

# BEST CAREERS FOR VETERANS

Transitioning to Civilian Life







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# INTRODUCTION

Joining the military is a pretty simple process—just about as easy as signing on the designated line. But separating from military service can be a complex and involved process for a variety of reasons. Depending on how long you’ve been in the military, transitioning to civilian life can be a challenge in many ways, some predictable and some totally unexpected.

Foremost on the minds of the majority of transitioning servicemembers is what they will do when they get out. Some soldiers returning home to the United States are finding they still have a fight on their hands, but this time it’s for jobs. You’ve likely heard a few horror stories, talked to some disgruntled veterans, and may be wondering if you can make it once you get out. There’s a lot to consider, and only you can decide what’s best for you.

Despite good economic performance and job growth in certain employment areas, federal labor statistics show nearly one-in-five veterans between the ages of 20 and 24 are unemployed, a number three times the national average. Luiz Arrango joined the Navy in 2000. After serving as an aviation machinist mate for four years, he returned to his Chicago neighborhood at age 24 and found himself struggling to locate career options that offered the same challenge. Eventually, he did find a good job, but Luiz believes a major obstacle for him was the employer’s lack of understanding of how the skills he acquired in the Navy matched their open positions.

“My military background definitely proved to be an asset,” Luiz says. “While employers did recognize that being in the military involves hard work and

results, it was difficult for them to see why an aviation machinist was the right fit for their job.”

Obstacles in career planning can also affect veterans who are more seasoned in the civilian workforce. Paula Reese, a 37-year-old Milwaukee native who has served in the National Guard for 18 years, was deployed to Kuwait in 2004. Prior to her departure, she worked as an operations manager for a large business. When she returned home one year later, she was rehired by her employer with the same seniority and pay, but in a different position. Paula was unhappy with the new position and left to search for a new job. After six months with no real prospects, she realized her predicament. “It can be difficult to pinpoint military-friendly employers who are willing to take a gamble on an employee who can be deployed at any time and who will make available the same opportunities when that servicemember returns,” she says of her experience.

The military is an amazing and life-changing experience for practically every servicemember. It is a great career opportunity, but it can be difficult when transitioning back to the civilian world. However, there is definitely some good news worth considering—many companies are eager and willing to hire veterans. The following reasons are cited by the U.S. Department of Labor to demonstrate why employers are looking to hire veterans.

*Integrity*—Veterans know what it means to do an honest day’s work. Prospective employers can take advantage of a track record of integrity, one that often includes security clearances. This integrity translates into qualities of sincerity and trustworthiness.

*Leadership*—The military trains people to lead by example, as well as through direction, delegation, motivation, and inspiration. Veterans understand the practical ways to manage behaviors for results, even in the most trying circumstances. They also know the dynamics of leadership as part of both hierarchical and peer structures.

*Accelerated learning curve*—Veterans have the proven ability to learn new skills and concepts. In addition, they enter the workforce with identifiable and transferable skills that are proven in real-world situations. This type of strong background can enhance an organization’s productivity.

*Technology and Globalization*—Their experiences in the service have made many veterans aware of international and technical trends pertinent to business

and industry. Vets can bring the kind of global outlook and technological savvy that businesses of any size need to succeed.

*Teamwork*—Veterans understand that genuine teamwork grows out of a responsibility to one’s colleagues. Military duties involve a blend of individual and group productivity. They also necessitate a perception of how groups of all sizes relate to each other and reach an overarching objective.

*Awareness of health and safety standards*—Thanks to extensive training, veterans are aware of health and safety protocols, both for themselves and the welfare of others. Individually, they represent a drug-free workforce that is sensitive to maintaining personal health and fitness. On a corporate level, their awareness and conscientiousness translate into protection of employees, property, and materials.

*Experience with diversity and inclusion*—Veterans have learned to work side-by-side with a diverse pool of individuals (i.e., race, gender, geographic origin, ethnic background, religion, or economic status, as well as mental, physical, and attitudinal capabilities). They have the sensitivity to cooperate with many different types of individuals.

*Performance under pressure*—Veterans understand the rigors of tight schedules and limited resources. They have developed the capacity to accomplish priorities on time, in spite of tremendous stress. They understand the critical importance of staying with a task until done right.

*Respect for protocol and procedures*—Through their military service, veterans have gained a unique perspective on the value of accountability. They can grasp their place within an organizational framework and become responsible for subordinates’ actions to higher supervisory levels. They know how policies and procedures serve to strengthen an organization.

*Triumph over adversity*—In meeting the challenges of military service, veterans have likely proven their determination in mission-critical situations that demand flexibility, stamina, and endurance. Some will have overcome personal disabilities through strength and determination.

*Educated Workforce*—According to CareerCommandPost.com, the website for the Military Transition Group, more than 95% of all military personnel have high school diplomas, over 35% have some college experience, and 25% have college degrees. In addition, all military personnel have received specialized



professional or technical training and continue to take courses to advance their skills and expertise.

Military-friendly companies acknowledge that recruiting veterans is a smart business choice. Military personnel represent some of the best-trained candidates in the job market. Veteran employees offer a unique blend of leadership and teamwork skills, as well as integrity, technology proficiency, and the ability to perform under pressure. In other words, it's worth the risk for employers.

Many employers appreciate your service and sacrifice, even if they don't understand it right away. Many companies are still looking for the characteristics and skills you gained as an experienced soldier, sailor, pilot, or marine.

*Best Careers for Veterans* contains a wealth of resources and information based on research, expert recommendations, and the experiences of real-life veterans. While their names have been changed, the stories and experiences highlighted in this book are from real people who, like you, served their country and found a way to have a life beyond the military.

By planning early for your transition, you can tap into the many resources available to help veterans. There's a lot of information that can often be confusing and sometimes even conflicting. This book pulls it all together, including an occasional VET VIP (Very Important Pointer), to help you focus on information that is critical to your transition success. At the end of each chapter you will find several REF pages that contain valuable reference information to help you in the transition process.

You are coming to the end of one of the most honorable acts of humanity—serving your country in the Armed Forces. Now that you have decided to trade your fatigues for civilian work clothes, do all you can to ensure a smooth transition for a successful and fulfilling life beyond the military. Once you have made the decision to leave, don't look back. Keep looking ahead, knowing that your military service has given you a great jump-off point for a successful future.

Your career transition may be a piece of cake or you may hit a few bumps in the road. If you don't lock into the kind of career you want right away, don't get discouraged. If you put the same energy and enthusiasm into your transition that you gave to your service responsibilities, you will succeed.

# SECTION I

## Starting Over: Getting a New Start Post-Service

- **CHAPTER ONE: Finding Yourself—Out of Uniform**

*There is a lot to consider in making the transition to civilian life, but hundreds of thousands of veterans have done it successfully, and so will you! Planning early for your transition and tapping into the right resources will make all the difference.*

- **CHAPTER TWO: The Military Is School: An Accelerated Course!**

*You deserve credit for your military service, and not just a pat on the back. Your service time could earn you college credit. Plus, your ability to communicate the training and experience you received and link them to the requirements of the job you desire may be the key to landing your next position.*

- **CHAPTER THREE: Creating Your Post-Military Resume**

*It's true that most civilian employers won't understand the significance of your military training and skills—unless you know how to translate them into a language an employer can understand. All you need is a few ideas for reworking your resume to maximize your chances of getting the job you want.*

- **CHAPTER FOUR: Mastering the Interview Process**

*Whether being interviewed by a patriot or a pacifist, interviews for veterans can be challenging. Doing a little prep work before the interview will help you counter preconceived and incorrect notions.*

- **CHAPTER FIVE: Networking—Using Your Military Connections**

*Let the people you met in the armed services and the people they know help you find your next career. You already have the network in place; now, make it a part of your strategy for finding the job that you want.*

## What Other Vets Are Saying...

Don't wait until the last month or two—start planning before you have one year left in the service.

I started my Coast Guard career as an enlisted member in the mid-1970s. I attended Electronics Technician School and earned the proper certification and a number of promotions.

Since my military retirement, I've been a realtor with a local real estate agency and I own a small business with my wife. I got interested in real estate after we bought our home. After watching our agent work, I thought: "I can do what the realtor did." Now I'm doing just that. I especially enjoy helping fellow veterans find new homes.

Retirement was difficult at first because of the relocation, no guaranteed job, and three mouths to feed. My kids adjusted pretty well—a lot quicker than my wife and I did. Since the initial transition, we've all adjusted to civilian life.

My military experience honed my interpersonal skills. I also learned what it was like to work for a "good" and "bad" supervisor. I tried my best to emulate the positive leaders. I miss the friendship and camaraderie of military life, but I keep in touch with former colleagues thanks to e-mail, phone calls, and occasional visits.

I didn't use any career services, military or civilian, prior to my retirement. I was so busy with my Coast Guard job that I failed to attend all those helpful programs. If I had it to do again, I'd focus less on my current job and more on my future career.

To someone leaving the military, I would advise them to write down goals, and develop a plan to achieve those goals. Don't wait until the last month or two—start planning before you have one year left in the service.

T. J.  
Coast Guard, Retired

## FINDING YOURSELF— OUT OF UNIFORM

### Leaving the Military?

There really is life after military service! Although there's a lot to consider, it's still possible to enjoy a successful career out of uniform. Truthfully, though, a big part of the transition process can involve stress—including good stress. Even doing something that's exciting and pleasurable can produce stress. Perhaps you have been in the military for a number of years and you are now making the transition back to civilian life. Understanding and coping with stress are essential skills you will need to get through this challenging time.

People leave the military for different reasons, but the process is typically the same.

#### **Desireé's Desire**

Desireé, a 26-year-old Air Force captain, had enjoyed her four years of service, but she decided it was time to leave. At the time of her decision, her husband Stephen, an F-16 pilot in the Air Force, was deployed to the Middle East. At the same time, Desireé left for a deployment to South America. Prior to that, she had an overseas tour in Afghanistan that lasted six months.

*As soon as you put away your uniform and become a civilian, you will enter a work world with different rules, cultures, and expectations. This move likely will be the biggest transition of your life.*

“It was becoming increasingly hard for Stephen and I to be able to spend good amounts of quality time together,” Desireé says of their overlapping deployments.

Desireé loves the Air Force, which does have a program designed to help couples serving at the same time; however, its needs ultimately come first, a fact that helped shape her decision to move on.

“I wanted a little more control in my life—our lives,” Desireé says.

Leaving military service means leaving behind a certain level of stability and familiarity. On the other hand, transitioning out of military service marks the beginning of a new, uncharted career path. As soon as you put away your uniform and become a civilian, you will enter a world with different rules, cultures, and expectations. This move will likely be the biggest transition of your life.

For those leaving the military today, the transition to civilian life can be just as difficult as the transition made when entering the military, and frequently more so. The transition process is even more difficult for the many men and women who leave the military without taking the time to properly prepare for such a major life shift. For disabled veterans, the adjustment can be more complex and frustrating since the costs for required special services and medical attention are constantly rising and jobs may be increasingly scarce.

No matter what the circumstances of your departure from the military, you should not wait until the last minute to start your job search.

### **Kevin’s Key Decision**

Kevin Marcum was 21 years old, single, and barely making a living in New Jersey when he decided to join the Air Force in 1980. He trained to become an aircraft

mechanic, traveled the world from base to base, and rose to the rank of master sergeant.

By all appearances, Kevin was a career military—someone who would not leave to take a civilian job. He served tours in several countries, including Afghanistan. His sense of belonging and purpose, cultivated in military life, were elevated even more.

“I was in charge of the flight line,” he says. “Those planes made it up in the air—those ground troops expected those planes in the air.”

But after 20 years of marriage and two teenaged children, Kevin decided that 25 years as an aircraft mechanic in the Air Force was enough. He made a wise decision to prepare to leave the military well before his separation date. Kevin said he knew plenty of people who, after 20 years or so in the military, decided to retire and find a civilian job without preparing well in advance. He was advised to start planning two years before his retirement.

### **What’s Your Story?**

Your reasons for departure may be quite different from Desiree’s or Kevin’s. Regardless of your reasons, however, it is important to know what to expect before you leave. Whatever your rank or length of service, it is important to recognize that you have invested yourself in the armed services and have grown accustomed to the military’s unique lifestyle. Whether you are separating after four years of service or retiring after 20 or more years, you will need to plan both personally and professionally for this major life transition.

It has been estimated that about 250,000 people part with the military every year, including retirees and those who have fulfilled their contract with the military and chosen to move on. Some who leave are war veterans who have tired of multiple deployments to the Middle East

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• **VET VIP**

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and want out. Others are military members who don't want to keep moving their families around to various bases in the United States and overseas. Even though he had achieved the rank of major, Samuel decided to leave the Army because he and his family were tired of moving every two years. Plus, his wife wanted to finally have a career of her own, something that was impossible to do as long as Samuel held on to his military career.

Why is planning for departure so important? It can be very difficult to move from a structured environment like the military where self-sacrificing is the norm. The civilian sector is different than the military environment. There is a sea of opportunities in the civilian sector and it's largely up to you to handle the many options available. If you plan ahead of time, your transition need not be traumatic.

How do you make this adjustment smoothly, efficiently, and successfully? One of the first and most important steps is to take a good honest look at yourself and assess how and where you would like to be employed. Employers will highly value your military experience, provided you target the type of job you are seeking, identify the skills and expertise you want to use, and market your strengths.

**Earl's Experience**

"My transition experience was a good one, mainly because I did a lot of research and planning before leaving the Air Force," says Earl, a U.S. Navy retiree.

Earl retired from the Navy with the goal of using his training and management experience to become a human resources specialist. He explains, "About a year before my retirement date, I earned a Human Performance Improvement Certificate through an online education program and joined local chapters of HR professional organizations for networking purposes. When I retired



from the military, I took a month off to transition into civilian life.” After three months of job searching, Earl was hired by a great company to deliver their high-performance assessment training programs to organizations. “It’s a great job for me and the skills I learned in the military,” he says.

How can you manage your military transition so that your adjustment time is minimal and has the least amount of discomfort and strain? By recognizing the factors that play a role in this life-affecting change, you can significantly increase the likelihood of a successful transition experience. This chapter will emphasize things to consider when making the transition, testimonials from those who have made the transition, and resources to make your transition process simpler.

## Leaving Can Affect Your Identity

You worked hard to earn your rank—whether that of a captain, sergeant, or petty officer. If you were on active duty, but dressed out of uniform, and someone asked what you did for a living, you probably replied, “I’m in the Army, Air Force, Navy, Coast Guard, or Marines.” But when you become a civilian and enter a world that may have little regard for military service or rank, as it relates to your employability, who are you? After leaving the service, you may feel like you’re just another civilian walking the streets.

Changing careers can be a stressful undertaking, and probably even more so for those leaving military service after many years. Some servicemembers may have worked for 30 years to achieve a rank or grade, but upon leaving the Armed Forces, they leave it behind—and with it, a large portion of their identity. But leaving the military doesn’t have to mean a loss of your identity.

*Leaving the military doesn't have to mean a loss of your identity.*



*When a transition is approached as an opportunity to grow, you will have already taken a giant step toward reestablishing your identity.*

Instead, think of it as an adventure. You're gaining an entirely new sense of self.

A career servicemember who entered at age 18 or 22 still has a lot of living to do, even after 30 years of service. Re-entry into civilian life at around age 40 or 50 means there's time to establish a whole new career; therefore, finding a new identity is important.

Some people find it easier than others to adopt new identities. It's a simple fact that some people are more flexible than others, but don't let this get in your way. The transition process from military to civilian life can be traumatic and stressful, but it can also open the door to a variety of possibilities. When a transition is approached as an opportunity to grow, you will have already taken a giant step toward reestablishing your identity.

## **Steps to a Successful Transition**

Have you thought about what type of work you want to do after you leave military service or where you want to live? Do you know how much you need to earn to ensure that you and your family maintain a decent quality of life? You might think you can be happy with any job as long as it pays enough. Or, that living in the place where you've always wanted can compensate for a lack of good career opportunities. The truth is that the type of work you do, how much you earn, and where you live are all equal factors in achieving career satisfaction.

One of the many skills you gained while in the military was targeting an objective. No matter what you were planning to acquire or accomplish, the first step in every military mission includes targeting the objective. Now, the objective is your career. It's time to apply what you've learned to your job search.

Start focusing on your career objective by thinking about your personal interests and aspirations. Ask yourself the following questions. Where do you want to be five or ten years from now? Do you want to work with addicts, children, animals, or heavy machinery? Or, would you like to be in an office, at a desk, involved in sales or editorial work of some sort? Is your present job the type of work you would like to continue doing? Do you want to start your own company? If so, what will it take to establish your business? You can begin to find the answers by creating a list of things you'd like your civilian career to include.

*Start focusing on your career objective by thinking about your personal interests and aspirations.*

### **What Are Your Skills?**

While you were on active duty, you gained excellent skills that are usable in the civilian workplace. The military probably sent you to school or provided on-the-job training. So, how will you use these skills and knowledge to transition to your new life? Review your work history and identify the tasks you enjoyed performing, as well as the ones you hated. Don't worry about job titles right now. There are a number of online resources that can help transfer your Military Occupational Specialty (MOS) or Military Occupational Classification (MOC) into civilian terminology (e.g., HireVetsFirst.gov, Military.com, and online.onetcenter.org). Additionally, a simple online search, using the keywords *military skills translation*, will yield several sites, such as [www.veteranemployment.com](http://www.veteranemployment.com), which focus on assisting veterans and employers.

### **What Are Your Work Preferences?**

Think about your job responsibilities and how you feel about them. Do you enjoy working with your hands? Are

you comfortable supervising others? Does working as a team member appeal to you or do you prefer to work on your own?

Your career in the military provided a wonderful opportunity to establish and understand your personal work values. Think about your military assignments and the conditions under which you have worked. Do you prefer working in an office or outdoors? Have you decided that you never want to operate a vehicle for a living? Upon leaving military service, have you made a vow never to do anything outdoors again? Do you prefer a routine or enjoy the excitement of a varied work environment?

Understanding your work preferences contributes to your job satisfaction, as do any strong ethical feelings you may have. For example, would you work at a job you hate if it paid enough money? You may think that only the money matters, but personal satisfaction in your work is vital to a satisfying life. Some people will never feel comfortable selling insurance, driving a tractor-trailer, or sitting behind a desk all day. Understanding your work preferences can positively impact your long-range career decisions and overall career satisfaction.

### **What Are Your Qualifications?**

Whether you plan to continue working in your current career field or look for a different type of position, you should assess whether you are qualified for the job you're considering. If you don't know whether you have the right qualifications, conduct some research. You can learn more about job qualifications by reading want ads, talking to people who have similar jobs, or conducting online research. Discussing occupation choices with your state's employment office can be helpful.

If the type of work you're considering requires certification or licensure, you can find out more about requirements from the Credentialing Opportunities On-Line (COOL) website at [www.cool.army.mil](http://www.cool.army.mil).

### **Where Will You Live?**

Whatever dictates your location preferences, you should make sure they don't conflict with your occupational preferences. Consider whether you can find work in your chosen field and location. For example, a career in aquatics might

be difficult if you're living in Nevada, and you might go broke establishing a snow-plowing business in Florida.

For most of us, where we live is important. Maybe you want or need to live near your family or your spouse's family. Perhaps you're divorced but want to settle in a place where you can see your children more frequently. Maybe your children have special needs that require certain schools, healthcare facilities, or support services. Or, perhaps your spouse has career aspirations that will impact where you choose to live.

### **How Much Money Do You Need?**

Working at a job you hate just for the money is a drag, but so is working at a job you love that doesn't pay enough money. Before diving headfirst into a new career, make sure you can afford to do the kind of work you want to do. Research salaries and cost of living for your dream job in the location where you want to live. The cost of living changes with location, sometimes dramatically. You may be able to make a living doing what you want if you live in Birmingham, Alabama, but not in Los Angeles, California.

Whether you are single or have a family, the bottom line is that you need to earn enough money to meet your financial and family obligations. The same apartment may cost \$600 a month in one city and \$1,000 in another. To help you be realistic as you explore career objectives, create a budget worksheet that compares your current monthly expenses to what those expenditures would be in different locations.

### **What's Realistic?**

Setting a realistic objective requires taking an honest look at yourself, your abilities, and your circumstances. Don't lie to yourself or make important decisions without doing thorough research first. If you have a family, find out what is important to them. This is a major, life-impacting decision that can affect everyone's happiness and sense of well-being. Your successful career transition requires that your objective is realistic and satisfies your needs and goals, as well as those of your family members.

# Sample Budget Worksheet

<b>MILITARY INCOME</b>	
Basic Monthly Pay	\$ _____
Basic Allowance for Housing (BAH)	\$ _____
Basic Allowance for Subsistence (BAS)	\$ _____
Family Separation Allowance (FSA)	\$ _____
Flight Pay	\$ _____
Foreign Language Proficiency Pay	\$ _____
Hazardous Duty Pay	\$ _____
Hostile Fire Pay/Imminent Danger Pay	\$ _____
Medical/Dental Pay	\$ _____
Sea Pay/Submarine Pay/Diving Pay	\$ _____
Other (Explain) _____	\$ _____
Other (Explain) _____	\$ _____
<b>TOTAL MILITARY PAY/ALLOWANCES</b>	<b>\$ _____</b>
<b>MILITARY PAY DEDUCTIONS</b>	
Federal Income Tax (FITW)	\$ _____
Social Security Tax (FICA)	\$ _____
State Income Tax For: _____	\$ _____
Local Income Tax For: _____	\$ _____
Allotment To: _____	\$ _____
Allotment To: _____	\$ _____
Allotment To: _____	\$ _____
Allotment To: _____	\$ _____
Combined Federal Campaign:	\$ _____
Other (Explain): _____	\$ _____
Other (Explain): _____	\$ _____
Other (Explain): _____	\$ _____
<b>TOTAL MILITARY PAY DEDUCTIONS</b>	<b>\$ _____</b>

**NOTE:** *This worksheet reflects expenses that are most likely to change once you leave the military. However, both your military and civilian budget should include allowances for investments/savings, credit card payments and other revolving debt, pets, entertainment and miscellaneous expenses (personal grooming, gifts, donations, toiletries, etc.).*

**MONTHLY CIVILIAN INCOME NEEDED** \$ \_\_\_\_\_

<b>HOUSING</b>	
Mortgage or Rent	\$ _____
Homeowners/Renters Insurance	\$ _____
Property Taxes	\$ _____
Home Repairs/Maintenance/Fees	\$ _____
Home Improvements	\$ _____
<b>TOTAL HOUSING COSTS</b>	<b>\$ _____</b>

<b>UTILITIES</b>	
Electricity	\$ _____
Water/Sewer	\$ _____
Natural Gas or Oil	\$ _____
Telephone (Land Line, Cell)	\$ _____
<b>TOTAL UTILITY COSTS</b>	<b>\$ _____</b>

<b>FOOD</b>	
Groceries	\$ _____
Restaurant/Lunch/Snacks	\$ _____
<b>TOTAL FOOD COSTS</b>	<b>\$ _____</b>

<b>FAMILY OBLIGATIONS</b>	
Child Support	\$ _____
Alimony	\$ _____
Day Care	\$ _____
Other _____	\$ _____
<b>TOTAL FAMILY OBLIGATIONS</b>	<b>\$ _____</b>

<b>MEDICAL EXPENSES</b>	
Insurance (medical/dental/vision)	\$ _____
Non-reimbursed Expenses/Copays	\$ _____
Fitness (health club/pilates/yoga)	\$ _____
Other _____	\$ _____
<b>TOTAL MEDICAL EXPENSES</b>	<b>\$ _____</b>

<b>TRANSPORTATION EXPENSES</b>	
Car Payments	\$ _____
Gasoline	\$ _____
Auto Repairs/Maintenance	\$ _____
Insurance	\$ _____
Other _____	\$ _____
<b>TOTAL TRANSPORTATION EXPENSES</b>	<b>\$ _____</b>

## Understanding Your Abilities

A major step in your successful transition into civilian life involves a realistic understanding of your talents, skills, and abilities, and how these attributes relate to business and industry. The good news is that the traits you developed during your military service are beneficial to commercial enterprises because they are held to high standards of performance and operations.

Employers want people who can fit within the company culture and get the job done. Whether or not an employer recognizes these qualities in you depends on how effectively you show yourself to be the perfect match for the job. Showing how your skills, education, training, experience, and work ethic fit the company's requirements starts with an extensive inventory.

In the military, a person who demonstrates outstanding leadership qualities is targeted for intense training and development. The person may be assigned to managing a troop, then to an assignment in human resources, and later to a position involving policy-making and strategic planning. The intent is to develop a top-notch, trained officer who can function in a large, structured organization. Because of the size, structure, and nature of doing business in the military, this individual has great potential for success in operations management in almost any industry. Depending on his or her length of service, the veteran applicant could immediately transition into first-line supervision or senior-level management. The challenge is not the skills you possess, but rather the ability to correlate the different assignments you've had to private sector roles, such as financial planning and analysis, operations management, purchasing, human resource management, systems administration, and administrative support.

Skills represent either natural abilities or things you have learned, and fall into the following three categories.

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According to MilitaryHire.com, in a poll taken among employment agency staffers, recruiting professionals agreed that military personnel make excellent leaders. Once given a specific task, they are decisive, resourceful, and tremendous team players—and they perform well under pressure.

*With some analysis and innovation, individuals making the transition from military to civilian careers can effectively position themselves as the well-qualified, capable candidates they are.*

1. Self-management skills—the way you manage yourself on the job (e.g., dependable, resourceful, etc.)
2. Functional skills—knowledge/abilities that you use on the job or have used in previous jobs (e.g., operate equipment, supervise, analyze, etc.)
3. Technical skills—specific skills required to perform a described task (e.g., computer programming, accounting, sales, etc.)

Newspaper and Internet job listings can help determine what package of skills employers are looking for in an employee. Be honest in your assessment of your own skills and make sure you understand the terminology used by employers. Using a computer to enter data into a file control system does not mean you have experience as a computer programmer. If you don't have what it takes, reevaluate your objective or begin to look for ways to acquire the skills you need to get the job you want.

### **Experience**

Former military personnel can offer a great deal of experience and dedication to prospective corporate employers. Yet, their capabilities are often discounted if they adhere to a formal military-style resume. With some analysis and innovation, individuals making the transition from military to civilian careers can effectively position themselves as the well-qualified, capable candidates they are.

From your written materials to the first telephone contact, and through the stages of the interview, as a military applicant, you need to practically reinvent yourself in order to be competitive in the market you have selected.

Your time in the military gave you excellent experience, but it may be difficult to compare this military experience to civilian job experience. Forget about military job titles or occupational codes. Instead, look at what you did. Your Verification of Military



Experience and Training (VMET) document is a great place to start. (Refer to page 17 to see a sample VMET document. To get your official verification document, visit the VMET website at [www.dmdc.osd.mil/vmet](http://www.dmdc.osd.mil/vmet). Note: This site can only be accessed from a government computer network.)

As with any specialized field, military applicants need to prepare their resumes and cover letters in lay terms and strategize how they will position and market themselves throughout the process. The last thing you want as an applicant is for the recruiter or potential employer to focus on your military rank or title. Rather, target your resume and your attention on the professional capabilities you will bring to the company.

Stay away from the traditional textbook format and style. In most cases, military experience is best handled in a modified, functional resume, because it highlights work experience in professional categories as opposed to chronological achievements by job title or rank. A functional resume has an up-front objective that explains the applicant's skills and experience, as well as other outstanding areas of expertise.

When composing your resume, statements following your career objective should categorize your experience, particularly in commercial areas such as management, operations, and human resources expertise. This format allows you to neatly tie together all the pieces of your military experience into a continuous, comprehensive story that comes across clearly and directly. This helps seemingly fragmented assignments to read as parts of one position, showing progressively more duties and responsibilities along the way. (For more information about resumes and job interviews, go to Chapter Three: Building Your Post-Military Resume.)

Employers prefer proven performers, and with your solid military experience, you are a proven performer!

*Employers  
prefer proven  
performers,  
and with your  
solid military  
experience, you  
are a proven  
performer!*



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**Check out this COOL (Credentialing Opportunities On-Line) web site if the type of work you're considering requires certification or a license — (www.cool.army.mil)**

Make sure you know what employers are looking for in comparison to your military work experience.

Employers want to hire applicants who have the requisite skills and experience. Keep in mind, though, that what you gained in the military—a positive attitude, physical fitness, dedication, genuine enthusiasm, and the discipline of showing up every day for work—can do a lot to shift the balance in your favor.

### **Training and Education**

Employers usually use specific training and education requirements as a means of determining an applicant's ability to do a job. Find out what employers are looking for and determine if you meet those criteria. Remember, your military training may qualify you for a particular job. Your VMET document or DD Form 2586 [Figure 1] is a helpful resource you can use to start your training and education inventory. If you still don't have what it takes, talk with an academic or vocational counselor at a college, technical institute, or local state employment office to find out how to acquire the training you need.

### **Certification and Licenses**

Regardless of your training, education, or experience, some employers will require that you hold a specific certificate or license. For example, most municipalities will require that you are a certified Emergency Medical Technician (EMT) before offering you a position. Employers will normally require a local license or certificate. The fact that you have a Virginia teaching certificate may not be sufficient to allow you to teach in Montana. Make sure you understand the licensure and certification requirements for your job objective. You can learn more about licensure and certification requirements by visiting the COOL website or CareerInfoNet at [www.acinet.org](http://www.acinet.org).

**FIGURE 1: DD Form 2566, Verification of Military Experience and Training**

<b>VERIFICATION OF MILITARY EXPERIENCE AND TRAINING</b>		
<b>1. LAST NAME - FIRST NAME - MIDDLE NAME</b>	<b>2. SOCIAL SECURITY NUMBER</b>	<b>3. PAY GRADE</b>
<b>4. MILITARY SERVICE AND COMPONENT</b>	<b>5. DATE OF INFORMATION</b> <i>(YYYYMMDD)</i>	<b>6. YEAR(S) IN SERVICE</b>
<b>7. EXPERIENCE AND TRAINING HISTORY <i>(In reverse chronological order)</i> AND RELATED INFORMATION</b>		

**DD FORM 2566, APR 2007**

PREVIOUS EDITION IS OBSOLETE.

*Transitioning into civilian life is your own responsibility; no one can do it for you. It's best to simply dive in, work through the letting go process, and not procrastinate.*

### **Work Style and Ethic**

Once you demonstrate yourself as the perfect match for the job, consider your work style or ethic. Some employers are looking for candidates who will work well as part of a team. Others want self-starters who need little or no supervision. But, all employers want employees who are punctual, dependable, capable, and free of alcohol or drug dependency.

Know what the employer is looking for and then determine if you fit the bill. Do you have what they want? Are you willing to work irregular and long hours or do you want a set weekly work schedule? Are you prepared to risk a salary on commission rather than a fixed income? Employers are good at figuring people out—they have to be. But even if you're camouflaging certain things during the interview process, they'll find out who you really are and what you can do soon after you start work.

### **Handling Your Transition Process**

The experiences of thousands of servicemembers who have separated from the military suggest that the transition process is likely to be stressful for you and your family. Previous transitioners have found several important tactics in dealing with the stress related to separation from the military. The Department of Defense (DoD) offers the following general suggestions to transitioners.

**Get going.** Transitioning into civilian life is your own responsibility; no one can do it for you. It's best to simply dive in, work through the letting go process, and not procrastinate.

**Sell yourself.** You have a great product to sell—you! This is no time to be modest about your accomplishments.

Most likely, no one will come to hunt you down to give you a job. First, they have to know you are available for work. Once you let them know, you will find many people who will help you.

**Work your plan.** Work at planning your transition as if it were a job, because until you get a job, transition planning is your job. Don't spend every waking hour working on it; you will burn out. Take time for yourself and your family.

**Lighten up.** This is probably the most important piece of advice. Do not lose your sense of humor. An upbeat disposition will see you through. Conversely, a tense and anxious demeanor may give potential employers cause for concern.

**Keep your family involved.** Your family has a large stake in your transition and is experiencing many of the same feelings, worries, and uncertainties as you. Do not keep your plans to yourself; get your family involved in this process. It's their life, too. Let them in on your plans and ask for their input throughout.

**Volunteer.** Consider doing volunteer work. Your charitable actions will help others, assist you in getting to know the community beyond the military, and enhance your networking capability.

**Consider a course in managing change.** A change-management course should be taken before stress appears, or at the first signs of stress, to help offset its effects.

## Embracing Your New Identity

Some people find it easier than others to adopt new identities. Transition can be traumatic and stressful, but it also opens up a whole range of possibilities. If you approach your transition as an opportunity to grow, you will have already taken a giant step toward reestablishing your identity.

*Do not keep your plans to yourself; get your family involved in this process. It affects their lives, too. Let them in on your plans and ask for their input throughout.*

It's not always easy. Some veterans have a more difficult time than others, as you'll see in the following statements from three frustrated veterans.

*“Well, it's been three months total. I had a slew of offers for temporary [three to six months] IT work in the general area. Those darned insurance companies won't leave me alone and I've gotten inquiries and answered some questions for a few different companies but it doesn't look like I'll be hired anytime soon.” J. (female, honorably discharged)*

• • • • •

*“Been retired ten years, have wandered from job to job, and never satisfied. Tried my darndest to get the Navy to call me back, of course no luck. My advice is if you are thinking about leaving military service, think hard. The outside world is full of chaos and unemployment, think hard.” E. (male, honorably discharged)*

• • • • •

*“As I like to say, vets don't need parades. They need jobs—well-paying jobs reflective of the skills and experience they represent. Every time a veteran remains unemployed or homeless because he or she loses a job or can't find a job—that's a failure of our government. Yet, our government will blame veterans for their own fate. If we're going to maintain a well-qualified armed service, then we're going to have to face up to the issue of transition assistance that results in gainful employment of a veteran. If my story went public, it would certainly detract many of our fellow Americans from joining the military.” K. (male, honorably discharged)*

Sound familiar? If not, then maybe someone you know has expressed these or similar frustrations. Truthfully, there are a lot of disappointed vets who feel let down and left out, despite the laundry list of agencies and laws established to help make the transition process easier. However, many veterans have successfully evolved from military service to civilian employment, including some very famous personalities.

Famous people are not the only ones who successfully transition from military service; many ordinary men and women have been able to make the shift with little frustration or anxiety. The most successful transitions are those who have taken advantage of every opportunity out there for veterans.

## A Look at Some Famous Vets

Many of veterans have successfully evolved from military service to civilian employment, including some famous personalities. Take a look:

**Alan Alda**, (actor, director, and screenwriter)  
Former Army Reserve Gunner

**Tony Bennett** (singer)  
Former Private, U.S. Army

**George H.W. Bush** (41st United States President)  
Former Naval Aviator Lieutenant (JG), U.S. Navy

**Drew Carey** (comedian and actor)  
Former U.S. Marine

**Johnny Carson** (television host of The Tonight Show)  
Former Ensign, U.S. Navy

**Bill Cosby** (actor)  
Former Hospital Corpsman, U.S. Navy

**Clint Eastwood** (actor and director)  
Former Instructor, U.S. Army

**Jocelyn Elders** (former surgeon general)  
Former Second Lieutenant, Army Medical Specialist Corps

**Malcolm Forbes** (publisher)  
Former Staff Sergeant, U.S. Army

**R. Buckminster Fuller** (inventor and engineer)  
Former Ensign, U.S. Navy

**Rocky Marciano** (heavyweight boxing champion)  
Former Enlisted, U.S. Army

**Chuck Norris** (actor and martial arts champion)  
Former Air Policeman,  
U.S. Air Force

**Orville Richard Burrell, a.k.a. Shaggy** (reggae musician)  
Former U.S. Marine

**Fred W. Smith** (CEO of FedEx®)  
Former Commissioned Officer,  
U.S. Marine Corps

**George Steinbrenner** (baseball executive and businessman)  
Former General's Aide,  
U.S. Air Force

**Dave Thomas** (founder and CEO of Wendy's® restaurants)  
Former Staff Sergeant, U.S. Army

**Montel Williams** (former talk show host, actor, and motivational speaker)  
Former Lieutenant, Naval Security Fleet Support Division

# A QUICK LOOK AT TRANSITION HELPS AND BENEFITS FOR VETERANS

## **Transition Bulletin Board**

The Transition Bulletin Board (TBB) is an electronic bulletin board accessible at more than 330 transition offices. It displays want ads, business opportunities, a calendar of events (job fairs and Transition Assistance Program workshops), and information about veterans' organizations, products, services, education and training opportunities, etc. DoD personnel and their spouses should contact their local installation transition offices for more information.

## **America's Job Bank**

This Department of Labor (DoL) resource lists thousands of jobs and points of contact across the country. This information, as well as additional local-state employment information, is available at 1,700 job-service offices located nationwide.

## **Job Service**

The local job-service office (state employment service office) provides employment assistance. Contact your local installation transition officer or the veterans' representative to determine if job-service assistance is available on base or in your local community.

**Job Fairs**

The DoD sponsors annual job fairs in Europe and the Far East to assist servicemembers, DoD civilian employees, and spouses stationed overseas whose location hinders their ability to job search. Many bases in the United States also sponsor job fairs. Contact your local transition office for more information.

**Retirement Programs**

Most installations offer seminars and workshops in addition to those provided by the transition offices to assist service members through the retirement process.

**Temporary Early Retirement**

Military services may offer early retirement to qualifying members. The pay formula is 2.5% of the base pay for each year of completed service, reduced by 1% for each year short of 20 years. Early retirees who take public and community service jobs from validated public and community service program employers may earn additional retirement credits at age 62. Eligible military members are those with 15 to 19 years of active service. Contact your military personnel office or military service headquarters personnel office. Benefit: Additional opportunity to enroll in the Montgomery GI Bill (MGIB). Must meet requirements and contribute \$1,200 prior to separation.

**Household Goods Storage**

This government provision offers the following benefits: (1) six months of storage for voluntary separatees and one year of storage for eligible involuntary; (2) a Voluntary Separation Incentive (VSI) package and Special Separation Benefit (SSB) for separatees; (3) travel to home-of-record (moving costs), provided the member has under eight years of service; and (4) travel to home-of-selection (moving costs) provided the member has eight or more years of service.

**Transition Health Benefits**

The Civilian Health and Medical Program of the Uniformed Services (CHAMPUS) provides care at a military medical facility for 60 days for servicemembers (SMs) and their dependents with under six years of service; and 120 days for SMs with at least six years of service. Eligibility: SMs (and their



families) who are involuntarily separated or are VSI or SSB recipients. Option available to purchase a Continued Health Care Benefit Program (CHCBP) for up to 18 months. Preexisting conditions coverage is provided for those eligible members if CHCBP is purchased.

### **Conversion Health Benefits**

A conversion health policy is available through Mutual of Omaha for all separatees not eligible for the Transition Health Benefits.

### **Commissary and Exchange Privileges**

These privileges are available for two years after separation. Eligibility: VSI, SSB, and involuntary separatees. Contact your local military personnel office.

### **Moral, Welfare, and Recreational (MWR) Privileges**

Two years after separation (at revenue-generating facilities only), excluding childcare. Eligibility: VSI, SSB, and involuntary separatees. Contact your local military personnel office.

### **Quarters Extension**

Family housing (space available), for up to 180 days. Rental rate equates to VHA and BAQ for that locality. Eligibility: VSI, SSB, and involuntary separatees. Contact your local military personnel or housing office.

### **Transition Permissive TDY (TPTDY)**

Ten days (all separatees). Ten days or 30 days excess leave for involuntary, VSI, or SSB separatees. Last permanent change of station entitlement to look for job or home. Stationed within the Continental United States (CONUS), 20 days; 30 days if domicile is outside the CONUS.

### **Continued Enrollment in DoD Schools**

For 12<sup>th</sup> graders, if the 11<sup>th</sup> grade was completed prior to the member's separation. Eligibility: VSI, SSB, and involuntary separatees. Contact your local DoD high school.

### **Non-Appropriated Fund Hiring Preference**

One-time hiring preference (including dependents) in Non-Appropriated Fund (NAF) activities, such as commissaries, exchanges, and clubs. Eligibility: VSI, SSB, and involuntary separatees. Contact your local MWR or NAF personnel office for more information.

### **Guard or Reserve, Unit Affiliation Reference**

Priority placement on applications made within one year after separation. Eligibility: Certain involuntary separatees, VSI, and SSB. Contact your local military personnel, Reserve, or Guard office for more information.

### **Troops to Teachers**

This program provides stipends to assist separatees in obtaining certifications as elementary and secondary schoolteachers or teachers' aides. In addition, this program also awards grants to local educational agencies that receive Chapter One funds and have schools with a concentration of low-income families and shortages of teachers and teachers' aides (with emphasis in areas of math and science). Eligibility requirements: A bachelor's degree is required for teacher placement and an associate's degree for teacher aide placement. Military personnel separating after six years of service, DoD and Department of Energy civilians, and displaced scientists and engineers of defense contractors who have lost their jobs because of defense spending reductions are also eligible.

### **Transition Assistance Program (TAP)**

The Department of Veterans Affairs (VA) maintains an active Transition Assistance Program and Disabled Transition Assistance Program (TAP/DTAP) throughout the United States and around the world. Since the implementation of TAP/DTAP, through original (P.L. 101-237) and expanded (P.L. 101-510) legislation, the VA has provided benefit information to separating servicemembers and their families.

The VA encourages all separating servicemembers to contact their respective transition centers to determine when the VA Transition Assistance Briefings (TAB) are scheduled. TABs provide information help make

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**Contact  
the Defense  
Activity  
for Non-  
Traditional  
Education  
Support  
(DANTES) at  
1-800-452-  
6616, ext.  
6617 for more  
information.**

the transition to civilian life easier by identifying many of the VA benefits available to you.

You can find the locations of TAB sites through the Department of Defense transition website, [www.dodtransportal.dod.mil](http://www.dodtransportal.dod.mil). Click on the “At Your Service” link and then on the “Military Services Transition Assistance locations” link to locate the center nearest you.

Because of the massive amount of information available, more is discussed in this chapter regarding the Transition Assistance Program.

### **Transition Health Benefits**

CHAMPUS or care at a military medical facility for 60 days for SMs and their dependents for SMs with under six years of service; and 120 days for SMs with at least six years of service. Eligibility: SMs (and their families) who are involuntarily separated or are VSI or SSB recipients. Option available to purchase a conversion health policy (CHCBP) for up to 18 months. Preexisting conditions coverage is provided for those eligible members if CHCBP is purchased.

### **Transition Permissive TDY (TPTDY)**

Provides ten days or 30 days excess leave for involuntary, Voluntary Separation Incentive, or Special Separation Benefit separatees. This is the last permanent change of station entitlement to look for a job or home for those stationed within the continental United States (CONUS). Servicemember is allowed 20 days to 30 days if domicile is outside the CONUS.

### **TAP Pre-Separation Guide**

Returning to civilian life is an exciting time, one full of hope for what the next chapter of your life may bring. But a major life transition, such as leaving the military, can also be a complex undertaking. You have many steps to take and many questions to get answered. Transition assistance staff, personnel office staff, relocation specialists, education counselors, and many others can help offer sound advice. But only you and your family can make the critical decisions regarding your future. So, where should you start?

The DoD’s *Pre-separation Guide* will help you work through the sections listed on DD Form 2648, *Pre-separation Counseling Checklist*. The checklist allows you to indicate the benefit and services for which you would like to receive additional counseling as you prepare your Individual Transition Plan

(ITP). In cases where the transition counselor cannot answer questions, you will be referred to subject matter experts that will provide the information you need. As you work through each element of the guide, take advantage of opportunities to request the specific resources that are appropriate for you.

If you are uncertain about your future plans, now is the time to obtain all the assistance and information available to you. Professional guidance and counseling are available at your transition assistance office, as are workshops, publications, information resources, automated resources, and government programs. Take advantage of each resource that pertains to your unique situation. It is your transition plan. Others can assist and offer guidance, but ultimately, it is your responsibility and your life.

TAP was designed by the Department of Defense to smooth the transition process for military personnel (and family members) leaving active duty. It is a partnership with the Departments of Labor and Veterans Affairs, and consists of the following components.

SOURCE:

Transition Assistance Online ([www.taonline.com](http://www.taonline.com))

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**Independent research has found that on average, servicemembers participating in the Transition Assistance Program find their first post-military job three weeks sooner than those who do not participate in TAP.**

## TAP INTO T.A.P.

TAP was designed by the Department of Defense to smooth the transition process for military personnel (and family members) leaving active duty. It is a partnership with the Departments of Labor and Veterans Affairs, and consists of the following components.

### **Full-Time Active Duty Servicemembers**

- 1. DoD Pre-Separation Counseling:** A thorough review of transition services, benefits, and resources begins your transition process. It is recommended that you make an appointment with your transition office about 12 months before your known separation date (retiring servicemembers can make appointments 24 months prior to their retirement date).
- 2. Department of Labor Employment Workshops:** During this two-and-a-half-day workshop, you will learn how to write a resume and cover letter, obtain information on skills assessment and job search techniques, and learn other important information about career and job services available through DoL.
- 3. VA Benefits Briefing:** In this four-hour session, you'll learn about VA benefits you may be entitled to, including the Montgomery GI Bill,

healthcare, VA counseling, home loan programs, and more.

4. **Disabled Transition Assistance Program:** If you have a service-connected disability (or think that you may), you must attend this two-hour briefing. You will learn about eligibility for Chapter 31, Vocational Rehabilitation and Employment Service benefits by VA, and more.

Once you have completed the four workshops above, you are eligible for one-on-one counseling and employment assistance training through your service.

### **Demobilizing Guard and Reserve**

*DoD Pre-Separation Counseling:* During demobilization, and prior to release from active duty, servicemembers returning from Operation Iraqi Freedom (OIF) and Operation Enduring Freedom (OEF) can receive two hours of pre-separation counseling.

*Department of Labor Uniformed Services Employment and Reemployment Rights Act (USERRA) Briefing:* You are eligible to receive a USERRA briefing prior to your release from active duty. Once home, you can contact the DoL Career One-Stop Center in your community to receive further employment assistance.

### **VA Benefits Briefing**

Prior to release from active duty, you are eligible to receive a VA Benefits Briefing. The VA DTAP Briefing normally occurs as part of the VA Benefits Briefing and usually includes information about application procedures for vocational rehabilitation and employment assistance. This information is for servicemembers who have or think they have a service-connected disability. Members should always follow up once they return home by contacting the VA office closest to where they live.

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**Call your  
VA regional  
office toll  
free at 1-800-  
827-1000.**

## **Benefits Provided by the Department of Veteran Affairs**

The Department of Veterans Affairs is responsible for ensuring that you receive the care, support, and recognition you have earned through your military service. You may be eligible for one or more of the following federal veterans' benefits.

### **Healthcare**

In October 1996, Congress passed the Veterans' Health Care Eligibility Reform Act, paving the way for the Medical Benefits Package plan, available to all enrolled veterans. The Medical Benefits Package emphasizes preventive and primary care, offering a full range of outpatient and inpatient services.

### **Education and Training – GI Bill**

Education benefits (up to 36 months) can be used for education, training, certification, apprenticeship, and on-the-job training programs. National Guard and Selected Reserve may also be eligible under previous active duty enlistment.

### **Home Loan Guaranty**

Eligible veterans and servicemembers can purchase a home without making a down payment.

### **Veterans Group Life Insurance (VGLI)**

The Veterans Group Life Insurance program allows servicemembers to convert their Servicemembers' Group Life Insurance (SGLI) coverage to renewable term insurance.

If you are unable to visit a VA counselor at your installation, call the nearest VA regional office at the toll-free numbers listed at the conclusion of this section. A veterans' service representative will be happy to provide information about specific benefits and how to file a claim.

To get complete information concerning all the VA benefits you and your family members may be entitled to, visit their website at [www.va.gov](http://www.va.gov).

You can also submit a specific question to the VA website by sending an inquiry through the VA Inquiry Routing and Information System (IRIS). This

application provides VA clientele with secure communication of personal data, should they voluntarily choose to send it to VA.

### **Veteran Service Organizations (VSO)**

Your state, county, or local Veteran Service Organizations have specially trained individuals who can offer transition assistance. A veteran service officer can provide counseling and help with everything from filling out VA claims and enrollment forms to assisting with claims appeals. You can call the VA toll-free number for assistance on finding the nearest VSO.

### **Veteran Centers**

Veteran Centers provide readjustment counseling and outreach services to all veterans who served in any combat zone. Services are also available to family members for military-related issues. Veterans have earned these benefits through their service and are provided at no cost to the veteran or family members.

Readjustment counseling is part of the wide range of services provided to combat veterans in the effort to make a satisfying transition from military to civilian life. These services include the following benefits.

- Individual counseling
- Group counseling
- Marital and family counseling
- Bereavement counseling
- Medical referrals
- Assistance in applying for VA Benefits
- Employment counseling
- Guidance and referral
- Alcohol or drug assessments
- Information and referral to community resources
- Military sexual trauma counseling and referral
- Outreach and community education

Contact your nearest Veteran Center through the Veteran Center directory at [www.va.gov/directory/guide/vetcenter.asp](http://www.va.gov/directory/guide/vetcenter.asp) or review the listings in your local Blue Pages. The Veteran Center staff is available toll free during normal business hours at 1-800-905-4675 (Eastern) and 1-866-496-8838 (Pacific).

SOURCE: The Department of Veterans Affairs



# VA VOCATIONAL REHABILITATION AND EMPLOYMENT TRACKS

## **Which Track Is Right for Me?**

Plans for a successful transition will vary with individual needs and assessments. What's right for one person may be the worst decision for someone else. Only you can decide what approach is best for you and your circumstances.

## **Reemployment with Previous Employer**

This track is designed for those individuals separating from active duty or in the National Guard or Reserves and who are returning to work for their previous employer.

What are some of the features of this track? A rehabilitation plan with the goal of reemployment may involve job accommodations, job modification, case management, coordination, and linkages of services with VA healthcare, reemployment rights advice, work adjustment services, and consultations with the employer.

## **Rapid Access to Employment**

Rapid access to employment is targeted to those individuals who have expressed a desire to seek employment soon after separation or who already

have the necessary skills to be competitive in the job market in an appropriate occupation.

What are some of the features of this track? A rehabilitation plan with the goal of immediate employment may provide for job readiness preparation, resume development, job search assistance, development of employment resources, job accommodations, and post-employment follow up.

### **Self-Employment**

Self-employment is targeted to individuals who have limited access to traditional employment, need flexible work schedules, or who need a more accommodating work environment due to their disabling conditions or other life circumstances.

What are some of the features of this track? A rehabilitation plan with the goal of self-employment may provide for analysis of the viability of a business concept, development of a business plan, training in the operation of small businesses, marketing and financial assistance, and guidance in obtaining adequate resources to implement the business plan.

### **Employment Through Long-Term Services**

Long-term services are targeted to individuals who need specialized training and/or education to obtain and maintain suitable employment.

What are some of the features of this track? A rehabilitation plan with the goal of training and/or education may provide for on-the-job training, apprenticeships, internships, job shadowing, work monitoring, work-study, public-private job partnering, or higher education sufficient to obtain suitable entry-level employment.

### **Independent-Living Services**

Independent-living services are targeted to individuals who may not be able to work immediately and need rehabilitation services to live more independently.

What are some of the features of this track? A rehabilitation plan with the goal of independent-living may include assistive technology, independent living skills training, connection to community-based support services, etc.

### **What Other Benefits May Be Provided?**

After a plan is developed, the counselor will assist the veteran in implementing plans to achieve gainful suitable employment or independent living. The

counselor or case manager may provide medical and dental referrals, coordination of training allowance, tutorial assistance, adjustment counseling, or other services necessary to achieve rehabilitation.

## Summary

A veteran who is found eligible for the VA Vocational Rehabilitation and Employment program and who has an employment handicap is entitled to vocational rehabilitation services. Following the vocational rehabilitation counselor's determination that a veteran has met the entitlement criteria, the counselor and veteran will jointly develop a plan for a rehabilitation program with a goal typically leading toward employment. In some cases, the plan may be related to an independent-living need. If so, it will provide all of the necessary services and assistance identified through the initial evaluation.

In cases where a veteran is found not to be entitled, the VA counselor will help him or her to use the information gathered in the initial evaluation to identify other options, goals, and programs that should contribute to sound vocational adjustment, for example, referral to the State Vocational Rehabilitation program, information about financial aid, and referral to the Department of Labor's Disabled Veterans' Outreach Program (DVOP).

## Important VA Definitions

### Employment Handicap

An impairment of a veteran's ability to prepare for, obtain, or retain employment consistent with his or her abilities, aptitudes, and interests. The impairment results in substantial part from a service-connected disability. For veterans rated at 20% or more, a finding of employment handicap results in a finding of "entitled."

### Serious Employment Handicap (SEH)

A significant impairment of a veteran's ability to prepare for, obtain, or retain employment consistent with his or her abilities, aptitudes, and interests. The Serious Employment Handicap results in substantial part from

a service-connected disability. For veterans rated at 10% and for veterans whose 12-year period of basic eligibility has passed, the finding of an SEH is necessary to establish “entitlement.”

**Suitable Employment**

Work that is within a veteran’s physical and emotional capabilities and consistent with his or her pattern of abilities, aptitudes, and interests.

**Transferable Skills**

Reasonably developed skills, knowledge, and abilities attained through both training and experience (civilian and military) that relate to current employment opportunities in the labor market.

SOURCE:

The Department of Veterans Affairs ([www.vetsuccess.gov/fivetracks](http://www.vetsuccess.gov/fivetracks))

## TAP PRE-SEPARATION GUIDE

In recognition of the contributions made by so many patriotic men and women by volunteering to serve their country, the Department of Defense has developed a booklet to present information on the many transition services and resources available to veterans.

Once you know your options, you will be able to make informed decisions about the choices open to you and your family. If you haven't already visited your transition office, the DoD recommends that you do so 180 days prior to your separation date or earlier if possible. The *Pre-separation Guide*, available for download online ([www.transitionassistanceprogram.com](http://www.transitionassistanceprogram.com)), serves as a ready reference to keep you focused on your transition process.

No two veterans are alike and no two experiences are exactly alike. The TAP *Pre-separation Guide* offers the following advice about making your transition to civilian service.

A carefully thought-out Individual Transition Plan is your game plan for a successful transition to civilian life. It is not an official form, but something you create by yourself, for yourself. Your transition assistance office will give you a head start with the *Pre-separation Counseling Checklist*, which can serve as an outline for your ITP. On this checklist, you indicate the benefits and services for

which you want counseling. You are then referred to subject experts who will answer your questions. Your transition assistance office will furnish additional information and emphasize certain points for you to consider.

## Create an Individual Transition Plan

The ITP identifies likely actions and activities associated with your transition. You can determine what these might be through consultation with your transition assistance office, your local Army Career and Alumni Program (ACAP) office, or command career counselor, as well as by using the *Pre-separation Counseling Checklist*.

Contact your transition or ACAP office or command career counselor and make an appointment to complete your pre-separation counseling and the checklist.

Your military service branch has samples of ITPs that can help you. Check with your transition or command career counselor to review them. You can start developing your ITP by answering seven important questions:

1. What are my goals after I leave the military?
2. Where do I plan to live?
3. Do I need to continue my education or training?
4. Will the job market, where I plan to relocate, provide me with the employment that I am seeking?
5. Do I have the right skills to compete for the job(s) I am seeking?
6. Will my spouse's and family's needs be met at our new location?
7. Am I financially prepared to transition at this time?

It's never too early to start planning for your transition into civilian life. Servicemembers of all branches have a wealth of recourse available to help with this process, as well as general assistance offered by the federal government—job fairs, websites, books, pamphlets, magazines and other printed resources, workshops, government programs, and experienced professionals. Investigate every resource available to you. There's lots of help out there, but remember that it's your transition and ultimately, it's up to you to make it work!

SOURCE: Transition Assistance Program *Preseparation Guide*

# BASIC PRE-SEPARATION GUIDE

## TRANSITION STEPS

### **Step 1. Schedule Your Pre-Separation Counseling Appointment**

You may schedule your pre-separation counseling appointment at your installation transition assistance office any time within a year before your planned separation date. However, since it takes time to prepare for an effective transition, be sure to contact your transition assistance office at least 180 days before your separation. By law, pre-separation counseling (completion of the *Pre-separation Counseling Checklist*) must occur no later than 90 days prior to separation; therefore, if you have not had an appointment 90 days before separation, call your transition assistance office or your Navy command career counselor and schedule a visit immediately. However, it is strongly recommended that you set up your pre-separation counseling appointment at least 180 days prior to separation.

### **Step 2. Review the Pre-Separation Counseling Checklist**

Your transition counselor or command career counselor will walk you through the *Pre-separation Counseling Checklist*, which helps ensure that you will receive the necessary assistance and advice to benefit fully from the wide range of services and entitlements. The checklist is required by law

to be filed in the official military personnel record of each servicemember receiving the counseling.

At this meeting, the transition assistance office or command career counselor will provide the following services:

- Assist you in developing an individual needs assessment.
- Identify helpful relocation resources.
- Offer immediate and long-range career guidance.
- Provide benefits counseling.
- Refer you to other service providers for any additional assistance you may require.

### **Step 3. Draft Your Individual Transition Plan**

Information on drafting your Individual Transition Plan is available through the transition assistance office. You may choose to use your *Pre-separation Counseling Checklist* as a guide for developing your own unique ITP. Once you have created your ITP, show it to your transition counselor or command career counselor. They will provide further assistance or refer you to a subject-matter expert to assist you. Full participation in this process by you and your spouse is encouraged.

## **Phases of Individual Transition Planning**

All military personnel transitioning out of the service go through the same fundamental phases, that can be divided into the following seven parts: Self-Assessment, Exploration, Skills Development, Intern Programs, Job Search, Job Selection, and Support.

### **Phase One: Self-Assessment**

Ask yourself: *Who am I? What are my talents and experiences? Why would someone want to hire me?*

In this phase, document your portfolio of knowledge, experience, skills, talents, and abilities. For starters, create a list using your personal DD Form 2586, *Verification of Military Experience and Training*. Your VMET outlines the training and experience you received during your military career. It is designed to help you, but it is not a resume.



To get your verification document, go to the VMET website at [www.dmdc.osd.mil/vmet](http://www.dmdc.osd.mil/vmet). All separating military personnel can electronically download and print their VMET document and personal cover letter from the VMET website. Simply click the “Request Document” and “Request Cover Letter” tabs and print each of these documents after they have downloaded. (Note: This site can be accessed only from a government computer network)

You can get your verification document online as long as you have a current DoD Common Access Card (CAC) or a Defense Finance Accounting Service (DFAS) myPay Personal Identification Number (PIN). You should retrieve this information within 120 days prior to your separation. If you have problems getting your VMET and need assistance, check with your local transition counselor.

Add anything else you can think of to this list. In essence, you are now creating an “asset bank,” from which you can draw when called upon to write a resume or attend a job interview. If you need help, use the professional guidance available through your local installation transition assistance office or education center. Or, refer to the self-help section of your local library or bookstore for useful career planning books.

In addition, you can get an official transcript of your education and training credits from your service branch. Each branch has their own system for recording your military (and civilian) education and experience.

### **Army/American Council on Education Registry Transcript System (AARTS)**

The Army/American Council on Education Registry Transcript System automatically captures your military training, MOSs, and college-level examinations scores with the college credit recommended. The AARTS website address is <http://aarts.army.mil>.

### **Army Career and Alumni Program (ACAP)**

Army veterans are eligible to use the services of the Army Career and Alumni Program (ACAP) for 180 days after their Enlisted Termination of Service (ETS). If you’re still eligible for ACAP services, you can reconnect with ACAP online by going to [www.acapexpress.army.mil](http://www.acapexpress.army.mil) or by contacting your local ACAP center. Even if you have been out of the Army for more than 180 days, you can still use the tools provided on the website.

### **ACAP Express**

This resource gives speedy access to the Army’s transition program. ACAP Express provides immediate online access to services for those considering transition or in the process of transition.

ACAP Express online offers the following services.

- Register for mandated pre-separation counseling.
- Schedule a Transition Assistance Program employment workshop.
- Schedule Veterans Administration briefings.
- Schedule other employment assistance training.
- Use ACAP tools to write resumes and cover letters.
- Connect with ACAP employment professionals for advice and support.
- Learn how to find a job.

### **Navy and Marines**

The Navy and Marine Corps use the Sailor/Marine American Council on Education Registry Transcript (SMART) system. This system automatically captures your training, experience, and standardized test scores. Visit the SMART website at [www.navycollege.navy.mil/transcript.html](http://www.navycollege.navy.mil/transcript.html).

### **Air Force**

The Community College of the Air Force (CCAF) automatically captures your training, experience, and standardized test scores. Transcript information may be viewed at the CCAF website at [www.au.af.mil/au/ccaf](http://www.au.af.mil/au/ccaf).

### **Coast Guard**

The Coast Guard Institute (CGI) requires each servicemember to submit documentation of all training (except correspondence course records), along with an enrollment form to receive a transcript.

Information can be found at the Coast Guard Institute homepage at [http://www.uscg.mil/hq/cgi/Resources/Institute\\_Forms/CG\\_form\\_1564.html](http://www.uscg.mil/hq/cgi/Resources/Institute_Forms/CG_form_1564.html).

## **Phase Two: Exploration**

Ask yourself: *What career options are attractive to me? Do the careers that interest me have long-term stability? Do these jobs coincide with my values and aptitudes? How do I find these jobs?*

You probably have some idea about what you want to do, and now is not the time to limit your opportunities. Maximize the list of job titles and career paths that appeal to you. If you can, broaden your geographic horizons to include several places where you might like to pursue your career. Many resources are available to help you explore your expanded career options.

The Transition Assistance Office is designed to help servicemembers focus on jobs that employers need to fill now and in the near future. Transition professionals can help you identify the geographic areas that have opportunities in your fields of interest.

The employment office in your state is another good resource during this second phase. They generally offer services for job-interviewing techniques; selection and referral to openings; job development; employment counseling; career evaluation; referral to training or other support services; and testing. Your state office can also lead you to information on related jobs nearby and acquaint you with the Department of Labor database, DoD Job Search, which has listings of thousands of jobs across the nation.

Public libraries are also an excellent resource. Most have a number of helpful periodicals and books related to employment and job searches.

## Phase Three: Skills Development

Ask yourself: *How do I prepare myself to be an attractive candidate in the career fields that interest me? Do I need more education or training?*

As you continue through the exploration phase, you may find some appealing opportunities for which you feel only partially qualified. Your local transition assistance office and education center can help you determine the academic or vocational training you will need and how to get it.

## Phase Four: Intern Programs

Ask yourself: *Do I have the aptitude and experience needed to pursue my occupational interests? Are there internships, volunteer jobs, temporary services, or part-time jobs where I might “try out” the kind of work that interests me?*

Some government-sponsored programs, such as the one designed to help educators obtain teaching credentials, can provide income and training in exchange for guaranteed employment. Check your local and base libraries and the education office for books containing intern program information.

Temporary agencies are also a great way to become familiar with a company or industry. Don't automatically turn down an interesting volunteer position. Volunteering increases your professional skills and can sometimes turn into a paid position.

Explore internship possibilities with private employers: Many companies have such programs but do not advertise them. To learn more about intern programs, inquire at your transition assistance office, your local civilian personnel office, or the state employment office.

## Phase Five: Job Search

Ask yourself: *How do I do everything necessary to present myself well in the job marketplace? How do I write a resume, develop leads, conduct an interview, and complete a job application?*

Once you have honed in on your future career, you must begin the challenge of finding work. The job market is a competitive place, and can be a bit intimidating when you don't have a job. The best way to improve your odds of successful placement is to play your best hand: Seek the opportunities for which you are best prepared.

Work hard at finding a job. Until you find gainful employment, finding a job should be your job. By all means network! The vast majority of jobs are filled by referrals, not the classifieds.

Use your network of fellow servicemembers, friends, colleagues, and family, as well as the job listings provided by your installation's transition assistance office, the local human resources office, or even the nearest community college. Take advantage of job-hunting seminars, resume-writing workshops, and interviewing techniques classes. Attend job fairs and talk to as many company representatives as possible.

## Phase Six: Job Selection

Ask yourself: *How do I select the right job?*

Although it may be tempting, you don't have to take the first job that comes along, especially if it is not really a good fit for you. When deciding whether the offer is right for you, consider the type of work, location, salary and benefits, climate, and advancement opportunities. Remember, even if you take the first job offered to you, you are not necessarily locked into it. You can choose to take a suitable position and then move on to a better one as quickly as possible.

## Phase Seven: Support

Ask yourself: *How do I make a smooth transition to a civilian career?*

For your transition to be truly successful, you should manage the personal affairs related to your career change with the same professionalism and care as your job search. A successful transition means not just finding a job, but also taking care of the details related to things like out-processing, relocation, financial management, family matters, and coping with the inevitable stress of change.

Your local TAP office can offer support as you go through this process. Your individual transition plan is an opportunity for you to integrate these issues with the career-oriented activities that are the focus of your transition effort.

*Note:* Departing servicemembers are eligible for continued transition assistance for up to 180 days after separation.

### Veterans

Under most circumstances, Veterans are eligible to use their former service branches transcript program. However, if you are not eligible for AARTS, SMART, CCAF, or CGI systems, you will need to fill out DD Form 295, *Application for the Evaluation of Learning Experiences During Military Service*, and provide DD Form 214, *Certificate of Release or Discharge from Active Duty*, to receive credit for your experience.

The investment you make now in conducting your assessment is crucial. It will bring the “professional you” into clearer focus, and it will have a major impact on your career decisions. The key to a smooth transition is to be prepared well before you separate from the military. Start early. Make connections and build networks that will help you transition into the civilian world.

Your transition success is an important mission. Like all important missions, your transition requires advance planning. The seven categories listed on the Individual Transition Plan represent the major education, training, and job assistance concerns you may face as you transition from the military. To help you develop and manage your transition plan, all branches of the military have developed resources to help with transition planning. These resources will help you identify the actions you should consider taking; they are valuable to setting goals and establishing a schedule for completing those goals.

SOURCE:

1. U.S. Department of Defense ([www.turbotap.org](http://www.turbotap.org))
2. Army Career and Alumni Program ([www.acap.army.mil](http://www.acap.army.mil))

## PRE-SEPARATION TIMELINE

The Department of Defense, Department of Labor and Department of Veterans Affairs play a role in helping service members and their spouses adjust to civilian life. DoD is required by law (PL101-510, 1990) to: (1) provide separatees with a skills verification document that translates their military experience and training into marketable job skills; (2) offer individual pre-separation counseling to separatees; (3) operate employment assistance centers for separatees and spouses; and (4) assist the DOL and VA in conducting seminars that separating personnel and their spouses can attend to help them find civilian jobs.

The following pre-separation timeline for retiring servicemembers and separatees follows the Department of Defense guidelines for separation from military service.

### **Two Years Prior to Separation (Retirees Only)**

- Schedule your pre-separation counseling appointment.
- Review the *Pre-separation Counseling Checklist*. Identify individual service providers who will provide assistance.

## 18 Months Prior to Separation (Retirees Only)

- Attend a Transition Assistance Program workshop. If your service-connected disability makes you eligible or if you are planning to file for disability, attend the Disabled Transition Assistance Program workshop.
- Develop your Individual Transition Plan (at home, self-directed). Seek assistance from your ACAP center counselor, if needed.
- Make fundamental life decisions (continue working, change careers, volunteer, etc.) and determine future goals.
- Capitalize on current career stability to prepare for future career goals. Identify training, education, and/or certification requirements, and determine how to achieve goals (e.g., use tuition assistance). Start classes.
- Evaluate family requirements (college tuition, eldercare for parents, etc.).
- Determine post-retirement income requirements. Project retirement take-home pay. Identify if you need to supplement retirement take-home pay.



## 12-24 Months Prior to Separation (Retirees Only)

- Continue the training or education needed to qualify for your objective career.
- Investigate health and life insurance alternatives, including long-term healthcare coverage.
- Consider whether you will take terminal leave or cash in unused leave.
- Consider retirement locations.
- Identify medical/dental problems and arrange treatment for yourself and/or your family.
- Begin networking. Track potential network contacts you have lost or may lose contact with.
- Contact the installation Retirement Services Office (RSO) to receive pre-retirement and Survivor Benefit Plan (SBP) briefing.
- Consider spouse education and career desires.
- Update legal documents (will, powers of attorney, etc.).



## 12 Months Prior to Separation (Retirees and Separatees)

- Schedule your pre-separation counseling appointment (separatees only).
- Continue the training or education needed to qualify for your objective career.
- Review the *Pre-separation Counseling Checklist*. Identify individual service providers who will provide assistance.
- Develop your Individual Transition Plan (at home, self-directed). Seek assistance from your ACAP center counselor, if needed.
- Receive post-government (military) service employment restriction counseling.
- Attend a TAProgram workshop. If your service-connected disability makes you eligible or if you are planning to file for disability, attend the Disabled Transition Assistance Program workshop.
- Establish a financial plan to make ends meet during your transition to civilian life.
- Assess your job skills and interests. To determine how they relate to today's job market, take a vocational interest inventory. Contact your installation's education center and ACAP center.
- Begin researching the job market. Develop a career plan, including possible employers in your field.
- If you need additional educational or vocational training to compete in the job market, explore your options for adult education.
- Learn about the education benefits you are eligible for under the Montgomery GI Bill. If you enrolled in the Vietnam-era GI Bill, learn how you can convert to MGIB. Contact your local Department of Veterans Affairs representative for details.
- Visit the education center to take academic entrance exams, college admission tests, or challenge exams. Remember, this is free to service members on active duty.
- Discuss with your family possible options about your career and where to live next.
- If you need help with your finances, explore the options available to help departing servicemembers in your military branch.
- Review and make a copy of your personnel records.
- Start developing a resume.
- Join a professional association in your chosen career field and become involved in it.

### 180 Days Prior to Separation

#### (Retirees and Separates)

- Continue the training or education needed to qualify for your objective career.
- Research specific job possibilities, job markets, and the economic conditions in the geographic areas where you want to live.
- Contact friends in the private sector who may help you find a job. Actively network.
- Seek assistance from your ACAP counselor after completing the first draft of your resume.
- Attend job fairs to connect with potential employers.
- Develop an alternate plan in case your first career plan falls through.
- Review and copy your medical and dental records. Get a certified true copy of each.
- Schedule medical/dental appointments as needed.
- Request your Verification of Military Experience and Training at [www.dmdc.osd.mil/appj/vmet/index.jsp](http://www.dmdc.osd.mil/appj/vmet/index.jsp).



### 150 Days Prior to Separation

#### (Retirees and Separates)

- Continue the training or education needed to qualify for your objective career.
- Start actively applying for jobs. Make contact with employers for possible interviews.
- Start assembling a wardrobe for interviewing. Check with the ACAP center for Dress for Success® information.
- Seek help if the stress of your transition to civilian life becomes too much to handle.
- If you are separating prior to fulfilling eight years of active service, you must satisfy your obligations by becoming a member of the Reserves.
- Start posting resumes to career websites.
- Research websites for posting resumes and conducting online job searches (e.g., [www.careers.org](http://www.careers.org)).
- Schedule your separation physical examination (separates only).

## 120 Days Prior to Separation (Retirees and Separatees)

- Complete the training or education needed to qualify for your objective career.
- If you are considering federal employment, visit [www.USAJOB.S.gov](http://www.USAJOB.S.gov) to determine the appropriate documents to submit. Explore special federal programs and hiring opportunities for veterans.
- Consider using Resumix, an automated tool that allows you to use an online application to create resumes for applying to federal jobs. You can print your resume, as well as save it to the system to retrieve and edit for future use. For some federal jobs, you may be able to submit your resume electronically. Obtain more information about Resumix from the USAJOBS website.
- Visit the relocation assistance program office, located at your service center, to learn about relocation options, entitlements, and assistance.
- If you live in government housing, arrange for a pre-inspection and obtain termination information.
- Contact appropriate offices at your installation to discuss extended medical care (if eligible) or conversion health insurance. Learn about your options for transitional healthcare. If you have specific questions about veterans medical care, contact the VA or access the VA website.
- Research Reserve programs to continue to receive part-time benefits, earn a future retirement, and continue to grow and train in your field. Even if you have fulfilled eight years of military service, you may want to explore the option of joining the Reserve or National Guard.
- Visit the Department of Veterans Affairs website at [www.va.gov](http://www.va.gov) for valuable information for veterans.
- Start a subscription to a major newspaper in the area where you plan to move. Begin replying to want ads.
- Visit and evaluate the area where you plan to move. Attend job interviews there. Visit a private employment agency or executive recruiter in the area.
- Send out resumes and make follow up phone calls to check if they arrived. Submit your resume through the DoD job search website at <http://dod.jobsearch.org>.
- Schedule Part I of your separation physical. Part II will be scheduled upon completion of Part I (retirees only).

## 90 Days Prior to Separation (Retirees and Separatees)

- Continue to post resumes to websites. Conduct an automated job search for you and your spouse using ACAP online and other available employment data banks.
- Continue to expand your network.
- Visit websites that help you locate a home, realtor, or neighborhood, such as [www.realtor.com](http://www.realtor.com).
- Once you have chosen where you will live next, arrange for transportation counseling. Learn about your options for shipment and storage of household goods.
- Schedule a final dental examination.
- Determine if you are eligible for separation pay.
- If you would like to update your will or if you have legal questions or problems, obtain free legal advice.



## 60 Days Prior to Separation (Retirees and Separatees)

- Begin planning additional visits to the area where you plan to move.
- Continue to send out your resume. In your cover letter, include the date you plan to move.
- Continue to network at all levels.
- Choose your transitional healthcare option: use military medical facilities or sign up for TRICARE, if eligible.
- For detailed information about disability compensation, benefits and programs, call the Department of Veterans Affairs at 1-800-827-1000.

### **30 Days Prior to Separation (Retirees and Separates)**

- Continue to network.
- Review your *Certificate of Release or Discharge from Active Duty* (DD Form 214) [[www.uscg.mil/hq/psc/DA/DD214.pdf](http://www.uscg.mil/hq/psc/DA/DD214.pdf)] worksheet.
- Several government agencies offer special loans and programs for veterans. Check with your local VA office.
- If you are unemployed, you may qualify for unemployment compensation once you are a civilian. See your local state employment office for eligibility.
- Decide whether to sign up for the optional Continued Health Care Benefit Program medical coverage.
- Complete your *Veteran's Affairs Disability Application* (VA Form 21-526) and submit it to the appropriate office. Check with your local ACAP center or VA representative.
- Consider converting your Servicemen's Group Life Insurance to Veteran's Group Life Insurance (optional).
- Websites with worldwide relocation information on major military and associate installations for use by military personnel and their families who are relocating: [www.militaryonesource.com](http://www.militaryonesource.com) and [www.MilitaryHOMEFRONT.dod.mil/moving](http://www.MilitaryHOMEFRONT.dod.mil/moving).
- Visit the website on the Military Health System at [www.tricare.osd.mil](http://www.tricare.osd.mil).

SOURCE:

1. U.S. Department of Defense ([www.turbotap.org](http://www.turbotap.org))
2. Army Career and Alumni Program ([www.acap.army.mil](http://www.acap.army.mil))



## What Other Vets Are Saying...

It was the most important day of my life! At exactly 11:45 A.M., I received a call that I had graduated from the Community College of the Air Force, just a minute and a half earlier. That's right, I remember the exact time!

I cannot underestimate the importance of obtaining a CCAF degree prior to separating or retiring from the military.

When I joined the active duty Air Force, I already had an associate's degree. I separated from active duty and went back to school. Two years later, I joined the Air National Guard. I also obtained a Bachelor of Arts degree and started teaching. Throughout my entire military career, I always made sure that CCAF received a copy of my certificates from all the technical schools I attended.

For the last 12 of my 24 years in the military, I was a historian. After retiring from the military, I applied for a historian position. The first letter of consideration I received was from Randolph Air Force Base. I was told I was their number one choice.

A couple of days later, I received an e-mail stating that my consideration had been withdrawn. I was devastated! They informed me that even though I had a degree, it was not in history.

Fortunately, my credits for an Aerospace History degree were satisfied, and my AF Form 968 (*Community College of the Air Force Action Request*) had been submitted prior to retiring. Even with 12 years of experience as a historian, plus two degrees, it took my CCAF degree in my career field to make me eligible to apply.

No matter how many degrees you may have, you will never know when your career might require you to have a degree in your military career field.

So, check in with your education office and find out what you need to do to get your certification, credits, or degree before you separate or retire. You might not need it now, but you just might need it in the future!

Veronica S.  
USAF Master Sergeant, Retired

## CHAPTER TWO

# THE MILITARY IS SCHOOL: AN ACCELERATED COURSE!

Depending on your service, your time in the military has likely earned you college credit. Many schools and colleges will award academic credit toward a degree based on your training, coursework, and occupational specialty. If you qualify, you could potentially save both tuition dollars and classroom time!

Pursuing your college degree will be one of the best career moves you make, but it can also be very expensive and time consuming. That's why claiming credit for your military experience is vital. Even better, getting these college credits costs you nothing because you've already earned them!

It's possible for you to earn up to four semester hours of college credit simply because you completed your Initial Entry Training, otherwise known as basic training or boot camp.

The military offers a wide range of educational opportunities to servicemembers, and has created a comprehensive (although somewhat complicated) system that translates military courses, training, and occupations into potential college credit.

The Department of Defense's Voluntary Education Program website, [www.volued.doded.mil](http://www.volued.doded.mil), offers a variety of educational information of interest and use to separating servicemembers. The website has a mission to provide direct support to active and reserve components, servicemembers, and their families. This support includes information on all programs provided by the Defense



Activity for Non-Traditional Educational Support (DANTES), including the Distance Learning Program, Examination Program, Certification Program, Counselor Support Program, Troops to Teachers, and a wide variety of educational catalogs and directories.

## **American Council on Education (ACE)**

The primary agency for aiding the transfer of military experience into measurable college credits is the American Council on Education. ACE was created in 1942 to recognize the educational value of military training and experience. Since then, ACE has continuously evaluated military schools, correspondence courses, and occupations to determine the amount and level of academic credit to be awarded. Through ACE, you may earn academic credit for much of the training you have received, including basic training. The ACE military evaluations program is funded by the Department of Defense and coordinated through DANTES.

After World War I, veterans were granted blanket credit for military training as a reward for length of service. This practice ceased after World War II. Educators concluded that trained educators should determine whether military experiences could be applied to civilian education courses. In December 1945, ACE established the Commission on Accreditation of Service Experiences (renamed the Commission on Educational Credit and Credentials in 1979) to evaluate military educational programs and assist institutions in granting credit for those experiences. One year later, the Commission produced the first edition of the *Guide to the Evaluation of Educational Experiences in the Armed Services*. Several subsequent editions of the *Guide* have been published.

Over the years, the recommendations contained in the *Guide* have assisted higher education institutions in granting credit to hundreds of thousands of servicemembers. Surveys indicate that most of the nation's colleges and universities use the formal course recommendations in awarding credit to veterans and active duty service personnel.

Courses listed in the *Guide* are service school courses conducted on a formal basis (i.e., approved by a central authority within each service and listed by the service in its catalog). These courses are conducted for a specified period of

time with a prescribed course of instruction, in a structured learning situation, and with qualified instructors.

In 1975, the Commission implemented a program to evaluate learning acquired through proven proficiency in Army enlisted Military Occupational Specialties. The MOS evaluation procedures were developed, tested, and refined during a feasibility study conducted by ACE and sponsored by the Department of the Army. Evaluators made recommendations for educational credit and advanced standing in apprentice training programs. Subsequently, the occupational assessment program of the Commission was expanded to include Navy general rates, ratings, warrant officers, and limited duty officers; Army warrant officer MOSs; Navy warrant officer and limited duty officer specialties; Coast Guard enlisted ratings and warrant officers; and selected Marine Corps MOSs. A small number of Naval Enlisted Classifications (NEC) has also been evaluated.

Most courses are given on a full-time basis. After 1981, ACE began evaluating courses that are at least 45 academic hours in length. Prior to that time, evaluated courses were at least two weeks in duration; or, if less than two weeks in length, the course had to include a minimum of 60 contact hours of instruction.

## **The ACE Evaluation Process**

Military courses are evaluated by teams of at least three subject-matter specialists (college and university professors, deans, etc.). Evaluators have two major tasks for each course: the formulation of a credit recommendation and the preparation of the course's description.

Evaluators are drawn from postsecondary institutions, professional and disciplinary societies, education associations, and regional accrediting associations. The Program Evaluations Content Review Committee selects evaluation teams.

Through discussion and applying evaluation procedures and guidelines, team members reach a consensus on the amount and category of credit to be recommended.

Evaluation materials include the course syllabus, training materials, tests, textbooks, technical manuals, and examinations. Additional information may

be obtained from discussions with instructors and program administrators, classroom observations, and examination of instructional equipment and laboratory facilities.

But recent surveys conducted by ACE have found that 14% of colleges and universities do not award any military credit, and another 30% do not award credit for occupational experiences, only for coursework.

## **Finding a Military-Friendly College**

When recruiting young men and women, all branches of the military emphasize the educational advantages associated with military service. Young people sign up expecting that military service will bring them a few steps closer to a college degree and a better career. But veterans' advocates and students alike claim that many of the thousands of veterans who attend college after tours of duty are denied credit for their military courses and specialized skills, despite an accreditation system set up to award it. These students must then take additional courses, further stretching their already lean GI Bill benefits.

Conversely, colleges assert they are fairly evaluating military courses and that a good deal of service training does not match with academic subjects. But, the denial of credits causes veterans to cast doubt on the academic qualifications of their military training, coursework, and specialties. Many are left feeling bitter and disillusioned. The issue is an increasing point of tension on college campuses as scores of veterans return home to take advantage of a range of public benefits, hoping to build on skills acquired during their military service.

Just as college students receive course credit through internships, veterans contend that military training and jobs that correlate to academic subjects deserve as much credit as college coursework. For example, veterans say working as an Army cook should earn credit in a culinary arts program; and a sergeant supervising 100 soldiers should receive credit in business management.

The evaluation process, which military officials describe as rigorous and fair, documents soldiers' skills and responsibilities and recommends how much college credit they should receive. Colleges widely recognize military transcripts, however, they are not bound to honor them. Those who work closely with veterans report that many colleges award the credits arbitrarily.

“Many people handling transfers aren’t aware of it and don’t know how to do it, so they just don’t accept it,” said one military education director at a four-year, liberal arts college. “It’s a problem that comes up a lot.”

These hindrances lead many veterans to attend colleges known to be military-friendly to maximize their credits. These colleges usually belong to Service Members Opportunity Colleges (SOC), a Washington, D.C. consortium of approximately 1,800 schools dedicated to helping servicemembers receive college degrees. For a complete listing of SOC institutions, consult the REF section at the end of this chapter.

Colleges that do not award credit for military training contend that most service-related experience is incompatible with academic programs.

## ACE Military Programs

Since 1945, ACE has provided a link between the DoD and higher education institutions by reviewing the military training and experiences of Air Force servicemembers and the equivalent college credits to be awarded.

Your military schools and work experiences (MOS) or Air Force Specialty Code (AFSC) are evaluated for possible college credit using a reference from the *ACE Guide to the Evaluation of Educational Experiences in the Armed Services*. If the credits recommended by ACE match credits required in your SOC degree plan, they may take the place of courses you would otherwise have been required to complete.

In addition, you can get college credit by taking tests, for example, CLEP® (College Level Examination Program), DSST® (DANTES Subject Standardized Tests), ECE (Excelsior College Examination), and ASE (Automotive Service Excellence). The combination of credits earned for Army schools and occupational experiences and tests, along with the actual college courses taken, will eventually give you enough credits for a college degree.

The first step to claiming the credits you have earned is to request a transcript from your military service. Each service branch has their own system for recording your military education and experience credits. They will provide you with unofficial personal copies and send schools official copies at no charge.

## Army

The Army uses AARTS, which automatically captures your academic credits from military training and standardized tests. The AARTS transcript is designed to help college officials award credit for learning experiences the soldier gained while in the military; provide the soldier or veteran with a supplement to his/her resume; and provide employers with a better understanding of the scope of responsibilities and skills acquired in the military.

The AARTS transcript contains the following information: current rank, military status (active or inactive), additional skill identifiers, (ASI) and skill qualification identifiers (SQI), formal military courses, MOSs held, standardized test scores, and descriptions and credit recommendations developed by ACE.

It is a valuable asset you should provide to your college or employer and is available for active Army, National Guard, and Reserve soldiers. You can view and print your own transcript at <https://aartstranscript.army.mil>.

The AARTS system is available to enlisted soldiers only. You are eligible for an AARTS transcript if you have enlisted in the Army, Army National Guard (ARNG), or U.S. Army Reserve (USAR). AARTS receives its data directly from the following sources:

- Regular Army Biographical Data and MOS history—Human Resources Command (HRC)
- Army National Guard Biographical Data and MOS history—National Guard Bureau
- Army Reserve Biographical Data and MOS history—Army Reserve: Human Resources Command (HRC)
- Formal Course Completions—Army Training Requirements and Resources System (ATRRS)
- Standardized Test Scores—Educational Testing Service (ETS), American College Testing (ACT), and Excelsior College Examination Program (ECEP), formerly Regents College Examination Program (RCEP).
- Course and MOS Descriptions and Credit Recommendations—American Council on Education (ACE)

Army officers must use Form DD 295, *Application for Evaluation of Learning*, to report their military training and experience.

For more information on AARTS, visit <http://aarts.army.mil>.

In addition to AARTS, several records may be used for Army MOS verification. The applicant may submit one or several of the following forms of documentation:

- DD Form 295, *Application for the Evaluation of Learning Experiences During Military Service*
- DD Form 214, *Armed Forces of the United States Report of Transfer or Discharge*
- DA Form 2166-5, *Enlisted Evaluation Report (EER)*
- DA Form 2166-5A, *Senior Enlisted Evaluation Report (SEER)*
- DA Form 2166-1, *NCO Evaluation Report (NCOER)*
- USAEREC Form 10A and EREC Form 10, *Enlisted Evaluation Data Report*
- DA Form 2-1, *Personnel Qualifications Record*
- DA Form 20, *Enlisted Qualification Record*
- *Individual Soldier's Report (ISR)*

For Army warrant officer MOS verification, several records may be used. The applicant may submit one or several of the following forms of documentation:

- DA Form 67-8, *Officer Evaluation Report (OER)*
- DA Form 67-8-1, *Officer Evaluation Support Form*
- DA Form 2-1, *Personnel Qualifications Record*
- DA Form 66, *Officer Qualification Record*
- DA Form 4037, *Officer Record Brief*

## **Navy and Marines**

The Navy and Marine Corps use the SMART system, which automatically captures training, experience, and standardized test scores. The primary purpose

of SMART is to assist servicemembers in obtaining college credit for their military experience. For more information, visit [www.navycollege.navy.mil](http://www.navycollege.navy.mil).

SMART is available to document ACE-recommended college credit for military training and occupational experience. It is an academically accepted record validated by ACE.

SMART has replaced the *Application for Evaluation of Learning Experiences during Military Service*, which is currently submitted to colleges by sailors and marines to verify their military experiences. The *Application for Evaluation* may still be necessary to document training and experience that is not contained in and cannot be added to current personnel and training databases.

Currently, within the Marine Corps MOS system, selected aircraft maintenance, avionics, and ground occupational fields have established a performance evaluation system that meets ACE's criteria for college credit. The evaluation programs known as the Individual Training Standards System (ITSS) and Maintenance and Training Management and Evaluation Program (MATMEP) provide for the evaluation of a marine's job performance in the aircraft maintenance and avionics fields. The MATMEP program is a standardized, documentable, level-progressive, technical skills management and evaluation program for enlisted aviation technical maintenance training.

The ITSS (MATMEP) is organized as a two-way grid. The row headings identify the specific duties and tasks that define a MOS. The column headings identify the skill levels at which each MOS duty and task are performed. When a marine can perform a particular task at a specified level of skill, the marine's supervisor evaluates the performance. When a marine's ITSS (MATMEP) summary sheet indicates that the marine has advanced to complete Level III, ACE credit recommendations may be applied. ACE grants credit recommendation for Levels III and IV in aircraft maintenance and avionics MOSs.

Several records may be used for Navy warrant officer and limited duty officer verification. Applicants may submit one or several of the following forms of documentation:

- NAVPERS 601-4, *Navy Occupation/Training and Awards History*
- DD Form 295, *Application for the Evaluation of Learning Experiences During Military Service*



- DD Form 214, *Armed Forces of the United States Report of Transfer or Discharge*

For Navy enlisted classification verification, applicants may submit one or several of the following forms of documentation:

- NAVPERS 1070/604, *Navy Occupation/Training Awards History*
- NAVPERS 1616/24, *Enlisted Performance Evaluation Report*
- NAVPERS 1070/613, *Administrative Remarks*
- DD Form 295, *Application for the Evaluation of Learning Experiences During Military Service*
- DD Form 214, *Armed Forces of the United States Report of Transfer or Discharge*
- Letter of designation from a commanding officer

Several records may be used for Marine Corps MOS verification:

- ITSS (MATMEP) summary sheet
- DD Form 295, *Application for the Evaluation of Learning Experiences During Military Service*
- DD Form 214, *Armed Forces of the United States Report of Transfer or Discharge*

## **Air Force**

The Community College of the Air Force is a federal program offered by the United States Air Force, which grants two-year associate of applied science (AAS) degrees in association with Air University. CCAF offers and awards job-related associate in applied science degrees and other academic credentials that enhance mission readiness, contribute to recruiting, assist in retention, and support the career transitions of Air Force enlisted members. The college awards an associate's degree to students who have successfully completed a degree program designed for an Air Force specialty.



The college is one of several federally chartered degree-granting institutions; however, it is the only two-year institution exclusively serving enlisted personnel. The CCAF automatically captures your training, experience, and standardized test scores. More information may be obtained at the CCAF website at [www.maxwell.af.mil/au/ccaf](http://www.maxwell.af.mil/au/ccaf).

The CCAF is unique in that it provides instruction at numerous locations because of the geographic dispersion of the students pursuing their Air Force occupations. Civilian collegiate institutions provide the course work to satisfy the general education requirement of the degree programs. They also provide course work to satisfy technical education and Leadership, Management, and Military Studies (LMMS) requirements not completed at CCAF schools. Although this broad geographical separation is unusual, the college is organized into a single, highly effective educational system.

Over the years, CCAF has grown both in numbers and recognition. With more than 373,000 registered students, the college is the world's largest multi-campus community college. Its affiliated schools are located in 34 states, the District of Columbia, six foreign locations, and one territory. Nearly 6,500 CCAF faculty members provide quality instruction for the personal and professional development of enlisted personnel. More than one million transcripts have been issued in the last ten years; and in 2000-2001 CCAF students earned 1.41 million hours of college credit.

Since issuing its first degree in 1977, the college has awarded more than 215,000 associate in applied science degrees.

## **Coast Guard**

The Coast Guard Institute (CGI) provides training and education services, information, and guidance for all CG members and the CG Education Services Officers (ESO) who assist members in pursuit of advancement, qualifications, and voluntary education. The Institute requires each servicemember to submit documentation of all training (except correspondence course records), along with an enrollment form, to receive a transcript. For more information, visit the CGI website at [www.uscg.mil/hq/cgi](http://www.uscg.mil/hq/cgi).

Several records may be used for Coast Guard occupation verification. The applicant may submit one or several of the following forms of documentation:

- DD Form 295, *Application for the Evaluation of Learning Experiences During Military Service*
- DD Form 214, *Armed Forces of the United States Report of Transfer or Discharge*
- Achievement Sheet

For Coast Guard warrant officer verification, applicants may submit one or several of the following forms of documentation:

- Form CG-5311, *Officer Evaluation Report (OER)*
- DD Form 295, *Application for the Evaluation of Learning Experiences During Military Service*
- DD Form 214, *Armed Forces of the United States Report of Transfer or Discharge*

## Veterans

Under most circumstances, veterans are eligible to use their former service branches' transcript program. However, if you are not eligible for AARTS, SMART, CCAF, or CGI systems, you will need to fill out DD Form 295 and provide your DD Form 214 discharge document to receive credit for your experience.

In most cases, ACE-recommended credits will be used to fulfill your free-elective requirements, but each college determines the number of credits it will accept, as well as how they will be applied toward your degree. Truthfully, some schools choose not to grant credit for military experience. For this reason, it is critical to search for and apply to military-friendly schools.

Before you start taking classes, have all of your official transcripts from previous colleges and service branches sent to your new school for evaluation. Many students waste valuable time and money duplicating

### • VET VIP

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course work because they enrolled before their military and prior college transcripts were evaluated.

## Testing Available through Your Education Center

Testing can be an important first step in your civilian career development. Some colleges and universities may require you to provide test results as part of your application. Prior to your departure from military service, you can take advantage of the testing services offered by your education center, Navy college office, and Marine Corps Lifelong Learning Center. These services include the following benefits:

*Vocational interest inventories:* Most education centers, Navy college offices, and Marine Corps LifeLong Learning Centers offer free vocation interest inventories that can help you identify the careers most likely to interest you.

*Academic entrance exams:* Before applying for college or other academic programs, you may want to take a college admissions test such as the Scholastic Aptitude Test® (SAT®), American College Testing® (ACT®), or the Graduate Record Examination® (GRE®). Most colleges and universities require that you take one of these exams. Information on these tests is available from your education center, Navy college office, or Marine Corps Lifelong Learning Center. You must start early. These exams are offered only a few times each year.

*Credit by examination:* Your education center, Navy college office, and Marine Corps Lifelong Learning Center offers a variety of “challenge” exams that can lead to college credit. If you score high enough, you may be exempt from taking a certain class or course requirements—resulting in a savings of time and money as you earn your degree. The College Level Examination Program and the DANTES Subject Standardized Tests are free to service members on active duty.

## Certification Programs

If your military training school doesn't offer college credit, don't lose hope. Your training may instead lead to certification in a specialized technical field. DANTES has approximately 80 agreements with nationally recognized

certification and licensure associations. These agreements allow DANTES test sites to administer the majority of their certification and licensure exams, providing convenience and accessibility to servicemembers.

You may already have the experience and knowledge required to gain certification in your occupational specialty, and may have no problem passing the exam to earn certification or licensure in a profession. Certification and licensure documents a servicemember's level of competency and achievement in a particular area. Credentials provide the equivalent of a "professional badge."

Certification testing is available in the automotive, computing, electronics, management, broadcast engineering, emergency medical technician, medical technology, and food preparation fields, among many others. Passing a certification exam helps you begin your civilian career right away as a fully trained individual, without having to go through a long apprenticeship period at low pay.

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## Other Perspectives...

“We don’t have a process for evaluating [military service] for credit,” said a senior-level college administrator at a major university. “I think that’s fairly standard.” However, her school does consider giving former servicemembers credit for academic classes taken while in the military but offered through accredited colleges.

Despite problems and inconsistencies, a Department of Defense official has offered that while some veterans are frustrated by colleges’ denials, overall, they saved an estimated \$140 million in annual tuition costs through credits earned during service.

He added, “Some academic advisers are fairly junior people who are not totally conversant with the system, especially if they aren’t near a military base.”

But one longtime VA administrator at a university has criticized the military for exaggerating the amount of academic credit veterans will receive. “Students have the expectation that they are going to walk into college and get all sorts of credit, and it just doesn’t happen,” he said. “I really think the problem is in what they are being told, rather than what the institutions are not doing.”

More than a few college administrators claim that a good deal of military training is too technical to transfer to a college program.

Carson Bennett, a business major in college, left for basic training just prior to his senior year and joined the military. While in the Army, he took intensive classes in Army psychological operations. However, when he returned to college, his courses were not accepted for academic credit.

Carson chose to transfer to a college that accepted most of his military classes toward his degree. He earned his degree and returned to active duty.

Dan Kennedy is an Army reservist who worked in logistics during a tour in Iraq. His college of choice rejected his request for transfer credit, although ACE argues that his training should have counted toward a management or business administration degree.

“Veterans assume they are going to get taken care of when they get back to school, and so does the general public,” Dan said, “but they’re not.”

## DEPARTMENT OF DEFENSE VOLUNTEER EDUCATION PROGRAMS

The DoD's off-duty, voluntary education programs constitute one of the largest continuing education programs in the world. Each year, about 300,000 servicemembers enroll in postsecondary courses leading to associate's, bachelor's, master's, and doctoral degrees. Colleges and universities, through an extensive network, deliver classroom instruction to hundreds of military installations around the world.

Servicemembers are also afforded opportunities to earn college credits for learning that has taken place outside the traditional classroom. This is accomplished through programs such as college-level equivalency testing, assessment of prior learning, assessment of military training, independent study, and distance learning. Additionally, special opportunities exist for servicemembers to enhance their basic academic skills through the following programs: high school completion, functional/basic skills, and English as a second language. Many of these educational opportunities are provided to servicemembers at no cost or, as in the case of college courses, at significantly reduced fees by tuition assistance.

A servicemember's participation in DoD-supported continuing education programs begins with a visit to an installation education center. At these centers, education officers and counselors present members with an extensive menu of options, provide details about specific programs, help members design courses of study, and accomplish administrative tasks to ensure that servicemembers receive maximum exposure to and benefits from available programs. These centers are staffed, funded, and operated by the Services. The National Defense Appropriations Act annually provides each Service with funds designated for "off-duty and voluntary education."

## **Postsecondary Degree Programs**

Programs that enable servicemembers to earn a college degree are the primary focus of DoD-sponsored continuing education programs. Congress has held that men and women serving in the Armed Forces should have at least the same opportunities to advance academically as do civilians who remain outside the military. Servicemembers can enroll in college, receive tuition assistance, and earn degrees. In many instances, they can join college classes being conducted on the military base where they are assigned. Those serving aboard ships or submarines can take courses while at sea. In some cases, servicemembers can even continue their studies while deployed.

## **Military Tuition Assistance Program**

Since 1996, tuition assistance has been uniform across the Services. The National Defense Authorization Act for 2000 removed the long-standing restriction on the percentage of tuition assistance that the Services could pay and, for the first time, authorized assistance at 100%.

SOURCE:

U.S. Department of Defense ([www.voled.doded.mil](http://www.voled.doded.mil))

## SERVICEMEMBERS OPPORTUNITIES COLLEGES

The Servicemembers Opportunity Colleges' consortium of colleges and universities is dedicated to helping servicemembers and their families get college degrees. Military students can take courses in their off-duty hours at or near military installations in the United States, overseas, and on Navy ships.

SOC was created in 1972 to provide educational opportunities to servicemembers who had trouble completing college degrees due to frequent transfers, deployments, etc. Today, SOC is a consortium of more than 1,800 colleges and universities that provide educational opportunities for servicemembers and their families.

SOC is co-sponsored by the American Association of State Colleges and Universities (AASCU) and the American Association of Community Colleges (AACC), in cooperation with thirteen other educational associations, the Military Services, the National Guard, and the Coast Guard.

Funded by the Department of Defense through a contract with AASCU, SOC coordinates associate's and bachelor's degrees in a variety of curriculum areas for the Army (SOCAD), Navy (SOCNAV), Marine Corps (SOCMAR), and Coast Guard (SOCCOAST). Colleges and universities that are on or accessible to Army, Navy, Marine Corps, and Coast Guard installations



worldwide offer these degree programs. Due to the presence of CCAF, the Air Force does not offer an Air Force-specific SOC program; however, the Air Force is a member of SOC under its general program.

Within each curriculum or degree network, member colleges agree to accept each other's credits in transfers. Servicemembers and their family members in isolated locations can take courses through distance-learning methods as the Internet, correspondence, computer, or video.

Each year, hundreds of thousands of servicemembers and their family members enroll in programs offered by the SOC consortium of universities, colleges, community colleges, and technical institutes. Military students can enroll in associate, bachelor, and graduate-level degree programs on school campuses, military installations, and armories in the United States and overseas.

## **Military Evaluations Program**

The ACE, under a DoD contract, develops credit recommendations based on its evaluation of Service school courses, military training, and most enlisted occupations. The recommendations are published in the *Guide to the Evaluation of Educational Experiences in the Armed Forces*. Most colleges and universities award some college credit based on these recommendations.

## **Independent Study and External Degree Programs**

Many regionally accredited colleges and universities offer courses and degree programs that provide opportunities for academic advancement and incorporate flexible scheduling, little or no residency requirements, and other nontraditional approaches. Opportunities exist for distance learning using broadcast video, recorded video, interactive CD-ROM, teleconferencing, or the Internet. Servicemembers receive tuition assistance for these programs under the same terms offered to more traditional modes of instructional delivery. These programs are managed by DAN TES.

## **Examinations Program**

The DoD operates a testing program through which servicemembers can earn certificates, licenses, college credits, and a high school diploma; or satisfy entrance and employment requirements with successful completion of the GRE, SAT, ACT, and the National Teacher Exam (NTE). Tests are offered to members at no cost. The testing program is offered uniformly across the Services and is managed by DANTES through contracts with the College Board and the Educational Testing Service.

## **High School Diploma**

For enlistees who enter the military without a high school diploma, all Services pay 100% of the cost of studies and the testing leading to its achievement. Servicemembers that pass a special examination designed for adults can earn a high-school equivalency credential, which is awarded by the Department of Education of the state or territory where the member has residency or a service assignment.

## **Academic Skills Programs**

For members that may need to update or enhance basic academic competencies, all Services offer opportunities to improve skills in areas such as English, reading, writing, speaking, and mathematics. Basic and functional skills programs are provided at no cost to servicemembers. For those posted to overseas locations, these programs are also available to spouses without cost.

## **Military Installation Voluntary Education Review (MIVER)**

The DoD contracts with ACE for a periodic third-party review of the voluntary education programs conducted at the installation level. Teams of

highly qualified professors, deans, and other professionals from the higher education community are sent to the field to conduct the review.

Team members review the operation of the education center and the colleges providing services to that installation. They evaluate the self-studies prepared by the installation and the servicing institutions and they interview education officers, counselors, institutional representatives, instructors, and students. They meet with local command personnel. Their written report is issued to Service headquarters, local commands, and the institutions. Services generally require local commands to report on the actions taken in response to the recommendations within a year of the visit.

SOURCE:

Servicemembers Opportunity Colleges ([www.soc.aascu.org](http://www.soc.aascu.org))



## THE NAVY COLLEGE PROGRAM (NCP)

The Navy College Program provides opportunities for sailors to earn college degrees by providing academic credit for navy training, work experience, and off-duty education. NCP's mission is to enable sailors to obtain a college degree while on active duty. In support of its four Rs—Recruiting, Readiness, Retention, and Respect—the NCP is the portrait of the Navy's commitment to helping sailors apply themselves to new situations and challenges, better preparing them for advancement, building up their self-image, and producing higher quality servicemembers.

The Navy College Program integrates all components of DoD's voluntary education programs. While the NCP is primarily geared toward enlisted sailors, some NCP components are also available to officers.

Further, to assist you in your preparation for college courses, the Navy provides instruction in basic subjects. You may work on your English, mathematics, and reading skills ashore at the Navy College Learning Centers' (NCLCs) computer labs or in the Navy College Learning Program's (NCLP) instructor-taught classes. In either program, you will be given diagnostic tests and begin your instruction at a level appropriate

to your needs. Instruction in academic skills is available at no cost to you or your command.

Combining the various components of the total program, the NCP serves the needs of mobile sailors. Servicemembers are provided uncomplicated access to information along the path to a degree, including transferability of college credit and access to education regardless of the sailors' location or duty station. Participation is voluntary. Sailors participate at their own pace when they are ready.

SOURCE:

U.S. Navy ([www.navycollege.navy.mil](http://www.navycollege.navy.mil))

## THE SERVICEMEMBERS OPPORTUNITY COLLEGES STUDENT AGREEMENT

The student's home college (the college that offers a SOC Network System degree that the student wishes to pursue) issues the SOCAD, SOCNAV, SOCMAR, or SOCCOAST Student Agreement (SA). The agreement serves as the official evaluation by a home college of a student's prior education and experience as it applies to his or her degree program. The agreement gives the student a plan showing the courses and other requirements needed to complete the degree.

The SA is a "contract-for-degree" between the home college and the student. The SA also serves as the student's guarantee that he or she will be awarded the degree by the home college when all stated requirements have been met.

When degree-seeking students enroll in a program that is part of the SOC Network System, they are entitled to have a Student Agreement reflecting the college's official evaluation of the students' prior learning, plus remaining degree requirements after completing no more than approximately six semester hours, or two courses, at the home college.

## SOC Consortium Military Student Bill of Rights

The following Military Student Bill of Rights spell out ten specific “Rights” that military students should have as they explore, enroll, and work toward degrees or certificates at SOC consortium colleges and universities. These “Rights” focus directly on fair and honest recruiting, marketing, and student services practices. The SOC advisory board approved the Military Student Bill of Rights in 2007.

All military student populations have basic rights to satisfactory college marketing, admissions, and student services practices, including the right to:

1. Accurate information about a school’s programs, requirements, accreditation, and its potential impact on course transferability.
2. Access basic college/university information and fees without disclosure of student personal information.
3. Educational planning and career guidance without high-pressure registration and enrollment efforts from institutions.
4. A clear and complete explanation of course/program enrollment procedures and all resulting financial obligations.
5. Explore, without coercion, all financial aid options before signing up for student loans or other financial assistance.
6. Accurate scholarship information, free of misleading “scholarship” offers based on military tuition assistance.
7. Appropriate academic screening and course placement based on student readiness.
8. Appropriate, accessible academic and student support services.
9. Clearly defined institutional “drop/add” and withdrawal policies and procedures including information about the impact of military duties (e.g., mobilization, activation, and temporary duty assignments) on their academic standing and financial responsibilities.
10. Clearly defined grievance/appeals processes.

SOURCE:

Servicemembers Opportunity Colleges Consortium ([www.soc.aascu.org](http://www.soc.aascu.org))



# SOC CONSORTIUM MEMBER INSTITUTIONS

The 1,800 colleges and universities that comprise the Servicemembers Opportunity Colleges consortium provide educational opportunities for servicemembers and their families. SOC is cosponsored by the American Association of State Colleges and Universities (AASCU) and the American Association of Community Colleges (AACCC), in cooperation with thirteen other educational associations, the Military Services, the National Guard, and the Coast Guard.

Note: Consortium memberships are biannual and therefore subject to change. For more information on the SOC consortium and member institutions, visit [www.soc.aascu.org](http://www.soc.aascu.org).

## **Alabama**

Alabama Agricultural and Mechanical University  
Amridge University  
Andrew Jackson University  
Athens State University  
Auburn University at Montgomery  
Bevill State Community College  
Bishop State Community College

Calhoun Community College  
Central Alabama Community College  
Chattahoochee Valley Community College  
Columbia Southern University  
Dothan Herzing College  
Enterprise-Ozark Community College  
Faulkner State Community College  
Faulkner University  
Gadsden State Community College



George C. Wallace State Community College  
ITT Technical Institute – Birmingham  
J.F. Drake State Technical College  
Jacksonville State University  
Jefferson Davis Community College  
Jefferson State Community College  
Judson College  
Lawson State Community College  
Lurleen B. Wallace Community College  
Northeast Alabama Community College  
Northwest-Shoals Community College  
Oakwood College  
Reid State Technical College  
Remington College, Mobile Campus  
Shelton State Community College  
Snead State Community College  
South University  
Southern Union State Community College  
Talladega College  
Trenholm State Technical College,  
Trenholm Campus  
Troy University  
United States Sports Academy  
University of Alabama at Birmingham  
University of Alabama at Tuscaloosa  
University of Alabama in Huntsville  
University of Mobile  
University of Montevallo  
University of North Alabama  
University of South Alabama  
University of West Alabama  
Virginia College at Birmingham  
Wallace Community College – Selma  
Wallace State Community College –  
Hanceville

### **Alaska**

Alaska Pacific University  
Charter College  
University of Alaska Anchorage  
University of Alaska Fairbanks  
University of Alaska Southeast

### **Arizona**

Argosy University/Phoenix  
Arizona Western College  
Art Institute of Phoenix  
Axia College of University of Phoenix  
Central Arizona College  
Cochise College  
DeVry University – Mesa Campus  
DeVry University – Northeast Phoenix  
DeVry University – Phoenix Campus

Estrella Mountain Community College  
GateWay Community College  
Glendale Community College  
International Import-Export Institute  
International Institute of the Americas  
ITT Technical Institute – Tempe  
ITT Technical Institute – Tucson  
Mesa Community College  
Mohave Community College  
Northcentral University  
Northern Arizona University  
Paradise Valley Community College  
Paralegal Institute Penn Foster College  
Phoenix College  
Pima County Community College  
Prescott College – Adult Degree Programs  
Rio Salado College  
Scottsdale Community College  
South Mountain Community College  
University of Arizona – University of  
Arizona South  
University of Phoenix Western  
International University

### **Arkansas**

Arkansas Baptist College  
Arkansas Northeastern College  
Arkansas State University  
Arkansas State University – Beebe  
Arkansas State University – Newport  
Arkansas Tech University  
Central Baptist College  
Cossatot Community College of the  
University of Arkansas  
Henderson State University  
Mid-South Community College  
National Park Community College  
Ouachita Technical College  
Ozarka College  
Pulaski Technical College  
Southern Arkansas University  
University of Arkansas – Fayetteville  
University of Arkansas at Fort Smith  
University of Arkansas at Little Rock  
University of Arkansas at Monticello  
University of Arkansas at Pine Bluff  
University of Arkansas Community  
College at Hope  
University of Central Arkansas

### **California**

Allan Hancock College  
Alliant International University  
American Graduate University

American River College  
 Antelope Valley College  
 Argosy University/Orange County  
 Argosy University/San Francisco Bay  
 Art Institute of California – Los Angeles  
 Art Institute of California – Orange County  
 Art Institute of California – San Diego  
 Art Institute of California – San Francisco  
 Aviation & Electronic Schools of America  
 Azusa Pacific University  
 Bakersfield College  
 Barstow College  
 California Baptist University  
 California Coast University  
 California College - San Diego  
 California Design College  
 California Lutheran University  
 California Maritime Academy  
 California National University  
 California Polytechnic State University  
 – San Luis Obispo  
 California State Polytechnic University  
 – Pomona  
 California State University, Bakersfield  
 California State University, Channel Islands  
 California State University, Dominguez Hills  
 California State University, East Bay  
 California State University, Fresno  
 California State University, Fullerton  
 California State University, Long Beach  
 California State University, Los Angeles  
 California State University, Monterey Bay  
 California State University, Northridge  
 California State University, Sacramento  
 California State University, San Bernardino  
 California State University, San Marcos  
 California State University, Stanislaus  
 Cerritos College  
 Cerro Coso Community College  
 Chaffey College  
 Chapman University – University College  
 Citrus College  
 City College of San Francisco  
 Coastline Community College  
 Cogswell Polytechnical College  
 Coleman College  
 College of the Canyons  
 College of the Sequoias  
 Copper Mountain College  
 Cosumnes River College  
 Crafton Hills College  
 Cuyamaca College  
 De Anza College  
 DeVry University – Fremont  
 DeVry University – Fresno  
 DeVry University – Inland Empire/Colton  
 DeVry University – Irvine  
 DeVry University – Long Beach  
 DeVry University – Pomona  
 DeVry University – Sacramento  
 DeVry University – San Diego  
 DeVry University – San Francisco  
 DeVry University – San Jose  
 DeVry University – Sherman Oaks  
 District San Diego City College  
 Fashion Institute of Design  
 and Merchandising  
 Feather River College  
 Fielding Graduate University  
 Foothill College for Advanced Studies  
 Fresno City College  
 Gavilan College  
 Gemological Institute of America  
 Golden Gate University  
 Golden West College  
 Grossmont College  
 Hartnell College  
 Heald College  
 Henley-Putnam University  
 Holy Names University  
 Hope International University  
 Humboldt State University  
 Irvine Valley College  
 ITT Technical Institute – Lathrop  
 ITT Technical Institute – San Bernardino  
 ITT Technical Institute – San Diego  
 John F. Kennedy University  
 LA College  
 Los Angeles Trade-Technical College  
 Maric College – North County  
 Merced College  
 MiraCosta College  
 Mission College  
 Monterey Institute of International Studies  
 Monterey Peninsula College  
 Moorpark College  
 Mount St. Mary's College  
 National Polytechnic College of Science  
 National University  
 Newschool of Architecture and Design  
 Orange Coast College  
 Oxnard College  
 Pacific Graduate School of Psychology  
 Palomar College  
 Patten University  
 Pierce College  
 Riverside Community College  
 San Diego Mesa College  
 San Diego Miramar College  
 San Diego State University

San Francisco State University  
San Joaquin Delta College  
Santa Monica College  
Solano Community College  
Sonoma State University  
Southern California Institute of Technology  
Southwestern College  
Taft College  
TUI University  
University of La Verne  
University of San Diego – Schools of  
    Business Administration and Education  
Victor Valley College  
West Hills Community College District  
    – Lemoore Campus  
West Los Angeles College  
Yuba Community College

### **Colorado**

Adams State College  
Aims Community College  
American Sentinel University  
Arapahoe Community College  
Art Institute of Colorado  
Aspen University  
College for Financial Planning  
Colorado Christian University  
Colorado Northwestern Community College  
Colorado School of Mines  
Colorado State University  
Colorado State University – Pueblo,  
    Division of Continuing Education  
Colorado Technical University  
Community College of Aurora  
Community College of Denver  
DeVry University – Colorado Springs  
DeVry University – Denver South  
DeVry University – Westminster  
Fort Lewis College  
Front Range Community College  
Jones International University  
Lamar Community College  
Mesa State College  
Metropolitan State College of Denver  
Morgan Community College  
Northeastern Junior College  
Otero Junior College  
Pikes Peak Community College  
Pueblo Community College  
Red Rocks Community College  
Redstone College  
Regis University – College for  
    Professional Studies  
Remington College, Colorado Springs

Trinidad State Junior College  
University of Colorado – Colorado Springs  
University of Northern Colorado  
Westwood College

### **Connecticut**

Albertus Magnus College  
Asnuntuck Community College  
Briarwood College  
Capital Community College  
Charter Oak State College  
Eastern Connecticut State University  
    – School of Continuing Education  
Manchester Community College  
Middlesex Community College  
Mitchell College  
Naugatuck Valley Community College  
Norwalk Community College  
Post University  
Quinebaug Valley Community College  
Sacred Heart University  
Southern Connecticut State University  
Three Rivers Community College  
Tunxis Community College  
University of New Haven

### **Delaware**

Delaware Technical and Community College  
Goldey-Beacom College  
Wesley College  
Wilmington College

### **District of Columbia**

American University  
Catholic University of America  
    – Metropolitan College  
George Washington University  
Georgetown University  
    School of Continuing Studies  
Howard University  
Potomac College  
Southeastern University  
Strayer University  
University of the District of Columbia

### **Florida**

AI Miami International University  
    of Art & Design  
Argosy University – Sarasota  
Argosy University – Tampa  
Art Institute of Fort Lauderdale

Barry University – School of Adult and Continuing Education BARRYU  
Bethune-Cookman College  
Brevard Community College  
Broward Community College  
Central Florida Community College  
College of Business and Technology  
Daytona Beach Community College  
DeVry University – Fort Lauderdale  
DeVry University – Jacksonville  
DeVry University – Miami Campus  
DeVry University – Miramar Campus  
DeVry University – Orlando Campus  
DeVry University – Orlando North  
DeVry University – Tampa Bay  
Eckerd College – Program for Experienced Learners  
Edison Community College  
Edward Waters College  
Embry-Riddle Aeronautical University  
Everest University  
Everglades University  
Florida Agricultural and Mechanical University  
Florida Atlantic University  
Florida Community College – Jacksonville  
Florida Gulf Coast University  
Florida Institute of Technology  
Florida International University  
Florida Keys Community College  
Florida National College  
Gulf Coast Community College  
Hillsborough Community College  
IMPAC University  
Indian River Community College  
International College  
ITT Technical Institute – Fort Lauderdale  
ITT Technical Institute – Lake Mary  
ITT Technical Institute – Miami  
ITT Technical Institute – Tampa  
Jacksonville University  
Jones College – Distance Learning Program  
Kaplan University Online  
Keiser University  
Key College  
Lake City Community College  
Lincoln College of Technology  
Manatee Community College  
Miami Dade College  
North Florida Community College  
Nova Southeastern University  
Okaloosa-Walton College  
Palm Beach Atlantic University  
Palm Beach Community College  
Pasco-Hernando Community College

Pensacola Junior College  
Polk Community College  
Polytechnic University of the Americas  
Saint Leo University  
Santa Fe Community College  
Seminole Community College  
South Florida Community College  
Southeastern University  
Southwest Florida College  
St. Johns River Community College  
St. Petersburg College  
St. Thomas University  
Tallahassee Community College  
University of Central Florida  
University of Florida  
University of North Florida  
University of South Florida  
University of Tampa  
University of West Florida  
Valencia Community College  
Webber International University

### **Georgia**

Abraham Baldwin Agricultural College  
Albany Technical College  
Altamaha Technical College  
American Inter Continental University – Dunwoody  
Argosy University/Atlanta  
Armstrong Atlantic State University  
Art Institute of Atlanta  
Ashworth University – Associate Degree Program  
Athens Technical College  
Atlanta Technical College  
Augusta State University  
Augusta Technical College  
Beacon University  
Brenau University – Evening and Weekend College  
Brewton-Parker College  
Central Georgia Technical College  
Chattahoochee Technical College  
Clayton State University  
Coastal Georgia Community College  
Columbus State University  
Columbus Technical College  
Covenant College  
Darton College  
DeVry University – Alpharetta  
DeVry University – Atlanta/Buckhead  
DeVry University – Atlanta/Cobb-Galleria  
DeVry University – Atlanta/Perimeter  
DeVry University – Decatur

DeVry University – Gwinnett  
DeVry University – Henry County  
East Central Technical College  
East Georgia College  
Emmanuel College  
Georgia College and State University  
Georgia Military College  
Georgia Perimeter College  
Georgia Southern University  
Georgia Southwestern State University  
Gwinnett Technical College  
Heart of Georgia Technical College  
Lanier Technical College  
Luther Rice University  
Mercer University  
Middle Georgia College  
Middle Georgia Technical College  
North Georgia College and State University  
North Georgia Technical College  
North Metro Technical College  
Northwestern Technical College  
Paine College  
Savannah State University  
Savannah Technical College  
Shorter College – School of  
Professional Programs  
South Georgia College  
South University  
Southeastern Technical College  
Southern Polytechnic State University  
Southwest Georgia Technical College  
Swainsboro Technical College  
Thomas University  
University of West Georgia  
Valdosta State University  
Waycross College  
West Georgia Technical College

### **Guam**

Guam Community College  
University of Guam

### **Hawaii**

Argosy University/Hawaii  
Chaminade University of Honolulu  
Hawaii Pacific University  
Hawaii Theological Seminary  
Honolulu Community College  
Kapiolani Community College  
Leeward Community College  
Maui Community College  
Windward Community College

### **Idaho**

Boise State University  
Brigham Young University – Idaho  
College of Southern Idaho  
Idaho State University  
ITT Technical Institute – Boise  
Lewis-Clark State College  
North Idaho College  
Northwest Nazarene University  
University of Idaho

### **Illinois**

Argosy University/Chicago  
Argosy University/Schaumburg  
Benedictine University  
Black Hawk College  
Carl Sandburg College  
Chicago State University  
City Colleges of Chicago –  
Richard J. Daley College  
City Colleges of Chicago –  
Harold Washington College  
College of DuPage  
College of Lake County  
Columbia College Chicago  
DeVry University – Addison  
DeVry University – Chicago  
DeVry University – Chicago Loop  
DeVry University – Chicago O’Hare  
DeVry University – Elgin  
DeVry University – Gurnee  
DeVry University – Lincolnshire  
DeVry University – Naperville  
DeVry University – Oak Brook  
DeVry University – Schaumburg  
DeVry University – Tinley Park  
Eastern Illinois University – Bachelor of  
EASTIL Arts Degree Program  
Governors State University  
Highland Community College  
Illinois Central College  
Illinois Eastern Community Colleges  
– Frontier, Lincoln Trail, Olney  
Central, Wabash Valley  
Illinois Institute of Art – Schaumburg  
and Chicago Campuses  
Illinois State University  
Illinois Valley Community College  
ITT Technical Institute – Orland Park  
John A. Logan College  
John Wood Community College  
Joliet Junior College  
Kaskaskia College

Keller Graduate School of Management  
of DeVry University  
Kendall College  
Kishwaukee College  
Lake Land College  
Lewis and Clark Community College  
Lewis University  
Lincoln Land Community College  
MacMurray College  
McKendree University  
Midstate College  
Morrison Institute of Technology  
National-Louis University  
Northeastern Illinois University –  
Bachelor of Arts Degree Program  
Oakton Community College  
Olivet Nazarene University  
Parkland College  
Quincy University  
Rend Lake College  
Robert Morris College  
Rosalind Franklin University of Medicine  
and Science – Chicago Medical School  
Saint Xavier University  
Sauk Valley Community College  
Shawnee Community College  
Southeastern Illinois College  
Southern Illinois University, Carbondale  
– College of Applied Sciences and Arts  
Southern Illinois University, Carbondale  
– College of Education and  
Human Services  
Southern Illinois University, Carbondale  
– College of Engineering  
Southern Illinois University, Edwardsville  
Southwestern Illinois College  
Spoon River College  
Triton College  
University of Saint Francis  
Waubonsee Community College  
Western Illinois University – School  
of Extended Studies  
William Rainey Harper College

### Indiana

Ball State University  
Bethel College  
Calumet College of Saint Joseph  
DeVry University – Indianapolis Campus  
DeVry University – Merrillville Campus  
Huntington University  
Indiana Institute of Technology  
Indiana State University

Indiana University – Purdue University,  
Fort Wayne  
Indiana University – Purdue University,  
Indianapolis  
Indiana University – School of  
Continuing Studies  
Indiana University, Kokomo  
Indiana Wesleyan University  
ITT Technical Institute – Fort Wayne  
Ivy Tech Community College –  
Central Indiana  
Ivy Tech Community College – Columbus  
Ivy Tech Community College –  
East Central  
Ivy Tech Community College –  
Kokomo/Logansport  
Ivy Tech Community College – Lafayette  
Ivy Tech Community College –  
Northcentral  
Ivy Tech Community College – Northeast  
Ivy Tech Community College – Northwest  
Ivy Tech Community College – Richmond  
Ivy Tech Community College – Southcentral  
Ivy Tech Community College – Southeast  
Ivy Tech Community College – Southwest  
Ivy Tech Community College – Wabash Valley  
Lincoln Technical Institute  
Marian College  
Martin University  
Oakland City University  
Saint Joseph's College  
Saint Mary-of-the-Woods College  
Tri-State University  
University of Evansville –  
Individualized Study Program  
University of Indianapolis  
University of Saint Francis  
University of Southern Indiana  
Vincennes University

### Iowa

AIB College of Business  
Ashford University  
Briar Cliff University  
Clarke College  
Des Moines Area Community College  
District Ellsworth Community College  
Dordt College  
Drake University  
Eastern Iowa Community College  
Graceland University  
Grand View College  
Hamilton College  
Hawkeye Community College



Indian Hills Community College  
Iowa Lakes Community College  
Iowa State University  
Iowa Wesleyan College  
Iowa Western Community College  
Kaplan University – Davenport  
Loras College  
North Iowa Area Community College  
Northeast Iowa Community College  
Northwest Iowa Community College  
Northwestern College  
Palmer College of Chiropractic –  
    Technical & Bachelor of Science  
    Degrees in General Science Programs  
Scott Community College  
Southeastern Community College  
Southwestern Community College  
St. Ambrose University  
University of Dubuque  
University of Iowa  
University of Northern Iowa  
Upper Iowa University  
Western Iowa Tech Community College  
William Penn University

### **Kansas**

Allen County Community College  
Baker University – School of Professional  
    and Graduate Studies  
Barton County Community College  
Butler Community College  
Cloud County Community College  
Coffeyville Community College  
Colby Community College  
Cowley County Community College  
Dodge City Community College  
Donnelly College  
Emporia State University  
Fort Hays State University – Virtual College  
Fort Scott Community College  
Garden City Community College  
Hutchinson Community College  
    and Area Vocational School  
Independence Community College  
Johnson County Community College  
    – Kansas City  
Kansas Community College  
Kansas State University  
Kansas Wesleyan University  
Neosho County Community College  
Newman University  
Ottawa University  
Pittsburg State University  
Pratt Community College

Seward County Community College  
Southwestern College – Professional  
    Studies  
University of Saint Mary  
Washburn University  
Wichita State University

### **Kentucky**

Ashland Community and Technical College  
Beckfield College  
Brescia University  
Eastern Kentucky University  
Elizabethtown Community and  
    Technical College  
Hazard Community and Technical College  
Henderson Community College  
Hopkinsville Community College  
ITT Technical Institute – Louisville  
Kentucky State University  
Kentucky Wesleyan College  
Lindsey Wilson College  
Louisville Technical Institute  
Madisonville Community College  
Maysville Community and Technical College  
Mid-Continent University  
Midway College  
Morehead State University  
Murray State University  
National College  
Somerset Community College  
Southeast Kentucky Community  
    and Technical College  
St. Catherine College  
Sullivan University  
Thomas More College  
University of Kentucky  
University of Louisville – College of  
    Education and Human Development  
West Kentucky Community and  
    Technical College  
Western Kentucky University

### **Louisiana**

Grambling State University  
ITT Technical Institute – St. Rose  
Louisiana State University at Alexandria  
Louisiana State University at Eunice  
Louisiana Tech University  
Louisiana Technical College – Northeast  
Louisiana Technical College – Young  
    Memorial Campus  
Loyola University – New Orleans  
McNeese State University

Nicholls State University  
Northwestern State University  
Our Lady of Holy Cross College  
Remington College  
Southeastern Louisiana University  
Tulane University – School of  
Continuing Studies  
University of Louisiana at Lafayette  
University of Louisiana at Monroe  
University of New Orleans – General  
Studies Program

### **Maine**

Central Maine Community College  
Eastern Maine Community College  
Kennebec Valley Community College  
Maine College of Art  
Maine Maritime Academy  
Northern Maine Community College  
Saint Joseph's College of Maine – Division of  
Graduate and Professional Studies  
Southern Maine Community College  
Thomas College  
University of Maine  
University of Maine at Augusta  
University of Maine at Fort Kent  
University of Maine at Machias  
– Baccalaureate Programs  
University of Maine at Presque Isle  
University of Southern Maine  
York County Community College

### **Maryland**

Allegany College of Maryland  
Anne Arundel Community College  
Baltimore City Community College  
Bowie State University  
Capitol College  
Cecil Community College  
College of Southern Maryland  
Columbia Union College  
Community College of Baltimore  
Community College of Baltimore County  
– Catonsville  
Community College of Baltimore County  
– Dundalk  
Coppin State University  
DeVry University – Bethesda  
Frederick Community College  
Frostburg State University  
Garrett College  
Hagerstown Community College  
Harford Community College

Howard Community College  
Montgomery College  
Morgan State University  
Mount St. Mary's University  
Prince George's Community College  
Salisbury University  
St. Mary's College of Maryland  
Towson University – Undergraduate Programs  
University College  
University of Baltimore  
University of Maryland  
University of Maryland Eastern Shore  
Villa Julie College

### **Massachusetts**

American International College  
Bay Path College  
Becker College  
Berkshire Community College  
Boston University – Metropolitan College  
Bridgewater State College  
Bristol Community College  
Bunker Hill Community College  
Cambridge College  
Cape Cod Community College  
Eastern Nazarene College – Adult  
Studies Program  
Elms College  
Fisher College  
Fitchburg State College  
Massasoit Community College  
Middlesex Community College  
Mount Wachusett Community College  
National Graduate School  
Newbury College  
Nichols College  
North Shore Community College  
Northeastern University – School of  
Professional and Continuing Studies  
Northern Essex Community College  
Quincy College  
Quinsigamond Community College  
Salem State College  
University of Massachusetts, Amherst  
Western New England College

### **Michigan**

Albion College  
Baker College  
Bay Noc Community College  
Central Michigan University –  
Off-Campus Programs  
Charles Stewart Mott Community College



Cleary University  
Concordia University – Ann Arbor  
Davenport University  
Delta College  
District Western Michigan University  
Eastern Michigan University  
Ferris State University  
Finlandia University  
Glen Oaks Community College  
Gogebic Community College  
ITT Technical Institute – Canton  
Jackson Community College  
Kalamazoo Valley Community College  
Kellogg Community College  
Kirtland Community College  
Lansing Community College  
Lewis College of Business  
Madonna University  
Michigan Jewish Institute  
Michigan Technological University  
Mid Michigan Community College  
Muskegon Community College  
North Central Michigan College  
Northern Michigan University  
Northwestern Michigan College  
Northwood University – University College  
Rochester College – College of  
Extended Learning  
Schoolcraft College  
Siena Heights University  
Southwestern Michigan College  
Spring Arbor University  
St. Clair County Community College  
University of Michigan – Flint  
Walsh College  
Washtenaw Community College  
Wayne County Community College

### Minnesota

Alexandria Technical College  
Anoka-Ramsey Community College  
Argosy University/Twin Cities  
Art Institutes International Minnesota  
Augsburg College  
Bemidji State University  
Bethel University – College of Adult  
and Professional Studies  
Capella University  
Central Lakes College  
Century College  
College of St. Scholastica  
Concordia University, St. Paul  
Dakota County Technical College Online  
DeVry University – Edina

DeVry University – St. Louis Park  
Globe University  
Hibbing Community College  
Inver Hills Community College  
Itasca Community College  
Lake Superior College  
Mesabi Range Community and  
Technical College  
Metropolitan State University  
Minnesota School of Business  
Minnesota State Community and  
Technical College  
Minnesota State University, Mankato  
Minnesota West Community and  
Technical College – Worthington Campus  
Normandale Community College  
North Hennepin Community College  
Northland Community and Technical College  
Northwest Technical College  
Northwestern College  
Pine Technical College  
Rainy River Community College  
Rasmussen College – Multi-Campus System  
Ridgewater College  
Riverland Community College  
Rochester Community and Technical College  
Saint Paul College – Community and  
Technical College  
Southwest Minnesota State University  
St. Cloud State University  
St. Cloud Technical College  
Vermilion Community College  
Walden University

### Mississippi

Alcorn State University  
Belhaven College  
Coahoma Community College  
Copiah-Lincoln Community College  
Delta State University  
East Central Community College  
East Mississippi Community College  
Hinds Community College  
Holmes Community College  
Itawamba Community College  
Jackson State University  
Jones County Junior College  
Meridian Community College  
Mississippi Gulf Coast Community College  
Mississippi State University  
Mississippi University for Women  
Pearl River Community College  
Rust College  
Southwest Mississippi Community College

University of Mississippi  
University of Southern Mississippi  
William Carey University

William Jewell College  
William Woods University – College  
of Graduate and Adult Studies

### Missouri

Calvary Bible College and Theological  
Seminary  
Columbia College  
Culver-Stockton College  
DeVry University – Kansas City Campus  
DeVry University – St. Louis West  
Drury University, Mid-Missouri Region  
(Fort Leonard Wood) DRURY  
East Central College  
Fontbonne University  
Global University  
Grantham University  
Hannibal-LaGrange College  
Harris-Stowe State University  
ITT Technical Institute – Arnold  
ITT Technical Institute – Earth City  
Lincoln University  
Lindenwood University  
Maryville University of Saint Louis  
Mineral Area College  
Missouri Southern University  
Missouri State University – Springfield  
Missouri State University – West Plains  
Missouri Tech  
Missouri University of Science  
and Technology  
Missouri Western State University  
Moberly Area Community College  
North Central Missouri College  
Northwest Missouri State University  
Ozarks Technical Community College  
Park University  
Rockhurst University  
Saint Louis University – Parks College of  
Engineering, Aviation and Technology  
Saint Louis University – School  
for Professional Studies  
Southeast Missouri State University  
Southwest Baptist University  
St. Charles Community College  
State Fair Community College  
Stephens College – School of Graduate  
and Continuing Studies  
University of Central Missouri  
University of Missouri – St. Louis  
Webster University  
Westminster College

### Montana

Blackfeet Community College  
Carroll College  
Dawson Community College  
Fort Belknap College  
Fort Peck Community College  
Miles Community College  
Montana State University – Billings  
Montana State University – Bozeman  
Montana State University – Great Falls  
College of Technology  
Montana State University – Northern  
Montana Tech College of Technology  
Rocky Mountain College  
Salish Kootenai College  
Stone Child College  
University of Great Falls  
University of Montana  
University of Montana – Helena College  
of Technology  
University of Montana – Missoula  
College of Technology  
University of Montana – Western

### Nebraska

Bellevue University  
Central Community College – Columbus  
Central Community College – Grand  
Island  
Central Community College – Hastings  
Chadron State College  
Hastings College  
ITT Technical Institute – Omaha  
Metropolitan Community College  
Mid-Plains Community College  
Midland Lutheran College  
Nebraska Methodist College of  
Nursing and Allied Health  
Northeast Community College  
Peru State College  
Southeast Community College  
University of Nebraska – Lincoln  
University of Nebraska at Kearney  
University of Nebraska at Omaha  
– College of Continuing Studies  
Wayne State College  
Western Nebraska Community College

### **Nevada**

Art Institute of Las Vegas  
Community College of Southern Nevada  
DeVry University – Henderson Campus  
Great Basin College  
ITT Technical Institute – Henderson  
Truckee  
Meadows Community College  
University of Nevada – Las Vegas  
University of Nevada, Reno  
Western Nevada Community College

### **New Hampshire**

Chester College of New England  
Colby-Sawyer College  
Daniel Webster College  
Granite State College  
New England College  
Southern New Hampshire University

### **New Jersey**

Atlantic Cape Community College  
Bergen Community College  
Berkeley College  
Bloomfield College  
Brookdale Community College  
Burlington County College  
Caldwell College  
Centenary College  
County College of Morris  
DeVry University – North Brunswick  
Fairleigh Dickinson University  
Georgian Court University  
Gloucester County College  
Hudson County Community College  
Kean University  
Mercer County Community College  
Monmouth University  
New Jersey Institute of Technology –  
College of Science and Liberal Arts  
Ocean County College  
Ramapo College of New Jersey  
Raritan Valley Community College  
Rider University  
Saint Peter's College  
Salem Community College  
Sussex County Community College  
Thomas Edison State College  
Union County College

### **New Mexico**

Clovis Community College  
College of Santa Fe

College of the Southwest  
Dona Ana Community College  
Eastern New Mexico University –  
Main Campus  
Eastern New Mexico University – Roswell  
ITT Technical Institute – Albuquerque  
Mesalands Community College  
New Mexico Highlands University  
New Mexico Junior College  
New Mexico Military Institute  
New Mexico State University  
New Mexico State University at Alamogordo  
Northern New Mexico College  
San Juan College  
Western New Mexico University

### **New York**

Adelphi University  
Adirondack Community College  
American Academy McAllister  
Institute of Funeral Services  
Art Institute of New York City  
Broome Community College  
Canisius College  
Cayuga Community College  
City University of New York  
Baccalaureate Program  
City University of New York  
College of Staten Island  
City University of New York –  
John Jay College of Criminal Justice  
City University of New York –  
Medgar Evers College  
Clinton Community College  
College of Mount Saint Vincent  
College of Saint Rose  
Columbia-Greene Community College  
Corning Community College  
D'Youville College  
DeVry University – Long Island City  
DeVry University – Manhattan  
Dominican College of Blauvelt  
Dutchess Community College  
Elmira College  
Empire State College, State University  
of New York  
Erie Community College  
Excelsior College  
Farmingdale State University of New York  
Genesee Community College  
Herkimer County Community College  
Hilbert College  
Hudson Valley Community College  
ITT Technical Institute – Liverpool

Jamestown Community College  
 Jefferson Community College  
 Keuka College  
 Laboratory Institute of Merchandising  
 Long Island University – C.W. Post  
 Medaille College  
 Mercy College  
 Milano The New School for  
 Management and Urban Policy  
 Mohawk Valley Community College  
 Monroe College  
 Monroe Community College  
 Mount Saint Mary College  
 Nassau Community College  
 Nazareth College of Rochester –  
 Undergraduate Programs  
 New York Institute of Technology  
 Niagara County Community College  
 Niagara University  
 North Country Community College  
 Nyack College  
 Orange County Community College  
 Pace University – Adult Services Program  
 Plaza College  
 Purchase College, State University  
 of New York  
 Roberts Wesleyan College  
 Rochester Institute of Technology  
 Schenectady County Community College  
 Skidmore College – University Without Walls  
 St. Bonaventure University  
 St. Francis College  
 St. John Fisher College  
 St. Joseph’s College – Brooklyn Campus  
 St. Joseph’s College – Long Island Campus  
 St. Thomas Aquinas College  
 State University of New York at Binghamton  
 State University of New York at Potsdam State  
 State University of New York College at  
 Brockport  
 State University of New York College at  
 Buffalo  
 State University of New York College at  
 Fredonia  
 State University of New York College at  
 Oswego  
 State University of New York College at  
 Plattsburgh  
 State University of New York College of  
 Agriculture and Technology at Cobleskill  
 State University of New York College of  
 Agriculture and Technology at Morrisville  
 State University of New York College of  
 Technology at Alfred

State University of New York College of  
 Technology at Delhi  
 State University of New York Institute of  
 Technology at Utica-Rome  
 State University of New York  
 Maritime College  
 Suffolk County Community College  
 Sullivan County Community College  
 SUNY Canton College of Technology  
 SUNY Ulster County Community College  
 Syracuse University – University College,  
 Professional Studies Program  
 Tompkins Cortland Community College  
 Touro College  
 University at Buffalo, State University  
 of New York  
 University of New York at Stony Brook  
 – School of Professional Development  
 Utica School of Commerce  
 Vaughn College of Aeronautics and  
 Technology  
 Villa Maria College of Buffalo

#### **North Carolina**

Apex School of Theology  
 Art Institute of Charlotte  
 Beaufort County Community College  
 Bladen Community College  
 Brunswick Community College  
 Caldwell Community College and  
 Technical Institute  
 Campbell University  
 Cape Fear Community College  
 Catawba Valley Community College  
 Central Carolina Community College  
 Central Piedmont Community College  
 Cleveland Community College  
 Coastal Carolina Community College  
 College of the Albemarle  
 Craven Community College  
 Davidson County Community College  
 DeVry University – Charlotte Campus  
 DeVry University – Raleigh-Durham  
 Durham Technical Community College  
 East Carolina University  
 Edgecombe Community College  
 Elizabeth City State University  
 Fayetteville State University  
 Fayetteville Technical Community College  
 Guilford Technical Community College  
 Halifax Community College  
 Haywood Community College  
 Heritage Bible College  
 High Point University

Isothermal Community College  
John Wesley College  
Johnson C. Smith University  
Johnston Community College  
Lenoir Community College  
Mars Hill College  
Martin Community College  
Mayland Community College  
Methodist University  
Mitchell Community College  
Montgomery Community College  
Montreat College  
Mount Olive College  
Nash Community College  
North Carolina Agricultural and Technical  
State University  
North Carolina Central University  
North Carolina State University  
North Carolina Wesleyan College  
Pfeiffer University  
Piedmont Community College  
Pitt Community College  
Randolph Community College  
Richmond Community College  
Roanoke-Chowan Community College  
Rockingham Community College  
Rowan-Cabarrus Community College  
Sandhills Community College  
School of Communication Arts  
Shaw University  
South Piedmont Community College  
Stanly Community College  
Surry Community College  
University of North Carolina at Charlotte  
University of North Carolina at Pembroke  
University of North Carolina Wilmington  
Wake Technical Community College  
Wayne Community College  
Western Carolina University  
Western Piedmont Community College  
Wilkes Community College  
Wingate University  
Winston-Salem State University

**North Dakota**

Bismarck State College  
Dickinson State University  
Jamestown College  
Lake Region State College  
Mayville State University  
Minot State University  
North Dakota State College of Science  
North Dakota State University  
University of Mary

University of North Dakota – Main Campus  
Valley City State University

**Ohio**

Ashland University  
Capital University  
Cincinnati State Technical and  
Community College  
Clark State Community College  
Cleveland Institute of Electronics  
Cleveland State University  
Columbus State Community College  
Cuyahoga Community College  
Davis College  
DeVry University – Cincinnati  
DeVry University – Cleveland Campus  
DeVry University – Columbus Campus  
DeVry University – Columbus North  
DeVry University – Dayton  
DeVry University – Rockside  
Edison State Community College  
Franklin University  
Hocking College  
Kent State University  
Lakeland Community College  
Lorain County Community College  
Lourdes College  
Malone College  
Marion Technical College  
Mercy College of Northwest Ohio  
Miami-Jacobs Career College  
National College  
North Central State College  
Northwest State Community College  
Ohio Christian University  
Ohio State University  
Ohio University – Independent Study  
Program and Adult Learning Services  
Ohio University – Zanesville  
Otterbein College – Continuing Studies  
Owens Community College  
Shawnee State University  
Sinclair Community College  
Southern State Community College  
Tiffin University  
Union Institute & University  
University of Akron  
University of Findlay  
University of Northwestern Ohio  
University of Rio Grande  
University of Toledo – Main Campus  
Urbana University  
Washington State Community College  
Wilberforce University

Wright State University  
Xavier University  
Youngstown State University

### Oklahoma

Cameron University  
Carl Albert State College  
Connors State College  
DeVry University – Oklahoma City  
East Central University  
Eastern Oklahoma State College  
Langston University  
Mid-America Christian University –  
LEAD Degree Completion  
MIDAMERICA Program  
Murray State College  
Northeastern Oklahoma A & M College  
Northeastern State University  
Northern Oklahoma College  
Northwestern Oklahoma State University  
Oklahoma City Community College  
Oklahoma City University – Prior Learning  
and University OKCITYU  
Studies Program  
Oklahoma Panhandle State University  
Oklahoma State University  
Oklahoma State University – Oklahoma City  
Oklahoma State University – Okmulgee  
Oral Roberts University  
Redlands Community College  
Rogers State University  
Rose State College  
Southeastern Oklahoma State University  
Southwestern Christian University  
Southwestern Oklahoma State University  
Spartan College of Aeronautics and  
Technology  
Tulsa Community College  
University of Central Oklahoma  
University of Oklahoma  
University of Oklahoma – College of  
Liberal Studies  
University of Science and Arts of Oklahoma  
Western Oklahoma State College

### Oregon

Art Institute of Portland  
Blue Mountain Community College  
Clackamas Community College  
Concordia University  
Corban College  
DeVry University – Portland Campus  
Eastern Oregon University

Eugene Bible College  
George Fox University  
ITT Technical Institute – Portland  
Lane Community College  
Marylhurst University  
Mt. Hood Community College  
Northwest Christian College  
Oregon Health and Science University  
Oregon Institute of Technology  
Oregon State University  
Portland Community College  
Rogue Community College  
Southern Oregon University  
Southwestern Oregon Community College  
Treasure Valley Community College  
Umpqua Community College  
University of Oregon  
Warner Pacific College  
Western Oregon University

### Pennsylvania

Arcadia University  
Art Institute of Philadelphia  
Art Institute of Pittsburgh  
Butler County Community College  
Cabrini College  
California University of Pennsylvania  
Cambria-Rowe Business College  
Carlow College  
Cedar Crest College – Continuing Education  
Programs  
Clarion University of Pennsylvania  
Community College of Allegheny  
County Community College of Beaver County  
Delaware County Community College  
Delaware Valley College  
DeSales University  
DeVry University – Fort Washington Campus  
DeVry University – Philadelphia  
DeVry University – Pittsburgh Campus  
DeVry University – Valley Forge  
Drexel University  
DuBois Business College  
Duquesne University, School of Leadership  
and Professional Advancement  
Eastern University  
Edinboro University of Pennsylvania  
Gannon University  
Gwynedd-Mercy College  
Harcum College  
Harrisburg Area Community College  
Holy Family University  
Immaculata University  
Indiana University of Pennsylvania



ITT Technical Institute – Bensalem  
ITT Technical Institute – Mechanicsburg  
ITT Technical Institute – Monroeville  
ITT Technical Institute – Pittsburgh  
Johnson College  
Kaplan Career Institute  
Keystone College  
King’s College  
La Roche College  
Lackawanna College  
Lancaster Bible College  
LaSalle University  
Lebanon Valley College  
Lehigh Carbon Community College  
Lehigh Valley College  
Lincoln Technical Institute, Allentown  
Lock Haven University of Pennsylvania  
Luzerne County Community College  
Mansfield University of Pennsylvania  
McCann School of Business and Technology  
Millersville University of Pennsylvania  
Montgomery County Community College  
Mount Aloysius College  
Neumann College  
Peirce College  
Penn State University  
Penn State University World Campus  
Pennsylvania Highlands Community College  
Pennsylvania Institute of Technology Point  
Park University  
Robert Morris University  
Saint Francis University  
Seton Hill University  
Shippensburg University of Pennsylvania  
Slippery Rock University of Pennsylvania  
St. Vincent College  
Temple University  
Thiel College  
University of Pittsburgh at Bradford  
Valley Forge Military College  
Washington & Jefferson College – Office of  
Lifelong Learning  
Waynesburg College  
Westmoreland County Community College  
Widener University  
Wilson College  
York College of Pennsylvania

### **Puerto Rico**

American University of Puerto Rico  
Inter American University of Puerto Rico

Inter American University of Puerto  
Rico – Arecibo Campus Universidad  
Metropolitana  
University of Puerto Rico – Humacao  
University College

### **Rhode Island**

Community College of Rhode Island  
Johnson & Wales University  
New England Institute of Technology  
Providence College – School of Continuing  
Education  
Rhode Island College  
Roger Williams University – School of  
Continuing Studies  
Salve Regina University  
University of Rhode Island – Feinstein  
College of Continuing Education

### **South Carolina**

Aiken Technical College  
Benedict College  
Central Carolina Technical College  
Charleston Southern University  
Coastal Carolina University  
Coker College  
Columbia Campus Southern Wesleyan  
University – Adult Programs  
Denmark Technical College  
Florence-Darlington Technical College  
Francis Marion University  
Greenville Technical College  
Horry-Georgetown Technical College  
ITT Technical Institute – Greenville  
Lander University  
Limestone College  
Midlands Technical College  
Newberry College  
North Greenville University  
Northeastern Technical College  
Orangeburg-Calhoun Technical College  
Piedmont Technical College  
South Carolina State University  
South University  
Spartanburg Community College  
Spartanburg Methodist College  
Technical College of the Lowcountry  
Tri-County Technical College  
Trident Technical College  
University of South Carolina – Aiken  
University of South Carolina – Beaufort  
University of South Carolina – Columbia  
University of South Carolina – Sumter

University of South Carolina – Upstate  
Williamsburg Technical College  
Wofford College

### **South Dakota**

Augustana College  
Black Hills State University  
Dakota State University  
Dakota Wesleyan University  
Kilian Community College  
Mitchell Technical Institute  
Mount Marty College  
National American University  
Northern State University  
South Dakota School of Mines and  
Technology  
South Dakota State University  
University of South Dakota  
Western Dakota Technical Institute

### **Tennessee**

Aquinas College  
Argosy University/Nashville  
Austin Peay State University  
Bethel College  
Bryan College – Adult Degree Completion  
Programs (ASPIRE) BRYAN  
Carson-Newman College  
Chattanooga State Technical  
Community College  
Cleveland State Community College  
Crichton College  
DeVry University – Memphis  
Draughtons Junior College  
Dyersburg State Community College  
East Tennessee State University  
Fountainhead College of Technology  
Hiwassee College  
ITT Technical Institute – Memphis  
Jackson State Community College  
King College  
Lambuth University  
LeMoyne-Owen College  
Martin Methodist College  
Middle Tennessee State University – Fort  
Campbell, Aerospace Degree Program  
Milligan College  
Motlow State Community College  
Nashville Auto-Diesel College  
Nashville State Community College  
National College of Business and Technology  
North Central Institute

Northeast State Technical Community  
College  
Pellissippi State Technical Community  
College  
Roane State Community College  
Southern Adventist University  
Southwest Tennessee Community College  
Tennessee State University  
Tennessee Technological University  
Tennessee Temple University  
Tennessee Wesleyan College  
Tusculum College  
Union University  
University of Tennessee at Chattanooga  
University of Tennessee at Martin  
University of Tennessee, Knoxville  
Walters State Community College

### **Texas**

Abilene Christian University  
Angelina College  
Angelo State University  
Argosy University/Dallas  
Art Institute of Houston  
Austin Community College  
Central Texas College  
Clarendon College  
Coastal Bend College  
College of the Mainland  
Collin County Community College  
Dallas Baptist University  
Dallas County Community College District  
Dallas TeleCollege  
Del Mar College  
DeVry University – Austin  
DeVry University – Fort Worth  
DeVry University – Houston Campus  
DeVry University – Houston Galleria  
DeVry University – Irving Campus  
DeVry University – Plano Campus  
DeVry University – San Antonio  
District Frank Phillips College  
District North Lake College  
El Centro College  
El Paso County Community College  
Galveston College  
Grayson County College  
Hallmark Institute of Aeronautics  
Hardin-Simmons University  
Houston Community College  
Huston-Tillotson University  
ITT Technical Institute – Houston (West)  
ITT Technical Institute – Richardson  
Jacksonville College



Jarvis Christian College  
Kilgore College  
Lamar State College – Port Arthur Lamar  
University  
Laredo Community College  
Lubbock Christian University  
McMurry University  
Midland College  
Midwestern State University – Bachelor of  
Applied Arts and Science  
Navarro College  
North Central Texas College  
North Harris Montgomery Community  
College  
Northwest Vista College  
Our Lady of the Lake University  
Palo Alto College  
Paris Junior College  
Prairie View A & M University  
Ranger College  
Sam Houston State University  
San Antonio College  
Schreiner University  
Southwest Texas Junior College  
Southwestern Adventist University  
St. Mary's University  
St. Philip's College  
Sul Ross State University  
System Howard Payne University  
Tarleton State University  
Temple College  
Texarkana College  
Texas A & M University – Commerce  
Texas A & M University – Corpus Christi  
Texas A & M University – Kingsville  
Texas Lutheran University  
Texas State Technical College at Waco  
Texas State Technical College West Texas  
Texas State Technical College – Harlingen  
Texas State Technical College – Marshall  
Texas State University – San Marcos,  
Occupational Education Program  
Texas Tech University – Undergraduate  
Programs  
Texas Wesleyan University – School of  
Business Administration  
Texas Woman's University  
Trinity Valley Community College  
University of Dallas – Constantine College  
University of Houston  
University of Houston – Clear Lake  
University of Mary Hardin-Baylor  
University of North Texas  
University of St. Thomas  
University of Texas – Pan American

University of Texas at Arlington  
University of Texas at Austin  
University of Texas at Brownsville  
University of Texas at El Paso  
University of Texas at San Antonio  
University of the Incarnate Word  
Vernon College  
Wade College  
Wayland Baptist University  
Weatherford College  
Western Technical College  
Western Texas College  
Wiley College

### Utah

College of Eastern Utah  
DeVry University – Sandy  
Dixie State College of Utah  
Independence University  
Salt Lake Community College  
Snow College  
Southern Utah University  
Utah State University  
Utah Valley University  
Weber State University  
Western Governors University  
Westminster College

### Vermont

Community College of Vermont  
Norwich University  
University of Vermont  
Vermont Technical College

### Virgin Islands

University of the Virgin Islands

### Virginia

Argosy University – Washington, D.C.  
Art Institute of Washington  
Averett University  
Blue Ridge Community College  
Bluefield College  
Bryant & Stratton College – Virginia Beach  
Central Virginia Community College  
Dabney S. Lancaster Community College  
DeVry University – Crystal City Campus  
DeVry University – Tysons Corner  
Eastern Shore Community College  
ECPI College of Technology

George Mason University – Bachelor of Individualized Study  
 Germanna Community College  
 Hampton University – College of Continuing Education  
 ITT Technical Institute – Chantilly  
 ITT Technical Institute – Norfolk  
 ITT Technical Institute – Richmond  
 ITT Technical Institute – Springfield  
 J. Sargeant Reynolds Community College  
 James Madison University – Adult Degree Program  
 John Tyler Community College  
 Liberty University – Distance Learning Program  
 Lord Fairfax Community College  
 Marymount University  
 National College  
 New River Community College  
 Norfolk State University  
 Northern Virginia Community College  
 Old Dominion University  
 Patrick Henry Community College  
 Paul D. Camp Community College  
 Piedmont Virginia Community College  
 Regent University  
 Richard Bland College  
 Shenandoah University  
 Southside Virginia Community College  
 Southwest Virginia Community College  
 Stratford University  
 Thomas Nelson Community College  
 Tidewater Community College  
 University of Management and Technology  
 University of Virginia’s College at Wise  
 Virginia Intermont College  
 Virginia State University – Bachelor of Individualized Studies  
 Virginia Western Community College  
 World College  
 Wytheville Community College

**Washington**

Argosy University – Seattle  
 Art Institute of Seattle  
 Bellevue Community College  
 Big Bend Community College  
 Central Washington University  
 Centralia College  
 City University of Seattle  
 Clark College  
 Clover Park Technical College  
 Columbia Basin College  
 Community Colleges of Spokane

DeVry University – Federal Way Campus  
 DeVry University – Seattle Bellevue Campus  
 Eastern Washington University  
 Edmonds Community College  
 Everett Community College  
 Grays Harbor College  
 Green River Community College  
 Heritage University  
 Highline Community College – A.A.S. in Paralegal Studies  
 ITT Technical Institute – Everett  
 ITT Technical Institute – Spokane  
 Lower Columbia College  
 Northwest University  
 Olympic College  
 Pacific Lutheran University  
 Peninsula College  
 Pierce College  
 Renton Technical College  
 Saint Martin’s University  
 Shoreline Community College  
 Skagit Valley College – Whidbey Island Campus  
 South Puget Sound Community College  
 South Seattle Community College  
 Tacoma Community College  
 Trinity Lutheran College  
 University of Washington – Online Degree Programs  
 University of Washington, Tacoma  
 Walla Walla Community College  
 Washington State University  
 Wenatchee Valley College  
 Yakima Valley Community College

**West Virginia**

American Public University  
 Blue Ridge Community and Technical College  
 Concord University – Board of Regents Program  
 Davis & Elkins College  
 Eastern West Virginia Community and Technical College  
 Glenville State College  
 Marshall University  
 Mountain State College  
 Mountain State University  
 Ohio Valley University  
 Shepherd University  
 Southern West Virginia Community and Technical College  
 System Bethany College  
 University of Charleston  
 Valley College of Technology

West Liberty State College  
West Virginia Junior College at Bridgeport  
West Virginia Junior College at Charleston  
West Virginia Junior College at Morgantown  
West Virginia State Community and  
Technical College  
West Virginia University  
West Virginia University Institute of  
Technology  
West Virginia Wesleyan College  
Wheeling Jesuit University

### **Wisconsin**

Blackhawk Technical College  
Bryant & Stratton College  
Cardinal Stritch University  
Carroll College  
Chippewa Valley Technical College  
Concordia University – School of Adult  
Education  
DeVry University – Milwaukee Campus  
DeVry University – Waukesha Campus  
Gateway Technical College  
Herzing College – Madison  
Lakeland College  
Lakeshore Technical College  
Madison Area Technical College  
Marian College  
Marquette University  
Mid-State Technical College  
Milwaukee Area Technical College  
Milwaukee School of Engineering  
Moraine Park Technical College  
Mount Mary College  
Nicolet Area Technical College  
Northcentral Technical College  
Northeast Wisconsin Technical College  
Northland College  
Silver Lake College  
Southwest Wisconsin Technical College  
St. Norbert College  
University of Wisconsin – Eau Claire  
University of Wisconsin – Green Bay  
University of Wisconsin – La Crosse  
University of Wisconsin – Madison  
University of Wisconsin – Manitowoc  
University of Wisconsin – Milwaukee  
University of Wisconsin – Oshkosh  
University of Wisconsin – Parkside  
University of Wisconsin – Platteville  
University of Wisconsin – River Falls  
University of Wisconsin – Stevens Point  
University of Wisconsin – Stout  
University of Wisconsin – Superior

University of Wisconsin – Whitewater,  
Undergraduate Program  
University of Wisconsin Colleges  
Viterbo University  
Western Technical College  
Wisconsin Indianhead Technical College

### **Wyoming**

Casper College  
Central Wyoming College  
Eastern Wyoming College  
Laramie County Community College  
Northern Wyoming Community College  
District Sheridan College  
Gillette Campus  
Northwest College  
University of Wyoming  
Western Wyoming Community College



## What Other Vets Are Saying...

I've found that there are times when some military jargon can be used, for example, if you're applying for a job in the defense or military-contracting industries. But if you're seeking career opportunities outside of those industries, such as financial, materials, education, real estate, manufacturing, or automotive, the rules are different.

Don't take a chance. The hiring managers in these industries may be unfamiliar with military-speak or the industries may have their own nonmilitary terminology.

I found this out during my first post-Navy job hunt about 20 years ago. Having no experience with this, I filled my resume with military jargon, thinking that companies would understand my electronics training and experience. I got very few interviews, and when I did, the most common question was, "What is a MK 23 Gyrocompass Technician (NEC 4723):?"

Ultimately, I found employment through networking. Fortunately, the company that hired me was filled with ex-military personnel who understood my resume. When I left that company and had to rewrite my resume, however, I used the terms of the industry I was now working in. Not surprisingly, potential employers understood my resume and I received several interviews within just a few weeks of sending it out.

Charles Freeman  
Former First Class Petty Officer  
U.S. Navy

## CHAPTER THREE

# BUILDING YOUR POST-MILITARY RESUME

In an ideal world, the best candidate always gets the job. Unfortunately, that's not how it works in the real world. You may be the best-qualified applicant for a job, but unless you can communicate your qualifications in a way that makes an employer want to interview you, you'll never get a chance to prove yourself. That's why creating a resume that brings your qualifications to life and shows that you're a perfect fit for the job is such a challenge. How do you use a couple of pages to tell a prospective employer who you are and what you have done during your military service?

All resumes are not created equal. Some resumes are quickly dismissed, while others yield calls from employers in a matter of weeks. What's the difference? Resumes can either open doors or eliminate you from the running. An effective resume will demonstrate how you and your skills, experience, training, and education best match the employer's needs. Your resume or application very well may be an employer's first impression of you, so it's important that you put your best effort into ensuring your resume is an attention-getter.

Job-hunting may have changed quite a bit since you entered military service. No doubt your military career includes a number of noteworthy accomplishments, but even the most decorated veteran needs to figure out how to successfully transition to a civilian position. In today's market, you have to figure out how

*The type of resume you choose will depend partly on the type of work you've performed and whether you're going to continue doing the same kind of work.*

to position yourself to effectively compete against candidates who may have substantial corporate experience.

## **Formatting Your Resume**

Generally, there are three types of resumes—chronological, functional, or combined. Your career interests may determine the format you use. There is a resume style that's best for you, but only you can decide that style. While a career counselor can help you to select the format that will best display your abilities, only you can make the final decision about the format that is most comfortable for you. Which one you choose will depend partly on the type of work you've performed and whether you're going to continue doing the same kind of work.

### **Chronological**

In this style, the emphasis is on a chronological listing of employment and employment-related experiences. The chronological resume is a good format for those with a consistent employment history, no gaps in employment, and whose past employment experiences are related to their current employment goals. A chronological resume showcases a steady work record with increasing upward responsibilities. This format may not work best for recent graduates, individuals with employment gaps, or persons changing careers.

### **Functional**

The functional resume highlights skills, experiences, and accomplishments without identifying specific dates, names, and places. This format is organized by functions or skills that advertise the specific qualifications needed for an occupation and works well for people changing careers. It's also effective for those re-entering the workforce,

first-time job seekers, and applicants wanting to highlight experiences that occurred in the distant past. Since there is no chronological listing of employment, some employers don't like this format because they suspect that the person may be trying to hide something.

### **Combination**

The combination resume combines the best of both the chronological and functional styles. It features a functional section that highlights skills, accomplishments, and experiences. Then, it gives a chronological listing of employment, education, and employment experiences. This format is very effective for a broad spectrum of job seekers. The best chronological resume is enhanced with a section that highlights skills, accomplishments, and experiences. The best functional resume is strengthened with a chronological listing of employment experiences.

*Resume writing is about writing to the future, to the job that you want or the career path you wish to pursue.*

## **Look Ahead, Not Behind**

Resume writing is *not* about rehashing your past history, listing what you've done and where you've done it. Rather, resume writing is about writing to the future, to the job that you want or the career path you wish to pursue. This is critical to keep in mind throughout every phase of developing your resume and conducting your job search. Write a resume that reflects your future rather than your past.

As you look ahead, clearly define your objectives, identify the skills and qualifications that support your current goals, and then focus on these elements throughout your job search. Don't position yourself as someone who *wants to be* a professional accountant; rather, position yourself as someone who *is* a well-qualified accounting



professional with excellent skills in delivering fiduciary responsibilities, actuarials, spreadsheets, budgeting, and more.

Highlight where you want to go, not simply where you've been. For example, if you served as a foreign language linguist in the Army and now want to establish a career in marketing communications with a global company, you would write a resume that positions you as a well-qualified marketing communications professional rather than positioning yourself simply as a well-qualified foreign language linguist who wants to be a marketing communications professional. Truthfully, many of the skills required for foreign language translation are also required for a marketing communications position (e.g., writing, editing, data interpretation, and analysis).

Most military resumes consist of little more than education or training and military job task experience as the foundation. In that way, your flags are only highlighting the basics. Today, employers increasingly look beyond the basics or foundation layers of a resume. Employers may look for flags such as industry experience, people skills, work ethic, job experience, education, product experience, and so forth.

When employers search for candidates, they are not looking at your career record; rather, they are looking for flags that are tagged with the specific skills they need. Unless specific military skills are needed, military-focused resumes do not work because they do not have the flags employers can readily see. By flagging your resume with key information a prospective employer can see, you can turn your resume into one that works.

Avoid a traditional resume format and style. In most cases, military experience is featured in a modified, functional resume because it highlights work experience in professional categories rather than chronological achievements by job title or rank. A functional resume has an up-front career objective that explains your skills and experience, as well as other outstanding areas of expertise.

When composing your resume, statements following your career objective should categorize your experience in particular commercial areas, such as Management Experience, Operations Experience, or Human Resources Experience. This simplified format allows you to neatly connect all of the components of your military experience into a continuous, comprehensive picture that communicates clearly and quickly. This format also helps you to weave seemingly fragmented assignments to read as parts of one position, showing progressively more duties and responsibilities along the way.

## Define Your Career Objective

You can't effectively market yourself if you don't have a clearly defined goal. An eye-catching resume starts with a career objective that gives a distinct focus to your job hunt. If you have more than one major skill, you may need more than one resume so that you can appropriately target your job skills to a prospective employer. Your career objective is the skeleton that connects the resume body. Once you have a solid objective, you can begin to determine what employers are looking for, their needs, and how your skills can fit.

Many service people have diverse backgrounds and often make the mistake of creating a resume that is too general to be effective. Before you begin writing your resume, do some soul-searching to determine what you really want to do and how your skills can relate. Then, research occupations and pinpoint a specific career path. If you are having trouble with this step, tap into your local transition office or enlist the help of a career coach. If you are torn between two or more potential goals, create different resumes for each.

One size never fits all, and this is true for resumes as well. Don't assume that you can use one resume to apply for many different jobs. Otherwise, your success will be much more difficult to achieve. Start with a basic resume that matches well with your objective occupation. Then, as you respond to job opportunities, tailor your basic resume to match the employer's requirements.

Smart job seekers know that in today's world of electronic job searching, you must have three distinct versions of your resume—a doc (word processing file) or pdf (Portable Document Format) version, an ASCII (American Standard Code for Information Interchange) text version, and a hard-copy version. Use the doc/pdf version when submitting your resume as an attachment

*Before you begin writing your resume, do some soul-searching to determine what you really want to do and how your skills can relate.*

## **BASIC RESUME COMPONENTS**

### **Name**

- First, Middle Initial, Last

### **Contact Information**

- Include address, telephone (land and mobile), fax, and e-mail.

### **Career Goal/Objective**

- A brief statement of the field of endeavor you desire upon entering the workplace.

### **Professional Profile**

- Provide a brief description of your professional background and relevant education. Include a summary of the skills you possess in this portion of your resume.
- Describe these skills in one or two words. It is not necessary to list all of your skills. Emphasize those skills most relevant to your employment interest.

### **Professional Accomplishments**

- List relevant achievements according to related fields.

### **Employment History**

- Job title
- Company name/location
- City and state
- Dates of employment



to an e-mail message. A pdf file may be the safer version as companies may use various word processing applications or fonts that are not compatible with the version you use. If you use a word processing application, save the document in rich text format (RTF), which will make the document universally accessible.

The ASCII text version will be needed when completing online applications or when you know the company will not open a doc attachment. Finally, the hard-copy version is needed incase employers request one, which they will scan into a resume database.

## **What Can You Do for Me?**

How you present your skills and experience in your resume helps determine whether or not you are invited to interview for a job. Ultimately, your resume has to speak to a potential employer. Does your resume answer an employer's question, "What can this person do for me?" A good way to consider employers' needs is to research your ideal job. What types of skills and experiences are employers in the field seeking? What aspects of your military background are most relevant?

In addition to tailoring your resume to the employer's requirements, it's important to portray yourself as a "doer" whose skills match the requirements of the position and who demonstrates the ability to do the job. This is easy to do when you include results, achievements, and accomplishments you've produced that relate to the desired position.

Usually, employers will receive dozens of resumes for any given position. Since they don't always have a great deal of time to review resumes fully, it's important that you make it easy to quickly peruse your qualifications and see what you can do for them. A summary of your qualifications written as bullet statements, a brief paragraph, or keywords can be an effective way to introduce your resume and a quick way for the employer to view your ability and areas of expertise.

Any information that does not relate to your goal should be eliminated or de-emphasized, including unrelated military awards, training, and distinctions. For example, a medal you received for rifle marksmanship is irrelevant on a civilian resume. This "pruning" is often the hardest step for ex-military personnel.

But this is also the reason why so many ex-military resumes are five pages or longer—in other words, too long. As you determine relevant information to include, ask yourself, “Will a potential employer care about this?” Use that question as a barometer for relevancy. Only include information that will capture an employer’s attention and help you land an interview.

## **De-Militarize Your Terminology**

When you entered military service, you were unfamiliar with much of the language you heard and the terms that were used to identify people, equipment, and locations, but you soon learned to understand and speak military jargon. Now that you are entering the civilian workforce, you will need to translate this jargon for the employers who will read your resume.

Employers who do not know anything about the military don’t understand the terminology and acronyms. So you need to translate these into civilian terms. De-militarize your job titles, duties, accomplishments, training, and awards to appeal to civilian hiring managers. To be sure that you target all terms, show your resume to nonmilitary friends, and ask them to point out terms they don’t understand. You can also use job postings as a guide to help you substitute civilian keywords for military terms.

An article in the *Los Angeles Times* reported that an estimated 76% of military servicemembers do not know how to translate their military skills into civilian positions. (“Vets Face Grim Job Prospects,” *Los Angeles Times*, March 28, 2008.) Fortunately, veterans have assistance available to them to help bridge the gap between military service and a civilian career.

Some retirees simply copy and paste a military job description into a resume that has been gleaned from a military career manual or the write-up from an annual performance evaluation. If you choose to copy and paste, you will have a great resume for applying to the armed forces. But when a civilian hiring manager reviews your resume, your skills and qualifications will be as incomprehensible as instructions for networking a computer system to a computer novice.

While military terminology is easier and quicker for you to use, understand that it inhibits potential employers from digesting the information quickly and easily. Make your resume easy to read so that employers can quickly grasp your qualifications and make sense of your experience.

It is important that you use nonmilitary terminology to prepare your resume and cover letter and strategize how you will market yourself throughout the process. Develop a resume that steers a recruiter or potential employer away from your military rank or title. Instead, focus on matching your resume and professional capabilities to the company's needs.

There are three very good reasons why you should avoid military terminology in your resume. First, while it may make your resume specific and detailed, it makes reading too difficult—whether the reader has a military background or not. Read the following narrative and determine how difficult it would be for a person with no military background to assess skills and abilities:

Analyzes manpower programming and budgeting data in the Army Materiel Command portion of the Army Program Objective Memorandum (POM), the Army Budget Estimate Submission (BES), and the Command Plan for AMC MSC/SRA, to ensure that MTOE/TDA developed under TAADS reflect the approved military and civilian manpower program by appropriation and authorization, and that authorization data tracks to that reflected in the DA Standard Army Manpower Authorization System (SAMAS).

While the preceding paragraph is well written, specific, and detailed, it would require the reader to spend a considerable amount of time digesting the information and then determining if the applicant's experience matches the requirements for the open position.

Sometimes the jargon may be necessary to fully describe your skills or work experience. If this is the case, you can prepare resume readers for the terminology by opening with direct, clear language anyone can understand, and then use the jargon to repeat what you stated earlier. This will help your resume communicate effectively, whether the reader understands military lingo or not.

Second, military jargon can be indirect at times, lacking the specific terms or terminology of classic jargon, and using phrases that clump job tasks into vague terms. The use of non-specific language will muddy the connection between your qualifications and the employer's needs. For example, "Developed and implemented a training program for the technical enhancement of the junior enlisted soldiers." This statement does not provide a clear understanding of the candidate's experience. The training mentioned probably included a







progressive and innovative IT organizations in the Navy’s communications and IT community.”

If you received a significant award that would be important to an employer, you may want to phrase it along the following lines, “Awarded Air Force Achievement Medal for developing a patient database using MS Access, which tracked patient demographics, records, medication, appointments, and status and resulted in improved reporting functions.”

## **Show Off Your Skills**

You might have heard you need to downplay your military experience, but in reality, your military experience is an asset and should be marketed as such. Many employers realize the value of hiring veterans. When hired, former military personnel often bring dedication, leadership, teamwork, positive work ethic, and cross-functional skills to the position. Make sure your resume clearly communicates the value your military skills bring to the table.

## **Careful! Don’t Give Too Much Information**

Defending our country and its interests is one of the most admirable accomplishments a person can pursue. Nevertheless, the realities of actual combat can leave many employers squeamish. The fact that you worked in a short-range air defense engagement zone may have no relevance to your future career goal, so de-emphasize battlefield references.

## **Put It to the Test**

Developing a resume that works in the civilian world may be an ongoing process. After you have polished your resume, start its distribution and keep track of the response rates. Seek out feedback and listen carefully and objectively to suggestions for improvement. Then, continue making modifications until your resume successfully generates job interviews.

Military and veteran candidates are often diamonds in the rough. They possess leadership skills in diverse, fast-paced, stressful environments and have

proven themselves capable of adapting to an accelerated learning curve in various environments. They have the abilities, and the resources are available to help. In tandem, there are companies waiting to hire competent, disciplined former military personnel. By developing the right resume, you can correctly position yourself to get the job you want.

## **Proofread, Proofread Again, and Then Ask a Friend to Help**

Submitting a resume with errors is a quick way to eliminate yourself from employment consideration. A prospective employer is first introduced to you via a paper or electronic file that should effectively and succinctly demonstrate the quality of work you can produce. If you want your resume to pave the way for an interview and then a job, be sure that it is accurate and reflective of the quality of work you will perform for that company.

In addition to checking for common spelling and grammatical errors, take a good look at the overall appearance. Is your resume appealing and easy to read? Is the text clumped together without white space? Are the margins appropriate? Do the headings stand out? Have bold and italic styles been used effectively? Did you use a word processing program to create the document? Was it printed from a quality printer using bond paper?

As you review it, keep in mind that your resume gives employers their first impression of you. Make sure it makes the best impression possible, just as you did when you went before a promotion board.

## **Tapping Technology**

Technological advances have caused a number of changes in the job-search market. The federal government has at least four automated systems for submitting electronic applications. Resumix, a HotJobs software program used by defense agencies, relies on advanced optical character recognition (OCR) software to scan your resume and assign your skills. Other federal automated application systems include QuickHire<sup>®</sup>, used by the Environmental Protection Agency (EPA), United State government, and many other non-defense agencies;

Avue Digital Services used by the Library of Congress; and USASTAFFING, used as a staffing service by the Office of Personnel Management (OPM) for federal agencies.

## Developing a Cover Letter

Once you have finely honed your resume so that it accurately presents your experiences and abilities, there is another important component that may determine whether or not you are granted an interview: A well-written cover letter is your chance to explain to employers why they should consider you for the job. The best cover letters are specific and give examples that directly relate to the job. Your cover letter is a targeted sales tool that should be tailored to the specific position you are seeking.

The cover letter is also a good opportunity to show potential employers your writing skills, if that is important to the position you seek. Regardless of your writing and language skills, however, make sure that your letter has no mistakes. Proofread the letter several times, and then ask a friend to read it for spelling, grammar, and comprehension.

A general cover letter should include three basic parts:

The first paragraph should state who you are, how you heard about the position or company, and why you are writing. Use this paragraph to convince the employer that you are the only candidate to interview.

In the second paragraph, share why you are interested in the position and/or company, and how your qualifications fit the specific skills needed for the job. Also, include specific examples of how your experience has prepared you to do the job for which you are applying, along with any other relevant skills, qualities, achievements, and experiences that make you the best candidate. This second paragraph is your chance to shine. Here, you can discuss the qualifications that match the requirements for the position.

In the third paragraph, repeat your desire to be considered for the job. Give specific information about your plans to follow up, and thank the employer for his or her consideration. Closing the letter with “Sincerely,” “Respectfully,” or “Sincerely Yours,” along with your typed name and signature is appropriate.

## Sample Cover Letter

2842 Southfork Drive  
Cleveland, OH 44103  
May 18, 2009

Stephanie K. Peterson  
Director of Human Resources  
National City Bank  
500 National City Plaza  
Cleveland, OH 44115

Dear Ms. Peterson:

The accompanying resume is in response to your listing in the *Plain Dealer* for a senior security officer.

I am particularly interested in this position because my experience as a senior security professional in the Navy has prepared me for a disciplined, secure work environment and the challenges associated with unexpected events. I'm looking forward to using this experience for enhancing the security of a growing and community-conscious bank.

I would appreciate an opportunity to meet with you to discuss how my experience will best meet your needs. My ideas on how to enhance your bank's security posture may be of particular interest to you. Therefore, I will call your office on the morning of May 23 to inquire if a meeting can be scheduled at a convenient time.

I look forward to meeting you. Thank you for taking the time to review my letter and credentials

Respectfully,

*James Richardson*

James Richardson

## Sample Query Letter

821 West Paces Ferry  
Atlanta, GA 30253  
November 4, 2009

Reginald Paxton  
Personnel Director  
Honeywell Corporation  
6311 W. Peachtree Street  
Atlanta, GA 30203

Dear Mr. Paxton:

Felix Morgan suggested that I contact you about my interest in personnel management. She recommended you as a very knowledgeable person to talk to regarding careers in human resources.

I am leaving the U.S. Army after twenty years of experience in personnel administration. Because of my positive Army experience, I would like to continue working in a large organization. Before I venture further into the civilian job market, however, I would like to benefit from the experience and knowledge of other professionals in the field. I am seeking advice on opportunities for someone with my qualifications.

If you are available, perhaps we can meet briefly sometime within the next two weeks to discuss my career plans. I have several questions that I believe you could help clarify. I will call your office on April 22 to arrange a meeting time.

I look forward to discussing my plans with you.

Sincerely,

*Karla Jernigan*

Karla Jernigan

## Cover Letter Dos and Don'ts

Your cover letter is a prospective employer's first glimpse of you, so you don't want to blow it. Following are some steps you should take that will positively impact your cover letter:

### Do

- Use the first paragraph to name the title of the job for which you are applying and tell exactly how you heard about the position or company.
- If you can, use the name and title of the person who will be hiring you instead of writing a generic "Dear Sir" or "Dear Madam."
- Target your letter to precisely what the employer is seeking.
- Give an example from your experience for every qualification listed in the ad, if possible.
- State in the letter that you are enclosing a resume.
- Type the letter and use a quality paper and readable font that is the same as or looks similar to your resume. Avoid fancy script or italic fonts.
- Keep the letter brief—less than one full page.
- Use short paragraphs (two to four sentences each).
- Include your phone number and/or e-mail address in the last paragraph. Proofread the letter carefully and check for spelling, grammar, missing words, and punctuation. It's a good idea to have someone else proofread the letter as well.
- Make sure the envelope is clearly and properly addressed.

### Don't

- Send a resume without a cover letter.
- Discuss salary unless the ad or job listing requires it.
- Tell what the job will do for you.
- Offer unnecessary personal information.
- Repeat information contained in the resume, except brief, introductory references.

- Generalize about personal qualities or past job titles. Instead, give specifics about your skills and experience.
- Include information that you will not be able to explain in an interview.
- Send photocopies.
- Offer to follow up without having a specific plan to do so.
- Staple or paper clip items.
- Send a stained, wrinkled, or otherwise messy resume.
- Use hard-to-read fonts or colored paper (ivory is acceptable).
- Forget to sign your name.

## Where to Get Help

Creating an attention-getting resume can be a daunting task, but there are resources available to help you. Check the REF section at the end of this chapter and the Internet resources section, listed in Chapter Eight: Online Resources for Veterans.

## RESOURCES FOR BUILDING YOUR RESUME

Many announcements for federal government positions require online applications, resume builders, or Resumix formats, which are scanned into computer databases. These electronic formats can be restricting, and can prove difficult for those who are not computer-savvy. If done incorrectly, your application will be rejected.

Online resumes and applications are searched electronically for the keywords required for the position. If you do not include the right keywords, your resume will not be selected for further review by the hiring authority. Once your resume is selected electronically, it is manually reviewed by the hiring authority and compared to the others selected. Therefore, it is important that your resume includes all relevant keywords. The restrictive nature of many online formats (limited length for describing jobs and experience) makes this difficult.

The Applicant Notification System Web-Enabled Response (ANSWER) tool is designed to allow users to check the status of their resumes, track application history, view self-nomination history, and access their current



resumes and supplemental data listed in the central Resumix database. Users can toggle between the Resumix and ANSWER.

## What are Online Application Formats?

Some of the agencies that require many (if not most) applicants to use online formats include the following:

**Army**—The Army Resumix format is a highly restrictive three-page format and is used for most Army job postings, but not for some higher-level positions. Resumes can be posted online using the Army resume builder. In this format, you must also include answers to all the KSA (Knowledge, Skills, and Abilities) questions in the Resumix (they are not separate answers).

**Navy**—The Navy Resumix format is less restrictive than the Army format, which allows five pages. In this format, you must also include answers to all the KSA questions in the Resumix (they are not separate answers). The Navy Resumix format is used for most, but not all Navy postings.

**Air Force**—The Air Force Resumix format is five pages and must include answers to all the KSA questions in the Resumix (they are not separate answers). This format is used for certain positions, generally those serviced by Randolph Air Force Base. Most positions handled through Warner Robins Air Force Base and higher-level Air Force positions still use a regular federal resume format.

**Coast Guard**—The Coast Guard uses Avue Digital Services to produce online resumes. This format is not as limiting as the Army, Navy, or Air Force formats. KSAs are answered separately, allowing up to 3,000 characters each. You will also need to post a doc file version of your federal resume and KSAs.

**U.S. Department of Commerce**—The U.S. Department of Commerce uses Commerce Opportunities Online for some of their job openings. This system allows up to eight jobs to be entered, and will sometimes ask a series of questions. You can cut and paste from the federal resume format to prepare these pages.

Other agencies have different online formats, including the Federal Aviation Administration (FAA), Federal Bureau of Investigation (FBI), and Defense

Intelligence Agency (DIA). The U.S. Post Office has its own format as well. Stay current on formats, and know how to research new requirements (they are constantly changing).

## **Resume-Building Sites**

A helpful online tool for resume building can be found at [www.careeronestop.org](http://www.careeronestop.org), a website sponsored by the U.S. Department of Labor that offers career resources and workforce information to job seekers, students, businesses, and workforce professionals to foster talent development in a global economy. The site features an online tutorial for developing resumes, and can be downloaded as a pdf electronic file. This comprehensive resource offers step-by-step instructions on Getting Started (resume preparation, thought, and revision); Types of Resumes (basic resume formats); Resume Design and Presentation (instructions on how to add interest with an effective layout); Essential Features (required versus optional parts of a resume); Methods of Delivery (distribution options); Cover Letters (telling the employer why you're the one for the job); Follow Up (thank you letters, follow up communications); and Interview Techniques.

Another online tool to help you write, edit, and post resumes is the TurboTAP™ website, [www.TurboTAP.org](http://www.TurboTAP.org). Its section on “Resume Writing for the New Millennium,” contains tips for resume writing, as well as a link to TurboTAP’s resume builder. To access the resume builder, you’ll need to register at TurboTAP, which will take only a couple of minutes. No personal or contact information will be shared and once you’re registered, the site offers a wealth of essential information on benefits and transition assistance customized to fit your needs. TurboTAP is the official Transition Assistance Program website, operated under contract on behalf of the U.S. Department of Defense, U.S. Department of Labor, and U.S. Department of Veterans Affairs.

## **KNOWLEDGE, SKILLS, AND ABILITIES (KSA) AND RESUMES**

As you may have noticed, if you intend to do a federal job search, agencies have varying and unique application procedures to meet their hiring needs. One application format may be acceptable for one agency and not another. In the past, this proved to be frustrating for job seekers applying to multiple positions.

In an effort to drive the federal hiring process toward a universal application format, the Office of Personnel Management convened several government agencies to create one resume format that would include all crucial data required for a federal application.

The end product was the USAJOBS resume builder ([www.usajobs.gov](http://www.usajobs.gov)), which allows you to create a uniform resume that provides all of the information required by hiring government agencies. Instead of creating multiple resumes in different formats, you can build your resume once and be ready for all job opportunities.

When you apply for a position with the federal government, you will most likely need to prepare an accompanying KSA statement. Knowledge is the practical information you have gained to perform the job. Knowledge

statements refer to an organized body of information, usually of a factual or procedural nature, which, if applied, makes adequate performance on the job possible.

Skills are your ability to work competently with materials and data, verbally, manually, and mentally. Skill statements refer to the proficient manual, verbal, or mental manipulation of data or things. Skills can be readily measured by a performance test where quantity and quality of performance are tested, usually within an established time limit. Examples of proficient manipulation of things are skill in typing or skill in vehicle operation. An example of proficient manipulation of data is skill in computation using decimals or skill in editing for transposed numbers.

Ability is your capacity to perform an activity. Ability statements refer to the power to perform an observable activity at the present time. This means that abilities have been evidenced through activities or behaviors that are similar to those required on the job; for example, the ability to plan and organize work. Abilities are different from aptitudes, which relate to the potential for performing the activity.

You will need to present your KSAs to perform the job you want on the statement you submit to the OPM.

## **Don't Ignore KSAs**

Some job applicants, especially those looking for their first federal position, are not sure whether the KSA requirements apply to them, or whether they should include them in places where a response is optional. There's an easy way to decide when to pay attention to KSAs—always.

Federal agencies may emphasize the most important aspects of a job by assigning relative weights to each KSA. Others will designate particular KSAs as being mandatory (M) or desirable (D). As a job applicant, you will want to focus on responding to the more heavily weighted KSAs or the mandatory ones, but it is important to remember that you need to address every KSA on the list. If a vacancy announcement makes no distinction among the position's KSAs, you should assume that all KSAs are equally important.

## **KSAs Must Be Job-Related**

An agency cannot ask for anything in a KSA that is not in the job's position description. Stop and think about keywords you need to add. You may be the most qualified person for the position, but your information could be lost in a sea of applicants without the right keywords. Do not assume that reviewers will pull the information out of your application package and pick up the salient points.

Clearly state your KSAs and jobs so the reader can understand your responsibilities. Number and title each KSA in bold and type responses in single space. Include your name, social security number, and the job vacancy number at the top of each page submitted. Be very detailed and specific, answering what, who, why, when, where, and how. Avoid repeating your resume or referring the OPM to another part of your application. Write in first person and make sure the reader knows what position and experience you are discussing. Instead of using puffed-up language, use simple but specific examples and descriptions that allow readers to draw their own conclusions. Include as much as possible to show your qualifications.

The federal OPM offers several guidelines and directives for blending your resume with KSAs.

## **A Single Keyword Communicates Multiple Skills and Qualifications**

When a recruiter reads the keyword *analyst*, he or she might assume you have experience in collecting data, evaluating effectiveness, and researching and developing new processes. Just one keyword can have tremendous power and deliver a huge message.

## **Study Job Announcements**

Make sure you understand what the KSAs are and what they mean. This step is critical. If you do not understand each KSA, you will not be able to write effective responses. A KSA by itself tends to be general in nature. The vacancy

announcement usually contains a brief summary description of the duties of the position. Read this summary description very carefully.

Reviewing a number of interesting job announcements and their questions is the best way to determine important KSA keywords. The jobs don't have to be in your geographic target area. The idea is to find skills, experience, education, and other credentials important in your field. You will probably find keywords frequently mentioned by different agencies. Focus on the "requirements," "skills," or "qualifications" sections of job ads, and look for buzzwords and desirable credentials for your ideal job.

Do some brainstorming and review your experiences. Find things that relate to the KSAs. For example, if the KSA that you are writing about is the ability to communicate orally, you need to think about the times when you used oral communication skills.

*Example:* If you were a file clerk in the military, you instructed other clerks on new filing procedures. Or, as a management analyst you had to present recommendations on workflow procedures to top staff members.

*Example:* A training program in effective briefing techniques that you completed or an award you received that relates to your ability to communicate orally. Do not forget experiences you have had in non-work related areas, for example, volunteer activities or in school-related activities.

*Example:* While you were a Cub Scout leader, you acted as chairperson for a fundraising activity; or while in school, you were a student council representative. These experiences are just as valid as work-related examples, as long as they are relevant to the position's KSA.

Try reviewing your employment history from the earliest to the most recent so that you don't miss a job or experience relevant to the KSA. Review your total experience, both paid and volunteer, and training, and look for situations that apply to the particular KSA. Experiences that you have in one job or one area may apply to more than one KSA.

Do not worry about being repetitious in writing KSA responses. Each KSA is rated separately by the subject matter expert (SME)/promotion panel, and as long as the information you give is relevant, it does not matter if you've used it in another KSA.

Telling your story does not mean drafting an autobiography. Recruiters are inundated with applications and faced with weeding out the qualified from the unqualified. Their first step is to quickly skim through submissions and eliminate candidates who clearly are not qualified. Your resume needs to pass the skim test. Look at your resume and/or KSAs and ask yourself the following questions.

- Can a hiring manager see my main credentials within 10 to 15 seconds?
- Does critical information jump off the page?
- Do I effectively sell myself on the top quarter of the first page?

## Analyze the Experiences You Identified

Scrutinize the experiences you identified and focus on the ones that really matter—it is here that you identify how to use the knowledge, skill, or ability in your job or experiences. This kind of information is at the core of the KSA process (sometimes called *task analysis*). Ask yourself specific questions about the experience you have identified. The answers that you come up with will be used to complete the actual writing of the KSA.

Take a look at the kinds of questions you need to ask about your experiences.

### **What kind of knowledge or skills do I use in my job?**

- What are the steps, procedures, practices, rules, policies, theories, principles, or concepts that I use in my job?
  - How do I apply the knowledge, principles, or concepts that I use in my job?
  - How do I apply the knowledge that I have to accomplish my work?

### **What kind of supervision do I receive?**

- How is my work assigned?
- What is my responsibility to accomplish work?
- How independent are my actions?
- How is my work reviewed?





## The Sales Pitch

Because applications are quickly skimmed during the first pass, it is crucial that your resume and KSAs go straight to selling your credentials. Your key selling points need to be prominently displayed at the top of the first page of the resume and directly address each question asked in the KSA section. For example, if an advanced degree is an important qualification, it shouldn't be buried at the end of a four-page resume. If a KSA question asks about your writing ability, immediately detail your experience.

Show that the facts you have gathered about your experience relate to the individual KSAs. Talk about your experiences in a way that clearly shows how they are related to knowledge, skill, or ability. In other words, you need to show a link between your own experience and the KSA. Do not assume that the link is obvious to someone else, even though it may be obvious to you.

The SME/promotion panel member(s) who rates your application can only credit what you tell them in your KSA response. They will not be able to give you proper credit for your experiences unless you give them specific examples showing how and why your experience is related to a particular KSA.

In communicating this information to the SME/promotion panel, remember a few important facts:

- It is the content of your responses that is rated, not the writing style you use. It is acceptable to use brief sentences or phrases as long as the SME/promotion panel knows what you mean.
- Do not use abbreviations, acronyms, or jargon. Chances are the SME/promotion panel will not know what you are talking about if you write this way. They will not be able to give proper credit for your experience if they do not understand what you have done.
- Very long responses do not guarantee a high rating. Give the SME/promotion panel direct and to-the-point responses.

## Use an Editor's Eye

Many workers are proud of their career and believe their resumes should reflect everything they've accomplished. However, a resume shouldn't



- Fifteen years of experience in carrying out cost engineer functions and responsibilities on large-scale industrial construction projects.
- Knowledge of treasury and credit control with some training in risk management and financial analysis.
- Initiated new supply chain concepts and implemented potential cost reduction and quality improvements across the supply chain.
- Revamped agency purchasing process that resulted in *\$50,000 annual cost reduction*.
- A proven track record in cost reduction and control that created a *15% savings quarterly*.
- Implemented a product delivery system resulting in a 15% reduction in the normal development time with a *30% reduction in cost*.
- Improved proficiency and effectiveness of the estimating department, which included providing an accurate cost savings analysis for budgeting and scheduling, as well as all procedures. Resulted in a *cost savings of over \$250,000 per year*.

## Think Time

You've heard the old saying, "time is money." It's true. Companies and organizations are constantly looking for ways to save time and do things more efficiently. They're also concerned about meeting deadlines, both internal and external. Demonstrating on your resume or in your KSAs that you can save, maximize, or manage time will grab your reader's immediate attention. Here are some time-oriented entries that might appear on a typical college student's resume:

- Assisted with *twice-monthly* payroll activities, ensuring employees were paid as expected and on time.
- Attended high school basketball games, interviewed players and coaches, and composed 750-word articles by an *11:00 P.M. deadline*.
- Suggested procedures that decreased average order-processing time from *ten minutes to five minutes*.

## Hypothetical KSA #1

### Secretary, GS-5

#### **KSA Title: Ability to write non-technical correspondence**

#### **KSA Response #1**

*I type letters every day. Sometimes I have to type them from a draft that the manager gives me. I also use form-letters or the manager tells me what he wants me to write. I write memos requesting supplies or advising employees of training classes. I have been a secretary in my unit for three years and always finish my work quickly and correctly.*

#### **KSA Response #2**

*I am the secretary in my unit. I write responses for most non-technical correspondence and for all administrative matters within the unit. I respond using various form-letters. Sometimes, I have to draft a letter from start to finish, depending on the nature of the inquiry. For example, I may have to write a statement regarding leave balances for an employee or a memo to a warehouse regarding supply shortages. When managers write memos, they are given to me as drafts and I rewrite them to ensure proper grammar and correct format.*

#### **Which Response is Better?**

The writer of the first response seems to be confusing typing with writing. It is not until the third sentence that we get some specific information regarding a writing activity. And then, in the last sentence, the writer gives us some new information (how long the writer has been a secretary and how well the writer does the work of the position) that has nothing to do with the KSA as defined for the job. Remember that the SME/promotion panel rates your responses as they relate to the crediting plan. If what you have written is not relevant to the KSA, it will not relate to the crediting plan and you will not receive any credit.

The second response gives more relevant and useful information. The writer has provided specific information related to the KSA and has given examples to show the kind of writing being done. This response has given the SME/promotion panel enough information to properly credit the writer's experience.

## Hypothetical KSA #2

### Management Analyst, GS-12

#### KSA Title: Ability to communicate in writing

##### KSA Response #1

*One of the most important things I do in my position is prepare reports and studies of the various components in our organization. They always have to be written in a clear and concise manner, and often involve very complex issues like organizational structures, work methods and procedures, manpower utilization, delegations of authority, and other issues. I usually have to pull together a lot of different information and from different sources. I usually have to work within very short time frames to produce a needed study or report.*

*Here are some examples of the materials I have written. Staffing/work-load reports: In particular I am involved in the WMS/FTE weekly reports—this includes components in fiscal control and also DTB PLUS studies. These studies are done on an “as needed” basis and involve many operational and technical issues. They are only required when management sees a need for them and specifically requests an analysis. We set up a team and review the targeted work. These reports require a lot of data-gathering activity.*

*Director’s reports: These also involve a lot of data analysis from the HAL reports and are sent to the director’s staff advisor.*

##### KSA Response #2

*I write technical and administrative memos and study reports, which identify actual and potential problem areas in interrelated work processes, the underlying source of operating difficulties, trends, significant management accomplishments, merit/deficiency situations, and areas of imbalance. These reports always include recommendations for improvement in the studied areas.*

*Some examples of the kinds of studies or reports I produce are as follows: I write memos that represent the regional office (RO) position on proposed procedures or work processes. This involves evaluating the effect of alternative actions on the work processes under consideration and how best to use manpower and resources, as well as the identification of other alternatives*

worthy of consideration. This almost always involves the consolidation of information and comments from multiple components into one memo representing the regional office position on a given issue. An example of this type of product is the formulation of office comments on the design of the new national fishery control system. A committee reviewed the release to evaluate if all pertinent work processes were included and to identify more efficient design alternatives. In most cases, I consolidated the comments of the committee and formulated the final office comment memo.

I have been involved in periodic reports on national TS/incubation workloads since 1978. These reports were researched and written by a team of analysts. The final product was usually consolidated from other area reports and issued to the secretary.

I also wrote position papers detailing the regional office position on administrative, workload processing, or work measurement issues. An example of this type of product is a memo prepared for the central office in July 1989 stating the RO's position on the issue of productivity measurement in field stations. This memo presented our views on the secretary's productivity analysis project and pointed out flaws in their basic assumptions. It then listed the major problems with areas that should be addressed in order to provide valid productivity measures for all the field stations. The RO's concerns and ideas concerning the elements necessary for an acceptable productivity measure were presented.

In addition, I have also completed six semester hours of writing courses in college. I am presently the corresponding secretary for Tri Sigma National Sorority, Incorporated.

### **Which Response is Better?**

The writer of the first response has borrowed some of the language from the duties described in the vacancy announcement in order to tell the SME/promotion panel what he or she does in the job. Unfortunately, this does not give the panel any more specific information about his or her experience than they would get by reading the announcement. The examples given by the writer sound like they could be relevant to the KSA, but the writer does not provide any specific information to explain how these activities relate to the KSA. The writer also uses a lot of acronyms. These are sure to confuse a SME/promotion panel and should not be used without explanation. Finally, the writer does not tell us what his or her specific role is in any of these

activities. For example, what is the meaning of “I am involved in” and what is the writer’s role when he or she says, “We set up a team”?

The second response gives more relevant and specific information. The writer provides a general introductory statement, which acts as a background to the examples that follow. The first and last examples are very specific and give enough information so that the SME/promotion panel will understand what the writer does and how it relates to the crediting plan. The second example, however, falls short. The writer uses some jargon (“TS incubation workloads”), which may mean little or nothing to the SME/promotion panel. It is also not clear what the writer’s involvement is in the described “periodic reports.” Should the SME/promotion panel assume that this means involvement as a writer or just as a team member? Regardless of this problem, the second response is the better of the two.

In each of the hypothetical responses you have just read, the second response, although the better of the two, is not the best possible response. With practice you could write an even better KSA response.

## Tips for Developing Your KSA Responses

- Read the vacancy announcement carefully.
- Gather the information needed to begin writing.
- Get to the point.
- Do not use acronyms.
- Be specific.
- State specifically what you have done.
- Be precise.
- Present yourself in clear and simple language.
- Use lots of examples.
- Do not ramble.
- Do not borrow language from the position description.

SOURCE:

Outreach and Marketing Branch, Human Resources Management Office of the Centers for Disease Control, U.S. Department of Health and Human Services

## PURSuing A JOB WITH THE FEDERAL GOVERNMENT

Applying for a civilian position with the federal government is usually a bit different from seeking a corporate position. According to the Army Career and Alumni Program, the following compliance information must appear on your federal resume. Leaving out any of these components will render you ineligible for the position.

**Vacancy Information**—Include the announcement number, the job title, and the grade(s) for the position.

**Heading**—Include your full name, address with zip code, home and work phone numbers with area codes, e-mail address, and social security number. Also, incorporate a section with personal information that includes country of citizenship, veterans' preference, civil service status, and whether your present supervisor can be contacted. You can list your education after that, or it can come later in the resume, depending on the type of emphasis you want. List your most recent degrees first with years of graduation or attendance and the university or school and its location. You may want to list specific courses that are relevant to the job. Next, include your professional training or job-related training courses with dates.



**Work Experience**—This section should cover your jobs for the last ten years. Start with your most recent, but if a prior experience is more relevant or was a civil service job, it may be to your advantage to begin with that position first. Include your job title, company name and address, dates of employment, salary (if required), hours worked per week, and supervisor’s name and contact information. For each position, detail your duties and accomplishments as they relate to those listed in the vacancies that interest you. Indicate how you will be able to do the job better than anyone else. You can also summarize your qualifications and position the summary before your work experience. Be sure to include the keywords from the job announcement in your summary and in the details of your work experience.

**Job-Related Awards, Honors, Memberships, and Volunteer Experience**—In this last section, you can include your job-related awards, honors, memberships, and volunteer experiences that are directly job-related or enhance your KSAs, which are discussed in a supplemental statement. The KSAs can be grouped into the following four areas:

1. occupational and subject-matter knowledge and skills
2. ability to plan and organize
3. person-to-person relationships
4. communication skills

These can be written on plain paper or agency forms, if required, with one KSA to a page and your name and date at the bottom of each page. This is an additional opportunity to write about the skills, knowledge, and abilities regarding your work experiences (paid and volunteer), education, and life experiences that will show you to be the best person for the position.

Applying for a federal job requires entering your resume using an OCR program (Resumix, QuickHire, AVUE, and USASTAFFING). First, write your resume and delete all formatting. You can use capital letters for emphasis and titles. Then, carefully following the instructions, copy and paste your resume into the required fields. You can use an online resume builder to write your resume. A supplemental data sheet giving a profile of your jobs will be required.

First, write your resume and delete all formatting. You can use capital letters for emphasis and titles. Then, carefully following the instructions, copy and paste your resume into the required fields. You can use an online resume builder to write your resume. A supplemental data sheet, giving a profile of your jobs will be required.

Of course, finish your federal employment package with a knockout cover letter. If you are sending your packet electronically, the letter can be sent as an attachment or pasted directly into your e-mail message.

**SOURCE:**

Army Career and Alumni Program

([www.acap.army.mil/veterans/job\\_assistance/federal\\_job.cfm](http://www.acap.army.mil/veterans/job_assistance/federal_job.cfm))



**REF**

## **SAMPLE MILITARY RESUME**

Mark L. West  
555 Carmine Drive  
Westbury, NY 12121  
212-555-6789 /Home  
212-555-4637/Mobile  
212-555-0090/Fax  
E-mail: mlwest2000@aol.com

### **PROFILE**

Top performer with exceptional interpersonal, communication, and public-relations skills that allow the development of strong rapport with individuals on all levels. Outstanding record of achievement coupled with the ability to build and direct a business to profitability through leadership, creativity, effective management, and the motivation and development of staff to maximum potential. Adept at analyzing and resolving problems and developing and instituting the needed procedures and responses. A consistent high-level of performance dealing with people and services requiring solid management, organizational, time-management, and negotiating abilities. Results oriented, highly motivated to succeed.

Energetic and assertive, adept at the coordination and implementation of multifaceted operational procedures in established operations. A sound professional attitude with pride in personal performance. Seeking a position



- Prepare presentations and represent the organization during speaking engagements at local schools and colleges to promote strong community relations and represent organization efforts.
- Institute strong networking capabilities to recruit and retain personnel.
- Coordinate daily with personnel to ensure timely application processing.

## **CAREER HISTORY / ACHIEVEMENTS**

UNITED STATES AIR FORCE, Westbury, NY (1981–Present)

Air Force Recruiter, Operations Department (10/93–Present)

Air Force Recruiter, Officer Recruiting (2/93–10/93)

Air Force Recruiter, Advertising & Public Relations (2/92–2/93)

Air Force Recruiter, Operations Department (7/89–2/92)

Non-Prior Service Recruiter (3/85–7/89)

Medical Service Specialist, NCIOC Recovery Room (10/81–3/85)

### **Air Force Recruiter, Operations Department**

- Track every aspect of the production of non-prior service, officer, nurse, and physician recruiting. Maintain an up-to-date account of all jobs, assignments, reassignments, and dismissals. Run waiver program, verify candidates, and recommend those qualifying for approval. Evaluate applicants for job placement. Administer the following programs to stimulate production: Competition Program, Awards Program, Leads Program and the ROTC Scholarship Program. Coordinate all recruiting activities at the medical processing station. Perform detailed analyses of lead generation, trending, and short- and long-term programs to inform recruiters of more effective means of job performance. Design and execute marketing research to establish job positioning, target markets, and competition. Analyze competition and market trends, and institute required changes. Generate and enact creative public relations, advertising, promotional, special events, and presentations to increase public awareness and recruitment.



### **Medical Service Specialist, NCIOC Recovery Room**

- Directed the daily activities of the recovery room of the Wilfred Hall Medical Center, a 1,000-bed hospital. Supervised, scheduled, trained, evaluated, and counseled 16 active duty medical technicians and two civilian LPNs. Performed all administrative functions including supply order, inventory control, and updating and maintaining regulation manuals.
- Most junior NCO put in charge of the recovery room of the third largest medical facility in the world.
- Received excellent rating on Inspector General Inspection.

### **EDUCATION**

University of Texas, Westley, TX  
General Studies/Marketing

Craigsville Junior College, Marquette, GA  
General Studies/Marketing  
(Total of 88 Credits)

NCO Academy  
Management Theory; Total Quality Management  
Management by Objective; Motivation, Counseling & Communication

### **SEMINARS/COURSES/WORKSHOPS**

Advertising & Promotion; Recruiting School; NCO Leadership School  
Supervisor Prep Course; Corpsman School (Basic Nursing, Emergency)

### **COMPUTER EXPERIENCE**

SOFTWARE: Enable; Alice; Windows; e-mail; Microsoft Office  
HARDWARE: Z-248; Laserjet; ALPS Printers; Plotter

### **CERTIFICATIONS**

EMT Certified; CPR Certified

SOURCE:

www.career-resume.com. Copyright © 2000-2008, Peter Newfield. Used by permission.





## What Other Vets Are Saying...

I thought that the hard part was over, but it wasn't. I'd put my life on the line for my country—twice. After doing two tours of duty in Iraq, you would think I could handle anything, but there was something else I had to deal with.

It was great when I came home to Birmingham. People were cheering us at the airport when we got off the plane. My family and friends threw me a big welcome home party. For a few weeks after that, I just chilled. I needed a break. No more dawn patrols. No screams from soldiers hit by a roadside bomb. No more worrying about who would be next. But then my funds started running low. I needed a job.

I spent 18 months in Iraq taking orders and being told what to do at every step. The next thing I knew, I was out on job interviews and people I'd never seen before were asking me questions and opinions on this and that. I knew I had the skills and could do the job they were hiring for. But for some reason, when they asked the questions, I just couldn't get the answers out right. After a few times, I started to get paranoid.

I was gone a long time fighting a war, not looking for a job. That was my job. The military is very structured. They don't ask you questions or your opinion. They just tell you what to do and you do it.

A lot of my buddies have found it really, really hard to get back to civilian life. They didn't know what was out there for them. They had been away from civilian life since they'd gotten out of school. Me too. We all needed some help learning how to field questions in an interview and not look like a total idiot.

Chris Pearson  
Former Army Medic

## CHAPTER FOUR

# MASTERING THE INTERVIEW PROCESS

You've finally achieved what you wanted. Your hard work has paid off—writing resumes, checking job banks, making endless telephone calls, and sending e-mails—and now, you've landed the all-important job interview. Like most job seekers in your position, you are excited, yet anxious; confident, and yet unsure.

You get to the interview, and as you sit there waiting to be called into an office and asked who knows what, you look down and your hands are trembling ever so slightly. You try to calm them by flipping the pages of a magazine. You haven't read a word, but at least it's keeping you busy. Soon you're called into the interviewer's office. As you walk in, you notice that your palms are sweaty, but it's too late to do anything about it, so you shake with a sweaty hand. As the interviewer is grilling you, you both notice that your voice is shaky. He's throwing a barrage of questions at you and you answer them to the best of your ability. But, his facial expressions give you a clue that he's not exactly impressed.

It's a great job and a rare opportunity. Competition is fierce. As he takes notes, you wonder what he's really thinking and how you're doing compared to the other applicants.

Then, your worst nightmare begins. He asks you a question that you have no idea how to answer. You circle around a response like an airplane in a

*A critical factor in getting the job has to do with how you present yourself in the interview.*

holding pattern. You stumble over your words and give a totally lame response. It's clear from his reaction that your answer wasn't what he wanted to hear. And now that you've embarrassed yourself, it's too late to try and clean it up.

The interview concludes and you drive home beating yourself up. You pound the dashboard, wondering, "Why did I say something so incredibly stupid?" But the damage is done. A few days later, you get a letter thanking you for interviewing with the company, but the job was awarded to someone else. The job goes to someone whose resume wasn't as impressive as yours, but unfortunately for you, the successful candidate had polished job-interview skills.

If you had known the right words to say, how to answer the questions appropriately, and how to compose yourself after being sidelined by an unexpected question, the job could have been yours.

Yes, it's possible to be the most qualified candidate for the job, and yet the offer is extended to someone else. A critical factor in getting the job has to do with how you present yourself in the interview.

For most of your military career, you got a new position because you were assigned to it. You didn't have to interview or compete for it as it happens in a nonmilitary environment, or did you? Did you ever sit before a promotion board? Were you screened for other special programs and positions? If so, you were interviewed and you seized the opportunity to sell yourself, your skills, and experience by talking about your achievements and how they would help you perform in the new position. Well, a job interview is no different.

A job interview is a two-way process for sharing information. It's an in-depth conversation with a prospective employer about your skills, experience, and

training as they relate to a job opportunity. An interview is also a time for you to display your enthusiasm, interest, and understanding of the job and the hiring company.

During a job interview, information is exchanged through both words and actions during four basic stages: (1) introduction and warm-up through preliminary conversation and pleasantries; (2) employer questions; (3) applicant questions; and (4) closing. Because employers are interested in finding the most qualified applicant who best matches the company, you could be interviewed several times for a position. Hiring and training a new employee is timely and costly. Consequently, companies often interview several times to ensure that the first interview was not simply a fluke or a lucky shot.

## Screening Interviews

Screening interviews offer the applicant's first contact with a company representative and can take place in person or over the telephone. This also guards against glaring problems with a candidate. With increasing frequency, companies are screening candidates by conducting telephone interviews, especially for out-of-towners.

The purpose of a screening interview is to determine whether you meet the basic requirements for the position—related experience, education, licenses, etc. A human resources representative may conduct the screening interview.

A phone interview saves time for the employer and you. If you can't get the answers to basic questions correct on the phone, there's no point in employers watching you fumble through a face-to-face interview. Also, the screening interviewer is looking for you to make a mistake

*The purpose of a screening interview is to determine whether you meet the basic requirements for the position—related experience, education, licenses, etc.*

to rule you out—for example, taking the call with your kids screaming in the background.

A phone or screening interview is more than just a step toward a live meeting with an employer. Since it can actually eliminate you from a face-to-face interview, learn the rules and prepare for the screening interview. Today's hiring managers have many tools at their disposal to determine whether you are qualified for a job. They can obtain your personal history with a few clicks on the Internet. They may even find information regarding the content and quality of your work. A phone screening can give an employer a sense of your communication skills.

## Technical Interviews

If you represent yourself well during the screening interview, you may be called again for a technical interview. Employees, who are very familiar with both the position and the job requirements, generally conduct technical interviews. These individuals may be supervisors or workers with a long history in the industry or with the company.

The face-to-face meeting helps determine whether or not you connect with an employer. That's why it's important to make a good impression when you meet. This is what the face-to-face interview is all about. So, make a great first impression and focus on making sure the interviewer likes you.

Have you ever watched the president of the United States hold a press conference? On the surface, it may seem like the reporters spontaneously ask a series of questions related to the purpose of the media event. In reality, when the president walks into a press conference, he doesn't really worry about what the journalists are going to ask. They already have all the answers he is going to provide, no matter what the questions are. These answers are called *talking points*.

Politicians such as presidents, governors, and mayors generally hold press conferences in order to frame an issue. They listen to a question and then determine which talking point they will use to answer the question. Each question presents an opportunity to get their point across.

Talking points can be a useful tool during job interviews as well. By using talking points, you control the topics you want to discuss. Prior to the interview,

pick five or six pivotal points about yourself that you want to get across in an interview; each point should come with some sort of story or example. Listen to each question and then determine the point that best fits the question.

Unlike the president, you can't ignore questions that don't fit into one of your points; however, you may be surprised how often you can answer an interview question with one of your prepared points.

Above all, a job interview is a sales call, and any good salesperson knows that there is no deal until it's closed. In the same way, no matter how good the interview, there's no job until the deal is closed. If your interview has gone well, do not be afraid to ask if the employer has reservations or concerns about hiring you. Most will give you an honest answer. Admittedly, this is a hard question to ask because you'll be faced with your weaknesses in the midst of the interview. But the good news is that it gives you an opportunity to address those weaknesses and the ways you can overcome them.

## Behavior-Based Interviews

Employers interview differently than they did five or ten years ago. Many hiring personnel today conduct what is known as behavior-based interviews. They are filled with behavior-based questions designed to bring out patterns of accomplishment that are relevant to the employer's situation. These are specific questions designed to challenge candidates to provide concrete examples of their achievements in various situations.

Behavior-based interviews are rooted in the simple belief that how a job candidate responds to certain types of situations in the past is a good predictor of how that person will behave in a similar situation in the future. Behavior-based questions are likely to begin with some variation of the following inquiries.

- Tell me about a time when you. . .
- Give me an example of a way you have. . .
- Please tell me about how you. . .

Behavior-based interviewing focuses on experiences, behaviors, knowledge, skills, and abilities that are job-related. In giving a response, you may use a variety of examples—work experience, volunteer work, school projects, social organizations, activities, hobbies, community projects, and family life—as

evidence of your past behavior. There is a strong, growing trend towards this type of interviewing and you may very well be confronted with it in your job interviews.

The good news is that a behavior-based interview is an opportunity for you to sell your positives with only an example or two. When a question is posed, briefly describe the situation, enthusiastically explain what you did, and indicate the outcome.

You can prepare for behavior-based questions by outlining some of your major positive experiences prior to the interview. Obviously, you want to select examples that promote your skills and have a positive outcome. As you prepare for your interview, consider situations where you accomplished any of the following tasks:

- Increased company profits or productivity
- Helped to support a team effort
- Demonstrated leadership, especially in a crisis situation
- Implemented positive change
- Solved a problem
- Made a good decision
- Made a poor decision that yielded some type of positive result
- Handled criticism
- Improved relations with a coworker
- Helped build employee morale
- Met a deadline/missed a deadline
- Achieved goals

No matter how much preparation you do, you can't anticipate every kind of question that will be asked. Even if the interviewer asks about a time when something negative happened, you can still select an example where you were able to turn the situation around and yield a positive outcome. For example, if asked by an interviewer, "Tell me about a time you went out on a limb to implement a project that turned out to be a bad idea," try to identify an example where: (1) even though it wasn't the best decision, you were able to get something positive out of the situation; or (2) you learned from it and used that experience as groundwork to make a good decision or will do so when a similar situation arises; or (3) the negative impact was minimal in overall damage. Be honest in your assessment of the experience, but try to conclude with a positive outcome that occurred or a lesson you learned.

## Decision-Making Interviews

Reaching the decision-making interview means you have all the requirements for the job. Why, then, another interview? Only company officials with hiring authority can offer you a position. Before they do, they want to be sure you fit the company culture. The decision-making interview is your final interview.

During this series of interviews, you may meet with one interviewer or a panel of interviewers. Their style may be casual or abrupt or they may ask set interview questions. Depending on the interview style, you may experience little or a great deal of stress. The best way to cope with interview stress is to prepare for the interview in advance. You can do this by researching the company, its products and purpose, key individuals and facts, and its culture and language.

Anticipate the kinds of questions you might be asked, and prepare answers that use examples of your achievements related to the job. Make sure you dress for success at the interview. Research requirements and select clothing and accessories that are appropriate for the position.

While hiring officials make the final determination to offer you the job, they often do so after consulting a number of other employees at the company. Anyone who observes you may be asked—a receptionist, a human resources clerk, and so forth. Therefore, each interview begins as soon as you arrive at the interview location. Be keenly aware of how you interact with everyone you meet and what you do while waiting for the interviewer. Always be poised and professional. Never divulge anything you would not want the hiring manager to know.

Finding a job is tough. And until you find a job, looking for jobs and interviewing becomes your job. At some point, you simply get tired of going on interview after interview, trying to present your best self and putting your

*The best way to cope with interview stress is to prepare for the interview in advance.*



best foot forward. It's important to develop and execute an interview strategy that includes preparation, enthusiasm, and a positive attitude.

We have established that an interview is a selling opportunity to present yourself as the product and the employer as the buyer. So, it stands to reason that you should apply the basic steps of a successful sale to the job interview process. Before you interview, learn about the company and position from a variety of places, including the following sources.

- Company website
- Internet search
- Job description
- Trade periodicals
- Chambers of Commerce
- Employer brochures
- Professional organizations
- Better Business Bureau
- Annual business reports
- Manufacturers' guides
- School placement offices
- Union representatives
- Local and state employment service offices
- Current employees

## Answering Interview Questions

Typically, there are three types of questions asked in interviews: behavioral, leading, and theoretical.

Behavioral questions seek demonstrated examples of behavior from your past experience and concentrate on job-related functions. First, they may include questions that require more than a simple yes or no response, known as open-ended questions. For example: *Describe a time you had to be flexible in meeting a tight deadline with a project that could only yield a narrow profit.* Second, close-ended questions require a simple, definite answer. For example: *Where*

*did you do your undergraduate studies?* Finally, there are questions that ask why. These are used to reveal your rationale for certain decisions you have made or to determine your motivation. For example: *Why did you choose to enter sales even though your major was political science?*

Leading questions hint at the answer the interviewer is seeking by the way they are phrased. For example: *I see that you have quite a bit of experience doing freelance writing? That requires you to pay close attention to deadlines, doesn't it?*

Theoretical questions place you in a hypothetical situation. These questions look to possibilities rather than probabilities. They challenge your ability to answer questions rather than seeking answers about whether or not you can do a good job. For example: *How would you organize your neighbors to have a yard sale at your local community center?*

These questions can be answered very effectively by individuals who know the correct answer, but do not necessarily practice it. Some interviewers believe they can see a pattern in your answers to such questions. They may ask questions like, *"If you could spend an evening with anyone in history, who would it be? What color best describes you? If you could be an animal, what would you be?"* There has been no research offered that correlates the answers to these questions with success on the job; nevertheless, you should be prepared for such questions.

## **Informational Interviews**

There are times when you may have an opportunity to talk with a professional to help define your career options or research a company where you want to work. It is not a job interview and is not designed for a job offer.

In an informational interview, the roles are reversed. You are the interviewer, and as such, should prepare plenty of questions to keep the conversation moving. You don't want the person being interviewed to feel like he or she is wasting time. Include questions about working in the field or the company business, but ask about other things, too. How did they get into the field? Do they enjoy their work? What are the current job prospects in the field? How has the field changed in the last ten years? What does a typical day look like day? You can insure that the conversation remains fluid by avoiding questions that require only a yes or no response.

*If you don't know someone already in the field, ask the people in your circle for potential contacts in the industry, company, or job that strikes your interest.*

If you don't know someone already in the field, ask the people in your circle for potential contacts in the industry, company, or job that strikes your interest.

Once you obtain a contact name and number or e-mail, make arrangements for a meeting. A possible script (adjust for telephone, e-mail, or letter) might read along the following lines, "Mrs. Martin, your name was suggested to me by Ricardo Henderson. My name is Edward Porter and I am interested in a career in the field of video game design and development. I could use advice from someone who is in this growing and innovative field. I realize that you have a very demanding job and are very busy, but do you have any time this week when I can meet with you? There are so few people who have expertise in this field, so if you are able to spare about 15 or 20 minutes to answer a few questions, it would really be of great benefit to me."

If the person agrees to meet with you, dress and act just as you would during an employment interview. In other words, dress and act professionally, be upbeat, and demonstrate your enthusiasm for working in their field. Even though this interview is not designed to get you a job, the person may provide additional leads or referrals that could lead to a job.

Keep it short. Limit your initial interview to 15 to 30 minutes based on how the conversation is going. Pay attention to the interviewee's reactions. If the person seems ready to get the interview over with or rushed, do not overtax the person's time. You may want to interview someone who has no hiring power, as they often know more about day-to-day activities related to the job and can provide more specific information for you.

Take notes as you ask questions, and close the interview with an action plan. Ask the interviewee if you can contact him or her again with additional questions. Send a thank-you note after your meeting.

## Types of Job Interviews

The purpose of a job interview is for you and an employer to learn about one another. Employers want to evaluate your qualifications, and you also want to evaluate the employer.

There are several different types of interviews:

<b>TYPE</b>	<b>WHAT TO EXPECT</b>	<b>TIPS</b>
<b>Telephone Screening Interview</b>	A call from an employer to screen you and other candidates for essential criteria.	Have your job search records organized and handy. Refer to your resume as needed.
<b>In-Person Screening Interview</b>	An in-person screening for initial impressions of your attitude, interest, and professional style.	You may not be meeting with the final decisionmaker, but don't slack off. Sell yourself as you would in a regular interview.
<b>Selection Interview</b>	In-depth questions on your qualifications used to evaluate your ability to fit in.	Establish rapport with everyone you meet (before and after the actual interview). Sell yourself as a natural addition to the team.
<b>Work Sample Interview</b>	An opportunity to demonstrate your specific skills. It may be a display of your portfolio or a demonstration of your skills.	Run through different ways to describe the projects in your portfolio. Practice your presentation until it is smooth.

<b>TYPE</b>	<b>WHAT TO EXPECT</b>	<b>TIPS</b>
<b>Peer Group Interview</b>	A meeting with your prospective coworkers, who will evaluate how well you fit in.	Don't forget to smile. It shows confidence.
<b>Group or Panel Interview</b>	Three or more people who will ask you questions on your qualifications and evaluate how you fit in.	Direct your answer to the person who asked the question, but try to maintain eye contact with all group members.
<b>Luncheon Interview</b>	Interview conducted in a restaurant to assess how well you handle yourself in social situations.	Pick easy things to eat so you can answer questions and pay attention to the conversation.
<b>Stress Interview</b>	Questions intended to make you uncomfortable. This is usually a test of how you will handle stress on the job.	Keep your cool and take your time in responding to the questions. Don't take anything personally.
<b>Video Conference Interview</b>	A person-to-person interview by video.	Practice before a video camera or mirror if facing a camera during an interview makes you nervous.

SOURCE: *Creative Job Search Guide*, Minnesota Department of Employment and Economic Development. Copyright © 1994 - 2008. Used by permission.

## Finding Your Corporate Match

Gathering facts about a company helps you answer potential interview questions. It also gives you important information on how to match your skills to the company or position.

To complete a successful match, try the following exercise. Divide a piece of paper in half by drawing a line down the middle. On one side, list specific skills, experiences, and abilities needed by the employer. On the other side, write down your qualifications that meet each requirement. Then, draw lines from each employer-need to your matching qualification. Identify your weaknesses by highlighting any areas where you did not have a matching qualification. At the bottom of the page, write down how you can address the skills you lack or list other skills that make up for this weakness. This exercise will help you successfully communicate your qualifications to an employer. Targeting your skills to an employer's needs will show how serious you are about the position or company.

## Dress for Civilian Success

Your resume is perfectly fine-tuned and you successfully maneuvered the screening interview. They called you back for a face-to-face interview. Now, it's show time! Your first impression must be a strong one, and that begins with the right attire.

You already know about the importance of appearance. It was drilled into you from day one at boot camp and basic training. You know that your uniform, and how you care for it, says much about your discipline and commitment to the service. And when it comes to uniforms, you've got a whole footlocker full of them. If you're an enlisted Marine, for example, you have your dress blues, evening dress, blue-whites, reds, service uniforms, and utilities. You don't have to guess which uniform is appropriate to wear for a particular occasion. It was all figured out for you and was a distinct part of your military education.

Use your good judgment in dressing for an interview. For example, if you were scheduled to visit the White House, you would not wear desert camies. The same rule applies with a professional job interview. Wear your best. The safest interview uniform is a dark suit (blue, black, grey) and a white shirt,

*Dress codes in the workplace are changing and relaxing, but that does not extend to the interview. Once you get the job, you can ask about the appropriate code of dress, written or understood.*

with a conservative tie for men. Red is a good color for interview ties. Don't wear the pink panther tie that your kids gave you for Father's Day, even if it is your lucky tie! If you need help, look at what corporate executives profiled in television and magazines wear. Look at what Donald Trump or Condoleeza Rice wears to a business meeting.

For women, a dark suit and a tailored blouse, or a simple dress works well. Pantsuits are perfectly acceptable for today's corporate environment. If you wear a dress or skirt, the hemline should not fall above the knee and the blouse or neckline should not be revealing. Avoid wearing very high heels. In the interview, you want to assure the employer that you know how to exercise good judgment, including how to dress appropriately.

Observe how local politicians dress for an official event. Even if you live in a warm state like California or Florida, where dress tends to be more casual, it's advisable to dress conservatively, regardless of the type of job you seek. Overall, make sure your interview clothes are appropriate for the job. Don't wear a suit to an interview at a construction site or jeans (even black ones) and a blazer to an office setting. Pay attention to the differences in the way people dress, depending on the industry and region of the country. To help you decide what to wear to an interview, visit the company, if possible, and notice what people similarly employed are wearing.

Dress codes in the workplace are changing and relaxing, but that does not extend to the interview. Once you get the job, you can ask about the appropriate code of dress, written or understood.

A company's hiring process may include two or three interviews, especially for professional positions. This doesn't mean you have to buy three different suits if you only have one that's appropriate for interviewing. Still, it's a good idea to invest in three different ties so you can

rotate them for different interviews. It's also wise to have more than one dress shirt or blouse, in case one is dirty or at the cleaners and you get a call at 4:45 P.M. to be at an interview at 8:00 A.M. the next morning.

Until you find a job, you want to be interview-ready at a moment's notice. Keep your interview suit, ties, and shirts ready to wear. Keep your blouses clean and pressed and make sure you have panty hose with no runs. Keep your shoes clean and polished.

Don't forget what the military taught you about your personal appearance. Like the military, corporate employers generally frown on long or messy facial hair, extreme hairdos, body piercings, and obvious tattoos. Avoid wearing flashy jewelry or strong cologne because they can be irritating and distracting. Likewise, for women, heavy makeup, broken nails, wild nail colors or chipped polish, and poorly fitted clothing reveal a lot to an employer—mainly that you are probably not a good fit for their corporation. Your transition to civilian life will be much smoother if you stick to the standards of neatness and formal dress that you were taught in the military.

Regardless of the position you seek, whether entry-level or executive, office or factory, dress as well as your budget will allow. Your appearance is the first indicator of whether you fit in with the company and the kind of judgment you will use if you are given the job. Dress as if you already have the job—whether executive or factory worker at a company. The bottom line is to invest in one good outfit for your interviews. Always show up to the interview as well groomed as possible. Keep your hair and nails clean and neatly trimmed. It will be worth the expense in the long run.

If you are interviewing for a job that requires special attire and will be expected to demonstrate your skills, wear an appropriate outfit or uniform and be sure it is clean and well pressed. Your appearance will demonstrate your enthusiasm for the work and that you take pride in your skills. For example, if you are applying for a mechanic's position, you may be asked to demonstrate your skills during the interview. Have your work clothes and tools available at the interview, just in case.

Your attire is not just about receiving respect, but conveying it. Your appearance at an interview is a mirror that reflects your personal presence in the work culture. It says a great deal about your work and your judgment. Remember that the very first contact you have with people is visual. Make the first impression a good one. Dress appropriately, dress well.



## CHECK YOURSELF...

Create an interview checklist, if you think it might help, so you can guard against costly appearance mistakes during the interview. Don't take a chance that the following behaviors or traits won't negatively affect that first impression:

- Chewing gum
- Smoking (most companies have banned smoking in the workplace; it's a good idea not to come to the interview smelling strongly of tobacco)
- Distracting physical habits such as tapping fingers or clicking pens, bouncing legs or shuffling feet
- Messy or unclean hair
- Extreme hairdo (i.e. lettering cut into it, odd colors, mohawk, spiked)
- Body odor or strong odor of cologne or perfume
- Mini-skirt or revealing cleavage
- Visible tattoos
- Jewelry worn in body piercings
- Dirty, worn or tattered clothing, missing buttons
- Too much jewelry or jewelry attached to odd places visible on the body (such as a nose piercing)
- Extremely worn or unpolished shoes; athletic shoes
- Careless grooming
- Dirty fingernails, chipped polish, or extreme polish colors, like neon or black

Unless you are interviewing for a position in a highly creative field, like a tattoo artist or night club performer, where unusual dress may be an asset, play it safe. Unlike the military, no one dictates what you must wear, but your capacity to exercise good judgment is revealed in the choices you make regarding your attire.

## Handling Social Situations during the Interview Process

At times, employers conduct dinner or lunch interviews, which can give insight into your judgment and people skills. Or, they may invite you to attend the company picnic to gauge your interpersonal skills. They may want to know if you can represent the company well at functions. How are your table manners? Are you curt or demeaning to wait-staff? How do you handle yourself if someone jumps in front of you in line or steps on your toe accidentally? Can you dress well for semi-formal or formal company functions? Are you courteous to others? Can you engage appropriately in social conversations? Do you maintain control of your alcohol consumption? Do you treat your spouse with respect around others?

Even if you're having a great time, never forget that you are still being interviewed. You may pass all other aspects of the interview process with flying colors, but lose out on the job because you did not engage well in a social setting.

## Selling Yourself

There are few experiences worse than being with an interviewer with whom you don't connect. So, the first step is to build rapport with the interviewer. Some applicants find this easy to do while others consider it a challenge. Building rapport requires finding common ground. Offer a firm handshake and a smile when introducing yourself. Then, break the ice by complimenting the interviewer's company based on your pre-interview research. Say something like, "I understand from my research that your company is the industry leader. That says a lot about your management team and your workforce." Most employees appreciate positive comments about their employer and probably will reinforce the compliment. By starting the conversation on a positive note, you have opened the door to a successful interview because you have established rapport.

Once the initial barrier has been crossed, you can uncover what the interviewer personally seeks that may or may not have been mentioned in the

*Your personal career presentation is a short, power-packed description of you and your career....Think of the exercise as a minute-long commercial advertising you and why you are the best-qualified candidate.*

job announcement. You can ask, “Who is your best project manager (or the job title you are seeking), and what makes that person stand out from his or her peers?” In most cases, the interviewer will tell you the most important attributes, so take care to remember the qualities mentioned. For example, the interviewer responds that Gavin Phillips is the top manager because he always meets or exceeds deadlines and maintains cost effectiveness.

As the actual interview progresses, interviewers commonly ask something akin to “Tell me something about yourself.” Or, “Tell me about your work experiences.” It is at this point that many candidates make a crucial mistake by starting with their schooling or last job experience. In so doing, they miss an outstanding opportunity. This open-ended question is the ideal time to deliver a brief but impactful personal career presentation.

Your personal career presentation is a short, power-packed description of you and your career. This one-minute presentation is so powerful that you can set the tone for the entire interview because it enables you to favorably impress your interviewers.

Here are guidelines for creating your short talk when preparing for a job interview. Keep it short, giving a quick verbal summary of your career background, skills, and interests. It is a powerful, enthusiastic presentation about you, made by you. It’s best to keep this quick oral summary to one minute or less. Otherwise, you will risk losing the interviewer’s attention.

Your background research should have given you a good idea of what the employer is looking for. Equipped with this knowledge, you can tailor your presentation to their specific interests and needs. Focus on the highlights of your career, and only those relevant to the current available position. Think of the exercise as a minute-long commercial advertising you and why you are the best-qualified candidate.



speak. Body language often tells others how you feel about yourself, but it also reveals how you feel about the situation in which you're currently engaged.

In a job interview, if your body language is not good, you're going to distract or annoy the people with whom you're talking. We've all seen it. Maybe you've been talking with a person who looks at his watch every two minutes, while trying to appear interested in the conversation. Or, a person walks into a meeting with strangers and keeps her shoulders tight and arms folded, giving a signal that she's not comfortable or confident in the situation. It may not be noticeable to them, but it is extremely noticeable to you.

The first step in gaining control of your body language during the interview is to be conscious of your behavior. Don't make it a big deal; simply do a mental check as the interview progresses. Assess your body language and eye contact. If they are not good, fix it. Stop shaking your leg. Stop the nervous sniffing. Lean back in your seat and sit straight. Relax. Only you will know the particular change in your actions, but the atmosphere in the room will improve because you will be more relaxed. But if you continue an irritating habit of tapping your fingers on the table, the interviewer will remember.

When you speak, lean forward a bit and speak to the person, but sit back while listening. Let your body language be engaging and avoid appearing indifferent to the interviewer. Conversely, don't appear to be nervous and desperate by leaning in too closely.

Regular eye contact is a good thing, but total and complete eye contact is definitely not the way to go in an interview. Frankly, too much eye contact can be downright creepy. Whether speaking or listening, look into your interviewer's eyes frequently, but not constantly.

Pay attention to your body language when you meet a friend or are engaged in conversation with family members. Carry yourself in a similarly comfortable manner when speaking with a potential employer.

## Post-Interview

Spend some time thinking about the interview and consider what you have learned from the experience. Evaluate the success and failures and the points at which you excelled and fell short. The more you learn from the interview,

the easier the next one will become. You will become more confident because you've had good practice.

Finally, no matter how the interview went overall, write a thank you letter or send an e-mail to each person who took part in the interview. Thank the interviewer(s) for their time, restate your interest in the job, and remind them of your intent to follow up. Mail the letter or send the e-mail the day of or after the interview.

## A Winning Attitude Wins the Job

Good companies don't like to hire people who appear desperate, so attitude is critical. Interview with a confident style that shows you *want* the job, but don't give the impression that you desperately *need* the job. The key to an interview that leads to getting the job is a positive attitude. The job interview is no time to be reticent or shy about who you are and what you can do. Modesty can be a fine thing, but it won't impress the employer regarding your capabilities. The interview is about you and no one knows more about you than you. The interview is your turn to show all that is great about you. Remember, resumes don't get hired; people do.

Be prepared for difficult questions and unexpected events, such as delays. Never let these affect your positive attitude. Even if the interviewer looks like he just got through sucking on a sack of lemons, turn those lemons into lemonade. Some interviewers may be difficult intentionally because they want to trip or intimidate you to find out what you're made of. But you have the upper hand when you determine that you will not allow anything to steal your winning attitude. If an interviewer asks you a question that's totally off base (or even illegal), you can salvage the situation by keeping a positive attitude. For example, if an interviewer asks "How will you be able to

*The interview is about you and no one knows more about you than you. The interview is your turn to show all you have to offer.*

*The interview process can be stressful and you may not even realize something went wrong until after you are gone.*

work overtime as a single parent with three children?” Instead of getting bent out of shape, you can keep a positive attitude and explain that you are fully aware of the job’s demands and are prepared to meet the challenges.

Suppose that you are in the middle of an interview for a great job with a company you really want to work with. Then, you commit a most unfortunate faux pas and you put your foot in your mouth. No matter what it is that makes you think you blew the interview, it is possible to salvage the situation. If you commit a faux pas during the interview, don’t assume your chances for the job are blown. Minor transgressions can be overlooked by the interviewer if you follow up in a professional manner and simply apologize for being tardy, a ringing cell phone, using profanity, or whatever it is that happened in the interview.

Another strategy is to remedy the situation with follow up communication. Today, it is common for interviewees to follow a first interview with an acknowledgment of thanks. If you really want the job, try to correct your error with a well-written thank you note. The interview process can be stressful and you may not even realize something went wrong until after you are gone. Thank you notes are a good way to clarify any misunderstandings from the interview. If you made a major mistake, don’t over-apologize; simply add a polite sidebar to the standard thank you note that you would have written anyway.

**Are you willing to relocate?** Talk about your flexibility. Don’t make it seem like you are willing to do the employer a favor by moving and don’t discuss that you really don’t want to move.

**What is your greatest weaknesses as an employee?** Only give an answer that can be turned around to your benefit. Don’t mention that you are quick-tempered. Instead, mention that you sometimes grow impatient



with people who do not live up to their potential on the job. Always present the positive side to any weakness you may have.

**Why do you want to change jobs?** If you are asked about a current or former employer, never talk negatively about him or her. Speaking poorly about former employers only reflects negatively on you. No matter how terrible a current or former employer may be, focus on the positive aspects of the company and what you gained from employment there.

There have been times when less qualified candidates have been given the job because of their positive attitude. That's one reason why employers can't rely on resumes and applications alone. Confidence in a job interview is a good thing. Show your potential employer that no matter who the other candidates are, or how qualified, you know you're the best person for the job.

Consider the following tips to help you communicate your winning attitude to an employer:

- Be on time.
- Leave your cell phone in the car or turn it off until the interview is over.
- Smile and demonstrate that you are happy to be granted an interview.
- Maintain frequent eye contact during the interview.
- Don't watch the clock.
- Dress a step above what you would wear on the job and wear an outfit that makes you feel as though you can conquer the world.
- Get a good night's sleep before the interview so you'll be well rested and alert.
- Eat a good breakfast so your stomach won't be growling during the interview.
- Don't discuss illegal, sensitive, or discriminatory subjects such as politics, race, gender, age, religion, or national origin.
- Don't discuss salary (unless pressed).
- Don't tell the employer how much you need a job.
- Maintain a professional attitude and don't get too comfortable with the interviewer.
- Stay aware of your non-verbal cues and body language.



## Thank You Letter

It is standard procedure and good corporate etiquette to send the interviewer a thank you letter a day or so following the interview.

3073 W. 135<sup>th</sup> Terrace  
St. Petersburg, FL 33404  
May 28, 2009

Theresa F. Spencer  
Vice President of Marketing  
Seacoast Products Incorporated  
8300 Lakeside Drive  
Clearwater, FL 33714

Dear Mrs. Spencer:

Thank you again for the opportunity to interview for the marketing position. I especially appreciated your hospitality and enjoyed meeting you and members of your staff.

The interview convinced me of how compatible my background, interest, and skills are with the goals of Seacoast Products, Inc. As I mentioned during our conversation, my 11 years of international experience as an Army international information officer and multilingual abilities have prepared me well for the global markets position with your company. I am confident my work for you will result in market expansion within the first two years.

For more information on my impact while in the service, feel free to contact Colonel Dexter Love at 202-726-0132. I spoke with Dexter this morning and mentioned your interest in this program.

I look forward to seeing you again.

Sincerely,  
*Lawrence Valentine*

Lawrence Valentine

## Acknowledgment Letter

If you find out almost immediately that you didn't get the job, it's still a good idea to send an acknowledgment by letter. Companies hire all the time and a good follow up letter may help you to stand out in an employer's memory when the next position vacancy opens.

51614 Post Road  
#224  
Dallas, TX 75231

April 29, 2009

Mr. Cedric Armstrong  
Myers Research Corporation  
1296 Sweetwater Crossings  
Plano, TX 75072

Dear Mr. Armstrong:

I greatly appreciated your consideration for the research associate position. While I am disappointed in not being selected for employment, the interview process provided me with an opportunity to learn a great deal about your corporation. It was a pleasure to meet you and your team of highly competent researchers.

When another position becomes available with your company, please keep me in mind. I have a strong interest in working in this field, especially with the Myers Research Corporation. I believe that my skills and training would fit well with the company. I will be closely following the progress of your company over the coming months. Perhaps we will be in touch at some later date.

Best wishes,

*Rasheed Martin*

Rasheed Martin

## Job Acceptance Letter

Congratulations! You got the job. Now, all you have to do is let your employer know that you accept the position. Even though you cinched the job, you still need to make a good impression. Continue on the path that got you the job by writing a short but professional acceptance letter.

8585 St. James Court  
Minneapolis, MN 55439

June 7, 2009

Samuel Greenlee  
Vice President  
New Horizon Aircraft Corporation  
5000 New Horizon Road  
St. Paul, MN 55102

Dear Mr. Greenlee:

I am pleased to accept your offer of employment, and I look forward to joining you and your staff next month.

The systems engineer position is ideally suited to my background and interests. I am excited to give New Horizon the best of my many years of training and experience in the field.

I understand from my communication with the human resources division that I am scheduled to begin work on July 1, 2009. In the interim, if there are any pre-employment tasks that need to be completed, please contact me at 612-555-4321.

It was a pleasure meeting with you and the other departmental staff. I appreciate the proficient manner in which the hiring was conducted and am excited to be affiliated with such an innovative, professional organization.

Sincerely,

*Alicia Gilmore*

Alicia Gilmore

## EFFECTIVE ANSWERS TO LIKELY INTERVIEW QUESTIONS

Few interview questions are as simple as they seem. Behind one interview question lies a concern or another question. Your goal is to project what the interviewer is looking for in an answer. In other words, why is the interviewer really asking you this question?

**A Likely Question:** Why do you want to work for the Trisys Tech Corporation?

The interviewer's concern is whether you are genuinely interested in working for their company or you are using a machine-gun approach to finding a job.

**A Good Response:** I have carefully considered my career options, along with the companies where I have applied. When I saw the announcement for this position, I knew I had found a good match. I can bring to this job seven years of knowledge and leadership experience, plus my ability to communicate effectively while building customer relationships. That, along with my flexibility and organizational skills, makes me a perfect fit with this company's mission. From what I have observed, there are some challenges here, but I am excited to be taking them on. I hope you believe, as I do, that I have the skills and qualifications you need to get the job done.

**A Likely Question:** How long have you been looking for a job?

The interviewer is trying to determine whether some major issue has kept you from gainful employment or whether you're not particularly interested in regular employment. Is there something wrong with the way you conduct yourself that other employers have picked up on?

**A Good Response:** After being discharged from the service, I decided to take some time off to assess my career interests and set some goals. I gained many new skills while serving in the U.S. Marines, and I wanted to make sure that I chose a career path that would support my life goals. I have been actively job searching for about four weeks. Since I have a definite goal, I've been judicious in selecting the positions I consider. Your company and this position are of great interest to me because I believe I possess the kind of skills needed.

**A Likely Question:** What steps did you take to prepare for this interview?

The interviewer is trying to determine the extent of your interest in the position, and perhaps in the company as well. Do you want the position badly enough to do something extra to find out about the job?

**A Good Response:** When I became aware of the position, I immediately visited the company's website and read the mission statement. I was instantly interested in the position. I was impressed with the information given about the company's history, its founders, and current executive staff. Once the interview was established, I inquired among friends and acquaintances to find out more about the company's reputation. Everything I read and everyone I spoke to confirmed that this is a good company to work for and that it has a strong standing in the community.

**A Likely Question:** How do you stay current and informed regarding the industry?

The employer wants to know whether you are only trying to get a job or whether you are self-motivated and will keep your skills current with industry standards.

**A Good Response:** I enjoy staying informed about current events, especially regarding topics of interest to this industry. My time in the military only served to broaden my interest in the field. I do a lot of reading—including the

business section of newspapers and magazines. I recently joined a professional organization so that I can network with colleagues on a national level. I have taken classes and seminars whenever they are made available. I also stay current with several newsgroups and blogs that specialize in the field.

**A Likely Question:** Have you had any experience with planning and coordinating a project from start to finish?

The interviewer is looking for specific information regarding your success in past endeavors as an indicator of your future performance.

**A Good Response:** I had the opportunity to establish a service technicians' training module and develop the project from creation to implementation. After developing a draft for the project, I conducted a series of ideation sessions to engage in creative brainstorming with industry professionals. With their input, I completed the module proposal, incorporating the best ideas from those sessions. Then, I created a production schedule to ensure that we remained on target with implementation. We had a deadline to meet, so I did periodic checks with the teams. Within three months, the impact of the training module exceeded all projections. The training module led to a 20% increase in work productivity among the technicians and a 30% cost savings. It was a great team effort and a big success. I received a commendation for my leadership, but what I was most proud of was the team spirit and cooperation that made it a true success.

**A Likely Question:** What kinds of people do you find it most difficult to work with?

This question is designed to determine whether you are able to work in a diverse environment and if you are flexible enough to be a good team member.

**A Good Response:** In the military, you work closely with a group of people, sometimes in true life-and-death situations. You become a family very quickly for the sake of survival. I'm grateful for that experience because it taught me a lifetime lesson about teamwork and cooperation. Naturally, I bonded with some personalities more quickly than with others. Nevertheless, because we were thrust into a situation in which we had to cooperate, I managed to work with everyone. My primary challenge was working with a fellow soldier who

was dishonest about work issues. He often attempted to take credit for work that the entire team had accomplished. So that we could continue working together, however, I decided to talk with him and emphasize how his actions were affecting the entire team. From that conversation, I learned something about his own trust issues and all of us discovered ways that we could help each other and make our team stronger. That experience taught me that sometimes what we perceive about others is not always the reality.

**A Likely Question:** Our managers often have to work longer than eight hours in a day. Would that pose a problem for you?

By asking this question, the interviewer is determining whether you are a workaholic or a person who requires strict balance. Are you willing to do what is necessary to get the job done?

**A Good Response:** When I was deployed to Afghanistan, I would often work 12- to 16-hour days. So I have no problem working long hours. I don't consider myself a workaholic; I strive to work smarter, not necessarily longer. My goal is to get the job done well, and in the most efficient manner.

**A Likely Question:** How do you adapt to new situations?

In other words, will you be difficult to work with or do you have a "that's not my job" kind of mentality?

**A Good Response:** Being in the military has prepared me for this part of any job. Being on-call 24 hours a day, as I was in the Marines, I quickly learned to move first, think second. Being flexible and adapting quickly is essential to military service. Lives depend on it. I bring that same orientation and skill to my post-military service. I will do whatever it takes to get the job done as scheduled.

**A Likely Question:** What is your minimum salary requirement for this job?

The interviewer is trying to determine whether the company can afford to hire you or whether you can be hired for less than the amount budgeted.

**A Good Response:** Before we discuss salary, I need more information about the job and the responsibilities involved. Can you give me an idea of the salary range budgeted for this position?

**A Likely Question:** If we make you an offer today, are you prepared to accept it?

The employer is genuinely interested in you and doesn't want to risk losing you to another offer elsewhere.

**A Good Response:** Based on my preliminary research and the information I have gathered during the interview process, I am in a position to consider a reasonable offer. I do, however, require 24 hours to firmly consider such a major life decision. If I am given an offer today, I can give you a firm decision by this time tomorrow.



## THE INTERVIEW: DRESSING THE PART

The first few minutes of your interview are the most critical because you only get one chance for a good first impression. Before you speak your first word, your appearance has already revealed volumes about you. Your attire cannot communicate your job skills, but you'll be judged to some degree according to what you wear. The clothes you choose for an interview should not only make you feel good about yourself but should project a professional image that fits the requirements of the position and the company. A simple key to projecting a professional image is to dress tastefully and conservatively. This holds true for both men and women.

### Dressing for Success: Women

#### Suit/Dress

Choose a conservative, matching business suit or dress (preferably made from a natural or woven-blend fabric) in a color that complements your skin and hair color, such as blue, navy, gray, beige, tan, or brown. If you wear a skirt or dress, the length should fall no higher than the bottom of your knee.

### **Blouse/Top**

Choose a simple cut or shell, either white or a soft, solid color. Avoid very frilly styles and low-cut necklines.

### **Shoes**

Wear sensible, comfortable well-polished shoes—business pumps or medium heels in a color that matches your outfit. Stay away from stiletto heels for the interview.

### **Hosiery**

By all means wear them to a professional interview. Choose a color that matches your skin tone. Avoid patterned or lacy hosiery.

### **Purse**

If you carry a portfolio, choose one that can accommodate your keys, identification, and perhaps a few dollars. Leave your cell phone in your car or turn it off during the interview. If you do carry a purse, choose a small or medium-sized bag that complements your shoes and outfit. Avoid sporting designer purses that attract attention.

### **Accessories**

Choose simple jewelry and other accessories; don't use too many. If you are wearing a scarf, you don't need a necklace too. Stay away from bangles or other jewelry that make a lot of noise. Wear one set of earrings only and no more than one ring on each hand. Take out all body piercing jewelry.

### **Nail Polish**

Make sure your nails are manicured and clean, with either clear or a conservative color of polish; no chipped polish or broken nails.

### **Makeup**

Use a minimal level of makeup and avoid loud colors of eye shadow or lipstick. Stay away from dramatic looks. You want to emphasize your skills, not your face or any part of your body.

## Dressing for Success: Men

### Suits

Dark blue, gray, brown, or very tiny pinstripes made from the best quality fabric that you can afford. Your suit should be properly tailored and freshly dry-cleaned.

### Shirts

A quality white, classic collar preferred. Most importantly, make sure the shirt is pressed.

### Ties

Complement your suit with a good silk or good quality-blend tie that is either solid or has a subtle pattern, like stripes or dots. The tip of your tie should end near the center of your belt buckle. If you need to invest a little more in a longer tie because you are taller or heavier, by all means do so. It's worth the investment.

### Shoes

Wear highly polished loafers or laced dress shoes in a dark color like black or brown, complemented by dark, thin socks.

### Facial Hair

Employers tend to prefer no beards; and mustaches are sometimes negative. If you do have facial hair, always make sure it is neatly trimmed.

### Jewelry

Keep chains or necklaces tucked inside your shirt collar. Do not wear rings other than a wedding ring or college ring. If you wear an earring or any other body piercing, take it out for the interview.

## Attire Tips for Both Men and Women

- Maintain a well-groomed hairstyle.
- Always have clean, manicured fingernails.

- Use a minimal perfume or cologne. If used, apply it at least two hours before the interview.
- Empty your pockets/purse of noisemakers and bulging objects—tinkling coins, mobile phone, gum, cigarettes, etc.
- No body piercing jewelry (nose rings, eyebrow rings, etc.).
- Ask a friend to critique your attire.

Employers notice the little things. Therefore, you must pay attention to even smallest details. Interviewers often consider the condition of your shoes as a way to tell whether you pay attention to detail. To that end, avoid shoes that are dusty or have run-down heels.

If at any time you are unsure, just remember to use common sense. If you come to your interview dressed in business attire and your potential employer is not, don't worry. You are the one looking for a job. It is far better to be dressed professionally than to be dressed too casually. Employers want people who are flexible and broad-based in their abilities to learn, grow, and contribute. Being dressed in a suit won't hurt your ability to be seen as someone employable, but being inappropriately dressed could.

Appearance can be a powerful and useful tool in influencing the kind of message you send to others. With a little common sense and attention to details, you can easily make sure that the first impression is your best.

## MANAGING BEHAVIOR-BASED QUESTIONS

The following is a list of typical behavior-based questions from *The Ultimate Job Search Kit* by Damir Joseph Stimac (Seaton Corp, 1997). The competencies sought by the interviewer are listed in parentheses.

- Describe a situation in which you had to use reference materials to write a research paper. What was the topic? What journals did you read? (Research/Written communication)
- Give me a specific example of a time when a coworker or classmate criticized your work in front of others. How did you respond? How has that event shaped the way you communicate with others? (Oral communication)
- Give me a specific example of a time when you sold your supervisor or professor on an idea or concept. How did you proceed? What was the result? (Assertiveness)
- Describe the system you use for keeping track of multiple projects. How do you track your progress so that you can meet deadlines? How do you stay focused? (Commitment to task)

- Tell me about a time when you came up with an innovative solution to a challenge your company or class was facing. What was the challenge? What role did others play? (Creativity and Imagination)
- Describe a specific problem you solved for your employer or professor. How did you approach the problem? What role did others play? What was the outcome? (Decision making)
- Describe a time when you got coworkers or classmates who disliked each other to work together. How did you accomplish this? What was the outcome? (Teamwork)
- Tell me about a time when you failed to meet a deadline. What things did you fail to do? What were the repercussions? What did you learn? (Time management)
- Describe a time when you put your needs aside to help a coworker or classmate understand a task. How did you assist them? What was the result? (Flexibility)
- Describe two specific goals you set for yourself and how successful you were in meeting them. What factors led to your success in meeting your goals? (Goal setting)

Finally, the toughest interview question of all: What salary are you looking for? Most people aren't comfortable talking about salary requirements. Somehow it seems rude or impolite. But in a job interview, it can be a make-or-break question. If you are asked the question, know how to cut the best deal you can without sounding too greedy or pricing yourself out of the market.

If you can, try to get the interviewer to give you an idea of the salary range before you commit yourself. If you find the salary range unattractive, make the case for a higher one. If the company can't agree to your salary requirement, then decide whether to consider their offer.

## **Tell Me about Yourself**

During the job interview, you want to impress the interviewer by providing brief, to-the-point answers that relate your skills and experience to their needs. Where possible, your answers should blend your knowledge of the firm based on your research and networking activities. This is also the time to impress

the interviewer with your knowledge of the organization by asking insightful questions that demonstrate your knowledge and interest in their company. In so doing, you will help the interviewer see you as the right person for the job. Your goal at this stage in the process is to motivate the interviewer to ask you back for a second interview. You should practice for the interview by mentally addressing several questions most interviewers ask. Most of these questions will relate to your educational background, work experience, career goals, personality, and related concerns. Some of the most frequently asked questions include the following areas.

## Education

Describe your educational background. How have you improved your education while in the military? What plans do you have to continue your education? What military training courses did you take? How did you do in these courses? How are they relevant to this job? Did you take any correspondence courses? What were they? Why did you attend university (college or school)? Why did you major in this particular field? What was your grade point average? What subjects did you enjoy the most? The least? Why? What leadership positions did you hold? How did you finance your education? If you started all over, what would you change about your education? Why were your grades so low? So high? Did you do the best you could in school? If not, why not? What skills do you hope to acquire through education during the next five years?

## Work Experience

How many different jobs have you held? What were your major achievements in each of your past jobs? What did you do in the military? Tell me about your different jobs. How does your military experience relate to this job? What did you enjoy the most about your military career? The least? What is your typical workday like? What functions do you enjoy doing the most? What did you like about your boss? Dislike? Which job did you enjoy the most? The least? Why? Have you ever been fired? Why?

## Career Goals

Why did you decide to leave the military? Why do you want to join our organization? Why do you think you are qualified for this position? Why are you looking for another job? Why do you want to make a career change? What ideally would you like to do? Why should we hire you? How would you improve our operations? What do you want to be doing five years from now? How much do you want to be making five years from now? What are your short-range and long-range career goals? If you could choose a job and organization, which would you choose? What other jobs and companies are you considering? When will you be ready to begin work? How do you feel about relocation? Traveling? Working overtime? What attracted you to our organization?

## Personality and Other Concerns

Tell me about yourself. What are your major weaknesses? Your major strengths? What causes you to lose your temper? What do you do in your spare time? Any hobbies? What types of books do you read? What role does your family play in your career? How well do you work under pressure? In meeting deadlines? Tell me about your management philosophy. How much initiative do you take? What types of people do you prefer working with? How creative, analytical, tactful, etc., are you? If you could change your life, what would you do differently?



## What Other Vets Are Saying...

I spent 25 years in the Air Force and would not trade a minute of it. My family and I made some of the best friends anyone can make and the jobs I had were literally the best.

Like the Air Force, the outside world or civilian community is no different in many regards. Networking is critical. Having a good resume is important because it will tell potential employers what you bring to the table; but networking is what will get you in the door for an interview.

If you're making a career out of the military, it's best to plan and prepare for your transition five years before retirement. One of the best ways to network is to take that HQ job, get on new program initiatives, or take on responsibilities that will expose you to the industry or the civilian world. As you are exposed to them, make contacts and keep the names of contacts and their numbers where you can readily locate them. Be sure you call them a few times a year to keep in touch so they don't forget you.

Today, I have a very rewarding job in the military aviation industry that I would not trade for anything. I was qualified for the job and had all of the credentials, but it was the networking and the actual contacts I'd made that got me where I am today.

You can't get ahead without someone helping you and having faith in you and giving you a chance—just like in the military.

It's really critical today to be prepared educationally and to have the experience. But if no one knows who you are and what you can do, it won't matter. Networking makes the difference!

Bernard G.  
Retired Air Force

# NETWORKING—USING YOUR MILITARY CONNECTIONS

Job search and career networking are two of the most successful ways to find a new job; but to a novice, both strategies can seem intimidating. It doesn't have to be. While traveling back to his base, one Air Force officer ended up in a conversation on an airplane with someone who was looking for an aeronautical engineering job. The man sitting next to him just happened to be an ex-military who was in the same field. In the end, he assisted the fellow passenger in getting the kind of job he was looking for to make his career transition by making a couple of telephone calls to veterans in the field who were in hiring positions. It turned out that the man was well respected in the field. The telephone calls from him helped the Air Force officer to make a smooth transition into civilian employment.

Jobs can sometimes come unexpectedly, simply because a friend or acquaintance knows your background and skills. You've developed a great network in the military. Your service-related connections can be an extremely powerful tool, but for most people, it is very informal. You will need to use every advantage available to you, so network!

More than ever, organizations are looking for well-rounded individuals, and your military experience and network can be a strong foundation for the next step in your civilian career path. The military has a very strong culture and great

internal networks. Many people have discovered career opportunities through their military relationships. Potential employers with military experience understand the value of your training and understand the diligence, character, and skills developed within the military.

Finding a job, especially when making a significant career change like a military transition, is hard work. The best shot you have at finding a job or getting on a career path in the least amount of time is using your network. Use your network of friends, colleagues, and family, job listings provided by your installation's transition office, the local personnel office, or even the nearest community college.

It's not just about who you know, it's also about who they know. When you tell your friends, family members, acquaintances, and fellow servicemembers that you're looking to venture into a certain field, you can ask them to spread the word. You may be amazed at how fast the news of your transition plan travels, even among a network outside of your own.

Using your network saves you time in a job search because you won't have to do such a hard sell to convince an employer about your character. Your network will have already sold you. Companies like to hire based on testimonials of people they already trust.

## Networking Simplified

Networking is simply the act of establishing ties between people who share commonalities—hobbies, experiences, interests, careers, etc. It is the art of building alliances. Networking can be as simple as asking, “Hey, does anybody know the name of a good realtor?” It's those same kinds of questions and introductory conversations that serve as the networking lifelines for departing and retiring servicemembers.

The most important feature of networking is letting other people know what you want and need—especially when what you need is employment. Networking is quite possibly the *most important* step in a job seeker's success. Job seekers need a network of career contacts that can provide support, information, and job leads.

Networking is not contacting everyone you know at the end of your transition process and asking if they know of any job openings. Truthfully,

networking starts long before your job search, and you probably don't even realize you've been doing it. You probably began networking long before your formal transition process started.

Your networking can be as formal and structured as informational interviews or as relaxed and casual as a conversation at the local gathering place for servicemembers and retirees. Networking can start by striking up a conversation while waiting in line at the Base Exchange or Post Exchange (BX/PX), or at the barbershop, or during a chance encounter in the parking lot.

For separatees and retirees, personal networking assistance can begin at the closest reserve center, recruiting station, or organization for former military. Many communities have welcome wagons or community centers, which function as networking hubs that can include military contacts. Let the coordinator know who or what you're looking for, and they can put you in contact.

## **To Network or Not to Network?**

For many people, networking conjures an image of politicking, and is regarded in a negative light. They think of networking as a lot of insincere, ego-driven interactions. Sometimes that may be true; however, networking does have rewarding and positive aspects.

Regardless of how you feel about networking, the truth is that it's critical to a successful career transition and must be used effectively—not only in your initial career change but also throughout the remainder of your civilian working life. The bottom line is that networking is a good way to meet new people and look for what you need, whether it is a job or a good auto mechanic.

## **Why Should You Network?**

Networking creates opportunities for job seekers to meet hiring managers or people who can put them in touch with hiring managers. Networking is also a means of gaining valuable information about a company and its employees that is not common knowledge nor available through the company's publications or website. Networking can yield critical information about personalities, employee morale, salary ranges, financial soundness, or other information of value that would be critical during an interview. That kind of privileged

information would prove invaluable to helping you make a decision about whether or not you want to work for that company.

Networking can create opportunities for you to meet a potential employer's key players in an informal situation, which may also allow you to find out about job opportunities before they are advertised. An organization event may create a position for you, if you have the critical skills they need. One network often leads you to another network, which eventually leads you to a job. Think about this rationally. Why would any organization interview candidates for a job and hire an unknown person when, other things being equal, they know you and your professional and personal traits from a previous association. Why would an employer take a chance on an unknown when you are a known candidate with a proven track record?

Beyond looking for a job, you can use your network to learn about different careers and industries. Your contacts may be able to introduce you to specific companies. People are often hired by someone who knows someone who knows someone else. It is not uncommon for job seekers to be hired by someone in their network. Therefore, the more expansive your network, the better chance you have of getting the job or getting into the career field that you love.

## **When Should You Start?**

Even if you are still in the military, you can start building a network to help you identify job leads and even obtain a job once you enter the civilian workforce. Your networking contacts will likely come in two different ways. First, you have been networking throughout your military career with people you worked with, for, or supervised. These associations have formed your reputation and you have very little control over them. They reflect your professional work skills, how you interact with others, and your moral and ethical character. Second, some within your networking system are contacts you intentionally developed through an association of friends and associates, professional and social clubs, or by seizing opportunities to meet people who may help you in the transition process.

## How Do You Begin to Network?

To put your network into place, start reaching out to family, friends, neighbors, old classmates, military alumni, etc., to learn more about their careers and get a better understanding of their daily routines and responsibilities. Once your network begins to take shape, your contacts will probably refer you to helpful people with new ideas and perspectives. Soon, you could find yourself with a network of job resources you never dreamed possible.

Your network will be especially helpful in identifying potential civilian jobs that align with your interests and strengths. This can ultimately help you streamline your job search. As a result, you will end up with a more defined set of personal goals that can translate into a more focused resume and efficient search process.

After you have determined your post-military career focus—what you want to do and possibly where you want to do it—make a list of people and organizations in that field and start networking. In some instances, you will join a local chapter of the organization you have targeted. In other cases, you may want to join an organization simply to meet people who know other people, such as a social, civic, or advocacy organization.

## Networking for Officers

As any servicemember can attest, the military and civilian worlds operate differently. Military officers who are networking should not expect that their rank will influence people in a civilian business capacity. A high military rank may help in certain contexts, but probably will not be the foundation of your network.

Although networking may be the single most important factor of a successful career transition, generally speaking, military officers are not trained to value it and therefore, don't care much about networking. Since making such connections was never a part of their career mobility, it was not a part of the military culture. Conversely, in the corporate world, having a strong network of friends, clubs, and business associates is critical to job competition and upward mobility.

Networking pays great dividends and should become the target of your energies during the transition process. It has been estimated that as many as

*Networking is a proven and effective way to help you gain access to information about the best jobs.*

85% of all jobs are found through networking, so the majority of your energy should be directed to this area.

Networking outside your Service branch community can lead to multiple opportunities. For example, ACAP has a comprehensive job-hunting checklist, while the Department of the Navy (DoN) also offers a host of opportunities for meeting people and applying for DoN jobs.

## **Seven Simple Rules for Networking**

Wouldn't it be a great world if everyone had equal information and access to all of the jobs that are out there? It would be nice, but that's just not the way the job market works. The truth is, some of the best jobs out there are never publicly posted or listed in the classifieds. Networking is a proven and effective way to help you gain access to information about the best jobs. That's when it's time to put your military networking power into action!

The best place to start networking may be with the people you assume are going to be the least helpful. Have lunch with them or invite them out for coffee. By engaging with the people you assume will be the least helpful, you will not feel nervous or needy and will learn how you confidently express what you need.

So, how do you apply for jobs that aren't advertised anywhere but exist only in the minds of America's inaccessible employment movers and shakers? There are many ways to go about it.

- Talk to people who know people who can help you out.
- Contact people who can give insight into conducting a job search.

- Interview people who can help you pursue your career goal after your military transition.
- Converse with strangers at parties and social gatherings.
- E-mail, write, or cold-call people you've read about in the newspaper.
- Write cordial letters to community leaders.
- Volunteer to work at important civic or social events or gatherings that will expose you to people in your chosen career field.
- Cultivate an arsenal of contacts.

If the thought of networking makes you shiver, think of it as a game of sport or a personal challenge. The following seven guidelines for networking provide strategies for success:

### **1. Think of Everyone as a Networking Contact**

Think of every person you know who could possibly serve as a contact. Be careful not to restrict your network to only the people you first identified as being able to help you out. Friendly, accessible people in unrelated fields often have contacts they would be happy to share with you—your next-door neighbor, the den mother for your son's Boy Scout troop, or even your aunt Elvira. Who knows? Aunt Elvira once may have been nanny to the most successful business family in town and keeps in contact with them frequently.

Keep in touch with the extroverts. People who maintain contact with a diverse crowd, either through work or volunteer activities, can be extremely helpful. To get you started with your list, here are some of the kinds of people and places that can help build your base network.

Alumni (high school, college, military school)  
Business conferences  
Business executives  
Class reunions  
Club meetings  
Club members  
Cocktail parties  
Community groups and events  
Community leaders  
Continuing education classes  
Conventions



Entrepreneurs  
Family friends  
Former coworkers and supervisors  
Fundraisers  
Hair stylists or barbers  
Internet blogs, listservs, and social networking groups  
Journalists  
Neighbors  
News media  
Non-profit directors  
Political events  
Politicians  
Postal carrier  
Primary care physician  
Professional associations  
Professors  
Relatives  
Religious affiliations  
Religious leaders  
Volunteer opportunities  
Voter education/registration events

## **2. Plan to Network Wherever You Go**

While it's essential that you are honest and relaxed while networking, you should not go at it unprepared. Networking can be compared to a political campaign. Just as politicians think about what they need to accomplish when making an appearance or giving a speech, you should also have a definite approach to your networking opportunities. In other words, get a game plan. Before you charm your way into a business conference, cocktail party, or public event, do your homework. It's important to know who will be there (if you can obtain this information) and how each person can help you in your job search or career change. Determine whom you want to meet and why they are important to know. Then, once you have your golden opportunity to talk with a key resource person, don't waste that precious time—theirs or yours.

Know the information you want to walk away with. Determine what you want to convey to the people you meet. Finally, have a backup plan and be

flexible. You might not meet the people you planned to talk with, but you might meet their executive assistant, immediate subordinate, or even their college-bound daughter that will open the door to an opportunity you hadn't planned.

### **3. Care about People and Relationships**

Some people tend to approach career networking like trading stocks on the open market. The person networking has no interest in the companies or individuals behind those stocks. He just wants the profits that the trades will bring. A person who approaches networking like it is a profession takes full advantage of every encounter. He carefully listens to useful information that the contact gives him, until he no longer perceives the information as valuable to him. The contact is merely a commodity being traded.

The most effective networking calls for investing in relationships. Your best networking efforts mean building relationships with people and caring about their affiliated companies or industries. A strong network comes from ongoing encounters that are built through mutually beneficial contacts. For example, you may call or e-mail a new contact for advice or share a link to a website containing important information about the industry. Over time, this sharing leads to a relationship or strong association. You become members of one another's circle. You become acquaintances or friends for the sake of the relationship, not simply because you expect it will benefit you later.

Getting to know another person requires a time investment. This approach to networking and business, in general, reveals integrity, maturity, and patience. When you take the time to cultivate relationships—business, social, or professional, it demonstrates that you are a person who is worthy of trust. When people trust you, they sense that you are part of the same circle. Then, they will be glad to recommend you to others for a new position or opportunity.

People allow others into their circle when they perceive genuine interest. When you have the proper credentials, and a reputation among those in your network as one who truly cares about others, it enhances your marketability even more!

### **4. Remember, Networking Knows No Bounds**

Anywhere and everywhere you go can be an opportunity to network. First, there are the usual events—cocktail parties, class reunions, corporate events, political gatherings, and social and civic affairs are all places where

you expect to network and gather a few business cards, phone numbers, and e-mail addresses.

But there are many other places to network—simple, everyday encounters that can surprise you. Making your network work requires flexibility. But the reality is that some of the invaluable contacts we make and the once-in-a-lifetime opportunities we get often surprise us. Good networkers are flexible people who approach opportunities to connect as a free-flowing endeavor that extends far beyond hotel conference rooms and hiring managers and interviews.

You can never tell who you will meet walking on the indoor track at the gym or in the sauna. Conversations in long lines at the grocery store or the post office can yield valuable information for your job hunt.

Don't hesitate to network with someone who has no obvious connection to your ambitions. Your new contact may be able to give you relevant names of friends and colleagues who are directly connected to what you would like to do. The odds of chance can place you in an airline seat right next to someone who knows someone who wants to hire someone in your chosen field.

Don't overlook any opportunity that arises. Chalk these encounters up to pure dumb luck or karma, but your ability to be flexible and work with the situation can be the ticket to taking you where you want to be in your career. You can turn a chance meeting into a golden opportunity for success.

## **5. Make It Easy for Your Contacts**

When you call, meet with, or write to a potential contact, make it as easy as possible for them to help you. Explain what you want specifically, and ask detail-oriented questions.

For example, "I'm looking for jobs in arts administration. Do you know anyone who works at the Arts Council? May I have their names and phone numbers? May I use your name when I introduce myself to them?" Another entrée into a productive conversation is to solicit career tips and advice from your contact. Most people love to talk about themselves. By asking your contact to offer valuable insight from his or her personal experiences and successes, he or she will feel important and respected. Who doesn't like to feel like an expert?

Be sure to avoid making general demands, such as, "Do you know of any jobs that would be good for me?" This sort of question is overwhelming and puts an undue burden on your contact.



## Another Side of the Networking Story...

I can't stress enough how important it is to network. Everyone I served with in the military knew that I wanted to retire in northern Georgia where contractor positions are abundant. One day, our deputy commander came to me and said, "I have a friend who is the senior vice president with a firm in Atlanta. Send your resume to him."

I did and received a call from the senior vice president later that same week and was hired from a phone interview. Now that I'm retired from the military, I have a great job with no deployment worries, and I'm making good money.

Ted B.  
Former Army Lt. Colonel



If you are separating or retiring from the military and plan on staying in the local area, start networking as soon as possible. If you intend on staying in the same line of work, start talking with your supervisors about continuing employment with that same organization as a civilian or federal employee. Your current or past supervisors know you best and know what you are capable of doing.

Sam K.  
Retired Army Sergeant



Having a good resume is important but networking is what really gets your foot in the door. It's never too late to work on your transition plan, and one of the best ways to do that is to take that HQ job, get on new programs, or take on responsibilities that will expose you to industry or the civilian world. Whenever you make contacts, keep their names, numbers, and e-mail addresses handy. Try to make contact with them a few times a year so they don't forget you.

Leon R.  
Former USAF Senior Airman



## ONLINE NETWORKING RESOURCES

With the innovation of technology, taking advantage of the strengths of the military network is broadened through the Internet. Many online employment sites are targeted to veterans, some in specific career fields. A few of them are described next. You can find more information regarding online networking resources in Chapter Eight: Online Resources for Veterans.

**American Association of People with Disabilities (AAPD) – Employment Opportunities (<http://www.aapd-dc.org/employment/indexemploy.php>)**

An online job bank dedicated to persons with disabilities.

**American Council of the Blind Job Connection ([www.acb.org/acbjobs](http://www.acb.org/acbjobs))**

Lists job openings across the country for blind or visually impaired applicants.

**AMVETS Career Center (<http://careers.amvets.org>)**

Provides an online job bank for veterans seeking employment and for employers seeking qualified veteran applicants.

**Army Civilian Personnel Vacancy Announcement Board**  
(<https://cpolwapp.belvoir.army.mil>)

Offers civilian employment opportunities in the U.S. Army for former soldiers, marines, sailors, and airmen.

**Career Command Post – Job Seekers Page**  
([www.careercommandpost.com/ccp.cfm](http://www.careercommandpost.com/ccp.cfm))

Includes a job bank, help with writing resumes, and other information for job seekers.

**CareerOneStop — Job Search**  
([www.careeronestop.org/JobSearch/JobSearch.aspx](http://www.careeronestop.org/JobSearch/JobSearch.aspx))

Offers resources and information regarding the job search, including state job banks and other resources.

**Destiny Group ([www.destinygrp.com](http://www.destinygrp.com))**

Brings employers and military job seekers together. The site offers online job postings, resume searches, educational opportunities, and access to a large affiliate network, including NavySEALS.com, 101st Airborne Division Association, and the Air Force Association, to name a few.

**State Job Bank ([www.jobbankinfo.org](http://www.jobbankinfo.org))**

Click on a state on the map to find information for job banks in your state that offer help finding and keeping employment.

**GI Jobs ([www.gijobs.net](http://www.gijobs.net))**

A civilian career guide for military job seekers. Provides an online job search tool, career fair calendar, employer listings, and articles on employment for veterans.

**Helmet to Hard Hats (<http://helmetstohardhats.org>)**

Career training and employment opportunities in the construction industry for transitioning active duty servicemembers. Offers information on how experience gained through military service can apply to civilian jobs.

**Hire Heroes USA ([www.hireheroesusa.org](http://www.hireheroesusa.org))**

Helps military veterans who were wounded while serving in Afghanistan, Iraq, and other locations around the world find careers working in many types of jobs, especially the healthcare industry.

**Hire Veterans ([www.hireveterans.com](http://www.hireveterans.com))**

Searchable job boards where employers hire veterans returning to civilian employment.

**HireVetsFirst ([www.hirevetsfirst.gov](http://www.hirevetsfirst.gov))**

Offers information for veterans on searching for jobs through state One-Stop Career Centers.

**Iraq War Veterans Organization — Employment ([www.iraqwarveterans.org/employment.htm](http://www.iraqwarveterans.org/employment.htm))**

Provides links to numerous job banks and employment resources for veterans.

**Job Opportunities for Disabled American Veterans ([www.jofdav.com](http://www.jofdav.com))**

A free job board specifically for American veterans with disabilities to search for jobs or post resumes.

**Jobs for Veterans (<http://usvetsinc.destinygrp.com>)**

Job board focused on bringing transitioning military, former military, and spouses together with employers seeking employees with a military background.

**Jobs for Vets Alpha ([www.jobsforvetsalpha.org](http://www.jobsforvetsalpha.org))**

Provides a link between transitioning veterans and job listing sites of organizations looking for veteran applicants.

**Joe's Jobs – Employment for Veterans ([www.vajoe.com/jobs](http://www.vajoe.com/jobs))**

Whether you are just leaving the Service, or looking to change careers or move up in your current field, your military background will give you an edge with the employers listed in Joe's Jobs.

**Military Exits ([www.militaryexits.com](http://www.militaryexits.com))**

Job assistance and employment opportunities for returning soldiers and their families. Helps soldiers and families make the transition from military to civilian life with relocation files for every base stateside and overseas, educational resources, and discounted products and services.

**Military Family Network Employment Ads ([www.emilitary.org/classifieds](http://www.emilitary.org/classifieds))**

Job bank from an organization that supports military families.

**Military Hire ([www.militaryhire.com](http://www.militaryhire.com))**

This site has been developed and maintained by a team of military veterans and corporate hiring authorities that have created a network where former military personnel can seek careers and utilize their professional skills.



**Military Job Zone ([www.militaryjobzone.com](http://www.militaryjobzone.com))**

Assists transitioning military members and veterans in finding civilian careers. Site allows you to create and post military resumes, search military-friendly employers, and apply online to posted jobs.

**Military Spouse Corporate Career Network ([www.msccn.org](http://www.msccn.org))**

Specializes in employment placement solutions for military spouses, war wounded, and caregivers of war wounded.

**Military Stars—Browse Jobs ([www.militarystars.com](http://www.militarystars.com))**

Helps transitioning military personnel and veterans find civilian jobs through job search tools, nationwide career expos, and placement services.

**Military.com Job Search Information for Spouses (<http://jobsearch.spouse.military.com>)**

Offers a job bank for military spouses. Includes a comprehensive listing of “military spouse-friendly” employers.

**Military.com Veteran Job Board ([www.military.com/careers/home](http://www.military.com/careers/home))**

Job board for veterans that offers job searches, resume building, networking with other veterans, salary calculator, information on career fairs, and more.

**Navy’s Civilian Human Resources — Job Search (<https://chart.donhr.navy.mil>)**

Job listings for returning disabled and recently medically retired servicemembers and their spouses.

**Operation Transition ([www.dmdc.osd.mil/ot](http://www.dmdc.osd.mil/ot))**

Provides job listings and other employment information for separating or retiring military and federal civilian personnel and their spouses.

**RecruitMilitary.com ([www.recruitmilitary.com](http://www.recruitmilitary.com))**

Provides free comprehensive job search and career transition services for veterans, their spouses, and enlisted transitioning military personnel worldwide. The site also features listings of career fairs offered nationwide.

**Still Serving Veterans—Job Listings ([www.stillservingveterans.org](http://www.stillservingveterans.org))**

List of job banks and other resources.



## CAREER NETWORKING TIPS

Most job seekers begin their search in the job market by turning to the classifieds section of the newspaper or surfing the Internet's voluminous job postings. Some rely on headhunters and recruiters. Very few start their search where their efforts will produce the best results—directly with employers or companies where they would like to work. A critical part of establishing your career network begins with the diligence to infiltrate both the hidden and open job markets.

It's estimated that over 80% of job seekers report that their network helped them to land the job they wanted. But as many jobs as there are out there, in newspapers and online, resignations, new businesses, corporate expansions, unfilled positions, or jobs created for a viable candidate are all reasons employers may hire outside traditional advertising mediums. This hidden job market, though difficult to access, holds the greatest potential for job seekers and employers who are looking for the perfect match.

The importance of career networking shouldn't be discounted when you are in the midst of a job search or a career change. In fact, career networking should become a part of your daily work and career-related endeavors, even if



you want to know about job opportunities with a particular company? Be specific in your requests.

## **Help Others in Your Career Network**

Effective networking isn't a one-way street. If you find information about your chosen career path or a job listing that can help others, share it with your network. The point of having a career network is to have resources that can help; nevertheless, you should reciprocate when possible. Then, when you really need help, anyone you've helped in the past would feel honored to help you with your request.

## **Keep Track of Your Network**

Keep track of your personal career network somewhere. Whether it's electronically or on paper, make sure you know who is who, where they work, and how to get in touch.

## **Online Career Networking**

Online job searching and networking does work. Sites that specialize in military needs, as well as other sites like LinkedIn and a variety of other social networking websites can help you contact fellow military networkers, or networkers at specific companies, those with particular academic training or certification, or in a certain geographic area.

## **Networking Events**

Face-to-face networking works extremely well. If you can, register for training conferences, and expand your network as you attend meetings and mixers. You'll find that many of the participants have the same goals you do and will be glad to exchange business cards.

The following examples show how even casual career networking can pay off in meaningful ways.

Patrick wanted to continue his career path as a diesel mechanic once he left the Marines. While walking to his car in a parking lot, he noticed a lady whose car would not start. He went over to help her. The problem turned out to be minor, and Patrick was able to get the car started again. The woman was very grateful and started asking how he knew so much about engines. As it turned out, she was the wife of a trucking company executive. She gave Patrick her husband's business card and told him she would make sure her husband talked to the hiring manager about a job for him once he got out.



Travis was interested in pursuing a career in medical technology. He mentioned his interest to an old Navy buddy whose father had done critical research in the field. The friend arranged a meeting between Travis and his dad. The medical researcher arranged for Travis to spend a day shadowing him in a laboratory and provided some excellent advice on medical career paths based on current trends.



Patsy was interested in moving from her rather unexciting career as an information officer in the Air Force to magazine publishing in the civilian world. Even though she had been out of college for more than a few years, she reached back and tapped her college network. One of her college sorority sisters was now a top executive at a major women's lifestyle magazine. In addition to being sent new job postings, her resume was personally delivered to the magazine's vice president of human resources. When Patsy found a position she wanted to apply for, she got the job and left the Air Force with no worries about where she would go or what she would do.



During a casual conversation at a parent's meeting in her child's elementary school, Colleen casually mentioned to another mother that she was taking classes in graphic design and would graduate shortly after her stint in the Army. The mother happened to be a media buyer for a Fortune 500 corporation. She set Colleen up with

some important contacts with several advertising and design agencies, including one that led to a fantastic job with great pay.

Career networking really does work, and it pays off, so it's important to have a viable network in place as you plan your military career transition. As you take steps to exit military service and enter the civilian marketplace, use your network to your advantage when job searching or exploring career options.

## **Establish Your Product ID**

As you prepare to access the civilian job market, both hidden and open, remember that each time you introduce yourself to someone, either in conversation or through correspondence, you have an opportunity to introduce your abilities, experience, and potential. This is when a Product ID comes in handy.

What is a Product ID? It's a 60- to 90-second sales pitch designed to introduce you, connect you to the contact through common interests, and present your key strengths, practical expertise, and personality. Your Product ID can also help you establish an agenda for sharing information with your contact.

Your Product ID is important, so don't wait until the last minute to develop it or improvise one during the encounter. Prepare your Product ID in advance and practice it well. When you speak comfortably about your experiences and accomplishments without hesitating or stiffly reciting personal facts, your confidence in who you are and what you can do shines through.

# SECTION II

## Best Careers for Veterans

- **CHAPTER SIX: Finding Your Right Career**

*Statistics indicate a serious shortage of available workers in the United States, especially in certain fields. As you discover the civilian careers that are best suited to your skills and training, you can also determine the best employment fields to position yourself for future job security and fulfillment.*



## What Other Vets Are Saying...

When Denise Crowe decided to leave her post as a captain in the Army Corps of Engineers in pursuit of a better-paying civilian job, she had an easy time landing a position.

But Greg Keller had a much different experience. After four years in the Navy as a journalist, it took him six months to land a job in his field. He found work doing public relations for a medium-sized non-profit agency. Greg blames his field, which tends to have few openings, the current job market, and some employers who did not look fondly on his military experience.

“Some interviewers shook my hand and thanked me for fighting in the Gulf War,” he recalled, “while others took on a defensive posture that I could see their eyes and their body language.” He observed, “I think maybe they were unsure that my military experience as a journalist had prepared me adequately for civilian work.”

Earl Wilson, an ex-marine, remembers when things were different. He explained, “I remember back in the 1980s when ex-military had priority, even at the unemployment office. They would send vets on job interviews over other people. I know I got a job that way. I also remember seeing signs that said ‘Hire a Vet.’ Today, though, I have to conceal my military experience because it dates me. I don’t want to be discriminated against because of my age.”

# FINDING YOUR RIGHT CAREER

Deciding what you will do after leaving the military is an important decision, considering that, depending on your age, you could spend tens of thousands of hours at your job. Don't you want to spend that time doing something you're good at and enjoy? Find out how you can take your personality, skills, and education and turn them into a successful career.

Over the last few years, the job market and the economy have had ups and downs. Announcements of the latest waves of layoffs seem to bombard the news daily. Amid this uncertainty, leaving the military may not seem like such a sound idea. But depending on how you approach your transition and accompanying job search, now may be the perfect time to enter the civilian market.

With so many choices, it might be hard to pinpoint exactly what you want to do for a career. It's a good idea to look at the careers that are predicted to grow in the near future, and find out how they best fit with your military skills and training. Or, if you want to pursue a new career, find out the skills, education, and training required.

There's no better time to be an American worker! Gone are the days when a person had one occupation, worked on the same job for 25 or 30 years, and then went home to retire with a gold watch. Today, careers can be more varied and exciting. Many people will have two, perhaps three careers in his or her lifetime.

According to the Bureau of Labor Statistics (BLS), the employment rate is expected to increase by 15.6 million jobs in the ten-year period between 2006 and 2016. Almost all of this growth is expected to occur in the service-providing sector, which will account for 75% of all jobs in 2016. The BLS projects (www.bls.gov/emp) that professional service occupations are expected to grow just as quickly, accounting for more than six of every ten new jobs acquired by 2016.

The best way to make a smooth transition from the service to the civilian job market is to translate the experience you gathered in the service into credit toward an academic degree. Through the DANTES programs, you can earn college credit based on some of your experience in the service. Read more about DANTES in Chapter Two. You can also choose to get degrees that will prepare you to work in some of today's fastest growing industries—including information technology, computer science, business, criminal justice, and graphic design. Even better, you can complete many of these degree programs online, using your tuition assistance benefits, including your GI Bill.

In today's knowledge-driven job market, the more you know, the more you're worth. Over a lifetime, the difference between having a college degree or not can be worth millions of dollars.

## The General Employment Market

Our economy base and accompanying employment base is rapidly changing. But there are some careers that are generally considered good career fields by military veterans. Additionally, according to the Department of Labor's *2008-2009 Occupational Outlook Handbook*, the following career fields are among the best employment prospects through 2016.

**Computer Science/Network Systems Management:** The job requires a minimum of an associate's to a master's degree, depending on the position. The range of pay falls between \$38,000 and \$145,000 annually.

**Health Care Administration:** The job requires a minimum of an associate's to a master's degree, depending on the position. The range of pay falls between \$45,000 and \$128,000 annually.

**Human Resource Management:** The job requires a minimum of a bachelor's to master's degree, depending on the position. The range of pay falls between \$51,000 and \$98,000 annually.

**Training and Education:** The job requires a minimum of an associate's to a doctoral degree, depending on the position. The range of pay falls between \$33,000 and \$141,000 annually.

**Law Enforcement:** The job requires a minimum of a high school diploma to a master's degree. The annual range of pay falls between \$27,000 and \$104,000.

**Computer Software Engineers:** The position often requires a minimum of an associate's degree, with a bachelor's degree preferred. By 2016, growth in this career field is expected to escalate by nearly 50%. The salary for this position is over \$45,000 annually.

**Personal Financial Advisor:** Jobs in this field are expected to grow by over 40%. Minimum training required is a bachelor's degree. Annual earnings average near \$50,000.

**Medical Assistant:** These usually require only moderate on-the-job training, with a projected growth rate of 35%. Annual salaries for these positions range between \$21,000 and \$30,000.

**Substance Abuse/Behavioral Disorder Counselor:** This growing field is projected to increase by over one-third by the year 2016, according to DoL statistics. Salaries for these positions range between \$30,630 and \$46,300 for a bachelor's degree. Many positions pay higher for advanced degrees.

**Veterinary Technologists/Technicians:** These positions require less formal training, usually an associate's degree. Available positions are projected to increase by 40% by 2016. Position's pay varies from \$21,260 to \$30,560 annually.

**Makeup Artists, Theatrical, and Performance:** A nontraditional vocation, these positions are expected to increase by nearly 40%. Training requires a vocational degree and salaries range from \$30,630 to \$46,300 annually.

## Trendy Careers

Cutting-edge careers are often exciting, and they tend to offer a strong job market. The flip side, however, is that these innovative careers often fizzle and flop rather than take off like a rocket ship. But some jobs, though relatively new, are viable career options that promise even further growth. According to the *US News and World Report*, the most promising careers stem from an increasingly global economy, digitization, and an increased

worldwide concern for good environmental stewardship. Many of these positions compliment a number of MOSs, which can minimize the need for additional formal training.

**Behavioral Geneticist:** New and emerging philosophies toward human behaviors such as sexual orientation, alcoholism, intelligence, and the propensity for violence call for more researchers and clinicians who specialize in developing and implementing ethical gene-related therapies.

**Data Miner:** Data mining is a great career choice for people who enjoy working with statistics to unearth patterns in data and using software that continues to expand in its capability.

**Emergency Planning Manager:** Since the 9/11 attacks, the field of emergency planning has grown. And with another major terrorist attack considered inevitable, the growth will likely accelerate. The wave of natural disasters also factors into the need for persons trained to respond. While the federal jobs are more difficult to get, these types of positions are increasing in the private sector and local governments.

**Global Business Development Specialist:** More U.S. companies (corporate, government, nonprofit, large and small) are creating joint ventures, licensing arrangements, financing deals, and other transactions within global markets, especially Asian countries. People who can identify, assess, and facilitate such transactions will be increasingly in demand.

**Green-Collar Consultant:** Concern for global warming and its effects are causing a lot of companies to “go green.” This push toward better environmental stewardship is creating a surge of specializations—industrial carbon footprint reduction, new green construction and retrofits, municipality strategic planning for sustainability, wetlands delineation and restoration, ecotourism, and “smart growth” land use planning.

**Health Informatics Specialist:** Hospitals, insurers, and regional health networks are switching to electronic medical records. As insurers require doctors and nurses to do more evidence-based medicine, the demand grows for computerized expert systems to guide their diagnoses and treatment recommendations. Health care providers are also collecting more data to evaluate quality of care.

**Immigration Specialist:** The immigration issue is a hot one in the United States, and the steady increase of immigrants over the last decade has given rise

to unprecedented demand in all sectors for immigration specialists. Businesses are eager to figure out how to attach themselves to this new market segment. Public schools are struggling to meet the needs of the masses of children and parents who don't speak English. Hospitals, government agencies, the criminal justice system, and nonprofit advocacy organizations need language and cultural experts to serve a growing population of Americans.

**Offshoring Manager:** The digitization of business has American corporations and even small businesses turning to offshoring more than ever. Offshoring is challenging, and requires excellent managers with superb organizational, leadership, and multicultural communication skills—like those acquired in the military.

**Patient Advocate:** The U.S. healthcare system can be a beast to do battle with, and most patients don't have the skills or the energy to pick up a weapon big enough to fight back. Patient advocates do just what the job title says—give patients information about their condition, educate family members on how to provide support and care to the patient, and sort through the mountains of paperwork and bills to deal with healthcare providers and insurance companies.

**Simulation Developer:** It's fascinating to watch a simulation in action, whether it's for entertainment, training, education, or projecting future events. The use of simulations in training should increase due to the wide availability of broadband and mobile Internet access.

**Wellness/Life Coach:** Physical fitness trainers are trendy and popular, but more and more people now want the same kind of support in their efforts to eat less, break a bad habit like smoking or drinking, and reduce stress. People are more interested in quality of life and are seeking the services of wellness coaches. Individuals, employers, and even health insurers are soliciting such services as a likely cost-efficient employment perk.

## Deceptive Careers

People should enjoy the work that they do because they will spend a good portion of their lives doing it. The old saying, *work like you don't need the money*, is definitely true because it adds to career fulfillment, if you are able to

*Even jobs that are prestigious can have drawbacks that career seekers are unaware of when considering those occupations.*

do it. But if you choose a career just for the money or job prestige alone, you probably will end up unfulfilled and disappointed.

No doubt, there are some great jobs out there. All of the court shows on television tend to glamorize the legal profession. However, attorneys often find their work to be more tedious than others would guess. Likewise, people enter careers like teaching or nonprofit management hoping to make a difference in the world, only to be frustrated by apathy and bureaucracy. People tend to admire the folks who branch out on their own and start a business. But many small business owners will tell you that it's much more difficult than they imagined to achieve others' storied success.

Even jobs that are prestigious can have drawbacks that career seekers are unaware of when considering those occupations. The *U.S. News & World Report* has designated the following as being among the kinds of careers that are often overrated in terms of their job satisfaction.

**Advertising Executive:** It might look like fun to create funny and effective advertisements. Who wouldn't want to create commercials for the Super Bowl? The truer picture of an advertising career includes pressure to generate new clients and retain existing ones. The creative part is fun, but it may leave some wondering whether it really matters what brand of diet soda you buy. A more fulfilling option may be a social marketing position that will allow you to use your creativity, drive, and passion for a cause or organization you truly believe in.

**Architect:** The skylines of modern cities like Dallas, Seattle, and Atlanta boast creative architecture that surely must be fun to create. The pay isn't bad either. A career in architecture can still be a satisfying choice, but the flip side is that architects are often saddled with bringing the design choices of others to fruition.



Plus, the construction industry can be shaky with its ups and downs. While opportunities to use innovation and creativity can be scarce, a new concern toward building “green” architecture can still be an exciting venture. Consider a career in interior design as a viable medium for expressing creativity and design flair.

**Attorney:** High profile attorneys and court or crime television shows can make the legal profession seem quite attractive—so can boasts of huge settlements won from lawsuits. Truthfully, the legal profession demands a lot of detail, tedium, and paperwork. The most exciting and high profile cases include plenty of boring details that the public never sees. There is prestige, but also pressure to rack up billable hours. If you enjoy negotiations, a career in mediation can yield satisfaction that doesn’t boggle you down in legal minutia.

**Chef:** You may imagine the “oohs and ahs” rolling off the tongues of clients drooling over your latest culinary creation. But usually, what’s waiting for you back in the kitchen is a recipe book from a chain restaurant, leaving little or no room for creativity. The high-end chef positions at four- or five-star restaurants are few and far between. A more fulfilling career option could be working as a chef for a country club, exclusive health club, or as a personal chef for a group of well-to-do families or one wealthy family.

**Clinical Psychologist:** If you like listening to people talk and enjoy helping them work through their issues, you may think that a career as a therapist could be your calling. However, research reveals that many psychological problems have physiological roots, minimizing the potential impact on traditional psychotherapy. This trend, combined with the number of people who are turning to short-term therapy approaches, is causing some in the profession to question its merits. Instead, careers in personal life-coaching are steadily increasing, and the training required is much shorter.

**Medical Scientist:** It’s wonderful to think of having a career that leads to improving the quality of life for humanity. Plus, it’s impressive. But it’s also a long haul to get there. The amount of school and preparation required will take years out of your life. Then, after you get a job in the field, you get to work long hours. There’s also the profitability factor. It’s not all about saving lives; raising revenues matters a lot too. If you love the medical profession, consider a career in pharmaceutical or medical library science.

**Nonprofit Manager:** People who want to make a difference gravitate toward careers in nonprofit agencies. Undoubtedly, millions of lives have been



changed by the humanitarian efforts of nonprofit entities. Truthfully, there are probably few lives that have never been affected by a nonprofit agency, from the YMCA® to a local homeless shelter. Few experiences are more rewarding than helping improve the quality of someone's life, but there are many organizations out there striving for those program dollars. Salaries tend to be low, but pressure to raise money and keep funding going can be high. There must be constant concern for federal and grant regulation compliance and most agencies depend greatly on volunteers to do the task. Too often, nonprofit managers feel like lone rangers, fighting the battle alone. If you want to help humanity, you can work in a more lucrative field and donate to your favorite organizations

**Police Officer:** Cop shows are television staples because they afford the opportunity for lots of drama. Law enforcement has gone high tech. The days of old-fashioned legwork in shows like *Dragnet* hardly seem as exciting as today's *CSI*. A career as a police officer is a chance to help people up close and personal, and many find it fulfilling. But it's dangerous business if you're a street cop. Even from time to time, detectives find themselves in the line of danger. There are usually lots of paperwork and court appearances, not to mention long hours. Many police officers work security on the side to make ends meet. The stress of witnessing the horrors of criminal activity and fatal traffic accidents on a daily basis can take its toll after a while. The formation of the Department of Homeland Security has opened the field for positions in law enforcement as a career option that does not entail the same level of danger.

**Real Estate Agent:** Plenty of people have made a pile of money in the real estate game, but even tycoons like Donald Trump have had their real estate woes. It's enticing to get into real estate because you can make money if you have the clientele. The relative ease of obtaining a real estate license has flooded the market. Plus, a fledgling real estate and construction market has diminished its attractiveness, not to mention other options available today for buying and selling properties. Consider a career in sales that isn't so crowded or unstable.

**Small Business Owner:** Being your own boss is great! You make the decisions. You call the shots. You can enter a field you truly love and believe in. Plus, you position yourself to make the amount of money you want. It's all on you—but that works both ways. Being your own boss means coming up with your own salary, paying your own bills, and often working long nights



**Information Technology/Network Systems Manager:** The military is a great way to acquire hands-on training in certain kinds of software before the civilian world gets access to it. If you have at least five years of experience with computer operating systems, and a bachelor's degree in some form of information technology or management, you have the competitive edge in securing this career. An IT position pays a median of \$73,600 and generally entails managing, maintaining, or developing a firm's computer systems.

**Logistics Manager:** From delivering inventory and raw materials to shipping finished goods, supply-chain management in the logistics field is a likely career prospect for many veterans. The old saying, *an army moves on its stomach*, refers to logistics. Logistics management is a fairly easy transition for ex-military with at least eight years of experience and a bachelor's degree in business logistics and operations. The average salary is \$82,500 a year.

These previously mentioned positions require the experience you gathered in the service, along with a bachelor's degree. If you don't have a bachelor's degree, strongly consider using your military education benefits to further boost your post-military civilian career.

Other positions that have been cited as good career options for veterans include the following:

- Behavioral disorder counselor
- Computer software engineer
- Computer systems analysts
- Computer/systems software engineer
- Database administrators
- Dental assistant
- Dental hygienist
- Environmental science and protection technicians
- Financial analyst
- Forensic science technician
- Gaming and Sports book writers and runners
- Gaming surveillance officer/gaming investigators
- Home health aides
- Medical assistant
- Mental health counselors
- Mental health social workers
- Personal and home care aide



*The shortage of workers who have chosen the professional trade path puts these skills in high demand.*

**Dental Hygienists:** Though you might not think it, dental hygienists can earn a good living; plus, they get to help people maintain good oral health and hygiene. Many dental hygienists work part-time or arrange a work schedule that requires only two or three days each week. The average annual salary of \$64,740 combined with the relatively quick training required—an associate degree or certificate from an accredited dental hygiene school and a state license—makes this career option a definite plus!

**Health Care Administrators:** The booming health-care business requires the skills of good managers who understand finance and accounting and are able to manage millions of dollars and hundreds of employees. A master's level degree in health services administration, public health, or business administration can command an annual salary of around \$75,000, according to the BLS. A bachelor's degree can secure an entry-level job at a smaller health services facility.

## Skilled Trade Jobs

A college education has long been valued as a strong employability asset that can positively affect your long-term income potential. But college is not for everyone and it's not the only solution. The shortage of workers who have chosen the professional trade path puts these skills in high demand.

A strong demand for power plants, oil refineries, and export goods has many manufacturers and construction contractors scrambling to find enough skilled workers to fill current and future shortages.

It is expected that a shortage of welders, pipe fitters, and other such high-demand workers is likely to worsen as more of them reach retirement age. In anticipation,

unions, construction contractors, and other businesses are trying to determine how to attract younger workers to these fields. Consequently, they are turning to the military to find a pool of trainable workers.

One of their hurdles is overcoming the perception that blue-collar positions offer lower status, less money, and little opportunity for advancement in comparison to white-collar jobs that often require a college degree. In reality, some unionized craft workers can earn more than the average college graduate, without the burden of student loans.

Plus, there are a number of negatives associated with trade-type jobs that prevent some from pursuing such careers, mainly, the myth that vocational jobs are for people who don't have the intellect to pursue a professional career. There was a time when vocational or trade career training was viewed as inferior to a liberal arts education, but students opting for the trade career path today are smart, savvy, and practical. They want an educational experience that is focused and practical, and one that will not tie them up for years with seemingly irrelevant coursework.

There are a number of industries that require a high degree of intellect, training, and skill. Vocational jobs, like everything else, are becoming more technical. They require the kind of skills and training that are quite relevant to the MOS training of former servicemembers. Construction, welding, plumbing, electric, machinery, CNC (computer numerical control) programming, masonry, tool and die technicians, and HVAC (heating, ventilation and air conditioning) maintenance and assembly are highly marketable career fields whose workers are constantly sought by employers.

The energy industry is searching for workers who can make precision welds, fit pipes for pipelines and oil refineries, and understand the complex electrical wiring

*There was a time when vocational or trade career training was viewed as inferior to a liberal arts education, but students opting for the trade career path today are smart, savvy, and practical.*

*If you don't have the skills to enter one of these vocations, or if your skills need enhancing, there are a number of national, regional, state, local, and union-sponsored apprenticeship programs available.*

in modern power plants. One veteran, a 25-year-old union electrician in Portland, Oregon earns \$34 an hour working on renewable energy projects. Meanwhile, some of his college-educated friends have been laid off and are having a hard time finding jobs.

Similarly, there is a short supply of workers trained in HVAC. It is estimated that an additional 20,000 technicians and installers are needed each year to work in the air conditioning, heating, refrigeration, and plumbing industries.

If you don't have the skills to enter one of these vocations, or if your skills need enhancing, there are a number of national, regional, state, local, and union-sponsored apprenticeship programs available. What's more, you can use your military education benefits to help formalize your training and skills.

## **Veterans in the Federal Workforce**

If you've ever wondered about the number of veterans who are employed in the federal government, know that veterans from all military service branches proudly make up a large segment of the federal workforce. In addition, it is anticipated that veterans will continue to maintain a strong and essential presence as employees of the federal government.

According to a Department of Labor report, *The Employment of Veterans in the Federal Government—FY 2003*, veterans comprise approximately 25% of the federal workforce, compared to the slightly less than 10% of our nation's civilian labor force. The federal government also employs five times more disabled veterans than any other entity.

Although veterans are not evenly distributed among the various categories of federal employment, they are a



significant percentage of the occupational categories with higher salaries and opportunities for substantive careers and advancement.

Among federal workers, veterans represent about 14% of the professional category, which earns the largest average salary. Veterans represent 27% of the administrative category, which has the second highest average salary. As the largest occupational category in the federal government, many of the jobs in the administrative category represent positions with skill requirements comparable to the skills obtained in military occupations—logistics, administration, finance, and human resource management.

The skills many servicemembers acquire while serving in the military have many comparable civilian jobs in both the public and the private sector. The Avue MOS Translator™ can help you obtain information on federal government and private industry occupations equivalent to your military occupational specialty. It will also advise you regarding civilian employment through military services and a few other agencies, such as the FAA in the Department of Transportation and the Department of Veterans Affairs. These entities have the greatest number of jobs where military experience serves as outstanding preparation for a federal civilian career. To access the Translator, visit [www.vetjobs.us](http://www.vetjobs.us) and click on the link to use the Avue MOS Translator.

Finding the right career is an important life step, even if you've already enjoyed a successful career in the military. Stepping into a civilian career is an opportunity to do what you love and love what you do. You want a job that will challenge you, while maximizing your skills and experience. You want the best, and so do employers. Many corporations are ready to offer qualified veteran job seekers the opportunity to do their best and be challenged to stretch themselves to new levels of expertise. All you have to do is choose your direction!

#### ● VET VIP

The Avue MOS Translator™ can help you obtain information on federal government and private industry occupations equivalent to your military occupational specialty.

To access the Translator, visit [www.vetjobs.us](http://www.vetjobs.us) and click on the link to use the Avue MOS Translator.



## HIRING BENEFITS OF VETERANS' PREFERENCE

As a veteran, if you are disabled or served on active duty in the Armed Forces during a certain time period or military campaign, you are entitled to preference over others when you apply for federal civilian positions.

As early as the Civil War era, veterans of the Armed Forces have been given preference in appointments to federal jobs in recognition of their dedicated sacrifice to serving their country, and to help make up for the economic loss many veterans experienced as a result of their military service.

The Veterans' Preference Act of 1944 is an earned entitlement for certain military veterans who served their country honorably. By law, veterans who are disabled or served on active duty in the Armed Forces during a certain time period or military campaign are entitled to preference over others when an agency is hiring from a competitive list of candidates. If you are eligible for this preference, you will have additional points added to your passing score or rating when you apply for federal civilian positions.

### Preference Categories

The statutory employment requirements associated with the Veterans' Preference Act can be found in Titles 5 and 38.



## Special Federal Hiring Authorities for Veterans

Several special authorities are available that provide for noncompetitive appointment of eligible veterans. Use of these special authorities, however, is entirely at an agency's discretion. While no one is entitled to one of these special appointments, it is important that you know of the existence of these authorities and the options they can provide as you search for opportunities to be considered for available federal positions.

**Veteran's Recruitment Authority (VRA):** The VRA is a special authority created so that eligible veterans can be appointed to positions in the federal government without competition.

**Veteran's Employment Opportunity Act of 1998 (VEOA):** The VEOA allows eligible veterans to apply and compete for federal employment under merit promotion procedures.

## Other Special Appointing Authorities

If you are a veteran who wants to work for the federal government, be proactive and begin networking with local agencies, contacting listed resources, and aggressively seeking out all available federal employment opportunities.

The federal government's hiring options include excepted service special appointing authorities for people with disabilities. Although not developed exclusively for disabled veterans, they are eligible to apply if they meet the criteria. Federal employers are authorized to use these authorities when considering certain people with disabilities (those who have severe physical, cognitive, or psychiatric disabilities or who have a history of having such disabilities).

In addition, once you're hired, your agency can use certain hiring authority to provide assistance should your disability warrant it.

## Filing Applications after the Announcement Closes

As a 10-point preference eligible, you can file an application at any time for any position where:



## VET-FRIENDLY COMPANIES

It's nice to work at a place where you are appreciated. The following companies are identified as being receptive, or even eager to hire veterans. Why? Transitioning military often require little on-the-job training. Military-friendly employers recognize that ex-military bring discipline, relevant skills, and a work ethic that are assets to their corporation. Plus, veterans are a renewable resource for companies that develop the right programs to attract them.

Companies are confirming that, as a rule, veterans are well disciplined, highly trained, and strongly motivated. They also are more likely to possess a broader range of technical and professional skills. Vets tend to be both goal- and task-oriented. Many speak more than one language. They tend to be more mature and responsible, are quick learners, and can remain flexible amid corporate changes like job transfers, overtime, and stressful deadlines. Veterans are confident, self-reliant, resourceful, and accustomed to working in environments that depend on high levels of teamwork to succeed. Overall, they are assets to the companies where they work.

In short, many employers are figuring out what military-friendly companies have known for a while—that veterans are a best choice, all other factors being equal.

For these reasons, and many more, the following companies have been identified by a number of veteran's advocacy organizations, as well as veterans themselves, as good employers.

Anheuser-Busch  
Beverage Manufacturer  
[www.buschjobs.com](http://www.buschjobs.com)

American Electric Power  
Energy – Utilities  
[www.aep.com/careers](http://www.aep.com/careers)

Applied Materials  
Nanomanufacturing  
[www.appliedmaterials.com/careers](http://www.appliedmaterials.com/careers)

AT&T  
Telecommunications  
[www.att.com](http://www.att.com)

Bank of America  
Financial Services  
<http://careers.bankofamerica.com>

BearingPoint  
Technology Consulting  
[www.bearingpoint.com/careers](http://www.bearingpoint.com/careers)

BNSF Railway  
Transportation – Railroad  
[www.bnsf.com/careers/military](http://www.bnsf.com/careers/military)

Booz Allen Hamilton  
Strategy & Technology Consulting  
[www.boozallen.com/careers](http://www.boozallen.com/careers)

Brinks U.S.  
Business – Security Services  
[www.brinksinc.com](http://www.brinksinc.com)

California Prison Health Care Receivership  
Corrections  
[www.changingprisonhealthcare.org](http://www.changingprisonhealthcare.org)

Capital One  
Financial Services  
[www.capitalone.com](http://www.capitalone.com)

Central Intelligence Agency  
National Security/Intelligence  
[www.cia.gov](http://www.cia.gov)

Cintas  
Uniforms – Business Services  
[www.cintas.com/hr/military.asp](http://www.cintas.com/hr/military.asp)

COMTek  
IT Managed Services  
[www.comtechnologies.com](http://www.comtechnologies.com)

Constellation Energy  
Energy – Utilities  
[www.constellation.jobs](http://www.constellation.jobs)

Cornell University  
Education – Private University  
[www.cornell.edu](http://www.cornell.edu)

CSX Transportation  
Transportation – Railroad  
[www.csx.com](http://www.csx.com)

DynCorp International  
Technology – Professional Services  
[www.dyncorprecruiting.com](http://www.dyncorprecruiting.com)

EDS  
Business – Technology Consulting  
[www.edscareers.com](http://www.edscareers.com)

EG&G (Lear Siegler Services)  
Engineering – Technical Services  
[www.egginc.com/careers](http://www.egginc.com/careers)

ENSCO International  
Drilling  
[www.enscous.com](http://www.enscous.com)

Freeport-McMoRan Copper & Gold  
Mining  
[www.fcx.com/about/career.htm](http://www.fcx.com/about/career.htm)

General Electric  
Energy, Finance & Healthcare  
[www.gecareers.com](http://www.gecareers.com)

Exxon Mobil  
Energy – Petrochemical  
[www.exxonmobil.com](http://www.exxonmobil.com)

FirstEnergy Corporation  
Electric Utility  
[www.firstenergycorp.com](http://www.firstenergycorp.com)

Fluor  
Construction – Government Services  
[www.fluor.com/career](http://www.fluor.com/career)

FMC Technologies  
Technology – Energy Services  
[www.fmctechnologies.com](http://www.fmctechnologies.com)

General Dynamics Information Technology  
Information Technology  
[www.anteon.com](http://www.anteon.com)

Georgia-Pacific  
Paper Manufacturer  
[www.gp.com](http://www.gp.com)

Health Net  
Healthcare  
[www.careersathealthnet.com](http://www.careersathealthnet.com)

Honeywell Technology Solutions Lab  
Technology Manufacturer  
[www.honeywell.com](http://www.honeywell.com)

IAP Worldwide Services  
Logistics  
[www.iapws.com](http://www.iapws.com)

ISYS Technologies  
IT and Engineering Services  
[www.isystechnologies.com](http://www.isystechnologies.com)

ITT Corporation  
Engineering/Manufacturing  
[www.itt.com/careers](http://www.itt.com/careers)

J. B. Hunt Transport  
Transportation Logistics  
[www.jbhunt.jobs](http://www.jbhunt.jobs)

Johnson Controls  
Automotive, Building, and Power Products  
[www.johnsoncontrols.com](http://www.johnsoncontrols.com)

Kaiser Permanente  
Healthcare Plans and Services  
[www.kaiserpermanente.org](http://www.kaiserpermanente.org)

L-3 Communications Intelligence Solutions  
Communications  
[www.l-3com.com](http://www.l-3com.com)

Legacy Health Systems  
Healthcare Plans and Services  
[www.legacyhealth.org](http://www.legacyhealth.org)

Lockheed Martin  
Advanced Technology Systems Integrator  
[www.lockheedmartinjobs.com](http://www.lockheedmartinjobs.com)

Lowe's  
Retail – Home Improvement  
[www.lowes.com](http://www.lowes.com)

ManTech International  
IT – Technical Services  
[www.mantech.com](http://www.mantech.com)

Manpower Inc.  
Employment Services  
[www.manpower.com](http://www.manpower.com)

Mastec Advanced Technologies  
Infrastructure Solutions  
[www.mastec.com](http://www.mastec.com)

Merrill Lynch  
Financial Services  
[www.ml.com/poa](http://www.ml.com/poa)

Morgan Stanley  
Financial Services  
[www.morganstanley.com/about/careers](http://www.morganstanley.com/about/careers)

Northrop Grumman  
Global Defense and Technology  
[www.northropgrumman.com](http://www.northropgrumman.com)

Norfolk Southern  
Transportation – Railroad  
[www.nscorp.com](http://www.nscorp.com)

NVR, Inc. (NV Homes/Ryan Homes)  
Construction  
[www.nvrinc.com/careers](http://www.nvrinc.com/careers)

Pioneer Services  
Financial Services  
[www.pioneerservices.com](http://www.pioneerservices.com)

Progress Energy  
Energy – Utilities  
[www.progress-energy.com](http://www.progress-energy.com)

Prudential  
Insurance Products  
[www.prudential.com](http://www.prudential.com)

Raytheon  
Missile Defense/Intelligence  
[www.raytheon.com](http://www.raytheon.com)

SAIC  
Scientific/Engineering/Technical  
[www.saic.com](http://www.saic.com)

Sears Holdings  
Retail – Services  
[www.searsholdings.com/careers](http://www.searsholdings.com/careers)

Southwest Airlines  
Transportation – Air  
[www.southwest.com](http://www.southwest.com)

Schneider National  
Transportation – Trucking & Logistics  
[www.schneiderjobs.com](http://www.schneiderjobs.com)

Southern California Edison  
Energy – Utilities  
[www.edisonjobs.com](http://www.edisonjobs.com)

Southern Company  
Energy – Utilities  
[www.southerncompany.com/careers](http://www.southerncompany.com/careers)

Sprint Nextel  
Telecommunications  
[www.sprint.com/hr/military](http://www.sprint.com/hr/military)

State Farm  
Financial Services – Insurance  
[www.statefarm.com/careers](http://www.statefarm.com/careers)

Sunbelt Rentals  
Equipment Rental – Construction  
[www.sunbeltrentalscareers.com/gi](http://www.sunbeltrentalscareers.com/gi)

T-Mobile  
Telecommunications  
[www.t-mobile.com/jobs](http://www.t-mobile.com/jobs)

The Home Depot  
Retail – Home Improvement  
[www.homedepot.com/careers](http://www.homedepot.com/careers)

Travelers  
Financial Services  
[www.travelers.com/careers](http://www.travelers.com/careers)

Transocean  
Offshore Drilling  
[www.deepwater.com](http://www.deepwater.com)

Union Pacific  
Transportation – Railroad  
[www.up.com/employment/military](http://www.up.com/employment/military)

United Parcel Service  
Package Delivery  
[www.ups.com](http://www.ups.com)

U-Haul  
Retail – Business Services  
<http://jobs.uhaul.com>

USAA  
Financial Services – Insurance  
[www.usaa.apply2jobs.com](http://www.usaa.apply2jobs.com)

Verizon Communications  
Communications  
[www.verizon.com](http://www.verizon.com)

Wachovia  
Financial Services  
[www.wachovia.com/careers](http://www.wachovia.com/careers)

Werner Enterprises  
Transportation – Logistics  
[www.werner.com](http://www.werner.com)

Westinghouse  
Energy – Professional Services  
[www.westinghousenuclear.com/careers](http://www.westinghousenuclear.com/careers)

Xcel Energy  
Energy – Utilities  
[www.xcelenergy.com](http://www.xcelenergy.com)

SOURCE:

1. Military.com ([www.military.com](http://www.military.com))
2. GI Jobs Online ([www.gijobs.net](http://www.gijobs.net))



## FROM MOS TO JOB

You know what your job and responsibilities were in the military, but how does that translate to a civilian career. With all of the job possibilities, what can you do? The following detailed listing includes actual positions advertised by employers looking to employ former servicemembers. Listed by branch of service, some of the jobs listed are civilian jobs within the military. Many others are with government agencies or companies that hold defense or military contracts.

While some of the job titles may seem out of place (i.e. an administrative assistant under an armament MOS), remember that corporations need all types of skills to run their businesses. So, if you have good administrative skills and experience with armament, you may easily qualify for an executive assistant position with a company that manufactures weaponry.

This list is by no means exhaustive of all MOS categories, but by examining it, you will know for certain that the jobs are out there. With a little legwork, determination, and a positive attitude you can soon be on your way to a meaningful civilian career!

# AIR FORCE

## CHAPLAIN ASSISTANT

Chaplain  
 Chaplain PRN  
 Chaplain Registry  
 Hospital Staff Chaplain  
 Staff Chaplain – PRN (Varied)

Military Account Manager – USAF  
 Senior Store Associate  
 Shift Manager (Retail/Gas)  
 Store Assistance  
 Store Associate

## CIVIL ENGINEERING

Civil Affairs Operations Analyst  
 Civil Designer/Microstation Technician  
 Civil Engineers  
 Civil Engineers EITs, PEs  
 Electrical Engineers  
 Entry-Level Engineers (Mentor Program)

## FUELS

Aircraft Pneudraulic Systems Mechanic  
 Auto Worker (Service Station)  
 AWACS Fuel System Instructor  
 AWACS Fuel System Technician  
 Fuel Distribution System Mechanic  
 Fuel Distribution Systems Worker  
 Shift Manager (Retail/Gas)

## COMMUNICATIONS AND COMPUTER SYSTEMS

Aerospace Engineer  
 Aircraft Mechanic – Aerospace  
 Aircraft Mechanic – Service Mechanic  
 Hydraulic Specialist  
 Information Management Officer  
 Police Officer  
 Radio Operator

## HISTORY

Assistant Professor of Modern  
 European History  
 Foreign Military Sales Program Analyst  
 Military Analyst and War-Gaming Action  
 Military Order of Battle Analyst  
 Museum Specialist (History)  
 Personnel Specialist  
 Professor of Joint Military Operations  
 Senior Analyst, Military Order of Battle

## CONTRACTING

Acquisition Contract Manager  
 Business Developer Manager  
 Contracts Manager  
 Merchandise Assistant  
 Purchasing Agent  
 Purchasing Technician (OA)

## INFORMATION MANAGEMENT

Air Force Program Manager  
 Information Management  
 Major Account Manager, U.S. Air Force  
 Materials Handler I  
 Personnel Specialist  
 Program Manager (Air Force Weapons)  
 Senior C2/Acquisition Analyst

## DENTAL

Contracting Specialist  
 Dental Assistant  
 Dental Hygienist  
 Dental Lab Technician  
 Office Manager  
 Orthodontist  
 X-ray Lab Technician

## LOGISTIC PLANS

Annex Supervisor (RET)  
 Collections Technician  
 Finance Specialist – Entry-Level  
 Logistics Assistant  
 Major Account Manager, U.S. Air Force  
 Program Manager (Air Force Weapons)  
 Senior C2/Acquisition Analyst/Air Force  
 Warehouse Worker Foreman

## FINANCIAL

Annex Supervisor (RET)  
 Department Manager

**MAINTENANCE MANAGEMENT SYSTEMS**

Assembler/Fitter  
Cutting Operator  
Quality Control Analyst  
Silker  
Switcher  
Systems Enterprise Project Management  
Technical Director  
Unit Deployment Manager

**MANPOWER**

Air Force Program Manager  
Food Activity Foreman  
Food Service Worker (Supervisory)  
Materials Handler I  
Reorder Assistant  
Store Assistant (Supervisory)  
Warehouse Worker Foreman

**MEDICAL**

JIEDDO Subject Matter Expert  
Pediatric Physician  
Pharmacist, AF Base  
Primary Care Sales  
Security Technical Writer  
Subject Matter Expert

**MISSILE AND SPACE SYSTEMS  
MAINTENANCE**

Air Force Program Manager  
Air Operations Specialist  
Annex Supervisor (RET)  
Director, Exercises and Training  
Equipment Specialist (Missile)  
Warning Missile Warning Specialist  
Realty Specialist  
Supervisory Cost Analyst

**MISSION SUPPORT**

Human Resources Assistant  
Human Resources Assistant (Military)  
Human Resources Manager  
Human Resources Specialist (Military)  
Human Resources Technician

**MUNITIONS AND WEAPONS**

Air Support Operations Center  
AWACS Air Surveillance Instructor

Director, Exercises and Training  
Fire Equipment Dispatcher  
Intelligence in Force Modernization  
IO Force Development Support  
Security Forces  
Technical Trainer, Senior Professional

**PARALEGAL**

Administrative Officer – Entry-Level  
Air Force Judge Advocate (JAG)  
Finance Specialist – Entry-Level  
Human Resources Specialist – Entry-Level  
Information Management  
Staff Instructor I-CONUS

**PRECISION MEASUREMENT  
EQUIPMENT LABORATORY**

Auto Worker  
Carpenter  
Intelligence in Force Modernization  
Logistics Management Specialist  
Management Analyst  
Senior Staff Instructor – CONUS  
Staff Instructor I – CONUS  
Staff Instructor II – CONUS/OCONUS

**PUBLIC AFFAIRS**

Electronic System Security Assessment  
Finance and Accounting Officer  
Legislative and Public Affairs Liaison  
Public Affairs  
Public Affairs Officer  
Public Affairs Specialist  
Radio/Television Broadcasting Personality

**SECURITY FORCES**

Alcohol, Tobacco, Firearms, and  
Explosives Special Agent  
Bomb Squad  
Campus Security Officer  
Central Intelligence Agency – Security  
Protective Officer  
Computer Forensics  
County Police Officer  
Crime Scene Investigation Officer  
Deputy Sheriff  
Drug Enforcement Administration  
– Special Agent  
Environmental Protection Agency  
– Special Agent

Federal Bureau of Investigation Special Agent  
Homeland Securities – Border Patrol Agent  
Immigration and Customs Special Agent  
Inventory Control Analyst  
Military Police  
Police Detective  
Police Officer  
Police Records Technician  
Polygraph Administrator  
Professional Police Officer  
Security Guard  
Sex Crimes  
State Bureau of Investigation Officer  
State Highway Patrol  
State Trooper  
Store Detective

**SERVICES**

Commissary Contractor Monitor  
Commissary Management Specialist CAO  
Commissary Specialist Supervisor  
Commissary Supervisor  
Meatcutter Supervisor  
Store Associate

**SUPPLY**

Finance Specialist – Entry-Level  
Food Activity Foreman  
Food Service Worker (Supervisory)  
Laborer  
Shift Supervisor  
Supply Technician Air Cargo

**TRANSPORTATION AND  
VEHICLE MAINTENANCE**

Auto Worker (Service Station)  
Automobile Sales Associate  
Office Assistant  
Quality Supervisor – Air Force  
Staff Instructor I – CONUS  
Warehouse Worker  
Warehouse Worker Foreman

**VISUAL INFORMATION**

Information Assurance Officer  
Senior Network Technician  
Visual Designer  
Visual/Media Specialist  
Warehouse Worker  
Web Content Management/Analyst  
Web Developer

## ARMY

### ADMINISTRATIVE

Accounting Assistant  
Accounting Clerk II  
Accounting Technician I  
Administrative Assistant  
Administrative Assistant  
Administrative Management Specialist  
Administrative Services Technician  
Administrative Support – Customer  
Administrative Support Assistant  
Administrative Support Clerk  
Administrative Support Clerk  
Administrative Support Specialist  
Administrative Technician  
Army and Air Force Exchange  
Service Intern (Generic)  
ARMY Communications Systems Analysts  
Army Project Officer  
Chaplain Assistant  
Customer Service Assistant  
Human Resources Assistant  
Human Resources Specialist  
Maintenance Administrative Technician  
Office Assistant  
Reserve Health Care Administrative  
Secretary  
Secretary I  
Senior Office Associate  
Senior Office Associate  
Staff Administrative Assistant  
USAR Unit Administrative Technician  
Warehouse Worker

### ARMAMENT MAINTENANCE

Armament Repairer  
Armorer  
Component Repair (Drivetrain) Supervisor  
Component Repair (Powerpack) Supervisor  
Component Repair (RWS/Vectronics)  
Supervisor  
Crane Operator  
Electronic Integrated Systems Mechanic  
Forward Repair Activity Manager (D Band)  
General Dynamics LS – LEW  
General Equipment Repairer  
Heavy Mobile Equipment Mechanic  
Heavy Mobile Equipment Repair Inspector  
Industrial Specialist  
Inventory Management Specialist  
IT Specialist

Machine Tool Operator  
Mechanical and Industrial Equipment  
Production Specialist  
Program Analyst  
Program Support Assistant  
Repair Technician A  
SCA Electronic Technician Maintenance II  
Secretary  
Small Arms Repair Mechanic  
Social Worker  
Supervisor Logistics Management  
Supervisory Contract Specialist  
Supply Technician  
Weapons Technician Senior Assistant  
Welder

### CHEMICAL OPERATIONS

Acquisition Program Manager  
All Source Analyst  
Anti-Terrorism Analyst  
Anti-Terrorism/CIP Analyst  
Business Development Analyst, Senior Staff  
CBRN Command Post Operator  
CBRN Instructor  
CBRN Instructor with Security Clearance  
CBRN Scientist  
CBRN Senior Analyst  
CBRN Trainer/Instructor  
CBRNE/Consq Mgt FP Planner-3622  
CBRNE CATS Analyst, MT  
CBRNE Installation Preparedness Analyst  
CBRNE/Consequence Management  
FP Planner  
Emergency Management Branch Chief  
Hazardous Materials Program Analyst  
HAZMAT Program Analyst  
w/ Top Secret Clearance  
Journeyman Technical Intelligence Analyst  
Lead Plans Specialist  
Medical Countermeasures Analyst (GTD)  
Medical Countermeasures CBRN Analyst  
Program Analyst, CBRNE  
Project Manager  
Radiation Equipment Calibration  
Radiation Equipment Logistics Technician  
Senior Analyst IV  
Senior Analyst – CBRN  
Senior CBRNE Scientist  
Senior Communications Technician  
Senior Program Analyst

Senior Scientist – CBRNE  
 Software Engineer III  
 Spectroscopist/Scientist  
 SW Engineer III  
 Technical Intelligence Analyst  
 Trainer – Chemical, Biological  
 Training Instructor (CBRN)  
 Warehouse Support Personnel

**CIVIL AFFAIRS**

Carpenter  
 Civil AutoCAD Drafter  
 Civil Engineer  
 Civil Engineer Hydraulic  
 Civil Engineer Structural  
 Civil/Structural Engineer  
 Commercial Plumber  
 Construction Materials Technician – Field  
 Engineering Technician (Civil)  
 Environmental Consultant – Air Quality  
 Environmental Scientist  
 GIS Analyst  
 GIS Analyst/Specialist  
 Intern Civil-Power Industry  
 Project Architect  
 Project Civil Engineer  
 Senior Civil-Highway Engineer  
 Senior Environmental, Civil, or Chemical  
 Simulation Engineer  
 Structural Engineers  
 Supervisory Civil Engineer  
 Supervisory Research Civil Engineer  
 Transportation Engineers

**COMMUNICATIONS INTELLIGENCE**

Analyst, Advanced Geospatial  
 ANSS – Counterintelligence Team Leader  
 ANSS – Counterintelligence Technical  
 Army Linguist, Cryptologic  
 Army Logistician  
 Army Project Officer  
 Budget Analyst  
 Chief Current Operations and Intelligence  
 Counterintelligence Analyst  
 Criminal Intelligence Analyst  
 CTDB Intelligence Analyst  
 Director, Business and Competitive  
 Intelligence  
 Intelligence Analysis, Associate Manager  
 Intelligence Analyst  
 Intelligence Analyst Senior  
 Intelligence and Operations  
 Intelligence and Operations Specialist V

Intelligence Assistant  
 Intelligence Data Collector  
 Intelligence Document Writer  
 Intelligence Master  
 Intelligence Officer Training  
 and Exercise SME  
 Intelligence Specialist  
 Intelligence Specialist Operations  
 Intelligence Specialist – GMI Analyst  
 Military Analyst  
 Network Architect  
 Occupational Health Nurse Senior  
 Senior Army Analyst – C2 Acquisitions  
 Supervisory Intelligence Specialist  
 Training Specialist Intelligence

**COUNTER AND HUMAN INTELLIGENCE**

All Source Counterterrorism  
 All Source Intelligence Analyst  
 Analyst/HUMINT Trainer  
 ANSS – Human Intelligence (HUMINT)  
 APA3 Intelligence Operations  
 CI/HUMINT Analyst  
 CMMA Intelligence Trainer  
 Collections Intelligence Analyst, Principal  
 TS/SCI  
 Computer Technician  
 Counter Narcotics Intelligence Analyst  
 Counterintelligence Analyst  
 CTDB Intelligence Analyst  
 Database Analyst (SAP BI)  
 Financial Manager/Fiscal  
 Financial Manager/Fiscal  
 Manager/Accountant  
 HUMINT Analyst  
 HUMINT Analyst/Trainer  
 HUMINT Collector – 4/5  
 HUMINT Instructor  
 HUMINT Intelligence Analyst  
 HUMINT Intelligence Analyst – 6/7  
 HUMINT Interrogation Instructor  
 HUMINT Operations Instructor/Developer  
 HUMINT Policy Technical Writer  
 HUMINT Statistical and  
 Performance Analyst  
 Information Operations (IO) Plans Officer  
 Intelligence Analyst  
 Intelligence Analyst Team Chief  
 Intelligence Analyst, Principal – TS/SCI  
 Intelligence Collections Managers  
 Intelligence Community Analyst  
 Intelligence Reports Specialist  
 Senior Intelligence Analyst (HUMINT)  
 Senior Specialist, Training 35M

Senior Specialist, Training 35M HUMINT  
SIGINT Intelligence Analyst, Mid  
Social Network Intelligence Specialist

### **EXPLOSIVES AND AMMUNITION**

Ammunition Supply Technician (Ammo Supply)  
Chemical Engineer  
Computers & Information Technology  
Contract Specialist  
Design Engineering Manager  
Direct Fire Weapons Integrator  
Director of Ammunition Program  
Electronic Security Systems (ESS) Technician  
Explosives Maintenance Mechanic  
Explosives Operator  
General Machinist  
Greek Language Instructor  
Handler, Ammunition  
Human Resources Spec (Military)  
Lineman A  
Machine Repairer  
Marine Training Advisory Team Member  
Munitions Handler (Motor Vehicle)  
Munitions Handler (Motor Vehicles)  
Observer/Trainer, 13M  
Occupational Health Nurse Senior  
Process Chemical Engineer  
Program Manager II  
Safety and Occupational Health  
Safety Engineer  
Senior Manager, Materials/Distribution  
Senior Principal Systems  
Shop Planner (carpentry)  
Subject Matter Expert I (Mechanical)  
Subject Matter Expert I (Mitigation)  
Subject Matter Expert I (Neu EE Lasers)  
Subject Matter Expert I (Physics)  
Subject Matter Expert I (Sensors)  
Subject Matter Expert I (Statistical)  
Subject Matter Expert I (Systems)  
Technology Project Manager  
Training Ammunition Technician  
Warfighter Ammunition  
Warfighter Ammunition Information Team  
Writer, Technical

### **ELECTRONIC MAINTENANCE**

AC Equipment Mechanic  
Business Development Specialist  
Custodial Worker-Foreman  
Data Warehouse/SQL Developer  
Director, Facility Maintenance

Electrical Engineer  
Electro Mechanical Technician  
Electronic Game Room Technician  
Electronic Industrial Controls Mechanic  
Electronic Integrated Systems Mechanic  
Electronics Engineer  
Electronics Mechanic Supervisor  
Electronics Worker  
Embedded Control Software Engineer  
Equipment Specialist (Electronics)  
Field Service Engineer  
Fuel Station Repair Technician  
General Equipment Mechanic Supervisor  
Industrial Maintenance Technician  
Installation/Maintenance/Repair Technician  
Interdisciplinary Social Worker  
Maintenance Manager  
Maintenance Mechanic  
Maintenance Technician  
Maintenance Worker  
Manager I – Engineering Technical  
Mobile Army S6 Training/Support  
Office Assistant III  
Plant Maintenance and Operations  
Process Improvement Specialist  
Reporting Solutions Analyst  
Sandblaster  
SCA Electronic Technician Maintenance 2  
Sheet Metal Mechanic Supervisor  
Support Maintenance Supervisor (SBCT 7)  
Technical Supervisor (Equipment)  
U.S. Field Service Technician Senior  
Visual Information Equipment

### **ELECTRONIC WARFARE**

Administrative Support Assistant  
Army C4ISR Tactical Operations Analyst  
Army Linguist, Cryptologic  
Army Project Officer  
Asset Group Manager  
Aviation Electronic Warfare  
Avionics/Electronic Technician  
Director of Business Development II  
Electrical Electronic Craftsworker  
Electronic Industrial Control Mechanic  
Electronic Integrated Systems Mechanic  
Electronic Systems International Offset  
Electronic Tech I (EMA-RM)  
Electronic Technician (RF) (LINK436)  
Electronic Technician I/II  
Electronic Warfare (EW) Systems Engineer  
Electronic Warfare Algorithm  
Electronic Warfare Analyst  
Electronic Warfare Analyst



Electronic Warfare Program Manager  
 Electronic Warfare Specialist  
 Electronic Warfare/Sonar/Radar Experts  
 Electronics Engineer  
 Electronics Technician  
 Engineer, Electronic  
 General Manager – Army Ammunition  
 International Business Development-  
 Production Control Planner II  
 Program Manager I (Electronic)  
 SCA Electronic Technician II  
 Senior Electronic Technician With TS  
 Senior Engineer (SE) Electronic  
 Senior Technician, Electronic  
 Supervisor, Army Community Services  
 Systems Engineering – Radar  
 Transmitter Electronic Technician III

**FINANCE**

Accounting/Finance/Tax/Controls  
 Accounting Technician I  
 Accounting/Office Clerk  
 Administrative/Customer Support  
 Army Acquisition and Finance SME  
 Asset Management Pal Financial Services  
 Associate Planned Giving Director  
 Chief Cashier  
 Collections Technician  
 Coordinator, Finance Operations –  
 Chargebacks  
 Director of Finance  
 Director of Finance  
 Finance Analyst  
 Finance Analyst – Deductions  
 Finance Director  
 Finance Manager  
 Finance Manager – Accounts Receivable  
 Finance Manager – Accounts Receivable  
 Finance Manager – Economic Modeling  
 Finance Manager – Packaging  
 Finance Representative – Deductions  
 Finance Secretary  
 Finance Senior Manager  
 Finance Supervisor  
 Finance Technical Specialist  
 Finance, Insurance and Investment Sales  
 Functional Accountant  
 Human Resources Specialist  
 In-House Finance Attorney  
 Internal Auditor  
 Principal Specialist – Finance Analyst  
 Senior Analyst, Finance  
 Senior Financial Analyst – Supply  
 Senior Specialist – Finance

Senior Systems Engineer – Army  
 Future Combat  
 Staff Accountant  
 Supervisor of Contract Funding

**INTELLIGENCE**

Afghanistan-Pakistan Senior  
 All Source Intelligence Analyst  
 Army Linguist, Cryptologic (35P)  
 Army Logistician  
 Army Project Officer  
 Budget Analyst  
 Chief Current Operations and  
 Combat Developer and Counter-IED  
 Counterintelligence Analyst  
 Counterterrorism/Intelligence Analyst  
 Criminal Intelligence Analyst  
 CTDB Intelligence Analyst  
 Financial Manager/Fiscal  
 Intelligence Assistant (OA)  
 Intelligence Collections Managers  
 Intelligence Community  
 Intelligence Operations (APA3)  
 Intelligence Reports Specialist  
 Intelligence Specialist  
 Intelligence Specialist GMI Analyst  
 Intelligence Specialist Operations  
 Intelligence Specialist Operations  
 Major Account Manager US Army  
 Occupational Health Nurse, Senior  
 OSINT/Intelligence Analyst  
 Senior Army Analyst-C2 Acquisitions  
 Social Network Intelligence Analyst  
 Supervisor Intelligence Specialist S and  
 Supervisory Intelligence Specialist  
 Training Specialist Intelligence  
 U.S. Army Intelligence Subject Matter

**LAW ENFORCEMENT**

Anti-Terrorism Specialist  
 Asset Protection Manager  
 Assistant Account Manager  
 Business Analyst Associate Professional  
 Business Systems Administrator – EAM  
 Computer Systems Security 2  
 Correctional Officer, P/T  
 Credit Card Processing Associate  
 Data Analyst Professional  
 Director of Security  
 Director, Construction Management  
 Emergency Communications Dispatcher  
 ICE FPS Security Assistant  
 Info Security Analyst



Information Assurance Analyst  
Licensed Practical Nurse, P/T  
Military Police  
Network Security Analyst with Security  
Police Officer  
Police Officer Desk Sergeant  
Principal Specialist – Intelligence  
and Operations  
Project Architect  
Project Manager  
Public Affairs Specialist  
Registered Nurse (Non-Exempt)  
Registered Nurse, P/T  
Security and Safety Officer  
Security Manager  
Technical Operations Officer  
Technician, Help Desk  
Victim Advocate  
Victim Advocate, Sexual Assault

### **LEGAL SERVICES**

Assistant Legal Counsel  
Associate Director of Special Gifts  
Attorney (General)  
Attorney (Labor)  
Attorney (Real Property)  
Chief Operating Officer  
Corporate M and A Paralegal  
Corporate Paralegal  
General Counsel  
Healthcare Paralegal  
In-House Finance Attorney  
In-House Paralegal Corporate Generalist  
JAG Corps Attorney/Lawyer  
Legal Assistant  
Legal Assistant (OA)  
Legal Clerk  
Legal Counsel  
Legal Nurse  
Legal Secretary  
Legal Technician (OA)  
Legal, Law Enforcement, and Security Analyst  
Medical Records Technician  
Paralegal Specialist  
Paralegal/Legal Assistant II  
Program Director  
Secretary (OA)  
Secretary II  
Supervisor of Contract Funding  
USAR Unit Administrative Technician

### **PSYCHOLOGICAL OPERATIONS**

Intelligence Specialist (Operations)  
MTT Trainer/Developer  
Open Source Analyst  
Principal Developer, Instructional

### **PUBLIC AFFAIRS**

Academic Director – Audio Production  
Account Supervisor – Public  
Arabic Interpreter/Translator  
Army Reserve Careers  
Army Strategic Communications Associate  
Arts, Media, and Music Opportunities  
Combat Documentation/Production  
Information Officer/Photographer  
Information Receptionist  
Interpreter  
Interpreter/Translator  
Legislative Public Affairs Specialist  
Marketing/Public Affairs Specialist  
Principal Strategic Communications Lead  
Program Coordinator, Office of LGBTQI  
Public Affairs Advisor  
Public Affairs Assistant  
Public Affairs Broadcast Specialist  
Public Affairs Manager  
Public Affairs Officer  
Public Affairs Specialist  
Public Affairs/Communications Director  
Public Information Officer  
Public Relations Specialist  
Regulatory Affairs and Compliance  
Senior Director, Public Affairs,  
and Speech Writer  
Student Trainee (Public Affairs)  
Supervisory Public Affairs Specialist

### **MEDICAL**

Accounting/Office Clerk  
Active Hospital Dietitian  
Allied Health – Pharmaceutical Technician  
Allied Health – Pharmacist  
Certified Nurse Midwife  
Health Care Coordinator-RN  
Health System Assistant  
Health System Specialist  
Health Technician  
Health Technician Paramedic  
Health Technician-Ophthalmology  
Nurse  
Nurse Administrator  
Nurse Anesthetist  
Nurse Anesthetist (Reserve Duty)

Nurse Clinical Communications  
Occupational Health  
Nurse Clinical Psychiatric  
Nurse – Administrative  
Nurse – Case Manager  
Nurse – Clinical Ambulatory  
Nurse – Clinical Medicine-Surgical  
Nurse – Clinical OB/GYN  
Nurse – Clinical Research Oncology  
Occupational Health Nurse Senior  
Practical Nurse  
Practical Nurse – Occupational Health  
Public Health Manager  
Safety and Occupational Health Specialist  
Supervisor Health Systems Specialist  
Vocational Nurse – Emergency Room

Care Partner – PRN  
Chaplain  
Chaplain Palliative Medicine  
Chaplain – Hospice  
Chaplain, Staff  
Community Liaison  
Medical Receptionist  
Office and Administrative Support  
On-Call Victim Advocate  
Part-Time Chaplain  
Psychological Health Outreach Counselor  
Psychological Health Support Team Member  
Registered Nurse II-CC  
U.S. On-Call Victim Advocate  
Veterans’ Chaplain  
Victims’ Advocate

**RECRUITING AND RETENTION**

Associate Vice President of  
Human Resources  
CareFocus – Human Resources Assistant  
Custodial Worker  
Customer Service Assistant  
Entry-Level Event Marketing  
Food Activity/Operation Foreman  
Global Communications and  
Public Affairs Manager  
HR Technician I (Supervisor)  
Human Resources  
Human Resources Analyst  
Human Resources Assistant  
Human Resources Assistant – File Room  
Human Resources Assistant (Military)  
Human Resources Director  
Human Resources Director – Distribution  
Human Resources Generalist  
Human Resources IT Specialist  
Human Resources Manager  
Human Resources Specialist (Military)  
Multi-Functional HR Associate  
Multi-Functional HR Manager  
Regional Human Resources Manager  
Regional Human Resources Manager, Sales  
Senior Store Associate  
Store Associate  
Supervisor, Accounting Associates  
Vice President of Human Resources  
Warehouse Worker Foreman

**RELIGIOUS SERVICES**

Army Volunteer Cord/Army Family Team  
Assistant Chaplain  
Care Partner

**SPECIAL EQUIPMENT**

AH-64 Aircraft General Repair Mechanic  
AH-64 Aircraft General Repair Mechanic  
Aircraft Electrical Repair Mechanic  
Aircraft Engine Repair Mechanic  
Aircraft General Repair Mechanic  
Aircraft Structural Repair Mechanic  
CC Plant Senior Technician  
CH-47 Aircraft General Repair Mechanic  
Director, Turbine Generator Services  
Engineer II – Tech Support AGT1500  
Gas Turbine Systems Technician  
Generator Mechanic (Vehicle/Equipment)  
Generator Tech  
Generator Technician – L-2  
Generator Technician – L-3  
Generator Technician II  
Lead Generator  
Line Mechanic-D-C-B-A  
Power Generator Technician II  
Power Plant Mechanic – F/A-18  
Power Plant Technician – Electrical  
Power Plant Technician – Mechanical  
Power Systems Planning Consultant  
Power Systems Planning Senior Staff  
Programmer Analyst  
Purchasing Specialist – Utility  
Region Prod Support Supervisor  
Rig Electrician  
Senior Electric Power Modeler  
Skilled Maintenance Technician  
Technical Service Representative  
UH-1 Aircraft Avionics/Electrical Repair  
UH-60 Aircraft Electrical Repair  
UH-60 Aircraft General Repair Mechanic  
UH-60 Aircraft Mechanic

**SUPPLY AND LOGISTICS**

Acquisition Logistics Analyst  
Acquisition Logistics, Senior  
Administrative Services  
Applications Administrator  
Army Project Officer  
Director of Logistics  
General Supply Specialist  
JIEDDO JTF PALADIN Logistics  
Logistics Analyst  
Logistics Analyst (132-08408)  
Logistics Management Analysis Associate  
Manager  
Logistics Management Analyst Staff  
Logistics Management Analyst, Senior  
Logistics Management Assistant  
Logistics Management Specialist  
Logistics Specialist – TS/SCI  
Medical Supply Technician  
R-Supply Subject Matter Experts  
Senior Aviation Logistics Analyst  
Senior Logistics Analyst  
Senior Logistics Management  
Senior Logistics Specialist II  
Senior Logistics Technician  
Senior Navy Supply Analyst  
Senior Supply Analyst  
Senior Technician, Supply  
Staff Training Specialist  
Supervisory Supply Specialist  
Supply Chain Manager/Business  
Supply Chain Project Engineer  
Supply Management Specialist  
Supply Technician  
Supply Technician  
Supply Technician  
Supply Technician (OA)  
Workstation Controller

**TRANSPORTATION**

Accounting Assistant  
Annex Supervisor  
Army Community Services Division Chief  
Army Project Officer  
Driver  
Environmental Protection Specialist  
Food Service Worker  
HBCT Foreign Military Sales (PSA Sr.)  
JLTV Foreign Military Sales (PSA Sr.)  
Laborer  
Logistics Management Specialist

Maintenance Supervisor  
Marine Transportation Specialist  
Materials Handler I  
Military Analyst  
Military Operations Analyst  
Military Personnel Consultant  
Occupational Health Nurse Senior  
Operations Supervisor Trainee  
Supervisory Supply Specialist  
Supervisory Transportation Specialist  
Transportation Assistant  
Transportation Assistant (OA)  
Transportation Captain  
Transportation Functional Analyst  
Transportation Management Specialist  
Transportation Manager  
Transportation Planner  
Transportation Specialist  
Transportation Technician  
Vending Machine Attendant  
Warehouse Worker (Stocker)  
Warehouse Worker Foreman (Stocker)  
Waste Management and Transportation

**VEHICLE MAINTENANCE**

Army Project Officer  
Assistant Account Manager  
Automotive Worker  
Correctional Maintenance Officer  
Field Service Technician Senior  
Iraq Automotive Technician  
Maintenance Finisher (Motor Vehicle)  
Maintenance Finisher Motor Vehicle Operator  
Maintenance Mechanic (Motor Vehicle)  
Maintenance Mechanic Motor Vehicle  
Operator  
Maintenance Test Pilot  
Maintenance Worker  
Maintenance Worker (MVO)  
Manager, Vehicle Fleet Administrator I  
Microwave Systems Operator  
Motor Vehicle Inspector  
Motor Vehicle Maintenance Supervision  
Motor Vehicle Mechanic  
Resident (Assistant) Manager - Military  
Roofer (Motor Vehicle Operator)  
Vehicle Maintenance Supervisor  
Vehicle Mechanic  
Vehicle Systems Technician I  
Wheeled Vehicle Mechanic

# MARINE CORPS

## AMMUNITION AND EXPLOSIVE ORDINANCE DISPOSAL

Ammunition Handler  
Ammunition Supply Technician  
(Ammo Supply)  
Chemical Engineer Co-Op  
Design Engineering Manager  
Electronic Technician I  
Environmental Technician  
Explosives Maintenance Mechanic  
Explosives Operator  
Explosives Test Operator IV  
Freight Rate Specialist  
General Clerk – Ammunition (CIS)  
Instructor/Developer  
Lead Munitions Logistics Analyst  
Munitions Technician  
Procurement Coordinator  
Truck Driver, Heavy (Lead) (Low Haz)  
Truck Driver, Heavy (Low Haz)  
Vehicle Systems Technician

## AIR CONTROL, AIR SUPPORT, ANTI-AIR WARFARE, AIR TRAFFIC CONTROL

Community Analyst (OA)  
Emergency Dispatcher  
Firefighter (EMT)  
Marine Machinery Mechanic  
Navy/Marine Corps Business Development  
Painter  
Radio Operator  
Supervisory Management Analyst

## AIRCRAFT MAINTENANCE

Aeronautical Engineer  
Aircraft Airframe Power Plant Mechanic  
Aircraft Maintenance Technician  
Aircraft Mechanic – Contract Field Teams  
Aircraft Mechanic, PEN FL T39 A/F  
Airframe and Power Plant Mechanics  
Airframe and Power Plant Mechanic  
Bell Helicopter Mechanic  
Design Engineer  
F-5 Airframe Mechanic  
H-60 Power Plant Mechanic  
Helicopter Parts Person  
Instrumentation Technician – Flight Test  
IT Service Manager II  
Janitor  
Maintenance Electronics Repairer

Manager, Purchasing – H1 Program  
Master Data Senior System Analyst  
Material Dispatcher  
Mechanic, Aircraft IDIQ N.I. IMANN  
Plant Protection Officer  
Principal Test Specialist, NDE  
Project Manager  
Quality Analyst  
Regulatory Specialist  
Senior Engineering Specialist  
Senior Field Engineer, MTS

## AIRFIELD SERVICES

Administrative Assistant  
Director of Operations  
Information Operations (IO) Analyst  
Joint Aviation Operations Analyst  
Navy/DoD Financial Management Analyst  
Senior Principal Analyst, Operations  
Special Operations Analyst  
USMC Liaison Officer

## AVIONICS

Aviation/Avionics Technology Sales  
Representative  
Avionics Comms Engineer 4  
Avionics Comms Engineer 4 (w/Clearance)  
Avionics Installer  
Avionics Installer, Lead  
Avionics Integration Engineer  
Avionics Maintenance Specialist  
Avionics Systems – Broad Area  
Avionics Systems Engineer  
Avionics Technician  
Avionics Technician, Completions  
Avionics Technician, Final Assembly  
Avionics/Electronic Technician  
Avionics/Electronic Technician (AVIM)  
College Student Technician, Senior  
Electronic Tech III/Avionics Tech  
Electronics Engineer  
Electronics Technician  
Helicopter Avionics Bench Technician  
Navy UCAS Demo Engineer  
Senior Engineer (Systems Avionics)  
Senior LAN Administrator  
Skyhook Design and Analysis  
Staff DMSMS Avionics Analyst II  
Systems Acquisition Manager

### **AVIATION, LOGISTICS**

Engineer, Logistics  
Logistics Analyst III  
Logistics Analyst, Senior Principal  
Logistics Engineer – Navy ILS  
Logistics Engineer III  
Logistics Management Specialist  
Logistics Specialist III (EMA-PC054)  
Logistics Support Services  
Logistics/Materials Handling Technician  
Navy UCAS Demo Engineer  
Navy/Marine Corps Business Development  
Principal Engineer, Logistics  
Project Manager  
Project Manager I  
Senior Logistics Analyst  
Senior Principal Analyst, Operations  
Senior Supply Analyst  
SIAT MAGTF Certification Engineer  
Software Engineer Associate  
Supply Chain Coordinator  
Systems Engineer II – Navy Training  
Tactical Radios Systems Engineer III  
USMC Liaison Officer

### **AVIATION, ORDNANCE**

Criminal Investigator, Tedac  
Equal Employment Manager  
Explosive Ordnance Disposal Instructors  
Explosive Ordnance Disposal Technician  
Explosives Chemist  
Explosives Operator  
Field Service Engineer, Explosives  
Fingerprint Specialist  
Intelligence Research Specialist  
Investigative Analyst  
Learning Technologies Training  
Mechanic, Aircraft 1 (Aviation Ordnance), CFT  
Mechanical Engineer III (Ordnance)  
NAVAIR Ordnance Training Analyst  
Operator, Junior  
Ordnance Equipment Repairer  
Ordnance Loader  
Ordnance Maintenance Analyst  
Production Controller (Ordnance)  
Program Analyst  
Senior DoD Project Engineer  
Senior Project Engineer  
Senior Quality Assurance Engineer  
Senior Quality Engineer (Ordnance)  
Specialist – Explosives

### **COMMAND AND CONTROL SYSTEMS**

Aerospace Engineer  
Financial Management Analyst  
Industrial Hygienist  
Motor Vehicle Dispatcher  
Production Control Supervisor (SBCT 2)  
Production Controller  
Program Plan Control Analyst Associate  
Tactical Air Command/Control

### **DATA COMMUNICATIONS**

#### **MAINTENANCE**

Aircraft Maintenance Technician  
Applications Analyst  
BI Data Integration Specialist  
C4ISR Field Service Engineer – Electronics  
C4ISR Integration and Testing  
Engineer – HW/SW  
C4ISR Integration and Testing  
Engineer – Software  
Configuration Data Technician  
Data Analyst Senior Professional  
Data Management Specialist  
Data Warehouse/SQL Developer  
Data Warehouse Developer  
Electronic Data Interchange (EDI)  
Enterprise Data Analyst  
ETL/Data Integration Manager  
Facilities and Maintenance Manager  
Functional Analyst, Aviation Maintenance  
Maintenance Technician  
Manager Application Development  
NGEN/MCNIS Acquisition  
Contracting Team  
NGEN/MCNIS Acquisition  
Contracts Analyst  
Project Manager  
Regulatory Specialist  
Senior Programmer – Data Warehouse  
Systems Analyst (with Security Clearance)  
Systems Integration Analyst IV  
T & E Engineer  
T & E Engineer 3/4

#### **DATA SYSTEMS**

Cashier/Sales Associate  
Configuration Data Technician  
Data Analyst Senior Professional  
Data Clerk (Office Automation)  
Data Technician  
Database Administrator Senior Professional  
Database Analyst  
Electronic Data Interchange

Electronic Data Interchange Manager  
 Financial Analyst  
 Financial Systems Analyst  
 Food Management Systems Analyst  
 Human Resources Technician (MIL/OA)  
 Information Technology Specialist  
 IT Specialist (Data Management)  
 Lessons Learned Analyst/Pre-Deployment  
 Logistics Management Specialist  
 Marine Officer (Ground)  
 Office Automation Assistant  
 Oracle Database Administrator  
 Oracle PL/SQL Database Developer  
 Release Manager – Military Sealift  
 Remedy ARS Developer  
 Supervisory IT Specialist/Financial  
 System Analyst Professional  
 Worker's Comp Contact Representative

**ELECTRONICS MAINTENANCE**

Application Analyst – Electronic Medical  
 Boiler Technician  
 C4ISR Field Service Engineer  
 C4ISR Field Service Engineer – Software  
 C4ISR Help Desk Engineer – Field  
 C4ISR Help Desk Support Engineer  
 C4ISR Integration & Testing  
 Engineer – HW/SW  
 Communications Line Installer  
 Director, Facility Maintenance  
 Electrical Engineer  
 Electronic Data Interchange (EDI)  
 Electronic Gameroom Technician  
 Electronics Engineer  
 Engineer Technician – CENTRIXS  
 Field Service Engineer  
 Fuel Station Repair Technician  
 Industrial Maintenance Technician  
 Installation/Maintenance/Repair Worker  
 Machinist  
 Maintenance Mechanic  
 Maintenance Technician  
 Maintenance Worker  
 Ordnance Maintenance Analyst  
 SCA Electronic Technician Maintenance II  
 Technical Supervisor (Equipment)  
 Vehicle Electronics Systems Mechanic

**ENGINEER, CONSTRUCTION, FACILITIES,  
 AND EQUIPMENT**

Architecture Construction Representative  
 Construction Inspector Aide  
 Construction Planner/Estimator

Construction Worker  
 COO Development Program/Associate  
 Director Facilities and Construction  
 Director, Facility Maintenance  
 Electrician – Construction  
 Electrician's Helper  
 Entry-Level Construction Inspector  
 Estimating Director  
 Facilities and Maintenance Manager  
 Facilities Equipment, and Lab Technician  
 Field Service Technician – Medical  
 Foreman  
 Heavy Equipment Operator  
 Inventory Control Specialist  
 Management Trainee Program  
 Manager, Quality and Food Safety  
 Mobile Facility Engineer  
 Occupational Health Nurse, Senior  
 ODC Disability Services Coordinator  
 Pier Technician  
 Project Manager I-FSC  
 Quality and Food Safety Manager  
 Quality Technician  
 Safety Manager  
 Senior Geographic Information Systems  
 Transportation Technician

**EXCHANGE**

Electronics Buyer  
 Prospect Manager  
 Retail Buyer  
 Retail Management  
 Retail Planogram Specialist  
 Retail Sales Clerk  
 Sales  
 Visual Merchandiser

**FIELD ARTILLERY**

Marine Officer (Ground)  
 Systems Integration Analyst II  
 Systems Safety Engineer  
 Tactical Air Command/Control  
 Track Vehicle Mechanic  
 Track Vehicle Mechanic (M2)

**FINANCIAL MANAGEMENT**

Contract Specialist  
 Financial Analyst  
 Financial Manager  
 Foreign Military Sales Financial  
 Head, Resource Management  
 IT Specialist/Financial Management  
 Supervisory IT Specialist, Financial



### **FOOD SERVICE**

Au Pair (live-in Nanny)  
Food Management Systems Analyst  
Supervisory Management Analyst

### **INFANTRY**

Infantry Weapons Equipment Specialist  
Infantry Weapons Requirements Analyst  
Infantry Weapons Senior  
Requirements Analyst  
Infantry Weapons Specialist  
Infantry Weapons Team Lead  
Manpower and Training Analyst – Infantry  
Marine Officer (Ground)

### **INTELLIGENCE (COUNTER-INTEL)**

ANSS – Counterintelligence (CI) Doctrine  
ANSS – Human Intelligence (HUMINT)  
Associate Analyst, Operations  
CI OPS Analyst, Lead TS/SCI  
CMMA Intelligence Trainer  
Counterintelligence Analyst  
Counterintelligence Analyst, Principal  
Counterintelligence Mid-Level Analyst  
Counterintelligence Mid-Level Analyst  
Counterintelligence Officer/CI  
Counterintelligence Operations Analyst  
Counterintelligence Senior Analyst  
Counterintelligence Training Officer  
Financial Systems Analyst  
Geospatial Intelligence Analyst  
Geospatial Intelligence Analyst (Security Clearance)  
Intelligence Analyst (Finance) III  
Intelligence Specialist  
Modeling and Simulation Analyst for Professional Technician (Non-Exempt with Security Clearance)  
Senior Acquisition Analyst/USMC  
Senior Counterintelligence (CI) Target  
Senior Expert for Counterintelligence  
Senior Intelligence/IT System  
Senior Manager, Information Systems  
SME – Marine Expeditionary Systems  
Subject Matter Expert  
Training Development Specialist III

### **LOGISTICS**

Acquisition Logistics Process Analyst  
Acquisition/Logistics Analyst  
Customer Service Associate  
IT Specialist (Systems Analyst/  
Customer Support)

Lead Logistics Support Analyst  
Lead Munitions Logistics Analyst  
Lead Technical Trainer  
Logistics Analyst  
Logistics Engineer – Navy ILS  
Logistics Management Specialist  
Logistics Manager  
Logistics Program Analyst  
Logistics Specialist III – (EMA #DL060)  
Logistics Supervisor  
Navy Radar Engineer  
Navy UCAS Demo Engineer  
Navy/Marine Corps Business Development  
Production Controller  
Sales/Navy – Broadband Solutions  
Senior Principal Engineer, Logistics  
Supervisor Logistics Management  
Supply Logistics Analyst  
WMS Support – Navy Yard

### **LEGAL SERVICES**

Assistant Deputy Director, MWTC  
Contract Administrator  
Legal Administrative Specialist  
Legal Assistant (OA)  
Senior Principal Analyst, Research  
Technical Manager for Marine Corp Weapon Technician, Help Desk

### **LINGUIST**

All Source Analyst/Arab  
Arabic Linguist  
Arabic Linguist Active TS SCI CI  
Arabic Linguist with TS SCI  
Bengali Linguist  
General Editor/Linguist  
Greek Linguist  
Hindi Linguist  
Malay Linguist  
Pashto Linguist for Afghanistan  
Portuguese Linguist  
Somali Linguist  
Spanish Linguist

### **MARINE AIR GROUND TASK FORCE (MAGTF) PLANS**

IT Specialist (Security)  
MAGTF/Joint Fires Analyst IV  
Senior C2 Systems Engineer (USMC/USN)  
SIAT MAGTF Certification Engineer  
Statistician  
System Administrator Professional  
Training Development Specialist III

**MILITARY POLICE  
AND CORRECTIONS**

Certified Police Officer  
 Correctional Counselor III  
 Correctional Officer  
 Correctional Officer IV  
 Corrections Supervisor I – (SR-24)  
 Deputy I – Corrections  
 Health Program Manager III  
 K-9 Handler – Explosive Detection  
 Library Technical Assistant (Safety)  
 Military Police  
 Military Police (no experience)  
 Parole Agent II, Adult Parole  
 Police Officer  
 Professional Police Officer  
 Program Director  
 Records Technician – Police  
 Special Police Officer, Armed  
 Staff Information Systems Analyst

**MOTOR TRANSPORT**

AC Equipment Mechanic  
 Anti-Armor Motor Vehicle Transport  
 Armor Equipment Operator  
 Drill Instructor  
 Engineering Equipment Operator  
 Fork Lift Operator  
 Logistics Management Analyst, Senior Staff  
 Master Supply Technician  
 Motor Transport Operator  
 Motor Vehicle Dispatcher  
 Motor Vehicle Mechanic  
 Motor Vehicle Operator  
 PR Electrical Engineer  
 Property Book Team Chief  
 Reports Coordinator/Warehouse Manager  
 USMC Anti-Armor Equipment Operator  
 Vehicle Modification Team Member

**MUSIC**

Church Musician  
 ETL Developer  
 Musician/Accompanist  
 QA Manager  
 Religious Educator/Musician  
 Sales, Customer Service Representative

**NAVIGATION OFFICER**

Air Crewmen  
 Aircraft Mechanic – Aerospace  
 Airframe and Power Plant Mechanic

**NUCLEAR, BIOLOGICAL,  
AND CHEMICAL**

CBRN Command Post Operator  
 CBRN Instructor  
 CBRN Instructor with Security Clearance  
 CBRN Officer  
 CBRN Senior Analyst  
 CBRN Training Instructor  
 CBRN Training Instructor  
 Combat Development/Material Systems  
 Human Resources Specialist (Military)  
 Medical Countermeasures Analyst (GTD)  
 Medical Countermeasures CBRN Analyst  
 Project Manager  
 SW Engineer III  
 Systems Administrator  
 Warehouse Support Personnel

**OPERATIONAL COMMUNICATIONS**

Allied Health – Clinical Psychology/Mental  
 CMMA Intelligence Trainer  
 Communications Analyst  
 Deputy Project Manager (Marine Corp)  
 Financial Manager  
 Hospital Corpsman  
 Lane Controller Assistant Project  
 Logistics Analyst  
 Logistics Analyst (8EOS-055)  
 Logistics Specialist III (EMA-DL050)  
 MAGTFC4I Systems Tester  
 Military Analyst and War Gaming Action  
 Monitoring Technician  
 MRAP Operations and Business Manager  
 Multimedia Design Engineer  
 Multimedia Design Engineer Associate  
 Plans Support Analyst – CFS  
 Project Manager I (PDS Installation Team)  
 Release Management Process Lead  
 Release Manager – Military Sealift  
 Senior Communications Engineer  
 Senior Principal Systems  
 Senior Technical Editor/Writer  
 Site Survey IT – Information Systems Security  
 Supervisory Budget Analyst  
 System Analyst Professional  
 System Analyst Senior Professional  
 System Engineer – C4I  
 System Engineer – C4I (CS8055)  
 with Clearance  
 USMC Communications and  
 Computer Systems



## **ORDNANCE**

C4I Test Development Specialist  
Engineering Technician  
Explosive Ordnance Disposal Instructor  
Explosive Ordnance Disposal Technician  
Instructor/Developer  
Logistics Engineer Senior Staff  
Logistics Management Analyst  
Mechanic, Aircraft 1 Ordnance CFT LMC  
Mechanic, Aircraft 1/Aviation Ordnance CFT  
NAVAIR Ordnance Training Analyst  
NAVAIR Ordnance Training Analyst  
News and Media Personality  
Ordnance Equipment Mechanic Helper  
Ordnance Equipment Repairer  
Ordnance Loader  
Ordnance Maintenance Analyst  
Ordnance Mechanic Associate  
Ordnance Packager  
Ordnance Professionals  
Ordnance Test Technician  
Principal Software Safety Engineer  
Principal Software Safety Engineer  
with Clearance  
Production Controller (Ordnance)  
Senior Software Systems Safety Engineer  
Social Scientist  
Software Systems Safety Engineer II  
Systems Safety Engineer II  
Test Manager  
Training Development Specialist III

## **PUBLIC AFFAIRS**

Communications Specialist  
Communications Specialist – Public  
Communications, Senior Professional  
Community and Business Relations Liaison  
Diabetic Nurse Educator  
Entry-Level Public Affairs  
Information Technology Specialist  
Legislative Public Affairs Specialist  
Manager, Regional  
Mid-Level Public Affairs/Public  
Military Analyst II – COIN Analyst  
Military Analyst II – COIN Operations  
Military Analyst-Action Officer  
Nurse Officer of the Day (NOD) RN  
Program Management, Principal Leader  
Public Affairs Broadcast Specialist  
Public Affairs Professional  
Public Affairs Specialist  
Public Affairs Specialist – PEO Carriers  
Public Affairs/Public Relations Specialist  
Public Utilities Analyst I

Radio Producer  
Security Engineer (CISSP)  
Senior Military Analyst  
Student Trainee (Public Affairs)  
Supervisory Social Worker (Vet Center)

## **PERSONNEL ADMINISTRATION**

Administrative Support Assistant (OA)  
Deputy Project Manager (Marine Corp)  
Legal Assistant (OA)  
Personnel Program Manager  
Regional School Liaison Specialist  
Supervisory Management Analyst  
Supervisory Management and  
Program Analyst  
Supply Technician

## **SIGNALS INTELLIGENCE/GROUND ELECTRONIC WARFARE**

Director of Engineering – SIGINT  
DoD/SIGINT Account Executive  
Electronic Warfare-Action Officer  
Electronic Warfare (EW) Systems Engineer  
EW Field Service Engineer, Regional  
EW Systems Engineer  
Field Service Engineer – EW  
ISR/Electrical Engineer (Entry-Level)  
Lead Engineer – Systems (SIGINT)  
Manager, Business Development – Land  
Manager, Naval and Missile Defense  
Principal Systems Engineer,  
SIGINT C4 Systems  
Senior SIGINT/EW Systems  
Senior SIGINT/EW Systems Engineer  
with Clearance  
Sensor Systems Design Engineer V  
Senior SIGINT Engineer  
Senior Technical Experts – SIGINT  
Senior Technical Program Manager  
SIGINT Analyst  
SIGINT Intelligence Analyst, Mid  
Software Engineer/SIGINT  
Staff Systems Engineer – SIGINT  
Technical Project Manager

## **SUPPLY ADMINISTRATION AND OPERATIONS**

Assistant Deputy Director, MWTC  
Equipment Specialist  
Financial Technician (OA)  
Inventory Planner (Retail)

IT Specialist (System Analysis)  
 Logistics Management Specialist  
 Mail Clerk  
 Material Expediter  
 MRAP Supply  
 Navy FMS Financial Analyst  
 Procurement Technician (OA)  
 Purchasing, Procurement and Supply  
 Recreation Specialist (Sports  
 Sales/Navy – Broadband Solutions  
 Senior Navy Supply Analyst  
 Senior Supply Analyst  
 Senior Supply Analyst with Security  
 Supervisory Navy Supply Support Analyst  
 Supply Chain Specialist  
 Supply Logistics Analyst  
 Supply Representative  
 Supply Technician (OA)  
 VMS Integration Lead Engineer –  
 Navy UCAS  
 WMS Support – Navy Yard

**TANK AND ASSAULT  
 AMPHIBIOUS VEHICLE**

Contract Administrator  
 Crane Operator  
 Electronic Integrated Systems Mechanic  
 Engineer – Mechanical – Survivability  
 Engineer – Mechanical Assoc – Weapons  
 General Equipment Repairer  
 General Maintenance Worker  
 Heavy Mobile Equipment Mechanic  
 Heavy Mobile Equipment Repair Inspector  
 Human Systems Interface Engineer – IT  
 Industrial Specialist  
 Intelligence Specialist  
 Machine Tool Operator  
 Manufacturing Engineering Specialist (E)  
 Marine Pump/Tank Cleaners  
 Mechanical Engineer (Family)  
 Program Analyst  
 Project Engineer  
 Quality Program Lead Manager (QPLM)  
 Secretary (OA)  
 Senior Systems Engineer for Weight  
 Supply Technician  
 Systems Engineer II (EMA-BM018)  
 Tank Mechanic  
 Tank Systems Technician  
 Tank Systems Technician, Senior  
 Welder  
 Wildfire/CAD Design Engineer

**TRAFFIC MANAGEMENT**

Acquisition Logistics Analyst  
 Acquisition Logistics Process Analyst  
 Contract Specialist  
 Department of Transportation Qualified  
 Heavy Mobile Equipment Mechanic  
 Heavy Mobile Equipment Mechanic  
 Industrial Engineer  
 IPT Lead – Navy Platforms  
 Logistics Engineer – Navy ILS  
 Marine Cargo Specialist  
 Marine Transportation Specialist  
 Motor Vehicle Dispatcher  
 MRAP Operations and Business Manager  
 Program/Project Manager – Kuwait  
 Project Engineer, Structures  
 Senior Optical Scientist  
 Senior Systems Engineer – Mechanical  
 Subject Matter Expert  
 Supervisory Navy Supply Support Analyst  
 Systems Engineer VI  
 Transportation Assistant  
 Transportation Assistant (Personal)  
 Transportation Specialist  
 USMC Anti-Armor Equipment Maintainer  
 USMC Anti-Armor Equipment Operator  
 WMS Support – Navy Yard

**UTILITIES**

Acquisition/Logistics Analyst  
 General Maintenance Worker  
 HVAC/Refrigeration Specialist  
 Laborer  
 Logistics Analyst  
 Recreation Specialist (Sports)  
 Retail MCX Buyer  
 Senior Project Manager

**VISUAL INFORMATION**

Military Analyst Lead  
 Software Engineer

**WEATHER SERVICE**

Aerographer Mate  
 Meteorologist (Intern)  
 Meteorologist Senior Forecaster  
 Operational Meteorologist  
 Weather Anchor  
 Weather Forecaster Trainer

# NAVY

## ADVANCED ELECTRONICS

### COMPUTER FIELD

Associate Technician, Electronics  
Biomedical Electronics Technician II  
C4ISR Field Service Engineer  
CEC Operation and Maintenance Technician  
Customer Support Engineer  
Electronic Field Service Engineer  
Electronics Engineer III  
Electronics Field Technician  
Electronics Technician  
Electronics Technician A, Range  
Electronics Technician II, Blue Sky  
Electronics Technician II, Lab Services  
Electronics Technician/Field Service  
Engineering Technician IV  
Engineering Technician IV (U1656)  
Field Service Engineer  
Field Service Specialist  
Field Service Tech I – Medical Equipment  
Field Service Technician  
Field Service Technician II, Medical  
Field Service Technician, Senior  
Lead Technician, Electronics  
Senior Field Service Technician  
Technical Field Service Representative  
Technician  
Technician – Calibration/Electronics/Metro  
Technician, Electro-Optics Depot  
Test Technician  
Weapons Technician Senior Assistant

## AIR

Aircrew Aviation Scheduling/Dispatch  
Aircrew Mission Specialist  
Aircrew TD Instructor  
Aircrew – Weapon System  
Aircrew – Weapon System Officer  
Aircrew – Weapon System Officer-  
Engineer IV  
AWACS Aircrew Training Devices  
AWACS Instructor Navigator  
Data Manager  
Engineer IV – Air Vehicle Operator  
Engineer IV with Security Clearance  
FE Simulator Instructor  
Ground Service Representative  
Health Technician (Optometry)  
Helicopter Mechanic/Aircrew  
Military Analyst, Senior

Mission Manager I  
Mission Planner IV  
Mission Planner IV with Security Clearance  
Part 135 Helicopter Dispatch Center  
Payload Operator III  
Payload Operator III with Security  
Software Engineer II – F15C Aircrew  
System Administrator II (IA Specialist)  
Test Pilot Manager L

## AIR TRAFFIC CONTROLMAN

Air Safety Officer, P-4  
Air Traffic Control Position  
Air Traffic Control Specialist  
Air Traffic Control Specialist Station  
Air Traffic Control Subsystem Manager  
Air Traffic Controller  
Air Traffic Manager  
Air Traffic Services Maintenance Senior Radar  
Air Traffic Specialist  
ATC Air Traffic Controller  
Counter Desk Attendant/Equipment  
Junior/Mid-Level Software Engineer  
Manager, Air Traffic Control  
On-Air Promotion Coordinator  
On-Air TV Traffic Reporter  
SCA Air Traffic Control Specialist  
Senior Integration and Test Engineer  
Senior Software Engineer for Air Traffic  
Traffic Administrator  
Traffic Administrator, Senior  
Traffic Reporter/Producer  
Traffic Specialist

## AVIATION

Aircraft Electrician  
Aircraft Functional Test Electrician  
Aviation Electrician, Senior  
Aviation Electricians  
DC Control Electrician  
Electrical Design Intern  
Electrical Engineering Tech  
Electrical Supervisor  
Electrical/Mechanical Product  
Support Specialist  
Electrician  
Electrician Assistant  
Electrician, Maintenance  
F18 Maintenance Subject Matter Expert

Field Service Technician, Senior  
 Field Technician  
 Final Assembly Electrician  
 Industrial Electrician  
 Jet Bridge Electrician  
 Journeyman Electrician  
 Lighting Service Technician  
 Maintenance Electrician I  
 Maintenance Technician  
 Medical Equipment Delivery and Service  
 Plant Electrician  
 Supervisor Service  
 Surgical Technologist I

Lead Munitions Logistics Analyst  
 Manager, Marine Operations  
 Manager, Project-Salvage  
 Marine Buyer  
 Marine Engineer  
 NetOps Instructor/Developer  
 Personnel Manager  
 Property Claims Representative  
 Purchasing Manager  
 Safety Coordinator  
 SATCOM Field Network Engineer  
 Senior Marine Surveyor  
 Specialist, Credit & Collections  
 Staff Accountant  
 Station Chief  
 WINT Inc I Instructor

**AVIATION AEROGRAPHY**

Administrative Assistant  
 Anchor/Reporter  
 Construction – Concrete Work/Equipment  
 General Assignment Reporter  
 Maintenance Technician II  
 (Stone Mason) –MDC  
 Meteorologist  
 On-Air Host/Reporter  
 On-Air TV Traffic Reporter  
 Public Relations Intern  
 Reporter  
 Reporter/Weather  
 Snow Reporter  
 Street Outreach Counselor  
 VJ/Reporter  
 Weather Anchor  
 Weathercaster  
 Weekend Meteorologist  
 Weekend Meteorologist/Weather Anchor

**AVIATION ORDNANCEMAN**

Aerospace Ordnance Engineering Technical  
 Criminal Investigator, Tedac  
 Equal Employment Manager  
 Explosive Ordnance Disposal Instructor  
 Explosive Ordnance Disposal Technician  
 Explosives Chemist  
 Explosives Engineering Manager  
 Explosives Maintenance Mechanic  
 Explosives Operator  
 Field Service Engineer, Explosives  
 Fingerprint Specialist  
 Hazard Classification/Explosives Safety  
 Intelligence Research Specialist  
 Learning Technologies Training Specialist  
 Management Assistant, Office Automation  
 Mechanic, Aircraft I Ordnance CFT LMC  
 Mechanic, Aircraft I/Aviation Ordnance CFT  
 NAVAIR Ordnance Training Analyst  
 Occupational Health Nurse, Senior  
 Operator, Junior  
 Ordnance Assembler  
 Ordnance Equipment Mechanic Helper  
 Ordnance Equipment Repairer  
 Ordnance Handler – Associate  
 Ordnance Loader  
 Ordnance Mechanic, Associate  
 Ordnance Packager  
 Ordnance Professionals  
 Ordnance Test Technician  
 Production Controller (Ordnance)  
 Program Analyst  
 Safety Specialist (Chemistry/Explosives)  
 Secretary (OA)  
 Specialist, Explosives  
 Unexploded Ordnance Technician I  
 Unexploded Ordnance/Remediation

**AVIATION BOATSWAIN**

American R-40 Derrick Operator  
 Analyst, Business Applications  
 Assistant Fire Chief  
 Assistant Fire Chief of Operations  
 Barge Foreman  
 Chief Engineer/DDE Unlimited  
 Crewing Manager  
 Director, Commercial Marine Risk  
 Emergency Manager Operations Officer  
 Field Network Engineer – Baseband CFSR  
 Firefighter  
 Hospital Security Specialist  
 Inland Pipeline/Construction Barge  
 Instructional System Designer/Technician  
 Instructor Technical Trainer  
 Instructor Technical Training I  
 JNN Instructor/Developer

### **AVIATION ELECTRONICS**

Associate Technician, Electronics  
Biomedical Electronics Technician II  
C4ISR Field Service Engineer  
CEC Operation and Maintenance Technician  
Customer Support Engineer  
Electronic Field Service Engineer  
Electronics Engineer III  
Electronics Field Technician  
Electronics Technician  
Electronics Technician A, Range  
Electronics Technician II, Blue Sky  
Electronics Technician II, Lab Services  
Electronics Technician/Field Service  
Engineering Technician IV  
Engineering Technician IV (U1656)  
Field Service Engineer  
Field Service Specialist  
Field Service Tech I, Medical Equipment  
Field Service Tech II – Medical  
Field Service Technician  
Field Service Technician, Senior  
Lead Technician, Electronics  
Senior Field Service Technicians  
Technical Field Service Representative  
Technician  
Technician – Calibration/Electronics/Metro  
Technician, Electro-Optics Depot  
Test Technician  
Weapons Technician Senior Assistant

### **AVIATION MAINTENANCE**

#### **ADMINISTRATION**

A & P Mechanic (CASA 212/King Air)  
A&P Mechanic  
A&P Mechanics (General Aviation)  
AMSEC – Senior Consulting Manager  
AMSEC – Ship Design Manager  
Automotive Service Center Manager  
Aviation Maintenance  
Aviation Maintenance Systems Analyst  
Aviation Maintenance, Training  
Aviation Maintenance/Quality Control  
Aviation Sheetmetal Mechanics  
Director of Maintenance  
E-Business/Business Intelligence  
Electronic Data Interchange  
Functional Analyst, Aviation Maintenance  
IT Project Manager  
Maintenance Controller (Aviation)  
Maintenance Electrician  
Maintenance Engineer  
Maintenance Manager

Maintenance Technician  
Marketing Manager – Navy Programs  
Master Maintenance Mechanic  
Navy Surface Ship Combat Systems Analyst  
Office and Administrative Support  
Operations Manager  
Program Manager  
Project Manager  
QA Manager – GCP/GLP  
Regulatory Specialist  
SCA Electronic Technician, Maintenance II  
Senior Accountant  
Technical Development Manager  
Tooling & Material Analyst  
UH-60 Aircraft Mechanic

### **AVIATION MACHINIST MATE**

CNC Machinist  
CNC Machinist/Programmer  
CNC Mill Machinist  
CNC Turning, Lathe Machinist  
EDM Field Technician/Machinist  
Electrician/Machinist  
Field Machinist  
Field Service Machinist  
Journeyman Machinist  
Machinist  
Machinist/Fabricator  
Machinist I  
Machinist II  
Machinist, CNC Machining Centers  
Machinist/Gears/CNC  
Machinist/Maintenance Mechanic  
Manual Machinist  
Master Machinist (Gear Grinding)  
Mechanic-Machinist, Field Service  
Pump/Motor Service Senior Machinist  
Shop Supervisor/Machinist  
Tool and Die/Machinist

### **AVIATION STRUCTURAL MECHANIC**

A&P Mechanic  
Aircraft Structural Mechanic  
Aircraft Structural Repair Mechanic  
Aviation Sheetmetal Mechanics  
Aviation Structures Mechanic  
Cabin Mechanic  
Commercial Aviation – Apprentice  
Instructor, Aviation Structural Mechanic  
Maintenance Mechanic  
Project Manager  
Sheet Metal/Structural Mechanic  
Sheetmetal Mechanic

Structures Mechanic  
UH-60 Aircraft Mechanic

**AVIONICS TECHNICIAN**

AV-8 Electronics Tech  
Avionics & Maintenance Inspector  
Avionics Assembly Breakdown Analyst  
Avionics Engineer IV  
Avionics Install Technicians  
Avionics Installer, Lead  
Avionics Repairman  
Avionics Systems Technician, Broad Area  
Avionics Technician  
Avionics Technician (MRO Tech)  
Avionics Technician, Completions  
Avionics Troubleshooter  
Avionics/Electronic Technician (AVIM)  
College Student Technician, Senior  
Contracts Manager  
Electronic Tech III/Avionics Tech  
Electronics Engineer  
Electronics Technician  
Engineer III  
HM&E Navy Systems Engineering  
Logistics Management Specialist  
Navy UCAS Demo Engineer  
P-8A Avionics Test Requirement Specialist  
Senior Avionics Leader  
Senior LAN Administrator  
Senior Software Engineer  
Staff DMSMS Avionics Analyst II  
Systems Acquisition Manager – Avionics  
Technical Writer – Avionics

**AVIATION WARFARE SYSTEMS**

Acquisition Attorney  
Aviation Electronic Warfare  
Biologist  
Business Development Manager  
Company Grade O/T – Manager, Military  
Computer Scientist  
Computer Scientist, Supervisor  
Editorial Assistant  
Electronic Warfare Analyst  
Electronics Technician  
Financial Analyst  
Head, Communications And Information  
Human Resources Specialist  
Information Technology Specialist  
Intelligence Analyst, Senior  
Intelligence Specialist  
International Business Development

IT Specialist, Project Management,  
Systems Analysis  
IT Specialist, Supervisor  
Mid-Level Air Warfare Analyst  
Military Analyst, Lead  
Military Analyst, Senior  
Military Operations Analyst  
Navy Analyst  
Navy Deck Test and Evaluation Team  
Physicist  
Program Analyst  
Program Analyst  
Research Analyst, Naval Warfare  
SCA Engineering Tech III  
Senior Analyst  
Senior Military Analyst  
Senior Staff Analyst, Level V  
Special Operations Forces (SOF)  
Sports Medicine Program Manager  
Statistician  
Systems Engineer, Radar  
Technical Writer – Editor

**BOATSWAIN'S MATE**

Assembly Worker  
Athletic Field/Turf Maintenance  
Banquet Set-Up, Director  
Bartender  
Boat Engineer  
Boat Maintenance and Repair  
Boat Yard Worker  
Building Operations Coordinator  
CAD Operator  
CDL Truck Driver  
Deck Seamanship Maintenance Technician  
Delta Boat Tour Guide  
Dock Worker  
Driver Apprentice  
Engine/Machinery Maintenance Technician  
Fiberglass, Paint & Gelcote Technician  
Forklift Operator  
General Laborers  
Maintenance Mechanic  
Maintenance Shop Laborer  
Marina Dockhand/Maintenance Technician  
Marina Yard Worker  
Operations Supervisor II  
Project Manager  
Public Area Cleaner  
Senior Maintenance Technician  
Service Manager I – Dock Hub  
Skilled Maintenance Technician  
Supplemental Dock Worker  
Supplemental Field Office



Warehouse Manager  
Warehouse Worker  
Welder, MIG & TIG

Retail Sales Representative  
Store Host  
Tax Professional  
Teacher's Assistant

**BUILDER**

Bricklayers  
Carpenter  
Carpenter Journeyman  
Concrete Finishers  
Construction Foreman  
Construction Worker  
General/Misc  
Journeyman Cement Masons/Helpers  
Lead Carpenter  
Masonry Foreman Bricklayer  
Operations Manager, SAP  
Rocklayer  
Senior Software Developer – CS  
Staging/Scenic Carpenter  
Stone Mason

**CULINARY SPECIALIST**

Catering Services Consultant  
Catering Supplies Manager  
Chef  
Executive Chef II  
Food Sales Representative  
Manager II – Food Production  
Manager II – Food Service  
Pantry Worker  
Restaurant Manager  
Short Order Cook

**CONSTRUCTION ELECTRICIAN**

Apprentice Construction Electrician  
Construction Oil Field Worker  
Construction Worker  
Electrical Construction  
Electrician  
Electrician Construction Field  
Electrician Specialist – Plant  
Electrician's Helper  
Industrial Electrician  
Junior Electrician  
Lighting Service Technician  
Plant Electrician  
PT&I Specialist/Electrician, Certified  
Senior Field Service Technician  
Trades Service Electrician

**CRYPTOLOGIC TECHNICIAN**

Budget/Program Analyst w/ Security Clearance  
Cryptologic and IO SME  
Cryptologic Language Instructor II  
DPOC-E Tier 4 Network Administrator  
ESSO Analyst IV  
Language Professional – Africa  
Language Professional – Arab/Persia  
Linguist – Dari  
Linguist – Pashto  
Multimedia Instruction Developer  
Multimedia Instruction Developer  
Native Cryptologic Albanian Linguist  
Native Cryptologic Arabic Linguist  
Native Cryptologic Farsi Linguist  
Native Cryptologic Urdu Linguist  
Native Cryptologic Yoruba Linguist  
Naval Cryptologic Systems Target Analyst  
Operations Researcher/Mathematician  
Professional Cryptologic Arabic Linguist  
Professional Cryptologic Chinese  
Professional Cryptologic Farsi Linguist  
Professional Cryptologic Russian  
Senior Cryptologic Farsi Linguist  
Senior Cryptologic Indonesian Linguist  
Senior Multimedia Instruction Developer  
Senior Multimedia Specialist  
Senior Training Specialist  
System Engineer  
System Engineer 4/5 with Security Clearance  
Telecommunications Analyst IV  
Telecommunications Analyst IV  
Veteran Cryptologic Kurdish Linguist

**COUNSELOR**

Corporate Generalist  
Customer Service Representative  
District Sales Manager  
Employment/HR ERISA/Employment Benefits  
Human Resources Assistant  
Human Resources Director  
Human Resources Manager  
Human Resources Representative  
Litigation Case Manager  
Regional Human Resources Manager  
Restaurant Management

**DAMAGE CONTROL**

Certified Mine Foreman  
 Claims Adjuster II  
 Firefighter  
 Firefighter, Oilers  
 Inland Marine Underwriting Director  
 Internal Audit Specialist  
 Program Underwriting Account Manager  
 Territory Sales Director

**DENTAL TECHNICIAN**

Administrative Assistant I  
 Assistant Manager  
 Assistant Manager – Retail Sales  
 Assistant Manager – Dental Services  
 Assistant Office Manager  
 Care Management Assistant  
 Certified Nurse Technician  
 Certified Occupational Therapy Assistant  
 Corporate Generalist  
 Customer Service Representative  
 Dental Assistant  
 Dental Hygienist  
 District Sales Manager  
 Employment/HR ERISA/Employment Benefits  
 Full-Time, OTR Driver, Class A  
 Litigation Case Manager  
 Medical Assistant  
 Physical Therapy Assistant  
 Restaurant Management  
 Retail Sales Representative  
 Store Host  
 Tax Professional  
 Teacher’s Assistant

**DISBURSING CLERK**

Accounting Clerk III  
 Accounts Payable Clerk  
 Bookkeeper  
 Bookkeeper/Administrator  
 General Office Clerk  
 Inventory Clerk  
 Warehouse Supervisor

**DIVER**

Aqua Theater Diver Technician  
 Aquatics Director  
 Assistant Operations Manager  
 Boat Captain FT/PT. USCG  
 Business Analyst – Contract  
 Business Analyst – Marketing and Channel  
 Business Analyst – Marketing and Sales

Certified Diver/Field Service  
 Contracts Administrator  
 Counsel  
 Deckhand  
 Director of Diving  
 Diver  
 Diver I  
 Diver III  
 Diving Estimator  
 Diving Operations Manager  
 Facility Director  
 Field Manager  
 Fish Laboratory Coordinator  
 HI-LO Diver  
 Husbandry Assistant II (Diver)  
 Life Sciences Diver  
 Manager, Data Operations  
 Maritime – Engineer Diver  
 Office Support Technician (Estimates)  
 Principal Subsea Pipeline Engineer  
 Professional Engineer/Diver  
 Project Coordinator  
 Senior Warfare Test and Evaluation  
 Staff Accountant  
 Supervisor, Data Operations

**ELECTRONICS TECHNICIAN**

Biomedical Electronics Technician II  
 Branch Operations Specialist III  
 Clinical Application Project Manager  
 Component Engineer Aerospace Electronics  
 Customer Support Engineer  
 Data Warehouse/SQL Developer  
 District Manager  
 Electro Mechanical Technician  
 Electronics Assembler  
 Electronics Engineer  
 Electronics Engineer – Entry-Level T1/T2  
 Electronics Engineer III  
 Electronics Engineer, Senior  
 Electronics Technician  
 Electronics Technician Senior  
 Engineering Specialist  
 Field Service Engineer  
 Field Service Engineer, Senior  
 Field Service Printer Technician  
 Field Service Representative, Operating Room  
 Field Service Technician, Senior  
 Field Technician  
 Lead Technician, Electronics  
 Lighting Service Technician  
 Operations Manager  
 Personal Nurse  
 Principal Electronics Hardware Engineer



Product Support Specialist  
Program Coordinator  
Project Manager  
Reporting Solutions Analyst  
RF Test Digital/Analog Technician  
SCA Electronic Technician, Maintenance II  
Senior Accountant  
Senior Electronics Test Technician

**ENGINEERING AIDE**

Construction Surveyor  
Land Surveyor/Project Manager  
Professional Land Surveyor  
Quantity Surveyor  
Surveyor  
Surveyor – Construction

**EXPLOSIVE ORDNANCE DISPOSAL**

EIC/EOD Instructors  
EIC/EOD Specialists  
Explosive Ordnance Disposal Instructor  
Explosive Ordnance Disposal Logistics  
Explosive Ordnance Disposal Operations  
Explosive Ordnance Disposal Program  
Explosive Ordnance Disposal Program Analyst  
Explosive Ordnance Disposal Technician  
Explosive Ordnance Disposal Training  
Explosive Ordnance Disposal/Improvised  
Explosives Test Operator IV  
Human Resources Specialist (Military)  
Information Analyst  
Information Assurance Engineer  
Senior Linux System Administrator  
Staff Scientist  
System Administrator  
Training Development Specialist III  
Unexploded Ordnance Technician I

**ELECTRICIAN'S MATE**

Avionics Technician  
Career Education  
Commissioning Engineer/Spec IV  
(Mechanical)  
Conduit Bender  
Construction Positions  
Designer – Mechanical/Electrical/AutoCad  
Director of Electrical Engineering  
Electrical and Instrumentation Technician  
Electrical Construction  
Electrical Designer  
Electrical Technician, Nuclear  
Electrical/Mechanical Field Service

Electrical/Mechanical Specialist II  
Electrician  
Electrician's Helper  
Electrician/PM Mechanic Sheraton Music  
Electricians and Apprentices  
Electro Mechanical Technician-Conveyor  
Electro-Mechanical Assembler  
Industrial Maintenance  
Industrial Mechanical  
Journeyman Electrician  
Lighting Service Technician  
Maintenance Mechanic  
Maintenance Technician  
Master Electrician  
Mechanical/Electrical Technician  
Motors – Drives Commodity Specialist  
Service Technician  
Supply Chain Manager – Model S Body

**ENGINEMAN**

Apprentice Diesel Electrician  
Construction Equip  
Diesel and Small Engine Mechanic  
Diesel Engine Engineer OEM Applications  
Diesel Generator/HVAC Certified  
Diesel Mechanic  
Diesel Mechanic/HVAC Tech  
Diesel Shop Manager-Mechanic  
Diesel Truck Fleet Service  
Director of Finance  
Electrician Diesel Engine – Locomotive  
Engine Machinist  
Express Employment Professionals  
Field Service Technician, Generator  
Generator Field Technician  
Generator Set Technician  
Generator Supervisor  
Generator Technician  
Generator Technician II  
Global Account Executive  
Heavy Duty Truck/Diesel Engine  
Heavy Duty/Diesel Mechanic  
Hydraulic Engineer  
Locomotive Electronic Technician, Diesel  
Mechanic, Diesel Engine  
Mechanical Express Specialist  
PM Technician  
Power Generator Technician II  
Preventive Maintenance Technician  
Product Support Salesperson  
Project Engineer (Diesel Engine)  
Senior Engineer Diesel Engine Fuel  
Technician – Light /Medium /Heavy  
Vehicle Mechanic Journeyman

**EQUIPMENT OPERATOR**

Crane Operator  
 Heavy Equipment Operator  
 Heavy Equipment Operator I  
 Heavy Equipment Operator/Driver

**FIRE CONTROLMAN**

Advanced Telecom Technician – Submarine  
 Army C4ISR Tactical Operations Analyst  
 Assembler/Fitter  
 Assistant Account Executive  
 Associate Technician, Electronics  
 CEC Operation and Maintenance Technician  
 Computer Repair Technician  
 Digital Design Engineer  
 Digital Design Engineer  
 E-Business/Business Intelligence  
 Electronic Apprentices  
 Electronic Data Interchange  
 Electronic Systems Technician  
 Electronic Technician B (T-4)  
 Electronic Technician C (T-3) EW/LATR  
 Electronic Technician C (T-3) Range  
 Electronics Technician A, Range  
 Electronics Technician II, Lab Services  
 Engineer, Mechanical-Survivability  
 Engineer, Senior-Quality  
 Joint Fire Support Command  
 Lead Technician, Electronics  
 Machinist  
 Maintenance Electrician  
 Maintenance Mechanic I  
 Maintenance Technician  
 Master Maintenance Mechanic  
 Missile Technician  
 Motor Vehicle Mechanic  
 Navy Submarine Configuration Management  
 Pipe Fitter Surface Ship Platforms and  
 Plant Maintenance & Operations  
 Product Line Support Specialist  
 Program Analyst with Anti-Submarine  
 Shipfitter (Level III) Surface and Submarine  
 Submarine Acquisition Analyst  
 Submarine Design Systems Engineer  
 Submarine Engineering Technician  
 Submarine Planner (003063:CAP)  
 Submarine Program Manager (002887:CAP)  
 Submarine Quality Engineer (001951:CAP)  
 Submarine Trainer Maintenance Planning  
 Submarine Training Analyst  
 Submarine Training Analyst (Security  
 Clearance)  
 Systems Analyst II/SWSMIN Administrator  
 Technical Specialist – Submarine/Fire

Technician – Submarine/Fire  
 Torpedo Maintenance Trainer, Senior

**GAS TURBINE SYSTEMS**

Accountant II  
 Business Underwriter  
 Debt Originator (Project Financing)  
 Director Business Development/Sales  
 Field Service Representative  
 Field Service Technician III  
 Finance Intern  
 Gas Production  
 Gas Turbine Coatings  
 Gas Turbine Controls Engineer  
 Gas Turbine Development and Verification  
 Gas Turbine Engineer II  
 Gas Turbine Field Solutions Manager  
 Gas Turbine Mechanical Program  
 Gas Turbine Repair Manager  
 Gas Turbine Systems Technician  
 Gas Turbine Test Technician  
 Industrial Systems Engineering Manager  
 Information Technology Analyst  
 IT Analyst  
 IT Intern  
 Manager – Safety/Power/Gas Turbine  
 Marketing Manager – Oil and Gas Onshore  
 Mechanical/Aerospace Engineer  
 NDE Field Service Technician  
 Plant Engineer  
 Power Services Internal Technical  
 Repair and Overhaul Engineer – Gas Turbine  
 Safety Manager – Safety/Power/Gas  
 System Measurement Leader

**GUNNER'S MATE**

Component Repair (Drivetrain) Supervisor  
 Component Repair (Power Pack) Supervisor  
 Electronic Engineer  
 Embedded Software Engineer  
 Forward Repair Activity Manager (D Band)  
 Image Processing Engineer  
 Industrial Engineer  
 Infrared and Optical Electrical Systems  
 Mechanical Design Engineer  
 Mechanical Engineer  
 Missile Guidance Engineer  
 Product Repair/MOD Technician  
 Product Repair/MOD Technician SMC  
 Product Repair/Modification Technician  
 SCA Aircraft Mechanic II, Armament  
 Weapons  
 SCA Aircraft Worker Armament Weapons

SCA Electronic Technician Maintenance II  
Small Arms Repair Mechanic  
Software Development  
Software Engineers – Imagery  
Weapons Technician Senior Assistant

### **HOSPITAL CORPSMAN**

Allied Health – Mental Health Technician  
BPR Emergency Dept Technician  
Burn Technician  
Certified Nurse Technician  
Clinical Care Technician  
Clinical Care Technician/CNA 4th Med Card  
Clinical Technician, Advanced  
Dental Assistant  
ED Technician  
Emergency Room Technician  
Emergency Services Technician  
Family Nurse Practitioner  
Health Unit  
Licensed Practical Nurse  
Medical Assistant  
Nurse Extern, Student  
Nurse Licensed Practical Nurse  
Nurse Practitioner  
Nurse Research Coordinator  
Nursing Care Partner  
Nursing Specialty Tech  
Patient Care Technician II  
Psychiatric Nurse  
Registered Nurse  
Registered Nurse – Critical Care  
Registered Nurse – Physical  
Trauma Technician  
Utilization Registered Nurse

### **INFORMATION SYSTEMS**

Administrative Assistant – Legal  
Associate – Technical Support  
Consulting SQL Database Administrator  
Desktop Architect  
Desktop Technician  
Director, Information Technology  
Electrical Engineering Technician  
Engineer  
Field Service Printer Technician  
Help Desk Support Analyst  
Information Assurance  
Information Assurance Security  
Information Technology Technician  
Infrastructure Senior Project Manager  
Infrastructure Services Consultant  
Inside Sales Representative III

IT Desktop Support Technician  
Lead Technician, Mechanical  
Manager – Information Systems  
Navy FMS Financial Analyst  
Navy Radar Engineer  
Navy Tomahawk Technical  
NetIQ Systems Engineer  
Network Engineer  
Program Manager – Navy Programs  
Risk Manager  
Senior Analyst, Program  
Senior Navy Supply Analyst  
Senior Technology Consultant  
SMS System Administrator II – HCAPS  
Stock Plan Administrator  
Supervisor, Computer Scientist  
System Administrator (Network)  
Technician I  
Technician, Help Desk  
WMS Support Specialist

### **LEGAL**

Assistant Legal Counsel  
BLO Litigation/SAE Paralegal  
Contract Attorney  
Contract Corporate Paralegal  
Contract Paralegal  
Corporate Attorney  
Corporate Paralegal  
General Counsel  
Healthcare Paralegal  
In-House Paralegal Corporate Generalist  
In-House Paralegal Investor Relations  
In-House Finance Attorney  
IP Manager/Paralegal  
Legal Assistant  
Legal Assistant (OA)  
Legal Counsel  
Legal Nurse  
Legal Secretary  
Paralegal  
Paralegal Specialist  
Senior Paralegal – (26380)  
Workers Compensation Paralegal

### **HULL TECHNICIAN**

Advanced Sheet Metal Fabricator  
Aircraft Structures Technician  
Assembly Worker  
CNC Operator/Machinist  
Dock Workers  
Estimator – Precision Sheet Metal  
Experienced Sheet Metal

Forklift Operator  
 General Laborer  
 Machinist  
 Master Sheet Metal, Structural Aircraft  
 Millwright TIG Welders  
 Sheet Metal Fabricator  
 Sheet Metal Mechanic  
 Sheet Metal Mechanic (Fabricator)  
 Sheet Metal Structure Technician  
 Sheet Metal Worker  
 Sheet Metal, Structural Aircraft  
 Sheet Metal, Structural Mechanic  
 Structures Technician  
 Warehouse Worker  
 Welder – MIG TIG  
 Welder – Precision Metal Fabricator  
 Welder – TIG

**INTELLIGENCE SPECIALIST**

Business Lead, Financial Planning and  
 Civilian Naval Intelligence Analyst  
 Cyber Intelligence Analyst  
 Intelligence Analyst, Senior  
 Intelligence Information Management  
 Intelligence Specialist  
 Naval Intelligence Analyst, Senior  
 Navy FMS Financial Analyst

**INTERIOR COMMUNICATIONS**

A&P Mechanics  
 Aircraft Maintenance Technician  
 Biomedical Equipment Technician  
 Biomedical Equipment Repair Technician  
 Brake & Turret Press Set-Up Operators  
 Calibration/Metrology Technician  
 Chief Engineer (Laundry/Linen Services)  
 CNC Press Brake Operator  
 CNC Turret Operator  
 CNC Turret Punch Press Operator  
 CNC Turret Punch Press Operator/Set-Up  
 Director, Facility Maintenance  
 Distribution Technician  
 Electro Mechanical Technician  
 Electronic Field Technologist  
 Electronic Maintenance Technician  
 Electronic Technician IV  
 Express Employment Professionals  
 Facility Maintenance Technician  
 Field Service Engineer  
 Field Service Printer Technician  
 Field Service Representative, Operating Room  
 Field Service Technician, Senior  
 Field Technician

Field Technician  
 Field Technician II  
 Franklin, TN – HCA Healthcare  
 HLA Electronic Assembly Technician  
 Interactive Marketing Manager  
 Lighting Service Technician  
 Maintenance – Building and Machine  
 Maintenance Engineer  
 Maintenance Field Supervisor  
 Maintenance Mechanic  
 Maintenance Technician  
 Manufacturing Process Engineer  
 Mobile Facility Engineer  
 Nurse Practitioner  
 O&M Generalist I  
 Press Brake/Turret Machinist  
 Product Support Specialist  
 Product Support Specialist  
 Public Information Officer  
 Radiology Registered Nurse II-CC  
 Registered Nurse II-CC  
 Reporting Solutions Analyst  
 Service Crewman  
 Supervisor Area Housing Maintenance  
 System Lead/Electronic Technician  
 Tank Turret Mechanic (Security)  
 Turret CNC Programmer  
 Turret Lift Driver  
 Turret Mechanic  
 Turret Press Operator  
 Turret Press Programmer  
 Turret Punch Operator  
 Turret Punch Setup Operator  
 Turret/Press Brake Operator  
 Warranty Manager

**MACHINERY REPAIRMAN**

A&P Mechanics  
 Cabinet Builder/Benchman  
 CNC Machine Sales  
 Locksmith/Sign Maker  
 Maintenance Mechanic  
 Maintenance Worker  
 Millwrights TIG Welders  
 Service Technician, Machine Tool

**MASS COMMUNICATION SPECIALIST**

Academic Director – Audio Production  
 Manager, Public Affairs  
 Program Coordinator  
 Public Affairs Officer  
 Public Affairs Specialist  
 Regulatory Affairs and Compliance

**MACHINIST MATE**

Air Quality Field Technician  
Air Testing Lead/Manager  
Biomed Equipment Technician  
Electro Mechanical Technician  
Environmental Technician I  
Field Customer Service Technician with  
Field Service Technician-Senior  
Field Service/Maintenance Technician  
Field Services Representative  
Field Technician  
Gas Field Technologist  
General Machinist  
Industrial Plant Maintenance  
IT Representative  
Machinist  
Maintenance Mechanic  
Mechanic/Machinist  
Nurse Practitioner  
Nurse Practitioner (Radiology)  
Radiology Registered Nurse II-CC  
Registered Nurse II-CC  
Supervisor Area Housing Maintenance  
Supervisor Service

**MASTER AT ARMS**

Assistant Account Manager  
Assistant Account Manager-Recruiter  
Business Analyst Associate Professional  
Chief of Security  
ICE FPS Security Assistant  
Security Officer  
Security Director  
Security Manager

**MISSILE TECHNICIAN**

Logistics/Materials Handling Technician  
Missile Technician  
Robotic Technician  
Technical Trainer

**MINEMAN**

EIC/EOD Specialists/Instructors  
Explosive Ordnance Disposal Instructor  
Explosive Ordnance Disposal Logistics  
Explosive Ordnance Disposal Training  
Ordnance Handler-Associate  
Ordnance Packager  
Unexploded Ordnance Tech I

**MUSICIAN**

Church Musician  
Music Sales, Customer Service  
Musician  
Musician/Accompanist

**NUKE, NUCLEAR, INTERIOR  
COMMUNICATIONS ELECTRICIAN,  
ELECTRICIAN'S MATE**

Apprentice – Nuclear Plant Equipment  
Business Manager (Nuclear)  
Chemistry Technician – Nuclear  
Director, Nuclear Communications  
Electrical Technician – Nuclear  
Emergency Management Specialist  
Engineer – Systems/Power/Nuclear  
I & C Technician – Nuclear  
Major Project Account Manager – Nuclear  
Manager, BWR Reactor Services  
Manager, Nuclear Steam Supply  
Mechanical Designer for Operating  
Mechanical Engineering Technician  
Naval Architect  
Navy Technician (ET, IT, MM)  
Navy Engineer  
Navy/Nuclear Design Engineer, Senior  
Navy/Nuclear Product Engineer, Senior  
Non-Destructive Testing Inspector  
Nuclear Chemistry Technician  
Nuclear Design Engineering  
Nuclear Engineer  
Nuclear Licensing Engineers  
Nuclear Operations Instructor  
Nuclear Plant Equipment Operator  
Nuclear Ship Systems Test Engineer  
Operator, Nuclear Auxiliary I  
Power Plant Project Procurement  
Project Manager – Power Plant Control  
Project Manager at Nuclear Power Plant  
Radiation Protection Specialist  
Requal Training Supervisor – Nuclear  
Senior Mechanical Engineer – Nuclear Plant  
Senior/Staff Nuclear Consultant – Beaver  
Supervisor Nuclear Plant  
Welder – Nuclear

**OPERATIONS SPECIALIST**

Business Operations Specialist, Senior  
CMB Specialist  
Management and Acquisition Support  
Specialist  
Operation Specialist, Recruitment  
Operations Systems Security Specialist, Senior  
Senior Modeling and Simulation Analyst  
Senior SIGINT Analyst  
Senior Training Specialist  
Senior Warfare Test and Evaluation Specialist

**PERSONNELMAN**

Administrative Support  
Administrative Specialist I

Environmental Policy Analyst  
Office Support Assistant

**POSTAL CLERK**

Administrative Assistant  
ATS Mail Agent  
Care Management Assistant  
Correspondence Agent  
Credentialing Coordinator  
Customer Service/Copy, Mail, Shipping  
Dialysis Collections Representative  
Driver II  
Electronic Technician  
Entry-Level Account Manager  
FHIG Consultant  
Floating Customer Service  
Mail Clerk  
Mail Handlers  
Mail Order Specialty Pharmacist  
Mail Services Clerk I  
Mailroom Supervisor  
Maintenance Mechanic, Mail Processing  
Maintenance Technician III  
Network Architecture Manager, IT  
Part-Time Collection Services  
Patient Service Representative I  
Postal Administration Clerk  
Postal Clerk I  
Postal Manager  
Postal Operations  
Postal Specialist  
Product Support Specialist  
Property Administrator  
Reinvestigation Specialist  
Senior Customer Service/Mail Services  
Warehouse Manager

**RELIGIOUS PROGRAM  
SPECIFICATION/ CHAPLAIN**

Associate University Chaplain  
Chaplain  
Chaplain & CNA Positions  
Hospice Chaplain  
Social Worker (MSW) and Chaplain

**QUARTERMASTER**

Boat Captain  
Boat Operator-Small Engine Mechanic  
Delivery – Route Sales Representative  
Equipment Specialists – Propulsion  
Field Operation Coordinator  
Government Analyst II  
Manager I – Retail  
Manager II – Food Service

Manager, Retail/Restaurant Operations  
Michigan – Continental Services  
New Yacht Owner Experience Managers  
Regional Business Manager – Vending  
Retail Manager  
Route Driver  
Route Sales Associate  
Ship’s Serviceman  
Technical Training Associate Manager

**STEELWORKER**

Custom Steel Fabrication Worker  
Fabrication Specialist  
Millwright/TIG Welder  
Steel Fabrication Project Manager  
Steel Fabrication Welding Supervisor  
Steel Plate Fabrication Estimator  
Structural Steel Detailer  
Structural Steel Estimator

**STOREKEEPER**

Accounting Manager  
Administrative Support Staff  
AP/Purchasing/Inventory Control  
Area Retail Supervisor  
Assistant Store Manager  
Branch Manager III  
Director, Event Technology II  
Executive Chef  
Executive Chef II  
Hotel Controller  
Inventory Control Manager – Publishing  
Inventory Control Specialist  
Inventory Specialist  
Manager-in-Training  
Medical Lab Tech  
Medical Review Nurse  
MV Parts Manager  
Research Analyst I  
Retail Store Manager  
Senior Financial Analyst – Supply  
Senior Manager, Channel Optimization  
Tech II, Health Systems, Pharmacy

**SONAR TECHNICIAN**

Actionscript Programmer  
Computer Engineer  
Computer Scientist  
Digital Design Engineer T3/T4  
Electronic Engineer  
Electronic Technician I  
Electronic Warfare/Sonar/Radar Expert  
Electronics Test Technician  
Electronics Worker  
Engineering Scientist Associate – Sonar



Engineering Technician  
Engineering Technician IV  
Engineering Technician V  
Field Engineer – Radar  
Field Engineer – Sonar  
Lab Technician  
Manager, Embedded SW Engineering  
Mechanical Engineer  
Mid-Level Electronic Technician  
Offshore Survey Technician  
Senior Lead Engineer, Sonar Systems  
Senior Technical Editor/Writer  
Software Engineers  
Sonar Dome Pressurization  
Sonar Engineer  
Sonar Instructor  
Sonar Technician  
Submarine Training Analyst  
Systems Engineer  
Technical Editor/Writer II  
Technologist, Entry-Level

**SEAL**

All Source Intelligence Analyst  
Bank Marketing Analyst  
Business and Data Process Engineering  
Configuration Analyst 3/4  
Data Mgmt Analyst II  
Facility Operations Analyst  
Facility Operations Analyst, Senior  
Functional Military  
GIS Analyst III  
Imagery Analyst with Security Clearance  
Intelligence Analyst III  
Intelligence Assistant (OA)  
Lead Analyst  
Manager – Operations Cells/Switch  
Military Analyst  
Military Analyst, Lessons Learned  
Military Engineer  
Military Operations Analyst  
Military Operations Analyst with  
Security Clearance  
N3JOD Analyst IV with Security Clearance  
Operations Manager  
Operations Officer – Current Military  
Operations Research Analyst  
Operations Research Analyst II  
Operations Researcher  
Operations Researcher, Senior

Personnel Security Customer Relations  
Senior Collections Risk Analyst  
Senior Operations Research Analyst  
Special Operations Forces (SOF) Subject  
UH-60 Aircraft Mechanic  
Work Area Commander Special Purpose

**TORPEDOMAN**

Accelerator/Nuclear Detection  
Assembly Supervisor  
Engineering Fellow – Accelerator  
Engineering Technician  
Engineering Technician – Torpedoes  
Engineering Technician III  
Explosive Ordnance Disposal Instructor  
Industrial Measurement Technician I  
Maintenance Technician  
Mechanic, Aircraft I/Aviation Ordnance CFT  
Mechanical Engineer I  
Mechanical Engineer I with Security  
Mechanical Engineer III – Ordnance  
NAVAIR Ordnance Training Analyst  
Ordnance Equipment Logistician  
Ordnance Equipment Mechanic Helper  
Ordnance Equipment Repairer  
Ordnance Loader  
Ordnance Maintenance Analyst  
Ordnance Professionals  
Principal Electrical/Analog Engineer  
Principal Electrical/Digital Engineer  
Process Chemical Engineer  
Production Controller Ordnance  
Senior DoD Project Engineer  
Senior Mechanical Engineer I  
Senior Program Cost Schedule & Control  
Senior Project Engineer  
Senior Quality Assurance Engineer  
System Safety Engineer  
Torpedo Assembly Supervisor  
Torpedo Maintenance Trainer Senior  
Weapons Technician Senior Assistant

**YEOMAN**

Administrative Assistant, Sales  
Administrative Support  
Charge Entry  
Credentialing/Purchasing Coordinator  
Legal Secretary  
Operations Assistant  
Operations Support Analyst  
Purchasing Coordinator

SOURCE:  
[www.militaryjobhunts.com](http://www.militaryjobhunts.com)

# SECTION III

## Resources and Information

- **CHAPTER SEVEN: Working USERRA**

*The Uniformed Services Employment and Reemployment Rights Act (USERRA) provides certain employment protections and rights for members of the uniformed services, including National Guard and Reserve members. It pays to know the benefits and protections provided to you under the law.*

- **CHAPTER EIGHT: Online and In-Print Resources for Veterans**

*The Internet offers a wealth of information to help veterans with transitioning, education, employment, and building social networks.*



## A Practical Look at USERRA...

To be eligible for reemployment, the uniformed service protected under USERRA must be rendered under the authority of the military. In other words, the absences must be connected to actual military service. In *Leisek v. Brightwood Corporation*, John C. Leisek, a former employee of Brightwood Corporation and a member of the National Guard, sued after he was denied reemployment following his absence to participate in National Guard activities.

Leisek, a quality-assurance inspector for Brightwood, owned a hot-air balloon with National Guard insignia that he used to promote the Guard. Leisek received written orders from the National Guard in 1996 to perform temporary duty at ballooning events in Idaho and Wisconsin, but not at a Colorado event.

The Brightwood Corporation informed Leisek that the company would consider him to have resigned if he attended the Colorado event, but he attended anyway. Consequently, the company terminated him and refused reemployment.

Leisek sued, claiming Brightwood had violated USERRA, which “prohibits discrimination against persons because of their service in the uniformed services.”

The court concluded that Leisek had no right to be reemployed as he was not engaged in “uniformed service” at the time of his absence from his employer. Prior to his absence for the Guard, Leisek indicated that he would be engaged in Guard duties at various locations and various dates, and asked for time off accordingly. He eventually did receive military orders for some of the dates and locations, but not for all of them. The court held that he was not serving in the “uniformed services” as to those dates for which he was not under orders to serve.

## CHAPTER SEVEN

# WORKING USERRA

Our government recognizes that when you devote a portion of your life to military service, you should receive certain benefits and protections for that service. Congress has acted to provide job security in your civilian life so that you do not have to choose between serving your country and your community.

Over 60 years ago, Congress enacted laws to protect employees “called to the colors” from being penalized for absences from their civilian jobs. First passed as the Selective Training and Service Act of 1940, federal veterans employment laws were modified several times until October 1994, when President Bill Clinton signed into law a comprehensive revision known as the Uniformed Services Employment and Reemployment Rights Act of 1994.

Like its predecessors, USERRA guarantees the rights of military servicemembers to take a leave of absence from their civilian jobs for active military service and to return to their jobs with accrued seniority and other employment protections.

USERRA is the primary legislation designed to protect veterans and encourages non-career uniformed service so that America can enjoy the protection of those services, staffed by qualified people, while maintaining a balance with the needs of private and public employers who also depend on these same individuals.

*USERRA is intended to minimize the disadvantages individuals might incur when they need to be absent from their civilian employment to serve in this country's uniformed services.*

Today, the protections offered under USERRA and other protective laws are needed more than ever. Reserve and National Guard (RC/NG) forces are no longer only a strategic reserve. Since 1992, they have become an operational force. Over 630,000 Reserve and Guard members have been mobilized and deployed since September 11, 2005. Additionally, these men and women are deploying for longer periods, performing nontraditional missions, and returning from deployments as veterans. Since the trend will likely continue, USERRA will ensure job protection for these loyal Americans.

## **Overview of USERRA**

The Uniformed Services Employment and Reemployment Rights Act was signed into law on October 13, 1994. USERRA clarifies and strengthens the Veterans' Reemployment Rights (VRR) statute. The Act itself can be found in the United States Code at Chapter 43, Part III, Title 38.

The Department of Labor has issued regulations that clarify its position on the rights of returning servicemembers to family and medical leave under USERRA. See 20 CFR Part 1002.210.

USERRA is intended to minimize the disadvantages individuals might incur when they need to be absent from their civilian employment to serve in this country's uniformed services. USERRA makes major improvements in protecting servicemembers' rights and benefits by clarifying the law and improving enforcement mechanisms. It also provides employees with Department of Labor assistance in processing claims.

USERRA covers virtually every individual in the country who currently serves in or has served in the uniformed services and applies to all employers in the public and private sectors, including federal employers.

The law seeks to ensure that those who serve their country can retain their civilian employment and benefits and seek employment free from discrimination because of their service.

USERRA provides protection for disabled veterans, requiring employers to make reasonable efforts to accommodate the disability. USERRA is administered by the United States Department of Labor, through the Veterans' Employment and Training Service (VETS).

VETS provides assistance to those persons experiencing service-connected problems with their civilian employment and information about USERRA to employers. VETS also assists veterans who have questions regarding Veterans' Preference.

The Uniformed Services Employment and Reemployment Rights Act also protects workers across the country who wish to make a military commitment. The Act was established in 1994 in order to replace the Veterans Reemployment Rights Act. According to the provisions of USERRA, employees may make a military commitment at any time. Further, an employer may not discriminate against the employee who wishes to make a military commitment for any reason based on that military service.

When an employee takes time away from work for military service, that employee should be able to return to work and have the same or equivalent job. The employee should also receive the same benefits and salary that he or she had been receiving before taking the time off. However, the employee must not take off more than five years, total, if he or she wishes to continue to receive USERRA coverage.

Employees may leave work in order to serve in a variety of military branches, including:

- Armed Forces
- Coast Guard

*USERRA provides protection for disabled veterans, requiring employers to make reasonable efforts to accommodate the disability.*

- National Guard
- Public Health Service
- Reserves

Employees must also be able to leave work for a variety of reasons, including the following:

- active or inactive duty
- active or inactive duty for training
- voluntary or involuntary duty
- voluntary or involuntary duty for training
- full-time guard duty

When an employee takes time away from work in order to serve, the employee must return within a period of time based on the amount of time the employee was serving. These time frames are as follows:

When service lasts up to 30 days, the employee should return to work within one business day after returning home from service.

When service lasts between 31 and 180 days, the employee needs to return to work within 14 days after returning home from service.

When service lasts more than 181 days, the employee needs to return to work within 90 days after returning home from service.

## Discrimination

USERRA protects all members of the uniformed services from discrimination in employment, regardless of whether their uniformed service was in the past, present, or future. For example, a Vietnam-era veteran remains protected against discriminatory employment actions based on that service even though that person's uniformed service preceded an employment relationship by many years. If that person is subsequently denied a benefit of employment, motivated even in part by that service in the uniformed services, then that person may have rights under USERRA.

The discrimination provisions of USERRA address problems regarding initial employment, reemployment, retention in employment, promotion, or any other benefit of employment. This chapter provides more information on the effect of uniformed services on benefits or general workplace issues.

## Limitations of USERRA

USERRA establishes a floor, not a ceiling, for the employment and reemployment rights and benefits of those it protects. In other words, an employer may provide greater rights and benefits than USERRA requires, but no employer can refuse to provide any right or benefit guaranteed by USERRA.

- USERRA supersedes any state law (including any local law or ordinance), contract, agreement, policy, plan, practice, or other matter that reduces, limits, or eliminates in any manner any right or benefit provided by USERRA, including the establishment of additional prerequisites to the exercise of any USERRA right or the receipt of any USERRA benefit. For example, an employment contract that determines seniority based only on actual days of work in the place of employment would be superseded by USERRA, which requires that seniority credit be given for periods of absence from work due to service in the uniformed services.
- USERRA does not supersede, nullify, or diminish any federal or state law (including any local law or ordinance), contract, agreement, policy, plan, practice, or other matter that establishes an employment right or benefit that is more beneficial than, or is in addition to, a right or benefit provided under the Act. For example, although USERRA does not require an employer to pay an employee for time away from work to perform service, an employer policy, plan, or practice that provides such a benefit is permissible under USERRA.

If an employer provides a benefit that exceeds USERRA's requirements in one area, it cannot reduce or limit other rights or benefits provided by USERRA. For example, even though USERRA does not require it, an employer may provide a fixed number of days of paid military leave per year to employees who are members of the National Guard or Reserve. The fact that it provides such a benefit, however, does not permit an employer to refuse to provide an unpaid leave of absence to an employee to perform service in the uniformed services in excess of the number of days of paid military leave.

USERRA does not require the employer to return employees to the exact same position that they occupied before leaving for military service. The manner that the employer places the employees back into the workforce is

*A common concern for reservists, activated and deployed, is the impact their absence from their civilian job will have on employer-provided health benefits.*

structured according to the amount of time the employees were on military leave. If the employees were absent for one to 90 days, they must be promptly reemployed in the position that they would have occupied had they remained in continuous employment, provided they are qualified for that position or can become qualified after a relatively short training period.

If the employees are not qualified for that position, then they must be placed in a position closest to the position described above for which they are able to perform. In other words, the deployed-reservist employees progress as if they had remained in continuous employment.

USERRA does not require employers to pay employees wages during any period of military leave. An employer, of course, may choose to do so, or may opt to pay, for example, the difference between the military pay and the employee's regular salary.

A common concern for reservists, activated and deployed, is the impact their absence from their civilian job will have on employer-provided health benefits. Generally, if the period of leave is 30 days or less, the employer's health insurance benefits remain intact. If the leave is more than 30 days, employees and their dependants should be covered by military-provided healthcare benefits. In addition, other federal provisions offer reservists protection by enabling them to continue their healthcare insurance.

The Consolidated Omnibus Budget Reconciliation Act (COBRA) and USERRA allow for healthcare coverage rights to employees after an event in employment such as a reduction in hours worked due to military deployment. This extended coverage is good for a period of up to 18 months.

In addition, the Health Insurance Portability and Accountability Act (HIPAA) also recognizes the ability of

some individuals to enroll in another health insurance plan, if one is available. For example, spouses may have a health insurance plan available through their employer that they may wish to take advantage of during the time of deployment. HIPAA allows for access to this plan regardless of the existence of set enrollment periods.

HIPAA includes protections for coverage under group health plans that limit exclusions for preexisting conditions; prohibit discrimination against employees and dependents based on their health status; and allow a special opportunity to enroll in a new plan to individuals in certain circumstances. HIPAA may also give you a right to purchase individual coverage if you have no group health plan coverage available, and have exhausted COBRA or other continuation coverage.

For more information about health rights under HIPAA, visit the Department of Health and Human Services website at [www.hhs.gov/ocr/hipaa](http://www.hhs.gov/ocr/hipaa).

## **USERRA Time Limits on Service**

To qualify for reemployment, the cumulative service generally cannot exceed five years. However, exceptions to this five-year prohibition exist and include the following:

- Situations where the servicemember cannot obtain a release through no fault of their own.
- Involuntary service during a domestic emergency or national security crisis.
- Service pursuant to an order to remain on active duty because of war or national emergency.
- Active duty by volunteers supporting “operational missions” for which members of the Select Reserve have been ordered to active duty without their consent.
- Service by volunteers in support of a “critical mission.”
- Federal service by members of the National Guard called into service to suppress insurrection.
- Service connected to training.



## **USERRA and the Department of Labor**

The Department of Labor, through the Veterans' Employment and Training Service, provides assistance to all persons having claims under USERRA. The Act also clarifies and strengthens the Veterans' Reemployment Rights statute.

USERRA protects civilian job rights and benefits for veterans and members of Reserve components and makes major improvements in protecting servicemember rights and benefits by clarifying the law, improving enforcement mechanisms, and including federal government employees in the class of employees eligible to receive Department of Labor assistance in processing claims.

USERRA establishes the cumulative length of time that an individual may be absent from work for military duty and retain reemployment rights to five years (the previous law provided four years of active duty, plus an additional year if it was for the convenience of the government).

There are important exceptions to the five-year limit, including initial enlistments lasting more than five years, periodic National Guard and Reserve training duty, and involuntary active duty extensions and recalls, especially during a time of national emergency. USERRA clearly establishes that reemployment protection does not depend on the timing, frequency, duration, or nature of an individual's service as long as the basic eligibility criteria are met.

USERRA provides protection for disabled veterans, requiring employers to make reasonable efforts to accommodate the disability. Servicemembers convalescing from injuries received during service or training may have up to two years from the date of completion of service to return to their jobs or apply for reemployment.

USERRA provides that returning servicemembers are reemployed in the job that they would have attained had they not been absent for military service (the long-standing "escalator" principle), with the same seniority, status, and pay, as well as other rights and benefits determined by seniority.

USERRA also requires that reasonable efforts (such as training or retraining) be made to enable returning servicemembers to refresh or upgrade their skills to help them qualify for reemployment. The law clearly provides for alternative reemployment positions if the servicemember cannot qualify for the "escalator" position.

USERRA also provides that while an individual is performing military service, he or she is deemed to be on a furlough or leave of absence and is entitled to the non-seniority rights accorded other individuals on nonmilitary leaves of absence.

Health and pension plan coverage for servicemembers is provided by USERRA. Individuals performing military duty of more than 30 days may elect to continue employer-sponsored healthcare for up to 24 months; however, they may be required to pay up to 102% of the full premium. For military service of less than 31 days, healthcare coverage is provided as if the servicemember had remained employed. USERRA clarifies pension plan coverage by making it explicit that all pension plans are protected.

The period where an individual has to make an application for reemployment or report back to work after military service is based on the time spent on military duty. For service of less than 31 days, the service member must return at the beginning of the next regularly scheduled work period on the first full day after release from service, taking into account safe travel home plus an eight-hour rest period.

For service of more than 30 days but less than 181 days, the servicemember must submit an application for reemployment within 14 days of release from service. For service of more than 180 days, an application for reemployment must be submitted within 90 days of release from service.

USERRA also requires that servicemembers provide advance written or verbal notice to their employers for all military duty unless giving notice is impossible, unreasonable, or precluded by military necessity. An employee should provide notice as far in advance as is reasonable under the circumstances. Additionally, servicemembers are able (but are not required) to use accrued vacation or annual leave while performing military duty.

*The period where an individual has to make an application for reemployment or report back to work after military service is based on the time spent on military duty.*

The Department of Labor, through the Veterans' Employment and Training Service, provides assistance to all persons having claims under USERRA, including federal and Postal Service employees.

If resolution is unsuccessful following an investigation, the servicemember may have his or her claim referred to the Department of Justice for consideration of representation in the appropriate District Court, at no cost to the claimant. Federal and Postal Service employees may have their claims referred to the Office of Special Counsel for consideration of representation before the Merit Systems Protection Board (MSPB). If violations under USERRA are shown to be willful, the court may award liquidated damages. Individuals, who pursue their own claims in court or before the MSPB, may be awarded reasonable attorney and expert witness fees if they prevail.

Servicemember employees of intelligence agencies are provided similar assistance through the agency's Inspector General.

For more information about U.S. Department of Labor employment and training programs for veterans, contact the Veterans' Employment and Training Service office nearest you, listed in the phone book under the U.S. Department of Labor or visit the DoL website at [www.dol.gov/vets/aboutvets/contacts/main.htm](http://www.dol.gov/vets/aboutvets/contacts/main.htm).

## **Veterans Benefits Improvement Act**

In 2004, Congress passed the Veterans Benefits Improvement Act (VBIA), which amended USERRA by adding a requirement that employers provide notice of the rights, privileges, and obligations of employees and employers under USERRA. In 2005, the Department of Labor published an interim final rule, setting forth language to be used by employers to comply with the notice requirement. Generally, the notice includes a description of the reemployment rights of those who voluntarily or involuntarily leave employment for military service, as well as the prohibition against discrimination on the basis of military service and the right to be free from retaliation for seeking enforcement of USERRA. The notice also contains a brief summary on the health benefits attendant to military deployment and a description of the enforcement mechanism.

## Veterans' Employment Opportunities Act of 1998 (Amended)

When an agency accepts applications from outside its own workforce, the Veterans' Employment Opportunities Act of 1998 (VEOA) allows preference eligibles or veterans to compete for these vacancies under merit promotion procedures. Veterans who are selected are given career or career conditional appointments. Veterans are those who have been separated under honorable conditions from the armed forces with three or more years of continuous active service.

### Purpose of the Law

**Improve Access:** The intent of the law is to open up opportunities to veterans that might otherwise be closed because agencies were increasingly limiting announcements just to “status” candidates (i.e., those who were already civil-service employees). This law requires an agency to allow eligible veterans to apply when the agency will accept applications from individuals outside its own workforce. In this context, “agency” means the parent agency, for example, the Department of Defense, not Department of the Army. Veterans' preference, however, does not apply to selections made under merit promotion procedures.

**Improve Redress:** The VEOA also allows a preference-eligible, who believes an agency has violated any of his or her rights under the veterans' preference laws or regulations, to file a formal complaint with the Department of Labor's Veterans Employment and Training Service. If VETS is unable to resolve the complaint within 60 days, the veteran may appeal to the Merit Systems Protection Board. The law also makes a willful violation of veterans' preference a prohibited personnel practice under law.

### Who Is Eligible?

To be eligible for a VEOA appointment, a veteran must be honorably separated and either a preference eligible or have substantially completed three or more years of active service. (“Active service” under this law means active duty in a

uniformed service and includes full-time training duty, annual training duty, full-time National Guard duty, and attendance, while in the active service, at a school designated as a service school by law or by the secretary concerned). A veteran who is released under honorable conditions shortly before completing a three-year tour is also eligible.

## How to Apply

Agency announcements will say when veterans eligible under this law may apply. The veterans will be rated and ranked with other merit promotion eligibles. Those who are among the best qualified may be selected by the appointing official, but veterans' preference is not a factor. If selected, the veteran will be given a career or career conditional appointment, as appropriate.

### A Practical Look at USERRA...

The new rules required by the Jobs for Veterans Act were designed to overhaul the last major veterans' jobs law—the Vietnam Era Veterans' Readjustment Assistance Act of 1974—and to prepare federal contractors for the influx of hundreds of thousands of job applicants who are veterans of the wars in Afghanistan and Iraq.

The new law requires that contractors doing business with the federal government give priority status to veterans for almost any job available on contracts of \$100,000 were entered or modified after December 1, 2003.

The only jobs exempted from the new rules are executive or management openings, jobs that will be filled from within, or temporary jobs lasting fewer than three days.

Government contracts larger than \$25,000 and older than the December 1, 2003 effective date will continue to follow the rules of the earlier 1974 veterans law.

## Jobs for Veterans Act

The Jobs for Veterans Act (JVA), enacted into Public Law 107–288 on November 7, 2002 made a number of amendments to encourage veterans access to services within an integrated one-stop service delivery system. A new section of the law established a priority of service requirements applicable to all Department of Labor programs offering employment and training related services. (Public Law 107–288, Section 4215 (b))

New reporting requirements to account for veterans' representation in programs in proportion to their representation in the labor market were also enacted. The secretary of labor was directed to evaluate whether veterans and other covered persons are receiving priority of services and are being fully served. (Public Law 107–288, Section 4215 (c))

The document provides policy for workforce development councils regarding these new requirements. A draft training and employment guidance letter has been distributed for implementing the Jobs for Veterans Act and has provided guidance for the policy section of this document. The Departments of Labor and Veterans Affairs continue to have discussions on implementation issues related to passage of the law.

## Policy

A covered person is entitled to priority of service under all Workforce Investment Act (WIA) Title I funded programs—for example, adult, youth, dislocated workers, 10% funded projects, and National Emergency Grants (NEG). For purposes of this policy, the term *veterans priority of service* means that a covered person shall be given priority over nonveterans for the receipt of employment, training, and placement services provided under that program, notwithstanding any other provision of law.

Veterans and other covered persons must first meet the WIA program's eligibility requirements. A covered person who is determined eligible for WIA services shall receive priority over nonveterans, except for the priority of service established by law for the WIA adult program. Within WIA Title IB, the adult program is the only program to have a priority provision established by law, and therefore is considered a mandatory priority. Veterans are to be served within

the context of giving priority to public assistance and low-income persons for intensive and training services. Refer to Policy No. 3640, *Revision 1: Eligibility and Priority for Services for the WIA Title IB Adult Employment and Training*, for more specific guidance and requirements regarding veterans priority of service under the WIA adult program.

Other targeting provisions for any WIA Title I funded programs, whether established by the governor or by regulation (but not by law), are considered discretionary or optional priorities. In these cases, veterans would receive priority in advance of the opportunities and services provided to the targeted population group.

The veterans' priority is not intended to displace the core function of the WIA program. The exact manner in which the veterans' priority will be applied may vary depending upon the construct of the program and the services offered. In a sequential service delivery model, when services are limited due to available funding, priority of services should be applied. For example, if there was only sufficient money to provide services to one individual and a veteran is in the pool, the veteran must receive priority.

## **Other Provisions for Veterans: Federal Contracting Program Reporting**

The Federal Contractor Program requires that any contractor receiving a contract before December 1, 2003 from the federal government in the amount of \$25,000 or more, or any subcontractor receiving a contract in the amount of \$25,000 or more from such a covered contractor, must file a VETS-100 Report on an annual basis. In addition, a federal contractor or subcontractor is also required to take affirmative action to hire and promote qualified special disabled veterans, veterans of the Vietnam-era, and veterans who served on active duty during a war or in a campaign or expedition for which a campaign badge has been authorized.

Prior to amendment by the Jobs for Veterans Act, the Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA), and its implementing regulations at 41 CFR 61.250 required all contractors and subcontractors with federal contracts in excess of \$25,000 to report their efforts toward hiring and employing veterans in four specified categories: veterans of the Vietnam-



era, special disabled veterans, other protected veterans, and recently separated veterans. JVA raised the VETS-100 reporting threshold from \$25,000 to \$100,000 for contracts awarded on or after December 1, 2003, and modified the report categories of veterans to disabled veterans, other protected veterans, Armed Forces service medal veterans, and recently separated veterans (41 CFR 61.300 in clearance). Additionally, JVA will require federal contractors and subcontractors to report the total number of all current employees in each job category and at each hiring location.

## Why Veterans Get Federal Preference

Since the Civil War, veterans of the United States Armed Forces have been given some degree of preference in appointments to federal jobs. Recognizing their sacrifice, Congress enacted laws to prevent veterans seeking federal employment from being penalized for their time in military service. Veterans' preference recognizes the economic loss suffered by citizens who have served their country in uniform, restores veterans to a favorable competitive position for government employment, and acknowledges the larger obligation owed to disabled veterans.

Veterans' preference, in its present form, comes from the Veterans' Preference Act of 1944, as amended, and is now codified in various provisions of Title 5 of the United States Code. By law, veterans who are disabled or who served on active duty in the Armed Forces during certain specified time periods or in military campaigns, are entitled to preference over others in hiring from competitive lists of eligibles and also in retention during reductions in force.

*Veterans' preference recognizes the economic loss suffered by citizens who have served their country in uniform, restores veterans to a favorable competitive position for government employment, and acknowledges the larger obligation owed to disabled veterans.*



*Veterans' preference does not require an agency to use any particular appointment process.*

*Agencies have broad authority under law to hire from any appropriate source of eligibles, including special appointing authorities.*

In addition to receiving preference in competitive appointments, veterans may be considered for special non-competitive appointments for which only they are eligible.

## **When Preference Applies**

Preference in hiring applies to permanent and temporary positions in the competitive and excepted services of the executive branch. Preference does not apply to positions in the senior executive Service or to executive branch positions for which Senate confirmation is required. The legislative and judicial branches of the federal government also are exempt from the Veterans' Preference Act unless the positions are in the competitive service (United States Government Printing Office, for example) or have been made subject to the Act by another law.

Preference in hiring applies to civil service examinations conducted by the Office of Personnel Management and agencies under delegated examining authority, for most excepted service jobs, including Veterans Recruitment Appointments (VRA), and when agencies make temporary, term, and overseas limited appointments. Veterans' preference does not apply to promotion, reassignment, change to lower grade, transfer, or reinstatement.

Veterans' preference does not require an agency to use any particular appointment process. Agencies have broad authority under law to hire from any appropriate source of eligibles, including special appointing authorities. An agency may consider candidates already in the civil service from an agency-developed merit promotion list or it may reassign a current employee, transfer an employee from another agency, or reinstate a former federal employee. In addition, agencies are required to give priority to displaced employees before using civil service examinations and similar hiring methods.

## A PRACTICAL LOOK AT USERRA...

USERRA's definition of *employer* is quite different and much broader than other types of protective legislation. USERRA imposes liability for violations upon "any person. . . [who]. . . has control over employment opportunities," including "a person. . . to whom the employer" has "delegated the performance of employment-related responsibilities."

Several servicemembers have prevailed in defending their employment rights and a number of legal precedents have been sent through the courts. Many of these cases established that individual defendants (rather than the entire company) can be held liable under the provisions of USERRA.

*Brandasse v. City of Suffolk, VA* (1999)—Both a city, as a police officer's direct employer, and its director of personnel, who had authority over hiring and firing for the city, were subject to liability as employers under USERRA.

*Jones v. Wolf Camera, Inc.* (1997)—Individual supervisors could be liable under USERRA as persons with control over hiring and firing and to whom the employer has delegated the performance of employment-related responsibilities.

*Satterfield v. Borough of Schuylkill Haven* (1998)—Plaintiff could not bring an action under USERRA against individual members of a borough council, alleging that the council terminated him because of his military status, because such members did not have any individual power over the plaintiff and the plaintiff was not required to report to them individually.

*Brooks v. Fiore* (2001)—Supervisor was not covered by USERRA because he did not have the power to hire and fire the plaintiff.

Thus, courts have construed USERRA's definition of *employer* as including supervisors and managers in appropriate cases. Those courts that have found no individual liability have done so not because the language of the statute precludes it, but rather because the facts and circumstances of the case do not warrant the imposition of individual liability. Based on these considerations, the Department declines to adopt the position that individual supervisors and managers should be excluded from the regulatory definition of *employer* under USERRA.

# UNDERSTANDING USERRA TERMINOLOGY

## **Attorney General**

The Attorney General of the United States or any person designated by the Attorney General to carry out a responsibility of the Attorney General under this chapter.

## **Benefit, Benefit of Employment, or Rights and Benefits**

Any advantage, profit, privilege, gain, status, account, or interest (other than wages or salary for work performed) that accrues by reason of an employment contract or agreement or an employer policy, plan, or practice and includes rights and benefits under a pension plan, a health plan, an employee stock ownership plan, insurance coverage and awards, bonuses, severance pay, supplemental unemployment benefits, vacations, and the opportunity to select work hours or location of employment.

## **Employee**

Any person employed by an employer. Such term includes any person who is a citizen or national or permanent resident alien of the United States employed in a workplace in a foreign country by an employer that is an entity incorporated

or otherwise organized in the United States or that is controlled by an entity organized in the United States.

Except as noted below, the term *employer* means any person, institution, organization, or other entity that pays salary or wages for work performed or that has control over employment opportunities, including:

- a person, institution, organization, or other entity to whom the employer has delegated the performance of employment-related responsibilities;
- the federal government;
- a state;
- any successor in interest to a person, institution, organization, or other entity referred to in this subparagraph; and
- a person, institution, organization, or other entity that has denied initial employment.

Also, in the case of a National Guard technician employed under Section 709 of Title 32, the term *employer* means the adjutant general of the State in which the technician is employed.

In addition, except as an actual employer of employees, an employee pension benefit plan described in the Employee Retirement Income Security Act of 1974 (29 U.S.C. 1002(2)) shall be deemed to be an employer only with respect to the obligation to provide benefits.

### **Federal Executive Agency**

Includes the United States Postal Service, the Postal Rate Commission, any non-appropriated fund instrumentality of the United States, any Executive agency, and any military department with respect to the civilian employees of that department.

### **Federal Government**

Applies to any Federal executive agency, the legislative branch of the United States, and the judicial branch of the United States.

### **Health Plan**

An insurance policy or contract, medical or hospital service agreement, membership or subscription contract, or other arrangement under which health services for individuals are provided or the expenses of such services are paid.

**Notice**

Any written or verbal notification of an obligation or intention to perform service in the uniformed services provided to an employer by the employee who will perform such service or by the uniformed service in which such service is to be performed.

**Qualified**

With respect to an employment position, means having the ability to perform the essential tasks of the position.

**Reasonable Efforts**

In the case of actions required of an employer under this chapter, the actions, including training provided by an employer, are those that do not place an undue hardship on the employer.

**Secretary**

Refers to the Secretary of Labor or any person designated by such Secretary to carry out an activity under this chapter.

**Seniority**

Longevity in employment together with any benefit of employment that accrues with, or is determined by, longevity in employment.

**Service in the Uniformed Services**

The performance of duty on a voluntary or involuntary basis in a uniformed service under competent authority. Includes active duty, active duty for training, initial active duty for training, inactive duty training, full-time National Guard duty, a period for which such person is absent from a position of employment for the purpose of an examination to determine the fitness of the person to perform any such duty, and a period for which a person is absent from a position of employment for the purpose of performing funeral honors duty.

**State**

Each of the several states of the United States, the District of Columbia, the Commonwealth of Puerto Rico, Guam, the Virgin Islands, and other territories of the United States (including the agencies and political subdivisions thereof).

**Undue Hardship**

In the case of actions taken by an employer, this means actions requiring significant difficulty or expense when considered in light of:

- the nature and cost of the action needed under this chapter;
- the overall financial resources of the facility or facilities involved in the provision of the action; the number of persons employed at such facility; the effect on expenses and resources, or the impact otherwise of such action upon the operation of the facility;
- the overall financial resources of the employer; the overall size of the business of an employer with respect to the number of its employees; the number, type, and location of its facilities; and
- the type of operation or operations of the employer, including the composition, structure, and functions of the workforce of such employer; the geographic separateness, administrative, or fiscal relationship of the facility or facilities in question to the employer.

**Uniformed Services**

The Armed Forces, the Army National Guard, and the Air National Guard when engaged in active duty for training, inactive duty training, or full-time National Guard duty, the commissioned corps of the Public Health Service, and any other category of persons designated by the president in time of war or national emergency.

SOURCE:

Military.com ([www.military.com/benefits/legal-matters/userra/terms-and-definitions](http://www.military.com/benefits/legal-matters/userra/terms-and-definitions))

## TYPES OF PREFERENCE IN FEDERAL HIRING

To receive preference, a veteran must have been discharged or released from active duty in the Armed Forces under honorable conditions (i.e., with an honorable or general discharge). As defined in 5 U.S.C. 2101(2), “Armed Forces” means the Army, Navy, Air Force, Marine Corps and Coast Guard. The veteran must also be eligible under one of the preference categories below (also shown on the Standard Form (SF) 50, *Notification of Personnel Action*).

Military retirees at the rank of major, lieutenant commander, or higher are not eligible for preference in appointment unless they are disabled. (This does not apply to reservists who will not begin drawing military retired pay until age 60.)

For nondisabled users, active duty for training by National Guard or Reserve soldiers does not qualify as “active duty” for preference.

For disabled veterans, active duty includes training service in the Reserves or National Guard, per the Merit Systems Protection Board decision in *Hesse v. Department of the Army*, 104 M.S.P.R.647 (2007).

“War” is defined as only those armed conflicts declared by Congress as war and includes World War II, which covers the period from December 7, 1941, to April 28, 1952.

When applying for federal jobs, eligible veterans should claim preference on their application or resume. Applicants claiming 10-point preference must complete Standard Form (SF) 15, *Application for 10-Point Veteran Preference*, and submit the requested documentation.

The following preference categories and points are based on 5 U.S.C. 2108 and 3309 as modified by a length of service requirement in 38 U.S.C. 5303A(d). (The letters following each category, e.g., “TP,” are shorthand references used by OPM in competitive examinations.)

## 5-Point Preference (TP)

Five points are added to the passing examination score or rating of a veteran who served:

- During a war; or
- During the period April 28, 1952 through July 1, 1955; or
- For more than 180 consecutive days, other than for training, any part of which occurred after January 31, 1955, and before October 15, 1976; or
- During the Gulf War from August 2, 1990, through January 2, 1992; or
- For more than 180 consecutive days, other than for training, any part of which occurred during the period beginning September 11, 2001, and ending on the date prescribed by presidential proclamation or by law as the last day of Operation Iraqi Freedom; or
- In a campaign or expedition for which a campaign medal has been authorized. Any Armed Forces Expeditionary medal or campaign badge, including El Salvador, Lebanon, Grenada, Panama, Southwest Asia, Somalia, and Haiti, qualifies for preference.

A campaign medal holder or Gulf War veteran who originally enlisted after September 7, 1980, (or began active duty on or after October 14, 1982, and has not previously completed 24 months of continuous active duty) must have served continuously for 24 months or the full period called or ordered to active duty. The 24-month service requirement does not apply to 10-point preference eligibles separated for disability incurred or aggravated in the line of duty, or to veterans separated for hardship or other reasons under 10 U.S.C. 1171 or 1173.



## Gulf War Preference

The Defense Authorization Act of Fiscal Year 1998 (Public Law 105-85) of November 18, 1997, contains a provision (Section 1102 of Title XI) which accords veterans' preference to *everyone* who served on active duty during the period beginning August 2, 1990, and ending January 2, 1992, provided, of course, the veteran is otherwise eligible.

This means that anyone who served on active duty during the Gulf War, regardless of where or for how long, is entitled to preference if otherwise eligible (i.e., have been separated under honorable conditions and served continuously for a minimum of 24 months or the full period for which called or ordered to active duty). This applies not only to candidates seeking employment, but to federal employees who may be affected by reduction in force, as well.

SOURCE:

U.S. Office of Personnel Management ([www.opm.gov/veterans/html/vetguide.asp](http://www.opm.gov/veterans/html/vetguide.asp))

# FEDERAL HIRING AND THE VETERANS EMPLOYMENT OPPORTUNITIES ACT OF 1998

The Veterans Employment Opportunities Act of 1998, as amended by Section 511 of the Veterans Millennium Healthcare Act (Pub. Law 106-117) of November 30, 1999, provides that agencies must allow eligible veterans to apply for positions announced under merit promotion procedures when the agency is recruiting from outside its own workforce. (“Agency,” in this context, means the parent agency, for example, the Treasury, not the Internal Revenue Service, the Department of Defense, nor Department of the Army.) A VEOA eligible who competes under merit promotion procedures and is selected will be given a career or career conditional appointment. Veterans’ preference is not a factor in these appointments.

## Eligibility Requirements

To be eligible for a VEOA appointment, a veteran must be a preference eligible or veteran separated after three or more years of continuous active service performed under honorable conditions. Veterans who were released shortly before completing a three-year tour are considered to be eligible.

(“Active service” defined in Title 37, United States Code, means active duty in the uniformed services and includes full-time training duty, annual training duty, full-time National Guard duty, and attendance, while in the active service, at a school designated as a service school by law or by the secretary concerned.)

## **Terms and Conditions of Employment**

Veterans who were appointed before the 1999 amendments to the VEOA were given Schedule B appointments in the excepted service. Those veterans who actually competed under merit promotion procedures will be converted to career conditional appointments retroactive to the date of their original VEOA appointments. Those who did not compete and were appointed noncompetitively will remain under Schedule B until they do compete. While under Schedule B, these employees may be promoted, demoted, or reassigned at their agency’s discretion and may compete for jobs (whether in their own or other agencies) under the terms and conditions of the VEOA authority (i.e., they may apply when the agency has issued a merit promotion announcement open to candidates outside the agency). If selected, they, too, will be given career conditional appointments.

All employees appointed under the VEOA are subject to a probationary period and to the requirements of their agency’s merit promotion plan.

Agencies should use ZBA-Public Law 106-117, Section 511 as the legal authority for any new appointments under the VEOA. This new authority code is effective December 1, 1999 and may be used with nature of action codes 100, 101, 500, and 501.

## **Appeal Rights**

Employees who are appointed in the competitive service have the appeal rights of competitive service employees. Those under Schedule B have the appeal rights of excepted service employees.

## **A Word About VEOA**

The VEOA gives preference eligibles or veterans access and opportunity to apply for positions for which the agency is accepting applications beyond its own workforce under merit promotion procedures. Access and opportunity are not an entitlement to the position and it is not a guarantee for selection.

VEOA eligibles are rated and ranked with other merit promotion candidates under the same assessment criteria such as a crediting plan, but veterans' preference is not applied. The appointing official may select any candidate from those who are among the best qualified. If selected, the VEOA eligible is given a career or career-conditional appointment, as appropriate.

**SOURCE:**

U.S. Office of Personnel Management ([www.opm.gov/veterans/html/vetguide.asp](http://www.opm.gov/veterans/html/vetguide.asp))

## FEDERAL HIRING AND VETERANS RECRUITMENT APPOINTMENT (VRA) AUTHORITY

The VRA is a special authority by which agencies can, if they wish, appoint eligible veterans without competition to positions at any grade level through General Schedule (GS)-11 or equivalent. (The promotion potential of the position is not a factor.) VRA appointees are hired under excepted appointments to positions that are otherwise in the competitive service. There is no limitation to the number of VRA appointments an individual may receive, provided the individual is otherwise eligible.

If the agency has more than one VRA candidate for the same job and one (or more) is a preference eligible, the agency must apply the veterans' preference procedures prescribed in 5 CFR Part 302 in making VRA appointments. A veteran who is eligible for a VRA appointment is not automatically eligible for Veterans' preference.

After two years of satisfactory service, the agency must convert the veteran to career or career-conditional appointment, as appropriate.

## Eligibility Criteria

The Jobs for Veterans Act, Public Law 107-288, amended Title 38 U.S.C. 4214 by making a major change in the eligibility criteria for obtaining a Veterans Recruitment Appointment. Those who are eligible:

- Disabled veterans; or
- Veterans who served on active duty in the Armed Forces during a war, or in a campaign or expedition for which a campaign badge has been authorized; or
- Veterans who, while serving on active duty in the Armed Forces, participated in a United States military operation for which an Armed Forces Service Medal was awarded; or
- Recently separated veterans.
- Veterans claiming eligibility on the basis of service in a campaign or expedition for which a medal was awarded must be in receipt of the campaign badge or medal.

In addition to meeting the criteria above, eligible veterans must have been separated under honorable conditions (i.e., the individual must have received either an honorable or general discharge).

Note: Under the eligibility criteria, not all 5-point preference eligible veterans may be eligible for a VRA appointment. For example, a veteran who served during the Vietnam era (i.e., for more than 180 consecutive days, after January 31, 1955, and before October 15, 1976) but did not receive a service-connected disability or an Armed Forces Service Medal or campaign or expeditionary medal would be entitled to 5-point veterans' preference. This veteran, however, would not be eligible for a VRA appointment under the aforementioned criteria.

As another example, a veteran who served during the Gulf War from August 2, 1990, through January 2, 1992 would be eligible for veterans' preference solely on the basis of that service. However, service during that time period, in and of itself, does not confer VRA eligibility on the veteran unless one of the aforementioned VRA eligibility criteria is met.

Lastly, if an agency has two or more VRA candidates and one or more is a preference eligible, the agency must apply veterans' preference. For example,

one applicant is VRA eligible on the basis of receiving an Armed Forces Service Medal (this medal does not confer veterans' preference eligibility). The second applicant is VRA eligible on the basis of being a disabled veteran (which does confer veterans' preference eligibility). In this example, both individuals are VRA eligible but only one of them is eligible for veterans' preference. As a result, agencies must apply the procedures of 5 CFR 302 when considering VRA candidates for appointment.

## **Making Appointments**

Ordinarily, an agency may simply appoint any VRA eligible who meets the basic qualifications requirements for the position to be filled without having to announce the job or rate and rank applicants. However, as noted, veterans' preference applies in making appointments under the VRA authority. This means that if an agency has two or more VRA candidates and one or more is a preference eligible, the agency must apply veterans' preference. Furthermore, an agency must consider all VRA candidates on file who are qualified for the position and could reasonably expect to be considered for the opportunity; it cannot place VRA candidates in separate groups or consider them as separate sources in order to avoid applying preference or to reach a favored candidate.

## **Terms and Conditions of Employment**

A VRA appointee may be promoted, demoted, reassigned, or transferred in the same way as a career employee. As with other competitive service employees, the time in grade requirement applies to the promotion of VRAs. If a VRA-eligible employee is qualified for a higher grade, an agency may, at its discretion, give the employee a new VRA appointment at a higher grade up through GS-11 (or equivalent) without regard to time-in-grade.

Agencies must establish a training or education program for any VRA appointee who has less than 15 years of education. This program should meet the needs of both the agency and the employee.

## Appeal Rights

During their first year of employment, VRA appointees have the same limited appeal rights as competitive service probationers, but otherwise they have the appeal rights of excepted service employees. This means that VRA employees who are preference eligibles have adverse action protections after one year. VRAs who are not preference eligibles do not get this protection until they have completed two years of current continuous employment in the same or similar position.

## Non-Permanent Appointment Based on VRA Eligibility

Agencies may make a noncompetitive temporary or term appointment based on an individual's eligibility for VRA appointment. The temporary or term appointment must be at the grades authorized for VRA appointment but is not a VRA appointment itself and does not lead to conversion to career-conditional appointment.

## Thirty Percent or More Disabled Veterans

An agency may give a noncompetitive temporary appointment of more than 60 days or a term appointment to any veteran retired from active military service with a disability rating of 30% or more; or rated by the Department of Veterans Affairs since 1991 or later to include disability determinations from a branch of the Armed Forces at any time, as having a compensable service-connected disability of 30% or more.

There is no grade-level limitation for this authority, but the appointee must meet all qualification requirements, including any written test requirement.

The agency may convert the employee, without a break in service, to a career or career-conditional appointment at any time during the employee's temporary or term appointment.

### SOURCE:

US Office of Personnel Management  
([www.opm.gov/veterans/dvaap/2007/DVAAP-FY2007.pdf](http://www.opm.gov/veterans/dvaap/2007/DVAAP-FY2007.pdf))



# VETERANS WITH SERVICE-CONNECTED DISABILITIES IN THE WORKPLACE AND THE AMERICANS WITH DISABILITIES ACT (ADA)

According to government statistics, between October 2001 and February 2008, more than 30,000 veterans serving in Iraq, Afghanistan, and surrounding duty stations have been wounded in action. (Visit [www.eeoc.gov/facts/veterans-disabilities-employers.html](http://www.eeoc.gov/facts/veterans-disabilities-employers.html) for more information.) Many of them have lost a hand or limb or have been severely burned or blinded. Others have been diagnosed with hearing loss, post-traumatic stress disorder (PTSD), traumatic brain injuries (TBIs), and other service-connected disabilities. Despite their injuries, many veterans who leave active duty are able to work.

This guide answers questions that veterans with service-connected disabilities may have about the protections they are entitled to when they seek to return to their former jobs or look to find their first, or new, civilian jobs. It also explains changes or adjustments that veterans may need, because of their injuries, to apply for, or perform a job, or to enjoy equal access to the workplace. Finally, this guide includes resources on where veterans can find more information about the employment rights of individuals with disabilities.

## **1. Are there any laws that protect veterans with service-connected disabilities?**

Yes. At least two federal laws provide important protections for veterans with disabilities. The Uniformed Services Employment and Reemployment Rights Act has requirements for reemploying veterans with and without service-connected disabilities. The U.S. Department of Labor enforces USERRA. In addition, Title I of the Americans with Disabilities Act (ADA) prohibits private and state and local government employers with 15 or more employees from discriminating against individuals on the basis of disability. Title I of the ADA also generally requires covered employers to make reasonable accommodations in the workplace or in the way things are usually done to provide individuals with disabilities equal employment opportunities. The U.S. Equal Employment Opportunity Commission (EEOC) enforces Title I of the ADA. Finally, Section 501 of the Rehabilitation Act applies the same standards of non-discrimination and reasonable accommodation as the ADA to Federal Executive Branch agencies and the United States Postal Service.

## **2. How does USERRA differ from the ADA?**

USERRA prohibits employers from discriminating against employees or applicants for employment on the basis of their military status or military obligations. It also protects the reemployment rights of those who leave their civilian jobs (whether voluntarily or involuntarily) to serve in the uniformed services, including the U.S. Reserve forces and state, District of Columbia, and territory (e.g., Guam) National Guards.

Both USERRA and the ADA include reasonable accommodation obligations; however, USERRA requires employers to go further than the ADA by making reasonable efforts to assist a veteran who is returning to employment in becoming qualified for a job. The employer must help the veteran become qualified to perform the duties of the position whether or not the veteran has a service-connected disability requiring reasonable accommodation. This could include providing training or retraining for the position. (See 38 U.S. Code § 4313; 20 C.F.R. §§ 1002.198, 1002.225 -.226.) Additionally, reasonable accommodations may be available under USERRA for individuals whose service-connected disabilities may not necessarily meet the ADA's definition of *disability*. USERRA also applies to all employers, regardless of size. Information on the reemployment rights

of uniformed service personnel can be found on the Department of Labor's website at [www.dol.gov/vets](http://www.dol.gov/vets).

Title I of the ADA prohibits employers from discriminating against qualified individuals with disabilities with respect to hiring, promotion, termination, and other terms, conditions, and privileges of employment. The ADA also prohibits disability-based harassment and provides that, absent undue hardship (significant difficulty or expense to the employer), applicants and employees with disabilities are entitled to reasonable accommodation to apply for jobs, to perform their jobs, and to enjoy equal benefits and privileges of employment (e.g., access to the parts of an employer's facility available to all employees and access to employer-sponsored training and social events). Under the ADA, an individual may ask for a reasonable accommodation at any time during the application process or during employment. It is best to request a reasonable accommodation as soon as possible after recognizing that one is needed. Additionally, an employer may have to provide someone who has been given one type of reasonable accommodation with a different or additional one (e.g., if the nature of the disability or the job changes, or if another type of accommodation becomes available). Documents explaining Title I of the ADA can be found on EEOC's website at [www.eeoc.gov](http://www.eeoc.gov).

### **3. I was severely injured during active duty but don't think of myself as "disabled." How do I know if I am protected by the ADA?**

You are protected if you meet the ADA's definition of disability. The ADA defines an "individual with a disability" as a person who (1) has a physical or mental impairment that substantially limits one or more major life activities (e.g., hearing, seeing, speaking, sitting, standing, walking, concentrating, or performing manual tasks); (2) has a record of such an impairment (i.e. was substantially limited in the past, such as prior to undergoing rehabilitation); or (3) is regarded, or treated by an employer, as having a substantially limiting impairment, even if no substantial limitation exists.

The ADA covers more than just individuals who were born with disabilities. It also covers individuals who use wheelchairs, were blinded, or became deaf because of an accident or injury and individuals who are diagnosed with medical conditions such as traumatic brain injury, major depression, and PTSD at any point in their lives.

The ADA does not require that someone be completely unable to work or perform other major life activities. In fact, the law recognizes that many people with physical or mental impairments are capable of working and protects them from discrimination that results from employer misperceptions or from the failure to make what are often simple workplace modifications.

**4. I have been found to have a service-connected disability for purposes of receiving benefits related to my military service. Does this mean I am covered by the ADA?**

It depends. The definition of *disability* under the ADA may differ from the definition used in other laws. For example, you may be considered a *disabled veteran* if you served on active duty in the armed forces, were honorably discharged, and have a service-connected disability, or are receiving compensation, disability retirement benefits, or pension because of a public statute administered by the Department of Veterans Affairs or a military department. (See 5 U.S.C.A. § 2108.) It is possible that you may be a *disabled veteran*, but not covered under the ADA. For example, if you receive benefits based on a 10 % disability rating for service-connected tinnitus (which causes ringing in the ear), but are not substantially limited in hearing or some other major life activity, do not have a record of a substantial limitation, and are not treated by an employer as if you are substantially limited, then you do not have a disability under the ADA. However, it is certainly possible that you will meet both the definition of “disabled veteran” and the ADA’s definition of *individual with a disability*. For example, if you have a complete loss of vision due to a combat-related injury, you are a *disabled veteran* entitled to military benefits and also an individual with a disability under the ADA.

**5. Is an employer required to hire me over other applicants because I have a service-connected disability?**

In most cases, it is not required. The ADA prohibits discrimination “against a qualified individual with a disability because of the disability of such individual.” This means that if you are qualified for a job, an employer cannot refuse to hire you because you have a disability or because you may need a reasonable accommodation to perform the job. You are considered qualified under the ADA if you are able to meet the employer’s requirements for the job, such as education, training, employment experience, skills, or licenses and are able to perform the job’s essential or fundamental duties

with or without reasonable accommodation. Even if you are qualified for a job, however, an employer may choose another applicant without a disability because that individual is better qualified.

Though it is not *required* to do so, an employer may *decide* to give a veteran with a service-connected disability a preference in hiring. In fact, federal agencies may use specific rules and regulations, called *special hiring authorities*, to hire individuals with disabilities outside the normal competitive hiring process, and sometimes may even be required to give preferential treatment to veterans, including disabled veterans, in making hiring, promotion, or other employment decisions. See the U.S. Office of Personnel Management's question-and-answer guide, *Excepted Service: Appointment of Persons with Disabilities and Career and Career-Conditional Appointments* at [www.opm.gov/disability/appointment\\_disabilities.asp](http://www.opm.gov/disability/appointment_disabilities.asp) and Vet Guide at [www.opm.gov/veterans/html/vetguide.asp](http://www.opm.gov/veterans/html/vetguide.asp). See also OPM's Disabled Veterans Affirmative Action Program at [www.opm.gov/veterans/dvaap.asp](http://www.opm.gov/veterans/dvaap.asp).

**6. During a job interview, may an employer ask about my missing arm, why I am in a wheelchair, or how I sustained any other injury I may have?**

No. Even if your disability is obvious, an employer cannot ask questions about when, where, or how you were injured. However, where it seems likely that you will need a reasonable accommodation to do the job, an employer may ask you if an accommodation is needed and, if so, what type. In addition, an employer may ask you to describe or demonstrate how you would perform the job with or without an accommodation. For example, if the job requires that you lift objects weighing up to 50 pounds, the employer can ask whether you will need assistance or ask you to demonstrate how you will perform this task. Similarly, if you voluntarily reveal that you have an injury or illness and an employer reasonably believes that you will need an accommodation, he or she may ask what accommodation you need to do the job.

**7. Do I have to disclose an injury or illness that is not obvious during an interview or indicate on a job application that I have a disability?**

No. The ADA does not require you to disclose that you have any medical conditions on a job application or during an interview, unless you will need a reasonable accommodation to participate in the application process, such as more time to take a test or permission to provide oral instead of written responses. Some veterans with service-connected disabilities, however, may

choose to disclose that they have medical conditions, such as PTSD or a TBI, because of symptoms they experience or because they will need a reasonable accommodation at work. Once an employer makes a job offer, he or she may ask you questions about your medical conditions, and perhaps even require you to take a medical examination, as long as it requires everyone else in the same job to answer the same questions and/or take the same medical examination before starting work.

**8. Some applications ask me to indicate whether I am a disabled veteran. Is this legal?**

Yes, if the information is being requested for affirmative action purposes. See EEOC's *Enforcement Guidance: Pre-employment Disability-Related Questions and Medical Examinations Under the Americans with Disabilities Act of 1990* (1995) at [www.eeoc.gov/policy/docs/preemp.html](http://www.eeoc.gov/policy/docs/preemp.html). An employer may ask applicants to voluntarily self-identify as individuals with disabilities or disabled veterans when the employer is: (1) undertaking affirmative action because of a federal, state, or local law (including a veterans' preference law) that requires affirmative action for individuals with disabilities; or (2) voluntarily using the information to benefit individuals with disabilities, including veterans with service-connected disabilities.

If an employer invites you to voluntarily self-identify as a disabled veteran, he or she must clearly inform you in writing (or orally, if no written questionnaire is used) that: (1) the information is being requested as part of the employer's affirmative action program; (2) providing the information is voluntary; (3) failure to provide it will not subject you to any adverse treatment; and (4) the information will be kept confidential and only used in a way that complies with the ADA.

**9. What types of reasonable accommodations may I request for the application process or on the job?**

The following are examples of types of accommodations that may be needed for the application process or while on the job:

- written materials in accessible formats, such as large print, Braille, or on computer disk
- extra time to complete a test for a person who has difficulty concentrating or has a learning disability or traumatic brain injury

- recruitment fairs, interviews, tests, and training held in accessible locations
- modified equipment or devices (e.g., assistive technology that would allow a blind person to use a computer or someone who is deaf or hard of hearing to use a telephone; a glare guard for a computer monitor used by a person with a TBI; a one-handed keyboard for a person missing an arm or hand)
- physical modifications to the workplace (e.g., reconfiguring a workspace, including adjusting the height of a desk or shelves for a person in a wheelchair)
- permission to work from home
- leave for treatment, recuperation, or training related to the disability
- modified or part-time work schedules
- a job coach who could assist an employee who initially has some difficulty learning or remembering job tasks
- reassignment to a vacant position where a disability prevents performance of an employee's current position or where any reasonable accommodation in the current position would result in undue hardship (i.e., significant difficulty or expense)

### **10. How do I ask for a reasonable accommodation?**

You simply have to indicate orally or in writing that you need an adjustment or change in the application process or at work for a reason related to a medical condition. For example, if you have a vision loss and cannot read standard print, you would need to inform the employer that you need the application materials in some other format (e.g., large print or on computer disk) or read to you. You do not have to mention the ADA or use the term *reasonable accommodation*. Someone acting on your behalf, such as a family member, rehabilitation counselor, health professional, or other representative, can also make the request.

### **11. What happens after I request a reasonable accommodation?**

A *request for reasonable accommodation* is the first step in an informal interactive process between you and the employer.



The process will involve determining whether you have a disability as defined by the ADA (where this is not obvious or already known) and identifying accommodation solutions. An employer may also ask if you know what accommodation you need that will help you apply for or do the job. There are extensive public and private resources to help identify reasonable accommodations for applicants and employees with particular disabilities. For example, the website for the Job Accommodation Network (JAN) provides a practical guide for individuals with disabilities on requesting and discussing reasonable accommodations and on finding the right job. Visit JAN's website at [www.jan.wvu.edu/portals/individuals.htm](http://www.jan.wvu.edu/portals/individuals.htm).

**12. I am not sure whether I will need a reasonable accommodation. If I don't ask for one before I start working, can I still ask for one later?**

Yes. You can request an accommodation at any time during the application process or when you start working even if you did not ask for one when applying for a job or after receiving a job offer. Generally, you should request an accommodation when you know that there is a workplace barrier that is preventing you from competing for or performing a job or having equal access to the benefits of employment. As a practical matter, it is better to request a reasonable accommodation before your job performance suffers.

**13. Where can I find more information on USERRA and the ADA?**

This guide includes resources on where to find information on your employment rights under both laws and provides a list of public and private organizations that can assist veterans with service-connected disabilities who are seeking employment. It also includes resources on reasonable accommodation.

**SOURCE:**

The U.S. Equal Employment Opportunity Commission  
([www.eeoc.gov/facts/veterans-disabilities.html](http://www.eeoc.gov/facts/veterans-disabilities.html))



## What Other Vets Are Saying...

I retired from the Army with no clue as to what I was going to do. I already knew where I was going to retire, so finding a place to live was my first concern.

Once we got settled into our new home, I started my job search. I decided to invest in a professional resume writing service, which for me was a good idea. After searching the old-fashioned way, I finally decided to start putting my resume online. During this period of adjustment, I went through some mild depression and really missed the military way of life.

I was so used to doing things a certain way for 22 years. Then, I got a call from one of the companies that advertised a job online. They put me through three interviews before I was hired.

I was pretty nervous during the first interview, but then I realized it was not different than the senior officers I'd dealt with while in the military. In the end, I was hired into a much higher position than the one I had originally found online.

The early weeks of the transition was difficult, but I just had to get used to the change. Today, I have a great job that uses the skills I spent 22 years cultivating in the service.

David Kemp  
Retired Army

## CHAPTER EIGHT

# ONLINE AND IN-PRINT RESOURCES FOR VETERANS

A generation ago, job-hunting consisted of cruising the classified ads in the newspaper, visiting unemployment offices, and making cold calls or visits to potential employers. But today's veterans in the civilian job market, especially younger ones, are finding help online.

The number of online resources connecting veterans to jobs has mushroomed in the past few years. Veterans looking for jobs or who need help getting ready for a job search can get help at their fingertips. The federal government hosts many sites, while employment agencies, nonprofit organizations, and even veterans themselves host others.

Through the Internet, departing and former servicemembers can find help with resume building, interviewing tips, military-friendly companies, upcoming career fairs, and understanding more about employment-related rights as a veteran. The list is endless as more sites are being added every day.

The listings in this chapter are provided as resources for your information purposes only. It is not an indication of endorsement; therefore, when surfing these resources, as with all online activities, be careful in accessing the services offered. Check out sites carefully. Find out who sponsors the site. Stick with known and reputable companies or organizations.

You may want to begin your search with the Department of Veterans Affairs website at [www.va.gov](http://www.va.gov). In addition to post-military employment help

and links, the VA site provides a wealth of information about all aspects of life following your military service. Another government site that is helpful to veterans is FirstGov at [www.firstgov.gov](http://www.firstgov.gov). This site is the official web portal of the United States government, and its veteran's page includes links to many useful sites.

Another site worth investigating is the Veterans Resource Network Association at [www.vrna.org](http://www.vrna.org). This site's stated goal is to educate veterans about the benefits and programs they are entitled to, provide a network through which veterans can support one another, and generally enhance the lives of those who have risked their lives for their country. The site offers useful links and discount programs for veterans.

Finally, you may want to take a look at the National Coalition for Homeless Veterans website at [www.nchv.org](http://www.nchv.org). Dedicated to eradicating veteran homelessness, the site shows how to get back on your feet if you are a veteran who is experiencing difficult times, and how to help veterans in need, whether you are a veteran yourself or simply a concerned citizen.

Each of these sites provides links to additional resources, as well as to the other sites listed in this chapter. You are not alone. A number of online resources are available to offer you support, assistance, and information.

## **General Information Sites for Veterans**

### **US Department of Veteran's Affairs**

**[www.va.gov](http://www.va.gov)**

The official website of the Veteran's Administration, which offers a wide range of benefits for the nation's veterans, servicemembers, and their families.

### **Military Spot**

**[www.militaryspot.com](http://www.militaryspot.com)**

A private military website offering an array of resources for military people: military news, daily photos and videos, and interactive features (forums, photo and video uploads, and a military social networking community) where users actively participate, contribute, and share.

### **Military.com**

**[www.military.com](http://www.military.com)**

Owned by Monster®, Military.com's free membership connects servicemembers, military families, and veterans to all the benefits of service—government benefits, scholarships, discounts, lifelong friends, mentors, great stories of military life or missions, and much more.

### **TurboTAP.org™**

**[www.transitionassistanceprogram.com](http://www.transitionassistanceprogram.com)**

A department of Defense-sponsored website of transition assistance resources for servicemembers (separates and retirees) about to depart from military service, including online access to the DoD's *Pre-separation Guide* and the *Transition Guide* for Guard and Reserve servicemembers.

### **DoD TRANSPORTAL**

**[www.dodtransportal.dod.mil](http://www.dodtransportal.dod.mil)**

This site is designed specifically to assist servicemembers leaving active duty, including transition assistance, pre-separation and transition guides, an online booklet for transitioning members of the National Guard and Reserve, and a mini-course on conducting a successful job search campaign.

### **Civilian Personnel Management Service**

**[www.cpms.osd.mil](http://www.cpms.osd.mil)**

This is the official website for information about civilian personnel programs, systems, policies, and guidance at the Department of Defense.

### **Employer Support of the Guard and Reserve (ESGR)**

**<http://esgr.org>**

A DoD-sponsored site that helps to promote the work of ESGR, established to promote cooperation and understanding between Reserve component members and their civilian employers and to assist in the resolution of conflicts arising from an employee's military commitment.

### **Department of Defense**

**[www.defenselink.mil](http://www.defenselink.mil)**

The official website for the Department of Defense and the starting point for finding U.S. military information online.

### **Today's Military**

**[www.todaysmilitary.com](http://www.todaysmilitary.com)**

This DoD-sponsored site is intended to inform students, parents, and educators as they discuss the military as a career option, including reservist duty.

### **Department of Veterans Affairs**

**[www.vetsuccess.gov](http://www.vetsuccess.gov)**

The purpose of this Department of Veterans Affairs website is to present information about the services that the Vocational Rehabilitation and Employment (VR&E) program provides to veterans with service-connected disabilities. It also provides information about vocational counseling available to active duty servicemembers, and veterans who have recently separated from active duty.

### **Veterans Today**

**[www.veteranstoday.com](http://www.veteranstoday.com)**

A website for veterans.

### **GovBenefits**

**[www.govbenefits.gov](http://www.govbenefits.gov)**

GovBenefits is a partnership of federal agencies with a shared vision to provide improved, personalized access to government assistance programs.

### **Vet Friends**

**[www.vetfriends.com](http://www.vetfriends.com)**

A web portal for ex-military, featuring information on many aspects of military and veteran life.

### **Leatherneck**

**[www.leatherneck.com](http://www.leatherneck.com)**

An online community for information sharing and exchange for marine veterans.

## **Education Sites**

In addition to the following sites, conduct a keyword search on “veterans education” for more information about education opportunities and benefits.

### **American Council on Education**

**[www.acenet.edu](http://www.acenet.edu)**

ACE is the major coordinating body for all of the nation's higher education institutions, including providing oversight for granting academic credit for military training and service.

### **Creating Futures**

**[www.creatingfutures.us](http://www.creatingfutures.us)**

Sponsored by the Computing Technology Industry Association (CompTIA), Creating Futures strives to give transitioning veterans, individuals with disabilities, youths-at-risk, and dislocated workers the opportunity to achieve careers in the Internet technology field.

### **University World**

**[www.university-world.com](http://www.university-world.com)**

An education portal of links to all colleges, schools, and universities in the United States, Canada, and Europe offering either undergraduate or graduate programs.

### **Careers and Education**

**[www.careersandeducation.com](http://www.careersandeducation.com)**

CareersandEducation.com is an educational resource center where individuals can find information on college degrees, certificates, high school diplomas, and more.

### **GI Bill**

**[www.gibill.va.gov](http://www.gibill.va.gov)**

This government site offers information and resources related to veterans' education rights.

### **The Fund for Veterans' Education**

**[www.veteransfund.org](http://www.veteransfund.org)**

The Fund for Veterans' Education was established to provide scholarships to veterans from all branches of the U.S. Armed Forces who served in Afghanistan or Iraq since September 11, 2001 and who are now enrolled in college or vocational-technical school.

### **Financial Aid**

**[www.finaid.org](http://www.finaid.org)**

The site provides information on financial aid available to veteran's pursuing higher education.

## Employment-Related Services

### **Baseops**

**[www.baseops.net/transition](http://www.baseops.net/transition)**

A selection of articles and books to help guide former military personnel in transitioning to civilian job searching.

### **O\*NET**

**<http://online.onetcenter.org/crosswalk>**

Maintained on behalf of the Department of Labor's Employment and Training Administration, site-users can enter a code or title from the CIP, MOC, RAPIDS, DOT, or SOC to find matching O\*NET-SOC occupations, as well as job descriptions for hot career markets.

### **HireVetsFirst**

**[www.hirevetsfirst.gov](http://www.hirevetsfirst.gov)**

This site is a government-sponsored employment portal designed for use by veterans and the companies seeking to hire them.

### **Army Career and Alumni Program**

**[www.acap.army.mil](http://www.acap.army.mil)**

This site was created as part of the Army Career and Alumni Program to help veterans.

### **Ideal Military Hire**

**[www.idealhire.com](http://www.idealhire.com)**

Ideal Military Hire works with existing veterans, transitioning servicepersons, and their families in finding civilian jobs. It also includes access to a free military skills translator for turning military job titles into civilian job language.

### **Career Opportunities**

**[www.career-opportunities.net](http://www.career-opportunities.net)**

Provides information on schools and careers.

### **U.S. Office of Personnel Management**

**[www.opm.gov/veterans](http://www.opm.gov/veterans)**

This government site features the VetsInfo Guide, offers a brief explanation on how the federal employment system works, and how veterans' preference and the special appointing authorities operate within that system.

### **10 Minute Resume**

**[www.10minuteresume.com](http://www.10minuteresume.com)**

This site offers free access to intelligent expert-software that helps resume writers frame their qualifications in the best possible way by using a series of steps. It guides users with tips and phrases to make the most of their credentials. As an additional service, 10 Minute Resume will post resumes to some of the best job sites on the Internet for free.

### **The Army Civilian Resume Builder and ANSWER**

**<https://cpolst.belvoir.army.mil/public/resumebuilder/builder/index.jsp>**

The Resume Builder is designed to assist users in entering their resume into the Army's centralized Resumix system. Users can enter their resume, as well as provide supplemental data, to indicate their qualifications and preferences. Once a resume is entered using this system, the record is integrated with the other staffing tools used by the Army to recruit and place applicants.

### **Resume Templates**

**[www.resume-templates.com](http://www.resume-templates.com)**

The website has downloadable products with over 250 sample resumes and a resource section with tips for resume writing.

### **ResumeDeliver**

**[www.resumedeliver.com](http://www.resumedeliver.com)**

Offers free, targeted resume delivery for job seekers. Users can select up to five regions and five industries to blast their resumes to thousands of interested recruiters.

### **Professional-Resume**

**[www.professional-resume.org](http://www.professional-resume.org)**

A low cost resume and cover letter development service, that also offers free resume samples.

## **Employment Sites**

### **AviaNation**

**[www.avianation.com](http://www.avianation.com)**

Features aviation jobs and employment opportunities worldwide.



### **Veterans Resource Network Association**

**[www.vrna.org](http://www.vrna.org)**

This site's stated goal is to educate veterans about the benefits and programs they are entitled to and provide a network through which veterans can support one another.

### **Career Command Post**

**[www.careercommandpost.com](http://www.careercommandpost.com)**

This site specializes in bringing transitioning active duty military personnel and armed forces veterans together with civilian employers that are hiring for executive, managerial, professional, technical, skilled and semi-skilled positions.

### **Federal Jobs Net**

**<http://federaljobs.net>**

This career center was created to help federal government job hunters find, apply for, and land government jobs. It was expanded to assist federal employees seeking upward mobility, career progression, and retirement planning assistance. FederalJobsNet also includes comprehensive information on postal employment, overseas jobs, law enforcement opportunities, veteran's benefits, handicapped employment options, and special emphasis hiring programs.

### **Post Office Jobs**

**<http://postofficejobs.info>**

This site assists with your job search and it provides valuable post office employment information that can help you land a high-paying and secure job. You will find a vast array information including a description of the postal exam and study guide, test dates in your area, job opportunities, qualification requirements, civil service application assistance, and employee benefits and salaries.

### **Healthcare Jobs**

**<http://healthcarejobs.org>**

Healthcare Jobs helps locate and explore all medical, hospital, and nursing jobs. Users can also find jobs with the Veterans Administration.

### **Quintessential Careers**

**[www.quintcareers.com](http://www.quintcareers.com)**

Site contains more than 3,500 pages of free college, career, and job search content.

### **Corporate Gray**

**[www.corporategrayonline.com](http://www.corporategrayonline.com)**

A site for former military personnel to post resumes and search for jobs. It also includes articles and resources of interest for veterans.

### **Landmark Destiny Group**

**[www.destinygrp.com](http://www.destinygrp.com)**

Site features a variety of resources for former military personnel, including job-hunting tips, resume writing, and job postings.

### **Military Candidates**

**[www.militarycandidates.com](http://www.militarycandidates.com)**

A site where active duty military personnel transitioning to the civilian workforce can search job listings by industry and submit resumes. Free to job seekers. Military candidates also includes basic job-search resources.

### **Recruit Military**

**[www.recruitmilitary.com](http://www.recruitmilitary.com)**

A free service, Recruit Military matches military veterans and their spouses with military-friendly employers around the world. The website is targeted to military veterans, including enlisted transitioning military personnel, as well as senior officers and junior military officers.

### **Military Hire**

**[www.militaryhire.com](http://www.militaryhire.com)**

Operated by veterans for veterans, Military Hire is about helping service veterans (active duty, reserve, and national guard) and their immediate family members transition to civilian employment. Job seekers can conduct a detailed job search, post resumes, and take advantage of career resources. Free to job seekers.

### **Military Job Zone**

**[www.militaryjobzone.com](http://www.militaryjobzone.com)**

The site provides veteran users with the transition assistance needed to start a civilian career. The service is open to all veterans seeking employment: enlisted technicians, enlisted leaders, junior military officers, retired military, and ex-military personnel. Military Job Zone also contains information about military veteran jobs, military job placement, and general military to civilian career transition assistance.

### **Power Careers**

**[www.power-careers.com](http://www.power-careers.com)**

A veteran-owned service providing free transition assistance to active duty military members, as well as industry experienced ex-military leaders and technicians seeking to launch their careers in a new direction within the power generation and industrial manufacturing industries.

### **Military Spot**

**[www.militaryspot.com](http://www.militaryspot.com)**

A private military web portal offering an array of resources for military people: military news, daily photos and videos, interactive features (forums, photo and video uploads, and a military social networking community) where users actively participate, contribute, and share.

### **Military Job Hunts**

**[www.militaryjobhunts.com](http://www.militaryjobhunts.com)**

Website for ex-military and veterans with technical, supervisory, and middle- management experience. Consists of targeted websites with quality job-listing sources and inexpensive career transition counseling and services for troublesome job hunts.

### **Nurse Universe**

**[www.nurseuniverse.com](http://www.nurseuniverse.com)**

Job postings by state, as well as an array of information regarding a career in nursing.

### **Placement USA**

**[www.placementusa.com](http://www.placementusa.com)**

An online career resource for job seekers, employers, and recruiters.

### **Employment for Physicians**

**[www.employmentforphysicians.com](http://www.employmentforphysicians.com)**

A complete resource of physician employment (seekers and recruiters), physician jobs, and different varieties of medical, cardiology, and medicine jobs.

### **Biohealthmatics**

**[www.biohealthmatics.com](http://www.biohealthmatics.com)**

A career networking site for biotechnology and healthcare IT careers.

### **Seltek Consultants**

**[www.seltekconsultants.co.uk](http://www.seltekconsultants.co.uk)**

U.K. science sales recruitment specialists for the recruitment of scientific sales people at all levels from graduate to sales director. Areas of concentration are life sciences, biotechnology, molecular biology, chemistry, diagnostics, immunology, and instrumentation.

### **Transition Assistance Online**

**[www.taonline.com](http://www.taonline.com)**

In this transition assistance website, both prior and current servicemembers can find resources needed to transition from their military service to a desired civilian career. The site is open to employers and advertisers seeking ex-military and military candidates and to veterans who wish to search job ads, post resumes, and explore business and educational opportunities.

### **Vet Jobs**

**[www.vetjobs.com](http://www.vetjobs.com)**

Owned and operated by veterans for veterans, Vet Jobs matches veteran-friendly employers with veterans seeking jobs in the civilian sector.

### **GI Jobs Online**

**[www.gijobs.net](http://www.gijobs.net)**

A civilian career guide for ex-military job seekers. Releases an annual list of the nation's Top 50 Most Military-Friendly Employers.

### **Hire a Hero**

**[www.hireahero.org](http://www.hireahero.org)**

Hire a Hero is a non-profit initiative founded by the Armed Forces Support Foundation. The site brings together military job seekers and military-friendly employers.

### **Military Spouse**

**[www.milspouse.com](http://www.milspouse.com)**

An online resource library for military spouse employment, education, and relocation information. It features links to employment-related information and other resources for military spouses and military families.

**REALifelines (U.S. Department of Labor)**

**[www.dol.gov/vets](http://www.dol.gov/vets)**

Provides valuable information and access to contact information for one-on-one employment assistance and online resources to assist wounded and injured transitioning servicemembers and veterans in their reintegration into the civilian workforce. Intended for use by wounded and injured transitioning servicemembers, the site offers extensive information and resources that can benefit all veterans.

**American Legion Federal Jobs**

**[www.vetjobs.us](http://www.vetjobs.us)**

This site is an employment portal sponsored by the American Legion, in partnership with Avue. Through this site, you will be able to search for federal jobs by geographic location, have exclusive access to Avue's career choice advisor, get useful information on special hiring authorities for veterans, learn how veterans' preference is used in the federal hiring process, get tips on marketing your military experience, and a host of other information designed to address the special information needs of our country's veterans. The free membership includes access to military skill translation software.

**Employer Assistance and Recruiting Network (EARN)**

**[www.earnworks.com](http://www.earnworks.com)**

EARN can connect you with employers in your area by linking you with local employment service providers in their network. Although EARN does not provide direct jobseeker placement, it works with its network to find you employment opportunities.

**TechExpoUSA**

**[www.techexpousa.com](http://www.techexpousa.com)**

This technology industry career center site and home of TECHEXPO Career Fairs seeks to bring qualified professionals together with the nation's leading employers from commercial and government sectors.

**Soar Consulting, Inc.**

**[www.soarcareers.com](http://www.soarcareers.com)**

SOAR Consulting specializes in military transition jobs, matching transitioning junior military officers, and enlisted leaders and technicians

with some of America's top companies interested in recruiting candidates with developmental potential.

### **Link Up**

**[www.linkup.com](http://www.linkup.com)**

An employment opportunity search engine that allows relevant searches using a variety of criteria, including geography, company, job description, keywords, and company size.

### **Career Voyages**

**[www.careervoyages.gov](http://www.careervoyages.gov)**

This website is a collaborative effort between the U.S. Department of Labor and the U.S. Department of Education. It is designed to provide information on high growth, in-demand occupations along with the skills and education needed to attain those jobs.

### **Career One Stop**

**[www.careeronestop.org](http://www.careeronestop.org)**

The site, sponsored by the U.S. Department of Labor, features tools to help job seekers, students, businesses, and career professionals.

### **America's Job Bank**

**[www.ajb.dni.us](http://www.ajb.dni.us)**

A free service of the U.S. Department of Labor and the Public Employment Agency (unemployment office). Approximately 95% of the jobs listed are in the private sector, while 5% are in government.

### **Bigwigs.net**

**[www.bigwigs.net](http://www.bigwigs.net)**

An executive employment resource for \$100,000-plus compensated candidates to confidentially post their resumes and search jobs. Companies and recruiters can search resumes and post employment opportunities.

### **Career Bank**

**[www.careerbank.com](http://www.careerbank.com)**

This national job bank site focuses on careers in accounting and finance. Career Bank is a national site that provides career resources, as well as job listings.

### **Career Builder**

**[www.careerbuilder.com](http://www.careerbuilder.com)**

Career Builder boasts over 900,000 available jobs and includes helpful utilities like salary and resume tools and valuable tips on how to conduct interviews.

### **My Career Guide**

**[www.mycareerguide.com](http://www.mycareerguide.com)**

A career information site to help users make the right career choice. My Career Guide includes a number of career-related resources.

### **Career Magazine**

**[www.careermag.com](http://www.careermag.com)**

This site offers job openings, employer profiles, news and articles, resume banks, career forums, job fairs, recruiter and consultant directories, relocation resources, and career links.

### **Career Manage**

**[www.careermanage.com](http://www.careermanage.com)**

Career Manage is an automated job search and career management service that promotes a design around the individual, rather than a traditional focus on the hiring company.

### **Career Net**

**[www.careers.org](http://www.careers.org)**

Career Net features over 11,000 links to jobs, employers, and education and career service professionals on the Internet. The site includes over 6,000 career resource references.

### **Computer Work**

**<http://computerwork.com>**

This site features computer jobs and technical employment opportunities (VIS computer programming professionals, including programmers, DBAs, analysts, etc.) in the United States and Canada.

### **Corporation for Public Broadcasting**

**[www.cpb.org](http://www.cpb.org)**

The Corporation for Public Broadcasting website features information and leads on public radio and television job announcements.

### **Developers**

#### **[www.developers.net](http://www.developers.net)**

A free employment service for software developers. The new searchable database has over 30,000 software development positions.

### **Dice Consultants Data Base**

#### **[www.dice.com](http://www.dice.com)**

A job search database for computer consultants and high tech professionals.

### **Elite Farmer**

#### **[www.elitefarmer.com](http://www.elitefarmer.com)**

Elite Farmer aims to disseminate information to people with small farms or rural property and career development resources to educate and prepare workforce-ready graduates.

### **For Farmers**

#### **[www.forfarmers.com](http://www.forfarmers.com)**

A career site for workers seeking positions involved in the field of agriculture, featuring agricultural-related positions from around the world.

### **Garments Only**

#### **[www.garmentsonly.com](http://www.garmentsonly.com)**

A jobs portal focused on fashion and garment/apparel industry positions and the employers and recruiters searching for professionals in the field.

### **Help Wanted**

#### **[www.helpwanted.com](http://www.helpwanted.com)**

A free job search website.

### **Hireability**

#### **[www.hireability.com](http://www.hireability.com)**

Connecting technology job seekers with employers and recruiters.

### **Hotel Travel Jobs**

#### **[www.hoteltraveljobs.com](http://www.hoteltraveljobs.com)**

Search for hotel, travel, restaurant, and other hospitality sector jobs from entry-level to management positions. The site is free for job seekers.



### **Mobile Marketing Job List**

**[www.mobilemarketingjoblist.com](http://www.mobilemarketingjoblist.com)**

A job search portal for promotional, mobile marketing, special events, and experiential marketing job seekers, employers, and recruiters.

### **Monster**

**[Monster.com](http://www.monster.com)**

Monster offers free resume posting services with access to thousands of jobs and career/employment resources.

### **Netshare**

**[www.netshare.com](http://www.netshare.com)**

This job posting service provides a means for staffing agencies, human resource professionals, and small business executives to take advantage of electronic recruiting.

### **iHire Publishing**

**[www.ihirepublishing.com](http://www.ihirepublishing.com)**

A fee-based site that offers leads to jobs in the publishing industry.

### **Programming Services**

**[www.programming-services.com](http://www.programming-services.com)**

Users can post resumes for free, delete postings when required, as well as receive e-mails when a job or resume is posted.

### **Resume Coaches**

**[www.resumecoaches.com](http://www.resumecoaches.com)**

Resume Coaches will help you get the right job. Their unique service goes beyond traditional resume preparation and includes phone consultations, interview speakers' notes, and other services such as coaching.

### **Resume Rabbit**

**[www.resumerabbit.com](http://www.resumerabbit.com)**

The service will instantly post your resume to *Monster.com*, *Job.com*, *Headhunter.net*, *Dice.com*, and other top jobs sites.

### **Resume Mailman**

**[www.resumemailman.com](http://www.resumemailman.com)**

E-mail your resume to thousands of recruiters instantly.

### **TechReq**

**[www.techreq.net](http://www.techreq.net)**

A technical staffing agency that offers temporary staffing and direct full-time placement of engineers, programmers, and IT professionals in California.

### **Tech Vibes**

**[www.techvibes.com/job](http://www.techvibes.com/job)**

Jobs listings in the field of technology that also includes a broader community of resources.

### **Television Jobs**

**[www.tvjobs.com](http://www.tvjobs.com)**

An Internet-based employment service dedicated to helping job seekers find employment in the highly competitive broadcast marketplace.

### **Travel Jobs**

**[www.traveljobz.net](http://www.traveljobz.net)**

An online job and resume posting board for employment in the U.S. travel and tourism industries.

### **The Riley Guide**

**[www.rileyguide.com](http://www.rileyguide.com)**

The Riley Guide introduces users to the online job search, listing useful online sites and services related to conducting a job search. The site does not post jobs or resumes, but instead points users to sites that do.

### **Jobs For Programmers**

**[www.prgjobs.com](http://www.prgjobs.com)**

Employment site for programmers. Search for jobs in C++, Visual Basic, Java, Oracle, WWW, Cobol, and Telecommute.

### **The Job Resource**

**[www.thejobresource.com](http://www.thejobresource.com)**

A free site to connect recent college graduates and students to relevant employment and internships.

### **Tech Job Bank**

**[www.techjobbank.com](http://www.techjobbank.com)**

The site focuses on listing job openings in the high-tech fields of computer/IT, electronics, and semiconductors.

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