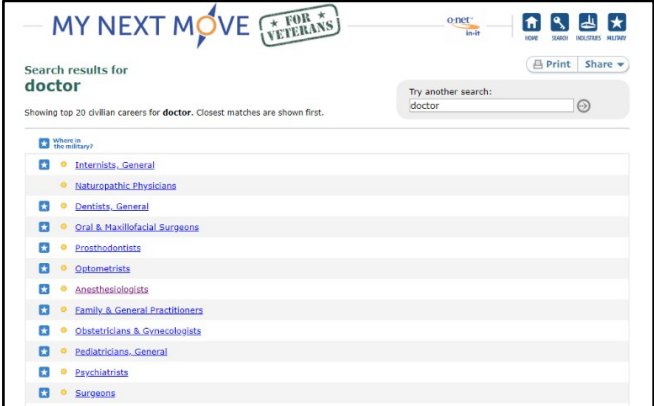
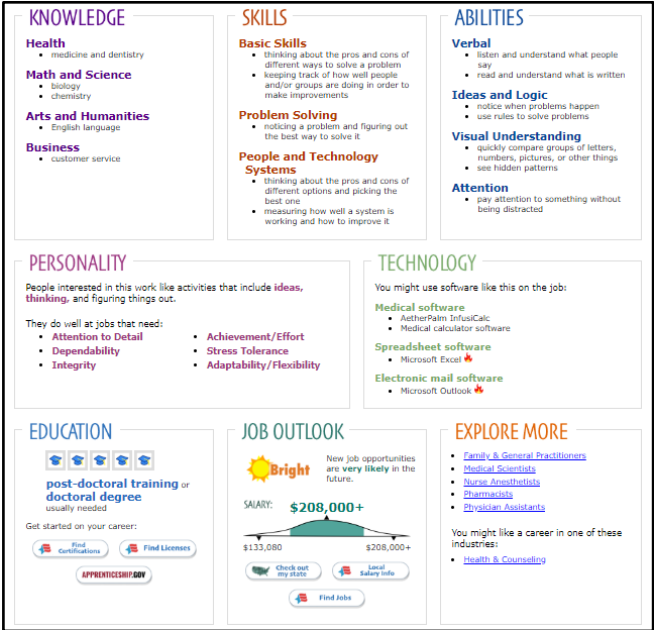
**Example:** Receptionist is an **occupation** that can be found in many **industries**, such as healthcare, manufacturing, or financial services. These industries also employ people in other occupations like medical coding, software development, network administration, food service, social work, and logistics. There are many **jobs** available within each of these occupations that you might enjoy. After a few years on the job, you might decide to continue your **career** in management.



## 2.3 Activity: Use Labor Market Research to Research Occupations & Identify Requirements





Since the labor market is a big determining factor in your career decision-making process, this activity will help you narrow down a career that meets your goals.

STEP	ACTION
1	Use your results from the interest assessment taken during the MOC workshop and select one occupation to research.
2	<p>Access My Next Move for Vets online at <a href="http://www.mynextmove.org/vets/">www.mynextmove.org/vets/</a>.</p> 
3	<p>Type the title of the chosen occupation into the search box.</p> 
4	<p>Click Search.</p> 

STEP	ACTION
5	<p>From the list of search results that appears, select the career title you are interested in.</p> 
6	<p>View all the information provided for the occupation in each section: knowledge, skills, abilities, personality, technology, education, job outlook, and related positions.</p> 



## 2.4 Activity: Identify the Occupation Outlook & Salary Range

STEP	ACTION
1	<p>Scroll to the Job Outlook section at the bottom of the occupational details page shown in Step 6 above (on the <a href="http://www.mynextmove.org/vets_website">www.mynextmove.org/vets_website</a>).</p> <div data-bbox="802 380 1141 737" style="border: 1px solid gray; padding: 10px;"> <p><b>JOB OUTLOOK</b></p> <p> <b>Bright</b> New job opportunities are very likely in the future.</p> <p>SALARY: <b>\$65,230</b></p> <p>\$41,820 ————— \$105,720</p> <p>   </p> <p>  </p> </div>

## Labor Market Information Analysis

After completing the Gap Analysis from your MOC Crosswalk workshop, complete the Labor Market Information (LMI) for the civilian occupation using My Next Move for Veterans.

### Location:

What is your preferred geographic location of relocation (city/state)?	
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### Salary:

What is the salary range for this occupation?	
What is the salary range for this occupation in my preferred location (city/state)?	
Does the salary range fit my requirements?	

### Job Outlook:

What is the outlook for this occupation in your preferred state?	
What geographic locations (city/state) has a better outlook?	
Which location(s) (city/state) would you be willing to relocate to?	

### Final Analysis:

Based upon your Gap Analysis and Labor Market Information, is this a good job to pursue?	
List 2 alternative jobs that you can explore to expand your options. If needed, repeat Labor Market Information Analysis with each alternative job.	

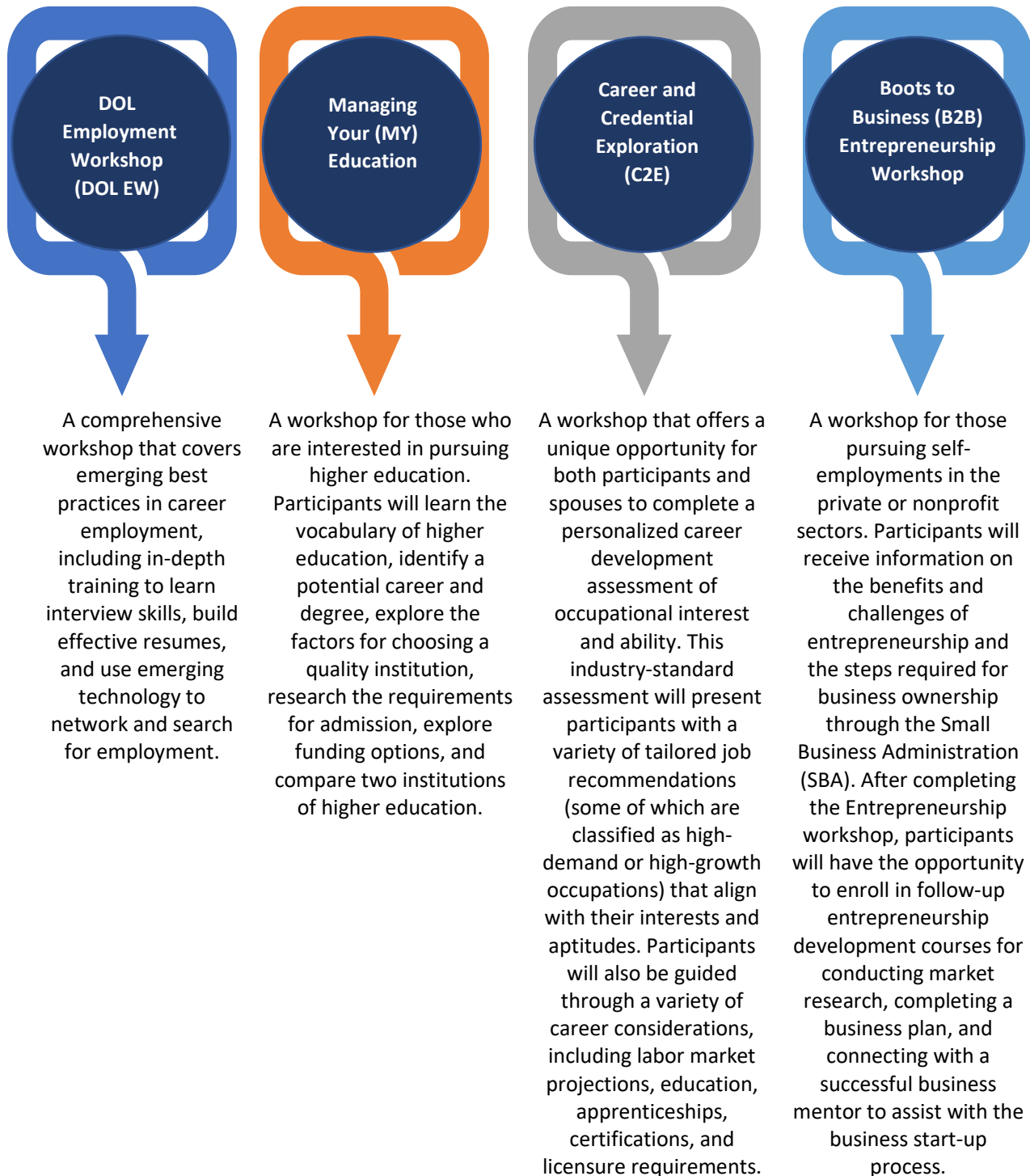
### My Next Steps, based on Gap Analysis and Labor Market Information:

## 2.5 Activity: Final Analysis

STEP	ACTION					
<p><b>1</b></p>	<p>Using the Labor Market Information, determine if you want to pursue this occupation.</p> <ol style="list-style-type: none"> <li>If so, proceed to the next step.</li> <li>If not, repeat the research process using a different occupation.</li> </ol> <table border="1" data-bbox="302 501 1370 779"> <tr> <td data-bbox="311 514 836 625">Based upon your Gap Analysis and Labor Market Information, is this a good job to pursue?</td> <td data-bbox="836 514 1360 625"></td> </tr> <tr> <td data-bbox="311 625 836 766">List 2 alternative jobs that you can explore to expand your options. If needed, repeat Labor Market Information Analysis with each alternative job.</td> <td data-bbox="836 625 1360 766"></td> </tr> </table> <p><b>2</b> Determine the job outlook and salary based on your current or desired working location.</p> <p><b>3</b> Complete the Location, Salary, Job Outlook, and Final Analysis sections.</p> <p><b>My Next Steps, based on Gap Analysis and Labor Market Information:</b></p> <table border="1" data-bbox="308 1150 1378 1297"> <tr> <td data-bbox="308 1150 1378 1297"></td> </tr> </table>	Based upon your Gap Analysis and Labor Market Information, is this a good job to pursue?		List 2 alternative jobs that you can explore to expand your options. If needed, repeat Labor Market Information Analysis with each alternative job.		
Based upon your Gap Analysis and Labor Market Information, is this a good job to pursue?						
List 2 alternative jobs that you can explore to expand your options. If needed, repeat Labor Market Information Analysis with each alternative job.						

## 2.6 Additional Transition Workshops

The Transition Assistance Program (TAP) offers the following additional, two-day workshops to assist you in your transition:



## 2.7 Getting Help at the American Job Center (AJC)

You can gather a lot of information on websites, but there is no substitute for connecting in-person with industry leaders, employers, fellow job seekers, and local labor market experts. American Job Centers (AJC) serve nearly a million Veterans each year.



AJCs are known by a lot of different names depending on the state, such as WorkSource, Workforce Office, Employment Service, etc. No matter the name, the AJCs provide free help to job seekers for a variety of career and employment-related needs. Nearly 2,400 AJCs, funded by the U.S. Department of Labor's Employment and Training Administration, are located throughout the United States. Veterans receive priority of service at AJCs.

AJCs have experienced career counselors on staff that work with job seekers to identify their interests, assess their skills and abilities, and advise them on in-demand jobs and potential training opportunities. Many AJCs also offer recruiting events, workshops on resume writing, interviewing skills, and job search activities.




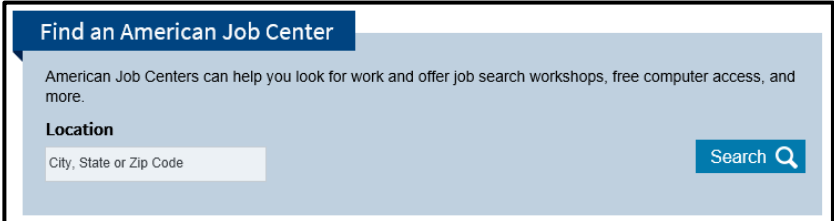
There are two types of AJCs, comprehensive and affiliate. You will notice the different services offered at each type when you find your local AJC in the next activity.

Comprehensive AJCs offer free access to a resource room which includes computers with internet, telephones, and fax machines. These rooms are open to the public on a self-service basis. Staff are typically available to assist job seekers with building a resume, general career exploration, and job search.

You should connect with the AJC in your local or desired work area to receive direct access to local employers and local labor market information, as well as access to free technology courses and local, state, and federal programs that may help you.

When you enter your location to find your closest AJC, you'll find up-to-date messages about local office closures or virtual assistance. If you need to file for unemployment insurance, please visit the Unemployment Benefits Finder.

## 2.8 Activity: Access the AJC Online

STEP	ACTION
<p>1</p>	<p>Access your AJC online at <a href="http://www.veterans.gov/">www.veterans.gov/</a>.</p> 
<p>2</p>	<p>Click FIND A JOB.</p> 
<p>3</p>	<p>Click GET ONE-ON-ONE ASSISTANCE.</p> 
<p>4</p>	<p>Type in your city <b>AND</b> state or zip code in the Location box and click Search.</p> 



3

# Preparing for Success

## Section 3 Preparing for Success

Your next steps may be to pursue an education for your new career, but you may still need to work while you progress toward your goals. Your first job after the military may be your first steppingstone toward achieving your goal, or your goal might change over time.



This section will provide you with the skills and documents you need to apply for a job. You will learn how to:

- ▷ Adjust to the civilian workplace.
- ▷ Create an employment history outline.
- ▷ Identify the basic sections of a resume.
- ▷ Draft your professional introduction.
- ▷ Network.
- ▷ Create an effective LinkedIn profile.

Let’s take a short quiz over some of your ideas about the employment process.

Read each statement and indicate whether it is true or false.	True	False
1. Given two qualified job applicants, employers will usually hire a Veteran over a non-Veteran.		
2. The same job you had in the service will pay up to twice as much in the private industry.		
3. Military skills transfer to civilian jobs without additional training.		
4. Civilian employers believe that members of the military do not deal with profit and loss.		
5. Most employers have had enough military experience to be able to understand military language.		
6. Most employers are skilled at selecting new employees.		
7. You may have to overcome an employer’s negative reaction to Veterans to get a job.		
8. Veterans must build a network of job contacts as part of their job search.		
9. Collecting unemployment compensation can hurt your pride and self-respect.		
10. After military service, you may have to take a lower-level job than someone of your age who has not been in the service.		
11. A good resume will get you a job.		
12. In a job interview, you should always address the interviewer as “sir” or “ma’am,” just as you would in the military.		





## Notes

### 3.1 “Think Like an Employer”

The most effective strategy you can adopt in your job search is to not think like a job seeker, but like an employer. You can apply this employer-focused mindset to every aspect of your search, from writing your resume to networking, interviewing, and negotiating. By taking the time to understand the employer side of the hiring process, you will have an edge over your competition.



### 3.2 Adjustment to the Workplace

Transitioning to civilian work life may bring many challenges and new opportunities to you and your family. The following topics contain details on some of those challenges as well as related definitions.

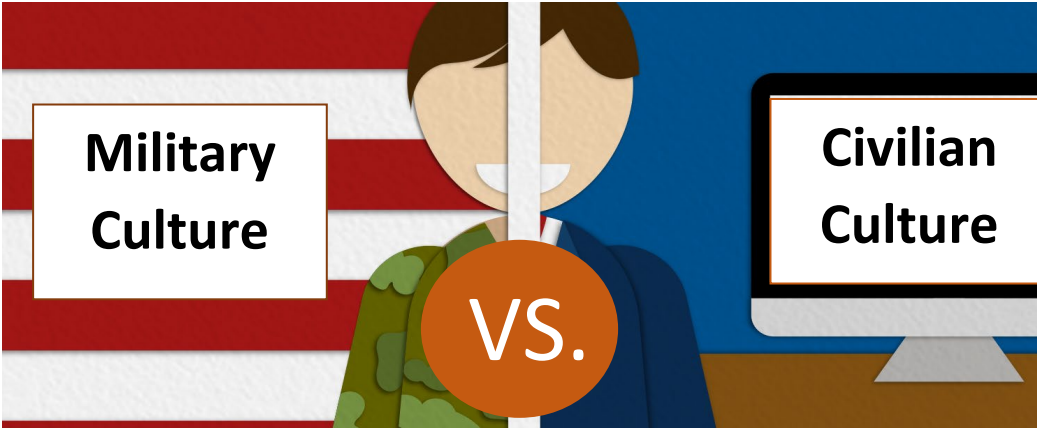
#### Cultural Expectations

Every organization has its own culture and processes that you will have to become familiar with to be successful in that organization. Just like each of the Armed Forces has its own distinct culture, so too does every company, public agency, or nonprofit organization. When you joined the military, much of your initial training indoctrinated you to military culture and rules.



Similarly, civilian organizations have cultural norms, expectations, and rules as well, but it is unlikely that a description of those unwritten rules and expectations will be included in your new employee orientation. It is incumbent on you to watch and learn the organizational dynamics and recognize the culture and rules that are at play in your new environment. It may take time and effort to fit in to the culture of a new civilian workplace, but you can do it.

The chart below lists some important differences between military and civilian workplace cultures.



<p><b>Military Culture</b></p>	<p><b>Civilian Culture</b></p>
<ul style="list-style-type: none"> <li>• Clear pathway to promotion and advancement.</li> </ul>	<ul style="list-style-type: none"> <li>• Unclear pathway to promotion and advancement.</li> </ul>
<ul style="list-style-type: none"> <li>• Periodic pay raises.</li> </ul>	<ul style="list-style-type: none"> <li>• Periodic pay raises are rare.</li> </ul>
<ul style="list-style-type: none"> <li>• Clear structure in chains of command.</li> </ul>	<ul style="list-style-type: none"> <li>• Vague structure in chains of command.</li> </ul>
<ul style="list-style-type: none"> <li>• Formal communication protocols.</li> </ul>	<ul style="list-style-type: none"> <li>• No formal communication protocols.</li> </ul>
<ul style="list-style-type: none"> <li>• Used to giving and receiving respect due to rank title.</li> </ul>	<ul style="list-style-type: none"> <li>• Respect is earned, not given.</li> </ul>
<ul style="list-style-type: none"> <li>• Frequently expected to exercise initiative.</li> </ul>	<ul style="list-style-type: none"> <li>• Need supervisor’s approval for initiative.</li> </ul>
<ul style="list-style-type: none"> <li>• Teamwork is a core element.</li> </ul>	<ul style="list-style-type: none"> <li>• Teamwork is desired but not a core element.</li> </ul>
<ul style="list-style-type: none"> <li>• Rules of conduct and behaviors are established.</li> </ul>	<ul style="list-style-type: none"> <li>• Rules of conduct and behaviors are unwritten.</li> </ul>
<ul style="list-style-type: none"> <li>• Healthcare, legal services, education programs, and personal/financial counseling are convenient and free on base.</li> </ul>	<ul style="list-style-type: none"> <li>• Need to select and pay for healthcare, legal services, education programs, and personal/financial counseling.</li> </ul>
<ul style="list-style-type: none"> <li>• Communicate clearly and directly to get point across.</li> </ul>	<ul style="list-style-type: none"> <li>• Communicate to influence rather than command.</li> </ul>
<ul style="list-style-type: none"> <li>• Have strong job security.</li> </ul>	<ul style="list-style-type: none"> <li>• Do not have job security.</li> </ul>

## Overcoming Stereotypes

You may have to work to dispel stereotypes that employers—many of whom have had no direct contact with Service Members or Veterans—may have about you. To address those stereotypes, you should develop stories you can share during networking conversations and job interviews. The chart below shows some common stereotypes and what you can say to overcome them.

“Veterans will not fit into my less formal work culture.”

- Share how you have quickly integrated and developed good working relationships with team members when joining new units.

“Military personnel are rigid and lack creativity.”

- Share how you have improvised and innovated to meet unpredictable challenges.

“A veteran's only leadership approach is giving orders.”

- Share how you have motivated, coached, guided, and supported team members using a collaborative leadership style.

“Most veterans have medical issues.”

- Share a skill, such as resiliency, you developed as a result of being in the military and a specific time it helped you overcome a personal setback (**NOT** medically related).

### 3.3 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 all the following examples.

#### Terms & Acronyms

Military	Civilian Equivalents
<b>NCOIC, Watch Captain, Petty Officer of the Watch</b>	Supervisor, Manager, Coordinator
<b>Commander, Chief</b>	Division Head, Director, Senior Manager
<b>Executive Officer (XO)</b>	Deputy Director, Assistant Manager
<b>Action Officer (AO)</b>	Analyst (or Senior Analyst, if applicable)
<b>TDY/TAD</b>	Business travel
<b>PCS</b>	Relocation, move
<b>OER/NCOER/FitRep</b>	Performance appraisal, job evaluation
<b>MOS/MOC/AFSC/Rating/NEC</b>	Career field, specialty
<b>Commanded</b>	Supervised, directed
<b>Battalion, Unit, Platoon, Wing, Flight</b>	Organization, agency, department, group, team
<b>Mission</b>	Responsibility, task, objective, job
<b>Combat/War</b>	Hazardous conditions, conflict
<b>Headquarters</b>	Headquarters, corporate office
<b>Subordinates</b>	Employees, coworkers, direct reports
<b>Service Members</b>	Employees, coworkers, colleagues, personnel, individuals
<b>Military Personnel Office (MILPO) &amp; Personnel Action Center (PAC)</b>	Personnel office, Human Resources
<b>Regulations</b>	Guidance, policy, instructions
<b>Reconnaissance</b>	Data collection, survey, analysis
<b>Cyber warfare</b>	Information security
<b>Logistic Specialist</b>	Supply Chain Administrator
<b>Recruiter, Personnel Services Specialist, Career Counselor</b>	Human Resources

### 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, Nurse).

Do your research before trying to translate military titles into an exact civilian equivalent. The role of Senior Advisor, Deputy Director, or Chief Executive Officer can mean very different things in the civilian workplace, depending on the nature of the organization or company. You don't want to inadvertently overinflate your experience level and be perceived as dishonest.

The following table contains a few examples.

Military	Civilian Equivalents
Senior Field Grade Officer (O5-O7)	Chief Executing 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, Master Chief Petty Officer, Master Gunnery Sergeant, Chief Master Sergeant	Senior Advisor
First Sergeant, Chief/Senior Chief Petty Officer	Personnel Supervisor, Division Manager
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 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

### 3.4 Employment History Outline

The first document you will prepare is your employment history outline, which is a comprehensive list of all your job titles, duties, employers, and employment dates. The outline will help you determine the most effective way to discuss your work history, create your professional introduction, write your resume, and fill out job applications.



If you need assistance remembering dates, job titles, etc., refer to your VMET or other military documentation. Once you have the preliminary information, you can go back and write down your job duties later.

### 3.5 Activity: Create Your Employment History Outline

Start by filling out your current or most recent employer’s name and location, your job title, start date, and completion date. Be sure to include paid and unpaid positions as well, such as volunteer work.

<b>1. Employer Name &amp; Location:</b>	
<b>Job Title:</b>	<b>Date:</b>
<b>2. Employer Name &amp; Location:</b>	
<b>Job Title:</b>	<b>Date:</b>
<b>3. Employer Name &amp; Location:</b>	
<b>Job Title:</b>	<b>Date:</b>
<b>4. Employer Name &amp; Location:</b>	
<b>Job Title:</b>	<b>Date:</b>
<b>5. Employer Name &amp; Location:</b>	
<b>Job Title:</b>	<b>Date:</b>
<b>6. Employer Name &amp; Location:</b>	
<b>Job Title:</b>	<b>Date:</b>

### 3.6 Resumes

In the employment process, you must have a resume. A resume is a document that quickly shows an employer all 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 makes the employer want to reach out and schedule an interview with you.

In this section, you will learn the basic components of a resume and how to start preparing for the resume writing process.

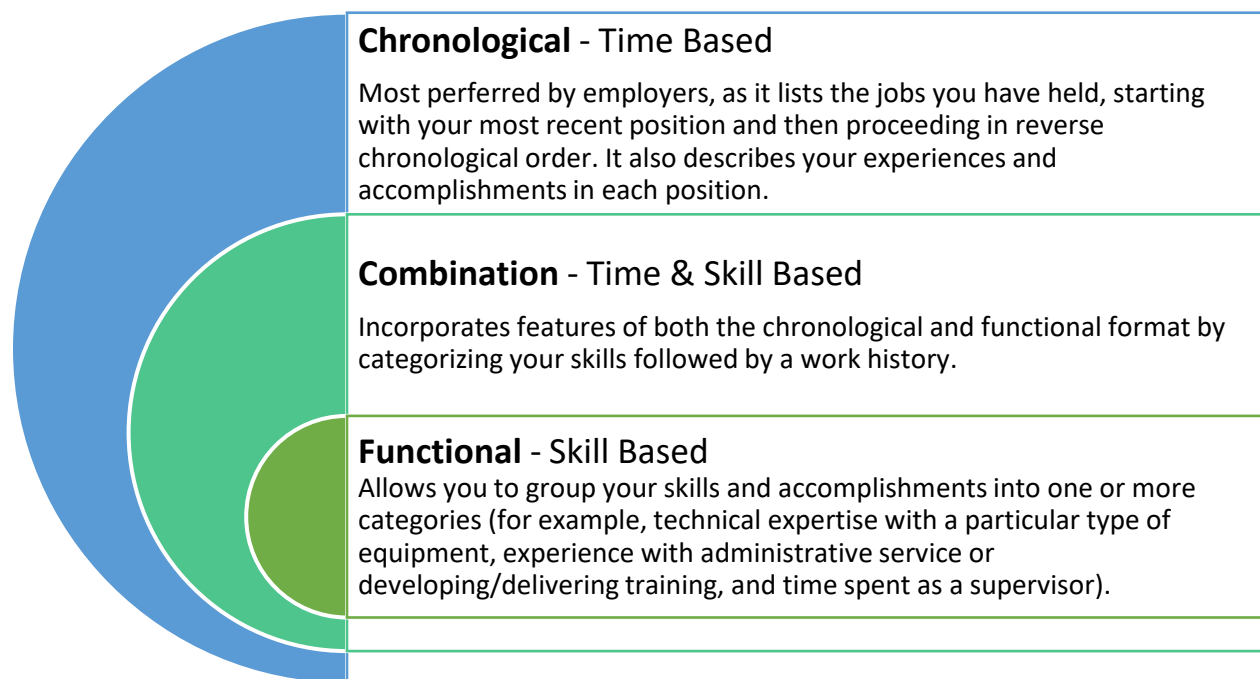
#### Types of Resumes

You need two types of resumes: a master resume and a targeted resume.

- A master resume stores all your work experience, accomplishments, degrees, training, and awards in one document. The master resume is never given to the employer but used to create the targeted resume.
- A targeted resume highlights skills and experience that are relevant to a specific position.

#### 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, ensure your resume format is visually appealing and easy for an employer to quickly scan. There are many resume formats and templates, so find one that works best for you.

Remember, your resume introduces you to a potential employer. Be sure your resume makes an excellent first impression. Misspellings, inconsistent use of font and type size, and misaligned margins indicate a lack of attention to detail.

**Example of a Basic Chronological Resume:**

**Your Name**

(123) 456-7890 | Your.Name@email.com | www.linkedin.com/in/your.name

**SUMMARY OF QUALIFICATIONS:**

A dedicated and experienced security professional who balances the need to maintain good relationships with customers and the public. Equally comfortable exercising initiative and solving problems.

- o Top secret clearance
- o Leadership experience
- o Tech savvy
- o Bilingual (English and Spanish)
- o Adept at conflict resolution
- o Training skills

**EXPERIENCE:**

Security Manager, U.S. Marine Corps, 20XX-Present

- Supervise security for \$100 million dollars of highly sensitive equipment, inventory, resulting in zero loss over a three-year period.
- Implement new system security plan that led to an increased in lockdown procedures ensuring the safety of 25 staff and 125 inmates.

Warehouse Supervisor, Micro Chemical, Inc., Akron, OH, 20XX-20XX

- Supervised a crew of 15 in daily operations, including performing equipment maintenance resulting in a company record for productivity.
- Monitored complex cataloging and ordering systems by implementing process changes, supply turnaround time by 20%.

**EDUCATION AND TRAINING:**

- Security Specialist Training, U.S. Marine Corps, 120 hours
- Transit **Safety and Security** Program (TSSP) Certificate
- Associate of Science in Safety and Security Administration, University of Akron, Akron, OH, 42 Semester Hours Completed

**HONORS AND AWARDS:**

- USMC Good Conduct Medal, 2006
- National Defense Service Medal, 2003

**1. Contact Information**  
Provide your phone number, email account, and LinkedIn URL (if applicable).

---

**2. Summary of Qualifications**  
Briefly summarize what makes you qualified for the position by listing off your skill set. Use language from the job posting.

---

**3. Experience**  
Describe your responsibilities and achievements in terms of impact and results. Use examples, but keep it short.

---

**4. Education & Training**  
List your most recent, relevant education, training courses, certificates, and certifications.

---

**5. Honors & Awards**  
This is an optional section for you to highlight your honors and awards that are relevant to the position. They are the first thing to be deleted if space is an issue. Awards should be personal, not unit awards. Instead of adding an awards section, you may include awards under the job where the award was obtained.



## Notes

### 3.7 Create a Resume that Stands Out with the STAR Method

To stand out from the crowd, your resume must tell the employer how you have positively impacted and added value to your employers' businesses. You can do this by writing a resume that is focused on your achievements rather than your responsibilities.

A job responsibility describes a task, whereas an achievement describes how well you performed that task. A direct way to create an achievement statement is by using the STAR method.



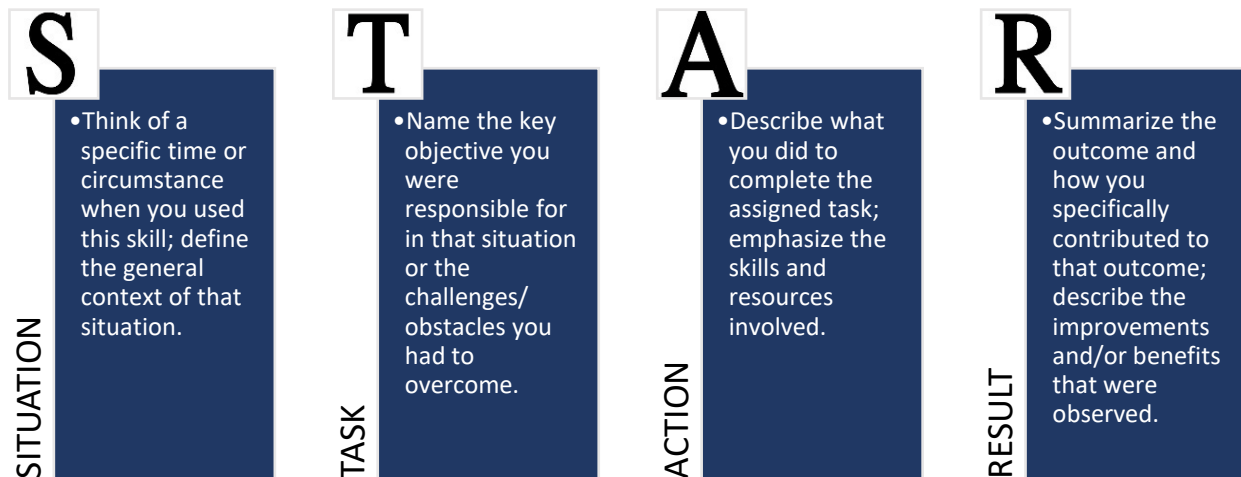
### 3.8 What is the STAR Method?

STAR is an acronym for **Situation**, **Task**, **Action**, and **Result**.

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

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

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

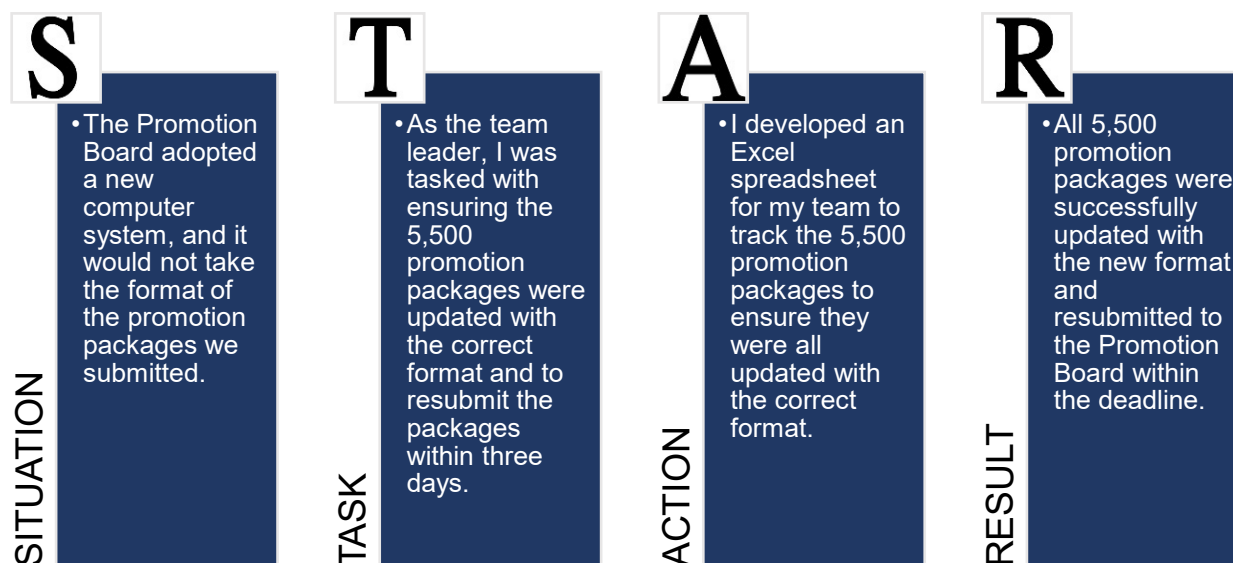


### 3.9 Putting STAR into Practice

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

Review the job responsibility and think of a skill you used to accomplish that responsibility. Put the skill in the STAR format. See the example below.

Job responsibility: Plan and establish work schedules, assignments, and production sequences to meet production goals.



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

**STAR achievement statement:**

Developed and applied a comprehensive document tracking system, ensuring that 100% of 5,500 promotion packages were updated, accurate and completed ahead of the Board deadline.

Examples of how to convert a job responsibility into an achievement statement:

Job Responsibility	Achievement Statement
Prepare training for department.	Conducted compliance training for 225 managers across six locations with 95% satisfaction rate.
Determine appropriate equipment and staffing levels to load, unload, move, or store materials.	Reduced time spent on inventory by 20% by reorganizing physical storage of supplies.
Perform personnel functions such as selection, training, or evaluation.	Increased employee retention rate by 16% by focusing on training, team building, and recognition programs.

### 3.10 Activity: Creating an Achievement Statement using the STAR Method

**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 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 it?

**Step 3**

Use the STAR method to create your achievement statement.

Using the STAR Method	
<b>S – Situation</b>	Think of a specific time or circumstance when you used this skill; define the general context of that situation.
<b>T – Task</b>	Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.
<b>A – Action</b>	Describe what you did to complete the assigned task; emphasize the skills and resources involved.
<b>R – Result</b>	Summarize the outcome and how you specifically contributed; describe the improvements and/or benefits.

**Step  
4**

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**

### 3.11 Professional Introduction

Your professional introduction (also known as an elevator speech or 30-second introduction) helps set the stage for productive conversations with prospective employers or members of your job search network. It helps you prepare your response to the “Tell me about yourself” question that is asked in most formal or informal networking events or job interviews.

You need multiple versions of your introduction that are customized for different audiences and purposes. Use your employment history outline and resume to help you identify previous experiences you want to discuss that can help you connect to your target audience.



#### How to Prepare a Professional Introduction

**1****Introduce 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 brief 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 will depend on what you are using the introduction for. This is a good opportunity to explain the value you bring, why you are a good fit for a job, or generally what your audience must gain from your interaction.

**4****Finish with a call to action.**

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 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.


### 3.12 Activity: Draft Your Professional Introduction

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

STEP	ACTION
<b>1</b>	<b>Introduce yourself.</b> Give your full name, smile, extend your hand for a handshake, and add a nice greeting like, "It's nice to meet you!" <b>"Hi, my name is Ana Lopez. It's nice to meet you."</b>
<b>Your Statement</b>	

STEP	ACTION
<b>2</b>	<b>Provide a summary of what you do.</b> Include the most relevant information like your education, work experience, and/or any key specialties or strengths. <b>"I recently completed my service with the Marine Corps as a pilot. I have over 20 years of experience operating a variety of aircraft. I am certified as a flight instructor."</b>
<b>Your Statement</b>	

STEP	ACTION
	<p><b>Explain what you want.</b> This is a good opportunity to explain the value you bring, why you are a good fit for a job, or what your audience must gain from your interaction.  <b>“I’m interested in being a flight instructor. I would love the opportunity to put my expertise to work for your company.”</b></p>
<p><b>Your Statement</b></p>	

STEP	ACTION
	<p><b>Finish with a call to action.</b> Examples can include asking for a meeting, expressing interest in a job, or confirming you fully answered an interview question.  <b>“Would you mind if I set up a quick call next week for us to talk about any upcoming opportunities on your team?”</b></p>
<p><b>Your Statement</b></p>	
<p><b>Completed Professional Introduction Example:</b></p>	<p>“Hi, my name is Ana Lopez. It’s nice to meet you. I recently completed my service with the Marine Corps as a pilot. I have over 20 years of experience operating a variety of aircraft. I am certified as a flight instructor. I’m interested in being a flight instructor. I would love the opportunity to put my expertise to work for your company. Would you mind if I set up a quick call next week for us to talk about any upcoming opportunities on your team?”</p>



**Use this box to draft your professional introduction.**



### 3.13 Networking

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

### 3.14 Activity: Identify Your Network Contacts

The good news is that you already have a network of people and contacts that can help you with your employment process. Use the categories in the chart below to begin brainstorming the names of people you think can give you useful guidance or information on your job search.











## Notes

## Tips for Networking

By nurturing relationships through your job search and beyond, you establish a strong network of people you can count on for ideas, advice, feedback, and support. Below are a few networking tips.

### Tips for Networking

-  **Reach out to your network.** When we are in networking mode, we tend to think about the future and forget about those who helped us get where we are now. But reconnecting with old coworkers, bosses, mentors, and former coaches is key.
-  **Let your network know you are looking for a job.** All the connections in the world will not help you find a job if no one knows about your situation. Let your network know you are transitioning from active duty and looking for a job.
-  **Be authentic and considerate.** In any job search or networking situation, being yourself—the real you—should be your goal. Be mindful and respect other people’s time.
-  **Be specific in your request.** Be prepared to articulate what you are looking for. Is it a reference? An insider’s take on the industry? A referral? An introduction to someone in the field? Also, be sure to provide an update on your qualifications and recent professional experience.
-  **Take the time to maintain your network.** Maintaining your job network is just as important as building it. Start reaching out to your network way before you transition. This will give you time to nurture the relationship before you ask for help.
-  **Find ways to reciprocate.** Networking is about cultivating a relationship that is mutually beneficial. That means giving as well as receiving. Find ways to help your network and check in periodically to see how they are doing.

## 3.15 Expanding Your Network to Online Networking

You can strengthen your job search and increase your networking capacity by utilizing the following strategies for leveraging your social media networking capabilities:

- Use your social networks to locate employment opportunities.
- Take advantage of social media to learn more about the companies you are targeting and their hiring decision makers.
- Connect with hiring decision makers, either directly by using the messaging tools within a social media site or by arranging for an introduction through someone in your network.
- Allow social media sites to work for you by setting your job preferences and creating job search alerts.
- Use information gathering as another excellent social media resource.

### 3.16 Using LinkedIn

LinkedIn is the world's largest professional online network and is an effective way to reach people inside and outside of your existing networking circles, background, and industry. According to LinkedIn data in 2018, 70% of jobseekers were hired at a company where they had a connection, which means you are 4 times more likely to get hired at a company where you know someone.



A basic LinkedIn account is free, and they also offer a one-year complimentary Premium Career subscription for Veterans, Service Members, and their spouses. The Premium Career subscription includes one year of access to LinkedIn Learning, which is an online educational platform that helps you discover and develop business, technology-related, and creative skills through more than 5,000 expert-led courses. You can also choose to add these courses and related skills to your LinkedIn profile once you complete them.

### 3.17 Effective LinkedIn Profiles

If you have not signed up for LinkedIn, you can do so, though it is not necessary to register to complete the class activities. If you already created a profile, review it to ensure that it clearly highlights your skills and strengths in the best possible light.

**Note:** After one year, the premium account has a monthly subscription fee. For more information, access the link at [www.linkedin.com/military](http://www.linkedin.com/military).

#### 3.17.1 Getting Started and Profile Photo

##### Getting Started

- Make sure the email address you use is one you check often and add a phone number—the more ways a network connection or potential employer can reach you, the better.
- Browse for clever ideas. Look at profiles of veterans, classmates, and people further along your same target career path.
- Customize your LinkedIn profile address (URL).

##### The Profile Photo

- Members with a profile photo receive up to 21 times more profile views.
- The photo should be recent and should look like you. Make sure the background is neutral and does not distract from you.
- Wear professional attire and smile.
- Do not include animals, children, or other people in your profile photo.

### 3.17.2 Activity: Create Your Headline

This activity helps you draft your LinkedIn headline.

#### The Headline

- This is where you describe what you do in 120 characters or less. Think like an employer and ask yourself “What skills and accomplishments are the employers I am interested in looking for?”
- To create an effective headline:
  - **Tell the viewers what you do.** Share your relevant professional experience that the employers are looking for.
  - **Showcase your specialty.** Highlight your specialized training, certificates, education, or experience to get an employer’s attention. Employers will search for certain keywords, and your profile will show up in their searches if you have the skills listed in your headline.
  - **Add flair.** You can use symbols and other characters to separate your titles, if desired.

The following are examples of LinkedIn headlines to help you get started on drafting your own headline:

- Project Manager | Lean Six Sigma Black Belt | Operations | Training Development |
- Strategic Communications Executive, PMP, MBA
- Experienced Program Manager available for new opportunities--Active Clearance--Team Builder
- Transitioning Military Cyber Security Professional ★ Infosec ★ CISSP/GCFA/CHFI/CCFE

Create your own headline in the box below:

### 3.17.3 Activity: Draft Your Summary Statement

This activity helps you draft your LinkedIn summary.

#### The Summary Statement (About)

- It is an online version of your professional introduction with 2,000 characters. Mention all the things that will be relevant to a future employer in your next career field.
- This is also the section where you can explain the logic of your transition and why it makes sense—how your transferable skills from your previous jobs are a perfect match with this transition.

Here are some guidelines to follow when writing your summary:

- **Start strong.** By default, LinkedIn shows only the first three lines of your profile summary before readers must click to see more. Use the first sentences to convey the most essential information about your experience and talents.

- **Use first person.** It is okay to use personal pronouns (“I,” “me,” and “my”) to add a personal touch.
- **Incorporate keywords throughout your LinkedIn summary.** Recruiters search for a combination of job titles, skills, and other keywords to find the right candidates. Job postings are keyword-based content, making them a great resource to find the right keyword to use in your summary.
- **State your career goals.** This helps your viewers better understand you as a professional, and if they are a recruiter, lets them evaluate whether your aspirations align with what they are looking for.
- **Tell your career story.** Share what you do, show off your accomplishments, and add what makes you great at your job.

Example of a summary statement:

I am a motivated, naturally outgoing salesperson with a passion for learning. I have over five years of experience in management and have led teams in developing clear strategies, providing targeted training, and maintaining compliance standards to achieve organizational and team success. I am looking for a management position in sales to deliver excellent services and build customer loyalty.

I have been recognized as the best out of 150 of my peers and am requested by-name to communicate with stakeholders. I have led military operations and sustained a flawless safety record while ensuring 100% accountability for over \$100,000 of resources.

I have spent the past five years working in an ever-changing landscape full of decisions that have global implications. I know how to work together with clients to define the targeted objective and design the path to achieve common goals.

Use the answer prompts to help you draft your summary statement.

Summary Draft
1. What do you do? (Make this an action statement, not just a job title.)
2. What is your career goal?

3. What are things you do better than anyone else? (Name a specific accomplishment and quantify your statements, if possible.)

4. What are some accomplishments that you are most proud of that show relevant skills and accomplishments to future employers?

Review your answers to each of the above questions. Is anything missing or inconsistent with what you do? If so, adjust it, or recognize that it might not be something to include in your summary statement. Do the answers seem authentic? Did you use the first person?

### The Experience

- The Experience section is where you add your employers and positions, dates worked, and some information about the work you did.
- Use your employment history outline and include accomplishment statements written with the STAR method to help your work stand out from others.

#### Tips for Writing Your LinkedIn Experience Section



**Use specific job titles.** Use O\*NET at [www.mynextmove.org/vets/](http://www.mynextmove.org/vets/) to help you translate your military job titles into civilian titles.



**Use action words to describe your duties.** Action words add impact and purpose to what you do.



**Use keywords.** Research the keywords that you should include for each job that will get the attention of recruiters for that position.



**Use the correct tenses.** Use the present tense for your current job and past tense for previous jobs. This may seem like common sense, but it is not common practice.



**Focus mostly on recent work.** If you have many years of work experience and many past jobs, just focus on the 2-4 most recent jobs. It is appropriate to have a different entry for your different tours of duty, but if you have had some civilian work experience after the military, then you can list military service as a single entry.



## The Education

- List your most recent degree first and include courses and projects that directly illustrate your fit to your new career.
- Enter any extracurricular activities you participated in while attending that school/college in the Activities and Societies text box.
- Enter any awards or honors you received from the school/college in Description.

## The Skills & Endorsements

- **Highlight the skills you have.** When recruiters use LinkedIn to find potential candidates, they search for people who have the key skills they need. This is the perfect place for you to highlight the many skills you have. You can only highlight 50 skills. Make sure you think like an employer and highlight skills that are relevant to your future job.
- **Remember to translate your skills.** Use civilian equivalents like “communications networks,” “aircraft maintenance,” and “supply chain management,” which are much more likely to increase your chances of showing up in a recruiter’s search results.
- **Use the field auto complete.** When you enter skills like “leadership” or “communications,” the field auto completes common skills others have claimed, which you should use.
- **Endorse others for their skills.** LinkedIn also allows other users to endorse you for the skills you listed, which verifies that you possess those skills. The more endorsements you have, the higher you appear in searches for those skills. The best way to get endorsements is to endorse your network connections’ skills, so take the time to endorse others.
- **Pin skills.** LinkedIn lets you pin your top three skills on your profile so you can highlight what you want to be recognized for.



## The Recommendations

- This section is like a traditional reference. LinkedIn recommendations tend to carry greater weight than endorsements do.
- Tips for asking for recommendations:
  - **Ask people you know.** To ensure you are getting quality recommendations, ask for them only from credible people who can genuinely vouch for who you are and what you do.
  - **Personalize your LinkedIn recommendation requests.**
  - **Make it easy.** Provide samples of recommendations your people can either use or modify as they choose.

## The Location & Industry

Carefully consider what information you put into the location and industry sections of your profile while using LinkedIn during your military transition.

- If you plan to move to a new city post-transition, choose that city instead of where you are currently located. This allows LinkedIn's algorithms to recommend jobs for you in the correct location.
- Likewise, if you are using LinkedIn during this transition period, do not select "military" for your industry. Instead, select the industry that you are interested in entering. This will help LinkedIn's algorithms recommend jobs, connections, and news articles from the right industry.

## Other Sections

With more details included on your profile, it becomes more likely that recruiters and potential employers will be able to find you. In the Add Profile section right below your profile picture, you can add the following sections to your profile:

- **Causes you care about:** Shows you are sensitive to the needs of others.
- **Licensures & Certifications:** Demonstrates that you have the knowledge and skills to perform the work. A certification or license, in some cases, may be the equivalent to holding a college degree.
- **Courses:** Shows that you are a lifelong learner and dedicated to self-improvement.
- **Honors & Awards:** Features the recognition you have earned.
- **Volunteer Services:** Highlights your passion and how you like to give back.

LinkedIn is a great tool you can use to increase your online presence and strengthen your networking potential. Before you make your profile public, be sure that you have completed each section to make it easy for the LinkedIn algorithms to help you with your job search and networking.

When you are ready to begin your job search, in your LinkedIn profile, you can turn on open to opportunities to alert recruiters that you are actively looking for a job. Edit your "open to work" preferences in your main profile.

LinkedIn offers several online tutorials for building your professional identity and creating a strong profile. For more information, visit [www.linkedin.com/military](http://www.linkedin.com/military).

# 4

## Applying for a Job

## Section 4 Applying for a Job

In this section, you will learn:

- ▷ What you should know before filling out an employment application
- ▷ How to identify job opportunities
- ▷ How to analyze a job posting

### 4.1 How Hiring Occurs

Companies hire employees through a variety of methods:

#### 1. Advertised Vacant Positions

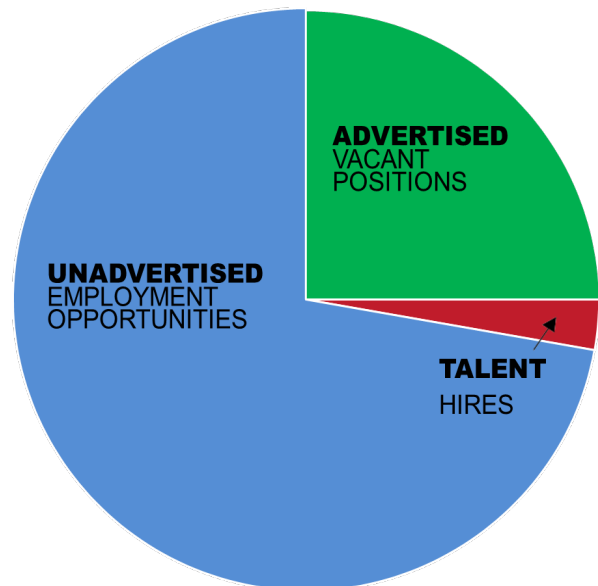
When a company has an immediate need to fill a position, they usually advertise the vacancy, review job applications and/or resumes, interview some of the qualified candidates, and select the one that best meets the needs of the organization.

#### 2. Talent Hires

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

#### 3. Unadvertised Employment Opportunities

Companies sometimes informally search for talent to fill an anticipated or vacant position by asking people they know and trust if they can recommend anyone for the role.



## 4.2 Selecting an Application Method

### Compete for Advertised Vacant Positions

This is the most straightforward approach to job searching. Invest some of your time and energy pursuing this strategy.

Things to consider when applying to a vacant position:

- There is often a great deal of competition for an advertised job, especially if it is an attractive position.
- A larger business that expects to attract many applicants will use software, such as an applicant tracking system (ATS), to quickly screen out all but a handful of the resumes it receives; as such, your application may never be seen by a hiring official.

### Pursue a Talent Hire Opportunity

In some cases, you may be able to persuade a hiring decision-maker who is not consciously seeking to fill a vacancy to hire you because you will add significant value to their business.

This approach is used by job seekers when:

- They are unable to discover any acceptable advertised or unadvertised job vacancies.
- They have a good understanding of their knowledge and skills and know how they can apply them to contribute to the business in a meaningful way.

### Pursue Unadvertised Employment Opportunities

Many employers, especially smaller businesses, try to fill vacancies without posting public advertisements. They will often initially try to fill vacancies by tapping into their personal, social, business, or professional networks, or by asking their current employees and other people they know to recommend people for an opening.

Advantages of pursuing unadvertised vacancies:

- There is less competition for the position.
- It is more likely that your application materials will be read and considered by a hiring decision maker.
- It is more likely you will get an interview, and this is where the real opportunity to market yourself occurs.

Ways to find unadvertised jobs:

- Through your personal, social, or work-related networks
- Visit, call, or email the right individual in a business; provide them with a targeted copy of your resume; or fill out an application and hope they either have a vacancy now or will in the future

### 4.3 Seeking 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.gov](http://www.usajobs.gov) for job opportunities in the federal government.

#### HIRE Vets Medallion Program

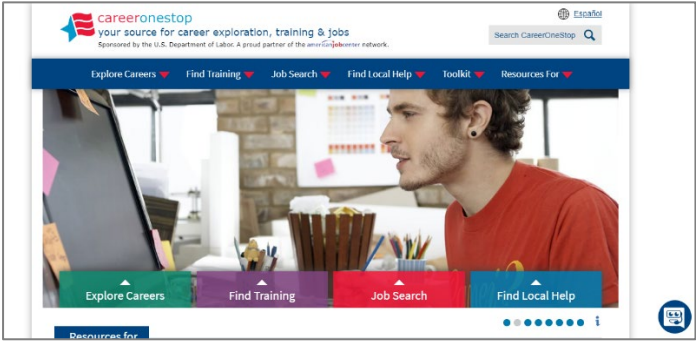

The HIRE Vets Medallion Award Program is the only federal award program that recognizes employers who recruit, retain, and employ Veterans.

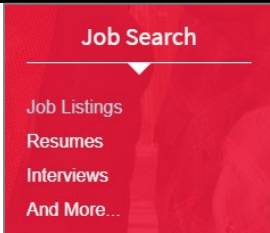
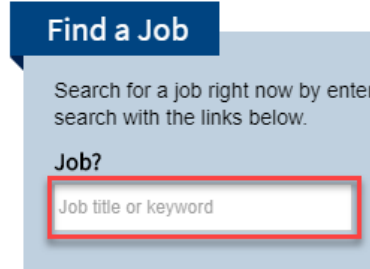
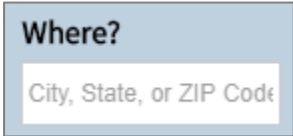

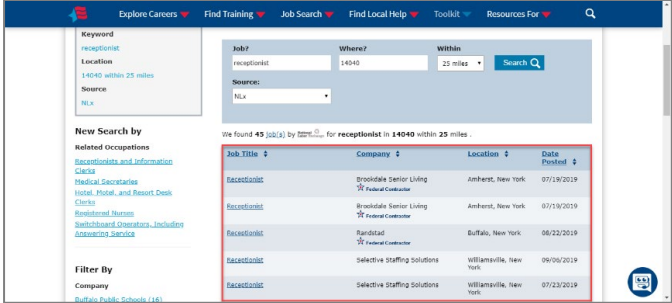
Employers must meet certain criteria to be awarded. There are two different medallion award levels, Platinum and Gold, which is based on the size of the company. You can visit [www.hirevets.gov/awardees](http://www.hirevets.gov/awardees) to view these employers and target them for employment opportunity.

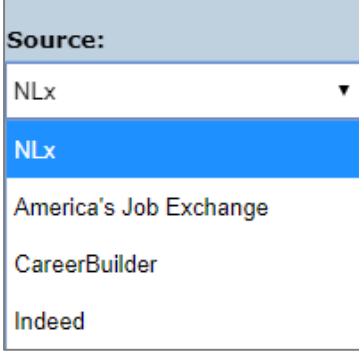


### 4.4 Activity: Job Search

Use the following steps to explore job postings at CareerOneStop.

STEP	ACTION
1	Access <a href="http://www.careeronestop.org">www.careeronestop.org</a> . 
2	Hover the mouse over the Job Search tab. 

STEP	ACTION																								
3	<p>From the secondary menu, click Job Listings.</p> 																								
4	<p>In the Job box, enter the occupation.</p> 																								
5	<p>In the Location box, enter your current or desired working location by city AND state, or by zip code.</p> 																								
6	<p>Click Search.</p> 																								
7	<p>View the list of open positions in the area.</p>  <table border="1" data-bbox="938 1402 1304 1562"> <thead> <tr> <th>Job Title</th> <th>Company</th> <th>Location</th> <th>Date Posted</th> </tr> </thead> <tbody> <tr> <td>receptionist</td> <td>Brookdale Senior Living</td> <td>Amherst, New York</td> <td>07/19/2019</td> </tr> <tr> <td>receptionist</td> <td>Brookdale Senior Living</td> <td>Amherst, New York</td> <td>07/19/2019</td> </tr> <tr> <td>receptionist</td> <td>Paristad</td> <td>Buffalo, New York</td> <td>08/22/2019</td> </tr> <tr> <td>receptionist</td> <td>Selective Staffing Solutions</td> <td>Williamsville, New York</td> <td>09/09/2019</td> </tr> <tr> <td>receptionist</td> <td>Selective Staffing Solutions</td> <td>Williamsville, New York</td> <td>07/23/2019</td> </tr> </tbody> </table>	Job Title	Company	Location	Date Posted	receptionist	Brookdale Senior Living	Amherst, New York	07/19/2019	receptionist	Brookdale Senior Living	Amherst, New York	07/19/2019	receptionist	Paristad	Buffalo, New York	08/22/2019	receptionist	Selective Staffing Solutions	Williamsville, New York	09/09/2019	receptionist	Selective Staffing Solutions	Williamsville, New York	07/23/2019
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STEP	ACTION
8	<p>In the Sources box, click the down arrow to view jobs on other job posting websites.</p> 



The National Labor Exchange (NLX) is a public-private partnership between the National Association of State Workforce Agencies and DirectEmployers and provides a database of job openings in public, private, and nonprofit sector organizations. <https://usnlx.com>

America’s Job Exchange (AJE) is a leading destination for employers seeking best-in-class solutions for diversity recruitment and federal contracting compliance. <https://www.americasjobexchange.com>



CareerBuilder combines the best in advertising, software, and services to help companies find, hire, and manage great talent. <https://www.careerbuilder.com>

Indeed is a job site for job seekers, giving them free access to search for jobs, post resumes, and research companies. <https://www.indeed.com>





## 4.5 Analyze a Job Posting

Job postings, whether online or in a newspaper or other print publication, can provide insights into the skills, experience, and other selection criteria that an employer considers most important for a specific job vacancy.

Here are some tips for maximizing the information you can gain from job postings:

### Tips for Maximizing Job Postings Information



Read the entire job posting. Skimming the posting may cause you to miss pertinent information.



Print out the job posting and highlight keywords in the qualifications, skills, and experience sections.



If the contact for the job posting is a private employment agency, find out if they will charge you a fee. Some agencies charge the employer a fee; some charge the job seeker a fee.



Be wary of job postings that ask you to pay for training or purchase kits or training materials as a condition of employment.



Some job postings use the word “preferred” (degree preferred, two years of experience preferred, etc.). This usually means you can apply if you do not have that skill or ability if you have the other qualifications.




When sending a resume in response to a job posting, be sure you meet the minimum requirements. If the job posting says certification, license, degree, experience, etc. required, you might be wasting your time if you do not have those qualifications.

### 4.6 Activity: Analyze a Job Posting for Keywords & Information

Before you submit your application, take several minutes to carefully analyze the job posting.

Review the example job posting below for a Clinical Nurse position and pay special attention to the keywords and phrases that are highlighted.



The Clinical Nurse is responsible for providing total comprehensive nursing to patients and their families through the implementation of a plan of care. The plan is based upon the patient's developmental and healthcare needs identified through the assessment of the patient's physical, psychological, socioeconomic status, and physician orders regarding care, treatment, and education. The Clinical Nurse understands the needs of the organization and supports the mission, values, and management of patient care services. The Clinical Nurse actively supports and incorporates ANA Scope and Standards of Nursing Practice, North Carolina Board of Nursing Practice Act, WakeMed's Division of Nursing Professional Practice model, and WakeMed's Patient & Family Centered Care (PFCC) model. The four key concepts of PFCC are: Dignity and Respect = Listen to and honor patient and family perspectives and choices; Information Sharing = Communicate and share complete and unbiased information with patients and families in ways that are affirming and useful; Participation = Patients and families are encouraged and supported in participating in care and decision-making at the level they choose; Collaboration = Patients and families and the Clinical Nurse collaborate in the delivery of care.

Experience Requirements: 1 Year Clinical - Surgical Services Preferred

Education Required: Graduate Nursing Required - Or College Courses Nursing Required - With Required Licensure/Certification - And Bachelor's Degree Nursing Preferred

Licensure/Certification Requirements: Registered Nurse Required

Hours of Work: 7a-7p

Weekend Requirements: As Needed

When you review a job posting that you are interested in, it is beneficial to consider all the keywords and phrases and compare your qualifications with the job requirements, as done in the example below.

Job Posting Analysis: Keywords & Details		
Keywords & Phrases	Job Requirements	My Qualifications
<ul style="list-style-type: none"> <li>Total comprehensive care</li> <li>ANA Scope and Standards of Nursing Practice</li> <li>North Carolina Board of Nursing Practice Act</li> <li>WakeMed's Division of Nursing Professional Practice model</li> <li>WakeMed's Patient &amp; Family Centered Care (PFCC) model</li> </ul>	<ul style="list-style-type: none"> <li>Experience: 1 year of clinical (required) Surgical Services (preferred)</li> <li>Education: Nursing graduate or nursing college courses (required) Nursing bachelor's degree (preferred)</li> <li>Licensure/Certification: Registered Nurse (required)</li> </ul>	<ul style="list-style-type: none"> <li>5 years of clinical</li> <li>RN – associate degree/Pursuing bachelor's degree</li> </ul>

To complete this process on your own with a job posting that you are interested in, complete the following steps.

Steps	Actions												
1	Select a job posting.												
2	Thoroughly read the job description, paying close attention to the position requirements, qualifications, and responsibilities.												
3	Review the job announcement for keywords and phrases that provide insight into the company’s mission, values, and organizational culture.												
4	<p>Use the chart below to document the keywords and job requirements from the job posting, as well as your qualifications. Check to see how you meet and exceed the job requirements to determine if you are a qualified candidate.</p> <table border="1" data-bbox="394 768 1412 1499"> <thead> <tr> <th colspan="3" data-bbox="394 768 1412 858">Job Posting Analysis: Keywords and Details</th> </tr> <tr> <th data-bbox="394 858 725 932">Keywords &amp; Phrases</th> <th data-bbox="725 858 1083 932">Job Requirements</th> <th data-bbox="1083 858 1412 932">My Qualifications</th> </tr> </thead> <tbody> <tr> <td data-bbox="394 932 725 1396"></td> <td data-bbox="725 932 1083 1396"></td> <td data-bbox="1083 932 1412 1396"></td> </tr> <tr> <td colspan="3" data-bbox="394 1396 1412 1499"> <p style="text-align: center;">Am I qualified to apply to this job?    <input type="checkbox"/> Yes    <input type="checkbox"/> No</p> </td> </tr> </tbody> </table>	Job Posting Analysis: Keywords and Details			Keywords & Phrases	Job Requirements	My Qualifications				<p style="text-align: center;">Am I qualified to apply to this job?    <input type="checkbox"/> Yes    <input type="checkbox"/> No</p>		
Job Posting Analysis: Keywords and Details													
Keywords & Phrases	Job Requirements	My Qualifications											
<p style="text-align: center;">Am I qualified to apply to this job?    <input type="checkbox"/> Yes    <input type="checkbox"/> No</p>													
5	<p>Ask yourself: “Am I qualified to apply to this job?”</p> <ol style="list-style-type: none"> <li>a. If no, go back to your list of job postings and look for another job that is a better match for your qualifications.</li> <li>b. If yes, continue to Step 6.</li> </ol>												
6	<p>Ask yourself “Will this job help me reach my goals?”, “Does the job description interest me?”, and “Can I see myself working in this job for 8 hours a day?”</p> <ol style="list-style-type: none"> <li>a. If yes to all these questions, you may be ready to apply for the job!</li> </ol>												

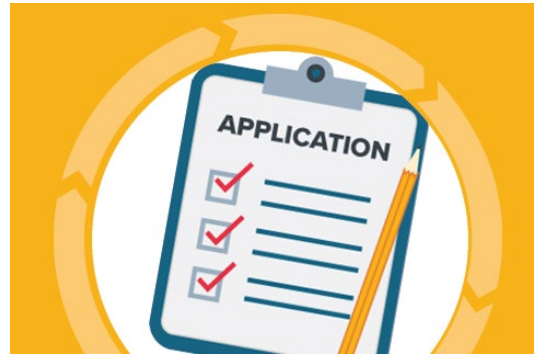
## 4.7 Completing a Job Application

The job application process is not universal—no two companies follow the exact same process or protocols. To apply for the job, you must follow the directions the company has provided. Most job vacancy announcements clearly state how to apply. You may be required to submit your resume and cover letter by email, in person, or through a job board or company employment website.






Many company job portals allow you to apply directly online by establishing a user account and profile in the company's system. Once you are set up in the system and you decide to apply for a position, your application will go directly into the company's applicant tracking system (ATS).

ATSs are programmed to scan for keywords, former employers, years of experience, and schools attended to identify candidates of interest. This can expedite the process for the employer and for the candidate while allowing you to track and monitor the status of your application to determine where you are in the process.

Below are some tips for filling out a job application.



### Tips for Filling Out a Job Application

-  **Read and follow application instructions carefully.** Complete each field as requested. For hard copy applications, complete the application as neatly as possible.
-  **Keep your application consistent with your resume.** Tailor your answers to the job you are seeking. Do not provide negative information but answer the questions truthfully. Copy and paste from your resume where applicable.
-  **Update your resume and cover letter.** Make sure your resume and cover letter are targeted to the position you are applying to. Always accompany your application with a resume and cover letter.
-  **Consistently save your information when completing an online application to protect your data.** Organizations may build a time-out feature into their online application system. Anything that is not saved before the system times out may be lost.
-  **Do not leave blank spaces.** Employers may be required to have a complete application. If there are questions that do not apply to you, respond with “N/A” or “not applicable.” **Never** write “see resume” on the application, as this may imply that you are disinterested in the position.



**Do your salary research.** Employers may have you list your salary requirements, and your answer could be a deal breaker. It is okay to say “open” or “negotiable.” If those are not options, provide a salary range based on your research for the position and company.



**Be prepared to provide references.** If an application requests references, provide accurate contact information.



**Proofread your application before submitting it.** Have someone else proofread your application to ensure that there are no typos, misspellings, or grammar errors.

## 4.8 After the Application Process

After you submit your application, you will need to proactively seek ways to get an invite to an interview. Do not sit around and wait for the call. There are a couple of things you can do to increase your chances of getting an interview.



### **Network. Network. Network.**

Utilize your professional contacts, LinkedIn, and other social media networks to connect to someone that works within the company. This individual can give you information about the hiring manager, the hiring process, and the inside scoop of the company’s culture. You can also ask your contacts with a connection to the hiring organization to put in a good word on your behalf.



### **Continue applying.**

Continue applying to other open positions that fit your skills and experience. The more applications you have in play, the better chance you have of getting an interview.



5

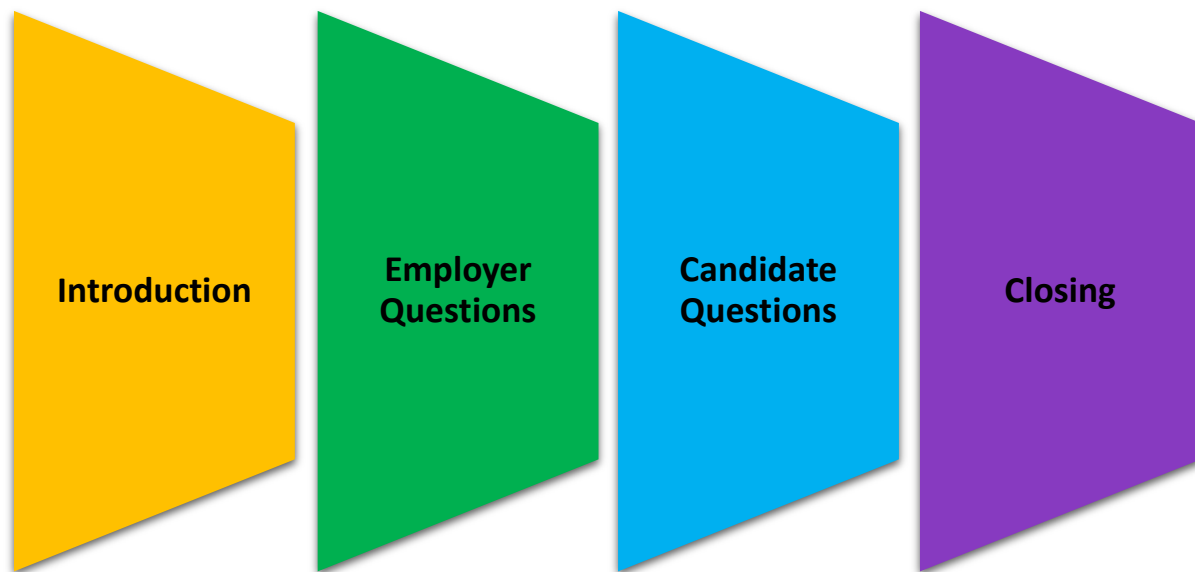
# Interviewing for a Job

## Section 5 Interviewing for a Job

The interview represents one of the most critical stages of the employment process. It is your opportunity to truly market yourself to a prospective employer. In this section, you will learn the stages of an interview and interview questions, and you will have the chance to practice your interview skills.

### 5.1 Stages of an Interview

While every interview may be very different, there are four typical stages of an interview. The more you understand each stage and what is expected of you, the better your chances of being selected.



#### Introductory Stage

The interviewer will form an initial impression that can contribute to acceptance or rejection. The decision to hire begins at this stage.

You should build rapport that can extend throughout the interview. You should smile, introduce yourself to the employer and offer a firm handshake. You can also make appropriate small talk to break the ice but stay away from controversial subjects. 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. It is fine to ask for a business card to have for your records and later use. Throughout your interview project enthusiasm, confidence, and respect.

### **Employer Questions**

Most interviewers use a standard set of interview questions as each interviewed candidate must be treated the same. 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.

### **Candidate Questions**

You will often be asked if you have questions for the interviewer and can ask two to three questions to gauge the organization's fit to your standards and criteria. Ideally you should have 6-7 questions prepared.

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.

### **Closing Stage**

During the last few minutes, take the time to end on a positive note. Reiterate your interest in the position and 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, and on your way out, say goodbye to anyone you see who may have helped you.

## **5.2 Types of Interview 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. In general, employers are looking for the answers to the following three questions:

1. Does the candidate have the skills and abilities required 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?

### **Traditional Interview Questions**

Traditional interview questions are broad-based. Here are the three most common traditional interview questions along with what they want to know (the meaning), how you can respond (answer), and an example response.



Question	Meaning	Answer	Example
<b>Tell me about yourself.</b>	What value can you bring to the organization?	Start off with your work experience and highlight 2 to 3 skills you want the interviewers to know about you. Wrap up your answer by talking about how your prior experience has prepared you for this position.	I have been a pilot for over 20 years in the Marine Corps, and I absolutely love flying. I got a chance to travel all over the world and flew all types of aircraft, so I had an exciting time. While I was serving in the Marines, I finished my bachelor's in aviation. I have my FAA Airframe and Power plant License along with an unrestricted ATP certificate. Now, I'm looking for an opportunity to share my passion of flying with new pilots, and I believe this position is a great fit for me.
<b>Why should we hire you?</b>	How are you the best candidate for the job?	Make sure you explain how you meet the required qualifications for the job.	I believe my experience and qualifications are a perfect match for this position. I have a bachelor's degree and over 20 years of experience in aviation. I also have teaching experience from being an adjunct at Broward Community College. I understand student learning outcomes and the student population at a community college.
<b>Why do you want this job?</b>	What do you know about the job and the company?	Be specific about what makes you a good fit for this role and mention aspects of the company and position that appeal to you the most.	Two things I love the most are flying and teaching. I feel that I can do both things within this position. As an adjunct instructor at Broward Community College, I thoroughly enjoyed teaching the students about aviation and helping them find their passion in life. Your program is recognized as one of the best aviation programs in the world, and I would like to be part of it. I am confident that my experience, knowledge, and expertise in aviation will help grow the program.

**Behavioral Interview Questions**

<p>Behavioral questions request descriptions about how you have behaved in past situations, and your answers are predictors of how you might behave on the job.</p>	<ul style="list-style-type: none"><li>• Tell me about a time when you had to implement a major project.</li><li>• Have you had to convince a team to work on a project that the team members were opposed to? How did you handle that situation?</li><li>• Have you ever encountered conflict with a coworker? How did you overcome that conflict?</li><li>• What is your management style? Is it different from your leadership style?</li></ul>
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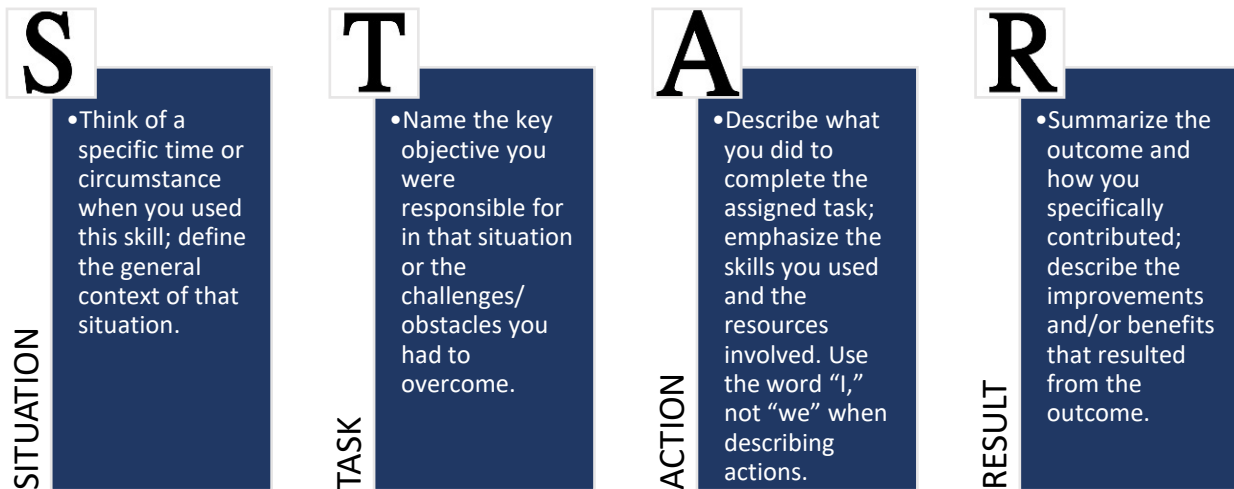
**Situational Interview Questions**

<p>Situational questions present you with a scenario that could happen to gauge your skills (problem solving, conflict resolution, etc.) or your personality (integrity, mindfulness, etc.).</p>	<ul style="list-style-type: none"><li>• If you were busy meeting a deadline and a coworker asked you to help make copies, what would you say?</li><li>• If one of your supervisors tells you to enter more sales contacts than you made, what would you do?</li></ul>
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You can improve your chances for success if you practice answering questions using the STAR method—Situation, Task, Action, Result—as much as possible.

### 5.3 STAR Method for Interview Questions

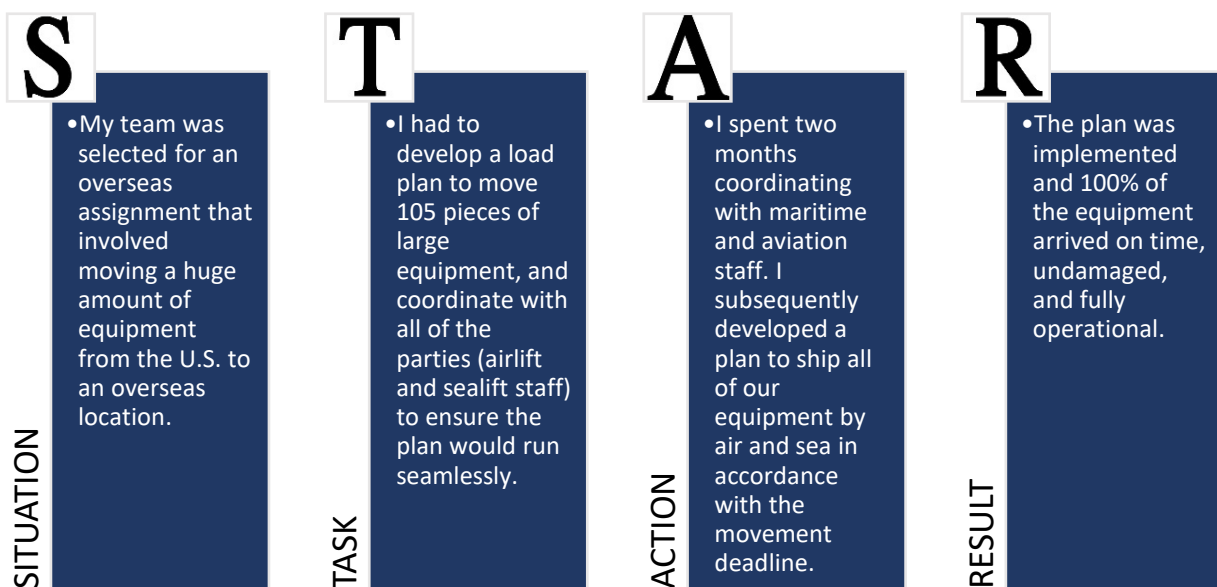
The STAR method is an excellent method for developing responses to behavioral and situational interview questions, as it helps you to discuss the specific situation, task, action, and result of the situation you are describing.



Be sure to follow all parts of the STAR method. Be as specific as possible without rambling or including too much information. Eliminate any examples that do not paint you in a positive light.

Here is an example of how you can use the STAR method to plan your answer to the following interview question:

**“Provide an example of a goal you reached and tell me how you achieved it.”**



**NOTE:** Find additional interview questions with coaching suggestions in Appendix 9.1 to practice using the STAR method when formulating answers.

# 6

## Receiving a Job Offer

## Section 6 Receiving a Job Offer

Receiving a job offer is the most exciting stage in the employment process. But before you say “yes,” it is important to evaluate the job offer first. In this section, you will learn how to evaluate a job offer to ensure it meets your career goals.

### 6.1 Evaluating a Job Offer

Your decision to accept a job offer should not be based solely on the salary. While salary is important, you also need to evaluate the job, the company, and the opportunity for growth. You want to ensure that this career fits within your interests, values, workstyles, and aligns with your career goals. Think long-term when evaluating the job offer, not short-term.

Below are some factors to consider when evaluating a job offer:



Factors	Yes	No
<b>Job/Position</b> How does this job fit into your long-term career plans? Is this the job you want to do or just a means to an end? Also consider the job title, responsibility level, number of people you manage, reporting structure, etc.		
<b>Career Growth Potential</b> Will you have a chance to make decisions and/or lead or manage groups? Are there promotion opportunities? Can you learn skills that are easily transferable?		
<b>Company</b> Does the company have financial difficulties? Is the company in good standing with their customers?		
<b>Work/Life Balance</b> Will you be on call all the time? Do you have rigid work hours, or can you work flex time? Can you work from home part of the time? Will you be required to work night shifts, or weekends and holidays?		
<b>Commute</b> How long is the commute? Long commutes can have a negative impact on both your health and your cash flow—especially with rising gas prices. A long commute also cuts into your quality of life because it takes you away from your family longer every day.		
<b>Travel Requirements</b> Are you required or expected to travel? How far and how often?		
<b>Benefits &amp; Perks</b> Does the healthcare package meet your needs? Consider other important benefits: 401(k) plan, pension plan, vacation time, sick time, disability, life insurance, tuition reimbursement, sponsored daycare, etc.		
<b>Salary/Compensation</b> Does the salary meet your requirement? Also consider factors such as commission, bonuses, stock options, and projected salary increases.		



7

# Communicating Your Decision

## Section 7 Communicating Your Decision

After you receive a job offer, you have the option to accept, delay, or decline the offer. Whatever you decide, be sure to communicate your decision with the business within 24 to 48 hours, either verbally or in writing. If the offer was made verbally, a verbal response is enough. If the offer was made in writing, a written response is required. When you receive a job offer, it is important that you follow the accompanying instructions and meet all prescribed deadlines.

This section will provide you with guidelines for communicating your decision with your employer as well as how to negotiate for a better job offer.

Accept	Delay	Decline
<p>Accepting a job offer is a big decision. 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.</p> <p>If you are accepting the position, be sure to thank them for the opportunity, and verify the:</p> <ul style="list-style-type: none"> <li>• Salary</li> <li>• Benefits</li> <li>• Position</li> <li>• Start date</li> </ul>	<p>The employer may expect you to request time to consider the offer or to make a counteroffer. Make sure you start by relaying your appreciation for the job offer. Then ask what the deadline is to get back with your decision.</p> <p><b>Example:</b> “Thank you so much for the job offer. 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?”</p>	<p>If you decided to reject the offer, communicate quickly with the employer, and express your gratitude for their time.</p>

### Email template example for how to decline a job offer:

---

Subject line: Job Offer – [YOUR NAME]

Dear Mr. Johnson,

Thank you very much for offering me the position of Clinical Nurse. However, I have decided that this is not the right fit for my career goals at this time.

I sincerely enjoyed our dialog as well as discussions with your team, and I very much appreciate you taking the time to share information about the role and vision of WakeMed.

Again, thank you for your time and consideration; best wishes in your continued success.

Sincerely,

---

## 7.1 Negotiating Job Offers

You may receive an offer that includes a mix of desirable and undesirable elements. Rather than turning down the offer, you may want to consider negotiating the terms of the offer with the employer.

Before you decide to negotiate, you must make some decisions. First, be sure the issue is so serious that you would not take the job unless it was changed. Look back at the job evaluation checklist from the last section to identify which items are the unacceptable ones on your list.



▷ **Salary**

If money is the issue, be sure you research and know the salary for the position in your market and the range you will accept. Having a range allows for compromise.

For example, you can say, “According to my research, I was expecting something more in the \$\_\_\_\_\_ to \$\_\_\_\_\_ range based on the position and my experience and skills.”

If the employer is not willing to flex on salary, you may want to negotiate other terms of the offer instead.

▷ **Schedule Flexibility**

Time is money. You can negotiate for more vacation days, flex time, and the ability to telecommute. These options can help maintain a healthy work-life balance and make the job more attractive to you.

▷ **Education & Training**

Negotiate for the employer to pay the tuition for a degree program or the cost of earning a professional certification. This option will help increase your skill set and add value to the organization.

▷ **Travel Reimbursement**

Gas, parking, and toll costs can add up quickly. You can negotiate for travel reimbursement on gas, parking fees, and toll fees.

Be creative! These little things can make a big difference in your quality of life.



## 7.2 How to Negotiate



An in-person negotiation offers the advantage of addressing the employer's objection(s) on the spot. If the job you are applying for is one where an offer may be made at the end of the interview, you should be prepared to negotiate at that point.



An in-writing negotiation can give you the opportunity to word your remarks carefully. It gives the employer a chance to evaluate your ideas, talk them over with others, and make a counteroffer. It avoids instant refusal. Remember to keep the letter positive and factual.

Whether negotiations are performed in person or in writing, you must think like an employer and strategize. Use the following negotiation tips:

- Start your negotiations with appreciation and excitement about the offer.
- Explain and justify why you are requesting the specified changes to the initial offer.
- Evaluate where you meet or exceed the job preferences or requirements.
- Discuss the skills and experience that you offer and provide a range that would match with your knowledge, skills, and experience.

### Written Negotiation Example for a Higher Base Salary:

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Dear Mrs. Patel:

Thank you for offering me the Assistant Director position. I would like to express again how excited I am to begin working for your company.

Before I can accept, however, I would like to discuss the matter of compensation. As we discussed in the interviews, I have two more years of experience and formal training than you required in the job description. My eight years of expertise overseeing technical operations combined with my current active Top Secret, SCI clearance will allow me to engage in operations that are vital to the organization with little to no delay or additional cost to the company.

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 \$56,000 to \$62,000 would be the market value of the knowledge and experience I bring to this position.

I can certainly see a future for myself at the company, and I'm confident that I can bring a lot of value. I know that we can come to a mutual agreement on an acceptable salary.

Thank you for your time,

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### **7.3 Negotiation Outcome**

Remember, this is a collaborative negotiation where you and the employer want a positive outcome. If necessary, you can accept the offer as presented or thank them for their offer and respectfully decline. If you are unable to find middle ground during your negotiations with your employer and you choose to decline their offer, you should walk away with confidence that, just as this employer has seen the value in your skills, experience, and education, other employers will do the same.



8



**Summing It Up**

## Section 8 Summing It Up

Congratulations! You have taken significant steps toward setting yourself up for success. There will be many more steps you need to take to get ready for your transition but know that you have a network of supporters to assist you on your journey. You are not alone.

In this training you have:

- ✓ Conducted occupational research and job search for selected careers to complete the Gap Analysis.
- ✓ Learned about the civilian work environment and how to market yourself effectively to a future employer.
- ✓ Used the STAR method to write your achievement statements.
- ✓ Learned the basic sections of a resume.
- ✓ Drafted an employment history outline.
- ✓ Drafted a professional introduction to use for networking.
- ✓ Identified your network contacts.
- ✓ Drafted a headline and summary for your LinkedIn profile.
- ✓ Analyzed a job vacancy posting and connected your skills and abilities with the needs of an employer.
- ✓ Learned appropriate verbal responses to interview questions.
- ✓ Learned the relevant factors in evaluating a job offer.

You are informed, prepared, and well on your way to a successful transition to a new and rewarding career.

9

# Appendix

## Section 9 Appendix

### 9.1 Practice Answering Interview Questions

You can improve your chances for success if you practice answering questions. Read the following questions and the coaching guidelines below them. Then, write down your own personal answers using the STAR method as much as possible.

**1. Tell me about yourself.**

*Talk for approximately two minutes. Be logical. Be positive. Show some of your personality but relate what you say about yourself to the job.*

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**2. Why are you leaving your current position? Why did you decide to leave the military?**

*This is a critical question. Do not badmouth your former employer, service branch, or previous supervisors. Remember, the person you are talking to may have served in the military or may have a child, spouse, or sibling currently on active duty. It is good to state that after long, careful consideration, you and your family have decided it was time to consider opportunities in the civilian workforce.*

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**3. What do you consider your most significant accomplishment?**

*This can get you the job. Prepare extensively. Tell a short story that includes details of your professional involvement. Describe an accomplishment that was truly worth achieving. Include challenging work, deadlines, overcoming obstacles, important company issues, and relations with coworkers.*

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**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.*

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## 9.2 Example Chronological Resume

### MARK S. DAY

Cell: 222-333-1234

msday@anyemail.com

#### PROFESSIONAL EXPERIENCE SUMMARY

Over five years military experience in the U. S. Marine Corps working with diverse populations including other branches of the military, federal civilian employees, government contractors and foreign nationals. Able to complete assignments on time while ensuring compliance to regulations, policies, and procedural information. Experienced in using hands-on problem-solving methods. Good spatial awareness and skilled negotiator.

- Communication Personal
- Management
- Problem Solving
- Punctual
- Decision Making
- Research / Analysis
- Adaptable to Change
- Project Coordination
- Inventory Control

#### WORK HISTORY

U. S. Marine Corps  
Team Lead

August 2016 – July 20xx  
Camp Lejeune, NC

- Delegated work to 7 personnel based on priorities, selective consideration of the difficulty and requirements of assignments and the capabilities of the employees, set and adjusted short-term priorities, prepared schedules for completion of work and evaluated work performance.
- In charge of battery office supplies and acquisition including the office credit card operating within the annual budget constraints of 10K.
- Justified the purchase of new equipment, improved work methods, and procedures used to streamline assignments and increase productivity.
- Read manuals on weapon and vehicle maintenance to perform inspections and ensure necessary repairs were conducted. Used step-by-step instructions while referring to manual for identification of specific parts. Completed required requisition forms to ensure timely and efficient use of supplies.
- Created “hip-pocket” informal training classes for numerous topics including weapon systems and maintenance, vehicle systems and maintenance, and position improvement to provide instruction to groups ranging from 5 – 40 participants using manuals and hands-on applications.

#### EDUCATION

Mountain View High School, Dallas, TX, diploma

2017

#### TRAINING AND AWARDS

Leading Marines, 6-week Marine Corps Leadership course

2020

Field Artillery Cannoneer, 12-week Marine Corps Entry Level Instruction course

2018

### 9.3 Example Combination Resume

#### HUNTER ADAMS

(999) 555-4900

Hunter.J.Adams@googlemail.com

Over 10 years' experience working with and supervising personnel in the transportation field.

#### WORK EXPERIENCE:

##### TRANSPORTATION

- Recognized for driving over 8,000 accident-free miles over extremely challenging and hazardous terrain while successfully transporting approximately 974 pieces of equipment.
- Operated multiple heavy equipment vehicles and maintained Class A license over 8 years.

##### MAINTENANCE

- Performed thorough preventive maintenance on assigned operating systems maintaining a 100% vehicle operational readiness.
- Accountable for maintaining four heavy equipment transporters and four 70-ton semi-trailers valued more than \$900K with 100% readiness rate.
- Maintained equipment using various vehicle technical manuals, manufacturers updates and maintenance bulletins and the organizations standard operating procedures.

##### INVENTORY CONTROL

- Proven accuracy and efficiency in inventory maintenance resulted in a promotion ahead of schedule and before end of probationary period.
- Tracked daily shipments maintaining a 98% accurate inventory for 500-line items of electronic parts over 2 years.
- Received shipments and distributed parts to proper location in 16,000 square-foot warehouse maintaining zero loss.
- Input all inventory changes into the computer using Excel spreadsheet as single-source document.

#### WORK HISTORY:

Transportation Operator, U.S. Army, Fort Hood, TX, September 2016 – April 2020

Shipping and Receiving Clerk, Air Ops, Phoenix, AZ, January 2016 – September 2016

#### EDUCATION AND RELATED TRAINING:

- Continuing Studies: Online General Course, Central Texas College, Killeen, TX, currently enrolled
- John Marshall High School diploma, Phoenix, AZ, 2015

##### United States Army Training

- Military Commercial Driver's License Course to Class "A" Standards, 2019
- Fuel Handler Motor Transport Operators Courses. 2018



## 9.4 Website Guide

### ACTIVE-DUTY RESOURCES AND OPPORTUNITIES

- Community College of the Air Force:  
[www.airuniversity.af.mil/Barnes/CCAF/](http://www.airuniversity.af.mil/Barnes/CCAF/)
- Credentialing Opportunities On-Line for active-duty Service Members (by branch of service):
  - U.S. Army credentialing opportunities online website  
<https://www.cool.osd.mil/army/index.htm>
  - Department of the Navy credentialing opportunities online website  
[www.cool.navy.mil/usn/](http://www.cool.navy.mil/usn/)
  - U.S. Marine Corps credentialing opportunities online website  
[www.cool.navy.mil/usmc/](http://www.cool.navy.mil/usmc/)
  - U.S. Air Force credentialing opportunities online website  
<https://afvec.us.af.mil/afvec/Public/COOL/>
  - Coast Guard credentialing opportunities online website  
<https://www.cool.osd.mil/uscg/>
- Voluntary Education - information related to attending college while still on active duty: [www.dantes.doded.mil](http://www.dantes.doded.mil)
- DoD SkillBridge overview of program requirements and eligibility:  
[www.dodskillbridge.com](http://www.dodskillbridge.com)
- United Services Military Apprenticeship Program (USMAP) information and instructions:  
<https://usmap.netc.navy.mil/usmapss/status/index.htm>

- Free online classes:
  - [www.coursera.org](http://www.coursera.org)
  - <http://www.edx.org/>
  - [www.linkedin.com/learning](http://www.linkedin.com/learning)

### AMERICORPS

- AmeriCorps positions and profiles of Veterans who served in AmeriCorps:  
[www.AmeriCorps.gov/veterans](http://www.AmeriCorps.gov/veterans)

### AMERICAN JOB CENTER

- U.S. Department of Labor online portal for Veterans; Click “Find a Job” and enter your location in the “American Job Center Finder”: [www.veterans.gov/](http://www.veterans.gov/)

### APPRENTICESHIP

- Apprenticeship USA Toolkit answers to FAQs about apprenticeships:  
[www.dol.gov/apprenticeship/toolkit/toolkitfaq.htm](http://www.dol.gov/apprenticeship/toolkit/toolkitfaq.htm)
- CareerOneStop apprenticeship finder:  
[www.careeronestop.org/Toolkit/Training/find-certifications.aspx](http://www.careeronestop.org/Toolkit/Training/find-certifications.aspx)
- Department of Labor Employment and Training Administration general information about apprenticeships and access to contact information for regional and local state apprenticeship agencies:  
[www.apprenticeship.gov/](http://www.apprenticeship.gov/)

### ASSESSMENT

- CareerScope®:  
<https://dol-vets.careerscope.net/assessment>
- O\*NET Interest Profiler:  
[www.mynextmove.org/explore/ip](http://www.mynextmove.org/explore/ip)

**CAREER EXPLORATION**

- Bureau of Labor Statistics Occupational Outlook Handbook provides occupation descriptions: [www.bls.gov/ooh/](http://www.bls.gov/ooh/)
- O\*NET military-to-civilian occupation translator: [www.onetonline.org/crosswalk/MOC/](http://www.onetonline.org/crosswalk/MOC/)
- My Next Move for Veterans search by keyword, industry, MOS: [www.mynextmove.org/vets/](http://www.mynextmove.org/vets/)

**CERTIFICATION**

- The CareerOneStop Certification Finder tool can identify available certifications by keyword or by occupation: [www.careeronestop.org/Toolkit/Training/find-certifications.aspx](http://www.careeronestop.org/Toolkit/Training/find-certifications.aspx)

**HIRE VETERANS**

- Employers recognized for hiring veterans [www.hirevets.gov](http://www.hirevets.gov)

**HOMELESSNESS**

- Homeless Veterans' Reintegration Program (HVRP) helps Veterans experiencing homelessness gain meaningful employment via services that include job placement, career counseling, workshops, and resume writing assistance: [www.nvtac.org/grantees](http://www.nvtac.org/grantees)
- VA crisis line at (800) 273-8255, press 1
- The United Way's search page: [www.211.org](http://www.211.org)
- The National Coalition for Homeless Veterans' list of community-based organizations: [www.nchv.org/index.php/help/help/locate\\_or\\_ organization](http://www.nchv.org/index.php/help/help/locate_or_ organization)
- The National Community Action Partnership site. <https://communityactionpartnership.com>

Click on the Find Your CAA link at the top of the page, then click on Community

- Action Agency Directory: <https://communityactionpartnership.com/>
- The Department of Housing and Urban Development Exchange site. Resources for Homeless Veterans and Homeless Veteran Service Providers: [www.hudexchange.info/veterans/](http://www.hudexchange.info/veterans/)
- The Department of Health and Human Services Resources: <https://www.hhs.gov/programs/social-services/homelessness/index.html>
- State and County Veterans Affairs Offices: [va.gov/](http://va.gov/)

**INTERNSHIPS**

- AmeriCorps program descriptions and application for national community service opportunities: [www.nationalservice.gov/programs/ameri-corps](http://www.nationalservice.gov/programs/ameri-corps)
- USAJOBS Pathways for federal government internships: [www.usajobs.gov/StudentsAndGrads](http://www.usajobs.gov/StudentsAndGrads)
- U.S. Chamber of Commerce internship opportunities: [www.uschamber.com/about-us/careers/internship-opportunities](http://www.uschamber.com/about-us/careers/internship-opportunities)

**JOB SEARCH ENGINE**

- The National Labor Exchange (NLx) database of job openings in public, private, and nonprofit sector organizations: <https://usnlx.com/>
- The National Labor Exchange (NLx) Virtual Job Search: <https://virtualjobs.usnlx.com/>

- CareerOneStop, a great resource for career exploration, training and jobs:  
[www.careeronestop.org/JobSearch/job-search.aspx](http://www.careeronestop.org/JobSearch/job-search.aspx)

- U.S. Department of Labor Veteran’s portal; click link to find jobs:  
<https://www.veterans.gov/>

- USAJOBS houses most federal job vacancy announcements: [www.usajobs.gov/](http://www.usajobs.gov/)

### JOINT SERVICES TRANSCRIPT (JST)

- Joint Services Transcript information and access: <https://jst.doded.mil/jst/>

### LABOR MARKET INFORMATION

- Bureau of Labor Statistics site for comprehensive and up-to-date LMI; provides deep dive into current economic situation in the United States:  
[www.bls.gov/](http://www.bls.gov/)
- Bureau of Labor Statistics resources for jobseekers:  
[www.bls.gov/audience/jobseekers.htm](http://www.bls.gov/audience/jobseekers.htm)
- CareerOneStop links to up-to-date industry trends, career trends, occupation profiles, business finder and job finder tools:  
[www.careeronestop.org/](http://www.careeronestop.org/)
- O\*NET data on emerging careers; including descriptions, outlook, wages and relevant in-demand technologies:  
[www.onetonline.org/](http://www.onetonline.org/)

### LICENSING

- The CareerOneStop License Finder tool can help you determine if an occupation is licensed in a state and provide links to the state agency website for information on requirements and how to apply:

[www.careeronestop.org/Toolkit/Training/find-licenses.aspx](http://www.careeronestop.org/Toolkit/Training/find-licenses.aspx)

### SOCIAL MEDIA

- Build and engage with a professional network. Access knowledge, insights, and opportunities:  
[www.linkedin.com](http://www.linkedin.com)
- Access tutorials on how to use LinkedIn and other social media platforms:  
<https://www.linkedin.com/learning/>
- Stay connected with friends, family, and community: [www.facebook.com](http://www.facebook.com)
- Online news and social networking service on which users post and interact with others:  
[www.twitter.com](http://www.twitter.com)

### TECHNOLOGY

- CareerOneStop alphabetical list of “hot” technologies:  
[www.onetonline.org/search/hot\\_tech/](http://www.onetonline.org/search/hot_tech/)

### TRANSITION ASSISTANCE PROGRAM

- TAP Virtual Curriculum:  
<https://tapevents.org/courses>
- Small Business Administration website has resources for Veterans who want to start their own businesses:  
[www.SBA.gov/bootstobusiness](http://www.SBA.gov/bootstobusiness)

### UNEMPLOYMENT RESOURCES

- The Unemployment Compensation for Ex-servicemembers (UCX) program provides benefits for eligible ex-military personnel:  
[www.servicelocator.org/OWSLinks.asp](http://www.servicelocator.org/OWSLinks.asp)
- Reemployment Services and Eligibility Assessment (RESEA) Program assists Veterans to find training, jobs or services needed to prepare for employment: [rc.workforcegps.org/](http://rc.workforcegps.org/)

**USMAP**

- United Services Military Apprenticeship Program (USMAP) information and instructions:  
<https://usmap.netc.navy.mil/usmapss/stat ic/index.htm>
- U.S. Department of Labor Employment and Training Administration link for USMAP:  
[www.apprenticeship.gov/service-members-and-veterans](http://www.apprenticeship.gov/service-members-and-veterans)

**VA BENEFITS AND PROGRAMS**

- U.S. Department of Veterans Affairs comparison tool for finding estimated benefits by school or program:  
[www.va.gov/gi-bill-comparison-tool](http://www.va.gov/gi-bill-comparison-tool)
- U.S. Department of Veterans Affairs summary of GI Bill benefits, eligibility, and links to payment rates:  
[www.va.gov/education/about-gi-bill-benefits/](http://www.va.gov/education/about-gi-bill-benefits/)
- U.S. Department of Veterans Affairs explanation of work-study program:  
[www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/work-study/](http://www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/work-study/)
- U.S. Department of Veterans Affairs GI Bill benefits for licensing and certification:  
[www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/test-fees/](http://www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/test-fees/)
- U.S. Department of Veterans Affairs information about the Yellow Ribbon program. Includes links to see participating schools and current payment rates:  
[www.va.gov/education/about-gi-bill-benefits/post-9-11/yellow-ribbon-program/](http://www.va.gov/education/about-gi-bill-benefits/post-9-11/yellow-ribbon-program/)

- U.S. Department of Veterans Affairs GI Bill benefits for apprenticeships or OJT:  
[www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/on-the-job-training-apprenticeships/](http://www.va.gov/education/about-gi-bill-benefits/how-to-use-benefits/on-the-job-training-apprenticeships/)
- U.S. Department of Veterans Affairs GI Bill information for degree granting institutions:  
[www.benefits.va.gov/gibill/higher\\_learning.asp](http://www.benefits.va.gov/gibill/higher_learning.asp)
- U.S. Department of Veterans Affairs GI Bill information for vocational/technical training:  
[www.benefits.va.gov/gibill/non\\_college\\_degree.asp](http://www.benefits.va.gov/gibill/non_college_degree.asp)

**VETERANS' RESOURCES**

- Small Business Administration has resources for Veterans who want to start their own businesses:  
[www.SBA.gov/bootstobusiness](http://www.SBA.gov/bootstobusiness)
- U.S. Department of Labor online portal for Veterans; Click "Find a Job" and enter your location in the "American Job Center Finder":  
[www.veterans.gov/](http://www.veterans.gov/)
- Veterans Benefits Administration information about Veterans' benefits, including education and training:  
[www.va.gov/education/](http://www.va.gov/education/)
- Veteran Readiness and Employment (VR&E):  
[www.va.gov/careers-employment/vocational-rehabilitation/](http://www.va.gov/careers-employment/vocational-rehabilitation/)



## Notes

# YOUR FEEDBACK IS IMPORTANT

## TELL US WHAT YOU THINK

The Transition Assistance Program (TAP) Participant Assessment is located at:

<https://www.dodsurveys.mil/tgpsp/>

The TAP Participant Assessment is a critical evaluation tool used to gain feedback on TAP, facilities, facilitators, curriculum, and materials. Feedback is reviewed quarterly and used to make improvements to TAP. Participant feedback is essential to ensure a quality program.

**Assessments are available for the following:**

**CORE CURRICULUM**

- Managing Your Transition
- MOC Crosswalk
- Financial Planning for Transition
- VA Benefits and Services
- Employment Fundamentals of Career Transition

**AVAILABLE TRACKS**

- Employment: DOL Employment Workshop
- Education: DoD Managing Your Education
- Vocational: DOL Career and Credential Exploration
- Entrepreneurship: SBA Boots to Business

**Examples of curriculum updates made based on Service member feedback include:**

- Provided a list of website resources after each module.
- Removed unnecessary or obsolete information.
- Added information pertaining to healthcare, life insurance, and SBP options after transition.
- Added more hands-on activities and enhanced content on American Job Center resources, social media, and resume examples.

**TAKE A PICTURE OF OR SCAN THE QR CODE BELOW WITH YOUR PERSONAL DEVICE TO BEGIN THE ASSESSMENT**



**PLEASE NOTE:**

- Each assessment should be completed at the end of each module.
- Participation in the assessment is anonymous. You will be asked to re-enter your background information for each assessment (such as component and time until separation).

