

MILITARY (JARGON) to CIVILIAN Translations

For Veterans and transitioning military job seekers. As of: 20240114

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Military Term	Civilian Translations / Competency Explanations / Bullet Examples. Competency demonstrated (if applicable) will be in " <i>BOLD ITALICS</i> "
AAR (After-Action Report)	<p>Performance Reviews; post event hot-wash; in depth analysis of training organizations' effectiveness and efficiency in their functional areas.</p> <p>Review.</p> <p>Evaluated performance based on applicable performance measures for state and federal missions.</p> <p>Provided constructive feedback and a corrective action plan that effectively corrected shortcomings, allowing the evaluated organizations to meet their strategic training goals and objectives.</p> <p><i>CHANGE MANAGEMENT; COMPLIANCE; DECISION SUPPORT; PERFORMANCE MEASUREMENT; PLANNING AND EVALUATING</i></p>
Accident Investigation	<p>Knowledge of guidelines, regulations, and procedures associated with an accident investigation including preservation of accident scene, root cause analysis, and evidence detection and handling.</p>
Action Officer (AO)	<p>Senior Consultant, Senior Operations Consultant, Analyst, Senior Analyst</p>
Active Duty (title 10/title 32, full time status; including AGR)	<p>Full time Department of Defense/Army/Navy/Air Force Employee. Full-time service. Playing a direct role in the operational work of the U.S. Department of Defense.</p>
Active Duty (deployment, activated, ADOS/GDOS/temp orders, etc.)	<p>Deployed in support of strategic national objectives supporting (<i>OPERATION</i>) in (<i>COUNTRY</i>).</p> <p>Service performed under the authority of the President of the United States.</p> <p>Limited term service of (#) months, supporting (<i>MISSION/TASK</i>).</p>
Active Duty (for training; e.g Reserve/National guard IDT/AT, school >6 months long, etc.)	<p>Training. Training period. Training to ensure mission readiness.</p>
Active Duty (State Active Duty/SAD)	<p>Activated to support the State of (<i>STATE</i>) emergency operations. Limited period of service in support of state Governor's emergency declaration.</p> <p>Service performed under the authority of the Governor of a state.</p>
Active Shooter Training	<p>Emergency response and shelter in place procedures.</p> <p><i>FIRST RESPONSE; STRESS TOLERANCE</i></p>

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Administration and Management	Knowledge of planning, coordination, and execution of business functions, resource allocation, and production.
Administrative NCO	Administrative officer; organizational administrator; personnel manager; program manager.
Advanced Individual Training (AIT)	Advanced skills course, advanced skills training (mention career field), military occupational specialty.
Advanced Leaders Course (ALC)	Intermediate leadership and management development course, leadership and management development course. CONTINUAL LEARNING; LEARNING
AFSC (Air Force Specialty Code)	See Military Occupation Specialty (MOS)
Agency	<p>An Executive or military department as specified by 5 U.S.C. 101, 102, and 5102, which has primary authority and responsibility for the administration of substantive national programs enacted by Congress; a comparable independent agency; or a large agency next below the Department of Defense with worldwide missions and field activities, multibillion dollar programs or resources to manage, and major mission(s) directly affecting the national security. The head of an agency is usually appointed by the President with the advice and consent of the Senate. For example, the Departments of Labor, Health and Human Services, Agriculture, Army, Navy, Air Force, the General Services Administration, the National Aeronautics and Space Administration, the Office of Personnel Management, and the Defense Logistics Agency are Agencies for purposes of this guide.</p> <p>Directly delegated or statutorily assigned programs that have an impact which is Governmentwide or economywide and that receive frequent, intensive, congressional and media scrutiny.</p>
Air Combat Command	<p>Aviation Organization; one of nine Major Commands (MAJCOMs) in the Department of the Air Force, reporting to Headquarters, United States Air Force (HAF) at the Pentagon. Primary provider of air combat forces for the Department of the Air Force.</p> <p>Operates 1,110 fighter, attack, reconnaissance, combat search and rescue, airborne command and control and electronic aircraft along with command, control, computing, communications and intelligence (C4I) systems, Department of the Air Force ground forces, and conducts global information operations, and controls Air Force Intelligence.</p>
Air Force Enlisted Performance Report (EPR)/Officer Performance Report (OPR)	<p>Performance appraisal, performance evaluation, review.</p> <p>DEVELOPING OTHERS; EMPLOYEE DEVELOPMENT; HUMAN CAPITAL MANAGEMENT; MANAGES HUMAN RESOURCES; ORGANIZATIONAL DEVELOPMENT;</p>

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	PERFORMANCE MANAGEMENT.
Airman/Airmen	See <i>Service Members</i>
Amphibious Bulk Liquid Transfer System	Hose
Amphibious Operation	See <i>Operation</i>
Applies Technology to Tasks	Selects and understands procedures, machines, or tools that will produce the desired results; identifies or solves problems in machines, computers, or other technologies as they are related to performing tasks.
Army Regulation/Department of the Army Pamphlet AR/DAPAM	Policy, organization policy, guidance, regulations, instructions, requirement, specifications.
Area of Concentration (AOC) – Commissioned Officers	Career field; career specialty; skill; job; duties. Position description.
ARIMS (Army Records Information Management System)	A web-based application used to manage unclassified and classified hardcopy and electronic records.
Arsenal	Resources; Collections; Stores
Assigned	Employed; worked at; attached to.
Assistance Visits	Teaching and or training opportunities.
ATRRS (Army Training Requirements and Resource System)	The "System of Record" for Department of the Army. A Training Management System that captures training attended by department personnel. An on-line, real-time information management system used to resource and manage training courses.
Attention to Detail	Is thorough when performing work and conscientious about attending to detail.
Awards and Badges: e.g. for valor, heroism, commendation, achievement, combat, volunteerism, good conduct, training, etc. (includes BSM, AAM, NAM, OSR, etc.)	<p>Willingness to go above and beyond the duties you are assigned (e.g. Soldier's/Navy/Airman's Medal).</p> <p>Peak performance and efficiency (e.g. NAM, AAM, JSAM, AFAM). Courage in the face of adversity (e.g. CAR, CIB, CAB).</p> <p>Humanitarian efforts and volunteerism, that demonstrates compassion and public service (e.g. HSM, MOVSM).</p> <p>Dedicates to the work and effort it takes to achieve personal and professional goals (e.g. NCO Professional Development Ribbon, Campaign Ribbons – Afgh, Iraq, etc.).</p> <p>Experience with cultural diversity (e.g. OSM, ICM, ACM, AFEM, campaign medals, etc.).</p> <p>Able to work within a team and achieve results (e.g. any unit awards).</p> <p>Ability to follow rules and instructions (e.g. branch good</p>

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	<p>conduct medals).</p> <p>Life-long learner, continuing education, and skills enhancements (e.g. NCO Prof Dev Ribbon).</p> <p>Ability to develop and master new skills and abilities (e.g. school tabs/badges, marksmanship badges, etc.).</p> <p>Ability to teach, lead and mentor others (e.g. Drill Instructor Badge, Master Trainer Badge).</p> <p><i>GETS RESULTS</i></p>
Badges	See <i>Awards and Badges</i>
Basic Leaders Course (BLC) / Warrior Leaders Course (WLC) Primary Leadership Development Course (PLDC)	Introductory leader’s development course; first level leadership and management course; training for first-line supervision responsibilities and application the fundamentals and techniques of leadership, group behavior, and resource management in a military organization. <i>CONTINUAL LEARNING; LEARNING</i>
Basic Officers Leadership Course (BOLC)	Entry-level management and leadership course. <i>CONTINUAL LEARNING; LEARNING</i>
Basic Training	Basics skills course; military training; introductory military skills; introductory military training
Battalion (BN), Headquarters and Headquarters Detachment (HHD), and Garrison	Organization; staff section; widely dispersed organization; agency. Organization consisting of XXX employees.
Battalion (BN), Unit, Garrison	Organization, agency, department, company with 1,000+ personnel
Battalion Commander	Director; Senior Manager; Division Head; Senior Personnel and Program Manager; Supervisor; Operations Director; Senior Leader; Senior-level management
Battle Drill	Standing operating procedures and or tasks based on commonly encountered scenarios.
Battle Rhythm	Daily routine or order of business. Activity cycle. A deliberate daily cycle of activities intended to synchronize current and future operations. Orchestrated and holistic timetable of current and future events. The timing and scheduled presentation of situation reports, briefings, formal collaborative sessions, and other required actions during planning and execution. “Battle Rhythm” management is the maintenance of synchronized activity and process among distributed teams and organizations.
Battle Space	Operating area.
Bottom Line Up Front (BLUF)	Main Point. Primary point.
Branch/Division Chief	Branch/Division Chief
Branch Manager/ HRC Assignment Officers	Program Manager; HR Manager; Career

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	Manager/Counselor; Assignment Manager/Officer; HR Career Progression and Professional Growth Manager;
Briefing (as in Commander’s Update Brief/CUB, Battle Update Brief/BUB, etc.)	<p>A meeting for giving information or instructions.</p> <p>Conducted team meetings on business strategies to increase the company profits. Provides information quickly and effectively about an issue. It is often used to influence decisions or offer solutions. Briefings can be delivered as short written documents or presented in person.</p> <p>Briefed organization leadership on requirements, protections, and their responsibilities; briefing them with the use of PowerPoint; briefed information and data to stakeholders and leadership; briefings to supervisors and managers ensuring understanding and compliance, as well as conducted multiple briefings to employees.</p> <p>Persuasively presents thoughts and ideas; receives, attends to, interprets, understands, and responds to verbal messages and other cues; expresses information orally to individuals or groups, taking into account the audience and the nature of the information; practices meaningful two-way communication; picks out important information in oral messages; understands and is able to process complex oral instructions; and appreciates feelings and concerns of oral messages.</p> <p>Combined findings into executive reports using Excel, Word and PowerPoint; presented reports to organization leadership in order to improve performance, make decisions, and prevent legal or other challenges.</p> <p>Ability to effectively communicate, both orally and in writing, and to present well-considered and sound suggestions that provide a clear understanding of emergency situations and incidents to ensure effective communications and decision-making during a crisis.</p> <p>ORAL COMMUNICATION, WRITTEN COMMUNICATION, EDUCATION AND TRAINING</p>
Brigade	Group; sub-division. Organization with 2,000-5,000 personnel. Cross functional team. Organization; Division.
Brigade Commander	Executive Director, Vice President of Operations
Bureau	<p>An organizational unit next below the agency level (as defined above) which is normally headed by an official of Executive Level IV or V, or Senior Executive Service (SES) rank, or the equivalent. It is a component of a civilian agency directed by an appointed executive who reports to the Agency Director or the Director's immediate staff. Examples of bureaus include the Department of Labor's Bureau of Labor Statistics and the Department of Agriculture's Forest Service.</p>

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Capabilities	Products or services organization provides.
Captains Career Course (CCC, Army)	Mid-level management course. Identify organizational structure and function; analyze cultural influences; understand problem solving and apply decision making; identify infrastructure components in various environments; and distinguish threat levels. CONTINUAL LEARNING; LEARNING
CENTCOM	International Operations Headquarters.
Chain of Command	Executive levels, management, upper-level management
Change Management	Knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.
Class I	Food, Rations, and Water.
Class II	Clothing
Class III	Petroleum, Oils, and Lubricants.
Class IV	Fortification and Barrier Materials.
Class V	Ammunition
Class VI	Personal Items.
Class VII	Major End Items.
Class VIII	Medical Supplies, Minimal Amounts.
Class IX	Repair Parts
Class X	Miscellaneous supplies
Client Engagement/Change Management	Knowledge of the impact of change on people, processes, procedures, leadership, and organizational culture; knowledge of change management principles, strategies, and techniques required for effectively planning, implementing, and evaluating change in the organization.
Close Air Support	Aviation Support; Customer Service.
Combat (War)	High-stress operations, conflict, highly hazardous conditions, hostilities, emergency situations, crisis, crisis intervention; support of national strategic objectives; fast-paced environment; Operated equipment in high-stress situations; resolving conflicts between stakeholders.
Combat Load	Essential Equipment
Combat Training / Skills	Survival skills, emergency training/instruction. Skills, training and knowledge required to support national strategic objectives.
Combatant Commands	A joint military command of the United States Department of Defense that is composed of units from

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	two or more service branches of the United States Armed Forces and conducts broad and continuing missions.
Combined Arms Staff College, Command Officers Staff College, Command & Staff College	Senior managerial leadership school. Senior military/ Executive leadership school; strategic management course. Educates and develops leaders for full spectrum joint, interagency and multinational operations; acts as lead agent for the Department of the Army’s leader development program; and advances the art and science of the profession of arms in support of National operational requirements CONTINUAL LEARNING; LEARNING
Command	An authoritative order; a single or group of leaders exercising control over a particular group or operation; exercise influence over; authority, control, dominion, jurisdiction, power, and sway. An organization consisting of multiple, smaller organizations, under the leadership/control of a single person.
Command Sergeant Major/ Sergeant Major	See <i>E7 to E9</i> ; and or <i>Sergeant Major / Command Sergeant Major</i>
Commanded	Supervised, directed, led
Commander	Director; Senior Manager; Division Head; Senior Personnel and Program Manager; Supervisor; head of; leader; executive, officer, upper-level management
Commander’s Inquiry, Investigation	Organizational Performance Analysis. Demonstrates the knowledge of the scientific principles, methods, and processes used to conduct a systematic and objective inquiry; including study design, collection, analysis, and interpretation of data; and the reporting of results. Investigated violations of policy and regulation; Conducted research on issues with reference to regulation and policy; conducted fact finding operations that include interviews and interrogations; determined validity of claims; and prepared reports containing facts and recommendations that were presented to the organization executives for review and disposition
Commander’s Training Objectives	Short-term goals.
Common Access Card (CAC, also known as the PIV – Personal Identity Verification)	Based on HSPD-12; utilizes USAccess and other organization specific databases (DEERS) to issue cards to employees following vetting
Company	Organization, section, staff elements, activities, work center, organization of over 150 personnel
Company Commander	Senior Manager, Senior Operations Manager, Department head, department manager

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Company Grade/ Junior Officer (O1-O3)	Operations Officer, operations manager, program administrator, unit or section manager
Computer Skills	Ability to access, locate, basic design, and update information through the use of personal computer technology. Uses computers, software applications, databases, and automated systems to accomplish work.
Conflict Management	Manages and resolves conflicts, grievances, confrontations, or disagreements in a constructive manner to minimize negative personal impact. Encourages creative tension and differences of opinions. Anticipates and takes steps to prevent counter-productive confrontations. Manages and resolves conflicts and disagreements in a constructive manner.
Contingency Operations	Operations designated by the Secretary of Defense as an operation in which members of the armed forces are or may become involved in military actions, operations, or hostilities against an enemy of the United States or against an opposing military force; or (B) results in the call or order to, or retention on, active duty of members of the uniformed services during a war or during a national emergency declared by the President or Congress.
Continuity of Operations (COOP)	Synchronicity; Continuity of Operations.
Constructive Event; "Delivered feedback to educate executive leaders of solutions after developing, testing and evaluating modernization initiatives using simulations."	Simulation; cross-functional training event. CHANGE MANAGEMENT; COMPLIANCE; DECISION SUPPORT; PERFORMANCE MEASUREMENT; PLANNING AND EVALUATING
Continual Learning	Assesses and recognizes own strengths and weaknesses; pursues self-development.
Corpsman/Corpsmen; Medic	Medical staff; Paramedic; Medic; Healthcare Specialist.
Correspondence course	Course, extension course, distance education; virtual learning.
Counseling	Performance evaluation; performance management; implementing performance development and improvement programs (PDPs and PIPs) as needed; ensured personnel set professional and personal goals; set the climate and conditions making it possible for employees to attain goals; recommend promotion, recognition, or disciplinary actions as needed. See also Employee Relations. DEVELOPING OTHERS; EMPLOYEE DEVELOPMENT; HUMAN CAPITAL MANAGEMENT; MANAGES HUMAN RESOURCES; ORGANIZATIONAL DEVELOPMENT; PERFORMANCE MANAGEMENT.
Course of Action	Decision; Option

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Criminal Investigation	Knowledge of the guidelines, regulations, and procedures associated with criminal investigation, including evidence detection and handling and drawing appropriate factual inferences and conclusions.
Critical Thinking	Actively and skillfully conceptualizes, applies, analyzes, synthesizes, and evaluates information to formulate options and to reach a conclusion. Demonstrates mental agility and the ability to reason, anticipate obstacles, identify problems, locate, gather, and organize relevant information, generate alternatives, evaluate and analyze information, and apply what is learned.
Cross Functional Team	Different operational areas join forces to solve problems or implement process improvements; multi-skilled team of operations, human resources, and logistical staff, with 8 direct reports, and another 15 personnel at remote locations
Customer Service	Works with clients and customers (that is, any individuals who use or receive the services or products that your work unit produces, including the general public, individuals who work in the agency, other agencies, or organizations outside the Government) to assess their needs, provide information or assistance, resolve their problems, or satisfy their expectations; knows about available products and services; is committed to providing quality products and services. Anticipates and meets the needs of both internal and external customers. Delivers high-quality products and services; is committed to continuous improvement.
Deactivation	Closure, or terminated operations
Decision Making	Makes sound, well-informed, and objective decisions; perceives the impact and implications of decisions; commits to action, even in uncertain situations, to accomplish organizational goals; causes change.
Decision Support	Knowledge of decision support theories, methods, and tools for identifying, synthesizing, representing, and evaluating the important aspects of a decision situation and prescribing the recommended course for decision makers and other stakeholders. See <i>MDMP</i>
Decisiveness	Makes well-informed, effective, and timely decisions, even when data are limited or solutions produce unpleasant consequences; perceives the impact and implications of decisions.
Delegate / Delegation	Directed the work of 7 direct reports; monitored work progress and efforts; observed and evaluated personnel performance; and provided feedback and professional

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	growth opportunities
Deployed/Deployment	Temporarily assigned, based, positioned, stationed, move or movement (personnel and/or equipment) into position for strategic, military action. Supporting National Security Objectives.
Deputy	A position that serves as an alter ego to a manager of high rank or level and either fully shares with the manager the direction of all phases of the organization's program and work, or is assigned continuing responsibility for managing a major part of the manager's program when the total authority and responsibility for the organization is equally divided between the manager and the deputy. A deputy's opinion or direction is treated as if given by the chief. Typically requires expertise in management subjects but do not include responsibility for directing either the full organization or an equal half of the total organization.
Deployable	Meeting readiness standards; Mobile, Quick Response Mobile Team
Developing Others	Develops the ability of others to perform and contribute to the organization by providing ongoing feedback and by providing opportunities to learn through formal and informal methods.
Directorate	Leaders, Leadership, Board of Directors
Directing People	Monitor work progress and efforts; observed and evaluated personnel performance; and provided feedback and professional growth opportunities. Supervised the onboarding and training of new personnel, as well as taking and approving corrective or disciplinary actions. Ensured personnel at all levels were recognized for excellence or held accountable for their performance.
Doctrine	Standing Operating Procedures (SOP), Guide to Action, Principles
Drill Sergeant	Instructor; Senior Instructor; Initial Entry Instructor; Tactical Training Specialist; Training Specialist Symbol of excellence and an expert in all tasks and drills within the organization. Epitome of the Department of Army as a profession. Coaching, counseling, and mentoring of hundreds, if not thousands, of personnel into employees capable of supporting National Strategic Interest.
Duty	Responsibility
E1 to E3: Private, Airmen, Seaman recruit,	Production worker; assembler; technician; apprentice;

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Seaman apprentice	<p>team member; assistant; aide; support personnel.</p> <p>Received directions from supervisors and followed instructions to meet organizational goals; worked as a team member to complete mission requirements; operated heavy equipment and vehicles in all types of terrain and weather conditions; operated complex security and communication systems; diagnosed problems and performed minor maintenance and repairs following detailed procedures in technical manuals and publications; received messages for management personnel and accurately relayed information to supervisors; maintained full accountability for high value items, equipment and supplies</p> <p>See also <i>Service Members</i></p>
E4 to E6; Corporal, Specialist, Petty Officer Third Class, Sergeant, Petty Officer Second Class, Staff Sergeant, Petty Officer First Class	<p>Assistant manager; assistant trainer; line supervisor; section leader; task leader; supervisor; foreman.</p> <p>Received instructions from management and delegated work responsibilities to employees; assisted in planning training and operational activities to ensure a productive work environment; planned and implemented training activities such as classes, workshops, and exercise; set standards for workers; evaluated job performance and completed evaluation reports; planned and supervised preventive and corrective maintenance of vehicles and equipment; reviewed technical manuals for maintenance and repair work, useful in quality control checks; helped workers understand responsibilities, identified problem areas, and outlined corrective actions; implemented safety and security rules and procedures to ensure a safe work place; submitted reports as scheduled, using MS Office and military database software</p>
E7 to E9; Sergeant First Class, Navy Chief Petty Officer, Gunny, Master Sergeant, 1SG/ First Sergeant, Senior Chief, Sergeant Major, Petty Officer First Class	<p>Operations Manager (GS 7-14 equivalent); Human Resources Manager (GS 9-12 equivalent); Program Manager; (GS 7-14 equivalent); Management Analyst (GS 5-14 equivalent); Training Support Specialist (GS 9-12 equivalent); head of...; leader of...; assistant to...; assistant director; upper-level manager; line supervisor; section leader; task leader; supervisor; foreman; superintendent.</p> <p>Principal employee relations advisor and assistant to senior management; directed employee activities to achieve and maintain a highly productive workforce; shared responsibility for employee relations for an organization of workers; evaluated personnel requirements; recommended assignment of workers within the organization; developed special training programs to meet unique needs or resolve problems; evaluated new work requirements, identified required</p>

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	<p>tasks and resources. Assisted in implementing the process in subordinate organizations; evaluated work in progress and tracked timeliness; resolved conflicts between operating units of the organization; developed and implemented training programs; evaluated instruction and performance outcomes; represented unit director at staff meetings at focal and corporate levels; set policy and determined procedures. Ensured junior and mid-level leadership personnel were all trained to meet implementation schedules.</p> <p>See also <i>Sergeant Major / Command Sergeant Major</i></p>
Effect	<p>This addresses the impact of the work, the products, and/or the programs described under "Scope" on the mission and programs of the customer(s), the activity, other activities in or out of government, the agency, other agencies, the general public, or others.</p>
Employee Development	<p>Knowledge of employee development concepts, principles, and practices related to planning, evaluating, and administering training, organizational development, and career development initiatives.</p>
Employee Relations	<p>Knowledge of laws, rules, regulations, case law, principles, and practices related to employee conduct, performance, and dispute resolution.</p>
Enabler	<p>A person or thing that makes something possible.</p>
Enlisted Soldier Assistant Crew (E1-E4)	<p>Assembler, specialist, team member, technician</p> <p>See also <i>Service Members</i></p>
Evaluation (processes or projects)	<p>(Performance Measurement) Knowledge of the principles and methods for evaluating program or organizational performance using financial and nonfinancial measures, including identification of evaluation factors (for example, workload, personnel requirements), metrics, and outcomes.</p> <p>Evaluates new or modified administrative program policies, regulations, goals, or objectives for use in the management and direction of programs.</p> <p><i>DEVELOPING OTHERS; EMPLOYEE DEVELOPMENT; HUMAN CAPITAL MANAGEMENT; MANAGES HUMAN RESOURCES; ORGANIZATIONAL DEVELOPMENT; PERFORMANCE MANAGEMENT.</i></p>
Exchange Pricing Parts	<p>Replacement Parts</p>
Executive Officer (XO)	<p>Deputy Director, Assistant Director, Assistant Manager, Program Manager or Coordinator</p>
Explosive Ordnance Disposal (EOD)	<p>Ordnance Disposal; Bomb Squad;</p>

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External Awareness	<p>Identifies and understands economic, political, and social trends that affect the organization.</p> <p>Understands and keeps up-to-date on local, national, and international policies and trends that affect the organization and shape stakeholders' views; is aware of the organization's impact on the external environment.</p>
Field Exercises (FTX)	Dispersed operations, training, remote training location
Field Grade Officer (O4)	Executive Officer, Deputy Director, Assistant to the Director, Operations Manager, Program Manager
Field Level Maintenance	See <i>Maintenance</i>
Field Office	Large diverse or dispersed organization, remote work site
Fight and Win; "To ensure that the battalion is prepared to fight and win" to "to ensure success." Or "to ensure attainment of operational goals."	Succeed or Success
Financial Liability Investigation	Interviewed senior managers, reviewed policies, and recovered outstanding monetary debt due the government. Prepared detailed reports that included analysis of processes and technical problems that led to the investigations, and recommendations that would prevent similar occurrences in the future.
Fire Support Officer	<p>Mission Specialist; Senior Technical Advisor;</p> <p>Works in hazardous conditions and high stress environments while paying close attention to details and focusing on the task at hand. Provides guidance, intelligence, and information on resources available. Plans and executes projects within their area of expertise. Maintains communication multiple electronic means. Updates plans to applicable areas of the project as required. Processes technical data, often in high stress environments, in support of national strategic objectives. Planned, coordinated, and executed all training and safety requirements. Demonstrated the ability to effectively prioritize and execute tasks in a high-pressure environment through unquestionable work ethic and team development. Conducted composite risk management and reduction for many high-risk training events resulting in no significant injuries to personnel or damage to equipment.</p> <p>Ability to learn and perform complex procedures. Ability to motivate and lead others. Ability to remain calm in stressful situations. Decisiveness.</p>
First Sergeant	Personnel supervisor, group supervisor, senior advisor, operations manager, foreman; Personnel Manager;

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	See also <i>Sergeant Major/ Command Sergeant Major</i>
Fleet	Operational Forces.
Flexibility	<p>Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with ambiguity.</p> <p>Is open to change and new information; adapts behavior or work methods in response to new information, changing conditions, or unexpected obstacles; effectively deals with uncertainty.</p> <p>Is open to change and new information; rapidly adapts to new information, changing conditions, or unexpected obstacles.</p>
Flight Chief	Operations Officer
Function; Major Military	The military equivalent of a civilian program, e.g., development of a major weapons system such as the Trident submarine, or an ongoing function such as defense intelligence, when such long range or continuing functions are otherwise comparable to a program, as defined above.
Full Spectrum Operations	The combination of offensive, defensive, and either stability operations overseas or civil support operations on U.S. soil). A key and understudied aspect of full spectrum operations is how to conduct these operations within American borders. Flexible Response. Being able and ready to fight a conventional war, irregular war, or to conduct any form of peace operation, even on home soil.
Garrison	Organization, company, U.S. based facility
Garrison Commander	Director; Senior Installation Executive; Area Director; Regional Administrator.
General Officers; Brigadier General, Major General, Lieutenant General, General, Rear Admiral, Vice Rear Admiral, Admiral	<p>President, Chief Executive Officer (CEO), Chief Operating Officer (COO), Chief Financial Officer (CFO), senior vice president, executive vice president, senior director, chairperson.</p> <p>Senior Executive (Senior Executive Service Level *XX equivalent)</p> <p>*O7 = V; O8 = IV; O9 = III; O10 = II</p>
Grunt	See <i>Infantry/Infantryman (Rifleman/Riflemen)</i>
Gunnery	Team Skills Competition.
Hand receipt holder	Logistics manager, supply manager, equipment manager, property custodian
Hazardous Materials “HAZMAT”	Knowledge of hazardous materials and waste and their uses, interactions, dangers, production, handling,

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	storage, and disposal.
Headquarters	Headquarters, corporate office.
Health Protection (Force Protection)	Preventing and controlling diseases. Assessing occupational and environmental health. Determining force health protection activities. Employing preventive medicine toxicology and laboratory services. Performing health risk assessments. Disseminating health information.
Human Capital Management	Builds and manages workforce based on organizational goals, budget considerations, and staffing needs. Ensures that employees are appropriately recruited, selected, appraised, and rewarded; takes action to address performance problems. Manages a multi-sector workforce and a variety of work situations.
Incident Management	Knowledge of the tactics, technologies, principles, and processes to protect, analyze, prioritize, and handle incidents.
Infantry/Infantryman (Rifleman/Riflemen)	<p>Security support assistant (GS 5-6 equivalent); Security Specialist (GS 5-7 equivalent); Personnel security specialist (GS 7-9 equivalent); Supervisory Personnel Security Specialist (GS 14 equivalent); Industrial security specialist (GS12 equivalent); Tactical Training Specialist; security forces; ground security force; kinetic forces.</p> <p>Military personnel trained, armed, and equipped to fight on foot.</p> <p>Operates in high stress environments.</p> <p>Reads, interprets, and collects intelligence information; distributes administrative and training documents; trains subordinate personnel.</p>
Inspections	<p>Conducts inspections to ensure adherence to standards of practice preventing legal or other challenges; physical inspections.</p> <p>Policy compliance.</p> <p>Analyzed data trends, practices and programs, records, applied human resources principles, and ensured consistency with federal and state employment regulations; performed quarterly analysis; audited human resource and administrative areas, utilizing data from workforce, medical, administrative, and legal reports; identified shortcomings and trends</p>
Inspector	Examiner, troubleshooter, reviewer. Investigator.
Inspector General / IG	Policy compliance department.
Instructor / Instruction	Developed curriculum for established training programs; identified course objectives and constituent tasks;

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	<p>developed outlines, scripts, and training materials.</p> <p>Conducted vocational training classes; taught technical skills and concepts. Administered and graded tests.</p> <p>Counseled individuals regarding educational progress.</p> <p>Observed in-class student work and provided individual training when needed. Requested and used training materials and equipment. Identified potential course improvement. Made recommendations to school I program administrators.</p> <p>Collected data and submitted reports regarding student progress and course administration.</p>
Integrated Personnel and Pay System – Army (IPPS-A) / MILPOAPPS	ORACLE PeopleSoft Suite, integrating the military personnel and pay functions
Intelligence Operations	Performed research and gathered information to help the company discover potential threats, opportunities, and save money due to the investigations.
Interpersonal Skills	<p>Shows understanding, friendliness, courtesy, tact, empathy, concern, and politeness to others; develops and maintains effective relationships with others; may include effectively dealing with individuals who are difficult, hostile, or distressed; relates well to people from varied backgrounds and different situations; is sensitive to cultural diversity, race, gender, disabilities, and other individual differences.</p> <p>Treats others with courtesy, sensitivity, and respect. Considers and responds appropriately to the needs and feelings of different people in different situations.</p>
iPERMS (interactive Personnel Electronic Records Management System)	Interactive personnel electronic records management system.
ISR (Installation Status Report)	Management decision support tool for Area Director/Regional Administrator (see Garrison Commander) and is based on the Unit Status Report (see USR). The ISR assesses the condition of installation infrastructure environmental programs and support the condition of installation infrastructure, environmental programs, and support services, using established Department of the Army standards. Data is provided annually from all Department installations.
Joint Operation	Inter-Service Operation; Coordinate Operation; See Operation
Joint Task Force	Primary organization for joint operations. Combined Entity. Organizational structure that capitalizes on the unique capabilities of Department of Defense organizations, and provides the flexibility to tailor the size and makeup of a staffing to accomplish specific tasks.

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Judge Advocate General (JAG)	Lawyer; Prosecutor; Defense Attorney; Legal Advisor
Knowledge Management	Knowledge of the value of collected information and the methods of sharing that information throughout an organization.
Leader	<p>Manager, supervisor, executive, management, trainer, official, conductor, chief guide, director.</p> <p>Created a system to redistribute work across teams during unexpected situations both during training and while supporting strategic national initiatives.</p>
Leadership	<p>Performing supervisory or management role. Performing duties to forward the organization's mission and or meet its objectives.</p> <p>Persevered on multiple time constrained projects despite changing objectives, deliverables, and deadlines; developed plan to address training shortfalls and other areas needing improvement, by coaching employees and requesting training opportunities from organizational leadership; clarified expectations, set objectives, identified goals, provided feedback on job performance, and reviewed past results; took action to address behavior issues to ensure employees treated each other with respect; accepted responsibility when missed deadlines affect major project outcome.</p> <p>CHANGE MANAGEMENT; COMPLIANCE; DECISION SUPPORT; PERFORMANCE MEASUREMENT; PLANNING AND EVALUATING</p>
Leading	<p>Influences and inspires others by providing purpose, direction, and motivation to accomplish the organization's tasks and goals and improve the organization's capabilities.</p> <p>Adapts leadership styles to a variety of situations; offers career development opportunities to subordinates; mentors others' skills, abilities, attitudes, future intentions, and career issues; recognizes achievements; sets an example for others; encourages other's self-assessment and enhancement of skills in an activity; and promotes training, learning, and preparing for the future.</p> <p>Generates enthusiasm for task objectives and team accomplishment through standard and creative influence techniques. Recognizes contributions and achievements of all types, among people in high- and low-visibility activities alike. Rewards employees for high performance. Sets an example for others by acting in ways that are consistent with organizational goals and objectives.</p>
Leading (mid level)	Conducts analytical research and evaluation of diversified programs.

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	<p>Continuous development, administration and control of assigned projects.</p> <p>Analyzing and evaluating the effectiveness of programs and operations with supervisory control.</p>
Leading (Senior Level)	<p>Develops life cycle cost analyses of projects or performing cost benefit or economic evaluations of current or projected programs.</p> <p>Involved other work related to management and program analysis.</p> <p>Conducts a wide range of qualitative and quantitative methods for the assessment and improvement of critical command plans and programs for participating in or conducting major operations. Provides advice and guidance for improvements and anticipates areas of concern.</p>
Leading (Executive Level)	<p>Oversees the development of plans and execute the analysis of both quantitative and qualitative facts across very broad and managerially complex spectrum of activity.</p> <p>Evaluates new or modified administrative program policies, regulations, goals, or objectives for use in the management and direction of programs.</p> <p>Analyzes management information requirements to develop program or administrative reporting systems including the systems specifications, data gathering and analytical techniques, and systems evaluation methodology.</p> <p>Foresees the pros and cons of alternative solutions and explains these to other program and management analysts.</p>
Leave	<p>Annual leave. Period of approved absence with pay from official duties. Vacation, rest, and recreation.</p> <p>Managed and approved personnel leave and accountability, pay, and policies. Includes FMLA leave statuses.</p>
Line of Duty (LOD) Investigation	<p>Conducted injury claims investigations for federal and state employee workman's compensation claims; reviewed circumstances, researched laws and regulations, gathered additional information as needed, and wrote findings and analysis of claim; developed training materials that advised managers at all levels on procedures and processes to ensure claims were processed accurately.</p>
Lines of Effort (LOE)	<p>Theoretical line that links multiple tasks using the logic of purpose rather than geographical reference to focus efforts toward establishing a desired end state. Essential</p>

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	to long-term planning when positional references have little relevance. Essential to helping executives and managers visualize how capabilities and resources can support the organization.
Live Fire Exercise (LFX)	<p>Military: Training scenarios using real ammunition in a realistically created combat/ hazardous/ high stress situations. Allows employees to get reacquainted with the feel and time of using and expending real ammunition, rather than simply simulating the experience. Used to reinforce training and subtasks associated with deployment scenarios. Builds small unit leadership competencies.</p> <p>In CYBER: A deep technical Red vs Blue exercise designed for practicing response to a cyber crisis according to a realistic pre-defined scenario. The main goal of the scenario is to give the participants a realistic training experience in defending IT-systems under intense cyber-attacks.</p>
Logistician / “Loggy”	Manage the life cycle of products, which includes how products are distributed and delivered. Analyze and coordinate organization's supply chain—the system that moves a product from supplier to consumer.
Maintenance; Field Level, Sustainment Level, etc.	<p>The process of maintaining or preserving someone or something, or the state of being maintained.</p> <p>Maintenance is the cornerstone of readiness.</p> <p>Field Level- Maintenance performed by individual organizations, or their supporting organizations, on their own equipment. Repairs systems in maintenance facilities, motor pools, mobile shops, or the tactical environment. Duties for this level of maintenance include approved field-level modification work orders, fault and failure diagnoses, battle damage assessments and repair, recovery, calibration, and replacement of damaged or unserviceable parts and components. Other duties include the manufacturing of critical unavailable parts and inspecting, servicing, lubricating, adjusting, and replacing parts, minor assemblies, and subassemblies.</p> <p>Sustainment Level- Maintenance tasks that that are too complicated, or resource intensive are moved to the sustainment level. Sustainment-level maintenance is performed at specific facilities that specialize in national-level maintenance. These facilities include the depots, large supporting formations, field support organizations, and logistics readiness centers when granted authorization from the Army Materiel Command (Department of the Army). The sustainment maintenance function can be employed at any point in the integrated logistics chain.</p>

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	Repair or replace tasks are performed by personnel who have higher technical skills using specialized tools and equipment that are not available at the field level. Those tasks include inspection, test, repair, modification, alteration, modernization, conversion, overhaul, reclamation, and reconstruction of parts, assemblies, subassemblies, components, equipment end items, and weapon systems.
Major Military Command (MACOM)	Major Command, Major Headquarters. A military organization below the Departments of Army, Air Force, or Navy and headed by a Senior Executive (Senior Executive Service Level *XX equivalent) *O7 = Level V; O8 = Level IV; O9 = Level III; O10 = Level II (flag or general officer) who reports directly to the agency headquarters. It is the bureau equivalent in a military department. For example, Air Force's Air Training Command, Army's Army Material Command, and Navy's Naval Sea Systems Command.
Major Organization	An organizational unit located next below bureau or major military command level and headed by an official of SES rank, GM-15, or GM-14, or the civilian or military equivalent. For example, a line, staff, or program office next below bureau level, the head of which reports directly to the Bureau Director; or a comparable office or directorate which is next below a major military command, the director of which reports directly to the Commander or Director of the major command. At agency headquarters, major organizations include the offices of the heads of major staff functions at the agency level (e.g., Agency Personnel Directorate, Agency Budget Directorate, Agency Logistics Directorate, and Agency Directorate of Administrative Services), and major line organizations, the heads of which report directly to an Assistant Secretary or other office next below the Secretary of the Agency.
Managed	Continuously monitored and evaluated department processes, scheduling, budget, personnel, projects, and performance; observed and evaluated personnel performance, providing feedback and professional growth opportunities, as well and supervised the onboarding and training of new personnel. Recommended changes to identified inefficiencies.
Managerial	The authority vested in some positions under the General Schedule which direct the work of an organizational unit, are held accountable for the success of specific line or staff functions, monitor and evaluate the progress of the organization toward meeting goals, and make adjustments in objectives, work plans, schedules, and

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	commitment of resources. As described in 5 U.S.C. 5104, such positions may serve as head or assistant head of a major organization within a bureau; or direct a specialized program of marked difficulty, responsibility, and national significance.
Manages Resources	Selects, acquires, stores, and distributes resources such as materials, equipment, or money.
Managing Human Resources	Plans, distributes, coordinates, and monitors work assignments of others; evaluates work performance and provides feedback to others on their performance; ensures that staff are appropriately selected, utilized, and developed, and that they are treated in a fair and equitable manner.
Marine(s) (general personnel)	See <i>Service Members</i>
Master Fitness Trainer	Physical fitness instructor, fitness instructor/trainer. STRESS TOLERANCE
Medal	Award, honors, decoration, achievement, distinction, accolade. PERFORMANCE MANAGEMENT
Medic	See <i>Corpsman/Corpsmen; Medic</i>
Medical Treatment Facility	Hospital. Clinic.
Mentorship	Mentors leaders within organization, focusing on goal-setting and managing expectations; actively listens to mentees, provides constructive feedback and assistance on career goals and guidance on how to meet them; used intuition, knowledge and experience to assist mentees to find answers within themselves; and provided constant encouragement throughout the process.
MILCON (military construction)	Programs, tasks, and operations that include all work necessary to produce complete and usable facilities; or to complete usable improvements to existing facilities, in support of Department of Defense Components.
Military Assistance to Civil Authorities	Assistance. Support. Aid to the civil authorities in its maintenance of law, order and public safety using specialist capabilities or equipment in situations beyond the capability of the civil authorities.
Military Decision-Making Process (MDMP; OPORD Development)	<p>Planning Methodology. The process of creating a plan for a project that outlines the tasks, resources, and timeline needed to complete the project. It is an important step in the project management process and helps to ensure that the project is completed on time and within budget.</p> <p>Organization’s strategic, multi-year support strategies to support national emergencies. Ensured strategies were flexible enough to support incident, event, or training objectives, while allowing for strategic and tactical alternatives, achieve organizational goals, and focus on</p>

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	customer service. See also <i>Decision Support</i>
Military/Army/Navy/Marines	Department of Defense. Department of the Army. Department of the Navy. Department of the Air Force
Military Experience	Experience. Professional Experience
Military Occupation Specialty (MOS), Military Occupation Classification (MOC); Rating; Air Force Specialty Code (AFSC)	Career field, career specialty, skill, job, duties
Military Order	Direction, rules, regulations.
Military Personnel Office (MILPO), S1	Personnel center, personnel office, personnel administrative office, human resources
Military Personnel Office (MILPO) Personnel Action Center (PAC)	See <i>Military Personnel Office (MILPO), S1</i>
MILPOAPPS	<i>See IPPS-A</i>
Military Police	<p>Law Enforcement Officer. Correctional Officer. Investigator. Field Investigator. Security Officer.</p> <p>Performance or supervision of law enforcement work in the preservation of the peace; the prevention, detection, and investigation of crimes; the arrest or apprehension of violators; and the provision of assistance to citizens in emergency situations, including the protection of civil rights. The purpose of police work is to assure compliance with Federal, State, county, and municipal laws and ordinances, and agency rules and regulations pertaining to law enforcement work.</p> <p>Specializes in Physical Security; (Physical) Access Control Procedures; Crime Prevention & Techniques; Crisis Prevention & Techniques; Investigation Techniques; Process Analysis and Improvement; Security.</p> <p>Provide for public safety by maintaining order, responding to emergencies, protecting people and property, enforcing motor vehicle and criminal laws, and promoting good community relations. Record facts to prepare reports that document incidents and activities.</p>
Mission	<p>Project (as in Project Management). Task, function, or objective. Responsibility, task, function, objective, job. Goal to be achieved.</p> <p>An individual or collaborative enterprise that is carefully planned to achieve a particular aim. A series of tasks that need to be completed to reach a specific outcome. A set of inputs and outputs required to achieve a particular goal. Can range from simple to complex and can be managed by one person or a hundred.</p>

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Mission Essential Task List (MET-L)	Critical Tasks. Official listings of the fundamental tasks that units are designed to perform in any operational environment.
Motor Sergeant	Fleet Maintenance Manager
Multi-mission Military Installation	<p>A large complex multi-mission installation is one which is comparable to one of the two following situations:</p> <p>(1) A large military installation (including a military base with only one or a few major missions) or group of activities with a total serviced or supported employee-equivalent population exceeding 4000 personnel, and with a variety of serviced technical functions. These personnel are directly affected by, but not supervised by, the position under evaluation. Federal civilian and military employees, estimated contractor personnel, volunteers, and similar personnel may be used to derive the population total; nonemployed personnel such as dependents are significant only if directly impacted by the program segment and work directed.</p> <p>(2) A complex, multimission installation or a group of several organizations (directly supported by the position under evaluation) that includes four or more of the following: a garrison; a medical center or large hospital and medical laboratory complex; multimillion dollar (annual) construction, civil works, or environmental cleanup projects; a test and evaluation center or research laboratory of moderate size; an equipment or product development center; a service school; a major command higher than that in which the servicing position is located or a comparable tenant activity of moderate size; a supply or maintenance depot; or equivalent activities. These activities are individually smaller than the large installation described in the preceding paragraph.</p>
Non-Commissioned Officer (NCO) (E5-E6)	Training and Development Manager; middle manager; senior personnel supervisor, administrator, OJT foreman, technical supervisor; First Line Supervisor;
Non-Commissioned Officer (NCO) Academy	Leadership or management training. First/ Second/ Mid/Senior level leadership and management course. CONTINUAL LEARNING; LEARNING
Non-Commissioned Officer Evaluation Report (NCOER)	Performance appraisal, performance evaluation; quarterly performance evaluations, implementing performance development and improvement programs (PDPs and PIPs); recommended promotion, recognition, or disciplinary actions as needed. DEVELOPING OTHERS; EMPLOYEE DEVELOPMENT; HUMAN CAPITAL MANAGEMENT; MANAGES HUMAN RESOURCES; ORGANIZATIONAL DEVELOPMENT; PERFORMANCE MANAGEMENT.

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Non-Commissioned Officer in Charge(NCOIC), Watch Captain, Petty Officer of the Watch	Supervisor, manager, coordinator, seniortechnician, senior chief; Training and Development Manager; Training and Development Specialist
O1 to O3; Second Lieutenant, First Lieutenant, Lieutenant, Captain Ensign, Lieutenant Junior Grade	Executive administrator; manager; supervisor; superintendent; project officer; Management and Program Analyst; general manager; department head;
O4; Major, Lieutenant Commander	Senior administrator; department head; program manager; senior advisor; executive officer
O5 and O6; Lieutenant Colonel, Colonel, Commander, Captain	Executive Director; Chief Executive Officer; Chief Operating Officer; Program Director; Chief of Staff; Director of Operations; Regional Director; Managing Director. (NOT “president”)
Objective	A thing aimed at or sought; a goal.
Officer(s)	Management, middle management, senior personnel, supervisors, employee(s), official(s), administrator, executive
Officer Evaluation Record (OER)/ or Officer Efficiency Report	Performance appraisal, performance evaluation; quarterly performance evaluations, implementing performance development and improvement programs (PDPs and PIPs); recommended promotion, recognition, or disciplinary actions as needed. DEVELOPING OTHERS; EMPLOYEE DEVELOPMENT; HUMAN CAPITAL MANAGEMENT; MANAGES HUMAN RESOURCES; ORGANIZATIONAL DEVELOPMENT; PERFORMANCE MANAGEMENT.
On-the-Job Training (OJT)	On-the-Job training, hands on experience, direct instruction, observational learning, one-on-one training at the job site. CONTINUAL LEARNING; LEARNING
Operation	Knowledge of engineering or physical science disciplines to support space flight operations, training or planning; serving as an astronaut or mission specialist.
Operation ALLIED FORCE	(1999) — NATO's air campaign in Yugoslavia
Operation ATLANTIC RESOLVE	Operations in Europe to reassure NATO allies and partners of America's dedication to enduring peace and stability in the region.
Operation DESERT SHIELD	(1990–91) United States — American buildup prior to Gulf War
Operation DESERT STORM	(1991) — Gulf War
Operation ENDURING FREEDOM (OEF)	Afghanistan
Operation INHERENT RESOLVE	Iraq (2021+)
Operation IRAQI FREEDOM (OIF)	Iraq (2003-2011)
Operation JOINT ENDEAVOR	(December 1995) NATO peace-keeping operation in Bosnia and Herzegovina

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Operation JOINT GUARD	The Stabilization Force in Bosnia and Herzegovina (SFOR) was a NATO-led multinational peacekeeping force deployed to Bosnia and Herzegovina after the Bosnian war.
Operation NEW DAWN (ODN)	Iraq (2010-2011)
Operation OCEAN LOOK/TRIDENT REACH	Deployment of a contingent of unmanned aerial vehicles (UAV) to the Seychelles to support counter-piracy operations in the Western Indian Ocean and along the Horn of Africa.
Operation RESTORE HOPE	Unified Task Force (UNITAF) was an American-led, United Nations-sanctioned multinational force which operated in Somalia between 5 December 1992 – 4 May 1993.
Operational Art	Cognitive approach by executives and staffs to develop strategies, campaigns, and operations to organize and employ organization resources by integrating ends, ways, and means. Applying skill, experience, and judgment when exercising leadership to ensure that actions are aligned with, and directly support organization strategy; to ensure that actions occur under the most advantageous conditions possible.
Operational Environment	A composite of the conditions, circumstances, and influences that affect the capabilities and bear on the decisions of the organizational executives. Includes physical areas (air, land, maritime, and space domains) and the information environment (including cyberspace). Conditions or circumstances.
Operational Readiness	See <i>Readiness</i>
Operational TEMPO (OPTEMPO/TEMPO)	Speed; Frequency.
Operations NCO	Operations manager, operations supervisor
Operations Support	Knowledge of procedures to ensure production or delivery of products and services, including tools and mechanisms for distributing new or enhanced software.
Operations Order (OPORD)	Strategic Plan; organization’s multi-year operations, training, retention and recruitment, and personnel development plan. Oversees the development of plans and execute the analysis of both quantitative and qualitative facts across very broad and managerially complex spectrum of activity.
Oral Communication	Expresses information (for example, ideas or facts) to individuals or groups effectively, taking into account the audience and nature of the information (for example, technical, sensitive, controversial); makes clear and convincing oral presentations; listens to others, attends to nonverbal cues, and responds appropriately. Makes clear and convincing oral presentations. Listens

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	effectively; clarifies information as needed.
Organizational Awareness	Knows the organization's mission and functions, and how its social, political, and technological systems work and operates effectively within them; this includes the programs, policies, procedures, rules, and regulations of the organization.
Organizational Performance Analysis	Knowledge of the methods, techniques, and tools used to analyze program, organizational, and mission performance; includes methods that deliver key performance information (for example, comparative, trend, diagnostic, root cause, predictive) used to inform decisions, actions, communications, and accountability systems.
Organizational Unit	This is a generic term for purposes of this guide and refers to any component, subdivision, or group of employees that is directed by a supervisory position.
Partnering	Develops networks and builds alliances; collaborates across boundaries to build strategic relationships and achieve common goals.
Patrol	Monitor; security
Performance Management	Knowledge of performance management concepts, principles, and practices related to planning, monitoring, rating, and rewarding employee performance. See also Evaluations
Permanent Change of Station (PCS)	Relocation, career relocation
Personnel Specialist	Administrative clerk, personnel records clerk
Physical Training (PT)	Physical training, fitness, fitness evaluation,
Planning (OPORD, Mission planning, continuity, etc.)	Knowledge of and experience with continuity of operations planning. Provides a general knowledge of homeland security, national security, or intelligence functions. Has a mastery of analytical tools, information systems, and methodologies with expert ability to provide authoritative advice to management throughout the Agency for continuity. Ability to plan, organize, and coordinate stakeholder efforts across organizational lines, including the ability to monitor progress on requirements development to ensure that realistic objectives and milestones are established, to clearly assign responsibilities, and to get mission requirements accomplished in a timely manner.
Planning and Evaluating	Organizes work, sets priorities, and determines resource requirements; determines short- or long-term goals and strategies to achieve them; coordinates with other

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	organizations or parts of the organization to accomplish goals; monitors progress and evaluates outcomes.
Platoon	Section, element, department; high-functioning team of 30-42 multi-functional employees, who were trained and prepared to provide support of national strategic objectives.
Platoon Sergeant	First line supervisor, training instructor
PRIDE (Planning Resources for Infrastructure Development and Evaluation)	Is a real property database of record. Organizations are required to maintain PRIDE in accordance with EO 13327, and HQDA and DoD standards. System supports facility management at both the state and Federal level. This system tracks state-level facility management actions and helps manage distribution, tracking, and reporting of the funds for Department of Defense construction programs.
Priority Intelligence Requirement (PIR)	Information Need.
Problem Solving	Identifies and analyzes problems; weighs relevance and accuracy of information; generates and evaluates alternative solutions; makes recommendations.
Program or Project Manager	Program director, program administrator, program, supervisor
Program (when used as a stream of money, e.g., program for maintenance, buying new vehicles, helicopters)	<p>The mission, functions, projects, activities, laws, rules, and regulations which an agency is authorized and funded by statute to administer and enforce. Exercise of delegated authority to carry out program functions and services constitutes the essential purpose for the establishment and continuing existence of an agency. The focus of a program may be on providing products and services to the public, State and local government, private industry, foreign countries, or Federal agencies. Most programs have an impact or effect which is external to the administering agency. In addition, comparable agencywide line or staff programs essential to the operation of an agency are considered programs in applying this guide; the impact of these programs may be limited to activities within one or a few Federal agencies.</p> <p>A program may be professional, scientific, technical, administrative, or fiscal in nature. Typically, programs involve broad objectives such as: national defense; law enforcement; public health, safety, and well-being; collection of revenue; regulation of trade; collection and dissemination of information; and the delivery of benefits or services. However, specialized or staff programs may be considerably narrower in scope (e.g., merit systems protection; nuclear safety; and agencywide personnel or budget programs). Programs are usually of such magnitude that they must be carried out through a</p>

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	combination of line and staff functions.
Program Segment	This is a generic term for purposes of this guide and refers to any subdivision of a program or major military function.
Project Management	Knowledge of the principles, methods, or tools for developing, scheduling, coordinating, and managing projects and resources, including monitoring and inspecting costs, work, and contractor performance.
Project Officer	Project officer (can be used). Collaborated with managers, supervisors, and the directors of logistics, human resources, communications, and security in order to develop strategic goals that met their needs; elicited cooperation and buy in from each stakeholder on the plan, and delegated responsibilities within their areas of expertise.
Promotion Board	Supervised promotion activities within the organization; collaborated with subsidiary organizations in order to ensure diverse hiring boards; and ensured hiring practices were aligned with state and federal diversity goals and objectives.
Protection War Fighting Function	<p>Emergency management. SME and have intimate knowledge of safeguarding personnel and mitigating adverse effects.</p> <p>Active defensive measures to protect infrastructure.</p> <p>Passive defensive measures to make friendly forces, systems, and facilities difficult to locate, strike, and damage when active measures are limited or unavailable. The application of technology and procedures to reduce the risk to organizational personnel. Emergency management and response to reduce the loss of personnel and capabilities due to accidents, health threats, and natural disasters</p>
Psychological Operations	<p>Communications specialists with expertise in using unconventional tactics to persuade and influence foreign allies and adversaries in support of U.S. strategic national objectives.</p> <p>Conveys messages via visual, audio, and audiovisual media.</p> <p>Researches and analyzes methods of influencing a foreign population from a variety of information sources.</p> <p>Operate and maintain equipment such as ground vehicles, loudspeaker systems, state of the art computers, analog and digital recording and playback devices, and communication systems.</p> <p>Required to utilize intelligence, interpersonal skills,</p>

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	<p>cultural sensitivity, and foreign language proficiency help sway opinions and actions of foreign governments, groups, and individuals. Demonstrates adaptability, resilience, and problem solving.</p> <p>Works in small teams and can create a human connection with leaders and the general public. Adept at using social media, digital marketing, and pamphlets to share information meant to help change minds and behaviors in the U.S.'s interest.</p>
Psychological Operations Specialist (all branches)	Advertising & Promotions Manager. Business Intelligence Analyst. Intelligence Analyst. Market Research Analysts & Marketing Specialist. Public Relations Managers. Public Relations Specialists.
Radio Operator / Field Radio Operator	Communications Technician.
Rater / Senior Rater	<p>If you were someone's Rater they were your Direct Report. If you were a Senior Rater, they are your indirect report.</p> <p>DEVELOPING OTHERS; EMPLOYEE DEVELOPMENT; HUMAN CAPITAL MANAGEMENT; MANAGES HUMAN RESOURCES; ORGANIZATIONAL DEVELOPMENT; PERFORMANCE MANAGEMENT.</p>
Rating	See <i>Military Occupation Specialty (MOS)</i>
Reconnaissance	Data collection, survey, analysis. Reconnaissance
Recorded Accomplishment Rate	Completion Rate.
Readiness	State of being prepared. Capability. Meeting readiness standards. Quality of being able or willing to do something. Condition of an organizing and their constituent units and formations (to include warships, aircraft, weapon systems or other military technology and equipment) to perform during operations, or functions consistent with the purpose for which they are organized or designed, or the managing of resources and personnel training in preparation for high intensity kinetic operations.
Regulations	Policy, guidelines, guidance
Regulations, AR/DA/NAV Pamphlets	Guidance, policy, instructions
Rifleman / Riflemen	See <i>Infantry/Infantryman</i>
Risk / Risk Management	<p>Knowledge of the principles, methods, and tools used for risk assessment and mitigation, including assessment of failures and their consequences.</p> <p>Managed and mitigated risk during incidents and training; ensured risk management was part of the planning process, and continuously reassessed risk during operations.</p>

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Resource Advisor	Budget Analyst
S-1 / G-1 / J1	Personnel
S-2 / G-2 / J2	Intelligence
S-3 / G-3 / J3	Operations
S-4 / G-4 / J4	Logistics
S-5 / G-5 / J5	Business plans
S-6 / G-6 / J6	Communications
S-7 / G-7 / J7	Engineering / also could be marketing
S-8 / G-8 / J8	Financial Management
S-9 / G-9 / J9	Public Affairs
Sailor(s)	See <i>Service Members</i>
Scattered Units	Outlying organizations, affiliated organizations, field section.
Scheme of Maneuver	Support organizational vision and/or operational growth and/or mission focus. Plan.
Scope	This addresses the general complexity and breadth of: <ul style="list-style-type: none"> - the program (or program segment) directed; - the work directed, the products produced, or the services delivered. The geographic and organizational coverage of the program (or program segment) within the agency structure is included under Scope.
Section chief	Team leader, team chief, team supervisor
Security	Knowledge of the laws, regulations, and guidelines related to securing personnel, facilities, and information, including the requirements for handling, transporting, and protecting classified information and proper reporting of security incidents.
Security Classifications	Official, Secret, Top Secret, TS-SCI
Security Clearance	Security access authorization, security authentication
Senior Field Grade Officer (O5-O7)	Chief Executive Officer (CEO), Director Chief Operating Officer (COO). department head, program director, deputy chief, senior executive, chief administrator, Senior Administrator; Management and Program Analyst,
Senior Leaders Course (SLC)	Advanced leadership and management development course. <i>CONTINUAL LEARNING; LEARNING</i>
Senior Military Assistant	Executive Military Consultant, Senior Military Consultant
Senior Non-Commissioned Officer (SNCO)(E7-E9)	Chief of..., director, first-line supervisor, technical advisor, division supervisor; Management and Program Analyst.

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	See also <i>Sergeant Major / Command Sergeant Major and or E7 to E9</i> ;
Sensitive	Confidential
Sergeant Major / Command Sergeant Major	<p>Senior Middle Manager (or just Middle Manager); Operations Manager. Senior Advisor to organization leadership/executive. Organization Liaison/Steward.</p> <p>Subordinate to executive management. Responsible for ‘team leading’ line managers and/or ‘specialist’ line managers.</p> <p>Indirectly (through line management) responsible for junior staff performance and productivity.</p> <p>Considered to be a senior (or semi-executive) position and are (typically) authorized to speak and act on behalf of the organization to line managers, junior staff and customers.</p> <p>Key leader in the areas of protocol, team building, decentralized planning and project execution, and new/junior employee development and performance.</p> <p>Support employee’s performance measures to or while enabling organization to meet its goals and interests.</p> <p>Supervises the actions of the staff upon receipt of the executive’s guidance and provides advice to the organization leadership when warranted to drive operations towards the project goal.</p> <p>See also <i>E7 to E9</i>;</p>
Service Members: e.g. Soldiers; Airman; Marines; Sailors	Personnel. Staff. Individuals, staff employees, co-workers, colleagues, DoD employees. Department of the Army/Navy/Air Force employees
Situation Report (SALUTE/SITREP)	Report. Situation report.
Situational Awareness	Perceives, analyzes, and comprehends critical elements of information in one’s environment. This also includes continually seeking new information to update and refine one’s understanding. More simply, know what is going on and how it relates to the goals of the individual, team, and/or organization.
Soldier(s)	See <i>Service Members</i>
Squad	<p>Team or Section.</p> <p>High-functioning team of 12-15 multi-functional employees, who were trained and prepared to provide support of national strategic objectives.</p>
Stakeholder Management	Knowledge of the concepts, practices, and techniques used to identify, engage, influence, and monitor relationships with individuals and groups connected to a work effort; including those actively involved, those who

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	exert influence over the process and its results, and those who have a vested interest in the outcome (positive or negative).
Standard Installation/Division Personnel System (SID PERS)	Automated personnel strength accounting system
Strategic Thinking / Plan / Planning	<p>Formulates objectives and priorities, and implements plans consistent with the long-term interests of the organization in a global environment. Capitalizes on opportunities and manages risks.</p> <p>Communicate organizations goals, the actions needed to achieve those goals and all of the other critical elements developed during the planning exercise; from 3-4 months, to 1-4 years; provides routine guidance on strategic operational planning that enabled subordinate organizations to complete their long range training plans. Plans included information and capabilities to provide critical infrastructure support during emergencies, enabling elements to nest their goals in the larger organization's goals. Identifies resources, plans, organizes, schedules, and coordinates tasks and activities so that work is completed effectively and efficiently.</p> <p>Prioritizes various competing tasks and performs them quickly and efficiently according to their urgency. Finds new ways of organizing work areas or planning to accomplish work more efficiently</p>
Subordinates	Employees, personnel, people, positions, staff, co-workers, individuals, people
Superior(s)	Supervisor, management, executive management
Supervisor	<p>A position or employee that accomplishes work through the direction of other people and meets at least the minimum requirements for coverage under this Guide. Those directed may be subordinate Federal civil service employees, whether full-time, part-time, intermittent, or temporary; assigned military employees; non-Federal workers; unpaid volunteers; student trainees, or others. Supervisors exercise delegated authorities such as those described in this guide under Factor 3, Supervisory and Managerial Authority Exercised. A first level supervisor personally directs subordinates without the use of other, subordinate supervisors. A second level supervisor directs work through one layer of subordinate supervisors. A "full assistant" shares fully with a higher level supervisor in all phases of work direction, contractor oversight, and delegated authority over the subordinate staff.</p>
Supply/Logistics	Shipping, receiving, inventory control clerk, warehouse clerk. See Logistician

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Supply Sergeant	Supply Manager. Logistics manager. See <i>Logistician</i>
Supply Support Activity (SSA) / SSA Operations	<p>Hub where materiel is received into the supply system for proper accountability and distribution.</p> <p>Strategic National Operations at the tactical/field level that include the requisition, receipt, storage, issue, distribution, redistribution, and retrograde of supplies.</p> <p>Enables sustainment during combat or in support of national strategic operations. Provides all supply support to the organization that they fall under. Designed to carry hundreds and usually thousands of repair parts, some as well as food, clothing and petroleum products to sustain operational endurance and overall readiness of its supported organization’s fleet and combat power.</p>
Suspense Date	Deadline
Tactical	Lowest of the three levels of warfare—strategic, operational, and tactical—link tactical actions to achievement of national objectives. There are no finite limits or boundaries between these levels, but they help leaders design and synchronize operations, allocate resources, and assign tasks to the appropriate command. Field operations. Calculated, planned, small-scale actions serving a larger purpose; short range planning.
Tasking/Detail	Assignment, job.
TDA/MTOE	Organizational structure, material resources, manpower. Staffing.
Team/Squad Leader	Team leader, team chief, team supervisor, trainer
Technical Competence	Uses knowledge that is acquired through formal training or extensive on-the-job experience to perform one's job; works with, understands, and evaluates technical information related to the job; advises others on technical issues.
Temporary Duty Assignment (TDY) Temporary Assigned Duty (TAD)	Business travel, business-related travel, business trip
Theater	Area of operations
Threat (Enemy)	<p>Any combination of actors, entities, or forces that have the capability and intent to harm the organization, United States/national interests, or the homeland. May include individuals, groups of individuals (organized or not organized), paramilitary or military forces, nation-states, or national alliances. An adversary is a party acknowledged as potentially hostile to a friendly party. An insider threat is a person with</p>

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	placement and access who intentionally causes loss or degradation of resources or capabilities or compromises the ability of an organization to accomplish its mission through espionage, providing support to international terrorism, or the unauthorized release or disclosure of information about the plans and intentions of the organization.
Training	Trainer, instructor, teacher, program, instruction, training development
Training Objectives	-Or learning objectives, are the intended measurable outcome that learners will achieve once they've finished a course. Detailed information that will be acquired and what learners will be able to accomplish through learning this information.
Troops	Team, Crew, Group, Personnel, passengers, individuals, people, positions, staff, employees, DoD employees
Troop Commander	Human Resources Manager, Personnel Manager, Personnel Director
Uniform Code of Military Justice (UCMJ)	Legal action; regulations; legal code;
United States Navy’s or Marine Corp’s Fitness Report (FITREP)	Performance appraisal, performance evaluation
Units	Supported organizations. Clients. Company, unit, department; stakeholders. See <i>Organizational Unit</i>
USR (unit status report)	The end-state goal of readiness reporting is to ensure clarity across the broadest range of organizations responsible for operational planning of the capability of elements to perform those functions for which they were organized or designed, and when necessary, assigned. The enduring principles are the foundation to achieving the readiness reporting end-state goal.
Verbal/ Oral Communication	Briefings. Conducted team meetings on business strategies to increase the company profits. Briefed organization leadership on requirements, protections, and their responsibilities; briefing them with the use of PowerPoint; briefed information and data to stakeholders and leadership; briefings to supervisors and managers ensuring understanding and compliance, as well as conducted multiple briefings to employees. Persuasively presents thoughts and ideas; receives, attends to, interprets, understands, and responds to verbal messages and other cues; expresses information orally to individuals or groups, taking into account the audience and the nature of the information; practices meaningful two-way communication; picks out important

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	<p>information in oral messages; understands and is able to process complex oral instructions; and appreciates feelings and concerns of oral messages.</p> <p>See <i>Briefing</i></p>
Wargaming	<p>Contingency planning; COOP. Procedures and processes used to examine organizational concepts, train and educate leaders and analysts, explore scenarios, and assess how planning and posture choices affect outcomes.</p>
Warfighter Exercise (WFX)	<p>Training seminar; multi-echelon training event; joint collaborative event; multi-component exercise.</p>
War College; Advanced strategic studies course	<p>Executive leadership school, Executive military leadership school. CONTINUAL LEARNING; LEARNING</p>
War Fighting Function	<p>Group of tasks and systems (people, organizations, information, and processes) united by a common purpose that leaders use to accomplish missions and training objectives.</p>
Warrant Officer (WO1 - WO5)	<p>Senior technician; technical advisor; facilitator; technical manager; technical specialist; director; specialist; department manager; chief; technical expert</p>
Wing	<p>Two or more organizational groups. Two types: composite and objective. Composite originations operate more than one kind of aircraft and may be configured as self-contained units designated for quick air intervention anywhere in the world. Objective originations are operational, located at/on Department of the Air Force installations, or have a specialized mission. Typically contain an operations, a maintenance support, and a medical originations.</p>
Writing	<p>Recognizes or uses correct English grammar, punctuation, and spelling; communicates information (for example, facts, ideas, or messages) in a brief, clear, and organized manner; produces written information, which may include technical material, that is appropriate for the intended audience. WRITING</p>
Written Communication	<p>Operations orders; email; text messages.</p> <p>Communicated strategies via email and memorandum to supervisors and managers ensuring understanding and compliance, as well as conducted multiple briefings to employees; drafted correspondence and initial drafts of policies.</p> <p>Communicates thoughts, ideas, information, messages, and other written information in a logical, organized, and coherent manner; creates documents, such as letters, directions, manuals, reports, graphs, and</p>

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	flow charts; presents well-developed ideas, with supporting information and examples. Uses standard grammar and sentence structure, correct spelling, and appropriate tone and word choice. WRITTEN COMMUNICATION

HELPFUL MILITARY TO CIVILIAN TRANSLATION LINKS:

<https://www.military.com/veteran-jobs/skills-translator>

<https://www.taonline.com/skills-translator/MosToCivilianOccupations.asp?moc=31B>

<http://www.dllr.state.md.us/mil2fedjobs/>