

U.S. DEPARTMENT OF LABOR



Employment Fundamentals of Career Transition (EFCT)



PARTICIPANT GUIDE





Visit dol.gov/EFCTmaterials to download the Resource Guide and a digital fillable PDF of this Participant Guide.

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All websites, URLs, and screen shots within this guide are active at the date of publication. However, URLs and web content are subject to change without notice, and users of this guide are advised to follow links to confirm information is of the latest version.

Version 5.1



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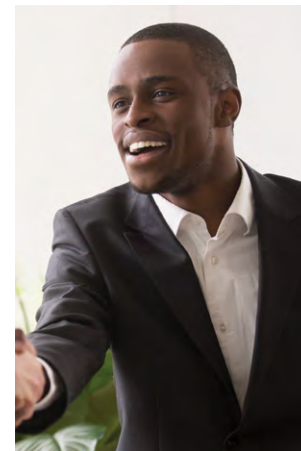
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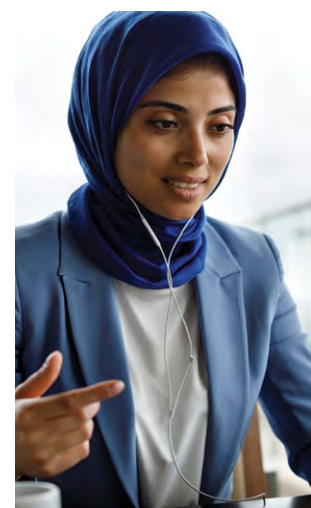
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1 | Getting Started

SECTION 1: GETTING STARTED



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WELCOME

Thank you for your service, and congratulations on embarking on the next phase of your career! Welcome to the Department of Labor Transition Assistance Program Employment Fundamentals of Career Transition (EFCT) Workshop.

The EFCT is one of several mandatory workshops for transitioning service members. Its purpose is to provide a general understanding of the information you need for a career change and the steps you can take as you search for employment.

WORKSHOP GOALS

Upon completion of this course, you will be able to:

- Identify typical actions to acquire a civilian job.
- Align employment expectations with personal needs, goals, and best practices.
- Recognize resources available to help you search and obtain employment.



Quick Tip

You want to find “the job,” not just “a job.”

EMPLOYMENT FUNDAMENTALS WORKSHOP MATERIALS

Downloadable resources associated with this workshop include:

1. Employment Fundamentals (EFCT) Participant Guide (PG)
2. EFCT Employment Plan Worksheet
3. EFCT Presentation Slides
4. VETS Resource Guide (VRG)



All EFCT resources are available in digital format at <https://www.dol.gov/EFCTmaterials>

Throughout this training, there will be several opportunities to complete activities in your Participant Guide (PG). Each activity reinforces the information presented. You will have a tangible result of the topics covered as you build a workable fundamental employment plan by the end of the workshop.

You are highly encouraged to download a copy of the fillable PG, which includes the Employment Plan Worksheet. By using the fillable PDF version of this PG, content that you enter for the section activities will auto-populate in the final plan/worksheet in the back of the book.

You must first save any downloaded PDF to be able to fill in and save the information. After you download and save the fillable PG or Employment Plan Worksheet, keep it open during the workshop to make notes and complete activities.

The PG contains resources, activities, hyperlinks, and other important information that will be useful in your transition to civilian employment.

The resources listed and used throughout this workshop, along with many additional resources, are gathered in the electronic VETS Resource Guide. Resources presented are a mixture of online tools, websites, organizations, and follow-on services that can be useful before, during, and after your transition from the military.

Watch for additional help, fun facts, and resources throughout your Participant Guide.



Quick Tip



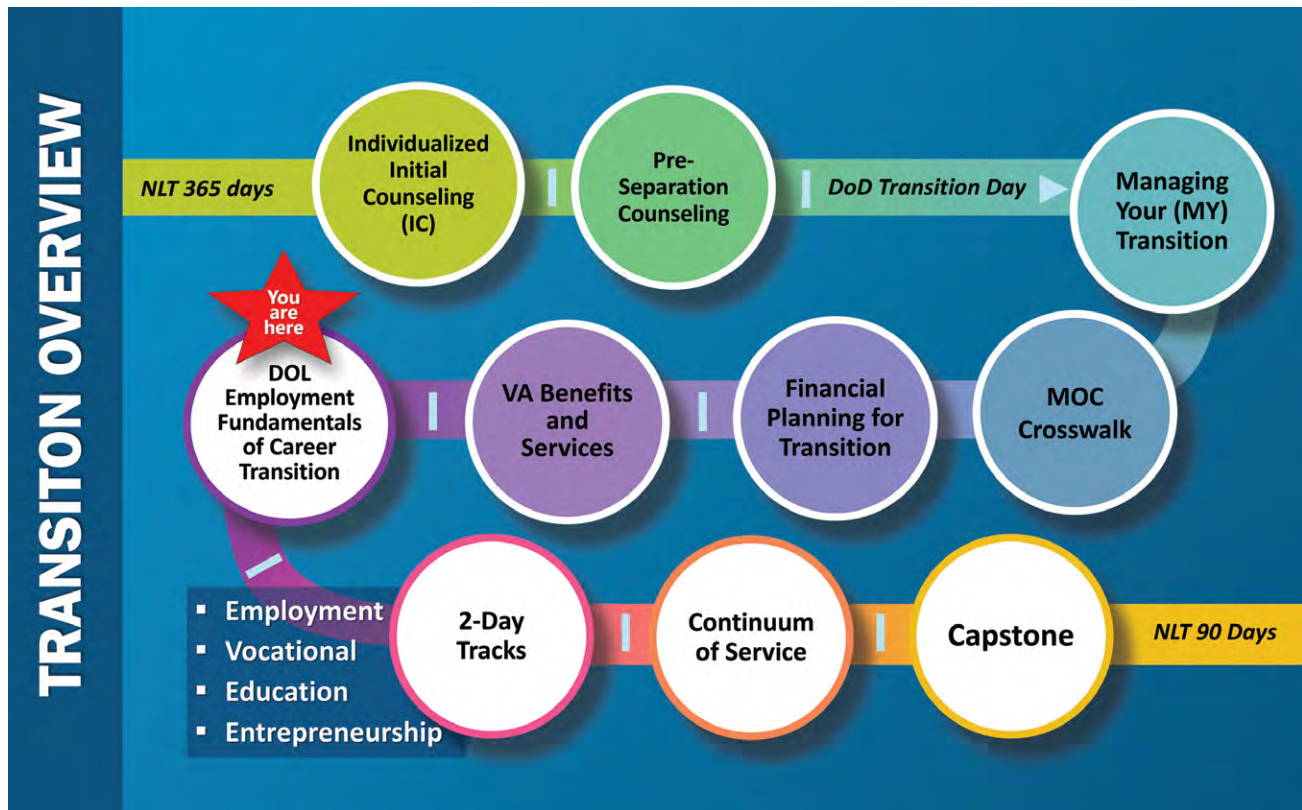
Did You Know?



More Information



TRANSITION ASSISTANCE PROGRAM OVERVIEW



The Transition Assistance Program (TAP) includes multiple steps, beginning with Individualized Initial Counseling (IC) and ending with a Capstone event. The goal is to assist you in meeting the Department of Defense's (DoD) Career Readiness Standards (CRS) which indicate your preparedness to meet your transition goals.

The red star in the Transition Overview graphic above marks your location along the TAP timeline as you begin this workshop.

Some of you may be entering civilian employment for the first time. Some of you may already have a job offer. Others may have already been accepted into an apprenticeship or a university. No matter where you are in your journey, the information provided in this workshop is beneficial.

Following this EFCT, you have four options for the 2-day tracks or training paths:



DOL Employment Track: Employment Workshop (DOLEW)—covers best practices in career employment, including in-depth training to build an effective resume, updated approaches to networking and searching for employment, learning interview skills, and identifying negotiation know-how. This workshop is well-suited for those pursuing employment opportunities as it expands on the tools and tips provided today.



DOL Vocational Track: Career and Credential Exploration (C2E)—offers an opportunity to complete personalized career development assessments of occupational interest and ability and be guided through a variety of career considerations, including labor market projections, education, apprenticeships, certifications, and licensure requirements. This workshop is designed to assist anyone with discovering more about what career path may fit their personal interests, aptitudes, and work values.



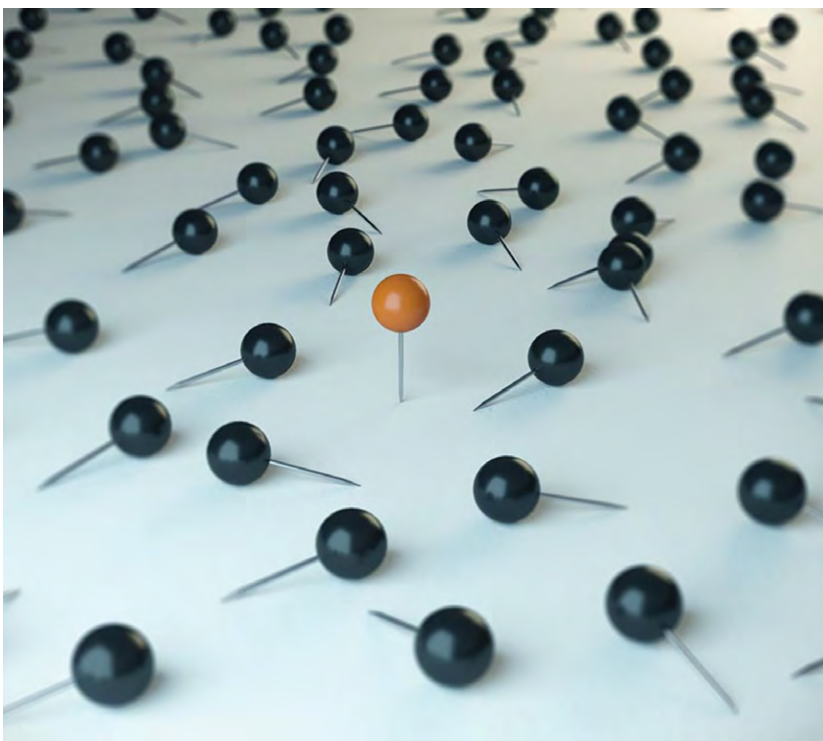
DoD Education Track: Managing Your Education (MYE)—assists with identifying the education requirements that support personal career goals. Anyone headed to school (undergraduate, graduate, or professional), will gain knowledge on the process and helpful tips by taking this course.



SBA Entrepreneurship Track: Boots to Business (B2B)—provides an introductory understanding of business ownership. Attending this track is an excellent choice for anyone looking to learn more about starting or owning their own business.

You do not have to limit yourself to only one option. There are hundreds of resources and websites, listed in the VETS Resource Guide, providing guidance and advice on employment search. This workshop is tailored to you, the transitioning service member. EFCT will identify actions you can take to assist you in becoming the best competitor for your best-fit career.

If a track is unavailable at your local installation, you can always complete the online version on www.TAPEvents.mil/courses



More Information

The VETS Resource Guide (VRG) is available digitally, updated semi-annually, and contains hundreds of vetted resources for transitioning military, veterans, military spouses, and caregivers.

Find it at:

www.dol.gov/EFCTmaterials

MAXIMIZE YOUR
RESOURCES



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WORKSHOP SECTIONS

The workshop is organized to walk you through the typical job search, grouping tasks together into the following sections:

1. Getting Started

2. Researching

3. Introducing Employment Rights

4. Building Your Personal Brand

5. Networking

6. Finding the Job

7. Interviewing and Job Offers

8. Determining Your Next Steps

WORKSHOP TOPICS

We will be presenting and discussing several job search topics and tactics in the EFCT workshop. Along the way, we will emphasize some especially helpful Pro Tips. Think of these as your power tools in your toolbox. They will make job searching easier, faster, and will add impact. Watch for the drill icon emphasizing the Pro Tips.

There are three fundamental concepts that will add a new awareness to your career transition. The fundamentals create the settings for the topics and Pro Tips.





PRO TIP: HAVE A PLAN

Making a plan based on job search fundamentals will separate you from other applicants as you continue to implement your plan during any career transition.

FUNDAMENTAL CONCEPTS

There are three fundamental concepts highlighted throughout this workshop. They represent an approach to the job search process that most job seekers may not consider. By understanding and applying these fundamental concepts along with the tools and tactics provided, you will set yourself apart from other job applicants who do not practice these techniques. All three fundamentals are important in your search for civilian employment, now or in the future.



Video

View the course introduction video at <https://www.dvidshub.net/video/embed/936691>

DEVELOP YOUR BRAND

To understand the fundamental concept of developing your personal brand, you have to first recognize that the job search is like a marketing or sales activity. You are offering your knowledge, skills, and abilities as an employee to a company or a hiring manager. Therefore, you want to show what sets you apart from others and how you add value to an organization.

To **Develop Your Brand**, start with where you currently are and assess your skills. By researching how your skills fit the labor market, you can then create your marketing message to make a memorable impression on the employer.

THINK LIKE AN EMPLOYER

To **Think Like an Employer** means you will put yourself in the employer's role as you consider where you will look for an open job, what you will write on your resume, and how you present yourself in an interview. When you apply this employer-focused mindset to every aspect of your search, you will have an edge over your competition.

MAXIMIZE YOUR RESOURCES

You have access to various resources, information, and support. Some of those sources are not available to every job seeker. TAP provides information and support to help you succeed. This workshop presents numerous ways to **Maximize Your Resources** throughout, and many more are gathered in the electronic VETS Resource Guide found at www.dol.gov/EFCTmaterials. Resources presented are a mixture of online tools, websites, organizations, and follow-on services. Your support does not end when you leave this class. You are encouraged to use as many of the resources as make sense for your personal journey.

Research studies and recruiters confirm using these techniques can positively influence your job search timeline.

WHERE ARE YOU NOW?

“What do you do in the military?”

“What do you want to do next?”

Your answer to these two questions determines where you begin your job search. Using your insights from the Managing Your (MY) Transition, the MOC (Military Occupational Code) Crosswalk, and the Financial Planning for Transition workshops, along with the information in this workshop, will help you develop your career plan.



ACTIVITY 1.1: Introductions

Take a few minutes to complete the following sentences.

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

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

When introducing yourself, be sure to say your name clearly. Your name is a unique part of your brand and is the first impression you make on people.

**DEVELOP YOUR
BRAND**



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THE CONTEMPORARY WORLD OF WORK

What do you know about today's workforce environment and current trends?

Understanding the world of work and current employment trends is helpful as it can inform where, when, and how you search for that best-fit job or career.



CHANGES IN EMPLOYMENT

Following the 2020 pandemic, remote work has become a significant global trend. At its peak, the number of employees working from home nearly doubled pre-pandemic levels.

The trend of remote work is stabilizing but still reshaping how work in America is performed. A recent study by Upwork, a talent connecting agency, found that by 2025, 22% of the American workforce will be working remotely.

According to a 2022 Pew Research Center report, six-in-ten or 59% of employed adults work from home all or most of the time.

The Census Bureau of the Department of Commerce reports continued increase in e-commerce sales with customers choosing to buy online rather than in brick-and-mortar stores. This trend has caused significant growth in supply, transportation, and warehousing, as well as decreases in retail positions.



Did You Know?

According to the Bureau of Labor Statistics, <https://www.bls.gov/news.release/pdf/nlsoy.pdf>, most Americans change jobs every five years.

A Gallup Report reveals millennials are 3 times more likely to change jobs than non-millennials. www.gallup.com/workplace/238073/millennials-work-live.aspx



More Information

U.S. Bureau of Labor Statistics, *Work from Home Report*
<https://www.bls.gov/news.release/atus.nr0.htm>

Pew Research Center
~ COVID-19 Pandemic Continues to Reshape Work in America, 2022 Report,
<https://www.pewresearch.org/social-trends/2022/02/16/covid-19-pandemic-continues-to-reshape-work-in-america/>



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Skilled labor is in great demand, particularly in healthcare, information technology (IT), supply chain management, and trades such as electricians, HVAC, plumbers, and welders.

Apprenticeships now provide opportunities in these fields and others like finance, energy, cybersecurity, and hospitality. With over 600,000 active programs in the US, apprenticeships provide paid training for high-growth, in-demand, and emerging occupations.

WORK/LIFE BALANCE

Work/life balance can be described as the balance, usually in time spent, between your work or employment life and your personal lifestyle. Having a balance between these allows you to better manage stress and maintain personal activities that can be more fulfilling to you.

In the Managing Your (MY) Transition TAP course, tips on managing stress during your military transition are addressed. Use this information to incorporate work/life balance to continue to minimize your stress in your next job.

Wellness and work/life balance have become a priority for employers, with 94% of companies surveyed reporting significant investments in their employees' well-being programs. Companies supporting a work/life balance benefit the employee as well as the employer. Seek out employers or companies that have policies which support your idea of a work/life balance.



More Information

Apprenticeship.gov

[https://www.](https://www.apprenticeship.gov/)

[apprenticeship.gov/](https://www.apprenticeship.gov/)

Article: Work-life balance

[https://blog.dol.gov/tag/](https://blog.dol.gov/tag/work-life-balance)

[work-life-balance](https://blog.dol.gov/tag/work-life-balance)



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HOW ARTIFICIAL INTELLIGENCE IMPACTS A JOB SEARCH

In the fast-evolving world of searching for a job, using the power of Artificial Intelligence (AI) can be an added tool to assist with various aspects of your career pursuit. However, you need to know how to use AI responsibly in your job search. Otherwise, AI used incorrectly becomes a tool that can keep you from getting the job you want. We will briefly touch on AI, and some of its functionalities within your job search.

AI can scan resumes and score recorded video interviews among other things. The functions of AI in talent acquisition varies across businesses. A Society of Human Resource Management (SHRM) study in 2024 reveals that more than 1 in 4 organizations use AI to support HR-related activities. And adoption is quickly growing as 47% of HR professionals say using AI has become more of a priority in the last 12 months.

LinkedIn leverages AI by using algorithms to recommend job opportunities which align with the skills and interests listed on a candidate’s profile, broadening the scope of potential career prospects.

Tools like Microsoft Copilot, ChatGPT, Perplexity, Gemini, and many others are optimized to assist with several job search and preparation functions. Some of these tools may require you to register for a free account. This is primarily to save your research history for you. Be aware and make sure you understand what you are agreeing to if you select AI tools to use in your job search.

AI can assist with writing STAR (Situation, Task, Action, Result) statements, translating military terminology, rewording a cover letter, gathering market value salary information, and analyzing job postings. However, AI-generated content requires your critical review and editing to ensure accuracy and a professional tone.

While AI can be an asset, its effectiveness hinges on your ability to provide clear and well-structured prompts. To ensure the AI generates the content you need, clearly define the task, providing keywords and instructions to ensure accuracy. For example, “Translate this military term into a civilian term: [type your military term or job title here].”

You must double-check the content it generates to ensure accuracy and appropriate tone for your experiences and skills. If it doesn’t appear correct, ensure you make the appropriate changes before adding any content generated from AI prompts into your resume. Remember, if you get an interview, you must be able to speak about that accomplishment if asked.

Understanding both the strengths and limitations of AI enables you to leverage these technologies effectively. Ultimately this will lead to a more successful and informed job search experience in today’s competitive job market. Keep an eye out throughout this guide for tips on AI prompting.



Caution

When using content generated through AI, you need to review it in depth to ensure it applies to you directly and is professional. Just as you may use AI to develop content that you include in your resume, employers use AI to screen out potential candidates. Ensuring the content you select for use is applicable to you, and is in your voice, will minimize the potential negative impact it could have on your job search.

**MAXIMIZE YOUR
RESOURCES**

Let's practice using an AI tool for a common job search request. You will translate a military job title and then review to see if the AI response is correct.

TRANSLATING MILITARY JARGON INTO CIVILIAN TERMS

You may have touched on translating your military experience into civilian terms during the MOC Crosswalk.



ACTIVITY 1.2: Using AI to Translate Military Terms

Practice using AI to assist in translating a military term or job title into a civilian term. Possible AI tools are **Microsoft Copilot**, **Gemini**, **ChatGPT**, and **Perplexity**. These are just a few of the many available, and more will likely continue to become available. Some AI tools request that you register to be able to save your historical searches.

1. Select AI Chatbot by typing it into your Google search if you don't already have an app.
2. Type this prompt into a Chat AI: **Translate this military term into a civilian term: "type your word here."**
3. Don't be hesitant to ask for more options and to provide the term in an example sentence to make sure it makes sense.
4. Were the results returned by the AI bot correct? Do the terms make sense?

Remember the most important rule of using an AI generator for a job search is to correct, edit, and personalize your results.

SUMMARY

The DOL Employment Fundamentals of Career Transition (EFCT) workshop is only one day of several Transition Assistance Program (TAP) courses available.

The fundamental concepts highlighted throughout this course are important in your search for civilian employment and will set you apart from other job applicants who do not practice these techniques.

Companies supporting a work/life balance benefit the employee as well as the employer.

Job seekers as well as Human Resource professionals can use artificial intelligence (AI) tools in a variety of ways to assist finding the best-fit job or employee.

Now that you understand where you are, let's begin conducting your employment research.

**MAXIMIZE YOUR
RESOURCES**



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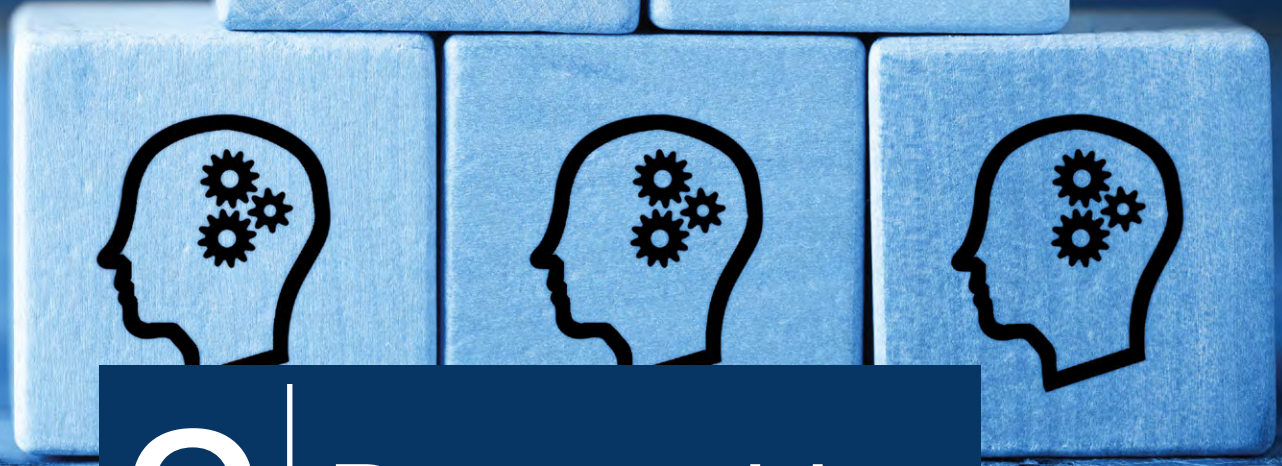
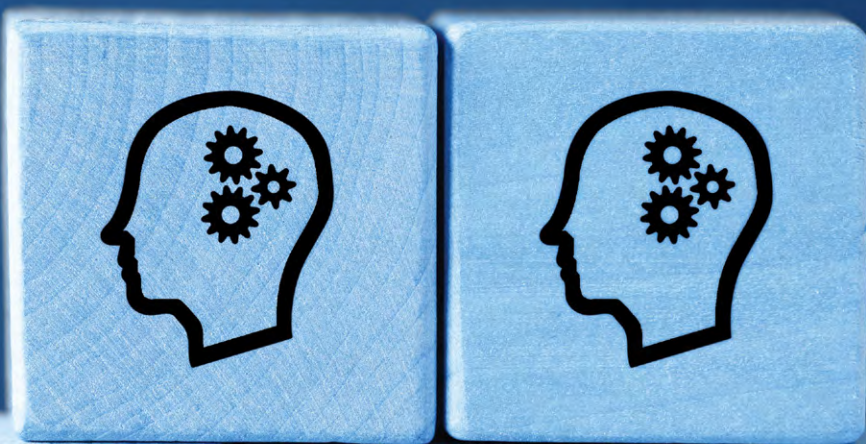
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2 | Researching

SECTION 2: RESEARCHING



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We will begin to build your job search foundation by looking at important research topics, such as the labor market, employment resources, and your marketable skills. Additionally, you will be introduced to apprenticeship programs available to you and other ways to gain skills.

Conducting research will allow you to answer the following questions:

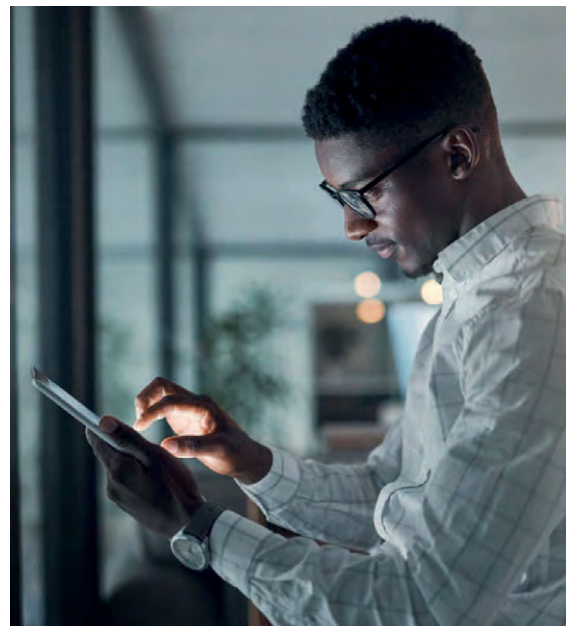
1. What does the labor market look like that I want to explore?
2. What career resources do I have available to me?
3. What skills can I use in that job market?

The answers to these questions are important because they will help you develop an Employment Plan.

THE IMPORTANCE OF RESEARCH

In today's competitive job market, taking the time for thorough job research is crucial for landing your target role. By researching the market, you gain insights into current trends, in-demand skills, and potential growth areas. This knowledge allows you to tailor your resume to highlight relevant skills and experiences that employers are actively seeking.

Research empowers you to identify the appropriate resources, such as job boards, professional associations, or company websites, to find the most relevant opportunities and effectively target your search. Also, using the resources available to help you in your research, such as your local American Job Center (AJC) and CareerOneStop, can give you an advantage over other candidates.



Furthermore, researching specific companies and job openings provides a wealth of valuable information. You'll gain a deeper understanding of a company's culture, mission, and values to see if they align with your own. Additionally, you can discover any specific skills and experience required for the position, along with any necessary additional education or training you may need.

Finally, reviewing your personal skills is imperative in order to determine which are most useful and valuable in your chosen career field. Consider opportunities to gain more skills, if needed, to be the most desirable candidate.

WHY IS LABOR MARKET INFORMATION IMPORTANT?

Labor market information (LMI) supplies essential information to make career decisions. You will discover different experiences, education, and credentials required for your chosen career. This research also provides salary ranges to help you decide whether your career choice will meet your financial needs.

When you conduct research on the labor market, especially for determining your competitiveness for wages, you need to understand these key terms.

LABOR MARKET INFORMATION KEY TERMS

1. **Local Market Demand:** How many jobs are needed in a specific area for a particular occupation.
2. **Labor Market Supply:** The number of people willing and able to work for a given wage at a specific time.
3. **Education and Training Requirements:** The schooling or experience needed to qualify for a job.
4. **Wages and Compensation:** The money workers earn, including salary, benefits, and potential for raises.
5. **Salary Range:** A minimum and maximum pay rate for a particular job or function and may have a mid-point identified.
6. **Industry Trends:** Changes and developments happening within a specific economic sector.
7. **Growth Potential:** The future outlook for an occupation in terms of job creation.
8. **Occupations:** Specific jobs that people perform (e.g., software developer, nurse).
9. **Location:** Geographic area that can influence labor market information.
10. **Knowledge, Skills, and Abilities (KSA):** What a person needs in order to perform the duties of the job effectively.
 - Knowledge: The information and understanding required for a job.
 - Skills: The learned and practiced capabilities to do something.
 - Abilities: The natural talents and capacities to do something.

MAXIMIZE YOUR
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CAREERONESTOP

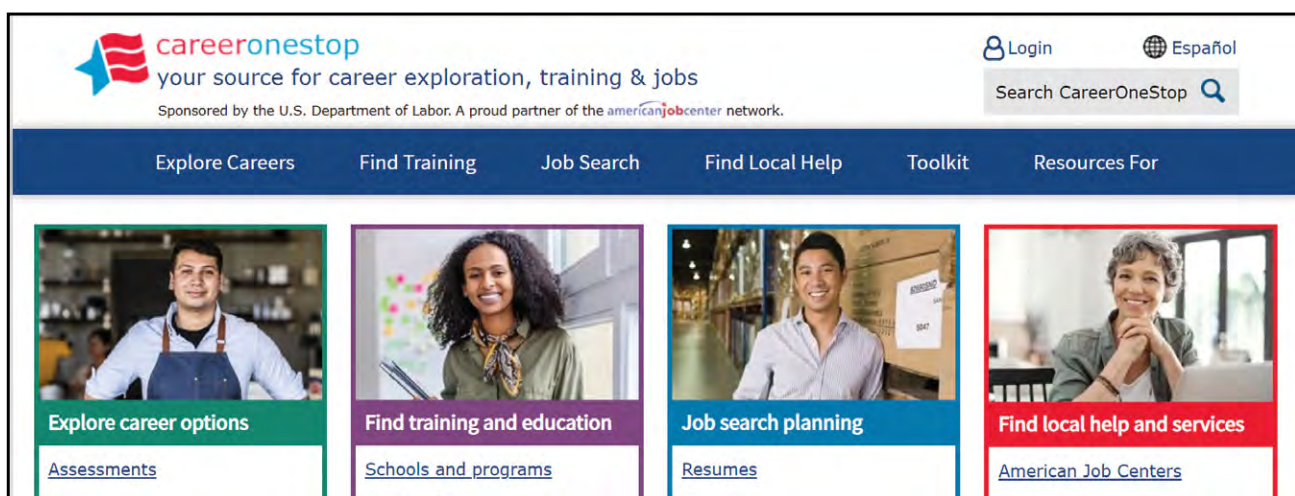
CareerOneStop, <https://www.careeronestop.org/>, is your online source for career exploration, training, and jobs. It is sponsored by the U.S. Department of Labor and is a partner of the American Job Center (AJC) network.

The website serves all job seekers with a variety of free online tools, information, and resources. Use CareerOneStop as a source for career exploration, training, jobs, and to research labor market information to identify marketable skills for the career you want.

CareerOneStop Occupation Profile

The CareerOneStop Occupation Profile provides occupational details, including duties, earnings, required education/training, and skills.

Begin your occupation search by exploring CareerOneStop and the many areas of information provided for your job search.



DEMONSTRATION 2.1: CareerOneStop Occupation Profile

In the following website demonstration, let's explore how CareerOneStop's Occupation Profiles can provide a deep dive into the skills required for different professions.

For the purpose of this demonstration, we will take a deeper look at a market research analyst to find out how their skills relate to market value.

1. **Access** the CareerOneStop website, <https://www.careeronestop.org/>
2. Select **Toolkit**, then under **Careers**, select **Occupation Profile**.
3. Enter **Market Research Analyst** as the keyword or an occupation which interests you to begin your search. If you know where you want to live after leaving the military, identify a location. You may be provided with a list of comparable occupations to choose from if your exact occupation is not listed.



At the top of the **Occupation Profile** page, there are two cards which have gray headings. These topics provide a summary of the career, a list of other common job titles used for the career, and a short video showing what it's like to work in the career.

Job Description

Description: what do they do?


Research conditions in local, regional, national, or online markets. Gather information to determine potential sales of a product or service, or plan a marketing or advertising campaign. May gather information on competitors, prices, sales, and methods of marketing and distribution. May employ search marketing tactics, analyze web metrics, and develop recommendations to increase search engine ranking and visibility to target markets.

Also known as:

Business Development Specialist, Communications Specialist, Demographic Analyst, Market Analyst, Market Research Analyst, Market Research Consultant, Market Research Specialist, Market Researcher

Career Video. Watch a short Career Video and/or view the transcript.

Career video



[View transcript](#)

The next two cards with dark blue headings can help you decide if this career is a good choice for future job opportunities over a 10-year period.

View the **Outlook** to access job opportunity information.

Outlook: will there be jobs?



New job opportunities are **very likely** in the future.

This occupation is:

- Expected to grow much faster than average

[Find job openings](#)

Select the button **Find job openings** to view specific job openings.

Here you can explore the job postings.

10,000 jobs found by [National Labor Exchange](#) for **Market Research Analysts and Marketing Specialists** in **United States**. Results are limited to 10,000.


Sort by: Best Match

| Job Title | Company | Location | Date Posted |
|--|---|------------------|-------------|
| Technology Sales Specialist, Senior Associate | Raymond James Financial, Inc. ⚡ Federal Contractor | | 02/06/2024 |
| CALVERT FIXED INCOME ESG RESEARCH SPECIALIST (Sr. Associate) | Morgan Stanley | Boston, MA | 04/05/2024 |
| Analyst Relations Specialist | Verint Systems, Inc. ⚡ Federal Contractor | Indianapolis, IN | 03/12/2024 |
| Analyst Relations Specialist | Verint Systems, Inc. ⚡ Federal Contractor | Augusta, ME | 03/12/2024 |

View **Projected employment**.

Projected employment

| Texas | United States |
|--|---|
| 38,240 2020 Employment | 868,600 2022 Employment |
| 51,630 2030 Employment | 985,200 2032 Employment |
| 35% Percent change | 13% Percent change |
| 5,690 Annual projected job openings | 94,600 Annual projected job openings |

Compare projected employment  ?

You can select the button **Compare projected employment** to view specific location information.

Once you select **Compare projected employment**, select **View National Data** to compare with other states.

Projected Employment for Market Research Analysts and Marketing Specialists in 78259

[View National Data](#)  [View Table](#) : [View Chart](#) : [View Map](#)

| National | Employment | | Percent Change | Projected Annual Job Openings* |
|---------------|------------|---------|----------------|--------------------------------|
| | 2022 | 2032 | | |
| United States | 868,600 | 985,200 | 13% | 94,600 |

| State | Employment | Percent Change | Projected Annual |
|-------|------------|----------------|------------------|
|-------|------------|----------------|------------------|

Use the Back arrow, within the CareerOneStop pane, to return to the Occupation Profile page.

The next card, **Typical wages**, has a green heading.

This chart shows you a range of how much most workers in this occupation earn annually in a location.

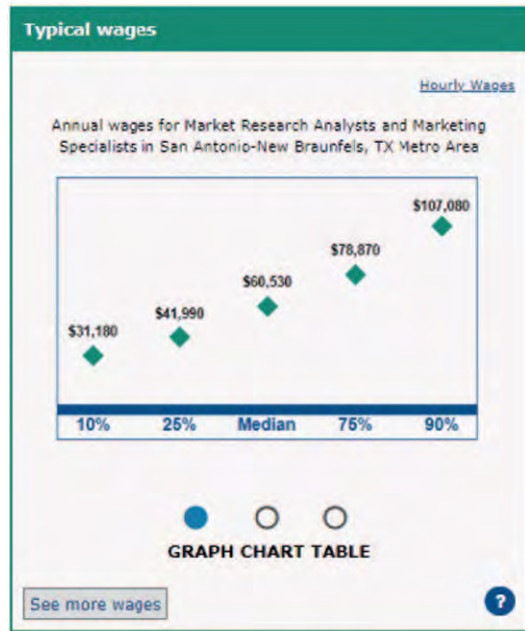
View the median salary for each career. Median wage means one half of all workers in this occupation earn less than this wage and one half earn more.

View the data as a Graph, Chart, or Table. At the top of the card, select the **Hourly Wages** hyperlink for more data.

Selecting **See more wages** can expand your search of national wages.

In Section 7, we look at additional resources for researching salary range.

Your DoD Financial Planning class provides guidance in determining your minimum income requirements.



The next section consists of five cards with gray headings. View the typical level of education, work experience, and on-the-job training that most people have when they start in the career.

View **Education and experience: to get started**.

Education and experience: to get started

People starting in this career usually have:

- Bachelor's degree
- No work experience
- No on-the-job training

Programs that can prepare you:

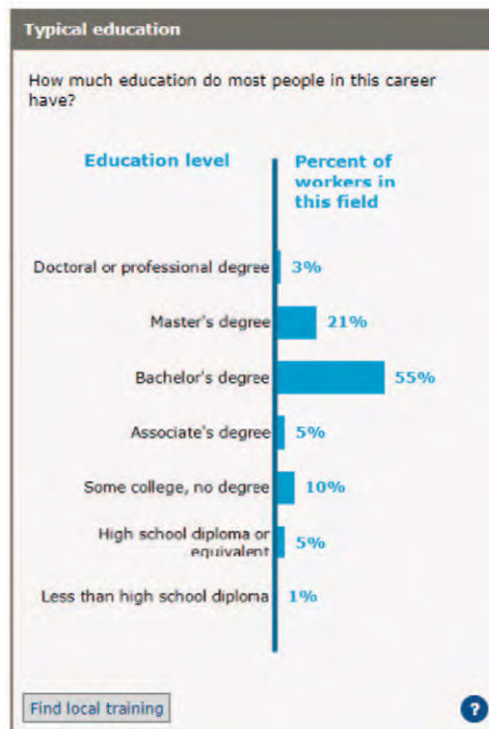
- [Apparel and Accessories Marketing Operations](#)
- [Apparel and Textile Marketing Management](#)
- [Applied Economics](#)
- [Business Analytics](#)
- [Business and Personal/Financial Services Marketing Operations](#)

[More programs](#)

Next, review the next card, **Typical education** (level of education usually needed to enter this career).

Select **Find local training** for a list of schools that match your search.

Click on any school name to learn more about the school and programs.



Some occupations may require certifications or licensing.

Select each card's **Find certifications** or **license details** to locate current certifications for your occupation or industry, state license details, and apprenticeship opportunities.

Certifications: show your skills

Let employers know you have the skills to do well at this job.

Earning a **certification** can help you:

- Get a job
- Get a promotion

Find certifications

Licenses: do you need one?

Some states require an **occupational license** to work in this career.

Find license details for your state

Apprenticeships: learn on the job

Apprenticeships combine paid on-the-job-training with classroom lessons.

Find apprenticeship opportunities

Also note that some occupations may offer **apprenticeships**.

At the bottom of the page are four cards with brown headings and one purple heading.

View the **Activities: what you might do** card. This displays typical activities within the selected occupation. Think about your current job. Are the activities similar? Are these activities that you would like to do?

Use the **Activities** card to help write your resume because these are typical activities that are used on the job every day. These can also be considered the skills most marketable in that field.

Review the KSAs specific to the occupation.

Think about your current job. Do you have similar KSAs? What might you use in your resume?

Select the card with the purple heading to explore other careers that have similar skill and experience requirements to the selected career.

Activities: what you might do in a day

- Prepare research reports.
- Analyze consumer trends.
- Conduct surveys in organizations.
- Establish business management methods.
- Measure effectiveness of business strategies or practices.

[More activities](#)

Skills

People in this career often have these skills:

- **Critical Thinking** - Thinking about the pros and cons of different ways to solve a problem.
- **Writing** - Writing things for co-workers or customers.
- **Reading Comprehension** - Reading work-related information.
- **Active Listening** - Listening to others, not interrupting, and asking good questions.
- **Speaking** - Talking to others.
- **Complex Problem Solving** - Noticing a problem and figuring out the best way to solve it.

[More skills](#)

Related occupations

- [Marketing Managers](#)
- [Business Intelligence Analysts](#)
- [Search Marketing Strategists](#)
- [Advertising and Promotions Managers](#)
- [Management Analysts](#)

[More occupations](#)

Find local training

Knowledge

People in this career often know a lot about:

- **English Language** - Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- **Customer and Personal Service** - Knowledge of principles and processes for providing customer and personal services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- **Sales and Marketing** - Knowledge of principles and methods for showing, promoting, and selling products or services. This includes marketing strategy and tactics, product demonstration, sales techniques, and sales control systems.
- **Mathematics** - Knowledge of arithmetic, algebra, geometry, calculus, statistics, and their applications.
- **Administration and Management** - Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.

[More knowledge](#)

Abilities

People in this career often have talent in:

- **Inductive Reasoning** - Making general rules or coming up with answers from lots of detailed information.
- **Oral Comprehension** - Listening and understanding what people say.
- **Fluency of Ideas** - Coming up with lots of ideas.
- **Written Comprehension** - Reading and understanding what is written.
- **Deductive Reasoning** - Using rules to solve problems.
- **Oral Expression** - Communicating by speaking.
- **Written Expression** - Communicating by writing.

[More abilities](#)



ACTIVITY 2.2: CareerOneStop Occupation Profile Search

Now it's your turn. Use the CareerOneStop Occupation Profile to view the KSAs of a specific career.

1. **Access** the CareerOneStop website, <https://www.careeronestop.org/>
2. **Select Toolkit** then **Careers**, and then **Occupation Profile**.
3. **Enter in a keyword** or occupation that interests you. Briefly review the cards. Focus on identifying the marketable skills that you have or will need to use in this occupation.

Read through what you might do in this occupation under the **Activities** heading. Think about your current job.

- Are the activities similar?
- Are these activities that you can do?
- Are these activities that you would like to do?



Quick Tip

If you are unsure of other careers that might match your skills and interests, CareerOneStop also has a **Skills Matcher** application, <https://www.careeronestop.org/Toolkit/Skills/skills-matcher.aspx>
The Appendices contain detailed steps for this application.

GETTING HELP AT THE AMERICAN JOB CENTER (AJC)

AJCs comprise a vast network of state-operated employment resource centers staffed with professionals dedicated to offering tailored services to veterans and their spouses throughout their career and transition journey.

These centers, located across the United States and territories, provide accessible support to individuals seeking employment opportunities and career guidance. Veterans and eligible spouses receive priority of service for valuable, no-cost employment services at AJCs. Priority of service means that a veteran is given priority access to employment, training, and placement services provided through the American Job Center. This means the veteran receives access to the service earlier in time, or instead of, others.

You can gather a lot of information on websites, but there is no substitute for connecting in person with industry leaders, employers, fellow job seekers, and local labor market experts.

AJCs hold open sessions with industry leaders, job fairs with local employers, job seeker mixers, and maintain information you can use to connect to business experts. They serve nearly a million veterans each year.

The nearly 2,400 US-based AJCs are known by a lot of different names depending on the state, such as WorkSource, Workforce Office, Employment Service, etc. An extended “by state” list is available in the Appendix of this guide. No matter the name, the AJCs provide help at no cost to job seekers for a variety of career and employment-related needs.

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

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

Connect with the AJC in your local or desired work area to receive direct access to knowledgeable staff for career assistance, local employers and local labor market information, as well as access to free technology courses and local, state, and federal programs that may help you.



Video

Learn how American Job Centers can help you Find A Job and grow your career, <https://www.dvidshub.net/video/embed/936702>



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ACTIVITY 2.3: Locate the Name of Your AJC

1. Locate the State Workforce Agencies on page 134 of your PG.
2. Locate your state or desired relocation state.
3. Identify the unique AJC title for that location and contact information.
Record the information:

_____.

4. Next, find the AJC in your neighborhood or across the country by accessing the online CareerOneStop AJC Locator:

<https://www.careeronestop.org/LocalHelp/AmericanJobCenters/find-american-job-centers.aspx>



When you enter your location to find your closest AJC, you'll find the address, phone, office hours, and available services at that location. Below you will see an example email template you can use to reach out to your local AJC.

AJC EMAIL EXAMPLE:

STEP 1: Call the local AJC to get the name and email address of the career coach who works with veterans, or you can use the email contact for the state found in the Appendix.

STEP 2: Send an email such as the following:

Hello Veteran Representative Name at local AJC,

My name is Your Name and I am a soon-to-be veteran. As I transition out of the branch of service in number of months or date, I would like to learn more about the services you offer for veterans. I am currently a occupation in civilian terms and wish to seek employment as a future occupation in the location area.

Could we schedule a meeting? I would appreciate guidance on any documents or materials that you would find beneficial for me to bring along.

Thank you for your time.

Sincerely,

Email signature including contact information

In addition to accessing your local AJC, continue working toward your post-military goals by attending one or more of the TAP career-related workshops during your transition. If you need to file for unemployment insurance, please visit the Unemployment Benefits Finder website at <https://www.careeronestop.org/LocalHelp/UnemploymentBenefits/unemployment-benefits-finder-help.aspx> on CareerOneStop.



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RESEARCHING COMPANIES

It is always good practice to conduct online research of individual companies to assess benefits and aspects of working for a particular company. Consider the following:

- Company Values
- Employee Benefits
- Business Operations (products and services)
- Growth Potential
- Mission, Policies, Leadership (“About Us” section and leadership bios)
- Performance Reports, News Stories, Blog Posts, and Other Media Sources

INFORMATIONAL INTERVIEWS

Now that you have identified your marketable skills and conducted labor market research, you may find that you still have questions about a career path, an industry, or a company.

Conducting an informational interview is a way to explore career options and connect with people from companies and industries you are interested in. The goal is to gain insights into the company or occupation.

Think of it as more of a conversation. An informational interview could be a meeting where you interview someone already doing the job or someone who hires for that position. It could also be a meeting with someone you met on social media or at a career fair who works for that specific company.

Consider these questions when preparing:

- How would they describe their type of work, industry, or their career path?
- How did they become interested in the industry or get started in this career field?
- What one piece of advice would they give someone entering the field?
- What are the education and training requirements?

You may also be asked questions, so be prepared. You may ask them to critique your resume, but don't turn the meeting into an informal job interview. Remember, the person you're interviewing is offering to help you, so be respectful of their time and effort.

The added value that comes with informational interviews is that whomever you speak with becomes part of your network, a professional connection. Further value is that you may discover internship or apprenticeship opportunities.

MAXIMIZE YOUR RESOURCES



More Information

To learn more on conducting informational interviews, visit:

<https://www.careeronestop.org/JobSearch/Network/informational-interviews.aspx>



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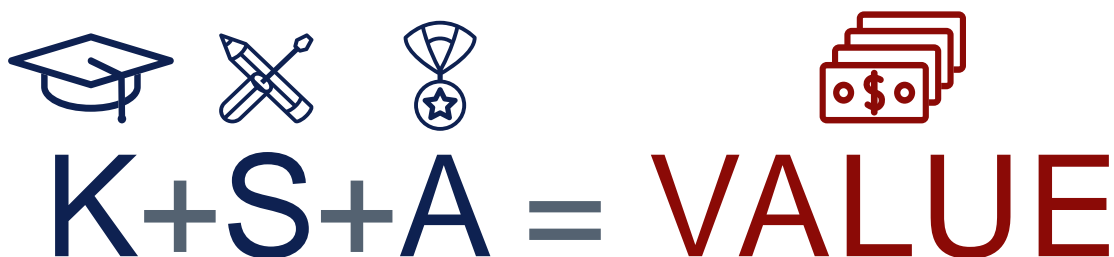
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APPLYING YOUR RESEARCH

Conducting research on the employment market, different career fields, and individual companies provides an enormous amount of information. You then have to apply the results to your situation. For instance, does your research help your decision of a career choice, which company you want to approach, or whether you need to gain more skills?

WHAT IS YOUR MARKET VALUE?

A person's market value is directly tied to their knowledge, skills, and abilities (KSAs). Strong KSAs relevant to in-demand occupations make someone a more attractive candidate, potentially leading to higher salaries and better job opportunities. The more a person's KSAs align with employer needs, the greater their worth in the competitive job market.



When assessing your KSAs, think about how one of these might cross over into other areas. You can use this information to persuade the employer that you are the best candidate. Additionally, it allows you to negotiate higher pay or better benefits.

“Market value can be defined as the price your knowledge, skills, and abilities (KSAs) would bring based upon the industry and location of the position.”

YOUR SKILLS

Many veterans possess a unique blend of abilities and skills honed throughout their time in service. You may recall hard and soft skills being discussed in the MOC Crosswalk; these skills make up your **Transferable** and **Marketable** skills.

ACTIVITY 2.4: Identify Your Skills

We will start with identifying skills you have and want to use again in your next job. Use the list below to note those skills by marking the checkboxes. You can always add some of your own as well.

- | | |
|---|---|
| <input type="checkbox"/> Arranging meetings/events/training programs | <input type="checkbox"/> Installing software/plumbing or electrical systems/ parts |
| <input type="checkbox"/> Assembling equipment | <input type="checkbox"/> Instructing/training |
| <input type="checkbox"/> Auditing financial records/accounts payable | <input type="checkbox"/> Interpreting languages/new laws/schematics/codes |
| <input type="checkbox"/> Communicating with others/groups | <input type="checkbox"/> Interviewing people/new employees |
| <input type="checkbox"/> Coaching team members | <input type="checkbox"/> Investigating problems/violations/fraud |
| <input type="checkbox"/> Confronting people/difficult issues | <input type="checkbox"/> Maintaining transportation fleet/aircraft/diesel engines |
| <input type="checkbox"/> Constructing buildings | <input type="checkbox"/> Managing an organization/mail room/retail store |
| <input type="checkbox"/> Controlling costs | <input type="checkbox"/> Marketing products/services/programs |
| <input type="checkbox"/> Counseling employees/colleagues | <input type="checkbox"/> Mentoring/coaching |
| <input type="checkbox"/> Creating innovative programs/internet sites/data systems | <input type="checkbox"/> Negotiating contracts/sales/disputes |
| <input type="checkbox"/> Delegating authority | <input type="checkbox"/> Operating vehicles or equipment |
| <input type="checkbox"/> Directing administrative staff/projects | <input type="checkbox"/> Persuading others/customers |
| <input type="checkbox"/> Dispensing medication/information | <input type="checkbox"/> Planning agendas/conferences |
| <input type="checkbox"/> Establishing objectives/guidelines/policies | <input type="checkbox"/> Preparing reports/meals/presentations |
| <input type="checkbox"/> Evaluating programs/solutions/instructors/peers/students | <input type="checkbox"/> Problem-solving |
| <input type="checkbox"/> Handling detailed work/data/complaints | <input type="checkbox"/> Programming computers |
| <input type="checkbox"/> Healing/nursing/nurturing/curing | <input type="checkbox"/> Protecting property/people |
| <input type="checkbox"/> Illustrating storyboards/concepts | <input type="checkbox"/> Purchasing equipment/supplies/services |
| <input type="checkbox"/> Implementing registration systems/innovative programs | <input type="checkbox"/> Repairing equipment/mechanical devices |
| <input type="checkbox"/> Improving maintenance schedules/systems | <input type="checkbox"/> Setting goals/objectives |
| <input type="checkbox"/> Improvising action | <input type="checkbox"/> Supervising others |
| <input type="checkbox"/> Initiating production/changes/improvements | <input type="checkbox"/> Writing or editing publications/proposals/technical documents/videos |

Use the space below to list any additional skills. These do not have to link to any specific occupation.

- | | |
|----------|----------|
| 1. _____ | 4. _____ |
| 2. _____ | 5. _____ |
| 3. _____ | 6. _____ |

TRANSFERABLE AND MARKETABLE SKILLS

Understanding the different skill types is valuable for translating your military experience into civilian success. Although it is not important to be able to put a label on what type of skills you have, it is important to be able to identify your different skill sets.

Think of transferable skills as those applicable across various occupations. Marketable skills are tailored to specific professions, or specifically identified by employers, and allow you to showcase your specialized talents that are in high-demand.

Your hard skills (technical knowledge) and soft skills (personality traits) can transfer from one occupation to others, and they become more marketable when they are skills an employer seeks in their job posting, making you more valuable.



Transferable Skills: These are broad abilities that you can apply across different jobs and industries. They showcase your overall potential to learn and adapt. Transferable skills can be both hard and soft.

Examples:

- **Trainer:** Developing and delivering instruction to help others acquire new skills and knowledge. (Many military members train new personnel that just arrived, such as new recruits, as well as mid and senior-level people new to the organization.)
- **Adaptability:** Adjusting to new situations, environments, and procedures. (Military personnel constantly adapt to changing deployment conditions, new installations, and unexpected challenges.)

Working from the list of skills you already identified, try to identify which skills are transferable to your next career. You may need to research careers and the specific skills required for success.



IDENTIFY TRANSFERABLE SKILLS

Let's say that a Military Recruiter identified the following four skills as transferable.

- Communicating with others/groups (communication skills/oral and written)
 - Talk with parents and/or colleagues about the recruit's progress.
 - Provide written communication in a clear, concise, and professional manner.
- Problem-solving
 - Conduct quantitative and qualitative analyses of recruiting programs.
 - Record the relative costs and possible benefits of potential actions.
- Instructing/training
 - Give information about service, training, and career opportunities to people interested in joining the military.
 - Deliver instructions and/or explain things to the recruit and/or their parents on their level, so they will understand.
- Mentoring/coaching
 - Advise on benefits and provide career mentorship.
 - Develop relationships with parents, colleagues, and recruits.



ACTIVITY 2.5: Identify Comparable Occupations

Now that you have looked at the transferable skills of the Military Recruiter occupation, which of the following jobs might require the same skills as the Military Recruiter skills listed above? Mark your answers below.

- Administrative Services Manager
- Advertising and Promotions Manager
- Human Resources Manager or HR Specialist
- Market Research Analyst
- Interviewer

If you identified all of the above jobs as having overlapping skills with a Military Recruiter, you are correct.

**DEVELOP YOUR
BRAND**





PRO TIP: KNOW YOUR MARKETABLE SKILLS

Knowing what job skills you have, and which of those skills employers are looking for, greatly enhances what you offer as a job applicant.

Marketable Skills: These are the specific skills and knowledge that employers, or the employment market, are actively looking for in a particular job opening. They are often listed in the job description and directly tie to the duties and responsibilities of the position. These are the skills that can potentially increase your value.

Examples:

- **Marksman:** Proficiency in using firearms with accuracy and precision. (Infantry skills apply to: Law Enforcement, Security, Firearms Instructor.)
- **Cybersecurity/IT certifications:** Highly sought-after in today's digital landscape, with skills in network security, data protection, and threat analysis. (Military experience in IT security translates well.)
- **Project Management:** The ability to plan, organize, and execute projects efficiently. (Military experience leading teams and managing logistics is relevant to many civilian organizations.)
- **Data Analysis:** Extracting insights and identifying trends from data. (Military intelligence analysts use data analysis skills to interpret information.)

The employer lists the skills they are specifically searching for in the job posting. The employer needs to hire a person who can accomplish the tasks of the job.

THINK LIKE AN EMPLOYER

You may not know your most marketable skills at this point. In Section 6, we will look at job postings for key words and marketable skills to highlight on your resume.

Remember:

- Highlight both transferable and marketable skills in your resume and interview. You have limited space on your resume, so include the skills that the employer needs to see.
- Focus on how your military experience translates to the specific job requirements.
- These skills don't just come from past jobs, also think about skills you have from hobbies and volunteer work.

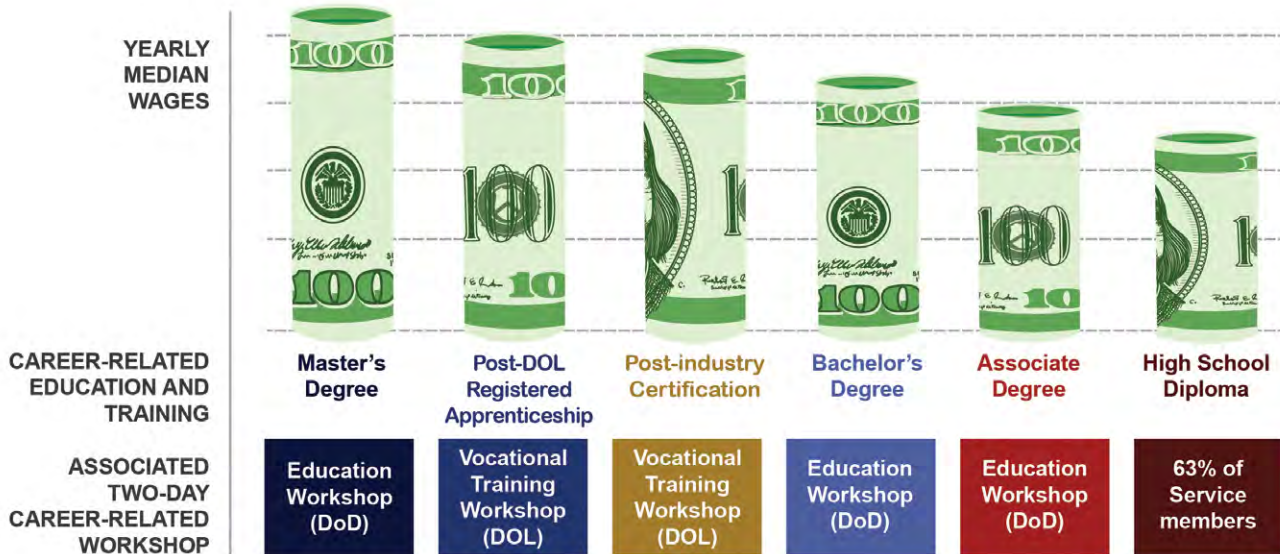
By understanding transferable and marketable skills, you can effectively bridge the gap between your military experience and civilian opportunities. By successfully showcasing your skills and experiences, you can increase your marketability and attract employers looking for qualified candidates with a strong military background and the endless expertise they bring to the table.

Remember, valuable skills can be acquired not only through work, but also through hobbies, volunteer experiences, additional duties, and military service. So, leverage your full range of competencies to land the perfect civilian career.



CAREER-RELATED EDUCATION AND TRAINING STATISTICS

Compensation varies with experience, skills, and education. The chart below depicts the value of investing in higher education, training, certifications, and internships through different pathways.



Understanding how different types of education and training can increase your income will help you decide if you want to pursue more education or gain new skills.



GAINING MORE SKILLS

PATHWAYS TO EMPLOYMENT

There are several ways to gain more skills, some before leaving the military and some afterwards. Many of these pathways could lead to employment. During your Pre-separation Counseling Brief, you may have been encouraged to explore SkillBridge, the Army's Career Skills Program, or the United Services Military Apprenticeship Program, or MilGears for apprenticeship opportunities. These programs are designed to give you valuable skills while still on active duty.

The Department of Defense (DoD) SkillBridge program is an opportunity for service members to gain civilian work experience through specific industry training such as employment skills training (EST) or on-the-job training (OJT), apprenticeships, or internships during the last 180 days of service. Participation in SkillBridge requires your commander's approval. With more than 1,000 training programs offered, SkillBridge connects service members with industry partners in real-world job experiences. For details about the specific programs/positions that are available, contact your local Transition Services office or DoD SkillBridge at <https://skillbridge.osd.mil/program-overview.htm>



ARMY CAREER SKILLS PROGRAM

The Army Career Skills Program (CSP) affords soldiers the opportunity to participate in employment skills training, on-the-job training, pre-apprenticeships, and internships with a high probability of employment in high-demand and highly skilled jobs. Participation must occur within the last 180 days of military service with an honorable discharge. For information on the Army's Career Skills Program, visit <https://home.army.mil/imcom/customers/career-skills-program>



UNITED SERVICES MILITARY APPRENTICESHIP PROGRAM (USMAP)

The United Services Military Apprenticeship Program (USMAP) is a formal military training program that provides Army, Navy, Marine Corps, and Coast Guard service members the opportunity to improve their job skills and to complete their civilian apprenticeship requirements while they are on active duty. The Air Force does not participate in USMAP, however offers credit for Air Force experience through the CCAF. Visit <https://www.airuniversity.af.edu/Barnes/CCAF> for more information. The U.S. Department of Labor (DOL) provides a nationally recognized "Certificate of Completion" upon USMAP program completion. Visit <https://usmap.osd.mil/index.htm> for details.



DoD COOL

Department of Defense (DoD) Credentialing Opportunities On-Line (COOL) is the result of extensive inter-Service collaboration to facilitate credentialing of service members. The Army, Navy, Air Force, Marine Corps, and Coast Guard each have their own service-specific COOL programs designed to match military occupations to civilian credentials (occupational certifications, licenses, and apprenticeships) and provide resources to help Soldiers, Sailors, Airmen, Guardians, Marines, and Coast Guardsmen attain these credentials. This is a pathway for enlisted members to earn industry recognized professional certifications and/or licenses to enhance their active-duty work, and to prepare them as they transition to the civilian job market. Visit the DoD COOL website at <https://www.cool.osd.mil/> for more information.



MILGEARS.OSD.MIL

Use MilGears to build a comprehensive record that captures all the learning, experience, and related skills you've gained to support preparation for career advancement. It can provide a customized comparison of your experience to the typical requirements for an occupation so you can plan out how to fill any gaps in your experience. MilGears can also be used to target potential careers in high-demand areas to help you plan your post-service career. Visit <https://milgears.osd.mil/> for details about MilGears.



JOB CORPS

A resource for veterans and family members aged 16-24: Job Corps is the nation's largest free, residential career training and education program for eligible young people in this age group. With more than 120 campuses nationwide, 10 in-demand industries, over 100 training areas to pick from, and countless careers to explore, Job Corps has an opportunity for anyone ready to work hard and grow. See which career paths are a great fit for you. Visit <https://www.jobcorps.gov/> for more information.



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APPRENTICESHIPS

Apprenticeships are an ‘Earn-While-You-Learn’ training model. In an apprenticeship, employers develop their future workforce while employees obtain paid work experience through on-the-job training and education. Apprentices can earn portable credentials and college credit, even an associate or bachelor’s degree. Ninety-four percent of apprentices retain employment after completing their program and many employers directly hire their apprentices upon program completion.



More Information

DOL’s one-stop website for all things apprenticeship, including a job finder tool, is located at <https://www.apprenticeship.gov/>

With over 600,000 active programs available in the U.S., apprenticeships offer paid training for hundreds of high-growth, in-demand, and emerging occupations in the following nine industries:

- | | |
|--|--|
| 1. Advanced Manufacturing | 5. Healthcare |
| 2. Construction | 6. Hospitality |
| 3. Energy | 7. Information Technology: Cybersecurity |
| 4. Financial Services: Banking and Insurance Underwriting Support Services | 8. Telecom |
| | 9. Transportation |

Although apprenticeships may have traditionally been associated only with skilled trades, opportunities for apprenticeships are now found in a broad range of career fields.

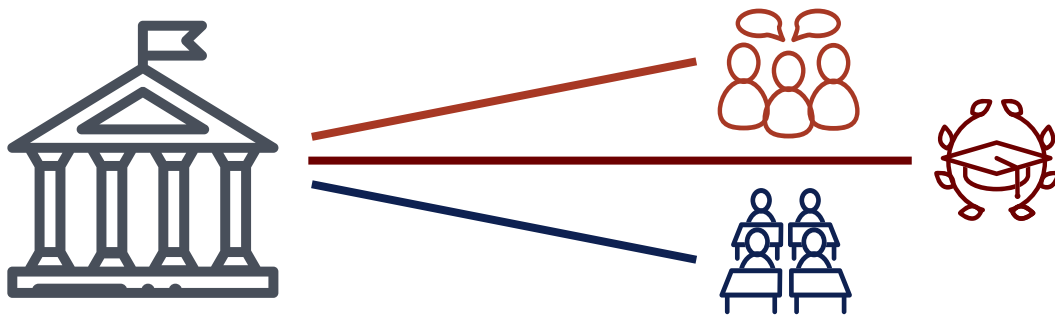
The following are just a few workforce apprenticeship opportunities:

1. Water Treatment Specialist
2. Elevator Constructor
3. Hotel Manager
4. Nutrition Care Specialist
5. IT Project and Business Analyst
6. Cloud Operations Specialist
7. Credit Coordinator
8. Pharmacy Technician
9. Transportation Vehicle, Equipment, and Systems Inspector



More Information

Learn more about Registered Apprenticeships for Transitioning Service Members at <https://blog.dol.gov/2022/09/14/transitioning-from-active-duty-consider-becoming-an-apprentice>



PATHWAYS INTO FEDERAL GOVERNMENT

Working for the federal government is a very popular career path for veterans to pursue. Established to help recruit talented people to work in the federal government, the Pathways Program targets students and recent graduates of all ages and backgrounds. The Pathways Program consists of three options:

- Internship Program
- Recent Graduates Program
- Presidential Management Fellows (PMF) Program

The Internship Program is designed for current students, while the Recent Graduates Program is for individuals who have graduated within the past two years from a qualifying institution or certificate program. Be sure to research programs for acceptance restrictions such as required academic achievement.

The PMF Program is a unique leadership development opportunity for candidates who:

- Have completed an advanced degree from a qualifying educational institution or program within the past two years of the annual application opening date.
- Are current graduate students and will complete all advanced degree requirements (including the completion or successful defense of any required thesis or dissertation) by August 31st of the following year of the annual application.

Learn More about Pathways Programs at:

- USAJOBS, <https://help.usajobs.gov/working-in-government/unique-hiring-paths/students/faq>
- VA.gov, <https://www.va.gov/employee/pathways-va/>



SUMMARY

In this section, you learned the importance of starting your job-search foundation by conducting workforce research. We discussed identifying your different skills and conducted labor market research using the CareerOneStop Occupation Profile.

You learned that you could find many other resources at CareerOneStop, including American Job Center locations, job listings, training, and veteran-specific assistance from the AJC such as workshops on resume writing, interviewing skills, and job search activities.

Remember, AJCs offer priority of service and staff available to provide no-cost, one-on-one assistance and access to many other resources while you work toward your employment and career goals.

In addition, we identified several resources you might be able to use such as CareerOneStop, SkillBridge, USMAP, MilGears, etc., to gain additional skills or fill a skills gap in your chosen career.

The next section will continue the research and look at employment rights.



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3 | Introducing Employment Rights

SECTION 3: INTRODUCING EMPLOYMENT RIGHTS



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In this section, you will learn about some of the employment rights you have as an employee and a veteran. Federal laws offer protections and rights to civilian employees just as military regulations offer protection to service members. The Department of Labor is charged with overseeing over 150 labor laws that protect the American worker. Each Act defines a set of laws and regulations that businesses must follow in the civilian workplace.

Let's look at six Federal Acts that impact your employment rights:

- Uniformed Services Employment and Reemployment Rights Act (USERRA)
- Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA)
- Americans with Disabilities Act (ADA)
- Fair Labor Standards Act (FLSA)
- Equal Employment Opportunity (EEO) Act
- Family and Medical Leave Act (FMLA)



Video

Six Laws Impacting Service Members



<https://www.dvidshub.net/video/embed/955136>

USERRA

The Uniformed Services Employment and Reemployment Rights Act of 1994, also known as **USERRA**, was created for you, as a veteran or military service member, to protect your civilian job rights and benefits.

All employers are required to abide by USERRA, even if they only have one employee.

While USERRA doesn't mean an employer must hire veterans, it does protect you from having your military service used against you as you transition to a civilian job. This means an employer cannot discriminate against you on the basis of your past military service, current military obligations, or intent to serve.

If you are in the guard or reserve, referred to as non-career military personnel, USERRA mandates that you have a right to return to your pre-service civilian job when you return from military duty, whether you were active for five days or five years. You must be promptly reemployed in the same position of status, seniority level, and pay you would have attained if you had not left for military service.

USERRA also provides protections if you become disabled during your military service. Employers are required to make reasonable efforts to accommodate your disability.

The law is intended to minimize the disruptions for you when you are called to active duty or training, whether that duty is voluntary or involuntary. One important example of this is allowing you to keep your healthcare benefits while you are away.

Remember that you, as a service member, also have important responsibilities as defined by USERRA. You must pay attention to the details and meet the criteria and time limitations established in the law to be covered.

The Department of Labor, through the Veterans' Employment and Training Service (VETS), will assist you if you need to file a claim or have questions about USERRA.



More Information

For much more information on USERRA, visit the following website, <https://www.dol.gov/agencies/vets/programs/userra>



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ADA

According to the Bureau of Labor Statistics more than 25% of veterans leave the service with a service-connected disability rating. And most, if not all, are covered by the Americans with Disabilities Act (**ADA**). And while many may not consider themselves “disabled,” it is helpful to understand your rights under ADA.

Title One of the ADA ensures anyone with a disability is afforded the same rights as everyone else and is not discriminated against when it comes to employment. Title One applies to private employers with 15 or more employees, including state and local governments. It also extends to employment agencies.

The ADA ensures equal opportunity during the application process and on the job by:

- Prohibiting employers from discriminating against disabled job seekers who can perform the essential functions of a job with or without reasonable accommodations.
- Requiring an employer to provide reasonable accommodations to employees so that they can perform the essential functions of a job.
- Confirming that an applicant also gets necessary accommodations.

You are protected if you have a physical or mental impairment that substantially limits one or more “major life activities.” A list of these activities was recently expanded by the ADA Amendment Act and can be found here: <https://askjan.org/a-to-z.cfm>

If you have a military or VA disability rating, then ADA also potentially covers you. These ratings are based on standards from the U.S. Department of Defense and Veterans Affairs when determining disability status and may not meet the ADA definitions for disability determination. However, recent changes to the law now cover many more service-connected disabilities.

Because of these changes, we recommend you take the time to confirm your disability is covered by the ADA. Visit the ADA website at www.ada.gov to find out.

The Equal Employment Opportunity Commission has also created a comprehensive guide, “[Veterans and the Americans with Disabilities Act: A Guide for Employers](#)” (November 2020), located on their EEOC website, that provides answers to questions about your rights as an injured or disabled veteran returning to your civilian job.

The guide provides valuable information that will help you learn about work life adjustments that will help you be successful in your new workplace. You can find the guide at the [EEOC.gov](http://www.eeoc.gov) website.



More Information

For more information on ADA, visit:

- *Job Accommodation Network (JAN)*, <https://askjan.org/index.cfm>
- *Understanding Your Employment Rights Under the Americans with Disabilities Act (ADA): A Guide for Veterans*, <https://www.eeoc.gov/laws/guidance/understanding-your-employment-rights-under-americans-disabilities-act-guide-veterans>
- *Office of Disability Employment Policy (ODEP)*, <https://www.dol.gov/agencies/odep>



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EEO

The Equal Employment Opportunity (**EEO**) Act:

- Protects job applicants and employees against discrimination on the basis of race, color, national origin, ethnicity, religion, age, sex (including pregnancy), disability, or genetic information.
- Applies to most private employers, state and local governments, educational institutions, and labor organizations.
- Protects against harassment, retaliation, or denial of reasonable workplace accommodations for those with medically recognized disabilities.

Simply put, the idea is that everyone should be treated fairly when they are considered for employment decisions such as hiring, promotion, compensation, or termination; you have the same chance or “equal opportunity” with that employer.

The Equal Employment Opportunity Commission, or EEOC, enforces compliance with several anti-discrimination laws, including the employment provisions of the ADA. The EEOC also enforces the Equal Pay Act, which prohibits sex discrimination in wages.

However, it should be noted that EEOC rules do not impact all employers, and not all employees are protected. EEOC protections depend on the type of employer, number of employees, and other specific factors.

Often, you will hear the term “protected group” to categorize those who are covered or “protected” by EEO laws. EEO does not guarantee that people of underrepresented or “protected” groups will get hired, just that no one should face rejection or work difficulties based solely on the characteristics defined in the law. You may file an EEO complaint if you experience any form of discrimination.

If you think you may be a member of a protected class under the EEOC or any of the veteran protection laws, visit the EEOC website at <https://www.eeoc.gov/> for more in-depth information on how these laws may impact you. And remember, there are time limitations if you ever need to submit a complaint or file any charges.



More Information

For more information on EEOC, visit:

www.eeoc.gov/contact-eeoc



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VEVRAA

You might not think the Vietnam Era Veterans' Readjustment Assistance Act of 1974, known as **VEVRAA**, would impact you. But it is highly likely that it will, since many former service members choose to go to work for companies doing work for the federal government.

VEVRAA:

- Applies to federal contracts and subcontracts of \$150,000 or more.
- Prohibits discrimination based on an individual's status as a protected veteran in all employment practices.
- Requires contractors to take affirmative action to employ and advance protected veterans.

Affirmative action means contractors must take certain steps such as listing jobs, conducting outreach, and recruiting protected veterans. It is important to know that VEVRAA does not require preferential hiring for protected veterans.

You need to know your status since all contractors and subcontractors covered by VEVRAA are required to invite applicants to voluntarily self-identify as protected veterans prior to making a job offer. They will also invite applicants to voluntarily self-identify as protected veterans at the post-offer stage.

The applicants' self-identification information is supplied to the federal government as required by VEVRAA. The submitted information is provided as combined data and does not identify you personally. Employers cannot use your protected veteran status to discriminate against you, and this information must be kept confidential. Federal contractors covered by VEVRAA are also prohibited from discriminating against your family members or associates because of your status as a protected veteran under VEVRAA.



Did You Know?

You are a "protected veteran" under VEVRAA if you fall into one of the following categories: a disabled veteran; recently separated veteran, active-duty wartime or campaign badge veteran, or Armed Forces service medal veteran.



More Information

For more information on VEVRAA, visit:

- <https://www.dol.gov/agencies/ofccp/vevraa>
- <https://www.dol.gov/agencies/vets/programs/vets4212>



FLSA

The Fair Labor Standards Act, commonly referred to as **FLSA**, is the labor law that establishes the federal minimum wage, defines the work week, and sets standards for overtime pay. It also places restrictions on child labor and provides guidance for recordkeeping of employees' time.

The U.S. Department of Labor Wage and Hour Division oversees and enforces the FLSA. Since every private, federal, state, and local government subject to the FLSA must post the FLSA Minimum Wage poster, it is essential for employers to ensure that it is displayed prominently in the workplace. For more information, visit <https://www.dol.gov/agencies/whd/posters/flsa>

Under the FLSA, employees are classified as either exempt or non-exempt. Employees must meet established guidelines to be classified as exempt. This distinction is important because exempt employees are not paid overtime, while nonexempt employees must be paid for work over 40 hours in a work week.

Overtime for nonexempt employees is paid at a rate of no less than one-and-one-half times the regular pay rate after 40 hours of work in a work week.

The FLSA also sets the federal minimum hourly wage. Many states also have their own minimum wage limits. In cases where an employee is subject to both, the employee is entitled to the higher of the two wages.

It is important to note that the Equal Pay Act, which mandates that workers in the same workplace doing substantially equal jobs must be given equal pay, is a part of FLSA. However, it is enforced by the EEOC, which you learned about earlier.



Did You Know?

Independent contractors, sometimes referred to as 1099 workers, are not covered by FLSA.



More Information

For more information on FLSA, <https://www.dol.gov/agencies/whd/flsa>



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FMLA

The Family and Medical Leave Act, known as **FMLA**, provides:

- Eligible employees the ability to take unpaid, job-protected leave for family and medical reasons.
- Retention of health benefits.
- Entitlement to return to the employee's current or equivalent position at the end of the leave period.

The law helps you to balance the demands of work and family life. FMLA applies to all public agencies, public and private elementary and secondary schools, and companies with 50 or more employees.

You can use FMLA leave for the birth or adoption of a child, childcare within the first year, or to care for your spouse, child, parent, or other relative with a serious health condition. It is also available if you have a serious health condition that prevents you from performing the essential functions of your job.

There are also military family leave provisions used to care for a covered service member with a serious injury or illness. If the eligible employee is the service member's spouse, child, parent, or next of kin, military caregiver leave allows 26 work weeks of leave during a single 12-month period.

However, there are some criteria you must meet to be eligible for FMLA leave, such as length of employment with the covered employer. If you want to know if you are covered under FMLA, check with your employer or human resources department.



Did You Know?

It is estimated that almost 15 million workers take FMLA leave each year.



More Information

For more information, visit:
FMLA Frequently Asked Questions | U.S. Department of Labor (dol.gov).
<https://www.dol.gov/agencies/whd/fmla/faq>



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SELF-DISCLOSURE AND SELF-ADVOCACY

How do you disclose a condition that may affect employment? How do you rightfully request accommodations to help you do your job? This section discusses disclosure and asking for reasonable accommodations through self-advocacy for those with medical conditions or disabilities.

According to the Bureau of Labor Statistics (BLS), “In August 2023, 5.3 million veterans, which is more than 25% of all veterans, had a service-connected disability” (“[Employment Situation of Veterans - 2023](#)”).)

If you are not comfortable with the word disability, review the following suggested words:

- Health-related condition or chronic condition instead of disability.
- Acquired injury instead of disability.
- Non-apparent instead of hidden or invisible wound.

Self-disclosure is personal. You may not consider yourself disabled. However, if you need a reasonable accommodation, then you will have to disclose your disability.



More Information

Visit the Bureau of Labor Statistics Economic News for information on Persons with Disability Statistics:
<https://www.bls.gov/news.release/disabl.nr0.htm>



DISCLOSING A DISABILITY

During the interview, an employer will ask questions about your qualifications. They will discuss job specifications, skills, and personality traits a person needs to do the job. They cannot, however, ask about any medical conditions. As long as all applicants for the same type of job are asked the same questions and are required to take the same examination, these actions are legal.

After making a job offer, however, an employer may ask about your general physical and mental health. These questions may include questions about a disability. The employer may also require a medical examination as a condition of employment.

Let's look at the following example:

Consider Victor, an applicant with profound hearing loss in one ear. In an interview, the employer may ask Victor if he can respond quickly to instructions in a noisy, fast-paced work environment.

The employer can also ask him if he can meet legally mandated safety standards required to perform the job.

The employer cannot ask if Victor has a hearing impairment, uses a hearing aid, or receives treatment related to his hearing loss while he is still a candidate for the position.

After making a job offer, an employer may ask Victor questions about his health, including questions about his hearing loss. The employer may require a medical examination to determine Victor's ability to perform the job safely. However, the employer may not withdraw the job offer if Victor is able to perform the essential functions of a job with or without reasonable accommodations.



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WHAT IS SELF-ADVOCACY?

Self-advocacy is the ability to tell people what you need and why you need it. You can advocate for yourself during the interview process and after starting a job.

Speaking up for yourself:

- Raises awareness of the problems you face.
- Helps people understand your point of view.
- Can benefit your career.
- Can affect your future.

Review the strategies listed below to learn what you can do to improve your self-advocacy.

1. **Be confident.** You will be a better self-advocate when you believe in yourself and know you are worthy of respect.
2. **Know your rights.** You have the same rights as all workers, job seekers, and employees. Ensure that your request is in line with current legislation. As a service member or veteran, you should not hesitate to ask questions if you're not sure how a particular law operates or how it is enforced. Seek help from the relevant agency if you are unsure.
3. **Develop your strategy.** Have a plan of action. Determine who is best to speak to, what points to raise, and when is the best time to discuss your needs.
4. **Be direct and clear.** When communicating with others, speak up, ask for what you want, and listen. Remember to be polite and respectful to everyone you talk to.
5. **Communicate in writing.** Record everything related to your self-advocacy in the workplace. Save emails and keep good records.
6. **Be persistent.** If you are denied the services you need, you can appeal. Some employers may reject the first request. Other employers may approve you for a lesser service than requested.



More Information

For more information, please visit the Job Accommodation Network at <https://askjan.org/>



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ACTIVITY 3.1: Ask JAN

Navigate to the link provided to the right, or scan the QR code.

Notice on the JAN website, the A to Z of Disabilities and Accommodations offers the ability to search for possible accommodations listed by: Disability, Limitation, Work-Related Function, Topic, and Accommodation.

Think of a concern where you may need an accommodation. **Search** and discover what suggested accommodations are available. This website can assist you in advocating for yourself, if needed.



<https://askjan.org/a-to-z.cfm>

Example: Under the tab “By Disability”, in the blank for Filter Disabilities, type “migraines”. Click on the desired topic that appears below for more details.

By Disability | By Limitation | By Work-Related Function | By Topic | By Accommodation

By Disability - Find information on various disabilities, impairments, and conditions.

Q Filter Disabilities Category:

Migraines

SUMMARY

In this section, you have been introduced to Federal Acts that protect you as a civilian and veteran employee. You have also been introduced to the importance of disability disclosure and asking for workplace accommodations.

You can visit the DOL website, <https://www.dol.gov/general/topic/disability> to get more information about disability resources.

**MAXIMIZE YOUR
RESOURCES**



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4 | Building Your Personal Brand

SECTION 4: BUILDING YOUR PERSONAL BRAND



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Now that you are familiar with conducting employment research, let's begin building your personal brand and creating your professional presence. It is important to organize your thoughts and job search materials as you begin considering your options during transition.

In this section, you will learn the importance of using the STAR method to stand out, converting military terms to civilian terms, and developing a personal brand. You will create your work history outline to use as the framework for your master and targeted resumes. Finally, you will begin drafting your own professional introduction.



WHAT IS PERSONAL BRANDING?

Personal branding is identifying what is unique about you and then marketing that uniqueness. It is how you present yourself to others and potential employers.

Think about how car manufacturers, food products, and even military branches package their brand to differentiate themselves.

Be aware that your brand is more than a “veteran”. When you **Develop Your Brand**, it communicates your characteristics as an employee, your accomplishments, experience, and skills to others. It is important to be able to communicate your personal brand to a potential employer concisely.



CREATING YOUR PERSONAL BRAND

Your personal brand can be expressed in a job search by:

- writing a resume that emphasizes your unique employment experience and contributions.
- creating a professional introduction.

This section presents ways to identify your personal brand and express it to a potential employer.

TIPS ON CREATING YOUR PERSONAL BRAND

1. Align with your values.
2. Be consistent.
3. Be authentic.
4. Create a positive impact.
5. Build on your strengths.
6. Have a focus.
7. Present your value proposition.



PRO TIP: USE STAR TO STAND OUT

Distinguish yourself as an applicant by creating achievement statements that demonstrate your ability to perform, and even excel, as an employee.

STAR STATEMENTS

What sets you apart from other people with similar qualifications? What is your brand?

To answer these questions, the most effective strategy you can adopt in your job search is to **Think Like an Employer**. An employer needs to understand what value you offer to their organization.

Rather than just summarizing your skills, you can use the STAR Method to write targeted accomplishment statements to stand out and bring your work to life.

WHAT IS THE STAR METHOD?

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

The **STAR Method** is a four-part technique that showcases your accomplishments, not just responsibilities. These statements tell a mini-story of a challenge you faced, what you did, and the positive outcome you achieved. This format lets employers see your skills in action and the impact you can make.

Not every statement on your resume needs to be a STAR statement, nor do they all have to be in the STAR order, but the majority should follow the STAR Method.



A job description describes a task, while an achievement describes how well you performed that task.



More Information

Access the micro-learning session titled “Set Yourself Apart Using STAR” (less than 10 minutes) by visiting Transition Online Learning at www.TAPevents.mil/courses

Navigate to the TAP Curriculum tab. Use the drop-down menu to select Military Life Cycle (MLC).



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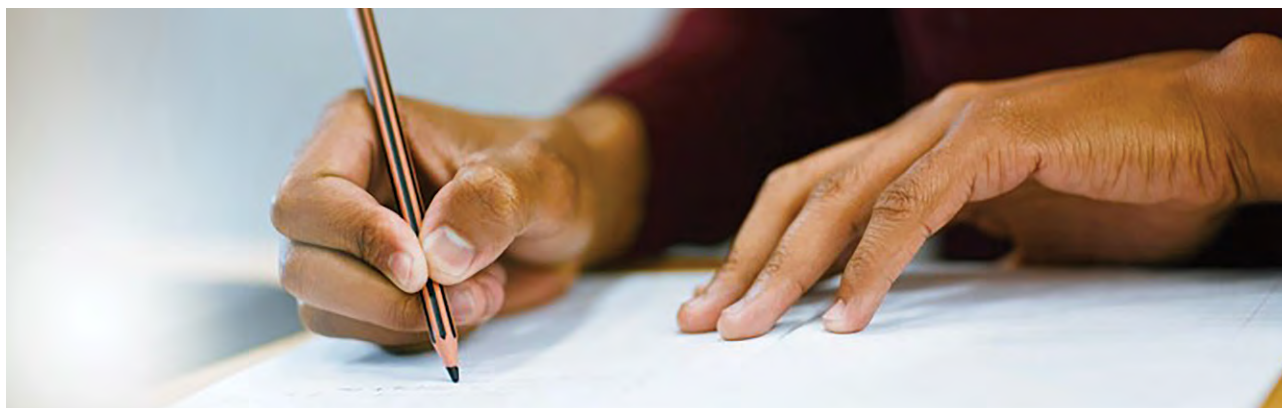
STAR Statements are useful in a variety of situations, to include when networking, writing your resume, during an interview, or any situation where you are presenting yourself to a potential employer.

They should include numbers to quantify your accomplishments, where applicable, and incorporate tasks, actions, and results to illustrate your points.

In addition, they can help you:

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

DEVELOP YOUR BRAND



USING THE STAR METHOD



Situation – Think of a specific time or circumstance when you used a particular skill; define the general context of that situation.



Task – Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.



Action – Describe what you did to complete the assigned task; emphasize the skills and resources you used, especially tailored to the position you are currently aiming for.



Result – Highlight the positive outcome and how you specifically contributed; describe the improvements, problems solved, or how you exceeded expectations. Quantify results whenever possible.

PUTTING STAR INTO PRACTICE

Let's review a job responsibility and task to see what the STAR format would produce.

EXAMPLE STAR STATEMENT

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

SITUATION

- The Promotion Board adopted a new computer system. It would not take the format of the promotion packages. The 5,500 packages that were submitted were rejected.

TASK

- As the team leader, I was tasked with ensuring the 5,500 promotion packages were updated with the correct format and resubmitted within 72 hours.

ACTION

- I developed an Excel spreadsheet for my team to track the 5,500 promotion packages to ensure they were all updated with the correct format.

RESULT

- I successfully led my team to update all 5,500 promotion packages using the new format and resubmitted them to the Promotion Board within the deadline.

FINAL STAR ACHIEVEMENT STATEMENT

- Developed and applied a comprehensive document tracking system within 72 hours, ensuring that 100% of 5,500 promotion packages were updated, corrected, and completed ahead of the Promotion Board deadline.

Notice that in the STAR Statement, most of the content is from the Action and Result sections. The statement began with a powerful action verb and used numbers to quantify the accomplishment.



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STATEMENT COMPARISON

Compare the following three statements provided by Candidate A and Candidate B. Each candidate is applying and competing for the same position. Their backgrounds are similar with past experiences in Training, Logistics, and HR. Review each of their resume bullets below. Notice how much more impactful Candidate B's STAR statements are compared to Candidate A's.

| Candidate A | Candidate B |
|--|--|
| <ul style="list-style-type: none">• Training - Prepare training for department. | <ul style="list-style-type: none">• Training - Conducted compliance training for 225 managers across six locations with 95% satisfaction rate. |
| <ul style="list-style-type: none">• Logistics - Determine proper equipment and staffing levels to load, unload, move, or store materials. | <ul style="list-style-type: none">• Logistics - Reduced time spent on conducting inventory by 20% by reorganizing physical storage of supplies. |
| <ul style="list-style-type: none">• HR - Perform personnel functions such as selection, training, or evaluation. | <ul style="list-style-type: none">• HR - Increased employee retention rate by 16% by focusing on training, team building, and recognition programs. |

Although all statements for Candidate A begin with a verb, the STAR statement responses provided by Candidate B are more memorable since those responses provide detailed responsibility with results.

Candidate A appears to only list job duties, whereas Candidate B states full accomplishments. Notice some of Candidate B's statements are in "TRA" order with the Situation implied. The statement may not always fall exactly in the STAR order.



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ACTIVITY 4.1: Write a STAR Achievement Statement

Practice setting yourself apart by writing a STAR Statement.

STEP 1. Write one job responsibility of your position or task you've completed. Refer to your Work History Outline or Master Resume to assist you.

If you have not completed those documents, use the following:

Verification of Military Experience and Training (VMET), Employee Summary Sheet (ESS-CG), USCG Record of Professional Development (CG-4082), Joint Services Transcript (JST), Community College of Air Force (CCAF) Transcript, evaluations, and other military documents to identify education, training, skills, and credentials gained in the military service.

STEP 2. Review the job responsibility or task and ask yourself the following questions:

1. Did I implement any new processes to improve things?
2. What did I do that went above and beyond the requirements?
3. What problems did I solve, and what skills did I use to solve them?



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STEP 3: Use the STAR Method to create your achievement statement.

Situation – Think of a specific time or circumstance when you used this skill; define the general context of that situation.

Task – Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.

Action – Describe what you did to complete the assigned task; emphasize the skills and resources involved.

Result – Summarize the outcome and how you specifically contributed; describe the improvements and/or benefits.



Take the information from the Action and Result areas to create your achievement statement below. Start with a powerful action verb and use numbers to quantify your achievements, if applicable. Review the example on page 60 to get started.

STAR Achievement Statement



More Information

Another way to generate STAR Statements might be to use AI with a specific prompt, such as, “Use this work history statement and put it into a STAR Statement:
[Enter your full accurate statement with appropriate keywords, factual numbers, and relevant details].”

TRANSLATING MILITARY JARGON INTO CIVILIAN TERMS

MILITARY TERMS AND ACRONYMS

Now that you have written some STAR statements for your resume, remember to continue to translate those military terms into what the employer will understand. As examples, below are charts of common military phrases and possible translation. Look back at your STAR statement: is there anything that requires translation?

| Military Term | Civilian Term |
|---|---|
| Battalion, Unit, Platoon, Wing, Flight | Organization, Agency, Department, Group, Team |
| Base, Duty Station, Wing | Military Installation |
| Commander, Chief | Division Head, Director, Senior Manager |
| Combat/War | Hazardous Conditions, Conflict |
| Commanded | Supervised, Directed |
| Cyber warfare | Information Security |
| Deployment | Business Travel, Overseas Tour |
| Executive Officer (XO) | Deputy Director, Assistant Manager |
| Esprit de Corps | Teamwork, Company Culture |
| Headquarters | Headquarters, Corporate Office |
| Liaison | Coordinator, Intermediary |
| Medal, Honors | Award, Recognition |
| Mission | Responsibility, Task, Objective, Job |
| MOS, MOC, AFSC, Rating, NEC | Career Field, Specialty |
| NCOIC, Petty Officer | Supervisor, Manager |
| OER, NCOER, FitRep, EPR | Performance Appraisal, Job Evaluation |
| PCS | Relocation, Move |
| Reconnaissance | Market Research, Competitive Analysis, Data Collection, Survey Analysis |
| Regulations | Guidance, Policy, Instructions |
| Temporary Duty (TDY), Temporary Additional Duty (TAD) | Business Travel |

**THINK LIKE AN
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JOB TITLES

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

Do your research before trying to translate military titles into an exact civilian equivalent. For example, unless you have specific experience in the field, you might not be able to transition directly into a corporate (C-Level or C-Suite) executive position as a CEO, COO, or CFO in the civilian workplace. Review the following examples.

| Military Term | Civilian Term |
|--|--|
| Action Officer (AO) | Analyst (or Senior Analyst, if applicable) |
| Company Grade Officer (O1-O3) | Operations Officer, Program Administrator, Supervisor, Director, Upper-Level Management |
| Cyber Operations Specialist | Ethical Hacker |
| Executive Officer (XO) | Deputy Director, Assistant Manager |
| First Sergeant, Director, Section/Squad Leader, Flight Chief | Personnel Supervisor, Division Manager, Operations Manager |
| Infantryman | Marksman, Armed Security |
| Logistics Specialist | Supply Chain Administrator |
| Military Personnel Office (MILPO) & Personnel Action Center (PAC) | Personnel Office, Human Resources |
| NCOIC, Watch Captain, Petty Officer | Supervisor, Manager, Coordinator |
| Operations NCO, Senior NCO | Operations Supervisor, Supervisor, Manager, Advisor, Leader, Administrator, Senior Personnel, Director |
| Platoon Sergeant | Supervisor, Instructor, Trainer |
| Professional Military Education (PME) Instructor | Corporate Trainer, Vocational Trainer, Leadership Instructor |
| Public Affairs | Public Relations Specialist, Marketing Specialist |
| Recruiter, Personnel Services Specialist, Career Counselor | Human Resource Assistant, Helper, Aide |
| Service Members, Soldier, Junior Enlisted, Airman, Lance Corporal, Seaman, Subordinate | Employees, Personnel, Individual, Team Member, Staff |
| Signal Support Specialist | Telecommunications Specialist |
| Supply Sergeant | Supply Manager, Logistics Manager |
| Squad, Section, Unit Leader | Team Leader, Team Chief, Section Leader, First Line Supervisor |
| Warrant Officer | Technical Manager, Specialist, Department Manager |

EDUCATION

Make your educational achievements easy to understand by describing your military training/education in civilian terms, as demonstrated in the following list.

| Military Term | Civilian Term |
|---|---|
| Basic Training | Basic Skills Course, Initial training, Entry-level training |
| Advanced Individual Training (AIT) | Advanced Skills Course (mention career field), On-the-job Training, Classroom Learning, Skills Training |
| Advanced Leader Course (ALC), Professional Military Education (PME), Non-Commissioned Officer (NCO) Academy | Advanced Leadership and Management Development Course, Tactical and Technical Training |
| Senior Leader Course (SLC), Senior Non-Commissioned Officer (SNCO) Academy | Senior-level Leadership, Technical, and Management Course, Critical Tasks Training |
| Basic Leader Course (BLC), formerly the Primary Leadership Development Course (PLDC) | Basic Leadership Development Course, First Course of Study, Fundamentals of Leadership Course |
| Officer Career Course | Junior Officer Training Course, Combined Arms Staff College, Senior Managerial Leadership School |
| Command and Staff College | Senior Leaders Program |
| Community College of the Air Force | Community College Associate Degree |
| Air War College | Executive Leadership School |
| Joint Professional Military Education (JPME) | Joint Operations and Strategy Education |

Google Jobs, Indeed, and LinkedIn Learning all have information and courses on translating military jargon to civilian terms.



More Information

Three online resources that can also assist with terminology:

CareerOneStop, <https://www.careeronestop.org/Veterans/JobSearch/ResumesAndApplications/translating-military-terms.aspx>

Indeed.com, <https://www.indeed.com/career-advice/resumes-cover-letters/military-to-civilian-job-title-translations>

Military.com Military Skills Translator, <https://www.military.com/veteran-jobs/skills-translator>



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ACTIVITY 4.2: Develop Your Brand Exercise

Think of catchy commercials you may have heard on the radio from lawyers or trade workers like HVAC and plumbing. You may recall statements where they express customer satisfaction scenarios or personal achievements to show you their value. In the same sense, you will work in groups to build someone's brand.

1. As a team, decide on using one person in your group and their occupation to “advertise their brand”.
2. Collectively find out that particular person's skills, both transferable and marketable skills. (Recall several skills were listed on page 33.)
3. Come up with a descriptive, 60-90 second “commercial” to tell an employer why they need to hire this person (**Think Like an Employer**), and express the many skills they offer. You can deliver the commercial how you see fit, i.e. role play, radio announcer, etc.
4. Reminders:
 - a. Try to use a variation of **STAR** Statements in your commercial delivery as noted in the example below.
 - b. Remember to translate military terms to civilian terms. Military terms were italicized in the example below to show how they were translated to a civilian term.
 - c. Example: Amy is a First Sergeant and wants to transition to a Project Manager job.

Commercial Example:

“Feeling overwhelmed by deadlines and lagging projects? Sounds like you're in need of a Project Manager with a proven track record of success. Introducing Amy Ramirez! During her time in the military as a team leader (*vs. First Sergeant*) (**Situation**), she led a group (*vs. platoon*) of 84 tasked with establishing a critical field hospital in a remote disaster location (*vs. zone*) (**Task**). Despite limited resources and a tight deadline, she quickly developed and executed a plan (**Action**). Her team not only constructed the hospital ahead of schedule, but it also exceeded capacity requirements, treating 20% more patients than initially projected (**Result**). Her skills include instilling a team effort, navigating challenges, and successfully completing projects (*vs. mission*) on time. Her collaborative spirit, impeccable time management, and proper use of problem-solving skills ensure your company benefits from a cohesive and motivated team, while keeping your projects on track. Don't gamble with your project's success. Hire a leader with measurable results. Hire Amy Ramirez!”



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Develop Your Brand

A large, empty rectangular box with a thin black border, intended for participants to write or draw their responses to the 'Develop Your Brand' section.

GETTING ORGANIZED

Create a type of employment portfolio that holds all your work history and transition-related information. There is no permanent or consolidated record across civilian work. If you do not write down your accomplishments and retain that information, it can easily be lost or forgotten.

Some documents that may be useful are:

1. Job Descriptions with key achievements
2. Verification of Military Experience and Training (VMET)
3. Joint Services Transcript (JST)
4. Evaluations, Letters of Recommendation, and Awards
5. Military and College Transcripts
6. MOC Crosswalk Gap Analysis (from DoD TAP course)



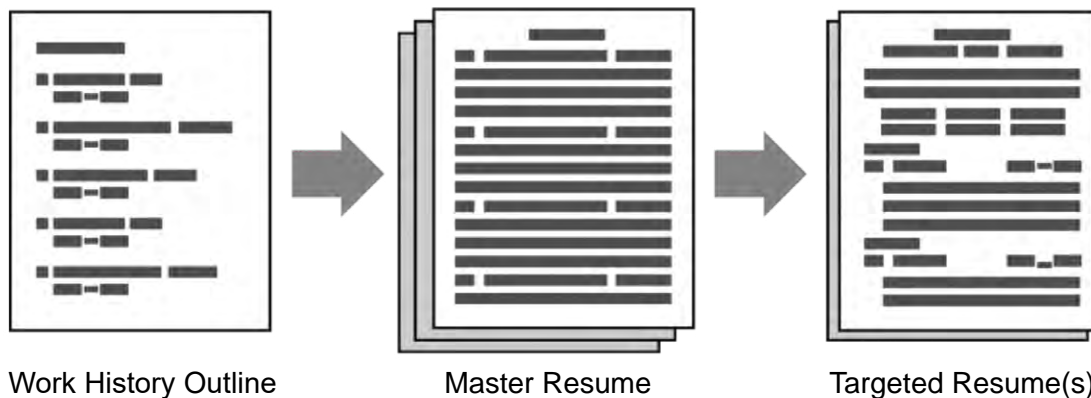
Video

Watch this video to learn about the uses of a Work History Outline, Master Resume, and Targeted Resume.



<https://www.dvidshub.net/video/embed/936714>

WORK HISTORY OUTLINE, MASTER RESUME, AND TARGETED RESUME



Part of creating your personal brand includes creating a Work History Outline. It is the foundation for two of the most important documents in your job search: a master resume and a targeted resume.



WORK HISTORY OUTLINE

Your Work History Outline is a complete job list. It includes the employer's name and location, your job title, and the start and end dates you worked in each job.

Use your VMET, evaluations, transcripts, or other military documents to help you remember dates, job titles, and details from your time in the service.

Include jobs prior to military service and any volunteer work.

Your Work History Outline serves as the framework for your master resume.

RESUMES

After you have created your work history outline, you can build on it to develop your master resume.



MASTER RESUME

A **master resume**:

- builds on your work history outline by adding complete descriptions of your skills, experience, training, certifications, and education on each job listed in your outline.
- is a source document for you to store information on your accomplishments throughout your career.
- is used to create a targeted resume with specific job experience relevant to each position for which you apply.
- is never given to an employer.

Begin with your **Work History Outline** as your starting point which lists every job you've held in military and civilian life. This forms the basis for creating your master resume.

Next, you will build on your outline by adding additional duties and accomplishments for each job title identified in your Work History Outline. Continue building your master resume by adding your education, awards, and STAR Statements.

Some items that can help you develop your master resume include your VMET, evaluations, transcripts, or other military documents to help you remember dates, job titles, and details from your time in the service.

There is a sample in the Appendices on pages 138-142.

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TARGETED RESUME

A targeted resume focuses on, or targets, a specific job posting highlighting the skills and experiences you have gained, relevant to that position.

A targeted resume uses the master resume as a source document to customize a response to a specific job opening.

It is common practice to only go back 10 years with your targeted resume unless it is for a government job, or your previous experience is relevant to the specific job and emphasizes your qualifications.

Since a targeted resume is written for one specific job, position, or application, you will create a targeted resume for each employment opportunity to which you apply.

We will soon analyze the job posting to identify content from your master resume similar to what you find in the job announcement. Once you have identified the content from your master resume that supports the job posting requirements, you can copy it into a new document, which will become your targeted resume for that job posting.

There is a sample in the Appendices on pages 144-145.



Quick Tip

A well-written targeted resume quickly shows the potential employer why and how you are the ideal candidate for their job opening. The Department of Labor Employment Workshop covers resume writing in detail. Go to TAPevents.mil to sign up.

**THINK LIKE AN
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UNDERSTANDING HOW THE DIFFERENT RESUME DOCUMENTS CONNECT

| Work History Outline | Master Resume | Targeted Resume |
|--|---|--|
| <ul style="list-style-type: none"> Lists all your jobs with the employer's name and location, job title, start and end dates for each job. | <ul style="list-style-type: none"> Builds on your Work History Outline by including all your skills, experience, education, training, certifications, and any awards you earned. | <ul style="list-style-type: none"> Includes only those items from your Master Resume and highlights your skills and experiences relevant to a specific job opening. |
| <p>Benefits of Using</p> <ul style="list-style-type: none"> Includes all work experiences during and prior to joining the military. Includes volunteer experience. Keeps your work dates and important information all together and in one place for easy reference. | <p>Benefits of Using</p> <ul style="list-style-type: none"> Stores all work experience information to include achievements and accomplishments in one place. Easy to update. Only need to add your latest job experience, education, training, supervisors, awards, achievements, and references. | <p>Benefits of Using</p> <ul style="list-style-type: none"> Highlights your relevant skills and qualifications which match the job requirements. Creates a clear first impression that you are directly qualified for the specific role. Maximizes your interview chances, which is the goal of a resume. |
| <p>Serves as...</p> <ul style="list-style-type: none"> Source document to build your master resume. | <p>Serves as...</p> <ul style="list-style-type: none"> Source document to build a targeted resume. | <p>Serves as...</p> <ul style="list-style-type: none"> Your application document for each specific job posting. |
| <p>Is...</p> <ul style="list-style-type: none"> Never given to the employer. | <p>Is...</p> <ul style="list-style-type: none"> Never given to the employer. | <p>Is...</p> <ul style="list-style-type: none"> Customized to the job opening and given to the employer. |
| <p>Includes</p> <ul style="list-style-type: none"> Employer/organization's name. Employer/organization's location: city and state. Job Title. Start and end dates - month and year. | <p>Includes</p> <ul style="list-style-type: none"> Employer/organization's name & location: city and state. Job Title. Start and end dates - month and year. All skills, job responsibilities, and detailed job duties. All accomplishments. All education, training, and certifications. Awards (can include ribbons and medals), accomplishments, and publications. Supervisor's name and contact information. References (professional and personal): name and contact information. Your LinkedIn profile. Home addresses while employed there (may be useful if applying for a security clearance). | <p>Includes</p> <ul style="list-style-type: none"> Employer/organization's name & location: city and state. Job Title. Start and end dates - month and year. Relevant skills summary. Responsibilities and detailed skills related to the target job. Accomplishments directly related to the target job. Education and training related to the target job. Relevant awards, accomplishments, and publications. Additional information may be required, e.g., Federal applications usually include a longer/more detailed work history and may ask for salary history. Your current contact information (may omit city/state but never use street). |



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By using the fillable Participant Guide, content that you enter for the section activities will populate in the worksheet in the Appendix as you work. This will be valuable for future reference.



ACTIVITY 4.3: Work History Outline

Use the following template to complete your Work History Outline.

1. Employer Name & Location: _____

Job Title: _____ Dates: _____

2. Employer Name & Location: _____

Job Title: _____ Dates: _____

3. Employer Name & Location: _____

Job Title: _____ Dates: _____

4. Employer Name & Location: _____

Job Title: _____ Dates: _____

5. Employer Name & Location: _____

Job Title: _____ Dates: _____

6. Employer Name & Location: _____

Job Title: _____ Dates: _____

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PROFESSIONAL INTRODUCTION

The job search is a journey filled with introductions. Each is an opportunity to connect with others and showcase your potential.

Your professional introduction (also known as an elevator speech or 30-second introduction) helps set the stage for productive conversations with prospective employers or members of your job search network. Keeping it short and to the point helps you prepare your response to the “*Tell me about yourself*” question that is asked in most formal or informal networking events and during job interviews. This is another great way to **Develop Your Brand**.

Here is an easy, four-step method you can use to craft a compelling professional introduction. It will both gain attention and highlight your current passions, skills, and goals.

STEP 1. Capture Attention with Your Goals.

When your conversation starts, capturing the listener’s attention quickly is essential. Their first impression of you will guide how they listen to all you have to say. Start with your name and then tell them your career goals.

EXAMPLE: “My name is Joshua Banks. I look forward to using my project management knowledge to create new and exciting products in logistics.”

- Presenting your goals up front with enthusiasm establishes a connection and sets the stage for an engaging conversation.
- Avoid presenting your background at first. This will come up next. Stay with the present at the beginning.



STEP 2. Add Your Relevant Experience. Briefly tell of your relevant, professional history.

Present anything in your background that highlights **relevant** experience to the job you want. Describe past experiences that **directly demonstrate** the skills and knowledge crucial for that **target role**. Use **achievement statements** you've created by using the STAR Method. Keeping things relevant will keep the listener engaged in the conversation.

Instead of a chronological laundry list of jobs, craft a compelling story that highlights your **relevant, transferable**, and most **marketable skills**.

Let's review what these types of skills are.

Relevant: Refers to your work experience that directly connects to your desired role and to the job the employer is offering. This means you are not bringing up a past job or skill that has nothing to do with the job you are seeking. For example, you are targeting a Marketing Manager role, and your prior experience was as a Military Recruiter. Relevant experience would include strategic planning and relationship building, but maybe not cold calling.

Transferable: These are skills that can be applied across different jobs and industries. There are dozens of skills you already have from your military experience and training.

Marketable: This is technical expertise or specialized knowledge that is in high demand within your target industry. These are often skills that the employer is seeking and will make you a more attractive candidate. You will often identify these in the job posting.

EXAMPLE: "In the military, I was fortunate to work in supply and logistics while deployed overseas (relevant experience). My attention to detail (transferable skill) and thirst for innovation (marketable skill) led me to suggest several improvements in operating procedures. Two suggested procedures were adopted across the company and saved several thousand dollars annually (result)."

- Using an achievement statement that includes the results of your actions provides details that set you apart from other candidates.
- By strategically weaving these elements into your concise but relevant story, you demonstrate your capabilities and tell employers how your skills translate into real-world impact quickly.

STEP 3. Make the Connection. Express why you are the best candidate. Don't make them guess.

Now that you have captured their interest with where you are headed (Step 1) and provided a relevant history of skills (Step 2), it's time to connect the dots and demonstrate why you belong in this role. How does your unique blend of experience and talents set you apart?

This will help you stand out and demonstrates your true value. Tell how your current skill set and career goals perfectly align with the role and the organization's mission and your genuine excitement about the fit.

EXAMPLE: "I noticed you have an opening for a Project Manager within your Logistics Department in your Baltimore expansion. As a detail-oriented veteran with more than six years of fast-paced supply experience, I would excel in that role."

STEP 4. Call to Action. What do you want to happen next?

Finally, based on your specific situation, close with a "call to action."

Propose an actionable next step. You could exchange contact information and ask to set up a follow-up meeting or lunch. You could ask when you can follow up or when you may expect to hear back from them. This step expresses your sincere interest in the position. It also compels the employers to express their interest in you as a candidate.

EXAMPLE: "I would love the opportunity to discuss how I can contribute to your team further. Could we exchange information and possibly set up a follow-up meeting?"

Remember, every conversation has a "destination" – your desired outcome. Craft your introduction to effectively guide the conversation towards that specific goal for each interaction.



ACTIVITY 4.4: Draft Your Professional Introduction

Use the steps below to guide you in drafting your professional introduction statement.

STEP 1. Capture Attention with Your Goals. Write your introductory sentence stating your goals up front.

STEP 2. Include Your Relevant Experience. Add your relevant, professional history and remember to include the results. Create multiple options so that you have the relevant skills ready to match the situation.

STEP 3. Make the Connection. Express why you are the best candidate. Connect the dots and briefly describe why you're the best fit for the job.

STEP 4. Call to Action. What do you want to happen next? Present an actionable next step.



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Draft Your Completed Professional Introduction.



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You want each of the elements to feel natural when you introduce yourself, so practice your professional Introduction.

The audience you are speaking to, your goals for the interaction, and the specific opportunity at hand are all factors that influence how you tailor your introduction. The way you answer, “*Tell me about yourself,*” in a scheduled interview for a specific role will differ from an informational introduction at a networking event.



Quick Tip

Use your phone to record yourself delivering your professional introduction to practice and improve.



ACTIVITY 4.5: Practice Your Professional Introduction

Now that you have written your professional introduction statement, you will want to practice reading it out loud.

Reading your own writing aloud is the best barometer to tell if your writing flows. It also helps you hear or pick up mistakes in grammar, punctuation, and even the meaning of a word.

Collaborate with another person who can give you honest feedback.

Your delivery may change each time based on the audience or what you want to highlight.

Professional introductions are not usually delivered as one long monologue, unless at the beginning of an interview. It is most likely you will use portions of your well-crafted professional introduction in a conversation.

EXAMPLE SCENARIO – A former Military Recruiter is targeting a Marketing Manager role at a job fair.

“Hi. I’m Marcus Yang. I noticed that you have an open Marketing Manager role position with ABC Company. My passion for connecting with people as a Military Recruiter directly translates to success in a Marketing Manager role.”

“Hi. That is good to hear. We are looking for people with passion to join us. Can you tell me what experience and skills you have?”

“In my previous role as a Military Recruiter, I successfully recruited top talent for the military while also implementing innovative strategies to improve efficiency. One of my key achievements was creating a monthly recruiting circuit to area community events which led to increasing recruits by 22% in the first year. Those same recruits in 2023 had one of the highest competency scores and retention rates in the state.”

“Sounds like you managed to both both exceed goals and increase quality of recruits. That is fantastic. Does military recruiting translate into marketing management easily?”

“Actually, yes. A great Marketing Manager possesses strategic thinking, leadership, creativity, and excellent communication skills. Those are the same qualities that the most successful Military Recruiters have. I am confident that my honed skills and 5 years of experience make me a strong candidate for this position. I would love the opportunity to discuss how I can contribute to your team further. Could we exchange information and possibly set up a follow-up meeting?”

Remember this isn’t a memorized monologue – it’s the beginning of a conversation.

Be open to questions and build a connection with your audience. More importantly, there’s no “one-size-fits-all” pitch.



Quick Tip

How to Deliver Your Professional Introduction

1. *Take your time. A professional introduction is a quick conversation by nature.*
2. *Keep it short, but try not to speak too fast.*
3. *Practice. Practice. Practice.*
4. *The more you practice, the better you will be.*
5. *Translate the military acronyms and jargon into civilian terms.*
6. *Express confidence. Even the best professional introduction can lose its effectiveness if your delivery lacks confidence.*



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SUMMARY

Building your personal brand will aid in creating your professional presence for employers.

Translating military terminology to civilian terms helps express your brand more clearly to an employer.

Beginning with a Work History Outline is a good starting point to write your Master Resume. Learning how to write STAR Statements for your Master Resume will better prepare you when it is time to create a Targeted Resume.

Develop Your Brand by using your professional introduction at job fairs or in interviews.

Leverage aspects of your job search with proper use of AI tools.

By thinking like an employer, using “branded” statements, polishing your introduction, and keeping your job search portfolio updated, you separate yourself from other candidates.

THINK LIKE AN
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5 | Networking

SECTION 5: NETWORKING

In this section, you will be introduced to the basic concepts of networking, including:

- Identifying your current network.
- Expanding your network.
- Social media in networking.

The first part will demonstrate the importance of networking by discussing how employers find and hire new employees.

HOW HIRING OCCURS

Understanding the methods that employers use to find new employees will help you in your job search.

How do employers fill jobs?

Employers typically find new employees through a combination of advertised positions on job boards or company websites, unadvertised methods like employee referrals or networking, and talent hires through recruitment agencies or professional networks. These methods help companies cast a wide net to attract qualified candidates for various roles.

Most career specialists estimate that between 25% and 40% of jobs are filled through the process of advertising a vacancy. Talent hires account for 3% to 5% of hiring.

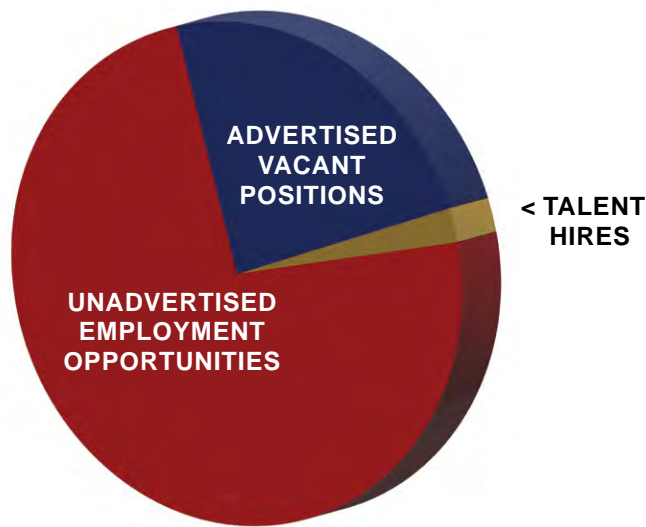
Therefore, approximately 70% of all jobs openings are never published publicly.

Do you know someone who has landed a job recently? If yes, how did that person get selected?



Quick Tip

“Some estimates suggest that up to 70% of all jobs are not published on publicly available job search sites, and research has long shown that anywhere from half to upwards of 80% of jobs are filled through networking.”
Next Gen Personal Finance, March 2024.



THINK LIKE AN EMPLOYER



ADVERTISED OPENINGS

Most job seekers start their job search by searching for and applying to advertised openings because it is the most straightforward method. Looking at advertised, posted jobs is an excellent way to learn about duties or qualifications for jobs that interest you.

Applying for advertised jobs usually involves following the application guidance included in the posting, so the process is relatively uncomplicated.

However, here are a couple of things to consider when applying to an advertised position:

- Reviewing posted jobs provides valuable insights into the duties and qualifications required for positions of interest.
- Keep in mind that popular or highly desired positions tend to attract a larger pool of applicants. The easier it is to discover and apply for a job, the more candidates it will attract.
- Be aware that many employers utilize an Applicant Tracking System (ATS) to manage applications. The ATS is explained further in the next section. Ensure your resume is formatted correctly and includes relevant keywords to improve your chances of passing through the initial screening process.



Quick Tip

*Some AI Chats are limited from where they can derive information, therefore some may not be able to directly search job boards. However, **Microsoft Copilot** has historically been able to access public job boards.*

Here is an example prompt for a job search, "Find 10 job announcements for a Marketing Manager position in Norfolk, VA with 4 years' experience."



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UNADVERTISED OPENINGS

While companies often post job openings, there's a parallel world of unadvertised positions. These roles remain off the radar, either because employers intend to fill them internally or because they choose not to officially announce their hiring needs.

Typically, employees find out about a job opening at their company. If they know someone in their network is looking for a job, they pass that information to their contact. They may also inform their employer that they know a candidate for the open position. In this way, job seekers gain direct access to hiring managers because of a direct network contact.



Advantages for a job seeker to pursue unadvertised vacancies include less competition, an increased likelihood that your resume will be read, and higher chance of being interviewed.

There are several ways you can find unadvertised vacancies.

- Networking is a powerful tool. Inform your personal, social, and professional contacts that you're actively seeking a job. Word-of-mouth referrals can lead to unadvertised opportunities.
- Tailor your resume to specific employers. Research companies you're interested in and send a customized resume directly to a relevant contact. Even if they don't have posted openings, your proactive approach might catch their attention.

Remember, networking is a strategic approach that opens doors to hidden job prospects. Networking benefits employers, and it can benefit you too!

TALENT HIRE

Talent hires can occur through various channels, such as recruitment agencies or professional networks, and it's possible to influence a hiring decision-maker even if they aren't actively looking to fill a position. You can do this by submitting a cover letter and resume that shows you have a significant talent and/or value that you will add to the business.

Job seekers adopt this approach when advertised and unadvertised job vacancies don't align with their career objectives. They recognize how their knowledge and skills can directly contribute to the success of the business.



NETWORK CONTACTS

MAXIMIZE YOUR RESOURCES

As mentioned before, 70% of all jobs are unadvertised, and approximately 80% of jobs are found through networking. Every single person that you know, meet, and interact with is a member of your network. People play various roles in your network by providing access to different information, resources, or connection opportunities. But it is important to remember that networking is a mutually beneficial process. You never know when your skills and resources can prove to be beneficial to others in your network.



PRO TIP: CONNECT WITH YOUR NETWORK

Since most positions are filled through personal and professional connections, networking is fundamental in getting the job you want.



ACTIVITY 5.1: Identify Your Network Contacts

The good news is that you already have a network of people and contacts that can help you with your employment process.

Begin by thinking of people who can give you useful transition guidance or information on your job search. Use the categories below to get started:

- Family
- Friends
- Groups & Associations
- Classmates & Instructors
- Others, such as coworkers

FAMILY

1. _____

2. _____

3. _____

4. _____

5. _____

OTHERS

1. _____

2. _____

3. _____

4. _____

5. _____

FRIENDS

1. _____

2. _____

3. _____

4. _____

5. _____

CLASSMATES & INSTRUCTORS

1. _____

2. _____

3. _____

4. _____

5. _____

GROUPS & ASSOCIATIONS

1. _____

2. _____

3. _____

4. _____

5. _____

Review your list of network contacts. Can you answer “yes” to all of the following questions, for each person? Does your network contact know:

- ...what you do in the military?
- ...what skills you have that you want to use again?
- ...that you are transitioning out or leaving the military and will be looking for a job/career?
- ...what career you want to pursue next?

If not, you now have a reason to contact them and a topic to discuss.

**MAXIMIZE YOUR
RESOURCES**

TIPS FOR NETWORKING



TIP 1: Reach out to your network. When we are in networking mode, we tend to think about the future and forget about those who helped us get where we are now. Reconnecting with previous coworkers, bosses, mentors, and former coaches is key.



TIP 2: Having a lot of connections will not be helpful if they don't know about your situation. Let your network know you are transitioning from active duty and looking for a job, especially those individuals who've been in your shoes and have searched for a job.



TIP 3: Be authentic and considerate. In any job search or networking situation, being yourself—the real you—should be your goal. Be mindful and respect other people's time.



TIP 4: Be specific in your request. Are you asking for a reference; an insider's take on the industry; a referral; or an introduction to someone in the field? Also, be sure to provide an update on your qualifications and recent professional experience.



TIP 5: Take the time to maintain your network. Maintaining your job network is just as important as building it. Start reaching out to your network ideally at least 6-12 months before you transition.



TIP 6: Find ways to reciprocate. Networking is about cultivating a relationship that is mutually beneficial. Find ways to help your network and check in periodically to see how they are doing.



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USE SOCIAL MEDIA TO EXPAND YOUR NETWORK

How can you use social media to find jobs?

You can strengthen your job search and increase your networking capacity by applying the following three strategies:

- Connect with hiring decision makers, either directly by using the messaging tools within a social media site or by arranging for an introduction through someone in your network.
- Allow social media sites to work for you by setting your job preferences and creating job search alerts.
- Use social media to research companies and identify recruiters and hiring managers for information gathering. This is a great way to **Maximize Your Resources**.

Why is using social media in the job search important?

Using social networking in the job search is important because:

- It connects you to opportunities that are not available on job boards.
- It makes you visible to hiring managers, recruiters, and other decision makers by creating a web presence.
- It builds your professional networking contacts.
- It shows employers that you know current internet and social media capabilities.
- It allows you to research industries, companies, and positions of interest.

Be aware that your social media content is public and available for any employer to review.



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Three widely used social media sites are Facebook, X, and LinkedIn.



Facebook <https://facebook.com>

- If you use Facebook for keeping in touch with family and friends, all your contacts and the people they know may have information that could help you identify employment opportunities.
- Find employers that interest you by using Facebook's search feature. If the employer has a page, "like" the company and explore the content it has posted.



X, formerly known as Twitter

<https://twitter.com> or x.com

- Check to see if companies or hiring decision makers have a presence and "follow" them. You may have to ask for their X handle to locate them.
- Connect with specific people by:
 - Replying to the tweets they post.
 - Re-tweeting their posts.
 - Sending them a direct message.



LinkedIn <https://linkedin.com>

LinkedIn is the world's largest professional online network and is an effective way to reach people both inside and outside your existing networking circles, background, and industry. According to a 2020 post by LinkedIn Corporate Communications, "Most people (73%) have been hired as a result of someone they know making an introduction or a connection, or because they had a personal connection to someone within the company (70%)."

The Premium Career subscription includes access to LinkedIn Learning, which is an online educational platform that helps you discover and develop business, technology-related, and creative skills through more than 5,000 expert-led courses. You can also choose to add these courses and related skills to your LinkedIn profile once you complete them.

- A basic LinkedIn account is free.
- Active-duty members have full access to a complimentary Premium subscription upgrade and is renewable annually.
- Veterans and spouses receive a one-year complimentary Premium subscription. Spouses can renew with every PCS.
- Registration for all categories can be found at www.linkedin.com/military



Active-duty, guard, and reservists



Veterans



Military spouses



Veterans Affairs caregivers and Fry Scholars



SUMMARY

In conclusion, networking is the single most effective way to engage the civilian job market.

Connecting with your network and growing your connections will greatly facilitate your successful transition to civilian employment.

- Networking is a valuable tool for finding unadvertised jobs.
- Use social media to research companies and identify recruiters and hiring managers for information gathering. It connects you to opportunities that are otherwise not made available on job boards, and it builds your professional networking contacts.
- LinkedIn is a powerful social media tool when networking. LinkedIn also offers a yearly-renewable complimentary Premium Career subscription for active-duty and a one-year complimentary subscription for veterans. Military spouses receive the same one-year offer with every military move.

THINK LIKE AN EMPLOYER

Think Like an Employer when job searching. Employers often locate suitable candidates by using networks they know and trust to include their current employees, personal, social, and professional contacts.

MAXIMIZE YOUR RESOURCES

Maximize Your Resources to increase your success. Resources are a mixture of online tools, websites, organizations, and the people you already know as well as new people you meet.

6 | Finding the Job

Looking For A Job?

EMPLOYMENT

| | | |
|------------------------------|-----|---------------------------|
| Accounting..... | 107 | Inventory..... |
| Administrative/Clerical..... | 110 | Legal Administration..... |
| Automotive..... | 129 | Legal Employment..... |
| Banking..... | 106 | Installation..... |
| Biotech..... | 150 | Management..... |
| Business Development..... | 111 | Manufacturing..... |
| Business/Mktg Oppy..... | 199 | Marketing..... |
| Computer/IT..... | 115 | Real Estate..... |
| Construction..... | 158 | Recruitment..... |
| Consultant..... | 118 | Retail..... |
| Customer Service..... | 118 | Service..... |
| Design..... | | Software..... |
| Distribution/Shipping..... | | Telecommunications..... |
| Education..... | | Transportation..... |
| Food/Child Care/Tourism..... | | Utilities..... |
| Government Service..... | | |

SECTION 6: FINDING THE JOB



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| Employment History | |
|--------------------|-------------------|
| Employer (1) | |
| Work phone | Job title |
| Address | Starting pay rate |
| Employer (2) | City |

In this section, we will move from networking and unadvertised positions to discussing advertised positions; where to look for a job; and what keywords might be important to an employer.

We will focus on the importance of thinking like an employer and guidance on job boards, including the CareerOneStop Job Finder. Once the right job posting is located, you will have the opportunity to analyze the job posting and create STAR statements.

WHAT IS A JOB BOARD?

A job board is an online platform, or website, where employers and recruiters post job vacancies.

Many job boards offer free basic services for job seekers such as applying for jobs. Additionally, some job boards also offer free basic services for employers, allowing them to post job listings. However, there are also job boards that offer premium services or features for a fee for both job seekers and employers.

**MAXIMIZE YOUR
RESOURCES**

WHY USE A JOB BOARD?

Job boards provide the easiest way to find and apply for a variety of jobs and allow users to post their resumes for employers and recruiters to search the database.

Four well-known job board sites which cater to both civilian and federal employment are:

1. **Indeed:** Indeed is one of the largest job search engines, aggregating job listings from various sources including company websites, job boards, and newspapers.
2. **LinkedIn:** LinkedIn is a professional networking platform that also serves as a job board. Users can search for jobs, connect with recruiters, and showcase their professional skills and experience through their profiles.
3. **Glassdoor:** Glassdoor not only provides job listings but also offers insights into companies through employee reviews, salary information, and interview experiences shared by current and former employees.
4. **USAJOBS:** USAJOBS is the official job site for federal government jobs in the United States. It lists vacancies across various federal agencies and allows users to search and apply for positions within the government sector.

TARGETED JOB BOARDS

There are job boards which target specific occupations or groups.

Medical Professionals – Health eCareers,
<https://www.healthcareers.com/>

Security Clearance specific work – ClearanceJobs®,
<https://www.clearancejobs.com/>

Tech Jobs –

- CrunchBoard, <https://www.crunchboard.com/>
- Dice® <https://www.dice.com/>

Military – Targeted to veterans and military spouses,

- Hiring Our Heroes (HOH), <https://www.hiringourheroes.org/>
- MilitaryHire, <https://www.militaryhire.com/>
- VirtForce, <https://virtforce.us/>

Remote or Virtual –

- Flex Jobs, <https://www.flexjobs.com/>
- National Labor Exchange, <https://virtualjobs.usnlx.com/>



Quick Tip

Do not pay fees to use a job board to search for employment.

You may need to create an account to search for positions.

If you desire premium services and other products, these may have associated fees.

It is recommended to go directly to the company website to apply when you find a posting on a job board.



CAREERONESTOP

What job boards have you used? What job board might you want to visit?

To save time searching through individual job boards, you can use CareerOneStop to view postings from two major job boards: **ZipRecruiter** and **National Labor Exchange (NLx)**.

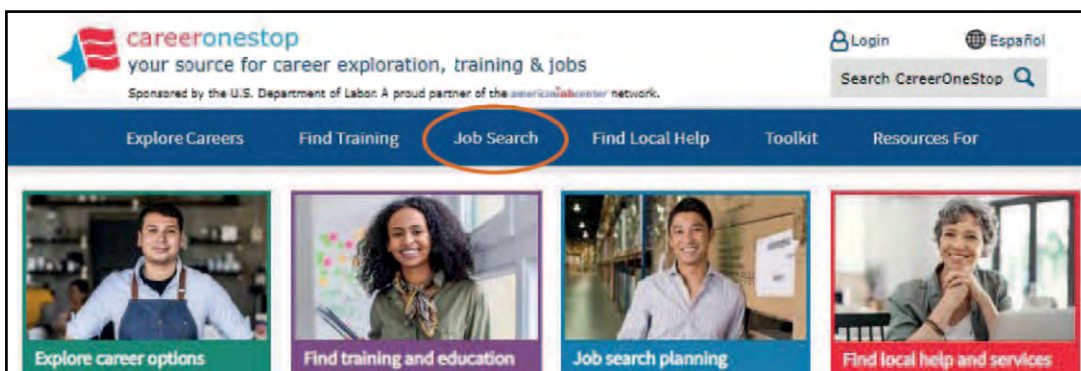
The **National Labor Exchange (NLx)** partnership operates the only nonprofit national online labor exchange system in the United States. Formed between employers and state workforce agencies, the NLx collects and distributes job openings exclusively found on corporate career websites, state job banks, and federal government job sites.

This DOL-sponsored site uses two criteria— a keyword and a location— and then performs a search on these major job boards for you.

DEMONSTRATION 6.1: Using CareerOneStop Website

STEP 1. Access CareerOneStop, <https://www.careeronestop.org/> Select “Job Search.”

STEP 2. In the block that states “Search Jobs”, enter a keyword and a location using either a state (or other U.S. jurisdiction), a city (including the state), or a ZIP code. Select “See Jobs” to begin your search.



Consider various industries and positions such as:

Construction: **Project Manager** - Responsible for overseeing construction projects from planning to completion, including budgeting, scheduling, and coordination of resources and subcontractors.

Healthcare: **Registered Nurse (RN)** - Provides direct patient care, administers medications, assists with treatments and procedures, and educates patients and their families about healthcare management.

IT: **Software Developer** - Designs, develops, tests, and maintains software applications or systems, using programming languages and development tools to meet specific project requirements and business objectives.

Hospitality: **Hotel General Manager** - Manages all aspects of hotel operations, including guest services, staff management, budgeting, sales and marketing, and ensuring the overall satisfaction and experience of guests.



Job postings on CareerOneStop are updated daily from The National Labor Exchange (NLx) and ZipRecruiter. Jobs identified with a star are Federal Contractor positions.

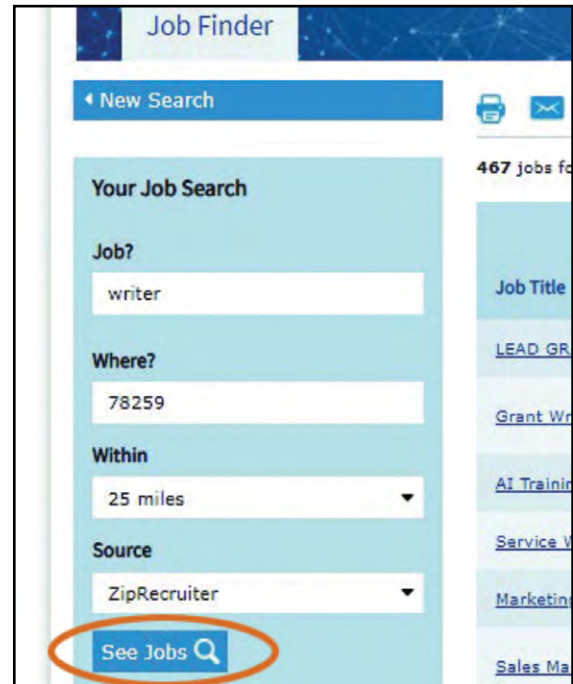
Apply filters to sort jobs found by **Best Match**, alphabetically by **Job Title** or **Company**, **Location**, or **Date Posted**.

STEP 3. Select any of the Job Titles to view position details. Typical position details include:

- Company name
- Location
- Date posted
- Position description and job functions
- Education and work experience requirements
- KSA requirements

From this page, you can:

- Select the link “Apply” to view job details, position description, and apply for the job.
- Print, email or save the page for later review. To save page, you will need to create a CareerOneStop account.
- Go back to the Results page.
- Begin a new search.
- Save your job search results, scroll down to the bottom of the page, and download the results in Excel, PDF, Word, or RTF.



STEP 4. You may continue your job search **using a different source** on the far-left dropdown.

You can also remain on this page and select another job board source from the drop-down menu on the left-hand side of the page. Select **See Jobs** to begin your next search.

You may not always find job openings. If neither source returns any jobs, try using a different keyword or location.

ACTIVITY 6.2: Practice Using CareerOneStop

Now it's your turn. Conduct a job search using CareerOneStop.

Access CareerOneStop, <https://www.careeronestop.org/> and follow the above steps.

We will discuss reviewing the content of your job postings later in this section.

**MAXIMIZE YOUR
RESOURCES**

SEEKING OUT VETERAN-READY EMPLOYERS

According to DOL, approximately 200,000 men and women leave the U.S. military service annually and return to life as civilians.

In the 2023 Forbes article, “America’s Best Employers For Veterans”, over 150 companies were identified as veteran friendly. More than 11% of these companies are in the healthcare and social sectors. The U.S. Department of Energy was ranked #1, followed by Ricoh North America at #2 and Mallinckrodt Pharmaceuticals at #3.

According to the “Fiscal Year 2021 Report on Employment of Veterans by the Office of Personnel Management” on OPM.gov, approximately 30% (or 637,000) of the roughly two million federal employees in the Federal Executive Branch are veterans. Among federal agencies, the National Science Foundation (NSF) had the lowest veteran population at 8.5%, while the Nuclear Regulatory Commission (NRC) had the highest percentage of veteran employees at 20.2%.

You may have heard of these companies, but there are also many more employers who value what veterans bring to the workplace. These employers can be found through the following websites which assist in locating veteran-ready employers.

FEDERAL HIRING

Working for the federal government is a very popular career path for veterans to pursue. The DOL Employment Workshop covers federal employment in greater detail. Hiring veterans is a federal government priority and there are many programs in place to assist veterans and their spouses with gaining federal employment. Visit the VETS Resource Guide and see resources listed under Federal Employment to learn more.

www.dol.gov/EFCTmaterials

HIRE VETS MEDALLION PROGRAM

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

Employers must meet certain criteria to be awarded. There are two different medallion award levels, Platinum and Gold, based on the size of the company.

You can visit https://www.hirevets.gov/awardees_table to view these employers and target them for employment opportunities.



More Information

You can visit www.usajobs.gov to view jobs opportunities and get more information on federal employment.



More Information

When you visit <https://veterans.usnlx.com/> you can search for current job openings from HIRE Vets Medallion Awardees



ANALYZE A JOB POSTING

THINK LIKE AN
EMPLOYER

So, you found the perfect job using the CareerOneStop Job Finder or another job board or resource. Before you apply, take time to consider all elements of the advertisement and analyze the job posting.

WHAT DOES IT MEAN TO ANALYZE A JOB POSTING?

Analyzing a job posting means to carefully read the entire posting and make notes of the details. A job posting is essentially the employer's description of their "right fit" employee. Reviewing job postings can provide terms and skills to include in your targeted resume.

WHY IS ANALYZING A JOB POSTING IMPORTANT?

The analysis uncovers tasks and competencies (KSAs) required. Analyzing a job posting:

1. Identifies tasks and competencies required for the job.
2. Makes a connection between your skills and the employer's requirements.
3. Detects additional educational and training requirements you might need for the job.
4. Helps you write STAR statements tailored to the position.
5. Provides exact wording for your targeted resume to assist in getting an interview, especially if the employer uses an Applicant Tracking System (ATS).

WHAT IS AN APPLICANT TRACKING SYSTEMS (ATS)?

An Applicant Tracking System (ATS) is a software designed to manage the recruiting and hiring process on advertised positions. An ATS automates various aspects of recruitment, making it easier and faster for recruiters and managers to find suitable applicants. It streamlines tasks such as posting job listings, reviewing applications, and identifying promising candidates.

Things to consider about an ATS:

1. Stores and manages resumes received in response to job ads. Recruiters can access these applications at any time.
2. Performs keyword searches and identifies applicants whose resumes closely match job requirements.
3. Using exact language from a job posting in your resume or application is essential to the application process.
4. Helps schedule different stages of the hiring process with candidates.
5. Once a resume is in an ATS, the system can screen qualifications before applicants are passed to hiring managers.
6. The ATS is only one tool a company may use; always write your resume with keywords and phrases human employers can easily identify.



Did You Know?

According to OORWIN.com:

- Approximately 75% of recruiters now incorporate ATS in their hiring processes.
- Around 75% of qualified candidates face rejection by ATS due to keyword mismatches or failure to meet specific criteria required in the job description.



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READ THE JOB POSTING CAREFULLY

As you review a job posting, ask yourself:

- Do I meet the minimum qualifications?
- Considering both the location and work hours, can I comfortably manage the commute?

If most of your answers were No, then go back and review why you were interested in this position.

If you meet the minimum qualifications and like the location and work schedule, then ask yourself:

- Can I do the essential duties and responsibilities?

If you answered Yes, you are ready to analyze the job description for keywords and details.



PRO TIP:
ANALYZE JOB POSTINGS
Looking closely at a job posting will help you think like an employer and create an effective targeted resume.

LOCATE KEYWORDS IN A JOB POSTING

Position descriptions, duties, and qualifications all contain keywords and phrases. If the company uses an ATS, the keywords are words or phrases chosen by the employer to identify competencies for a specific position. These job-related words can identify qualified candidates based on education, marketable and transferable skills, experience, and the industry or position.

Here are some examples:

1. Perform security patrols
2. Stock inventory
3. Receives shipments
4. Curriculum development
5. JavaScript
6. Respond to (e.g., customer inquiries)
7. Proficient in Adobe Suite
8. Social media management
9. Facilitated
10. Problem solving

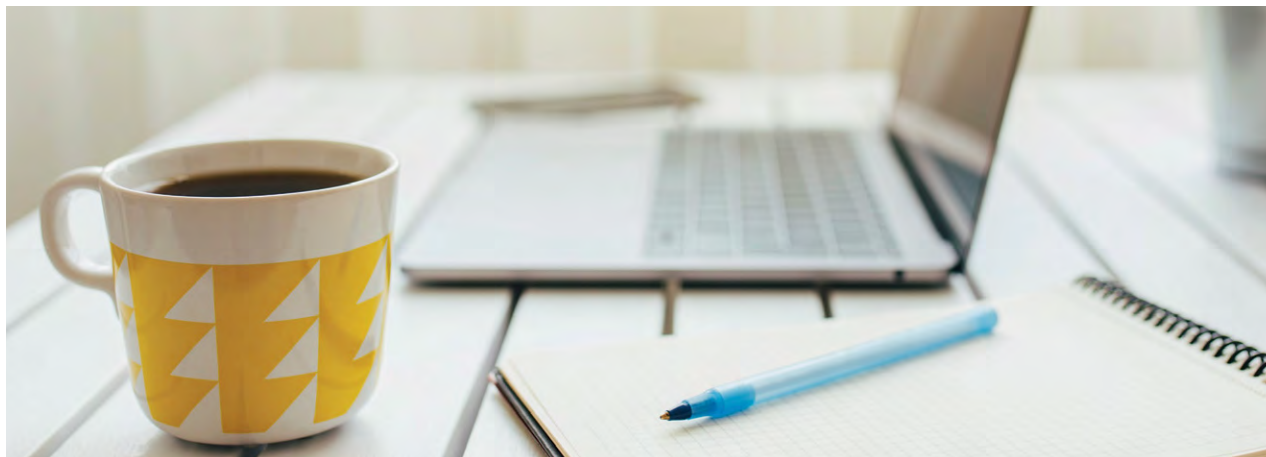


Quick Tip

Red flags that may indicate you should avoid this company:

- *Poor spelling/typos*
- *Grammar mistakes*
- *Long period of unpaid training*
- *Too good to be true (i.e. offers a six-figure income without experience)*
- *Must pay for office supplies/space/training*

**THINK LIKE AN
EMPLOYER**



Job postings often include specific keywords and phrases and are typically organized into several sections. These sections usually include:

1. Information about the company or organization's culture
2. Job location
3. Overview of the position
4. Qualifications that are required or preferred
5. Directions on how to apply
6. Common job duties or responsibilities

Analyzing the job posting will assist in making a connection between your skills and the employer's requirements. The skills you have that match the job posting are your marketable skills because they will increase your chances of being more valuable to that employer. Items that you should consider when analyzing a job posting are:

- Technology Skills
- Knowledge
- Communication Skills
- Education Requirements
- Technical Qualifications
- Prior Work Experience
- Abilities



PRO TIP:
KNOW YOUR MARKETABLE SKILLS
Knowing what job skills you have, and which of those skills employers are looking for, greatly enhances what you offer as a job applicant.

Consider the following questions as you review a job posting to identify keywords and phrases.

1. What is the job title?
2. What are the duties and responsibilities of this position?
3. What are the industry-specific words or terms?
4. What hard and soft skills are mentioned?
5. What are the position requirements?
6. What are the added preferences?
7. Does the employer describe the ideal candidate for this position?
8. What are the most important things the employer is seeking?
9. What keywords could be used in STAR statements?



STEPS TO ANALYZE A JOB POSTING

1. Select a job posting.
2. Thoroughly read the job description.
 - Pay close attention to the position requirements, qualifications, and responsibilities.
3. Ask yourself: “Am I qualified to apply for this job?” “Do I meet the basic qualifications?”
 - Before you put time and effort into analyzing a job posting, make sure you meet the basic qualifications. This will allow you to focus your efforts on applying for jobs where you are most competitive.
 - If you lack the basic qualifications, move on to the next job posting that interests you.
 - If you meet the basic requirements, copy and paste the job posting into a document for editing.
4. Review the job announcement and highlight keywords and phrases.
 - Keywords include: job title, marketable skills, transferable skills, education, specialized equipment, software, specific job-related programs (i.e. Excel, Adobe Pro, Comp TIA).
 - TIP: If possible, print out the job posting to highlight keywords and phrases. Using a printed, tangible copy can be more engaging and helps you focus.
5. Review your master resume and highlight the coinciding words that you think match the job posting.
6. Compare both documents: The more highlighted items that match, the more likely you are qualified for the position.
 - If you only highlighted one or two items, this position may not be a good match.
 - If your documents are equally highlighted, it’s time to draft your targeted resume.
7. Draft your targeted resume: Use your master resume as the source document when drafting your targeted resume.

You may already have STAR statements that you can use. As you read a job description, you may find daily tasks that you didn’t record in your master resume. Create new STAR statements based on the job description. Add them to your targeted resume and to your master resume.

The DOL Employment Workshop covers resume writing in more detail. Go to www.TAPEvents.mil/courses to register.

Special Note: Required vs. Preferred Qualifications

- Required qualifications are the minimum necessary to perform the job. By reviewing the required qualifications, you can decide if you want to apply for the position based on your own evaluation.
- Preferred qualifications are the next level up, and employers will first look at applicants who have these preferences. If you have the preferred qualifications listed in a posting, you will be among the most qualified applicants. You can still apply if you do not have any or all of the preferred qualifications but understand that you may not be contacted for an interview.



ACTIVITY 6.3: Analyze a Job Posting

Let's practice reviewing a job posting's requirements and information to find keywords or key phrases. Highlight or underline the keywords. Remember to **Think Like an Employer**.

Full Job Description

ACME Supply Coordinator

ACME is a federal contracting company that deploys and maintains office equipment fleets for the U.S. Government. Founded in 1989, ACME specializes in deploying and maintaining multi-function devices (MFDs) and print software via comprehensive, customizable Managed Print Services (MPS) programs.

Scope of Work:

This position will coordinate the many tasks involved in fulfilling customer orders for office equipment in the Federal Government. This includes confirming delivery addresses, placing the order with the manufacturer, coordinating delivery times between vendors and the end users, scheduling end user training, and following up on delivery status.

The ideal candidate will be highly organized, detail-oriented, and excel at following up on tasks until completion.

Essential Duties and Responsibilities:

- Manage equipment orders for a large-scale operation.
- Coordinate delivery of machines between vendors and the end users.
- Manage all documents and signatures confirming delivery of machines.
- Process equipment orders for copiers, printers, and ink and place orders with vendors.
- Respond to customer inquiries about their orders and delivery times.
- Track orders and manage all purchases, leases, dates, and other data, ensuring accurate record keeping.
- Coordinate training sessions for end users of the office equipment.

Minimum Qualifications

1. Associate degree preferred.
2. Logistics and customer service experience preferred.
3. Exceptional written and verbal communication, superior attention to detail, and ability to interface with internal stakeholders to ensure customer satisfaction.
4. Strong organization and ability to continually follow up.
5. Customer service mindset for both external and internal clients.
6. Proficiency in Microsoft Office including Word, Excel, and Outlook.
7. Ability to work independently and as a team player with minimal supervision.
8. Ability to multitask, work in a fast-paced environment, often with short notice, to meet deadlines.



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Keywords can be subjective, and everyone may not select the same words. What other keywords do you think could be important?



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Did you highlight the following keywords listed?

- Supply coordinator
- multiple function devices (MFDs)
- managed print services (MPS)
- fulfill customer orders, vendors
- coordinating, scheduling
- training, following up
- organized, detail oriented
- manage and process equipment orders
- associate degree
- track orders
- written/verbal communication
- logistics, customer service
- Microsoft Office, Word, Excel, Outlook
- work independently
- team player, multitask
- fast-paced environment
- meet deadlines
- interface with stakeholders

USING KEYWORDS IN A STAR STATEMENT

Referencing the ACME position, Essential Duties and Responsibilities section, what would a STAR Statement look like using the following highlighted keywords?

Example 1: manage equipment order, coordinate, and vendors

Example 2: responding to customer inquiries, delivery, and follow-up.

What might the employer want to read in your resume?

EXAMPLE 1: Job posting states:

- Manage equipment orders making sure they are delivered correctly and on time.
- Coordinate delivery of machines between vendors and the end users.

Possible STAR statement to match job posting:

- Managed equipment orders for a 4,000 personnel global military movement, coordinated delivery with vendors resulting in on-time distribution and zero loss.

EXAMPLE 2: Job posting states:

- Responsible for responding to customer inquiries about their orders and delivery time.
- Strong organization and ability to continually follow up.

Possible STAR statement to match job posting:

- Responded to over 300 customer inquiries monthly, developed action items, followed up, and confirmed 100% delivery of inventory.

Remember, keywords can be all types of skills. Subsequently, when it is in a job posting, that skill is now a marketable skill that increases your value to the employer.

Referencing the ACME position here are a few **marketable** skills in STAR statements.

EXAMPLE Marketable skills from the job posting- Supply coordinator, Managed Print Services

Possible STAR Statement to match job posting:

- Excelled as lead Supply Coordinator processing over 3,000 orders annually using various Managed Print Services (MPS) programs.

**THINK LIKE AN
EMPLOYER**

ADDITIONAL TIPS FOR ANALYZING JOB POSTINGS

- ✓ Gather supporting documents as needed. For example, the position may require certifications or college transcripts to be submitted with your resume.
- ⚠ Be wary of job postings that ask you to pay for training or purchase kits or training materials as a condition of employment.
- ⚠ Watch for hidden fees. If the contact for the job posting is a private employment agency, find out if they will charge you a fee. Some agencies charge the employer a fee, some charge the job seeker a fee.

RESUME SCANNER WEBSITES

Resume scanner websites are available to compare your resume with a job posting. Be advised that some of these require payment after an initial free trial period. These programs can scan your resume to show how an ATS may possibly analyze it.

Most websites will ask you to upload your resume and the job posting. Next, the application will scan and compare the two documents and provide immediate results or a report. Each scanner program may provide varied results such as matched keywords, recommended word count, and other suggestions. You may experience different results between multiple websites as you use this tool. Therefore, it is essential to understand the concept of aligning your resume with a job posting.



COMPLETING A JOB APPLICATION

To apply for a job, follow the directions provided in the posting. Most job vacancy announcements clearly state how to apply.

You may be required to apply through a job board, company employment website, by email, or even in person.

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

An ATS can accelerate the process for the employer to find you as a candidate. Many portals allow you to check the status of your application to determine where you are in the process. You can do this by logging into your account.



Did You Know?

A job application process is not universal—not all companies follow the exact same process or protocols.



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Eight Tips for Completing a Job Application


1. Read and follow application instructions carefully. Complete each field as requested. For hard copy applications, complete the application as neatly as possible.
2. Keep your application consistent with your resume. Tailor your answers to the job you are seeking. Do not provide negative information but answer the questions truthfully. Copy and paste from your resume where applicable.
3. You may be required to submit your resume and cover letter with your application. Make sure your resume and cover letter target the position to which you are applying.
4. Consistently save your information when completing an online application to protect your data. Organizations may build a time-out feature into their online application system. Anything that is not saved before the system times out may be lost.
5. Do not leave blank spaces. Employers may be required to have a complete application. If there are questions that do not apply to you, respond with “N/A” or “not applicable.” **Never write “see resume”** on the application, as this may imply that you are disinterested in the position.
6. Do your salary research. Employers may have you list your salary requirements, and your answer could be a deal breaker. It is okay to say “open” or “negotiable.” If those are not options, provide a salary range based on your research for the position and company.
7. Be prepared to provide references. If an application requests references, provide accurate contact information.
8. Proofread your application before submitting it. Have someone else proofread your application to ensure that there are no typos, misspellings, or grammar errors.

It is very important to understand that employers may receive hundreds of applications for each job posting. Any error in your application will make it easier for you to be eliminated.

Cover Letters

Some employers request a cover letter. Read the job posting carefully to identify if a cover letter is required. If it is not required, consider including a cover letter. Your cover letter offers an opportunity to represent your skills and achievements in a narrative format. Select a story from your career or explain your passion that gives the reader a clear idea of who you are and how you can add value to their company.

The first Pro Tip advised you to have or make a plan for your employment search.

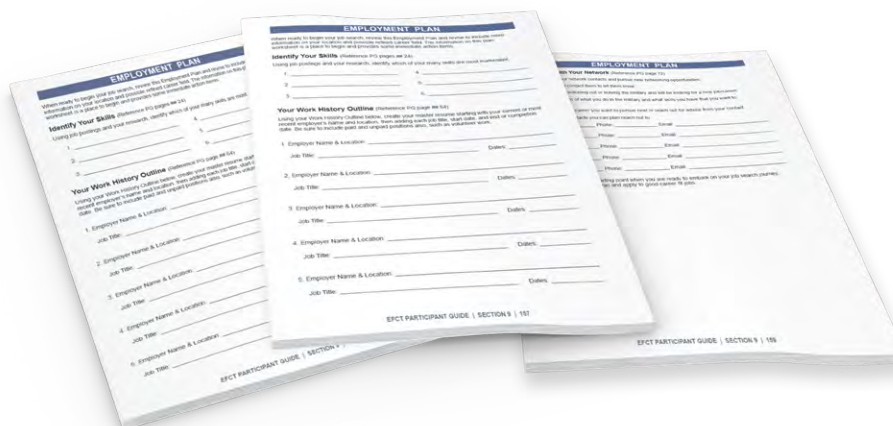


**PRO TIP:
HAVE A PLAN**
Making a plan based on job search fundamentals will separate you from other applicants as you continue to implement your plan during any career transition.

Throughout this workshop, you have been creating a plan as you completed activities. Let's review what you have completed during this workshop which is the foundation to your employment plan. You can personalize your plan and add information that you feel is important to have on hand as soon as you are ready to begin your job search.

Let's review the plan starting on page 158.

A plan on paper is good; a plan that is put into action is better.



SUMMARY

Think Like an Employer to help you stand out in a crowd of applications.

- Understanding how to use job boards and analyze job postings can help you better target your resume.
- Using keywords from job postings to tailor your resume will increase your chances of getting an interview.
- Using CareerOneStop is a great job board that will **Maximize Your Resources**.
- It is important to follow directions on the employer job board and pay attention to details when completing a job application.

All the hard work applying what we've covered in the workshop so far will lead to the end goal: getting an interview and, ultimately getting a job offer. We will explore more in the next section.



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RESUME

EXECUTIVE SUMMARY

123-456-7890
no_reply@example.com

1234 Main Street
Anytown, State
ZIP

Profile

Lorem ipsum dolor sit amet, ligula suspendisse fermentum, enim integer ad vestibulum volutpat. elit, congue wisi enim nunc ultricies sit, magna tincidunt maecenas ligula nostra, accumsan taciti.

Experience

Job Title

State – 2012–Present
etus non dui aliquet, sapias. Faucibus et. Arcu habitas ut adipiscing, aliquet enim dui. Enim eros et mi.

7 | Interviewing and Job Offers

SECTION 7: INTERVIEWING AND JOB OFFERS



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INTERVIEWING

The main purpose of the resume and application process is to get you the interview. Interviews can be the most important part of the employment process. It is your opportunity to truly market yourself to a prospective employer.

Now, we will go over interview methods and types of interviews, as well as three types of interview questions you may encounter. Finally, we will also discuss how to leverage the STAR method in your interview answers to help you stand out from other candidates.

With proper preparation and a good understanding of what to expect, you will be able to present yourself to a prospective employer as a strong candidate who will bring value to the organization.

Prior Interview Experience

Your existing interviewing experience is a valuable asset. Think about previous interview opportunities you have had before or during your military career. Reflect on past interview situations, whether it was during an awards or promotion board or even a summer job.

Interviewing techniques have evolved over the past several years to include more virtual interviews. Let's discuss some popular methods and types of interviews.

METHODS AND TYPES OF INTERVIEWS

Simply put, the purpose of an interview is for employers to find the right employee **and** for candidates to find the right employer. Interviews can be a multi-stage and multi-step process which could occur in a variety of formats. These could be formal or informal as well as structured or unstructured.

INTERVIEW METHODS

Companies use the following methods to conduct interviews:

Telephone Screening and Telephone Interview

Phone interviews or screenings can occur unscheduled or scheduled.

- A telephone screening is conducted quickly and is used initially to verify your basic qualifications and to determine if an employer wants to move you to the interview stage.
- A telephone interview is in-depth, includes traditional interview questions, and may have multiple participants involved.

Video or Virtual Teleconference Interview

Virtual teleconference and video interviews are common and may be selected if you are in a remote location or geographically distant from the company headquarters.

- These interviews may take place live through video-conferencing software such as: MS Teams, Skype, Zoom, WebEx, GoToMeeting, and Google Meet.
- Another method may be one-way interviews conducted through a video interview website or application. These are commonly called web-based interviews. In these interviews, employers create a series of interview questions, and job candidates record their answers.

In-Person Interview

Although this method is somewhat being replaced by teleconference interviews, in-person interviews are still the preferred method for many companies. Meeting in person or face-to-face provides the best opportunity for both employer and candidate evaluations.

As you apply for jobs, remember that you may encounter one or more of these interview methods.



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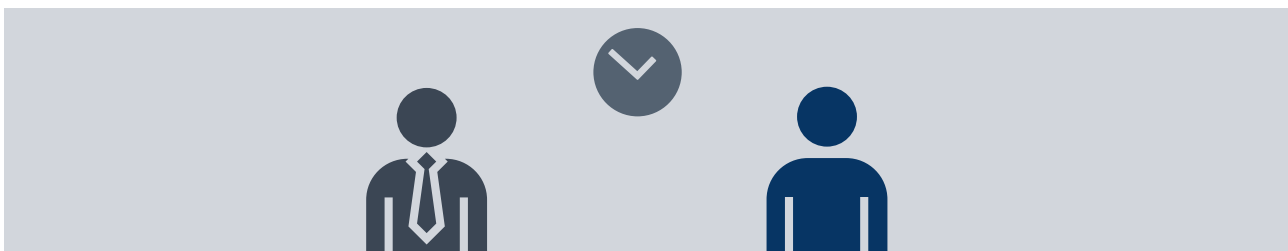
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TYPES OF INTERVIEWS

Whether the interview is in person, on the phone, or via the Internet, companies use the following types of interviews:

- One-to-one or Traditional
- Group
- Panel
- Meal
- Demonstration or Working
- Stress
- On-the-Spot or Career Fair



One-to-one or Traditional Interview

With this method, you will meet with one person at a time. The interviewer may be the person who will be your supervisor or manager. Traditionally, this is the most common type of interview.



Group Interview

This method brings in many applicants at once and allows hiring managers to assess candidates' interpersonal skills, teamwork, and compatibility with the company culture. You may be called for a face-to-face or panel interview after the group interview.



Panel Interview

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



Meal Interview

Whether breakfast, lunch, or dinner, these interviews are designed to observe you outside of the formal work environment. Due to the casual environment, it is easy to get comfortable, so be sure to maintain your professionalism.



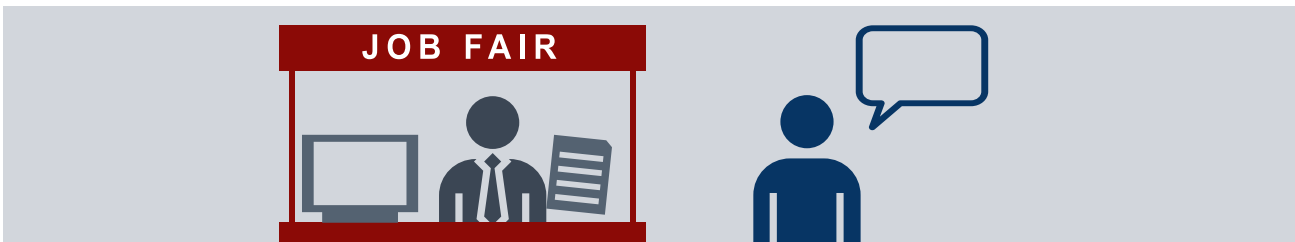
Demonstration or Working Interview

A demo or working interview usually combines interview questions and a demonstration of skills and knowledge. For example, for a teaching position, you may be asked to submit a two-minute demonstration video of a mock lesson, or the interviewer may role play as a student. A software engineer may be asked to build an app from scratch and explain their approach and design.



Stress Interview

During this type of interview, the interviewer creates a situation as problematic as possible for you to test your capacity to think on your feet while remaining calm. Questions asked may be very direct and unexpected. The interviewer may ask questions that are not relevant or may seem uninterested in your answers. Don't get intimidated or offended. You have a unique opportunity to demonstrate your skills. Some industries that use stress interviews are medical professionals, management and consulting firms, law enforcement, and airlines.



On-the-Spot or Career Fair Interview

On-the-Spot or Career Fair Interviews are unscheduled interviews with the potential employer. Often, these take place during seminars or career fairs where many candidates are seeking employment. In this situation, the potential candidate asks the employers questions about their company and possible positions which can turn into an on-the-spot interview.



INTERVIEWING TIPS

For all interview types, here are seven basic tips to remember:

1. Research the company and your interviewer.
2. Re-read the job description.
3. Review your resume and practice your responses to common interview questions.
4. Clean and press your professional attire the day before.
5. Practice proper body language.
6. Plan to share examples of your work, if needed.
7. Have questions prepared to ask and be ready to take notes.

Most interviewers use a standard set of questions that relate to how your skills, knowledge, training, and work experience fit the job and the company. In general, employers are looking for the answers to the following three questions:

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

TYPES OF INTERVIEW QUESTIONS

TRADITIONAL INTERVIEW QUESTIONS

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

Question:

Tell me about yourself.



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Meaning: What value can you bring to the organization?

Answer: Recall the steps discussed in Section 3 for professional introductions. Here is your opportunity to tell your short story and capture their attention upfront. Start with your goal of the target role, give them a relevant experience with marketable skills they are looking for, and close out with why you are the best candidate. At this time, you won't need to close with "a call to action" until the interview is over, when you will ask to follow-up. Keep it short, two minutes or less.

Example: My experience as an infantryman in the Army has equipped me with a strong set of transferable skills that are directly applicable to your project management role. When I was squad leader, I was responsible for ensuring the successful capture of a bridge while minimizing casualties. I meticulously planned the approach, dividing the bridge into clear sectors. Based on my teams' individual strengths, I delegated tasks to each member. Recognizing the pressure of the situation, I rallied the squad, emphasizing the importance of the mission and our shared responsibility for each other's safety. This resulted in the successful mission with no casualties. The team executed the plan flawlessly, demonstrating clear communication, trust, and coordinated action under pressure. I believe these are essential traits for a project manager.

Question:

Why should we hire you?



Meaning: How are you the best candidate for the job?

Answer: Make sure you explain how you meet the required qualifications for the job.

Example: I have four years of experience as an instructor in the military. I also helped develop some of the curriculum at the schoolhouse. I diligently researched issues relevant to current challenges a military leader faces, ensuring the curriculum addressed real-world scenarios. I crafted engaging learning materials, incorporating diverse teaching methods to cater to different learning styles. My comprehensive approach resulted in effective learning programs that are currently still being used in our academies.

Question:

Why do you want this job?



Meaning: What do you know about the job and the company?

Answer: Be specific about what makes you a good fit for this company's role that you have researched and mention aspects of the company and position that appeal to you the most.

Example: One of the things I love the most about marketing, especially with my background as a military recruiter, was analyzing market trends and developing messaging that resonated with potential recruits when I spoke at high schools and colleges. Your company has an advanced social media platform and algorithm that allows you to reach the ideal target audience for your product. Your company recently received an award for your engaging content and community growth. I am confident that when I become a part of your team as Marketing Lead, I can continue to elevate the work Company X is doing.

BEHAVIORAL INTERVIEW QUESTIONS

Behavioral questions request descriptions about how you have behaved in past situations, and your answers are predictors of how you might behave on the job. Review the following three examples:

- Tell me about a time when you had to implement a major project.
- Have you had to convince a team to work on a project that the team members opposed? How did you handle that situation?
- Have you ever encountered conflict with a coworker? How did you overcome that conflict?

SITUATIONAL INTERVIEW QUESTIONS

Situational questions present you with a potential scenario to gauge your skills (problem solving, conflict resolution, etc.) or your personality (integrity, mindfulness, etc.). Review the following two examples:

- If you were busy meeting a deadline and a coworker asked you to help make copies, what would you say?
- If one of your supervisors tells you to enter more sales contacts than you made, what would you do?



Quick Tip

You can improve your chances for success if you practice answering questions using the STAR Method— Situation Task, Action, Result—as much as possible.

Situational and Behavioral questions require some thought and the ability to tell a story. Using the STAR method when answering these types of interview questions will help you provide a more concise and complete response.



STAR METHOD FOR INTERVIEW QUESTIONS

The STAR Method is an excellent method for developing responses to behavioral and situational interview questions.

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

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



SITUATION: My team was selected for a special assignment that involved moving a huge amount of equipment from the U.S. to an overseas location.



TASK: I had to develop a load plan to move 105 pieces of large equipment, and coordinate with all of the parties (airlift and sealift staff) to ensure the plan would run seamlessly.



ACTION: I spent two months coordinating with maritime and aviation staff. I subsequently developed a plan to ship all our equipment by air and sea in accordance with the movement deadline.



RESULT: The plan was implemented and 100% of the equipment arrived on time, undamaged, and fully operational.



ACTIVITY 7.1: Virtual Interview Example Resume

Review this resume and compare to the job posting on the next page to prepare for this Interview activity. You will observe a quick sample interview for the ACME Logistics position. Use this resume to **Think Like an Employer** while observing the interview.

SEAN CAMPBELL

(333) 111-2222 – scampbell@anymail.com – linkedin.com/in/sxcampbell

Logistics Supply Coordinator

Accomplished measurable results while leading teams of 40-95 people in a dynamic, fast-paced environment of over 200 team members. Comprehensive experience in Program Analysis, Contracting, and Logistics and Supply Coordination. Recognized as “Sailor of the Week” for outstanding dedication and exceptional customer service.

SKILLS

Supply Management

Logistics

Federal Contracting

Organization and Multitasking Skills

Customer Service

Print Software Experience: MPS, HP, Canon

Written and Verbal Communication Skills

Record Keeping

Maintain Multi-Function/All-in-One Devices

Microsoft Office: Outlook, Word, Excel

PROFESSIONAL EXPERIENCE

UNITED STATES NAVY

Supply Chain Coordinator, Naval Base San Diego, San Diego, CA Jan 2020-Feb 2024

- Managed equipment orders for a 4,000-personnel global military movement, coordinated delivery with vendors resulting in on-time distribution and zero loss.
- Responded to over 300 customer inquiries monthly, developed action items, provided follow-up, and confirmed 100% delivery of inventory.
- Executed logistics support tasks to assist with the planning, managing, and coordination of life-cycle logistics support for \$3M in equipment orders and distribution.
- Protected equipment, assets, and property valued over \$575M while meeting the expectations of senior leadership.
- Managed a budget of \$200K and led logistics and warehouse operations in a fast-paced environment.
- Awarded “Sailor of the Week” for outstanding dedication and exceptional customer service in overcoming significant logistical challenges during a critical project, 2022.

Logistics Specialist, Naval Station Norfolk, Norfolk VA March 2017- Jan 2020

- Excelled as lead Supply Coordinator processing over 30,000 orders annually using various Managed Print Services (MPS) programs.
- Coordinated with 103 global vendors to stock supply station to provide less than a 24-hour turnaround for end user availability.
- Organized and coordinated project documentation for over 28 large-scale projects with attention to detail, providing excellent communication and customer service with internal stakeholders with minimal supervision. Met all established deadlines.
- Conducted scheduling and training for 44 employees on facilitating internal and external audits to identify, evaluate, disclose, and appropriately remedy risks and deficiencies.

EDUCATION AND TRAINING

- Candidate 2025, Bachelor Degree of Science, Human Resource Management. Area of focus: Supply Chain Management. Park University, Parkville, MO.
- Associate Degree of Arts, Business Administration. American Military University, Charles Town, WV.
- Certified Logistics Technician (CLT), 2024.



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ACTIVITY 7.1: Virtual Interview Example Job Posting

Use the ACME Job Posting you analyzed in Section 6 when you were analyzing for key words. In this activity, you will observe a quick sample interview for the ACME Logistics position. Use this job posting to **Think Like an Employer** while observing the interview.

Full Job Description

ACME Supply Coordinator

ACME is a federal contracting company that deploys and maintains office equipment fleets for the U.S. Government. Founded in 1989, ACME specializes in deploying and maintaining multi-function devices (MFDs) and print software via comprehensive, customizable Managed Print Services (MPS) programs.

Scope of Work:

This position will coordinate the many tasks involved in fulfilling customer orders for office equipment in the Federal Government. This includes confirming delivery addresses, placing the order with the manufacturer, coordinating delivery times between vendors and the end users, scheduling end user training, and following up on delivery status.

The ideal candidate will be highly organized, detail-oriented, and excel at following up on tasks until completion.

Essential Duties and Responsibilities:

- Manage equipment orders for a large-scale operation.
- Coordinate delivery of machines between vendors and the end users.
- Manage all documents and signatures confirming delivery of machines.
- Process equipment orders for copiers, printers, and ink and place orders with vendors.
- Respond to customer inquiries about their orders and delivery times.
- Track orders and manage all purchases, leases, dates, and other data, ensuring accurate record keeping.
- Coordinate training sessions for end users of the office equipment.

Minimum Qualifications

1. Associate degree preferred.
2. Logistics and customer service experience preferred.
3. Exceptional written and verbal communication, superior attention to detail, and ability to interface with internal stakeholders to ensure customer satisfaction.
4. Strong organization and ability to continually follow up.
5. Customer service mindset for both external and internal clients.
6. Proficiency in Microsoft Office including Word, Excel, and Outlook.
7. Ability to work independently and as a team player with minimal supervision.
8. Ability to multitask, work in a fast-paced environment, often with short notice, to meet deadlines.



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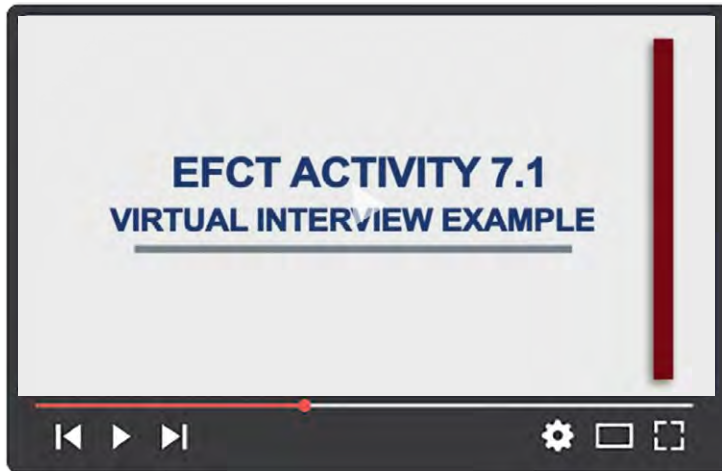
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ACTIVITY 7.1: Virtual Interview Example



Video

Virtual Interview
Example Video



<https://www.dvidshub.net/video/908962/virtual-interview-example>

Many interviews are conducted virtually, and you may be asked to interview for a job using an online platform. When assessing virtual interviews, employers consider various factors to identify the best candidates.

Watch an excerpt of an example candidate's interview and consider the interview method. You should **Think Like an Employer** as you evaluate the responses to common interview questions.

The interview scenario is based on a candidate interviewing for the **Supply Coordinator** position with ACME Logistics. Use the score sheet below to make notes. Be ready to discuss your thoughts. Most HR professionals use score sheets and standard evaluation methods to ensure all candidates are treated equally during the hiring process.

The candidate will answer the following three typical interview questions:

1. Tell me about yourself.
2. Tell me about a difficult customer you've had to deal with and how you handled it.
3. Why should I hire you?

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Candidate Interview Notes

1. The candidate provided some specific skills in their response to “Tell me about yourself.”

___ Strongly Agree ___ Agree ___ Neutral ___ Disagree ___ Strongly Disagree

2. The candidate used the STAR method when answering question.

___ Strongly Agree ___ Agree ___ Neutral ___ Disagree ___ Strongly Disagree

3. The candidate gives a reason to hire them in the final question.

___ Strongly Agree ___ Agree ___ Neutral ___ Disagree ___ Strongly Disagree

4. What did you like? _____

5. What do you recall as being a positive thing the candidate did or said?

6. Are there any areas you recommend for improvement?



JOB OFFERS

Congratulations! You finished the final interview, and they offered you the job.

Have you had an opportunity to see a written job offer? Maybe you have negotiated a job salary and benefits. Let's start with what you already know about job offers and salary negotiation.

ACTIVITY 7.2: Job Offer Quiz

Consider the 10 questions below. Mark each as **True** or **False**.

What do you think?

| JOB OFFER and SALARY NEGOTIATION QUIZ | TRUE | FALSE |
|---|------|-------|
| 1. A job offer will always be provided in writing. | | |
| 2. In a salary negotiation, you can ask to negotiate benefits as well as your wage or salary. | | |
| 3. Every job offer can be negotiated. | | |
| 4. The candidate starts the negotiation. | | |
| 5. When in a negotiation, there is no limit to how many offers (back and forth) you can exchange with the employer. | | |
| 6. Every person who does the same job at the same company makes the same compensation. | | |
| 7. A counter-offer should be between 10% - 20% of job offer. | | |
| 8. You have as much time as you want to accept a job offer or start a negotiation. | | |
| 9. More than 1 million dollars over a lifetime is left on the table if not negotiated. | | |
| 10. You may be able to negotiate your start date. | | |



Now, it's time to analyze the offer. In this section, you will learn how to evaluate your job offer to ensure it is a good fit for you.

Your decision to accept a job offer should not be based solely on the salary. While salary is important, you also need to evaluate the job, the company, and the opportunity for growth. Benefits are also a big part of the total compensation package. Ensure that this position fits with your interests, values, workstyles, and aligns with your career goals. Consider long-term goals in evaluating the job offer, not just short-term goals. It may be tempting to say “yes” immediately. Taking time to understand the offer will ensure the job is the right one for you.

Avoid making decisions or accept offers on the spot. Instead, say, “I want to make sure I understand all the components of the offer; could you send me an email outlining the proposed terms?”

When reviewing a job offer, consider the entire package, including salary, benefits, hours, flexibility, management and company culture, retirement plans, and the work environment.

RECEIVING A JOB OFFER - KNOW THE TERMS

1. Salary or Wage

- Amount paid for a fixed period, such as bi-monthly or monthly.
- Usually determined by the company and is based on what similar positions are paid in the same region and industry.
- Employees may be salaried and receive a standardized rate regardless of hours worked or an employee may be paid an hourly wage.
- Wages are usually calculated on the number of hours worked and are identified as regular time and overtime.

2. Minimum Wage

- Lowest amount an employer is required to pay for work done as permitted by law or special agreement.

3. Overtime Pay

- Pay for hours worked more than 40 in a workweek.
- Usually calculated at 1 + 1/2 times regular pay rate.

4. Non-exempt Employee

- Generally paid on an hourly basis.
- Eligible to receive overtime pay (differs depending upon state law).

5. Exempt Employee

- Receives a salary.
- Usually not eligible to receive overtime pay.
- Excluded from minimum wage requirements.

Two reliable sources for information on wages are the U.S. Bureau of Labor Statistics and the U.S. Department of Labor.

Two Important Terms

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

SALARY

Do your research to determine a fair salary range for the position you have been offered. When conducting salary research, remember to look at all the factors that can impact the salary amount: industry, location, and individual requirements. Recall the tips provided when conducting labor market information research and get a good sense of your worth when considering the salary being offered.

Use www.bls.gov and network resources to identify pay ranges for your specific job and organization.

Remember that your base salary is not what you take home. Taxes, healthcare insurance, and retirement contributions will be deducted from this amount, as you learned in the Financial Planning TAP course.

BENEFITS

Benefits are vital to consider when reviewing your employment offer. A benefits package can include a wide range of offerings. However, benefits are not required to be provided for every job.

Some of the most common benefits include:

1. Medical Insurance
2. Dental & Vision Insurance
3. Paid Time Off (PTO), Vacation Time, Leave, Sick Days
4. Education Benefits
5. 401(K) or Retirement Contributions
6. Stock or Equity
7. Profit Sharing
8. Transportation Allowance

CONSIDER THE COMPANY

Based on your research, you may consider a company that pays less than market value but offers exceptional opportunities to build your career and aligns with your work values. A trustworthy company maintains transparency, treats employees fairly, and prioritizes employee well-being. High turnover may indicate underlying issues. Take time to research the company's reputation, employee feedback, retention, and positive or negative attention across the news or social media.



More Information

Research the U.S. Bureau of Labor Statistics, <https://www.bls.gov/oes/> Occupational Employment and Wage Statistics (OEWS) program to find employment and wage estimates for nearly 800 occupations. National industry-specific estimates are also available.

Visit DOL at <https://www.dol.gov/> and BLS at <https://www.bls.gov/> for more information.



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EVALUATING JOB OFFERS

The simplest way to evaluate a job offer is to make a checklist of what is acceptable and unacceptable. Compare how well the job matches your preferences and values. Keep in mind that your family is affected by job decisions, so include them in the decision-making process. Think long-term when evaluating the job offer, not just short-term.

Consider the following factors when evaluating a job offer:

Job/Position

How does this job fit into your long-term career plans? Is this the job you want to do or just a means to an end? Also consider the job title, responsibility level, number of people you manage, reporting structure, etc.

Career Growth Potential

Will you have a chance to make decisions and/or lead or manage groups? Are there promotion opportunities? Can you learn skills that are easily transferable?

Company

What do employees say about working for the employer? Does the company have a good or a questionable reputation?

Work/Life Balance

Will you be on call all the time? Would you have a fixed schedule, or can you work flex time? Can you work from home part of the time? Will you be required to work night shifts or weekends or holidays?

Commute

How long is the commute? Will the cost of gas and vehicle upkeep significantly reduce your income? Will the commute add hours to your workday?

Travel Requirements

Are you required or expected to travel? How far and how often?

Benefits & Perks

Does the healthcare package meet your needs? Consider other important benefits: 401(K) plan, pension plan, vacation time, sick time, disability, life insurance, tuition reimbursement, sponsored daycare, etc.

Salary/Compensation

Does the salary meet your requirement? Also consider factors such as commission, bonuses, stock options, and projected salary increases.

A job offer is the reward for all your effort so far. Just remember that there's a lot more to consider besides a quoted salary.

NEGOTIATING AND COMMUNICATING YOUR DECISION

NEGOTIATING A JOB OFFER

If you're satisfied with the job, company, and total compensation package, and feel that there's good opportunity to grow with the company, then you may want to accept the offer. If you're not happy with one or more of the offer components, then it's time to negotiate.

Why Negotiate a Job Offer?

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

What part of the offer is most important to you? Have you researched the salary range for similar positions in your desired location? Do you know your acceptable salary range?

Before you negotiate, you must make some decisions. First, be sure the issue is so serious that you would not take the job unless it was changed. What parts of the offer do you want to negotiate? Look at every aspect of the compensation and benefits package, not just the base salary or any one component of the offer package. Make sure you consider the total compensation package.

Negotiable factors include:

1. Salary
2. Schedule flexibility
3. Education and training
4. Paid time off
5. Start date
6. Telework/Remote
7. Signing bonus
8. Professional development/Certifications

An in-person negotiation offers the advantage of addressing the employer's objections on the spot. Be prepared to negotiate. Do your research in case an offer is made at the end of the interview.

A written negotiation gives you the opportunity to word your remarks carefully. It also gives the employer a chance to evaluate your requests and make a counteroffer. Remember to keep your negotiation positive and factual.

Negotiation Tips

In any negotiation, you must **Think Like an Employer** and strategize. Use the following negotiation tips:

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



Did You Know?

- In a survey of professionals on Fishbowl by Glassdoor, 54% said they didn't negotiate their most recent salary, while 46% did negotiate.
- According to NPR, people who never negotiate salaries can miss additional earnings of between \$1 million and \$1.5 million in their lifetime.



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NEGOTIATION OUTCOME: COMMUNICATING YOUR DECISION

After receiving the job offer, you have the option to **accept, decline, or request additional time** to consider and evaluate, or possibly negotiate the offer.

If the offer is made verbally, you can request the offer in writing. If the offer was made in writing, a written response is appropriate. When you receive a job offer, follow the company’s instructions, and meet all deadlines.

It is recommended that you take at least 24 hours to think about an offer before providing a response. This allows you the ability to fully process the information and not make any decisions arbitrarily or out of excitement. Don’t miss an opportunity to request a better deal.

Consider the following:

- Are you comfortable with asking for more time to consider the offer?
- Maintain professionalism when responding to an offer as it can impact future opportunities.

If you accept the position, ensure to thank them for the opportunity, and verify the salary, benefits, position, and starting date.

To request time to evaluate and consider the offer, start by relaying your thanks and appreciation for the job offer. Then ask what the deadline is to get back with your decision. Requesting a day or two is reasonable.

At this point, you can decide whether or not to negotiate the offer based on your research.

If you decide to reject the offer, communicate quickly with the employer, and express your gratitude for their time. Remember that recruiters often have extensive networks within the company. Even if the negotiation did not go the way you hoped, continue being professional and gracious. Additionally, inquire whether the recruiter can refer you for other suitable positions within the organization.

Remember, this is a collaborative effort where you and the employer both want a positive outcome. You were offered the job, so they want to hire you. If you are unable to find middle ground during your negotiations and you choose to decline their offer, you should walk away with confidence. Just as this employer has seen the value in your skills, experience, and education, other employers will do the same.

THINK LIKE AN EMPLOYER

SUMMARY

Interviews are an opportunity to market yourself to a prospective employer.

You increase your chances of success when you:

- Know the methods and types of interviews as well as the meaning behind interview questions.
- Use the STAR method to answer behavioral and situational interview questions.
- Evaluate a job offer and communicate your decision professionally.

You’ve received a lot of information to help you with your job search journey. Now, let’s look at your next steps to help you implement what you have learned.



8 | Determining Your Next Steps

SECTION 8: DETERMINING YOUR NEXT STEPS

In just one day, we have discussed a variety of career-related topics to include:

1. Getting Started

2. Researching

3. Introducing Employment Rights

4. Building Your Personal Brand

5. Networking

6. Finding the Job

7. Interviewing and Job Offers

8. Determining Your Next Steps

This section provides a final recap of topics covered, the fundamental concepts, as well as the Pro Tips. You will also have the opportunity to identify your next steps.

Be sure to reference your final Employment Plan Worksheet located in the Appendices when you are ready to take your next steps.

We discussed three key fundamental concepts to include in your career plan:

**DEVELOP YOUR
BRAND**

**THINK LIKE AN
EMPLOYER**

**MAXIMIZE YOUR
RESOURCES**



In addition to these fundamental concepts, we highlighted several Pro Tips that will make your job search more impactful:

- Have a Plan
- Know Your Marketable Skills
- Use STAR to Stand Out
- Connect with Your Network
- Analyze Job Postings



ACTIVITY 8.1: Identify Next Steps in Your Transition

Now that you have gotten an overview of what the career transition process may look like, is there anything that you still need to discover or research before implementing your plan?

Let's look at some general questions:

1. What do I need more information about?

Examples:

- Targeted resumes
- Federal job opportunities
- Apprenticeships

2. What specific questions do I need to ask to get clarifications?

Examples:

- Salary ranges
- Job demand in my location

3. What do I need to do next?

Examples:

- Schedule additional TAP workshops, such as the 2-day DOL Employment Workshop.
- Set reminder for 30 days in the future to check my progress.
- Ask a mentor or TAP staff to review my resume.



PRO TIP: HAVE A PLAN

Making a plan based on job search fundamentals will separate you from other applicants as you continue to implement your plan during any career transition.



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SMART GOALS



SPECIFIC



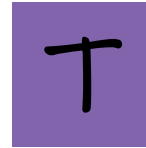
MEASURABLE



ACHIEVABLE



REALISTIC



TIMELY

Now, take time to think through what might be important to you in a job. These things could include interests, work styles, values, or location.

Career goals are very important, and you will want to create a measurable framework to help you succeed by using SMART goals.

SMART is an acronym. You may have heard of SMART goals before. Some examples use different words for SMART. We use SMART to mean Specific, Measurable, Achievable, Realistic, and Timely. When making career goals, you want the goals to meet as many of the SMART characteristics as possible. Consider creating your own SMART goals as you prepare your next steps in your job search.

**DEVELOP YOUR
BRAND**

**MAXIMIZE YOUR
RESOURCES**



Congratulations on completing Employment Fundamentals of Career Transition!

THANK YOU

Thank you for your participation and your service. We want to ensure that you make informed transition decisions. The best way to do this is to attend all mandatory briefings and workshops and complete any associated Career Readiness Standards (CRS). Check with your TAP Center to verify your progress and schedule to attend the next TAP course if you have not already done so.

The DOL recognizes your dedication and the sacrifices that you and your family members make each day to protect and defend our freedom. We are committed to supporting you throughout your transition from military service to civilian life and beyond.



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SECTION 9: APPENDICES



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STATE WORKFORCE AGENCIES

The table below contains the names for the American Job Center (AJC) located in each U.S. state or territory.

When searching online for your location, substitute the name of your town, city, or county for the “Town or County Name” when you see the placeholder used. Do not include the quotation marks.

For example: For Alabama, the chart shows the name is listed as “Town Name” Career Center therefore the local AJC in Birmingham, Alabama goes by the name Birmingham Career Center.

See the VETS Resource Guide at dol.gov/EFCTmaterials for updated contact information including websites and email addresses for any state workforce office or local AJC.

| State | American Job Center Title |
|---------------|--|
| Alabama | “Town Name” Career Center |
| Alaska | “Town Name” Job Center |
| Arizona | ARIZONA@WORK “Town or County Name” |
| Arkansas | Arkansas Workforce Center at “Town or County Name” |
| California | “Town or County Name” American Job Center/Career Center |
| Colorado | “Town or County Name” Workforce Center |
| Connecticut | “Town Name” American Job Center |
| Delaware | American Job Center: 4 Locations: Fox Valley (Wilmington), Newark, Dover, and Georgetown |
| Florida | CareerSource “Town or County Name” |
| Georgia | “Town Name” Career Center |
| Guam | American Job Center – Guam |
| Hawaii | American Job Center – Oahu |
| Idaho | Idaho Department of Labor - “Town Name” |
| Indiana | WorkOne - “Town or County Name” |
| Illinois | Multiple Titles |
| Iowa | IowaWORKS “Town or County Name” |
| Kansas | KANSASWORKS - “Town or County Name” |
| Kentucky | Kentucky Career Center - “Town or County Name” |
| Louisiana | “Town or County Name” American Job Center |
| Maine | “Town or County Name” Career Center |
| Maryland | American Job Center |
| Massachusetts | MassHire “Town or County Name” Career Center |

State Workforce Agencies

| State | American Job Center Title |
|----------------|--|
| Michigan | Michigan Works |
| Minnesota | CareerForce in “Town or County Name” |
| Mississippi | “Town or County Name” WIN Job Center |
| Missouri | Missouri Job Center “Town or County Name” |
| Montana | Job Service “Town or County Name” |
| Nebraska | Nebraska Workforce Development - “Town or County Name” |
| Nevada | EmployNV Career Hub |
| New Hampshire | NH WORKS - “Town or County Name” |
| New Jersey | “Town Name” One Stop - Career Center |
| New Mexico | New Mexico Workforce Connection - “Town or County Name” |
| New York | “Town or County Name” Workforce/Career Center |
| North Carolina | NCWorks Career Center |
| North Dakota | Job Service North Dakota |
| Ohio | OhioMeansJobs “City or County Name” |
| Oklahoma | Oklahoma Works - American Job Center - “Town or County Name” |
| Oregon | WorkSource Oregon - “Town or County Name” |
| Pennsylvania | PA CareerLink - “Town or County Name” |
| Puerto Rico | Conexión Laboral (Labor Connection) |
| Rhode Island | “Town Name” netWORKri |
| South Carolina | SC Works Center (City or Region’s Name goes first) |
| South Dakota | Job Service |
| Tennessee | American Job Center |
| Texas | Workforce Solutions |
| Utah | Department of Workforce Services “Town or County Name” |
| Vermont | Resource Center |
| Virgin Islands | American Job Center - St. Thomas/St. Croix |
| Virginia | Virginia Works - “Town or County Name” |
| Washington | WorkSource “Town or County Name” |
| Washington, DC | American Job Center - Northeast/Northwest |
| West Virginia | WorkForce WV - “Town or County Name” |
| Wisconsin | “County Name” Job Center |
| Wyoming | “Town or City Name” Workforce Center |

Find your nearest AJC by accessing the online CareerOneStop AJC Locator:
<https://www.careeronestop.org/LocalHelp/AmericanJobCenters/find-american-job-centers.aspx>



MASTER RESUME EXPERIENCE OUTLINE

Using your Work History Outline as the foundation, add skills and detailed job duties. Remember to use STAR statements whenever possible. List three job skills and accomplishments for each job.

1. Employer Name & Location: _____

Job Title: _____ Dates: _____

- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment : _____

2. Employer Name & Location: _____

Job Title: _____ Dates: _____

- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment : _____

3. Employer Name & Location: _____

Job Title: _____ Dates: _____

- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment : _____

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4. Employer Name & Location: _____

Job Title: _____ Dates: _____

- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment : _____

5. Employer Name & Location: _____

Job Title: _____ Dates: _____

- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment : _____

6. Employer Name & Location: _____

Job Title: _____ Dates: _____

- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment: _____
- Job skill and STAR accomplishment : _____

MASTER RESUME EXAMPLE

ZANE BAKER

LinkedIn profile URL: www.linkedin.com/in/zxbaker

Current Street Address: Eglin Air Force Base. 9876 Dolphin Drive, Gulf Breeze, FL 32563

Previous Street Addresses:

1. Wright-Patterson Air Force Base. 123 Sandy Hill Road, Fairborn, OH 45324
2. Travis Air Force Base. 4567 Oak Drive, Woodland, CA 95776
3. Beale Air Force Base. 8989 Yuba Avenue, Yuba City, CA 95991
4. Moody Air Force Base. 321 South Vidalia Road, Lakeland, GA 31635
5. Mountain Home Air Force Base. 6549 Good Creek Way, Boise, ID 83709

PROFESSIONAL INTRODUCTION / SUMMARY

Accomplished measurable results while leading up to six teams, totaling 250 people, in a dynamic, fast-paced environment. Possess a comprehensive background in Program Analysis and Logistics Management derived from conducting domestic and global operations in Europe. Managed risk upon multiple lines to protect assets, property, and equipment valued over \$575M while meeting the expectations of senior leadership. Responsible for the design, development, production, and on-time delivery and compliance for worldwide clients. Coordinated budget and contract revisions with operations directors, project managers, project analysts, and third-party vendors as needed. Work directly with the senior management and program directors to ensure alignment and compliance. Possess extensive knowledge in Lean waste reductions improvements and program data analysis. Recipient of multiple awards for outstanding performance and professionalism. Career supported by the pursuit of a Bachelor of Science in Human Resources Management and holds an Associate of Art in Air Crew Safety Systems.

AREAS OF EXPERTISE / SKILLS

- Project Management
- Team Building
- Vendor Relations
- Process Improvement
- Training & Development
- Quality Assurance
- Operations Planning
- Government Contracting
- Acquisition Management

TECHNICAL SKILLS

Operating Systems: Mac/Microsoft Windows

Software:

- Standard Base Supply System (SBSS)
- AF Stock Control System (DO35), Master Identification Control Systems (DO35)
- Weapon System Management Information System (WSMIS)
- MICAP Asset System
- Web-Based Management System
- Air Force Equipment Management System



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- Defense Logistics Agency Supply Discrepancy Report
- Mobility Inventory Control and Accountability System (MICAS)
- Expeditionary Combat Support System (ECSS)
- Microsoft Office (Word, Excel, PowerPoint, and Outlook)
- MS SharePoint

PROFESSIONAL EXPERIENCE

UNITED STATES AIR FORCE

23 FEB 20XX – Present

Eglin Air Force Base, FL

01 OCT 20XX – Present

Senior Logistics Support

Manage logistics support tasks to assist with the planning, managing, and coordination of life-cycle logistics support for simulators and distributed mission training. Review programming documents to assess the impact of external actions and conflicting priorities to determine their impact on the program's development, production, and integrated logistics support to ensure programs are within established plan parameters.

- Develop and analyze data to determine long-range training objectives and organizational training requirements for 250 employees located within six states.
- Identify support requirements including funding, contract development, and other technical support requirements for various phases of storage facility project while adhering to an \$800K budget.
- Develop the Life Cycle Sustainment Plan (LCSP).
 - Ensure all required Contract Line Item Numbers (CLINs) are included in the Program Statement of Work (SOW), such as Item Unique Identification (IUID), Package, Handling, Storage and Transportation (PHS&T), Technical Manuals, Supply Chain Management, Disposal, Support Equipment, and Hazardous Materials.
- Ensure the 12 logistics elements are met.
 - Responsible for reportable requirements being met, such as Logistics Health Assessment (LHA), Weapon System Enterprise Review (WSER), 50/50, and Depot Source of Repair (DSOR).
 - Worked with the Contracting Officer's Representative (COR) at each base to ensure Availability and Reliability requirements were met and tracked usage rates for training.
- Support key acquisition events and reviews as needed, such as: System Requirements Reviews (SRRs), Preliminary Design Reviews (PDRs), Critical Design Reviews (CDRs), Test Readiness Reviews (TRRs), Technical Coordination Meetings (TCMs), Functional Configuration Audits (FCAs), Physical Configuration Audits (PCAs), Production Readiness Reviews (PRRs), and others as applicable.
- Provide support for all aspects of program cost estimated at \$2M. Assist with Data Item Descriptions (DIDs), Contract Data Requirements Lists (CDRLs), data calls, and reviews.
 - Support and assist in planning, organizing, and managing of general and critical aspects of the development, production, and/or deployment of the systems, subsystems, and equipment as well as the acquisition program management of the full life-cycle requirements.



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Senior Logistics Support (Continued)

- Assist with providing technical support, planning for, coordinating, and participating in integrated program reviews and conferences, including the following: executive, readiness, technical, budget, design, weapon system, requirement working groups, supportability, and management reviews.

Wright-Patterson Air Force Base, OH
Business Analyst**01 MAY 20XX – 30 SEP 20XX**

Organized and maintained project documentation, including points-of-view, scopes, estimates, impact analyses, and large full-system requirements documents.

- Coordinated evaluation of internal operations related to regulatory compliance and recommended appropriate changes. This included controls, communications, risk assessments, and maintenance of documentation.
- Supported the organization in complying with, as well as the ongoing preparation, testing, and monitoring the requirements of government regulations and/or regulatory agencies.
- Conducted and facilitated internal and external audits to identify, evaluate, disclose, and appropriately remedy risks and deficiencies.
- Gathered data, analyzed and entered information, applied acquisition knowledge logically and systematically, and utilized applicable automated systems.

Travis Air Force Base, CA**01 APR 20XX – 30 APR 20XX**

Senior Program Manager, Warfighter Interface Division

Maintained oversight of a team of 95 government and contracted employees. Provided subject matter expertise on all aircrew flight equipment improvement.

- Managed 41 joint service employees at two different sites in the United States that supported 30 DoD/NATO service member equipment improvement programs for \$575M in assets.
- Oversaw a \$3.5M installation logistics program and led quality assurance/control efforts that ensured fulfillment of requirements and a quality product.
- Led the \$1M pilot ejection and pilot seat restraint program for the F-35 Lightning II combat aircraft. Conducted over 350+ tests to mitigate pilot risk of injury under stressful conditions.
- Hand selected by executive leadership to manage a \$16M aerospace physiology program which studied 15 cutting edge research protocols and biodynamics research development.
- Completed a \$50K facility upgrade which increased chemical lab efficiency by 50%, allowed for 2,500 tests to be conducted, and increased research funding by \$12M.

Beale Air Force Base, CA**01 DEC 20XX – 31 MAR 20XX**

Program Manager, Cognitive Performance Optimization

- Provided management oversight of a supply support program to analyze, develop, evaluate, and promote improvements in logistics policies, plans, procedures, systems, and techniques of the supply programing.
- Developed corrective action plans to resolve or mitigate the examination of findings to executive leadership.

Beale Air Force Base, CA (Continued)

- Prepared and evaluated 20+ contractors' performance and reported findings to executive leadership and the USAF.
- Provided data as a prime technical lead for \$2M in government contracts and projects.
- Analyzed the development of assessment criteria, indicators, and procedures to support resource planning for the USAF and Beale AFB.

Moody Air Force Base, GA**01 FEB 20XX – 30 NOV 20XX**

Aircrew Flight Equipment Inspecting Manager

- Managed teams with operations inspections on flight equipment: inspected and maintained 2,100 oxygen masks, 112 survival kits, 54 life rafts, and 2,000 aircrew chem-defense kits valued over \$18M.
- Planned \$6M budget for 5+ years to ensure that all organizational funds were accounted for and spent properly.
- Supervised entry-level flight equipment inspectors with installing and removing life-saving equipment. Conducted pre/post-flight inspections on 27 \$330M E-3 aircrafts with zero errors.
- Coordinated workload requirements with four installation agencies and conducted screening inspections on life equipment. Computed 39,000 items into Flight Equipment Records Management Systems with 100% accuracy.
- Planned daily fitness programs for entry-level personnel that included cardio, weights, and high intensity exercises, resulting in the improvement of unit fitness results by 20%.

Mountain Home Air Force Base, ID**03 JAN 20XX – 31 JAN 20XX**

Aircrew Flight Equipment Supervisor

- Supervised one Senior Equipment Inspector and six entry-level Equipment Inspectors and enabled operations for 1,800 aircrew members and 27 E-3 aircrafts valued \$8.9M.
- Directed the assembly of live-saving equipment. Inspected and maintained 4,000 oxygen masks, survival suits, and chem kits. Oversaw team training and monitored schedules, career development, and certifications.
- Served as Government Purchase Card (GPC) manager in charge of purchasing all supplies for deployment of 460+ employees: additionally, served as Approving Official for GPC programs.
- Led over 40 physical training exercises for 50+ personnel during monthly unit team training competition, resulting in the overall improvement of morale and fitness qualifications for all staff members.
- Inspected Flight Equipment Record Management Systems to reflect equipment due dates and previous historical data with 100% accountability on all equipment and added inventory.



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EDUCATION AND TRAINING

Bachelor of Science, Human Resource Management (98 semester hours completed, expected graduation: 20XX)

Park University, Parkville, MO

Associate of Art, Aircrew Safety Systems

Community College of the Air Force – 20XX

Specialized Military Training:

Management and Senior Leadership Course, USAF – 20XX

International Equipment Distributions and Management Course, USAF – 20XX

Supervisory and Advanced Leadership Course, USAF – 20XX

Equipment Life Cycle Course, USAF – 20XX

Team Building and Airman Leadership Course, USAF – 20XX

CERTIFICATIONS

Six Sigma Black Belt Certification – 20XX

Night Vision Equipment Repairer and Quality Assurance Certification, USAF – 20XX

CLL Performance Based Logistics – 20XX

ACQ 101 Fundamentals Systems of Acquisition Management – 20XX

NOTABLE AWARDS

Joint Service Commendation Medal

Air Force Achievement Medal (2)



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JOB POSTING EXAMPLE

LOGISTICS POSITION ACME SUPPLY COORDINATOR

ACME is a federal contracting company that deploys and maintains office equipment fleets for the U.S. Government. Founded in 1989, ACME specializes in deploying and maintaining multi-function devices (MFDs) and print software via comprehensive, customizable Managed Print Services (MPS) programs.

Scope of Work:

This position will coordinate the many tasks involved in fulfilling customer orders for office equipment in the Federal Government. This includes confirming delivery addresses, placing the order with the manufacturer, coordinating delivery times between ACME's vendors and the end users, scheduling end user training, and following up on delivery status.

The ideal candidate will be highly organized, detail-oriented, and excel at following up on tasks until completion.

Essential Duties and Responsibilities:

- Manage equipment orders making sure they are delivered correctly and on time.
- Coordinate delivery of machines between vendors and the end users.
- Responsible for responding to customer inquiries about their orders and delivery time.
- Coordinate getting all documents and signatures confirming delivery of machines.
- Process new equipment orders for copiers, printers, ink, and place orders with vendors.
- Keep track of all equipment orders and whether they are purchases, leases, dates, and other data.

Minimum Qualifications

1. Associates degree preferred.
2. Logistics and customer service experience preferred.
3. Exceptional written and verbal communication, superior attention to detail, and ability to interface with internal stakeholders to ensure customer satisfaction.
4. Strong organization and ability to continually follow up.
5. Customer service mindset for both external and internal clients.
6. Proficiency in Microsoft Office including Word, Excel, and Outlook.
7. Ability to work both independently and as a team player with minimal supervision.
8. Ability to multitask, work in a fast-paced environment, often with short notice, to meet deadline.



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TARGETED RESUME EXAMPLE

2- Page Logistics Position

ZANE BAKER

(333) 111-2222 – zebaker@anymail.com – <https://linkedin.com/in/baker>

Accomplished measurable results while leading up to six teams, totaling 250 people, in a dynamic, fast-paced environment. Possess a comprehensive background in Program Analysis and Logistics. Managed risk upon multiple lines to protect assets, property, and equipment valued over \$575M while meeting the expectations of senior leadership. Coordinated budget and contract revisions with operations directors and third-party vendors as needed.

Project Management

Quality Assurance

Microsoft Office

Team Building

Operations Planning

SharePoint

PROFESSIONAL EXPERIENCE

UNITED STATES AIR FORCE
Eglin Air Force Base, FL

23 FEB 20XX – Present
01 OCT 20XX – Present

Senior Logistics Support

- Manage logistics support tasks to assist with the planning, managing, and coordination of life-cycle logistics support for simulators and distributed mission training.
- Work with the Contracting Officer's Representative to ensure Availability and Reliability requirements were met and tracked usage rates for training requirements for 250 employees located within 6 states.
- Provide support for all aspects of program cost estimated at \$2M. Assist with Data Item Descriptions, Contract Data Requirements Lists, and data calls.

Wright-Patterson Air Force Base, OH

01 MAY 20XX – 30 SEP 20XX

Business Analyst

- Organized and maintained project documentation, including points-of-view, scopes, estimates, impact analyses, and large full-system requirements documents.
- Supported the organization in complying with government regulations, as well as the ongoing preparation, and testing and monitoring for conformance levels.
- Conducted and facilitated internal and external audits to identify, evaluate, disclose, and appropriately remedy risks and deficiencies.

Travis Air Force Base, CA

01 APR 20XX – 30 APR 20XX

Senior Program Manager, Warfighter Interface Division

- Maintained oversight of a team of 95 government and contracted employees.
- Hand selected by executive leadership to manage a \$16M aerospace physiology program which studied 15 cutting-edge research protocols.
- Completed a \$50K facility upgrade which increased chemical lab efficiency by 50%, allowed for 2,500 tests to be conducted, and increased research funding by \$12M.



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Beale Air Force Base, CA**01 DEC 20XX – 31 MAR 20XX****Program Manager, Cognitive Performance Optimization**

- Provided management oversight of a supply support program to analyze, develop, evaluate, and promote improvements in logistics policies, plans, procedures, systems, and techniques of the supply programing.
- Prepared and evaluated 20+ contractors' performance and reported findings to executive leadership and the USAF.
- Provided data as a prime technical lead for \$2M in government contracts and projects.

Moody Air Force Base, GA**01 FEB 20XX – 30 NOV 20XX****Aircrew Flight Equipment Inspecting Manager**

- Managed teams with operations inspections on flight equipment: inspected and maintained 2,100 oxygen masks, 112 survival kits, 54 life rafts, and 2,000 aircrew chem-defense kits valued over \$18M.
- Coordinated workload requirements with four installation agencies and conducted screening inspections on life equipment. Computed 39,000 items into Flight Equipment Records Management Systems with 100% accuracy.

Mountain Home Air Force Base, ID**03 JAN 20XX – 31 JAN 20XX****Aircrew Flight Equipment Supervisor**

- Supervised one Senior Equipment Inspector and six entry-level Equipment Inspectors and enabled operations for 1,800 aircrew members and 27 E-3 aircrafts valued \$8.9M.
- Served as Government Purchase Card (GPC) manager in charge of purchasing all supplies for deployment of 460+ employees.

EDUCATION AND TRAINING

- Candidate 20XX, Bachelor of Science, Human Resource Management
Park University, Parkville, MO
- Specialized Military Training:
 - Management and Senior Leadership Course, USAF – 20XX
 - International Equipment Distributions and Management Course, USAF – 20XX
 - Equipment Life Cycle Course, USAF – 20XX
 - Team Building and Airman Leadership Course, USAF – 20XX

CERTIFICATIONS

- Six Sigma Black Belt Certification – 20XX
- CLL Performance Based Logistics – 20XX
- ACQ 101 Fundamentals Systems of Acquisition Management – 20XX



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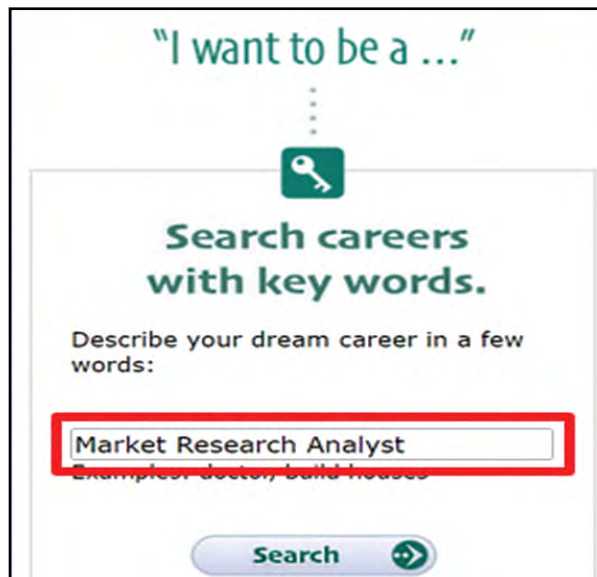
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USING MY NEXT MOVE FOR VETERANS

You can use O*NET My Next Move for Veterans, <https://www.mynextmove.org/vets/>, to conduct Labor Market Research and explore careers.

SEARCH CAREERS WITH KEY WORDS

Search for a career that interests you by entering a keyword.



Use the search results to research a specific career, one with the closest match, or one with a bright Outlook. From this page, you can review the listing of possible careers and job details.



REVIEW JOB DETAILS

From this page, watch a career video, learn about what one would do on the job, review common KSAs, typical education requirements, and salary data.

PAGE OVERVIEW

View the: knowledge, skills, abilities, personality, technology, education, job outlook, and explore more, which lists related positions.



CAREER EXPLANATION

Identify other titles for the occupation, watch a career video, learn what one might do in this occupation, and gather specifics of what one might do on the job.

Market Research Analysts & Marketing Specialists

Also called: Market Analyst, Market Research Analyst, Market Research Consultant, Market Research Specialist

What they do:
Research conditions in local, regional, national, or online markets. Gather information to determine potential sales of a product or service, or plan a marketing or advertising campaign. May gather information on competitors, prices, sales, and methods of marketing and distribution. May employ search marketing tactics, analyze web metrics, and develop recommendations to increase search engine ranking and visibility to target markets.

On the job, you would:

- Prepare reports of findings, illustrating data graphically and translating complex findings into written text.
- Collect and analyze data on customer demographics, preferences, needs, and buying habits to identify potential markets and factors affecting product demand.
- Conduct research on consumer opinions and marketing strategies, collaborating with marketing professionals, statisticians, pollsters, and other

KNOWLEDGE, SKILLS, AND ABILITIES

View common KSAs associated with the occupation.

KNOWLEDGE

Arts and Humanities

- English language

Business

- customer service
- sales and marketing

Math and Science

- arithmetic, algebra, geometry, calculus, or statistics
- sociology and anthropology

Communications

- multimedia

SKILLS

Basic Skills

- reading work related information
- thinking about the pros and cons of different ways to solve a problem

Problem Solving

- noticing a problem and figuring out the best way to solve it

People and Technology Systems

- thinking about the pros and cons of different options and picking the best one
- figuring out how a system should work and how changes in the future will affect it

ABILITIES

Verbal

- communicate by speaking
- communicate by writing

Ideas and Logic

- make general rules or come up with answers from lots of detailed information
- come up with lots of ideas

Math

- choose the right type of math to solve a problem
- add, subtract, multiply, or divide

PERSONALITY AND TECHNOLOGY

Review the **Personality** section to discover characteristics associated with the job. Review the **Technology** section to identify software used for this job. Hot technology is identified by a “fire” 🔥 icon. Hot technologies are software skills that employers often ask for in job postings.

PERSONALITY

People interested in this work like activities that include **leading, making decisions, and business.**

They do well at jobs that need:

- Analytical Thinking
- Attention to Detail
- Dependability
- Integrity
- Initiative
- Adaptability/Flexibility

TECHNOLOGY

You might use software like this on the job:

Analytical or scientific software

- IBM SPSS Statistics 🔥
- The MathWorks MATLAB 🔥

Data base user interface and query software

- Airtable
- MySQL 🔥

Information retrieval or search software

- LexisNexis
- Verispan Patient Parameters

EDUCATION

Review this section to determine the education level commonly needed for this job.

Find training, certifications, licenses, and apprenticeship opportunities.

EDUCATION

bachelor's degree or **master's degree** usually needed

Get started on your career:

[Find Training](#)

[Find Certifications](#)

[Apprenticeship.gov](#)

JOB OUTLOOK and SALARY

At the bottom of the page is the **Job Outlook** section.

In this section, find information such as the likeliness of future job opportunities, the median salary, local salary information, and even search for jobs.

JOB OUTLOOK

 **Bright** New job opportunities are **very likely** in the future.

SALARY: **\$74,680**



\$40,040 \$137,040

[Check out my state](#)

[Local Salary Info](#)

[Find Jobs](#)

To determine the state outlook, select **Check Out My State**.

[Check out my state](#)

To determine the local salary, return to the prior job details screen and select **Local Salary Info**. Enter in a ZIP Code or a state. View annual or hourly wages.

[Local Salary Info](#)

State Map for Market Research Analysts & Marketing Specialists

Looking to move? Some states have more opportunities for this type of work than others.

- Orange states have an **above average** share of this career in their workforce.
- Blue states have a **below average** share of this career in their workforce.

Map Table



For detailed state-by-state info, see [employment and wages](#) (r) from the Bureau of Labor Statistics.

NATIONAL OUTLOOK

Nationwide, new job opportunities for market research analysts and marketing specialists are **very likely** in the future.

LOCAL SALARY INFO

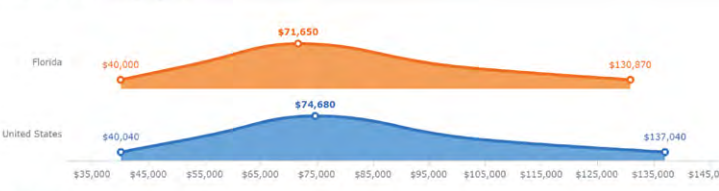
See salary information for **market research analysts and marketing specialists** in your area.

Enter your ZIP code or state below to get started:

State: [Go](#)

ZIP Code: [Go](#)

Annual salary info Hourly wage info



Florida \$40,000 \$71,650 \$130,870

United States \$40,040 \$74,680 \$137,040

IN FLORIDA:

- Workers on average earn \$71,650.
- 10% of workers earn \$40,000 or less.
- 10% of workers earn \$130,870 or more.

Need more information? Select any of the hyperlinks from the **Explore More** section to view the job details for that occupation.

EXPLORE MORE

- [Advertising & Promotions Managers](#)
- [Business Intelligence Analysts](#)
- [Management Analysts](#)
- [Marketing Managers](#)
- [Search Marketing Strategists](#)

You might like a career in one of these industries:

- [Professional, Science, & Technical](#)

EXAMPLE MY NEXT MOVE CAREER

| MY NEXT MOVE | CAREER |
|----------------------|---|
| CAREER TITLE: | <p>Market Research Analysts & Marketing Specialists Also called: Market Analyst, Market Research Analyst, Market Research Consultant, Market Research Specialist</p> |
| WHAT THEY DO: | <ul style="list-style-type: none"> • Prepare reports of findings, illustrating data graphically and translating complex findings into written text. • Collect and analyze data on customer demographics, preferences, needs, and buying habits to identify potential markets and factors affecting product demand. • Conduct research on consumer opinions and marketing strategies, collaborating with marketing professionals, statisticians, pollsters, and other professionals. |
| KNOWLEDGE: | <p>Arts and Humanities</p> <ul style="list-style-type: none"> • English language <p>Business</p> <ul style="list-style-type: none"> • customer service • sales and marketing <p>Math and Science</p> <ul style="list-style-type: none"> • arithmetic, algebra, geometry, calculus, or statistics • sociology and anthropology <p>Communications</p> <ul style="list-style-type: none"> • multimedia |
| SKILLS: | <p>Basic Skills</p> <ul style="list-style-type: none"> • reading work-related information. • thinking about the pros and cons of different ways to solve a problem. <p>Problem Solving</p> <ul style="list-style-type: none"> • noticing a problem and figuring out the best way to solve it. <p>People and Technology Systems</p> <ul style="list-style-type: none"> • thinking about the pros and cons of different options and picking the best one. • figuring out how a system should work and how changes in the future will affect it. |
| ABILITIES: | <p>Verbal</p> <ul style="list-style-type: none"> • communicate by speaking • communicate by writing <p>Ideas and Logic</p> <ul style="list-style-type: none"> • make general rules or come up with answers from lots of detailed information • come up with lots of ideas <p>Math</p> <ul style="list-style-type: none"> • choose the right type of math to solve a problem: add, subtract, multiply, or divide |



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| MY NEXT MOVE | CAREER |
|---|---|
| PERSONALITY: | <p>People interested in this work like activities that include ideas, thinking, and figuring things out. They do well at jobs that need:</p> <ul style="list-style-type: none"> • Analytical Thinking • Attention to Detail • Dependability • Integrity • Initiative • Adaptability/Flexibility |
| TECHNOLOGY: | <p>You might use software like this on the job:</p> <p>Analytical or scientific software</p> <ul style="list-style-type: none"> • IBM SPSS Statistics • MathWorks MATLAB <p>Database user interface and query software</p> <ul style="list-style-type: none"> • Airtable • MySQL <p>Information retrieval or search software</p> <ul style="list-style-type: none"> • LexisNexis • Verispan Patient Parameters |
| EDUCATION: | <p>bachelor’s degree or master’s degree usually needed</p> |
| JOB OUTLOOK (includes salary): | <p>Bright Outlook. New job opportunities are very likely in the future. SALARY: \$74,680. Local salary information: \$71,650.</p> |
| EXPLORE MORE (Related careers and industries): | <ul style="list-style-type: none"> • Advertising & Promotions Managers • Business Intelligence Analysts • Management Analysts • Marketing Managers • Search Marketing Strategists <p>You might like a career in one of these industries:</p> <ul style="list-style-type: none"> • Professional, Science, & Technical |

Use the following table to enter O*NET Interest Profiler job details information for your career.

| MY NEXT MOVE | CAREER |
|--------------|----------------------|
| | CAREER TITLE: |
| | WHAT THEY DO: |
| | KNOWLEDGE: |
| | SKILLS: |
| | ABILITIES: |

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PERSONALITY:

TECHNOLOGY:

EDUCATION:

**JOB OUTLOOK
(includes salary):**

**EXPLORE MORE
(Related careers
and industries):**



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CAREERONESTOP SKILLS MATCHER DETAILS – ASSESSMENT

If you are unsure of others careers that might match your skills and interests, CareerOneStop also has a Skills Matcher application, <https://www.careeronestop.org/Toolkit/Skills/skills-matcher.aspx>

The CareerOneStop Skills Matcher is one activity (completion of a skills assessment) that gives two results (a 2–3-page skills list and a career list of up to 150 suggested careers). The results are unique to each person based upon their assessment responses. The careers list links to the CareerOneStop Occupation Profile for each position.

The Skills Matcher not only provides a skills profile, but also provides careers that match your skills profile.

CAREERONESTOP SKILLS MATCHER ASSESSMENT

STEP 1. Access the CareerOneStop Skills Matcher, <https://www.careeronestop.org/Toolkit/Skills/skills-matcher.aspx>

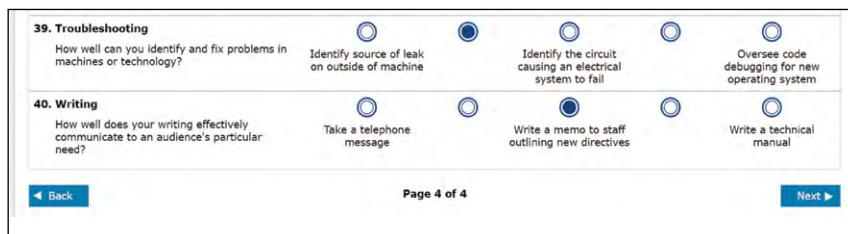
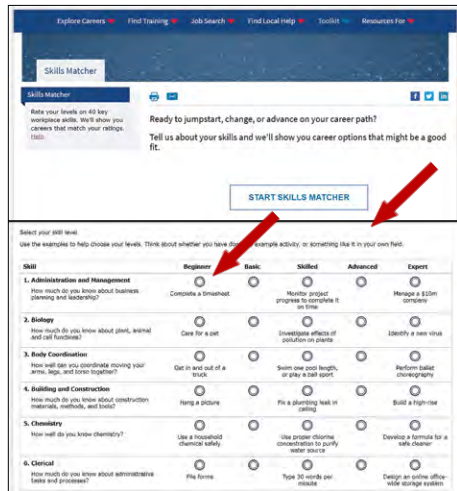
STEP 2. Select **START SKILLS MATCHER** tab.

STEP 3. Answer the Skills Matcher 40 questions. Use the examples as general guidelines to help you determine your level of skill and rate your skill using one of the five options: Beginner, Basic, Skilled, Advanced, or Expert.

If you rate most or all the skills at the same level, you may not get reliable career matches.

For example: You may have never completed a timesheet, but you can see the difference in one employee completing a personal timesheet versus project monitoring for a team or managing a large budget for the company.

Once you have answered the questions on the page, select Next to continue. You can change any answer at any time. Use the **Back** and **Next** buttons at the bottom of each page.



Caution

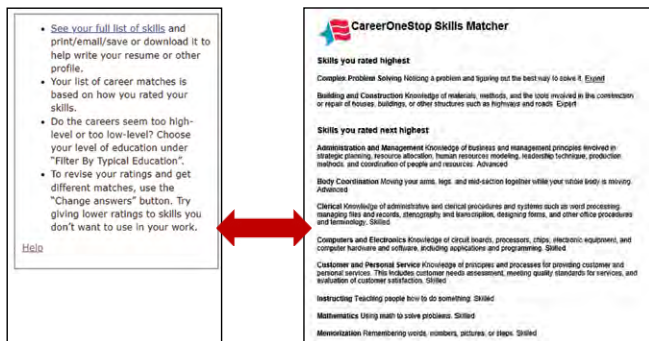
The information DOES NOT save. Download a full list of your skills as a PDF, Word, or RTF document. If you leave this page to select a different tab or close out of this browser, you will lose the assessment results and will need to answer all 40 questions again.

When you select Next after the fourth page, your results will calculate, and a new page will display. On the left-hand side of the page is a hyperlink to a detailed listing of Your Skills. On the right-hand side of the page are hyperlinks to careers which match your skills profile.

CAREERONESTOP SKILLS MATCHER DETAILS - SKILLS

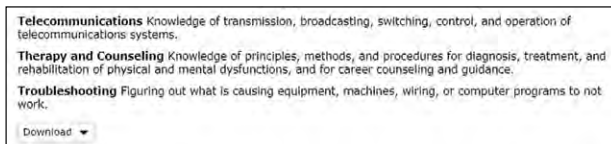
Use the following steps to review and download your skills list.

STEP 1. In the left-hand column of the page, select **see your full list of skills**.



STEP 2. Review the results. Scroll down to the bottom of the list.

STEP 3. Download a list of your skills as a PDF, Word, or RTF document.



The CareerOneStop Skills Matcher categorizes your skills from highest to lowest based on your ratings. Within each rating, the skills are listed in alphabetical order. Refer to the document when drafting a resume. Use your Work History Outline as a base document and add details to it as you develop your resume.



Quick Tip

The file name default is *SkillsMatcherDetails*. You can rename the file to include "skill", your name, today's date, or other qualifiers. For example: *SkillsMatcherDetails MySkillsFEB20XX*.

As an example, CareerOneStop Skills Matcher might list your skills in the following order:

Skills you rate highest:

1. Complex Problem Solving
2. Building and Construction

Skills you rated next highest:

3. Administration and Management
4. Body Coordination
5. Clerical
6. Computers and Electronics
7. Customer and Personal Service

Without leaving the page, scroll up to the top and select **Back to results**.



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CAREERONESTOP SKILLS MATCHER RESULTS – CAREER MATCHES

After completing the Skills Matcher assessment, you will see prioritized career options that match skill ratings based upon your responses. These are displayed on the right-hand side of the page. Your list of career matches may include up to 150 careers.

Use the following steps to review the career options.

STEP 1. Change your skill ratings if applicable. Scroll through the list of career headings.

If you think that the careers on your list of matches are not a good fit for you, change all or some of your skill ratings.

- From your page of career matches, select Change answers in the upper left-hand area.
- You will go back to the questions with your answers still selected.
- You can now change some or all your answers and get a new list of career matches.

If you think that the careers on your list of matches are a good fit for you, then download the results.

Use your list of occupation matches to explore career ideas that may be right for you. Review the wages, educational requirements, and outlook for each career. Review the employment opportunities by type and location. Use this information to determine what you want to do.

| Your Match | Career | Annual Wages | Education | Outlook |
|------------|---|--------------|-----------------------------------|---------------|
| 1 | First-Line Supervisors of Helpers, Laborers, and Material Movers - Hand | \$54,870 | High school diploma or equivalent | Average |
| 2 | Driver/Sales Workers | \$27,960 | High school diploma or equivalent | Bright |
| 3 | Postmasters and Mail Superintendents | \$78,060 | High school diploma or equivalent | Below Average |
| 4 | Postal Service Clerks | \$50,150 | High school diploma or equivalent | Below Average |
| 5 | Cooks, Institution and Cafeteria | \$28,650 | No formal educational credential | Average |
| 6 | Cooks, Fast Food | \$24,380 | No formal educational credential | Below Average |
| 7 | Dining Room and Cafeteria Attendants and Bartender Helpers | \$25,010 | No formal educational credential | Bright |
| 8 | Industrial Production Managers | \$108,790 | Bachelor's degree | Average |



Caution

The information DOES NOT save. If you select a different tab and leave this page, you will lose your results and must answer all 40 questions again.

STEP 2. Scroll down to the bottom of the list.

Download a list of your occupational matches, SkillsMatcherResults, as an Excel, PDF, Word, or RTF document.

The downloaded document contains a table which identifies Your Numerical Match, the Career, Annual Wages, Education, Outlook, and Career URL. Use the Career URL at any time to find the CareerOneStop Occupation Profile, which you just accessed.

Your Match: Your list of careers is ranked in order of how well they match your skills.

Career: The occupation titles of careers that often require skills and knowledge close to how you ranked yourself.

Annual Wages: Median salary for the career.

Education: The level of education usually needed to enter the career.

Outlook: How fast the career is expected to grow; can help you identify demand in the job market for that career.

10 Per Page 1 2 3 4 5 ... 15

Download



CAREERONESTOP SKILLS MATCHER SAMPLE

We found 150 careers matching your skills profile.

| YOUR MATCH | CAREER | ANNUAL WAGES | EDUCATION | OUTLOOK | CAREER URL |
|------------|--|--------------|-----------------------------------|---------------|--|
| 1 | First-Line Supervisors of Construction Trades & Extraction Workers | \$76,760 | High school diploma or equivalent | Average | https://www.careeronestop.org/Toolkit/Careers/Occupations/occupation-profile.aspx?keyword= First-Line Supervisors of Construction Trades and Extraction Workers&onetcode=47-1011.00&location=US&lang=en |
| 2 | Layout Workers, Metal and Plastic | \$62,270 | High school diploma or equivalent | Below Average | https://www.careeronestop.org/Toolkit/Careers/Occupations/occupation-profile.aspx?keyword= Layout Workers, Metal and Plastic&onetcode=51-4192.00&location=US&lang=en |
| 3 | Carpenters | \$56,350 | High school diploma or equivalent | Below Average | https://www.careeronestop.org/Toolkit/Careers/Occupations/occupation-profile.aspx?keyword= Carpenters&onetcode=47-2031.00&location=US&lang=en |
| 4 | Sheet Metal Workers | \$58,780 | High school diploma or equivalent | Below Average | https://www.careeronestop.org/Toolkit/Careers/Occupations/occupation-profile.aspx?keyword= Sheet Metal Workers&onetcode=47-2211.00&location=US&lang=en |
| 5 | Roofers | \$50,030 | No formal educational credential | Average | https://www.careeronestop.org/Toolkit/Careers/Occupations/occupation-profile.aspx?keyword= Roofers&onetcode=47-2181.00&location=US&lang=en |
| 6 | Wind Turbine Service Technicians | \$61,770 | Post-secondary non-degree award | Bright | https://www.careeronestop.org/Toolkit/Careers/Occupations/occupation-profile.aspx?keyword= Wind Turbine Service Technicians&onetcode=49-9081.00&location=US&lang=en |



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FILTER YOUR LIST OF CAREER MATCHES

Selecting a career from 150 matches can be overwhelming. Use the sort to help narrow down your options.

You can filter the careers by education. Use the filter at the left-hand side of the list of careers or use the drop-down menu in the upper right-hand corner and sort by headings with additional filters.

Example 1: Sort by Outlook: High to Low

| | | Sort by: Outlook: High to Low | | |
|------------|---|-------------------------------|-----------------------------------|---------|
| Your Match | Career | Annual Wages | Education | Outlook |
| 13 | Tile and Stone Setters | \$44,220 | No formal educational credential | Bright |
| 22 | Patternmakers, Wood | \$65,120 | High school diploma or equivalent | Bright |
| 24 | Model Makers, Wood | \$64,050 | High school diploma or equivalent | Bright |
| 26 | Mechanical Door Repairers | \$43,220 | High school diploma or equivalent | Bright |
| 27 | Solar Photovoltaic Installers | \$46,470 | High school diploma or equivalent | Bright |

Example 2: Sort by Education: Low to High

| | | Sort by: Education: Low to High | | |
|------------|--|---------------------------------|----------------------------------|---------------|
| Your Match | Career | Annual Wages | Education | Outlook |
| 2 | Drywall and Ceiling Tile Installers | \$47,460 | No formal educational credential | Below Average |
| 8 | Plasterers and Stucco Masons | \$47,020 | No formal educational credential | Average |
| 12 | Industrial Truck and Tractor Operators | \$37,560 | No formal educational credential | Average |
| 13 | Tile and Stone Setters | \$44,220 | No formal educational credential | Bright |
| 18 | Fence Erectors | \$37,550 | No formal educational credential | Below Average |
| 19 | Insulation Workers, Floor, Ceiling, and Wall | \$41,690 | No formal educational credential | Below Average |

EMPLOYMENT PLAN

When ready to begin your job search, review this Employment Plan and revise to include more information on your location and refined career field. The information on this plan worksheet is a place to begin and provides some immediate action items.

Identify Your Skills (Reference PG page 33)

Using job postings and your research, identify which of your many skills are most marketable.

1. _____
2. _____
3. _____
4. _____
5. _____
6. _____

Your Work History Outline (Reference PG page 74)

Using your Work History Outline below, create your master resume starting with your current or most recent employer's name and location, then adding each job title, start date, and end or completion date. Be sure to include paid and unpaid positions also, such as volunteer work.

1. Employer Name & Location: _____
Job Title: _____ Dates: _____
2. Employer Name & Location: _____
Job Title: _____ Dates: _____
3. Employer Name & Location: _____
Job Title: _____ Dates: _____
4. Employer Name & Location: _____
Job Title: _____ Dates: _____
5. Employer Name & Location: _____
Job Title: _____ Dates: _____



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EMPLOYMENT PLAN

Use STAR to Standout (Reference PG page 64)



Write STAR statements for all your work history and experiences to fill in your master resume. As a reminder and starting place, listed below is one of your STAR Achievement Statements:

My Professional Introduction (Reference PG page 79)

Use your professional introduction at networking events and expand on it during interviews.

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EMPLOYMENT PLAN

Connect with Your Network (Reference PG page 88)

Reach out to your network contacts and pursue new networking opportunities.

Recall you could contact them to:

- Let them know you are transitioning out or leaving the military and will be looking for a new job/career.
- Remind them of what you do in the military and what skills you have that you want to use again.
- Explain what career you want to pursue next or reach out for advice from your contact.

Here are some contacts you can plan reach out to:

1. _____ Phone: _____ Email: _____
2. _____ Phone: _____ Email: _____
3. _____ Phone: _____ Email: _____
4. _____ Phone: _____ Email: _____
5. _____ Phone: _____ Email: _____

You now have a great starting point when you are ready to embark on your job search journey. Continue to refine your plan and apply to jobs that are a good fit for your career.



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DEPARTMENT OF LABOR EMPLOYMENT COURSES FOR TRANSITIONING SERVICE MEMBERS, SPOUSES, VETERANS AND CAREGIVERS



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TRANSITION ASSISTANCE PROGRAM (TAP)

A congressionally mandated DoD program for all transitioning, separating, and retiring military service members. TAP offers live classroom and virtual courses, as well as resources related to benefits and employment. For more info, visit your local military installation or go to www.dol.gov/agencies/vets/programs/tap.



TRANSITION ONLINE LEARNING (TOL)

Visit Transition Online Learning (TOL) at www.TAPEvents.mil/courses for online TAP courses. From the TAP Curriculum drop-down menu near the middle of the page, choose All Courses to view options of TAP Core Requirements, and Transition Tracks. Select a desired course and follow instructions for registering.



WOUNDED WARRIOR AND CAREGIVER EMPLOYMENT WORKSHOP (WWCEW)

This training replaces the traditional TAP EFCT mandatory DOL one-day for transitioning service members considered wounded, ill, and/or injured, or who transition either through their service branch's warrior care or military recovery units or through the Integrated Disability Evaluation System (IDES). The curriculum is fully accessible, self-paced eLearning with the opportunity to attend a live, instructor-led Discussion and Activity Session to ask questions, discuss activities, and receive clarification on course content. Caregivers and spouses can also benefit from the information in the course. WWCEW is available at www.TAPEvents.mil/courses



EMPLOYMENT NAVIGATOR AND PARTNERSHIP PROGRAM (ENPP)

The Employment Navigator (EN) and Partnership Program provides one-on-one career assistance to interested transitioning service members, and their spouses, at select military installations worldwide. Provided outside of the formal DOL TAP classroom instruction, the EN will assist in securing meaningful and lasting post separation careers. Learn more at www.dol.gov/employmentnavigator



TRANSITION EMPLOYMENT ASSISTANCE FOR MILITARY SPOUSES AND CAREGIVERS (TEAMS)

TEAMS is a series of DOL employment-focused workshops created to assist military spouses and caregivers as they plan and prepare in pursuit of their employment goals. All TEAMS workshops are instructor-led, in-person or virtual, provided at a variety of times, to meet the needs of individuals stationed throughout the world. More information and course descriptions are available at www.dol.gov/TEAMSworkshops



OFF-BASE TRANSITION TRAINING (OBTT)

The OBTT pilot program, earned through service for veterans, veterans currently serving in the National Guard and Reserve, and their spouses, is an opportunity to take control of their career through workshops designed to help meet their employment goals. Workshops are offered in-person in select states and also instructor-led virtual options. More information is available at <https://www.dol.gov/OBTTworkshops>

YOUR FEEDBACK IS IMPORTANT



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

THE TAPA IS LOCATED AT: [HTTPS://WWW.DODSURVEYS.MIL/TAP](https://www.dodsurveys.mil/tap)

OR

SCAN THE QR CODE BELOW WITH THE CAMERA ON YOUR PERSONAL DEVICE TO BEGIN THE ASSESSMENT



PLEASE NOTE:

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

Assessments are available for the following:

CORE CURRICULUM

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

2-DAY TRACKS

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

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

- Created a comprehensive resource guide that lists all TAP-related websites in one document.
- Removed unnecessary or obsolete information.
- Added information related to finding purpose, healthcare, and life insurance after transition.
- Added more hands-on activities and enhanced content on American Job Center resources, social media, and resume examples.

