



“Matt Louis has created the **Ranger Handbook** of military transition guides. This book provides a concise pathway for service members to translate the skills and character they developed and forged in the military, so they can adapt to a new life mission and personal purpose after career service.”

Geoff Davis, Retired Member of U.S. Congress,
Former U.S. Army Ranger and Aviator, USMA Class of 1981

“I have read many transition guides and attended a host of transition seminars for military service members. All have value, but all fall short in some way. Matt Louis has captured the most important points of each of those experiences in one comprehensive guide. **Mission Transition** is thoughtful, well-researched, and extremely helpful not only to service men and women leaving the military, but for those veterans already in post-military careers who are seeking new opportunities.”

Lieutenant General Guy C. Swan III, U.S. Army, Retired, Vice President of the Association of the United States Army (AUSA), former Commanding General of United States Army North (Fifth Army), and West Point Class of 1976

“This is an incredibly powerful and important book. As someone who works with veterans in emotional and mental crisis, we have found a significant contributor to the challenges they face is an unsuccessful transition. **Mission Transition** has a higher purpose than just securing veterans jobs. It could save a veteran's life.”

Colonel Fred Johnson (USA, Retired),
author of **FIVE WARS: A Soldier's Journey to Peace**

“Mission Transition is not just a book, it is a life guide you’ll return to again and again throughout your transition from the military to civilian success. As a veteran services organization leader who’s assisted thousands of service members to a successful transition, I’ve never had a guide that covers all the bases. **Mission Transition** is easy to follow and is as applicable for a transition to New York City or a rural Midwest community. **Mission Transition** is a must-have guide for every government or non-government transition or training program.”

Jim Lorraine, CEO/President, America’s Warrior Partnership
Former Special Assistant for Warrior and Family Support to Chairman, Joint
Chiefs of Staff, Founder and Former Director of USSOCOM Care Coalition

“As someone that served for 25 years in the Marine Corps and now leads a military recruiting team, I can attest that the insights provided in **Mission Transition** are spot on. Transition is hard and having a plan is a critical element to making a successful transition. I would highly recommend this to any transitioning veteran as it is never too soon to begin your planning for the next phase of your career.”

Beau Higgins, Senior Manager, Amazon Military Recruiting

“Mission Transition is bar none the best planning tool for service members who are tackling the daunting task of transitioning to the civilian workforce. It is a methodical handbook packed with clear and concise guidance, an exhaustive collection of outside references, and sage advice that you will not find elsewhere. Every veteran leaving the service should have this book – it should be standard issue. If there is a way to guarantee one’s success outside the military, this book is it.”

Tim Kopra, Colonel, U.S. Army (Retired), NASA Astronaut

“As a veteran myself, I have long understood the many needs veterans have in making their transition from active duty. **Mission Transition** comprehensively addresses those needs in a practical manner and is a good book for our veterans leaving the military.”

Roger Staubach, Former Dallas Cowboy and Vietnam Veteran

“Occasionally a piece of work comes along that resets expectations in its field. It becomes the new standard. **Mission Transition** is that book for transitioning military personnel. Comprehensive, contemporary, and actionable, it is the indispensable tool and companion for anyone that has ever served and is trying to apply their character and experience in the civilian world. Whether your goal is that career-starting entry-level position, or a capstone CEO role, **Mission Transition** is your strategic field manual to help achieve your objective.”


Ted Russ, author of **Spirit Mission**, Army veteran



VETERAN EMPLOYMENT

Avoiding False Starts

Matthew J. Louis
Louis Advisors LLP
March, 2019



Agenda



Personal Background

Context for this presentation: The civil-military gap

Mission Transition: A practical guide for veterans in career transition

Hiring Veterans: A practical guide for prospective employers

Veteran Collaboratives: Scaling a business model to close the gap



PERSONAL BACKGROUND



Matt Louis – Career on One Page



Education

- Indiana University, Kelley School of Business
M.B.A., Operations and Finance
- United States Military Academy, West Point
B.S., Mechanical Engineering (Automotive Systems)

Personal

- Married; wife is a physician; three sons
- Flag football, track, and baseball coach
- LTC (Ret); West Point Recruiter; US Rep Service Academy
Nominating Committee member

Previous Experience

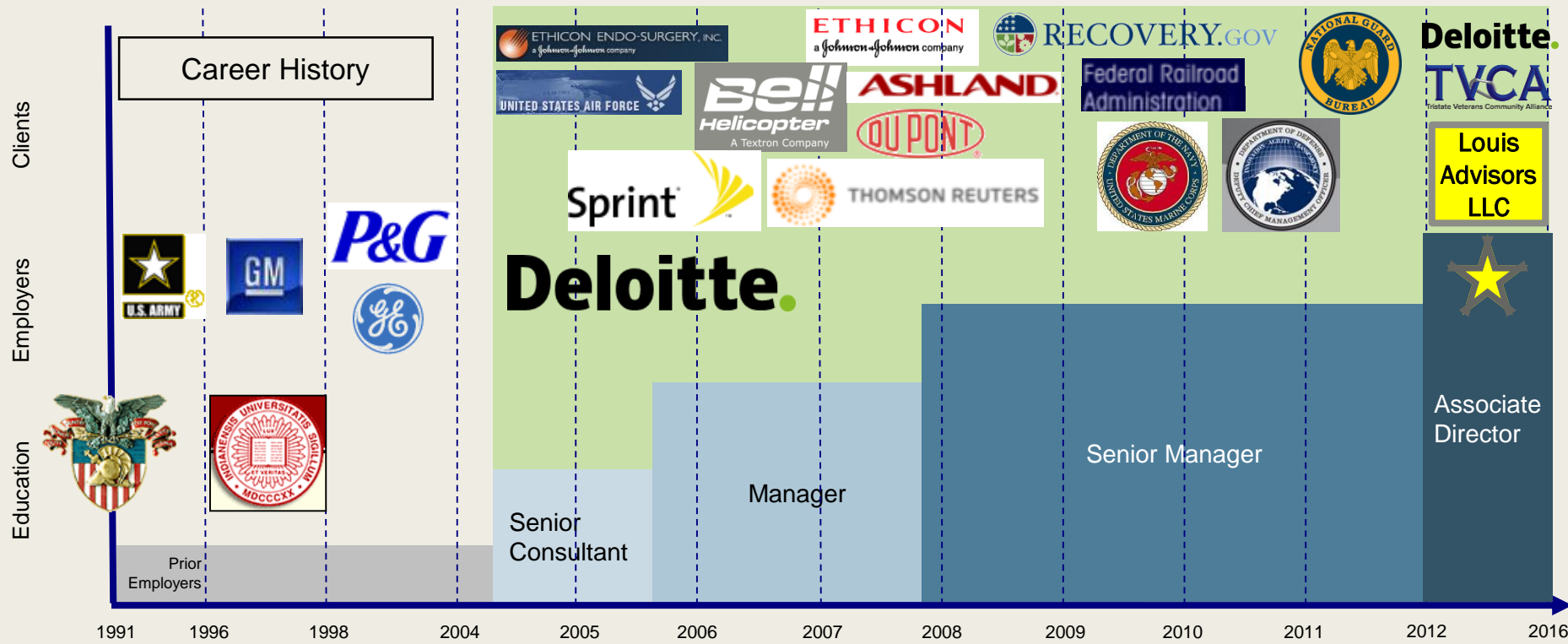
- GE Healthcare
 - Supply Chain Leader
 - Operations Leader
- GE Aviation
 - Black Belt
- Procter & Gamble
 - Senior Purchasing Manager
 - Purchasing Manager
- US Army
 - Operations Manager
 - Team Leader

Deloitte Experience

- Global Tax & Legal
 - Office of Chief of Global Strategy
- Deloitte LLP - US Member Firm
 - Office of the CEO
 - Office of Chief of Transformation
- Consulting - Federal
 - Restructuring Practice Lead
- Consulting - Commercial
 - COO, M&A Consulting Services
 - Lean Six Sigma Master Black Belt
 - APICS CSCP

Louis Advisors LLC

- Personal legal entity
- Veteran-related activity / advocacy
- Speaking
- Advising
 - Board Member – Tristate Veterans
Community Alliance (TVCA)
 - Co-chair, VA Community Veteran
Engagement Board (CVEB)
- Writing
 - Mission Transition
 - Hiring Veterans



- 25 Years in uniform
- 20 Years in corporate world
- A lifetime of service
- Dedicated to meeting the transition and employment needs of my fellow veterans

Not To Scale



WHY UNDERTAKE
THIS EFFORT?

**Unleash the talent
within**

CONTEXT

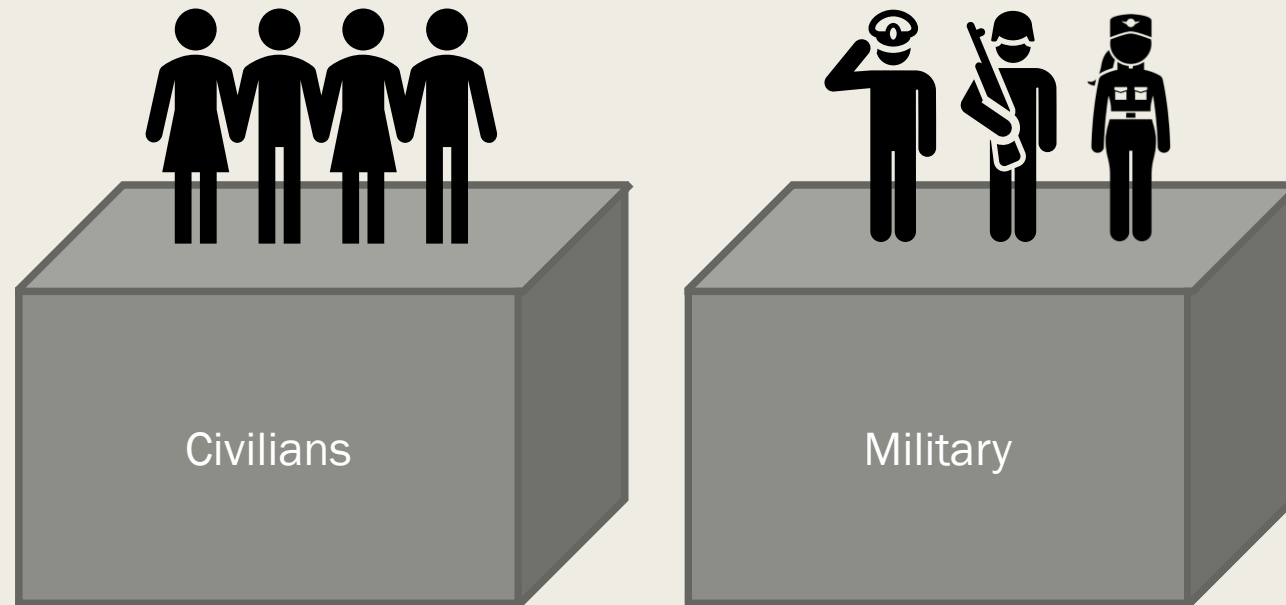


The Civil-Military Gap Definition

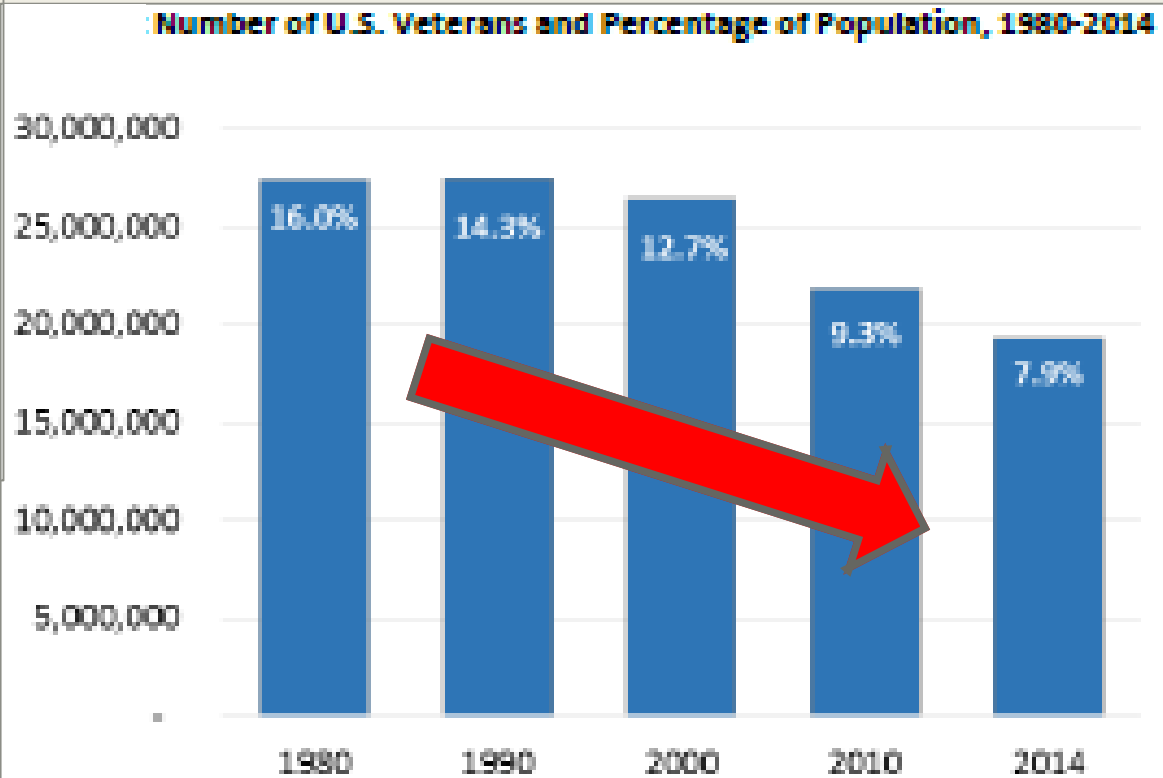
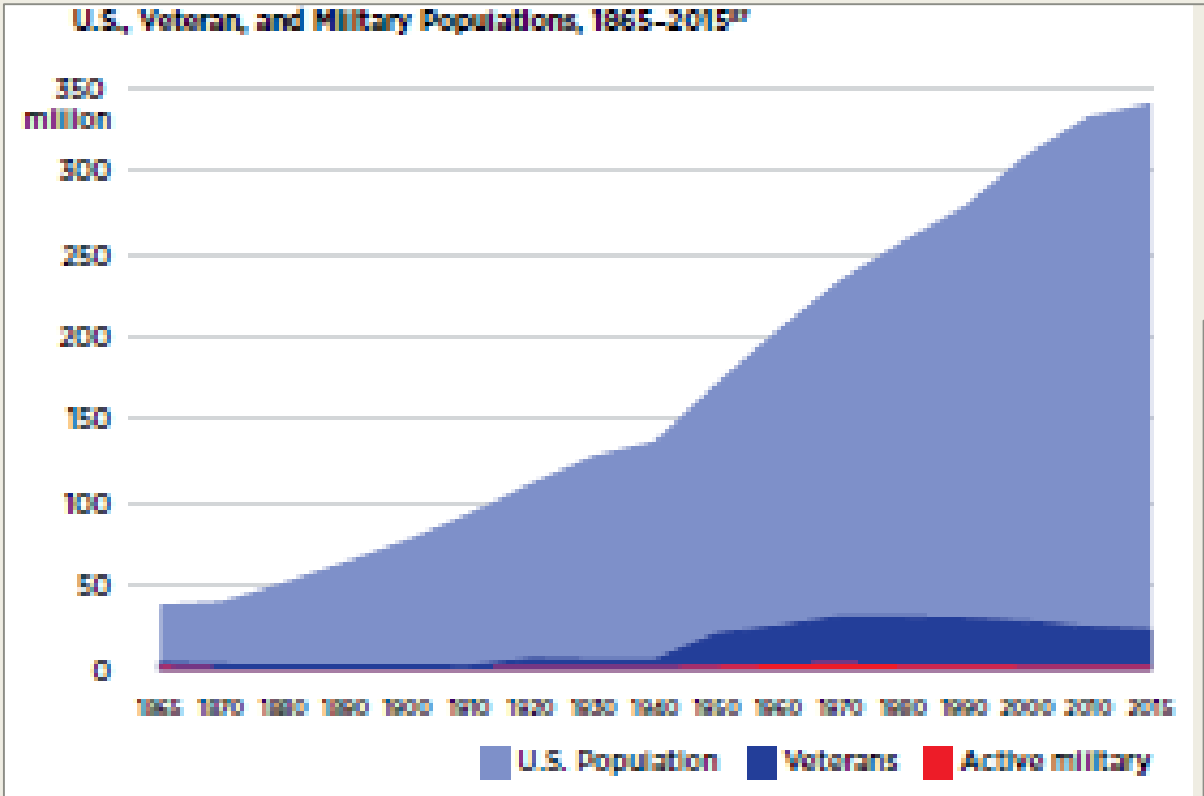
- A widening divide between...
 - *The nation and*
 - *Those who serve in the all-volunteer military*
- Characterized by issues along multiple dimensions
 - *Geographic*
 - *Demographic*
 - *Cultural*
 - *Social*
- Driven by many root causes
 - *Incomplete / poor transitions from military service*
 - *Lack of support systems*
- Exacerbated by opposing attitudes
 - *Pity from the public*
 - *A sense of superiority from the military*

This drives a fundamental disconnect between what veterans expect of employment and what employers expect of veterans

The Civil-Military Gap Illustrated

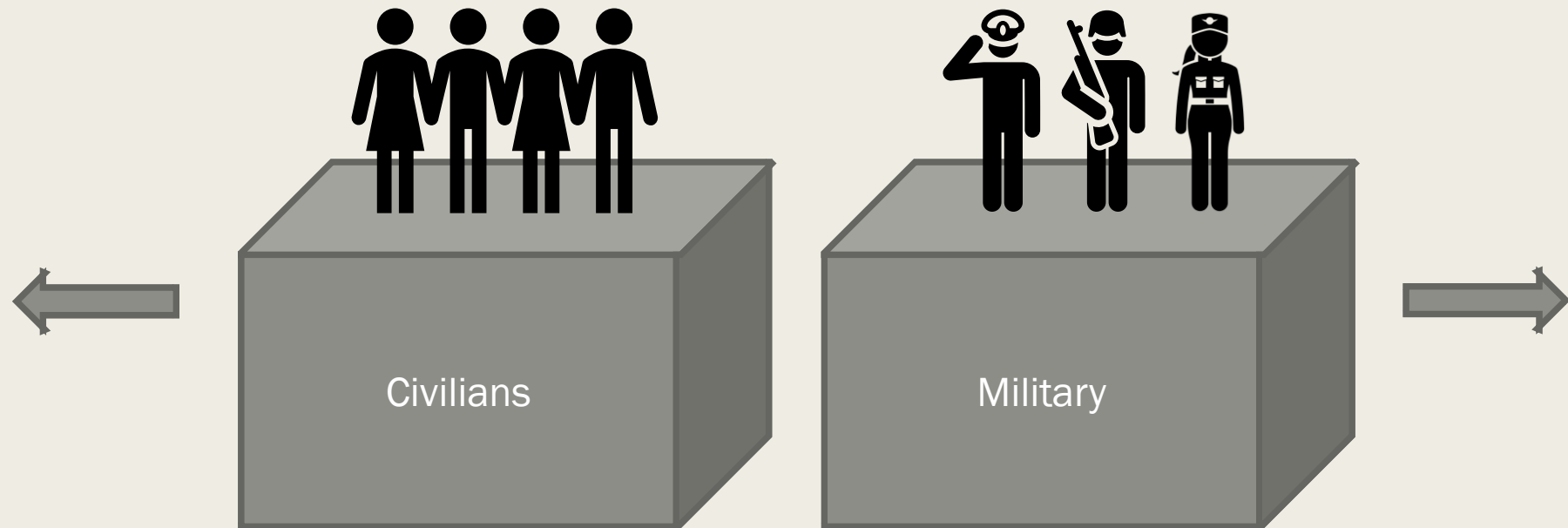


Veterans make up less than half the % of the US population they did a generation ago

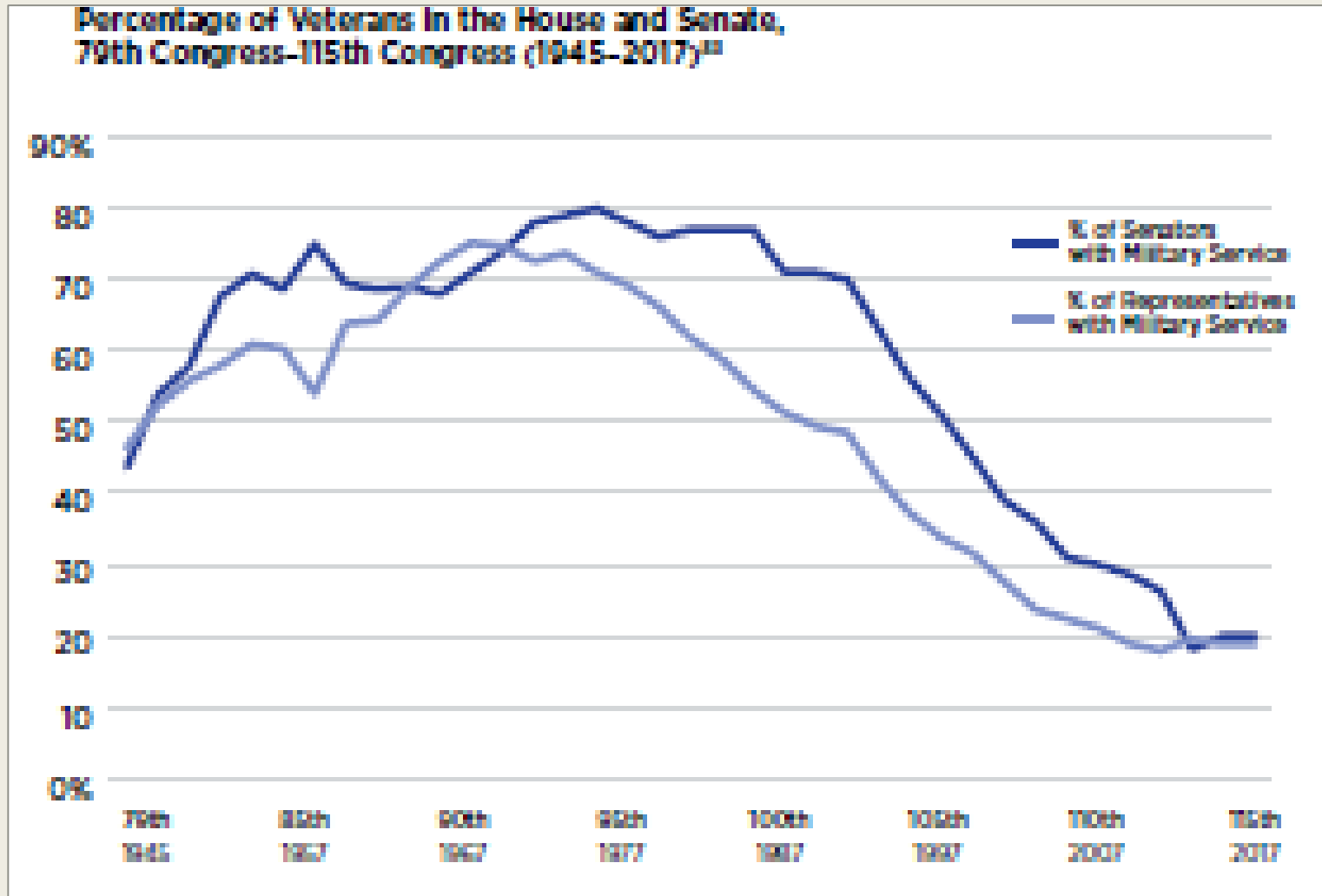


Sources: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 2.
(Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," September 2016, 5.

The Civil-Military Gap



Elected veteran leadership is at an historic low¹

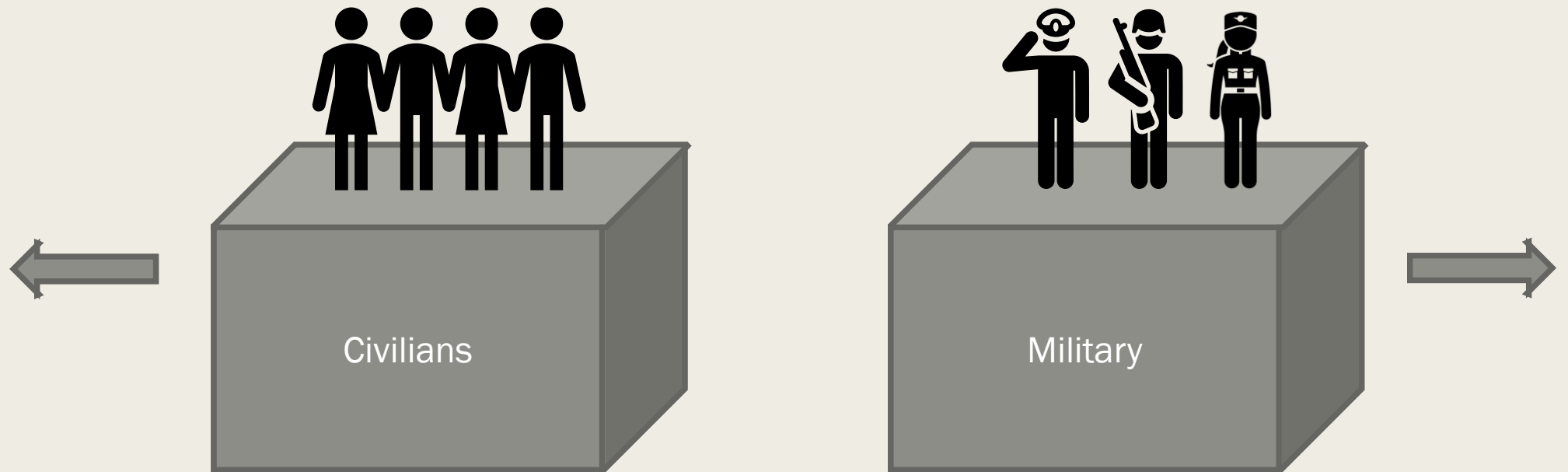


- 99.5% of the American public has not served on active duty at any given time in the period since 9/11.²
- As of 2014, only 8% of U.S. adults were veterans; and that percentage is expected to decrease by a third by 2043.³

Sources: ¹Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, “Lost in Translation: The Civil-Military Divide and Veteran Employment,” Center For a New American Security, June 15, 2017, 3. ²Bruce Drake, “On Memorial Day, public pride in veterans, but at a distance,” Pew Research Center, May 24, 2013, accessed January 2, 2017, <http://www.pewresearch.org/fact-tank/2013/05/24/on-memorial-day-public-pride-in-veterans-but-at-a-distance-2/>.

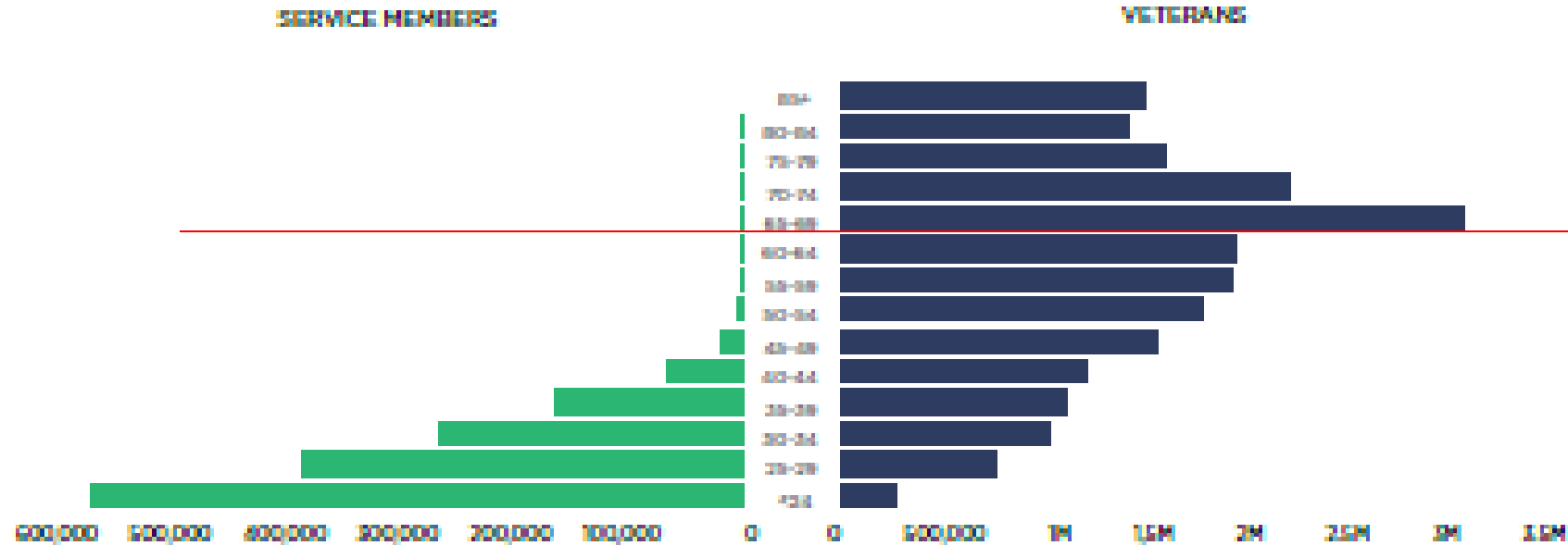
³Gretchen Livingston, “Profile of U.S. veterans is changing dramatically as their ranks decline,” Pew Research Center, November 11, 2016, accessed January 2, 2017, <http://www.pewresearch.org/fact-tank/2016/11/11/profile-of-u-s-veterans-is-changing-dramatically-as-their-ranks-decline/>.

The Civil-Military Gap



Large numbers of veterans are entering a workforce whose leaders no longer include them

Service Members and Veterans by Age¹⁶



Almost half of veterans are beyond retirement age

- 2009 study: 90% drop between 1980 and 2006 in the number of large publicly-held corporations whose CEOs had a military background
- WSJ reports this percentage to now be 2.6%!
- Even if you include all S&P 500 board members, that percentage is still less than 5%

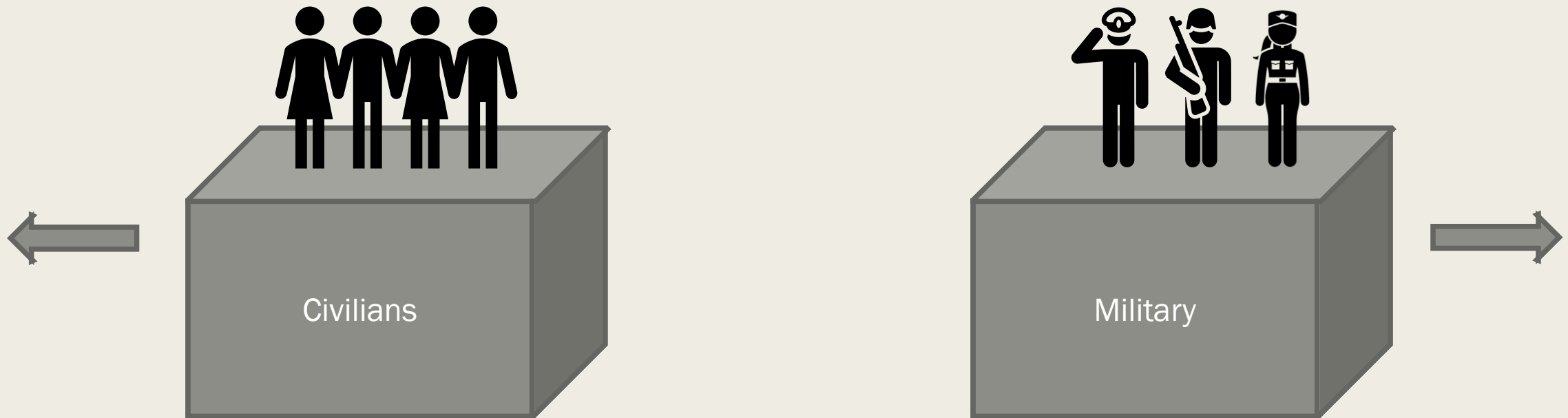
Sources: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 5. (Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," September 2016, 7. Benmelech, Efraim & Frydman, Carola. "Military CEOs," Journal of Financial Economics, vol. 117, no. 1 (2015): 43-59, accessed on July 2, 2017, <http://www.nber.org/papers/w19782.pdf>. Vanessa Fuhrmans, "Generals Bring Battlefield Expertise to the Business World: Employers are tapping military leaders to develop leadership talent, provide corporate governance and oversee cybersecurity strategy," Wall Street Journal, August 29, 2017, accessed August 31, 2017, https://www.wsj.com/articles/generals-bring-battlefield-expertise-to-the-business-world-1504008002?shareToken=st0173955a9a9e4f4d9d7c2056ac1f3e19&reflink=article_email_share&mg=prod/accounts-wsj.

Percentages of U.S. Veterans and Nonveterans by Age Categories, 2014

Age Categories	Veterans	Nonveterans
18 to 34 years	8.4%	32.5%
35 to 54 years	24.7%	36.4%
55 to 64 years	21.9%	15.6%
65 to 74 years	22.4%	8.9%
75 years and over	22.7%	6.6%
Total	20,700,711	218,604,306

Table note: 2014 ACS summary table data.

The Civil-Military Gap



The American public does not live near or interact with the military population¹

- *84% of post-9/11 veterans say the public does not understand the problems those in the military face*
- *76% of pre-9/11 veterans and 71% of the public agree²*

Sources: ¹Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 5.

²Bruce Drake, "On Memorial Day, public pride in veterans, but at a distance," Pew Research Center, May 24, 2013, accessed January 2, 2017,

<http://www.pewresearch.org/fact-tank/2013/05/24/on-memorial-day-public-pride-in-veterans-but-at-a-distance-2/>.

Densest Areas of US Population (Per Capita) versus the 50 Densest County Veteran Populations (Per Capita)²



The Civil-Military Gap



A new veteran population is growing, but without a safety net

~200,000 veterans
matriculate into the
civilian work sector
annually¹

~70% of them will
transition short of
retirement and
without a pension²

~51% of them agree
that they are well-
prepared to
successfully
navigate the
transition to civilian
life.³

Sources: ¹U.S. Department of Veterans Affairs, VetPop 2007 Data, "Table 2S: Separations by State, Period, Age Group, Gender 2000-2036," 2007.

²U.S. Department of Defense, "2015 Demographic Profile of the Military Community," 2015, accessed December 31, 2016,

<http://download.militaryonesource.mil/12038/MOS/Reports/2015-Demographics-Report.pdf>.

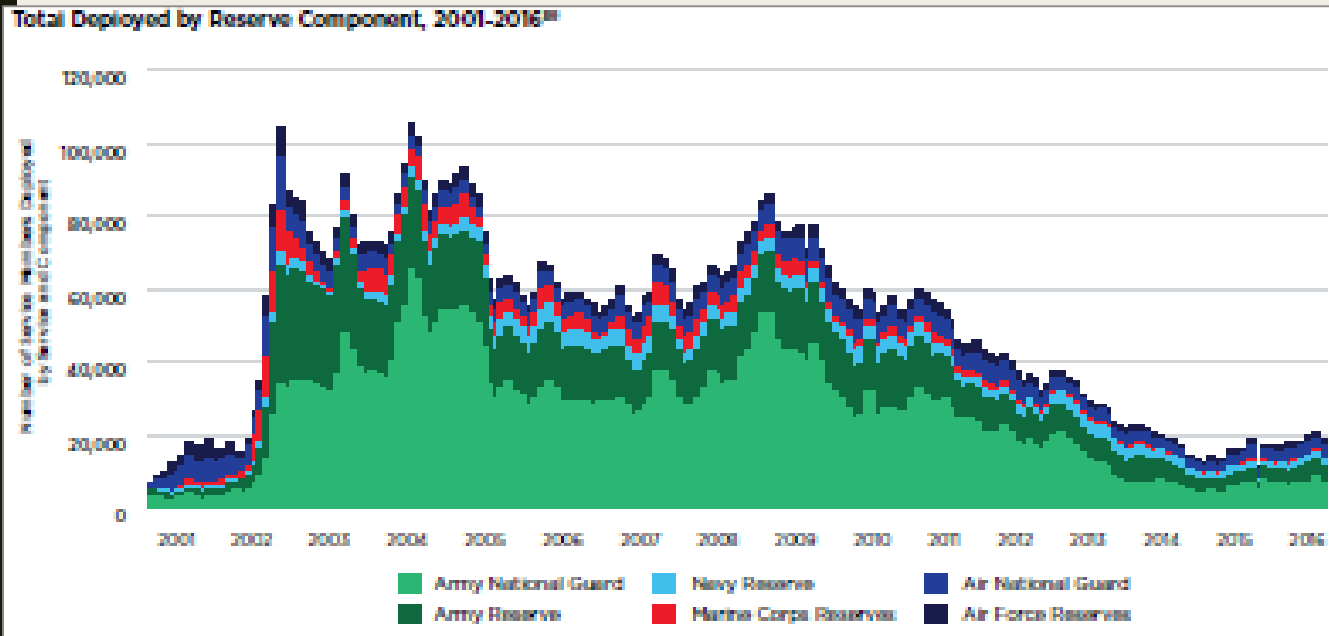
³Maury, R., Stone, B., Bradbard, D.A., Armstrong, N.A., Haynie, J.M., "Workforce Readiness Alignment: The Relationship Between Job Preferences, Retention, and Earnings (Workforce Readiness Briefs, Paper No. 3)," Institute for Veterans and Military Families, Syracuse University, August 2016, accessed October 27, 2017, https://ivmf.syracuse.edu/wp-content/uploads/2016/08/USAA_paper3_8.30.16_REVISED_digital.pdf.

So What?

- More veterans are entering a nation...
 - *Whose elected leaders don't represent them*
 - *Whose corporate leaders don't include them*
 - *Whose population doesn't look like them or live near them*
 - *Whose employers don't understand them*
 - *...and for which they are unprepared*
- Employers, while incentivized to hire veterans...
 - *Typically don't have effective programs to identify, hire, train, and retain vets*
 - *Face the challenge of justifying doing so for an ever-shrinking minority of their work force...and in the face of constantly shrinking budgets*

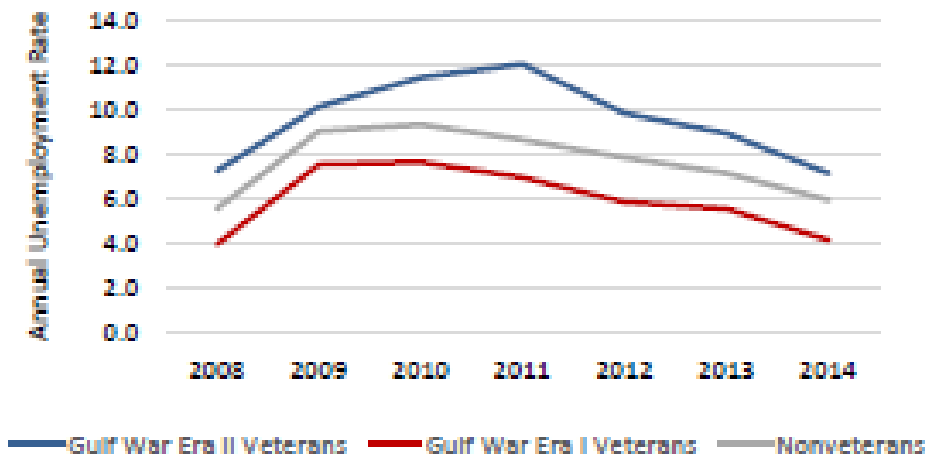
The gap drives many transition challenges, as it causes a lack of knowledge, familiarity, and interaction

These facts, combined with Reserve & National Guard deployment patterns, have resulted in increased Gulf War II Veteran unemployment



Employers tend to inadequately account for both the hard and soft skills that veterans bring to the workplace, which leads to underemployment

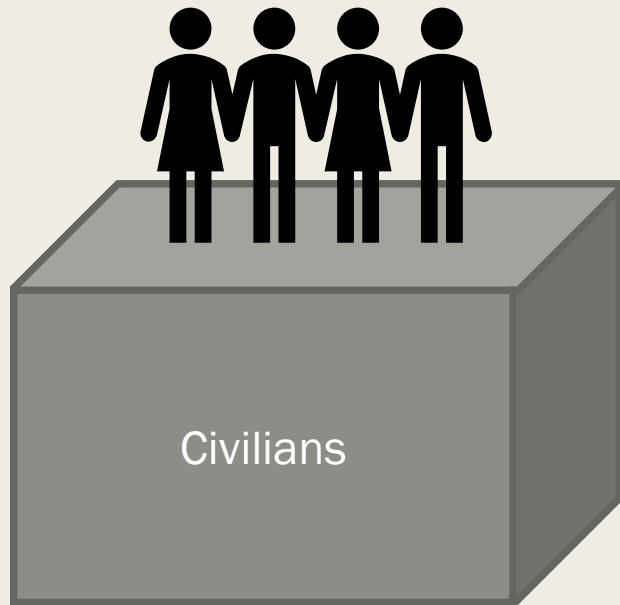
National Unemployment Rates for Gulf War Era I Veterans, Gulf War Era II Veterans, and Nonveterans, 2008-2014



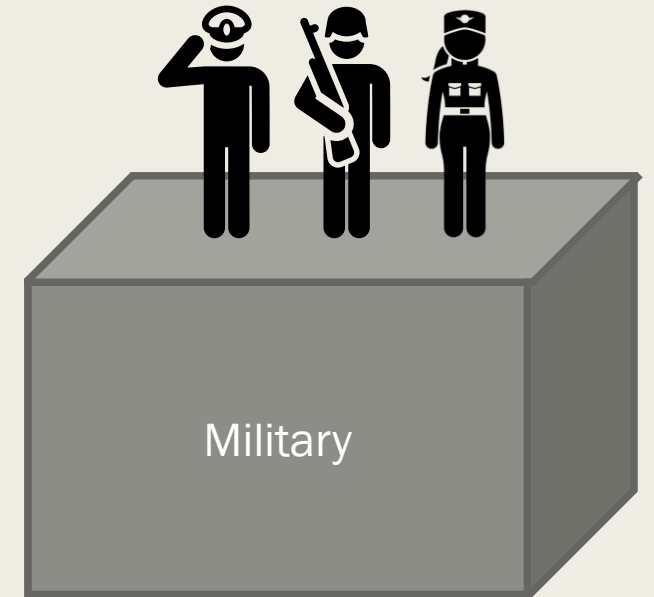
Sources: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 12.

(Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," September 2016, 10.

The Civil-Military Gap – Net Impact



- 53% of separating post-9/11 veterans will face a period of unemployment averaging 22 weeks¹
- ~63% of vets' first jobs are NOT in their chosen career field, and the average time spent in those roles is only 1.56 years²
- ~50% are still not in a job in their preferred career field by their SIXTH post-military job³



Sources: ¹U.S Department of Veterans Affairs, "2015 Veterans Economic Opportunity Report," accessed October 30, 2017, <http://www.benefits.va.gov/benefits/docs/veteraneconomicopportunityreport2015.pdf>.

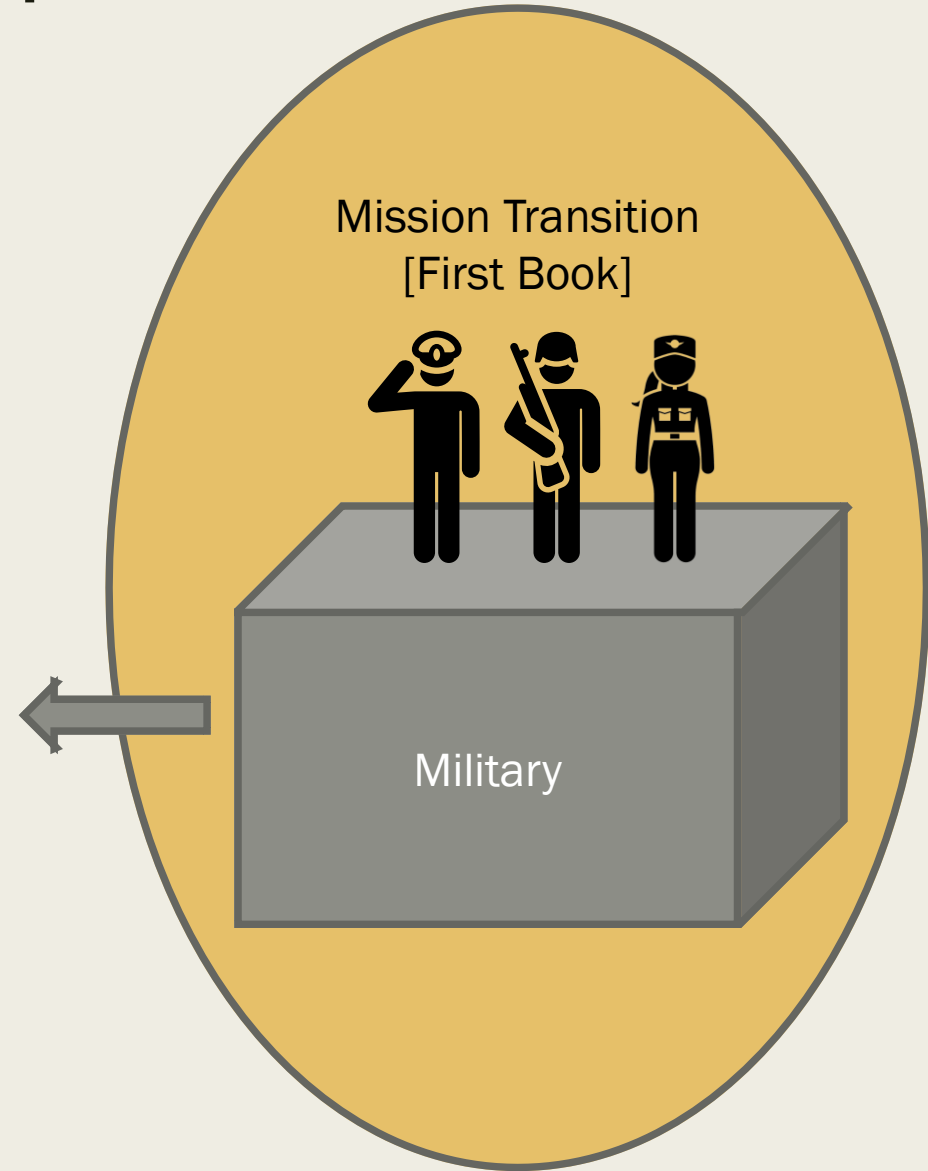
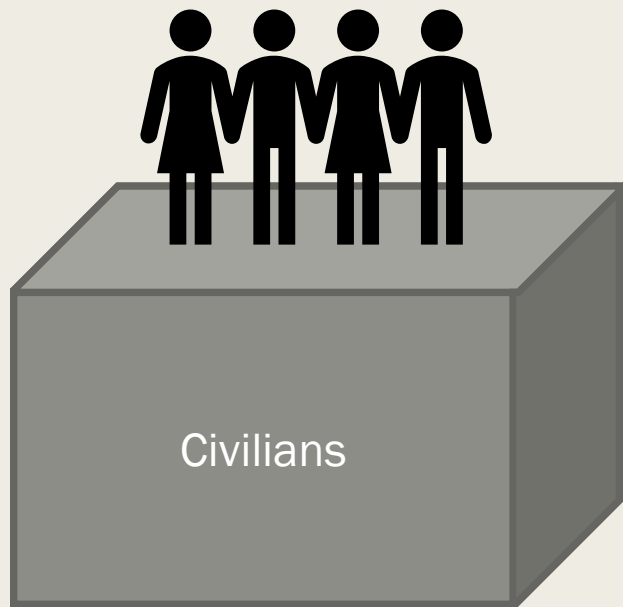
^{2,3}Maury, R., Stone, B., Bradbard, D.A., Armstrong, N.A., Haynie, J.M., "Workforce Readiness Alignment: The Relationship Between Job Preferences, Retention, and Earnings (Workforce Readiness Briefs, Paper No. 3)," Institute for Veterans and Military Families, Syracuse University, August 2016, accessed October 27, 2017, https://ivmf.syracuse.edu/wp-content/uploads/2016/08/USAA_paper3_8.30.16_REVISIED_digtial.pdf.

What to do?

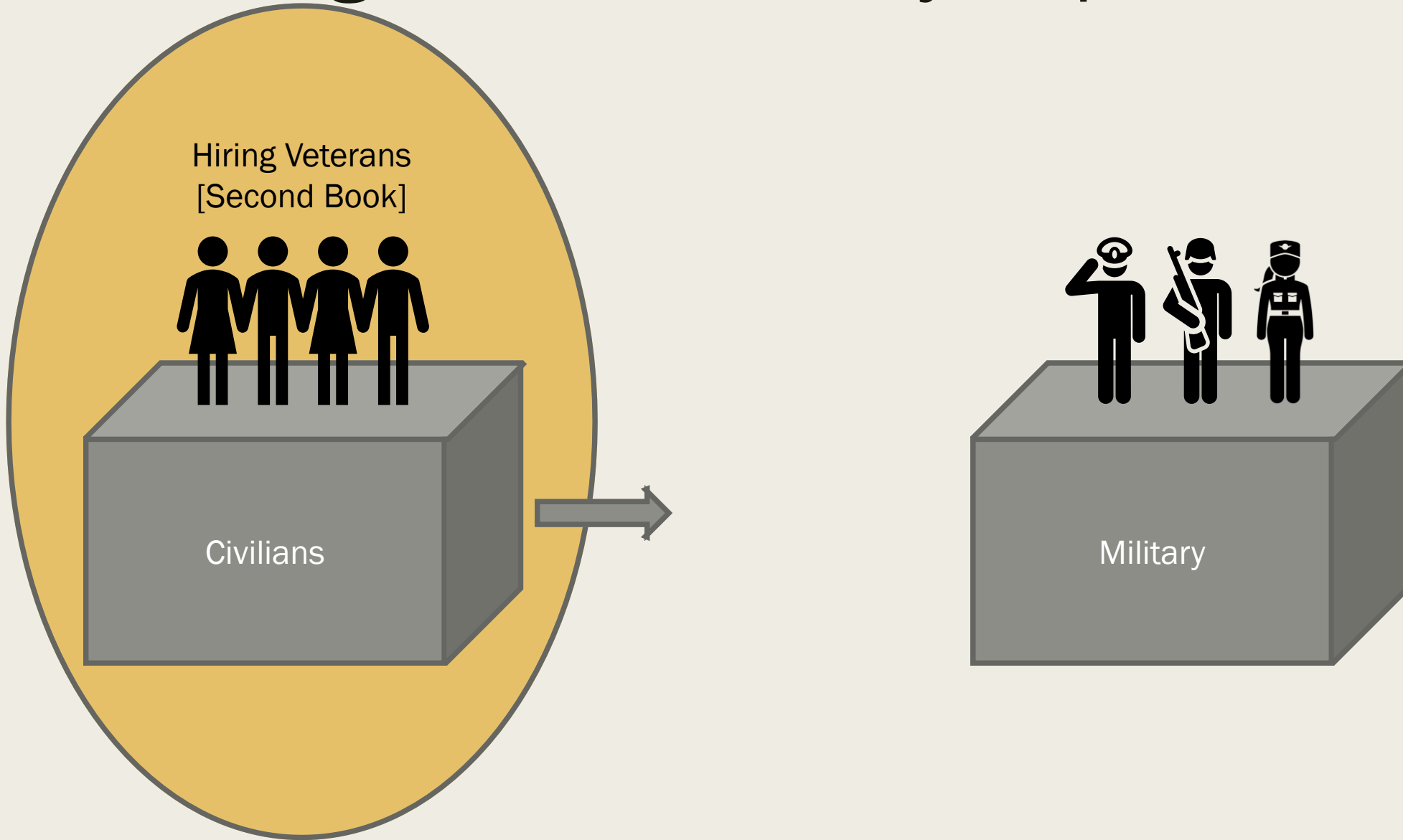
- Three tranches of work, executed simultaneously and holistically, hold the potential to systemically address this gap



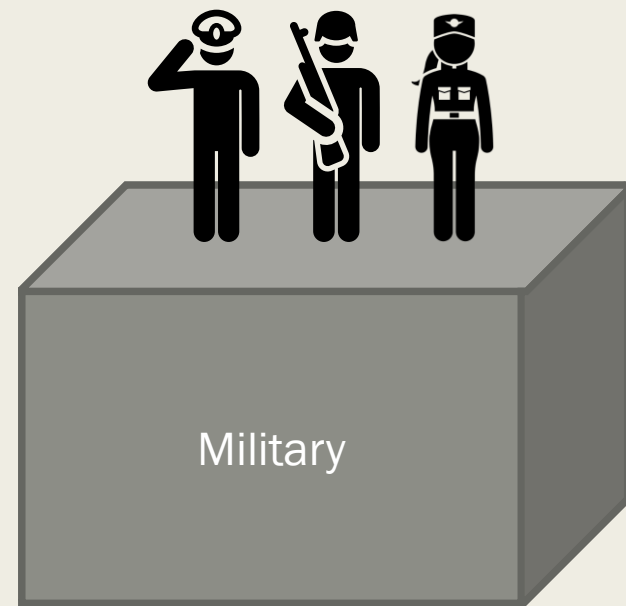
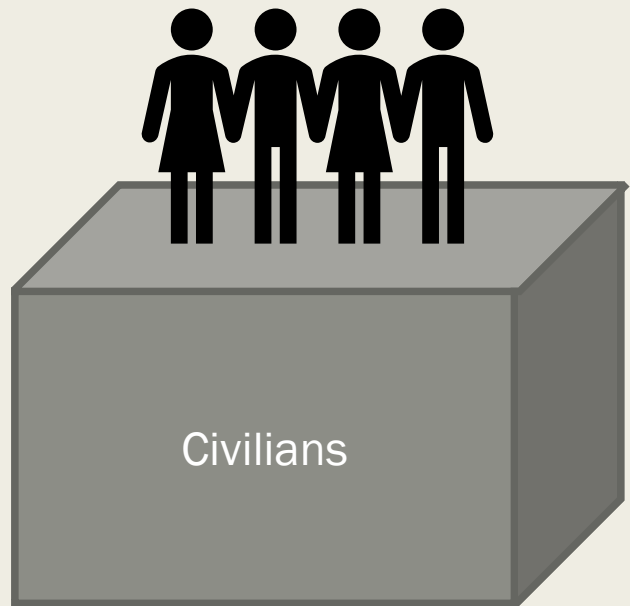
Closing the Civil-Military Gap



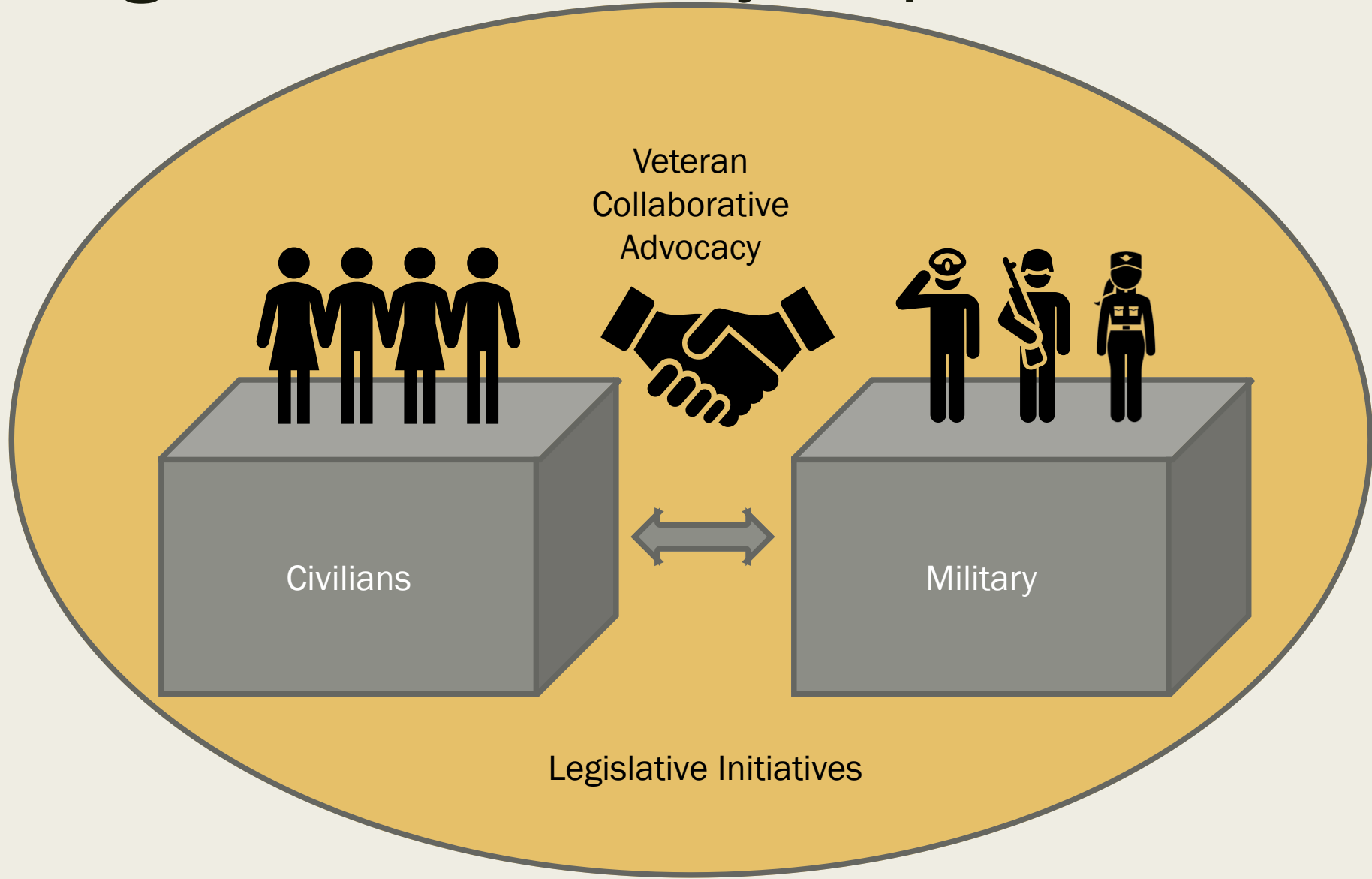
Closing the Civil-Military Gap



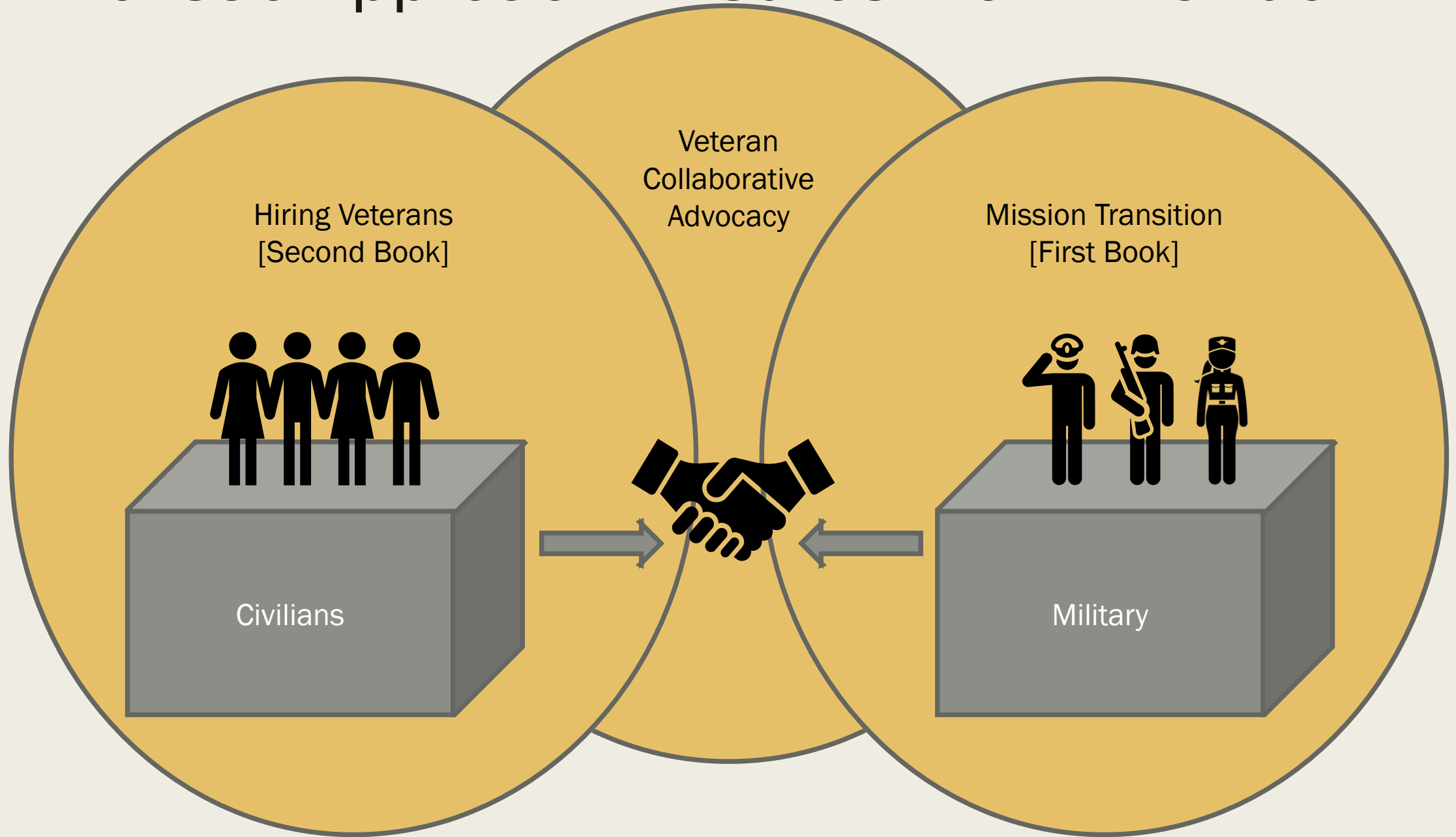
Closing the Civil-Military Gap



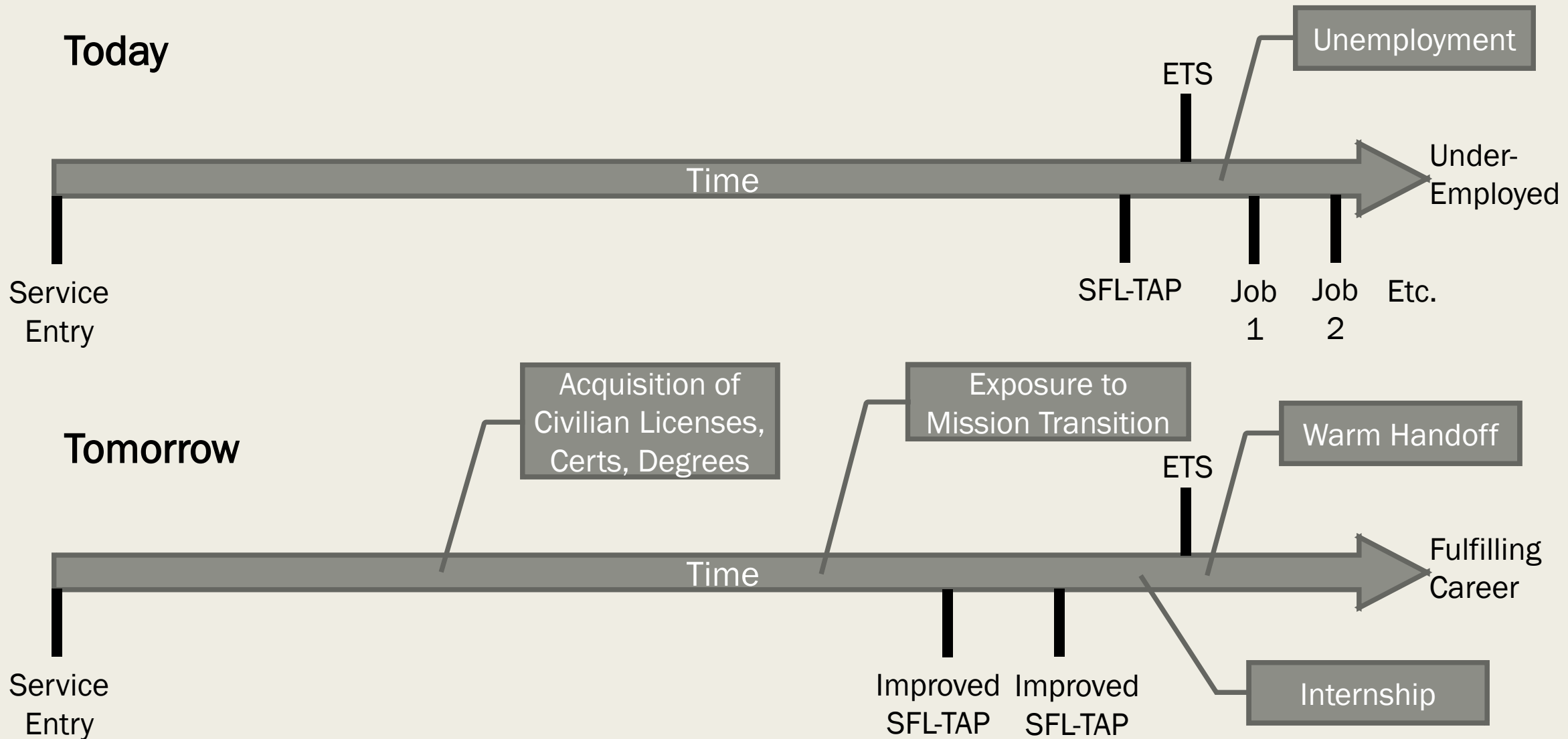
Closing the Civil-Military Gap



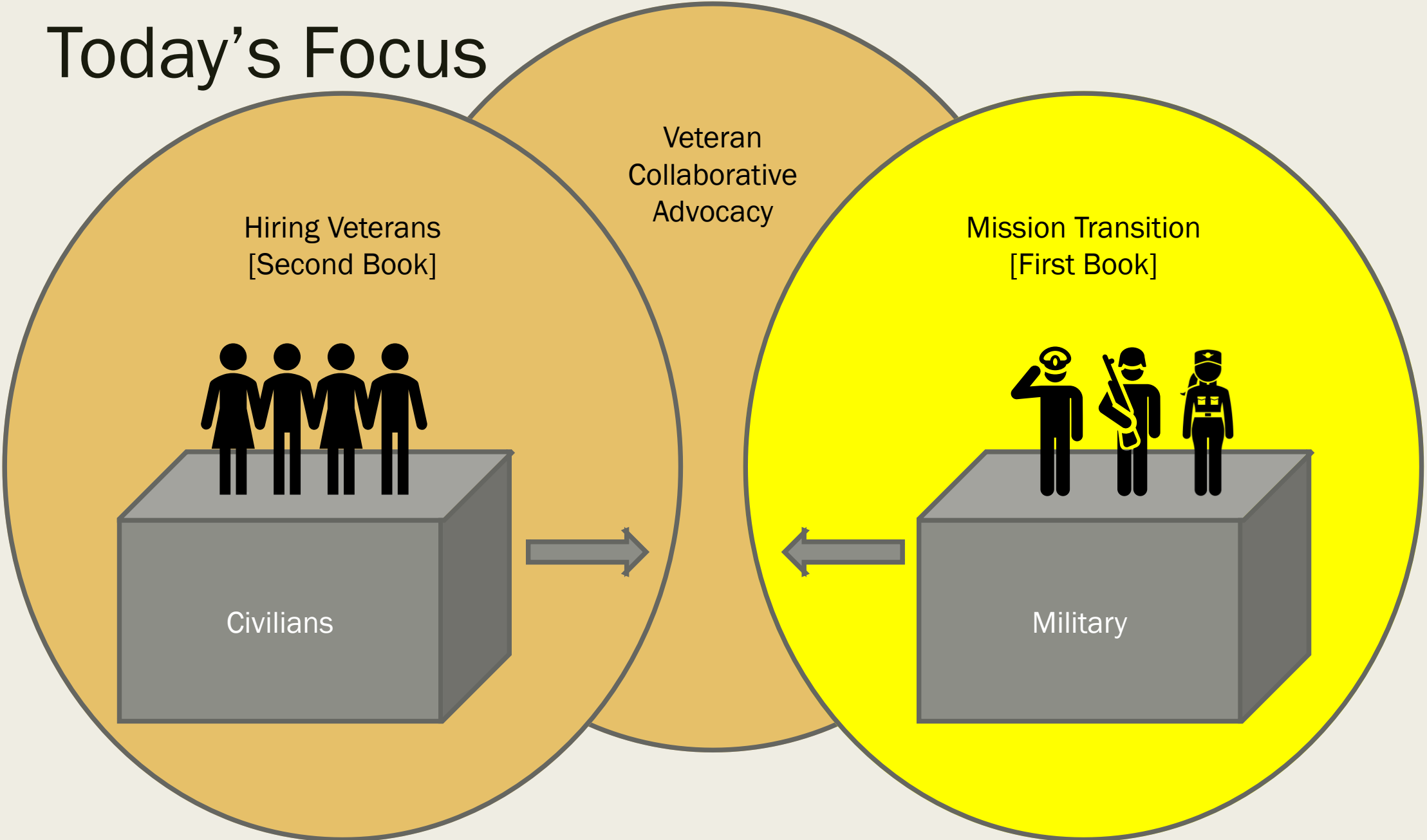
Holistic Approach Ensures Warm Handoff



Begin With the End in Mind



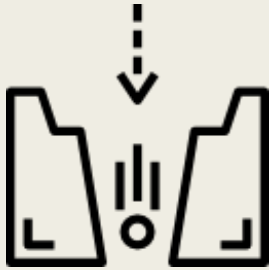
Today's Focus



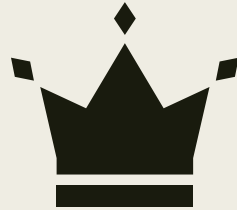
MISSION TRANSITION



Why Mission Transition Is Needed



Civil-Military gap



Nation-wide
productivity opportunity



Existing guides aren't
meeting the needs

HarperCollins has agreed to publish Mission Transition

Business Value of Veterans



- Entrepreneurial
- Assume high levels of trust
- Adept at skill transfer across contexts/tasks
- Have advanced technical training
- Comfortable/adept in discontinuous environments
- High levels of resiliency
- Advanced team-building skills
- Strong organizational commitment
- Have had cross-cultural experiences
- Experience/skill in diverse work settings

Promoted faster

Perform better

Easier to
manage

...than their non-veteran peers

Demand & Supply of Workplace Skills

Most Important Skills Cited by Civilian Employers for Workplace Success¹

- Professionalism / Work Ethic
- Teamwork / Collaboration
- Oral and written communication
- Critical thinking / problem solving
- Ethics / social responsibility

Skills Strengthened or Enhanced by Military Service²

- Work Ethic / Discipline
- Leadership & management skills
- Mental toughness
- Adaptation to different challenges
- Professionalism

Sources:

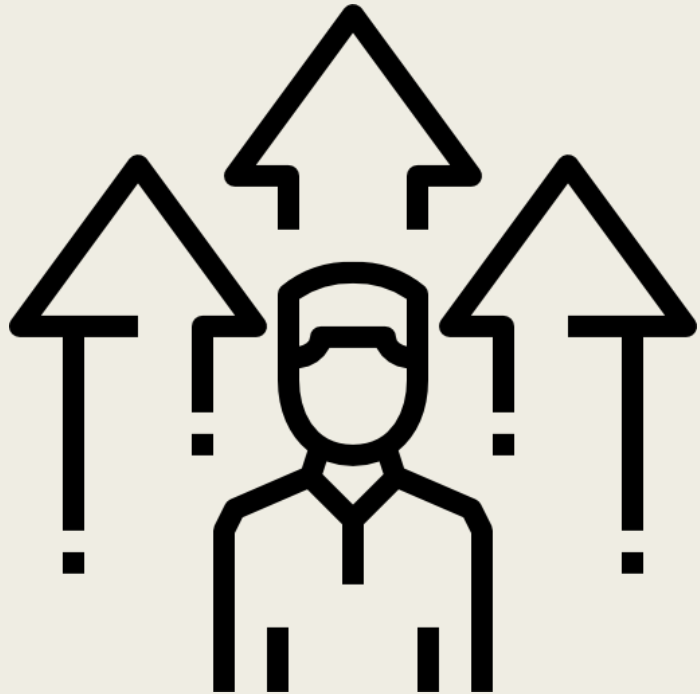
¹The Conference Board, Inc., the Partnership for 21st Century Skills, Corporate Voices for Working Families, and the Society for Human Resource Management, "Are They Really Ready to Work: Employer's Perspectives on the Basic Knowledge and Applied Skills of the New Entrants to the 21st Century U.S. Workforce." 2006, accessed January 2, 2017, http://www.p21.org/storage/documents/FINAL_REPORT_PDF09-29-06.pdf.

²C. Zoli, R. Maury, & D. Fay, "Missing Perspectives: Servicemembers' Transition from Service to Civilian Life — Data-Driven Research to Enact the Promise of the Post-9/11 GI Bill," November 2015, *Institute for Veterans & Military Families, Syracuse University*, accessed October 30, 2017, <https://ivmf.syracuse.edu/article/missing-perspectives-servicemembers-transition-from-service-to-civilian-life/>.



The Question

How can transitioning veterans realize their full potential by avoiding false starts and suboptimal career choices following active duty?



THE GOAL

Full employment for all transitioning service members

Why Mission Transition Is Unique

- Transition recognized as a detailed process
 - *Process reflected in practical way - lots of exercises, templates, and how-to verbiage*
 - *Process mirrors commercial best practices, focusing on WHO (personal strengths) before WHAT (the job market)*
- Initial focus on personal strengths, not skills
- Career decision tree & depth of research on its branches
- Depth of focus on financial aspect of transition & its impact on negotiations for roles
- Depth of focus on the military-civilian cultural divide & degree of change to be addressed

84%

Vs.

28%

Enables veterans to avoid false starts

Why Mission Transition Is Unique (Cont.)

- Direct input, advice, and guidance from >24 veterans that have successfully transitioned
- Depth of focus on retirees & unique nuances of their transition
- Thorough Military-to-Civilian thesaurus
- Website - exercise templates, interactive tools, & a repository for lessons learned
- Depth of research - >195 footnotes
- Tailored advice for those transitioning into the Guard or Reserve
- Leading transition approaches from Deloitte's CORE program

Peer Input

Segmented
Focus

Helpful Tools

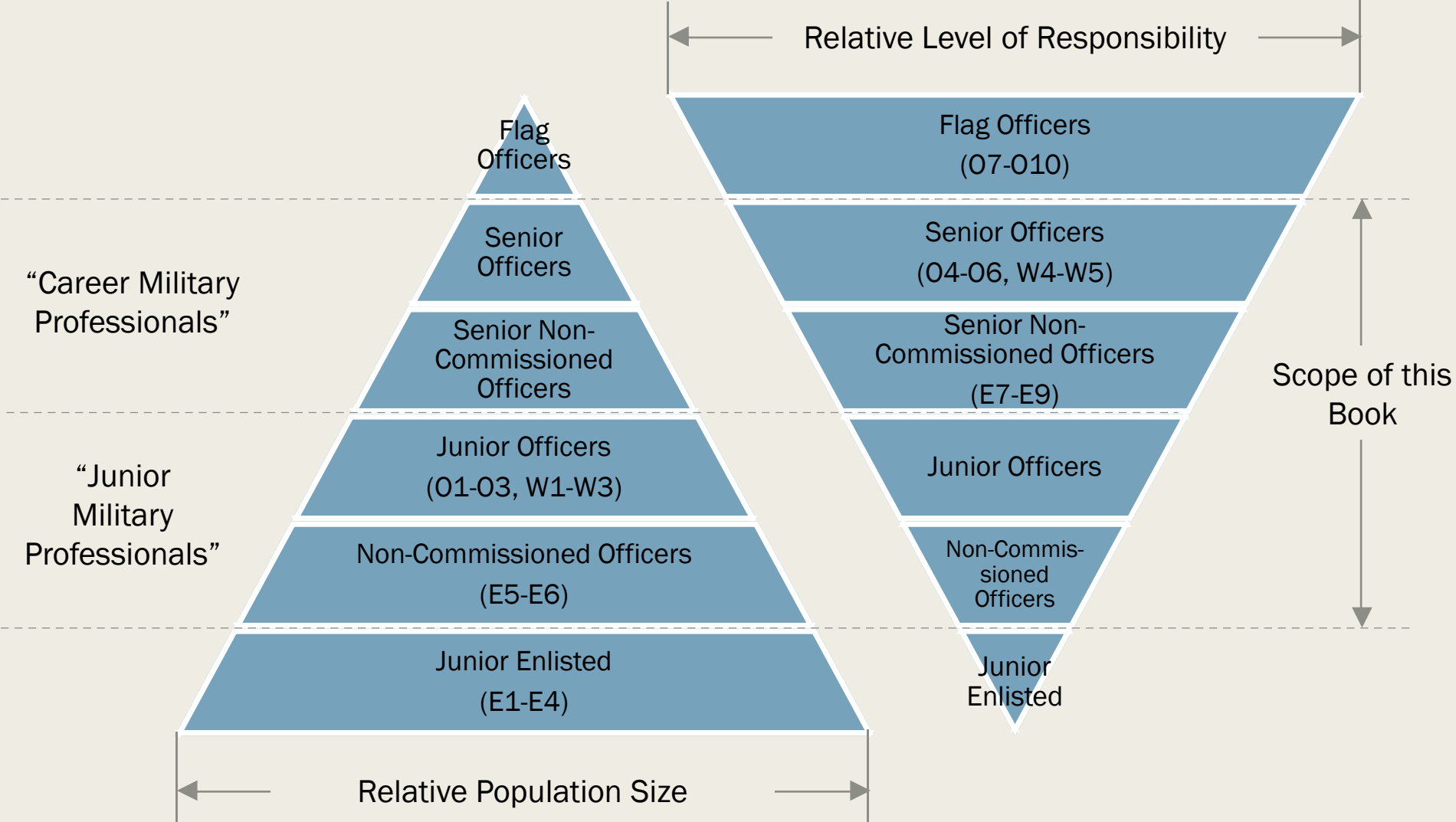
Research
Depth

Guard &
Reserve

Commercial
Best Practice

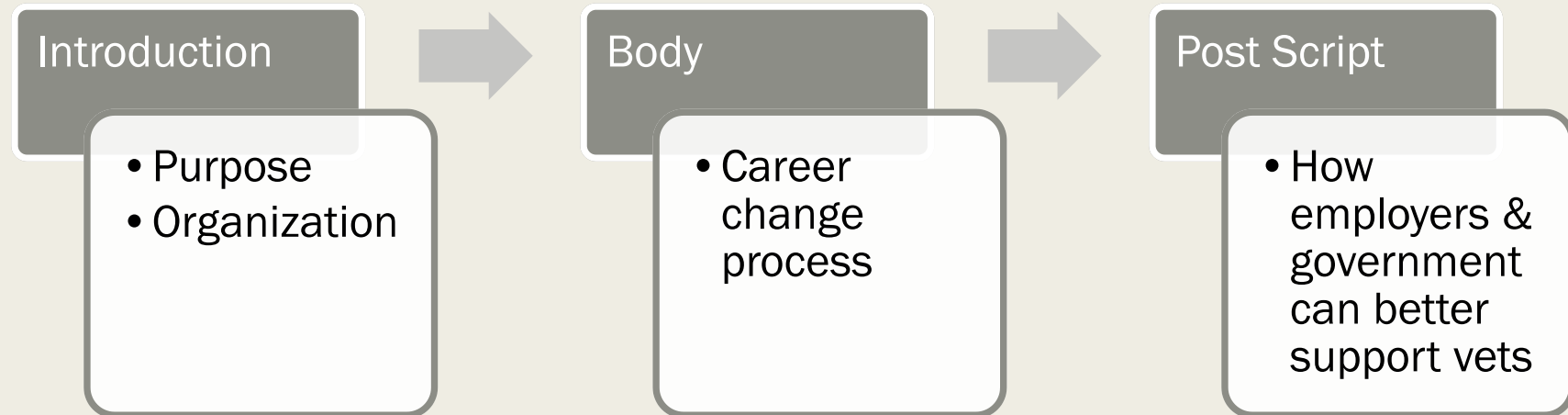
Enables veterans to avoid false starts

Scope of the Book: “Corporals to Colonels”



Organization of the Book

- Two main sections, with a post-script:



- Every chapter contains:



Mission Transition

The Veteran Transition Process

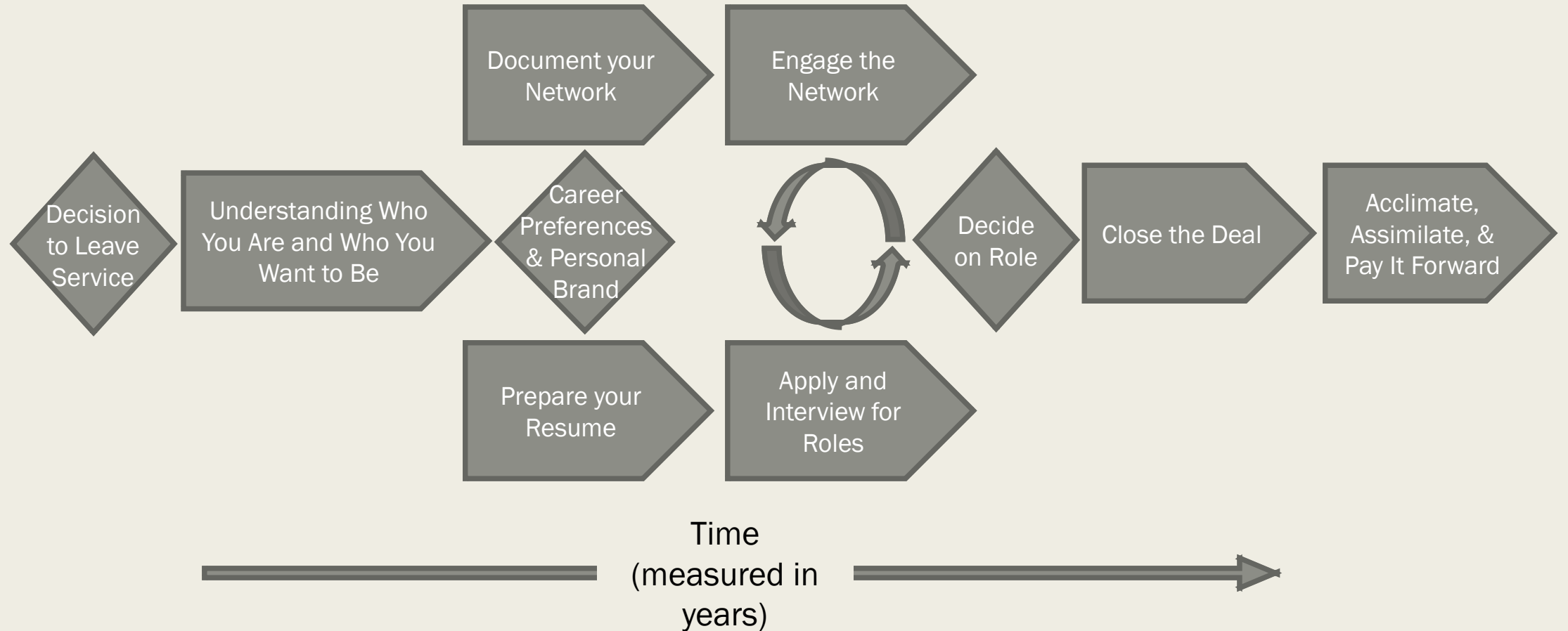
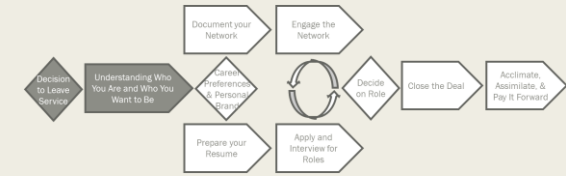


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Chapter 1: Understand Who You Are

- Dedication
- Preface: Why Write This Book?
- Foreword by Joe DePinto, CEO of 7-Eleven, Inc.
- Introduction: Hope Is Not a Method



Understand
the WHO
portion of the
self-discovery
sequence

Identify your
strengths

Identify your
personality
type & related
career

Self-Discovery Sequence

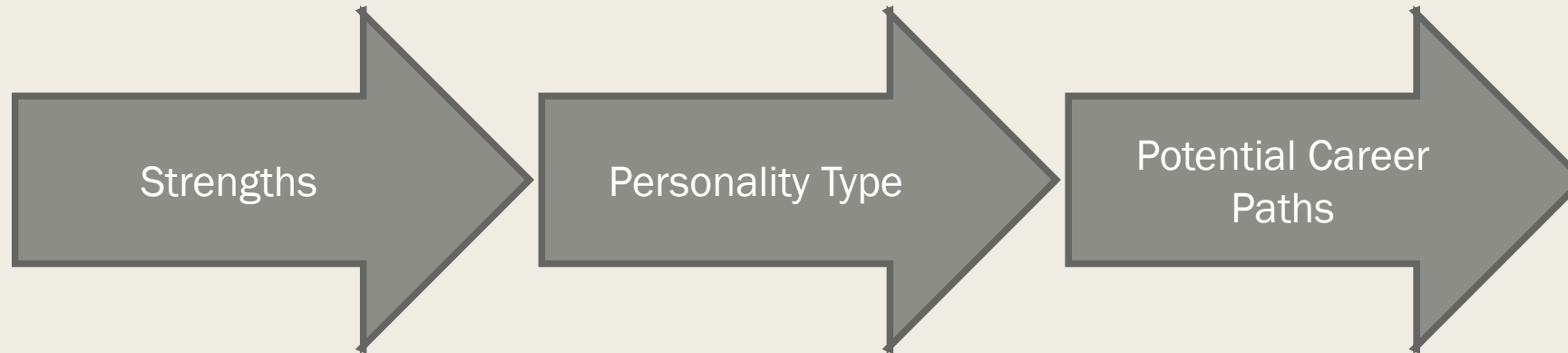
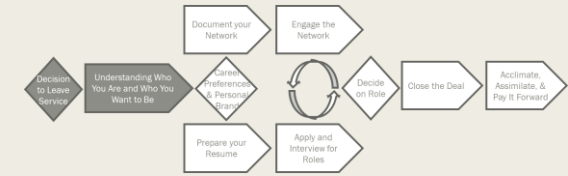
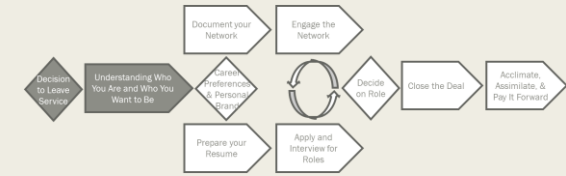


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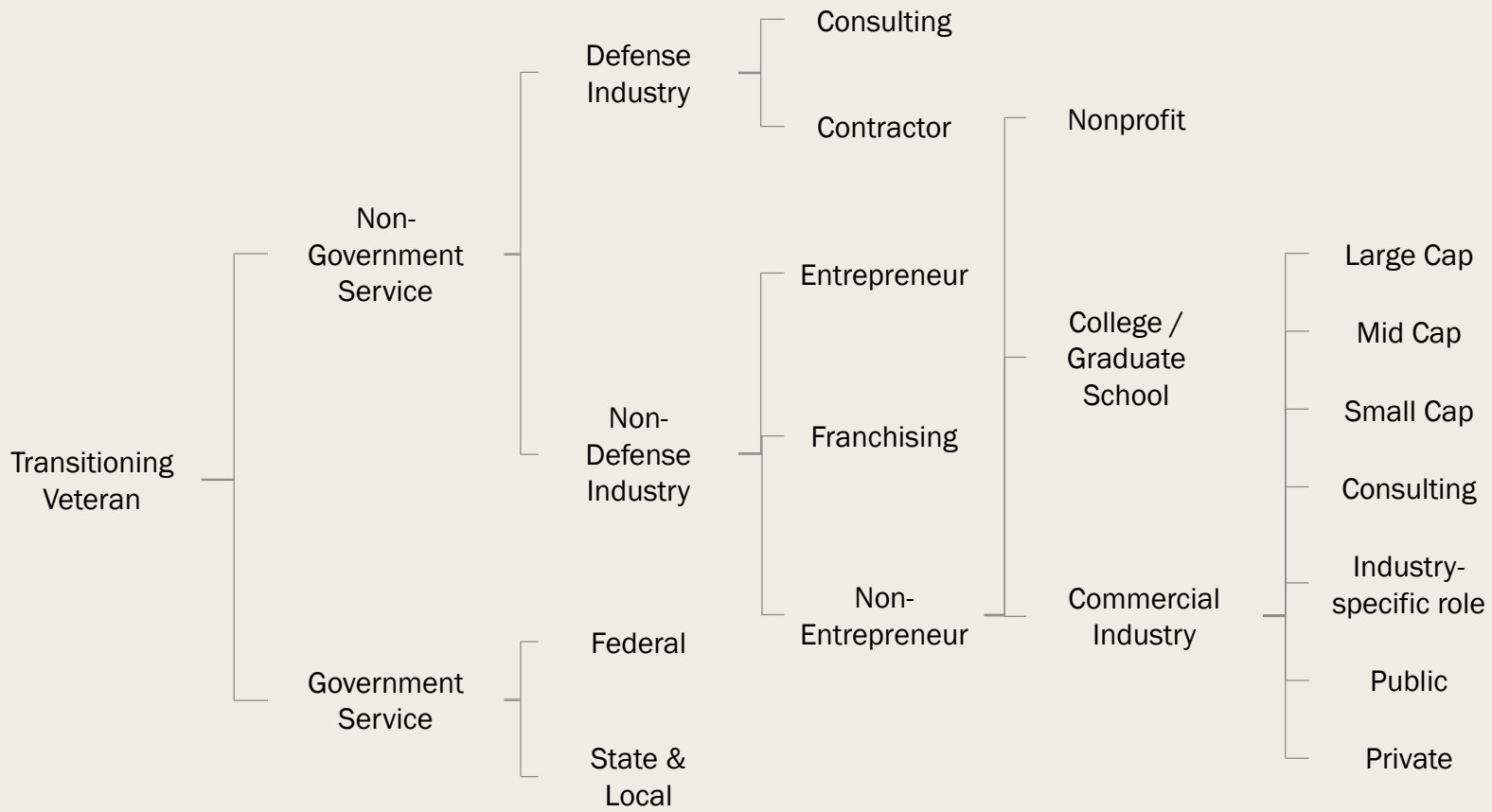
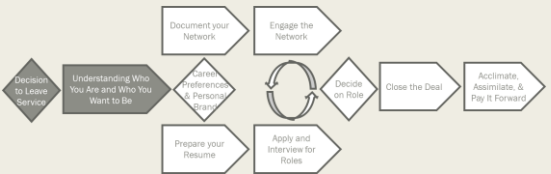
Chapter 2: Understand Who You Want to Be



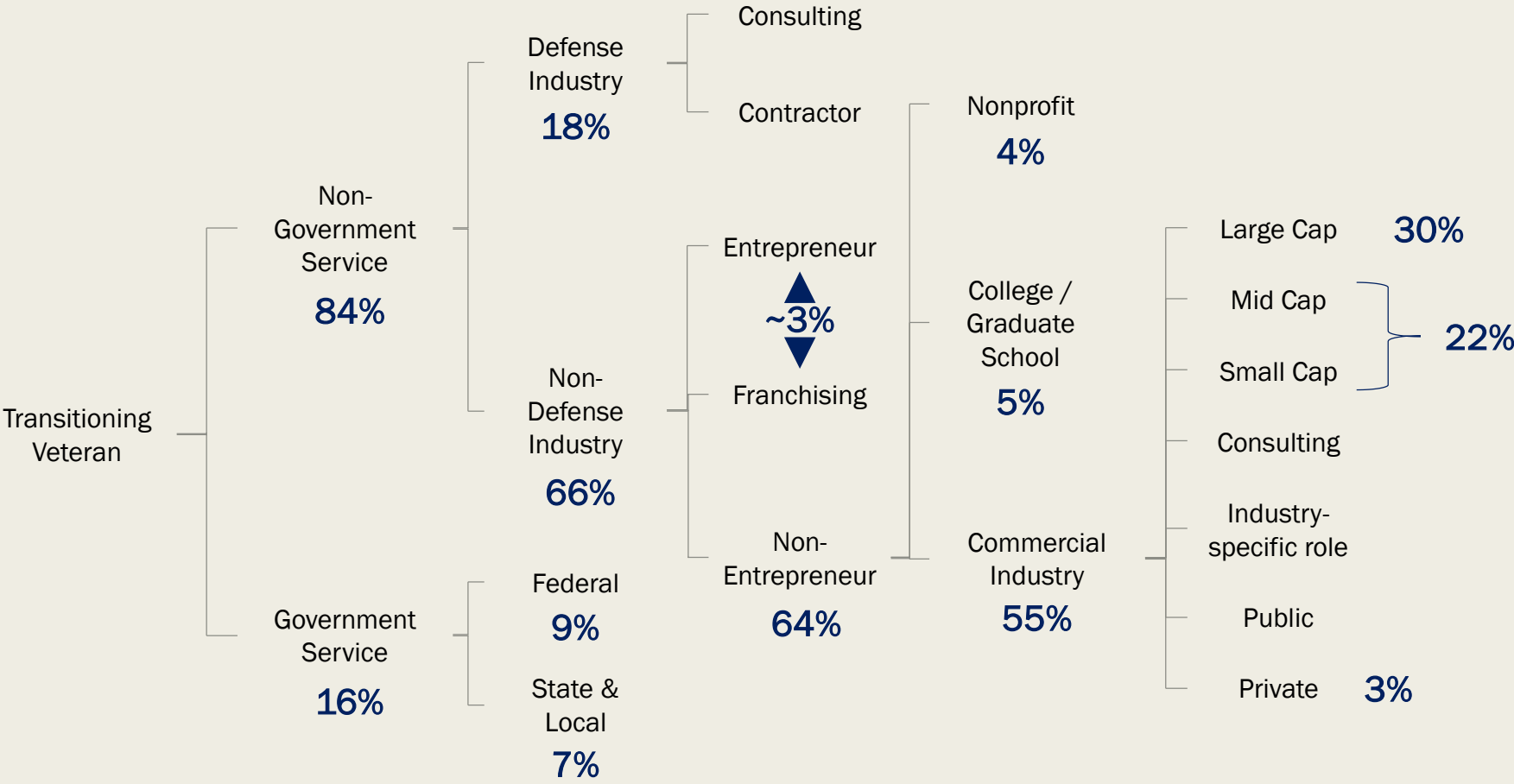
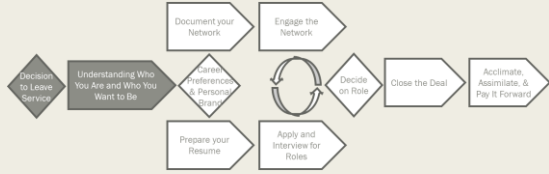
Understand
the WHAT
portion of the
self-discovery
sequence

Explore typical
career options
& related skill
requirements

Typical Veteran Career Options

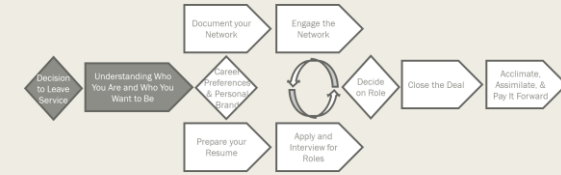


Typical Veteran Career Options



Source: <http://www.military-transition.org>

Career Path Prioritization Matrix

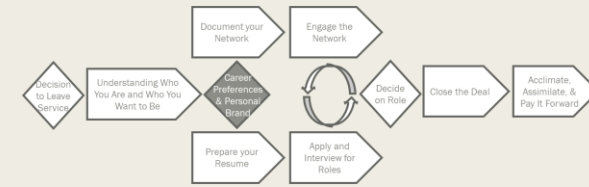


		Career Field Options			
Criteria	Ranking	A	B	C	D
Career Field Match	5	3	9	9	1
Geographic Location	3	3	3	1	3
Compensation	4	9	9	3	9
Travel requirements	2	1	3	9	1
Growth opportunity	5	3	9	1	3
Benefits package	4	9	9	3	9
Etc.					
	Outcome	113	177	95	103

1. Make a list of criteria, rating the criteria on a 1-5 scale (1-less important, 5-most important)
2. List your options and score them using the following scale (1-not a good fit, 3-good fit, 9-best fit) with input from your family
3. The cross-multiplication will produce an emotionless direction for you. In theory, the highest scored option will best match the relative importance of your stated criteria.

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Chapter 3: Define Your Career Preferences and Personal Brand

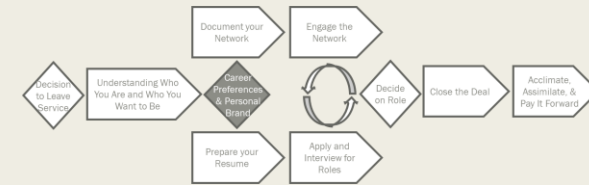


Identify
industry,
geographic,
role
preferences

Recognize
lifestyle factor
preferences

Define your
personal brand

Career Preferences



Role

- Sales?
- Marketing?
- Operations?
- Finance?
- Sourcing?
- HR?
- IT?
- Etc.

Industry

- Utilities?
- Health Care?
- Finance?
- Professional Services?
- Construction?
- Agriculture?
- Etc.

Geographic

- East?
- West?
- North?
- South?
- OCONUS?

Lifestyle

- Job security?
- Business travel?
- Flexible hours?
- Comp & benefits?
- Growth opportunities?
- Etc.

Attributes of a Personal Brand



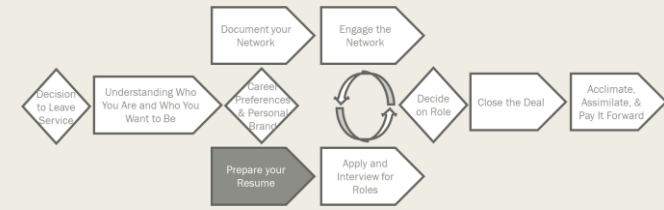
- Who you are
 - *Strengths*
 - *Values*
 - *Skills*
 - *How you leverage those*
- How you present yourself
 - *Dress*
 - *Behavior*
 - *Body language*
- How you communicate
 - *Words you use*
 - *How you use them*
 - *Nonverbal cues*

Communication Impact

- 55% - visual aspects
- 38% - vocal elements
- 7% - verbal elements

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Chapter 4: Get Your Resume Into Fighting Shape

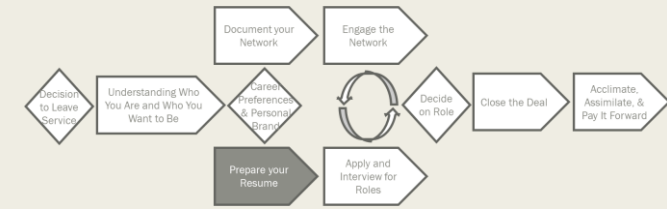


Document &
translate your
applicable past
performance

Create tailored
resumes

Solicit
feedback from
friends with
relevant
industry
experience

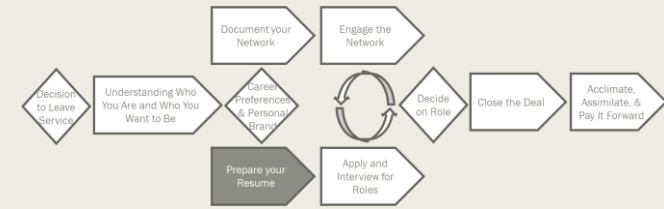
Practical Resume Types



Employment Type	Resume Type	Entry-Level Roles	Mid-Level Roles	Senior-Level Roles
Civilian	Chronological			
	Functional			
	Combination			
Government	Outline			

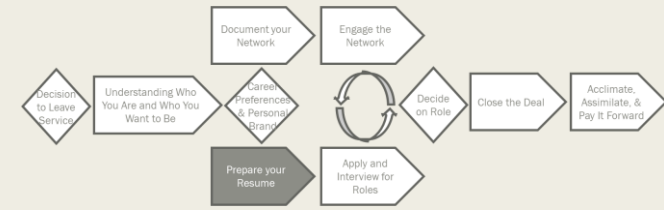
= In Scope

Civilian Resume Basics: The 5 Minute MBA



Income Statement	Goal	Sample Company Goals
Revenue = Price X Volume	Increase ↑	↑ 10% per year
- <u>Direct Costs (Labor, Material, etc.)</u>	Decrease ↓	
= Contribution Margin	Increase ↑	
- <u>Indirect Costs (Travel, Overhead, etc.)</u>	Decrease ↓	
= Operating Margin	Increase ↑	↑ 12% per year
- <u>Taxes</u>	Decrease ↓	
= Net Income (Profit)	Increase ↑	↑ 10% per year

Terminology Translation



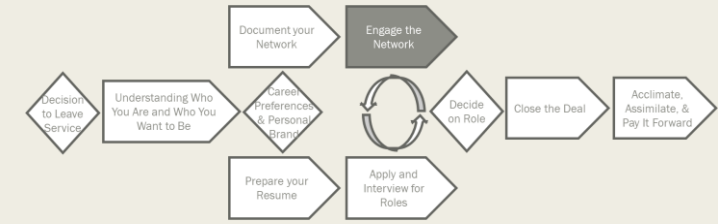
- Military-to-Civilian Thesaurus
 - *Non-service specific*
 - *Service-specific*

<u>Military Term</u>	<u>Translated Civilian Term</u>
About face	Turn around
Action Officer	Analyst
Aide-de-camp	Executive assistant
All hands	Everyone in the organization
Asymmetric	Dissimilar
Aviator	Pilot
Barracks	Living quarters
Basic load	Initial allocation
Billet	Role or job
Budgeting and programming	Budgeting
Buffer zone	Safety zone
Bulk cargo	Cargo
Bulk petroleum product	Petroleum
Bulk storage	Storage
Chain of command	Organizational hierarchy
Chief	Principal
Civil	Civilian
Civilian vendors	Suppliers

Sample

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Chapter 5: Document Your Network



Define the purpose of networking

Debunk military myths about networking

Identify networking targets

Network Organization Chart

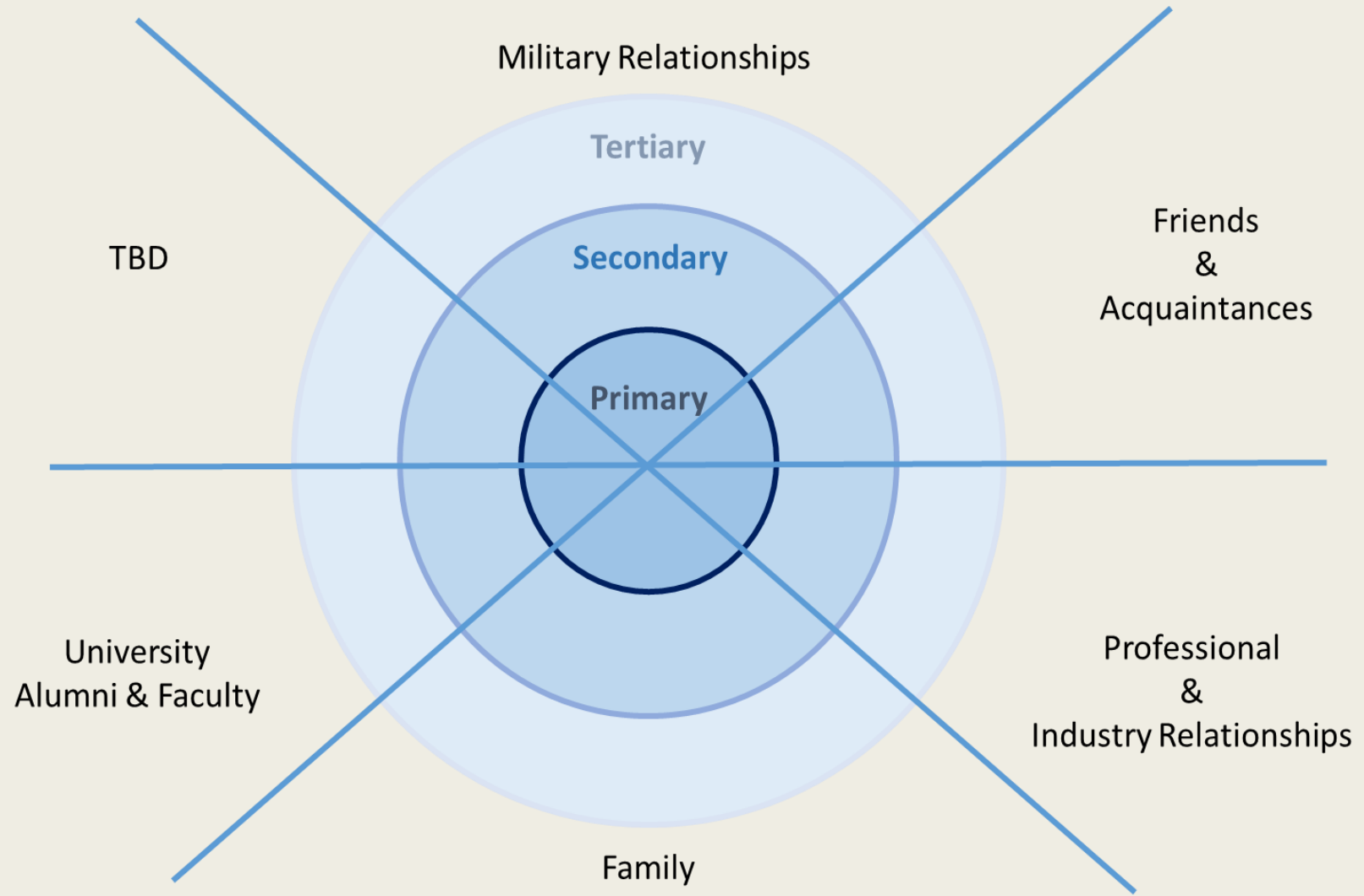
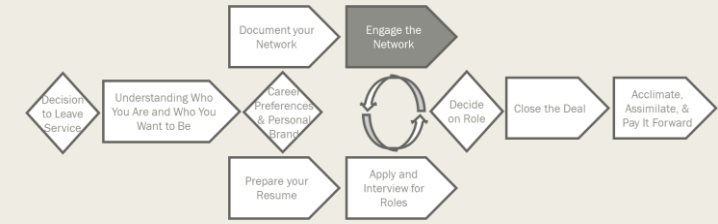
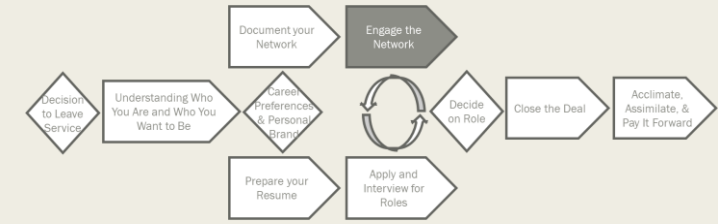


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Chapter 6: Engage The Network



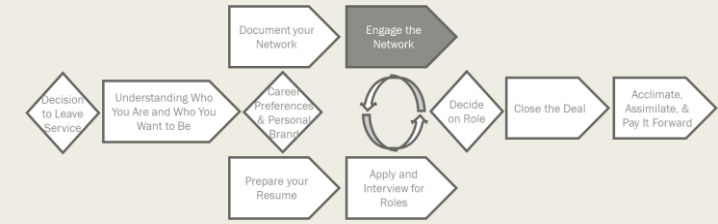
Create stories that highlight your strengths, skills, and experience

Research targets and decision-makers at those targets

Design a social medial strategy

- Informational interviews
- Shadowing
- Alumni opportunities
- Internships, volunteer opportunities

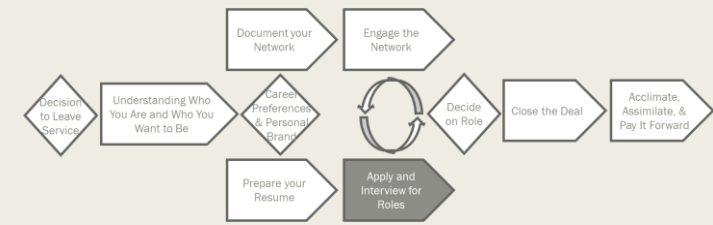
Relationship Tracker



Name	Date of last contact	Meeting Objectives	Meeting Outcomes	Next steps & Action items

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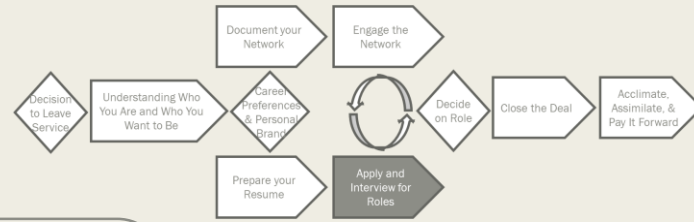
Chapter 7: Apply for Roles



Understand differences between Federal & civilian application processes

Successfully apply for available roles

Federal Government Hiring Process



Government Activity

Applicant Activity

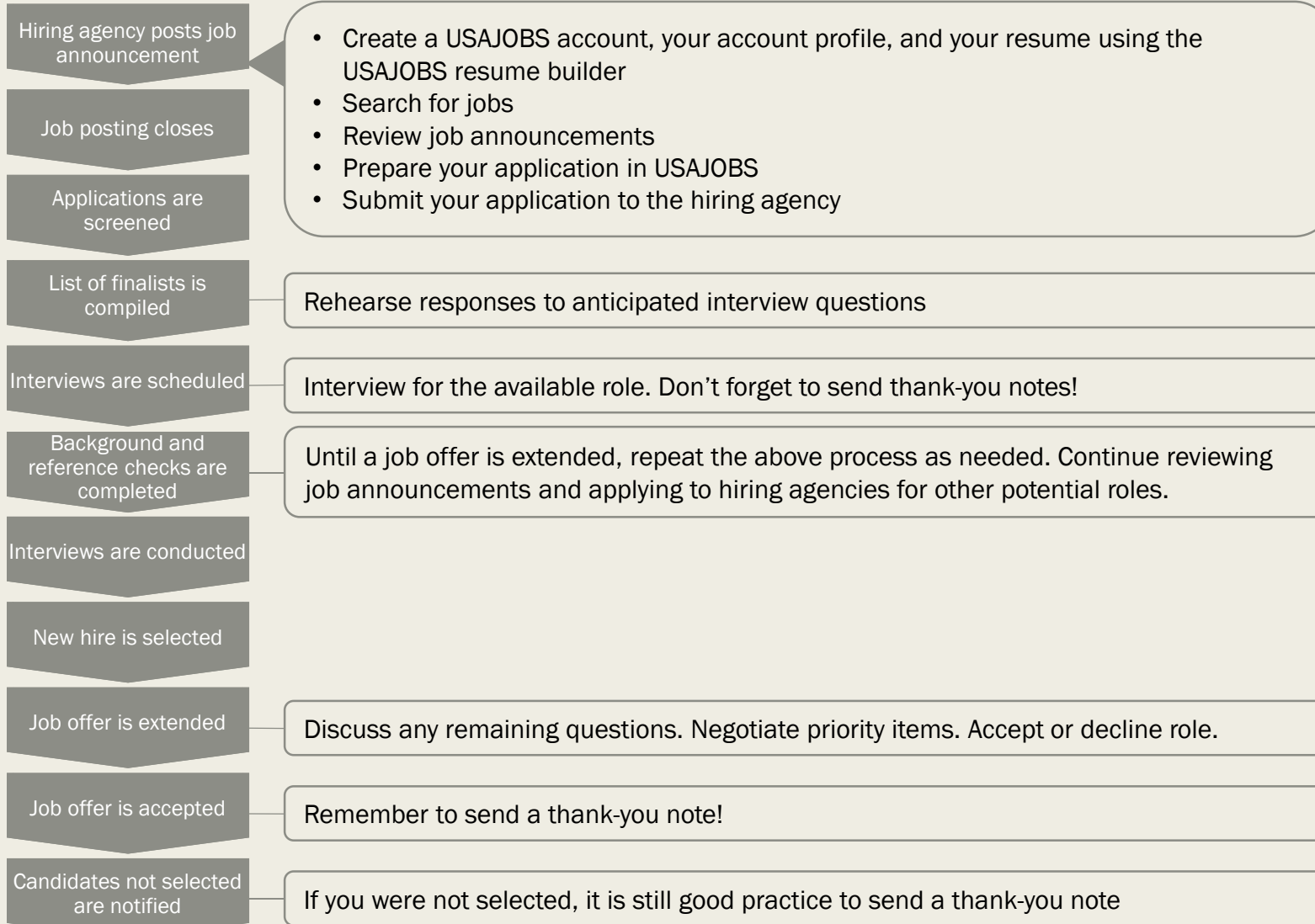
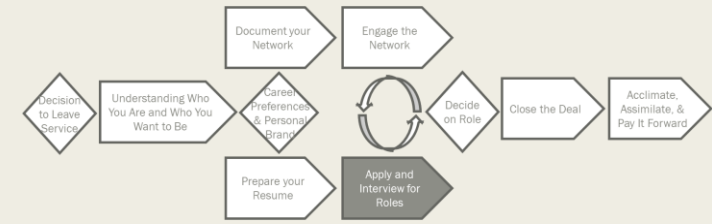


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Chapter 8: Interview for Roles



Preparation

- Documentation
- Research
- Rehearse
- Wardrobe
- Grooming
- Travel & Day of Interview

- Pilot your value proposition & elevator speech
- Participate in job fairs & career conferences

Conduct

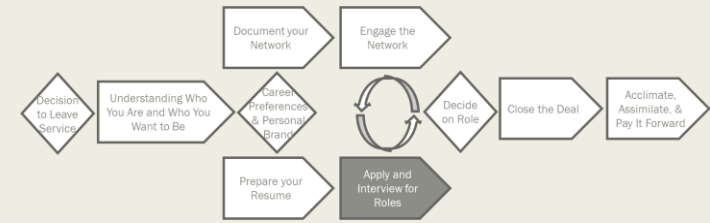
- Screening Interview
- Formal Interview
- Informal Interview

- Show up – be on time, be positive, be present, be respectful
- Ask insightful questions

Follow-up

- Thank-you Notes
- After Action Report

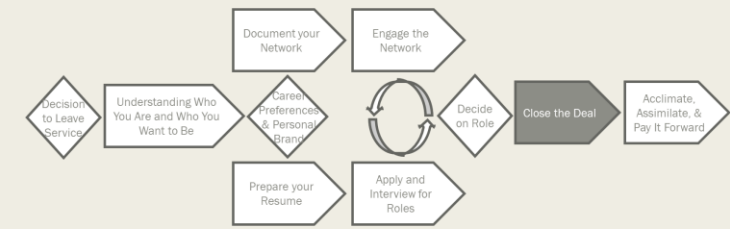
Interview After Action Report



Organization:	
Date:	
Primary Interviewer:	
Interviewer Contact Information:	
What went well?	
Why did it go well?	
Plan to reinforce success	
What did not go well?	
Why did it not go well?	
Plan to address root causes	
Action items:	
Follow-up date:	

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Chapter 9: Close the Deal



Understand
your financial
needs

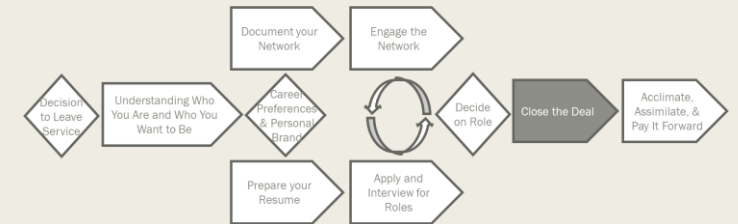
Research
salary ranges
& implications
for current &
follow-on roles

Understand
compensation
expectations of
a civilian
organization

Understand
what support
networks exist
at the
organization

Practice
negotiation
skills & Send
thank-you notes

Understanding Financial Needs and Compensation Differences



- First Exercise: Determine Required Retirement Savings
- Second Exercise: Determine Required Annual Salary

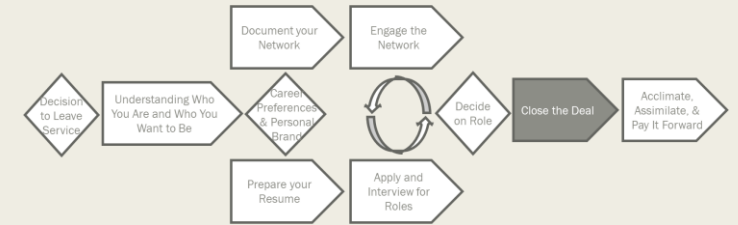
JMO/NCO Paystub Comparison

	Scenario A		Scenario B	
	In the Military		Outside the Military	
	Monthly	Yearly	Monthly	Yearly
Income				
Salary	\$ 5,000	\$ 60,000	\$ 5,000	\$ 60,000
BAS	\$ 250	\$ 3,000	\$ -	\$ -
BAH	\$ 1,400	\$ 16,800	\$ -	\$ -
Total Income	\$ 6,650	\$ 79,800	\$ 5,000	\$ 60,000
Deductions				
Federal Taxes	\$ 675	\$ 8,100	\$ 675	\$ 8,100
Social Security	\$ 310	\$ 3,720	\$ 310	\$ 3,720
Medicare	\$ 73	\$ 870	\$ 73	\$ 870
State Taxes	\$ -	\$ -	\$ 266	\$ 3,193
Total Deductions	\$ 1,058	\$ 12,690	\$ 1,324	\$ 15,883
After-Tax Income	\$ 5,593	\$ 67,110	\$ 3,676	\$ 44,118
% decrease in after-tax income from being 'In the Military'				34%
Increase required to sustain 'In the Military' after-tax income				52%

Career Military Professional Paystub Comparison

	Scenario C		Scenario D		Scenario E	
	In the Military		Outside the Military, With Pension		Outside the Military, Without Pension	
	Monthly	Yearly	Monthly	Yearly	Monthly	Yearly
Income						
Salary	\$ 8,333	\$ 100,000	\$ 8,333	\$ 100,000	\$ 8,333	\$ 100,000
BAS	\$ 250	\$ 3,000	\$ -	\$ -	\$ -	\$ -
BAH	\$ 1,400	\$ 16,800	\$ -	\$ -	\$ -	\$ -
Pension	\$ -	\$ -	\$ 4,167	\$ 50,000	\$ -	\$ -
Total Income	\$ 9,983	\$ 119,800	\$ 12,500	\$ 150,000	\$ 8,333	\$ 100,000
Deductions						
Federal Taxes	\$ 2,083	\$ 25,000	\$ 3,125	\$ 37,500	\$ 2,083	\$ 25,000
Social Security	\$ 517	\$ 6,200	\$ 775	\$ 9,300	\$ 517	\$ 6,200
Medicare	\$ 121	\$ 1,450	\$ 181	\$ 2,175	\$ 121	\$ 1,450
State Taxes	\$ -	\$ -	\$ 697	\$ 8,368	\$ 458	\$ 5,493
Total Deductions	\$ 2,721	\$ 32,650	\$ 4,779	\$ 57,343	\$ 3,179	\$ 38,143
After-Tax Income	\$ 7,263	\$ 87,150	\$ 7,721	\$ 92,658	\$ 5,155	\$ 61,858
% decrease in after-tax income from being 'In the Military'				-6%	29%	
Increase required to sustain 'In the Military' after-tax income				-6%	41%	

Understanding Financial Needs and Compensation Differences



■ Third Exercise: Compare Military and Civilian Benefits

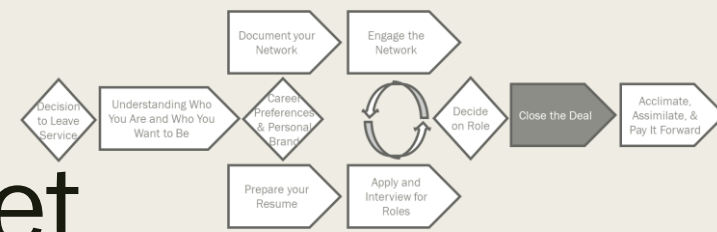
Military Benefit	Value	Civilian Equivalent	Value
<i>Income</i>			
Salary	\$\$\$	Base salary	\$\$\$
BAS, BAH	\$\$		
Awards, recognition		Bonus, commissions, profit sharing	\$\$\$
Other Allowances (flight pay, combat pay, clothing, family separation, etc.)	\$		
Advance Basic Pay	\$	Salary Advance	\$
Advance BAH, Advance OHA	\$		
		Flexible Spending Plan	\$
Tax Preparation Assistance	\$	Tax Preparation Assistance	\$
Veterans' Compensation for Service-Connected Disabilities*	\$\$		

Legend: \$ - \$\$ - \$\$\$ = relative monetary value of each benefit;

* Ongoing veteran benefits following transition from active duty (some may be available for a limited period of time);

- Blank cells indicate either no monetary value or no equivalent benefit

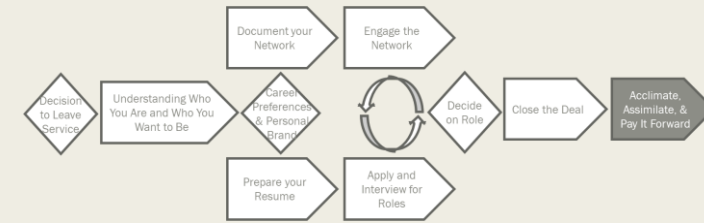
Negotiation Planning Worksheet



Planning Item	Our Position	Other Party's Position
Goals		
Power		
BATNAs		
Issues and Interests		
Possible Options		
Objective Criteria		
Strategy		
Tactics		
Initial Position		
Information		

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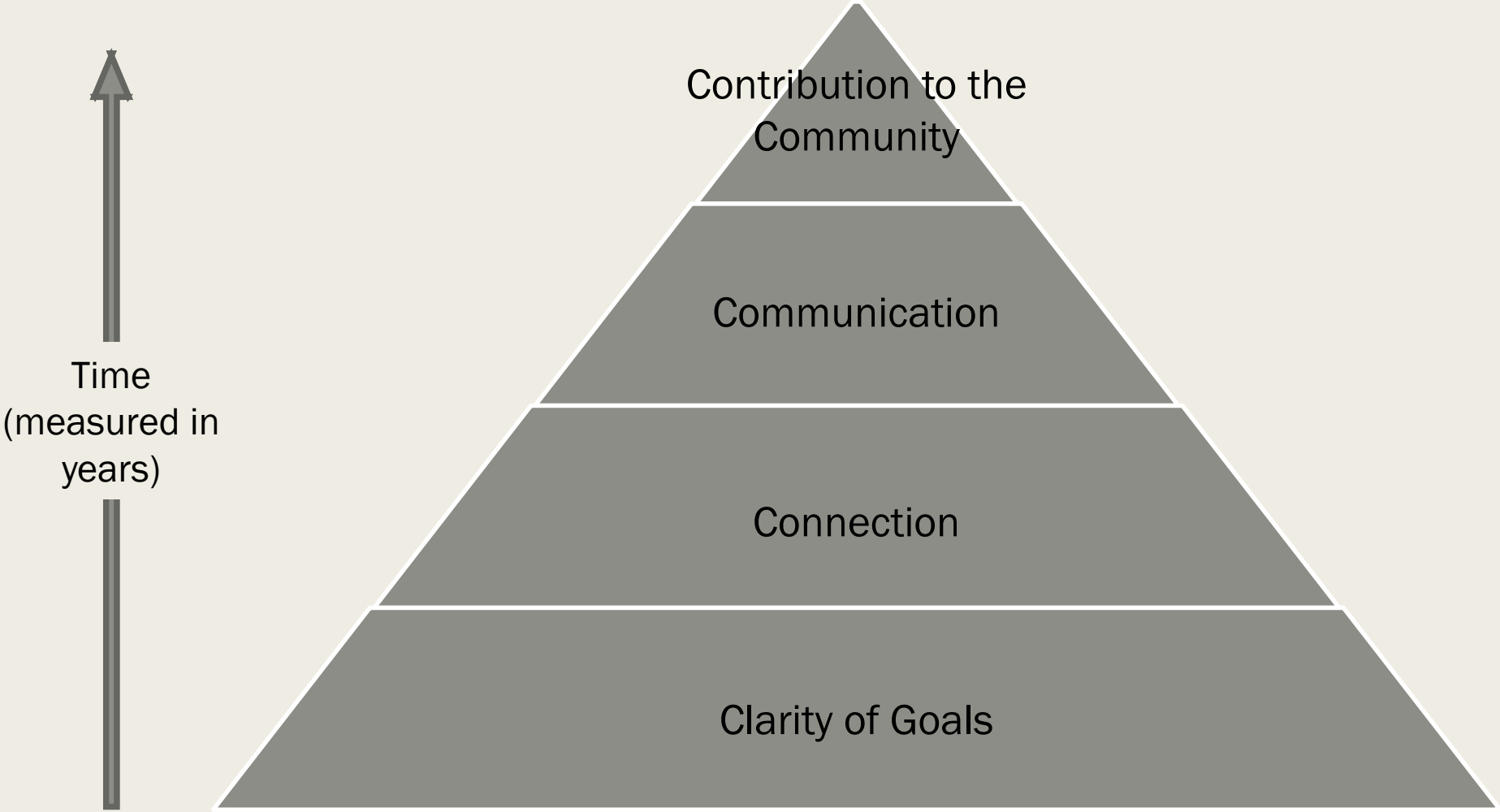
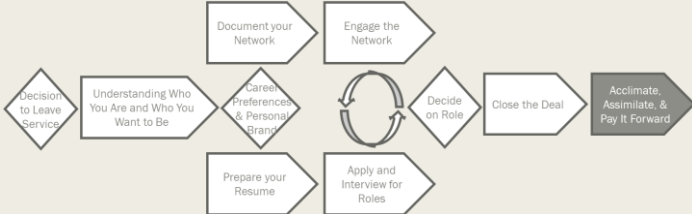
Chapter 10: Acclimate to Your New Culture



Recognize and
acclimate to
your new culture

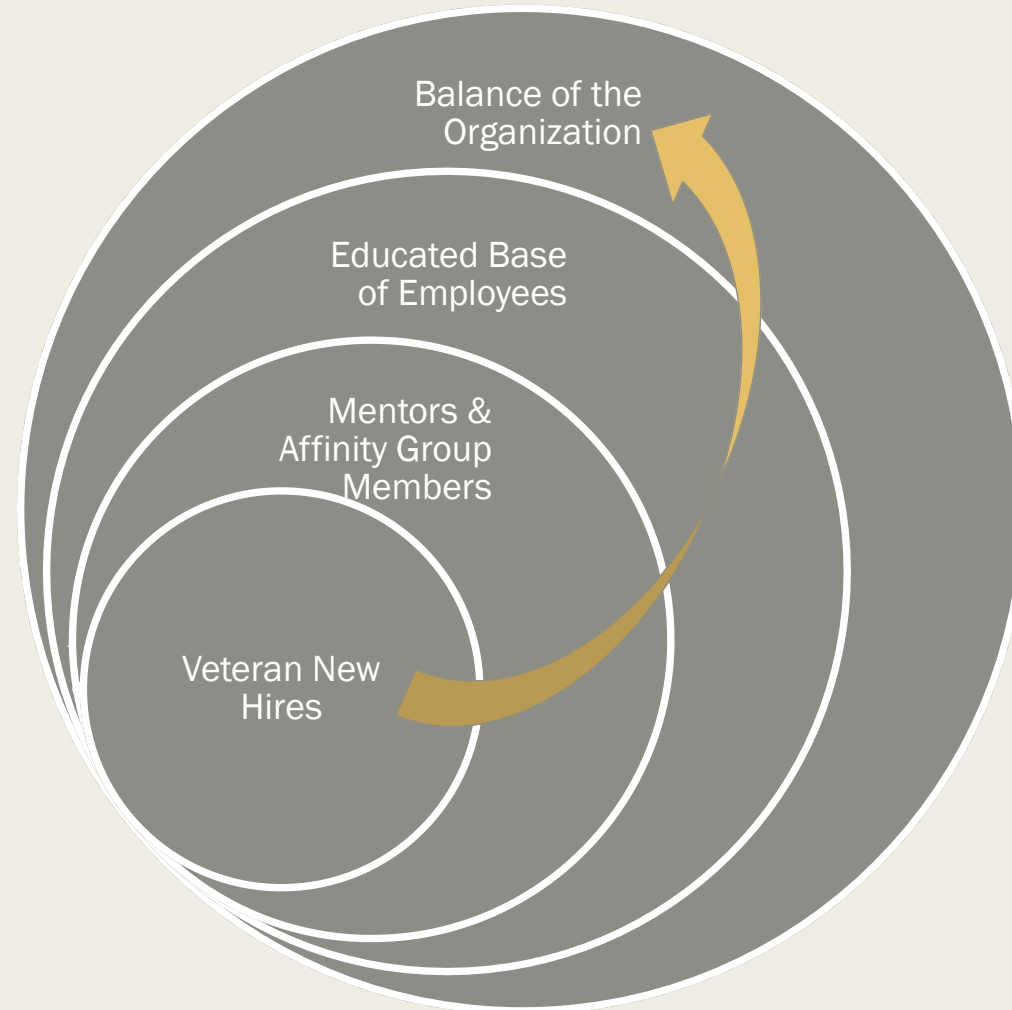
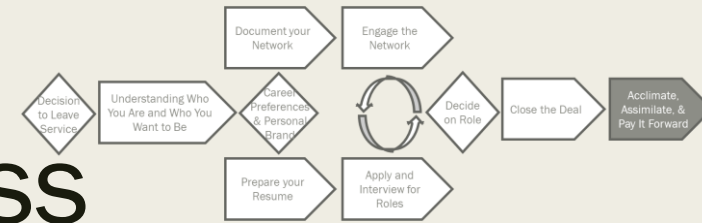
Find meaning in
your new work

Transition Behavior Hierarchy

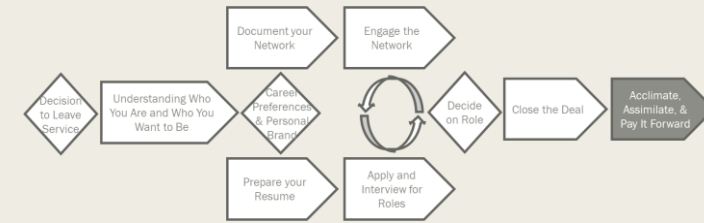


Source: Pat Clifford, "4C Veteran Transition Survey: Pretest results and recommendations," *Tristate Veterans Community Alliance*, 2016.

Networking Assimilation Process

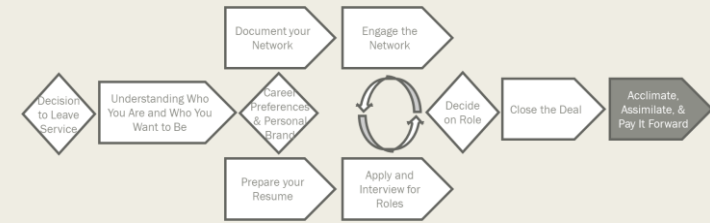


Cultural Differences



Cultural Dimension	Military Organizations	Larger, Corporate Civilian Organizations	Smaller, Entrepreneurial Civilian Organizations
Purpose	Mission	Money	Money
Leadership Basis	Team	Individual	Team
Organizational Structure	Hierarchy	Matrix	Hierarchy
Power Basis	Formal	Personal	Personal
On-boarding Process	Structured, thorough	Unstructured, limited	Minimal
Training Administration	In-person, classroom environment, provided automatically	Self-service, virtual, provided upon request	Minimal
Compensation & Benefits	Public	Private	Private
Recognition & Rewards	Public	Private	Public or Private

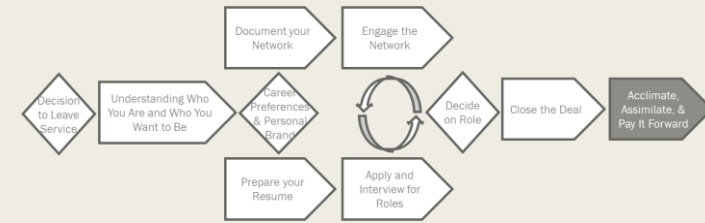
Acclimation Goals Worksheet



Goals	Next Six Months	Next 12 Months
Personal	<ol style="list-style-type: none"> 1. 2. 3. Etc. 	<ol style="list-style-type: none"> 1. 2. 3. Etc.
Professional	<ol style="list-style-type: none"> 1. 2. 3. Etc. 	<ol style="list-style-type: none"> 1. 2. 3. Etc.

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Chapter 11: Assimilate and Pay It Forward



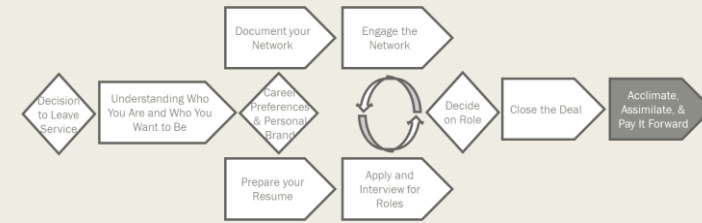
Seek
onboarding
resources and
support
networks

Adopt your new
culture

Refine your
approach and
style as
needed

Pass on your
lessons
learned and
contribute to
the veteran
network

Eisenhower Matrix

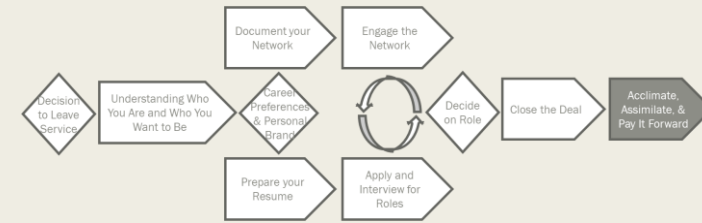


	Urgent	Not Urgent
Important	Crises Pressing problems Deadline-driven projects Paying the mortgage Must-Do Activity; Schedule It	Prevention; Getting Exercise Relationship-building New opportunities Business Development; Saving \$ Value-Added Activity; Do It Now
Not Important	Interruptions Answering the phone Non-Value-Added Activity; Delegate It	Trivia Most social media Non-Value-Added Activity; Do It Later

"I have two kinds of problems, the urgent and the important. The urgent are not important, and the important are never urgent."

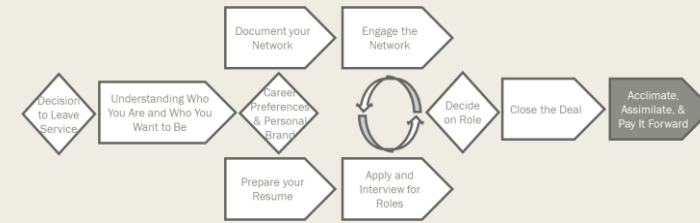
Dwight D. Eisenhower, 34th President of the United States, USMA 1915

Communication Style Differences



Email A	Email B
<p>Mary –</p> <p>Have an issue. Could use your help.</p> <p>Customer has goods STUCK IN LOCKUP.</p> <p>When could you help us with this? Need it soon.</p> <p>v/r, - John</p>	<p>Mary,</p> <p>Thanks for facilitating today’s session! You highlighted a few elements in the supply chain about which I wasn’t aware.</p> <p>One of those has to do with a current customer of mine, who is struggling with the repatriation of goods encumbered by tariff and customs clearance issues.</p> <p>Would you be willing to meet with me to help our team prepare for a meeting with our customer on this topic?</p> <p>I can flex our schedules to meet your availability. Just let me know what you might be able to accommodate. Thanks so much for the consideration!</p> <p>All good wishes, John</p>

Leadership Styles Spectrum



Transactional ←————→ Transformational

- Primarily concerned with maintaining normal flow of day-to-day operations
- Focus on the present
- Rely on discipline and rewards to motivate others
- Exchanges rewards for performance (i.e., a 'carrot and stick' approach)
- Common style in the military

- Look beyond the day-to-day operations to develop strategies for achieving goals
- Serve as role models for desired behaviors and emphasize team-building and collaboration
- Tend to be charismatic and motivate others through coaching, growth opportunities, and involvement in decision-making
- Preferred style in most civilian organizations

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 - *Appendix A: Suggested Transition Plan Timing*
 - *Appendix B: Action Checklist*
- Acknowledgments
- Bibliography
- Table of Figures
- End Notes
- Website (<https://www.matthewjlouis.com>)
 - *Military to Civilian Thesaurus*
 - *Financial Analysis Details*
 - *Additional Advice From Transitioning Troops*
 - *Veterans Benefits Timetable*
 - *Sample Resumes, Letters, and Notes*
 - *Advice for Professionals Transitioning into the Guard or Reserve*
 - *State & Territory Veteran Employment Protections & Preferences*

Transition Planning Calendar

Activity	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Month 13	Month 14	Month 15	Month 16	Month 17	Month 18	Month 19	Month 20
Identify your Strengths Identify Personality Type & Related Careers Explore typical career options & skill requirements	✱																			
Identify industry, geographic, role preferences Recognize lifestyle factors Define personal brand																				
Document & translate past performance Create tailored resumes Solicit feedback from friendly civilians 'in the know'																				
Identify target employers & decision-makers Define your network																				
Create stories to highlight your strengths, skills and experience Research your targets & decision-makers Engage the network: Conduct informational interviews, job shadowing Execute Social Media strategy								✱												
Practice interviews Assemble wardrobe Conduct interviews & follow-up																				
Understand your financial needs Research salary ranges Research support networks at the organization Negotiate opportunity & follow-up																				
Seek onboarding resources and support networks Adopt your new culture Refine your approach and style as needed Find new meaning in your work Pass on your lessons learned and contribute to the veteran network																				

✱ = Attend SFL-TAP

Action Checklist

■ CHAPTER 1 – Understand Who You Are and Who You Want To Be

- Have you identified your personal strengths?*
 - What clues do your strengths provide you regarding potential career paths?
- Have you taken at least two of the personality tests suggested?*
 - What career paths did those tests suggest?
 - Did you further research those career paths?
 - Do you have the skill sets required for those career paths?
 - *If not, what is your plan to attain those skills?*

■ CHAPTER 2 – Understand Who You Want To Be

- Have you researched all practical career alternatives?*
- Have you considered which could be a possible fit based on your strengths and personality type?*
- Have you prioritized your potential career paths?*

■ CHAPTER 3 – Define Your Career Preferences and Personal Brand

- What are your industry, geographic, and role preferences?*
- Have you considered internships or rotational programs?*
- What lifestyle factors may influence your career path choices?*
- What is your personal brand?*
- Can you recite your ‘elevator speech’?*

Sample Resumes, Letters

- Civilian
 - Chronological
 - Functional
 - Combination
 - JMO/NCO
 - CMP
- Government
 - JMO/NCO
 - CMP
- Cover Letter
- Thank-you Letter

Jane Doe
6798 Lamp Drive
Cincinnati, OH 45239
Home: 513-542-6040
Email: jdoo@gmail.com

U.S. Citizen: Yes
Veteran's Preference: 5 points
Federal Employee: No
Highest Grade Level and Dates: N/A

VACANCY IDENTIFICATION NUMBER: 15-EMCBC-JO 01-DE
JOB TITLE AND GRADE: Cost Estimator, GS-1102-09/13

SUMMARY OF QUALIFICATIONS

A hardworking, meticulous, and knowledgeable cost estimator with both military and civilian experience. Thrives in dynamic and demanding work environments. Utilizes outstanding valuation, risk analysis, and leadership skills to optimize organizational results.

COST ESTIMATION: Perform transactional due diligence life-cycle cost estimating. Develop valuation cost models in support of acquisition efforts. Perform independent life-cycle cost valuations in accordance with Financial Accounting Standards Board (FASB) 141. Perform independent comparative valuations of life-cycle remediation costs.

RISK ANALYSIS: Prepare complex environmental liability cost and schedule risk analyses, risk registers, and qualitative and quantitative risk analysis. Manage projects involving major federal environmental regulations including RCRA, CERCLA, CAA, CWA, & EPCRA.

LEADERSHIP: Advise corporate management on environmental project oversight. Manage remediation projects in accordance with applicable local, state, and federal regulations. Lead large teams in support of organizational goals.

WORK EXPERIENCE

<p>Program Manger TRM 1123 Cornell Road Cincinnati, OH 45242 United States</p>	<p>09/2006 – Present Hours/week: 50 Salary: \$28.00/hour Supervisor: George Small Telephone: 513-777-1234 OK to Contact: Contact me first</p>
---	---

COST ESTIMATION: For the last three years, Ms. Doe has performed transactional due diligence life cycle cost estimating of known and potential environmental liabilities in development of valuation cost models for pre-bid acquisition support. From 2012 and 2014, Ms. Doe was an advisor to 25 completed Private Equity-backed transactions with an enterprise value greater than \$15 billion USD. Ms. Doe utilizes both her formal education and training in engineering and science to prepare cost and schedule risk analyses, risk registers, and qualitative and quantitative risk analysis in support of corporate risk management. Her work has allowed for heightened visibility and internal controls in the preparation of

1234 Sunny Day Way
City, State 12345-6789
March 19, 2017

Ms. Jane Doe
AF Civilian Force Renewal and Development
550 C Street W
JBSA Randolph, TX 78234

RE: Logistics Management Specialist Position (#DL-CL-17-1810454-0346-BJW)

Dear Ms. Doe:

As a logistics specialist during my eight years of active duty in the Air Force, I was fortunate to have been part of some record-setting maintenance teams at Tinker AFB, OK. As my credentials will indicate, I have the ability to significantly further the Air Logistics Center's mission:

YOUR NEEDS	MY CREDENTIALS
Bachelor's degree from an accredited institution AND Superior Academic Achievement (SAA)	Bachelor's Degree in Logistics from Embry Riddle in 2014. Class Salutatorian with a 3.9 GPA.
Specialized work experience that involves planning, coordinating, or evaluating logistical actions	Air Force unit logistioan of the year in 2015. Planned and coordinated unit OEF deployment in 2016.
Mobility	Ability and willingness to travel before, during, and after initial training period
Security Clearance	Active Secret security clearance.

I am eager to speak with you about this Logistics Management Specialist Position. My telephone numbers are (123) 456-7890 (home) and (123) 789-0123 (mobile), and my email address is email@email.com. I sincerely appreciate your time and consideration.

Sincerely,

Anxious Worker

Enclosure: Resume

October 1, 2017

Ms. Shirley Jones
Vice President
Big Commercial Company

Dear Ms. Jones,

Thank you for your time today in interviewing me for the role of Team Lead. Your description of the opportunity and the Big Commercial Company organization confirmed my research to date and furthered my interest in and passion for what you do in your industry. I was particularly excited to learn of your plans to expand on the West Coast, as I have a number of contacts there that could prove to be beneficial.

I confident that my years of experience leading teams in the military have prepared me well for excelling in such a Team Lead role. I believe my natural leadership approach would resonate well with team members and produce the kinds of positive, incremental results you seek. I would welcome the opportunity, and I am certain you would be pleased with the outcome.

Thanks again for your time today. I look forward to hearing from you soon!

Sincerely

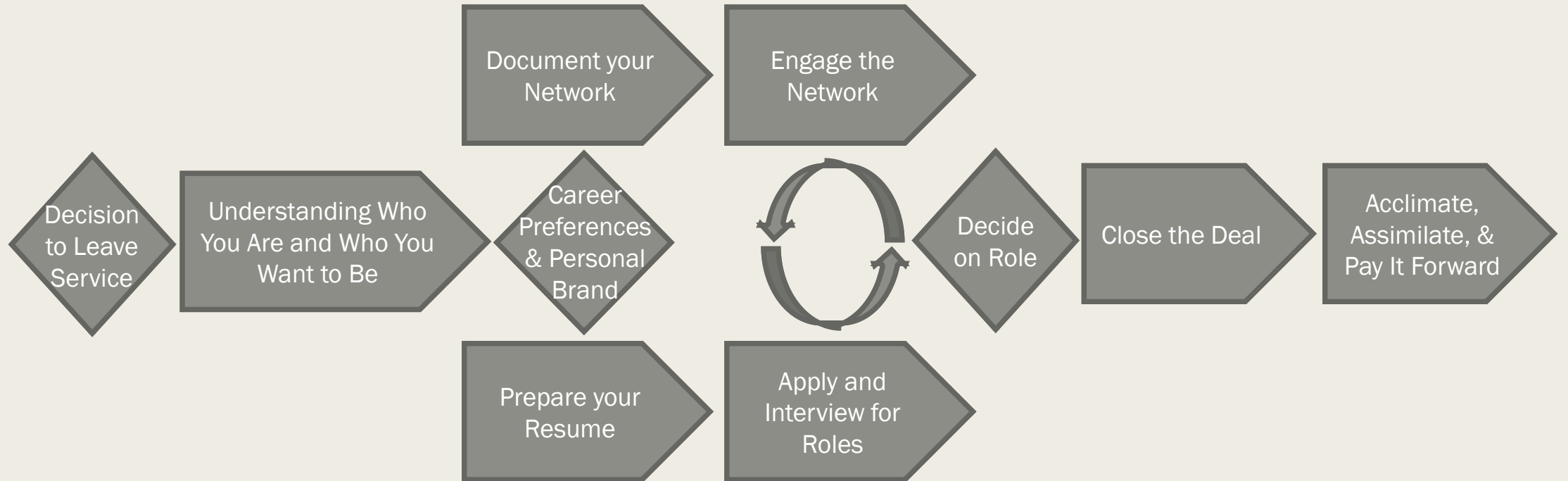
Veteran N. Transition
777-555-3333 (cell phone)

State & Territory Veteran Employment Protections & Preferences

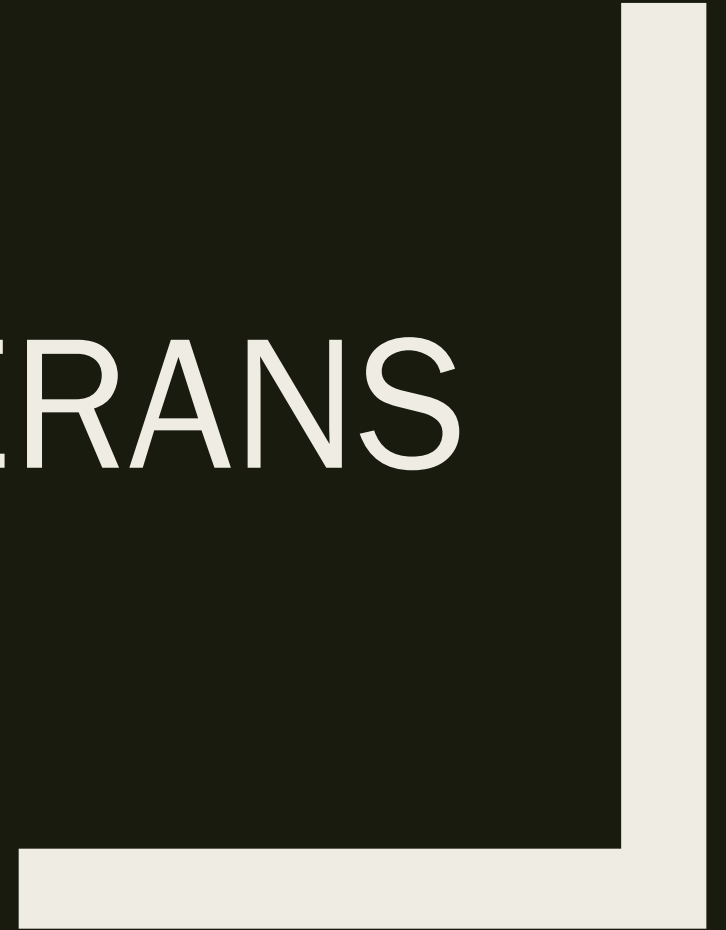
State / Territory	USERRA-like protections	Veteran preference in public employment	Veteran preference in private employment	Veteran Employment Services Website
Alabama	✓			https://www.labor.alabama.gov/CareerCenters.aspx
Alaska	✓	✓		http://veterans.alaska.gov/employment-benefits.html
Arizona	✓	✓	✓	https://dvs.az.gov/services/employment
Arkansas	✓	✓	✓	https://www.dws.arkansas.gov/veterans-services/
California	✓	✓		https://www.calvet.ca.gov/

Mission Transition

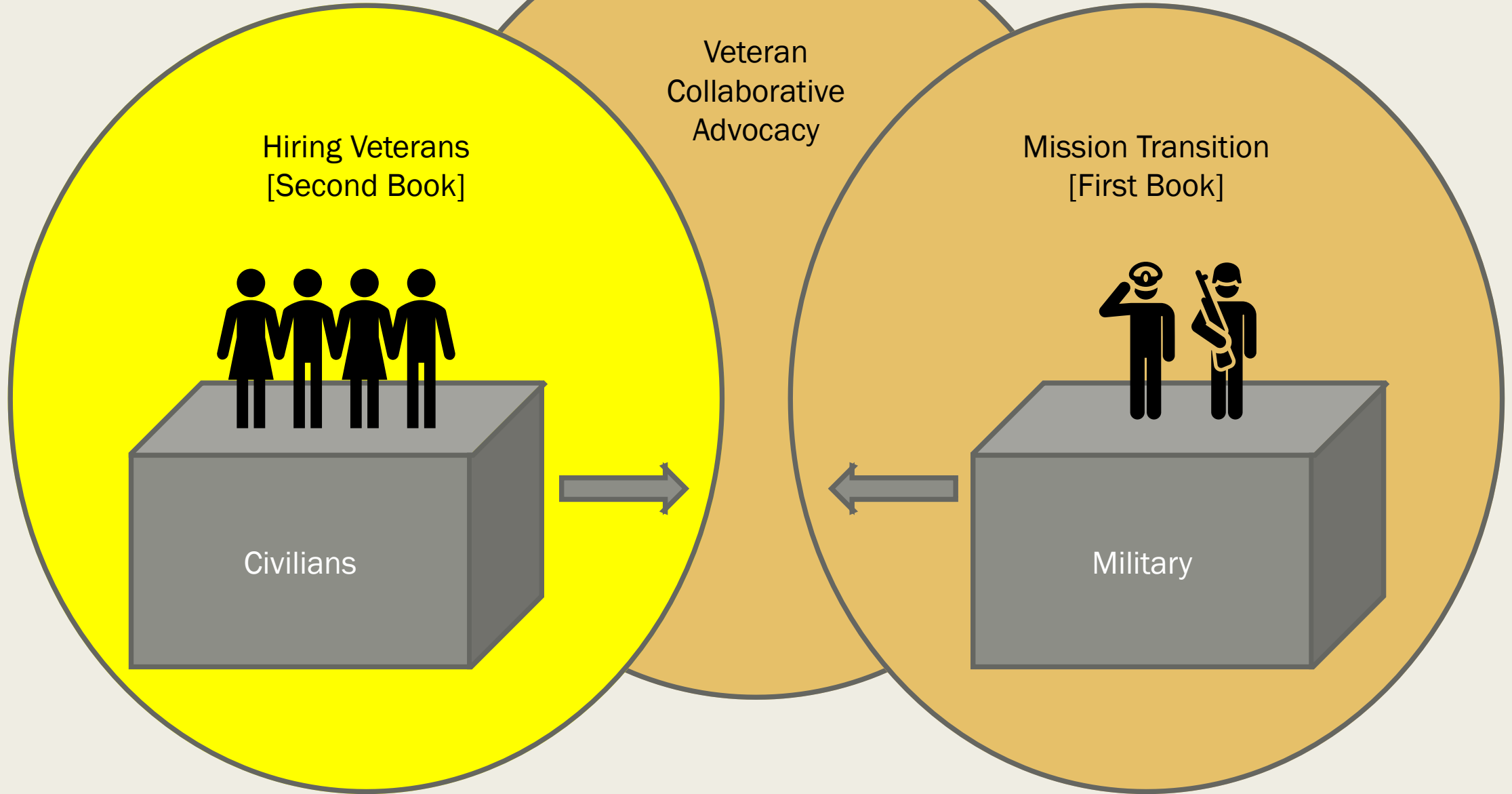
The Veteran Transition Process



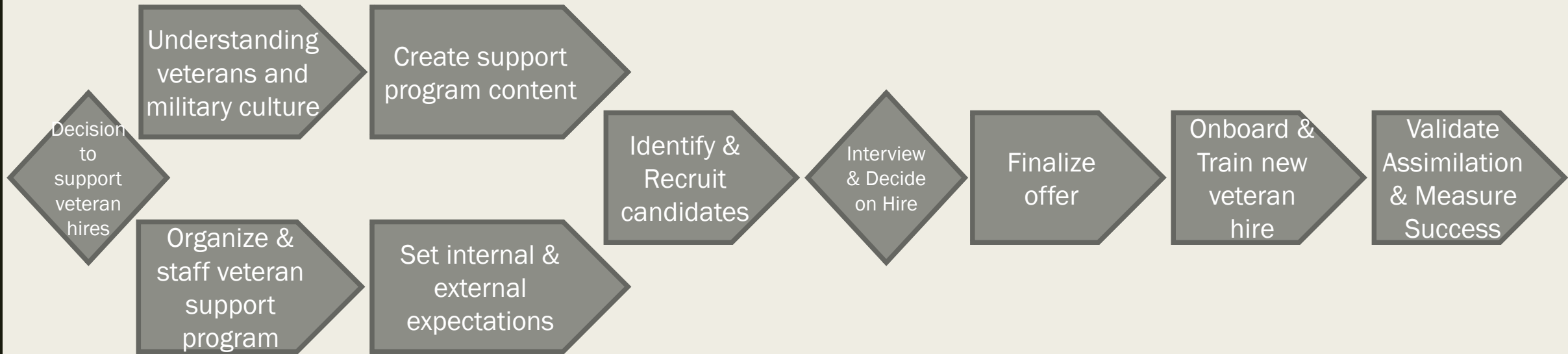
HIRING VETERANS



Closing the Gap




Hiring Veterans: The Assimilation Process




Over-riding Theme


Veterans are untapped sources of productivity and economic competitiveness



They are plentiful - and they are hiding in plain sight, separated by a common language



But recruiting, hiring, onboarding, training, and retaining them successfully requires additional effort



This resource shows you how

Case Studies

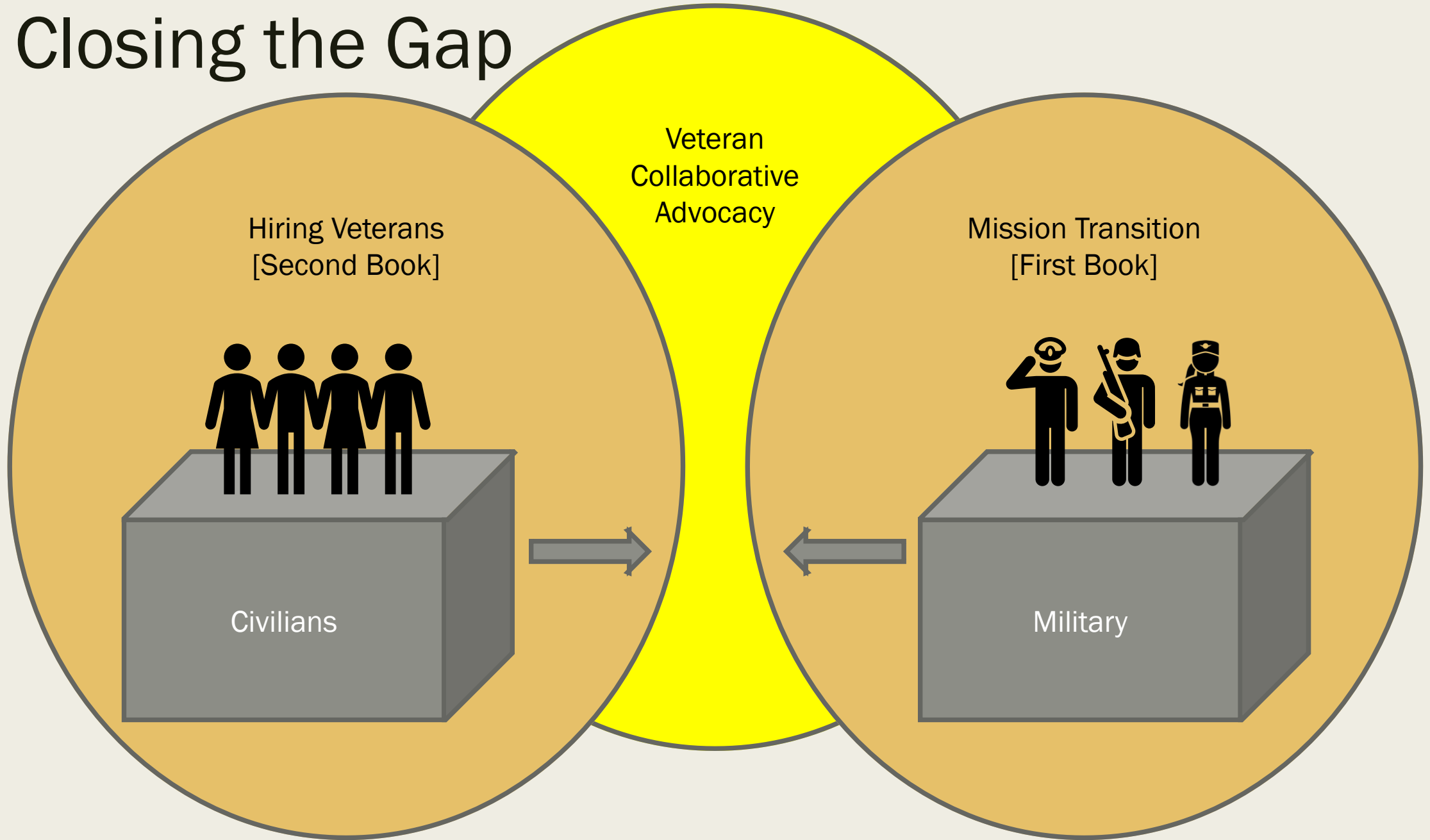
- Prudential
- Merck
- Amazon
- P&G
- Wal-Mart
- Deloitte
- Tesla
- USAA
- ADP
- Schlumberger
- Cajun Industries
- Performance Contractors



VETERAN COLLABORATIVES



Closing the Gap



Veteran Collaborative Lifecycle

~2-4 months

Convening

- Assess needs of veterans and military families in the region
- Assess existing services available to them
- Assess relevant partners to engage

~1-2 years

Mobilizing

- Collect and analyze data
- Identify governance and hiring needs
- Secure start-up funding
- Implement action plan

~2 years

Connecting

- Refine processes and policies
- Align people & organizations
- Evolve and strengthen necessary infrastructure
- Prepare for continued expansion

Scaling

- Develop economies of scale
- Align veteran needs to national resources and networks
- Create a seamless handoff from military to civilian life

Focus &
Impact

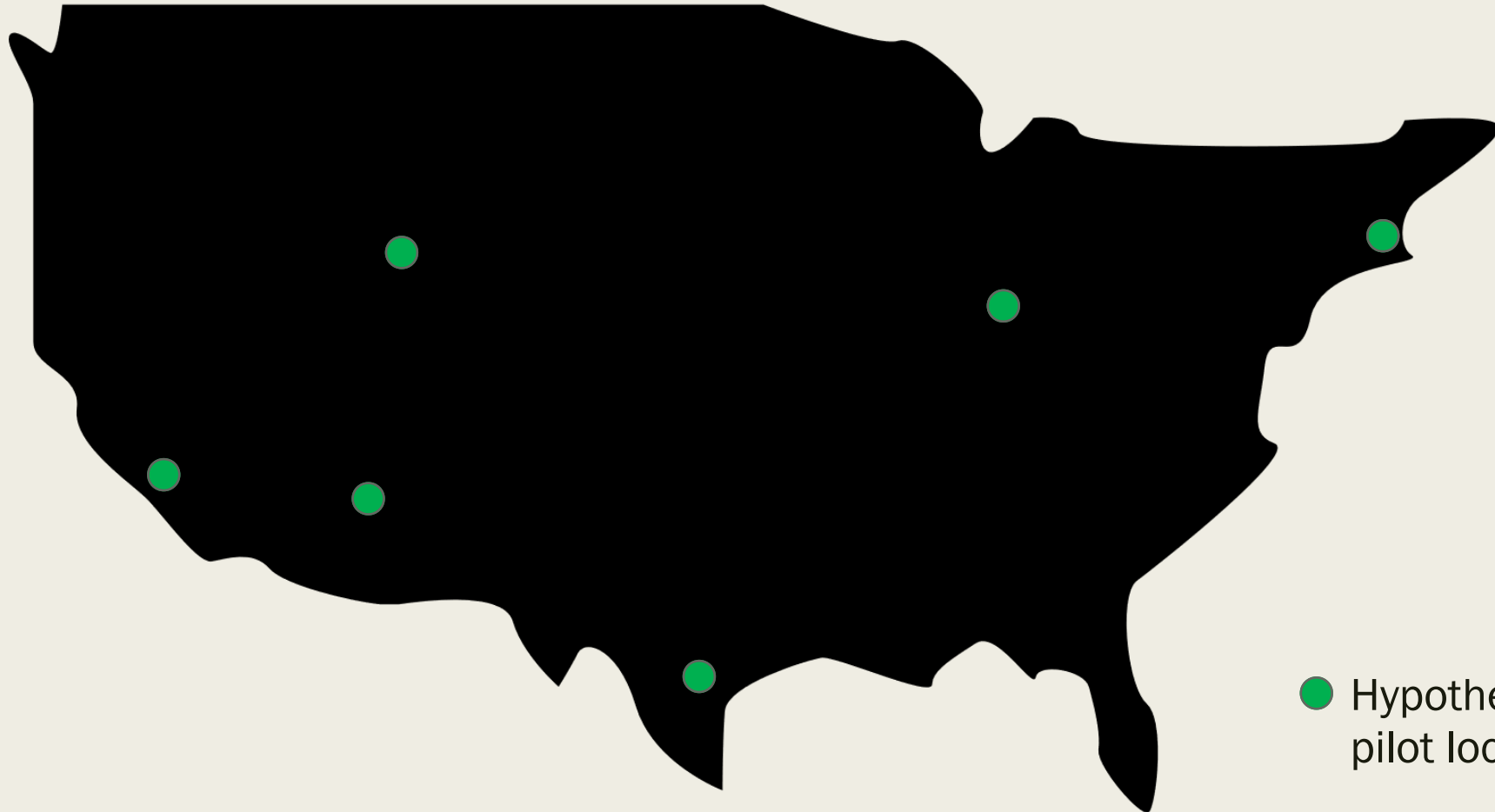
Local

National

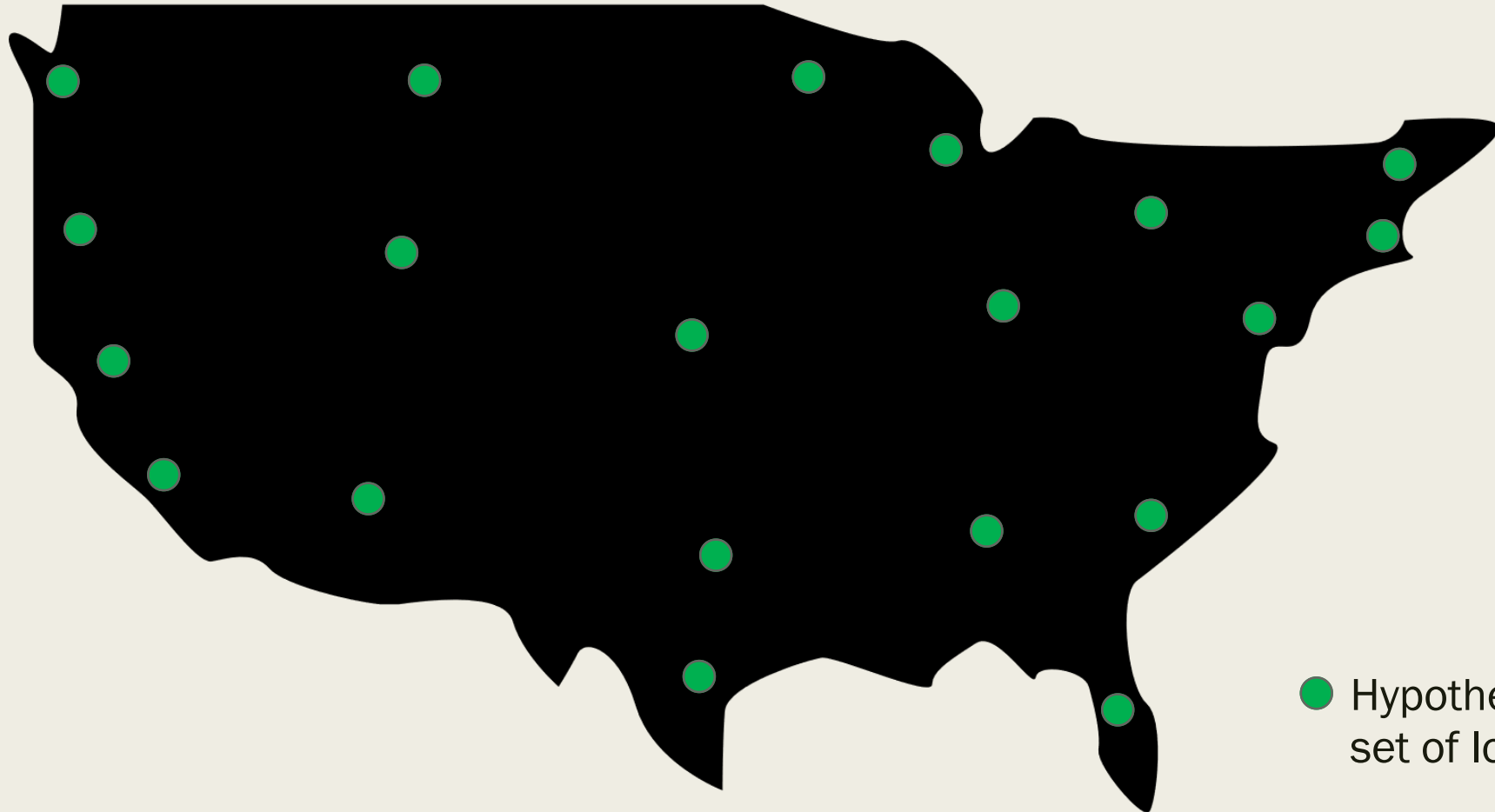
Ideal Veteran Value Chain



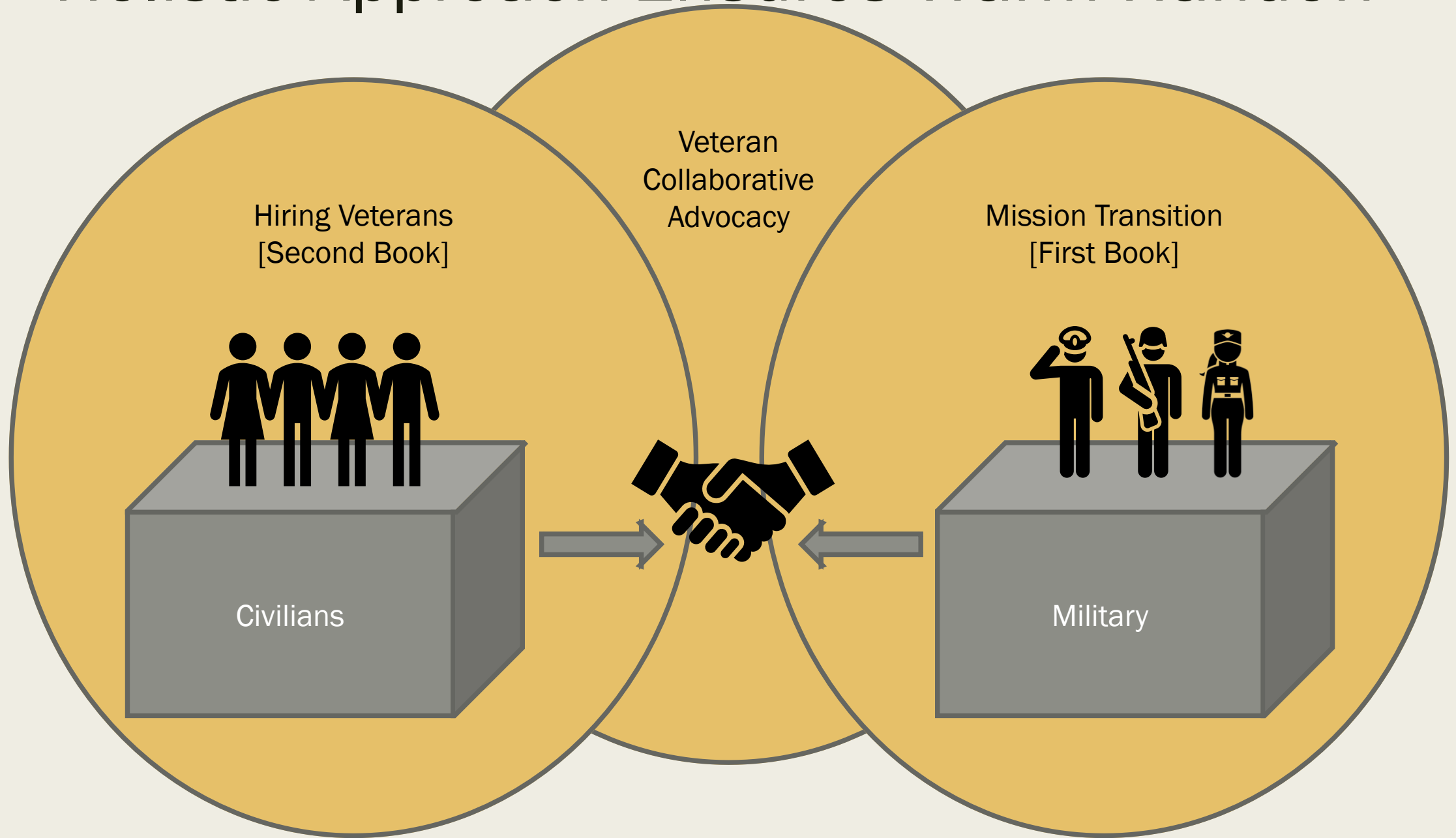
Goal: Nationwide Network of Veteran Collaboratives



Goal: Nationwide Network of Veteran Collaboratives



Holistic Approach Ensures Warm Handoff



A Warm Handoff Produces a Productive Economy, Which Effects a Competitive Nation



Service to the nation continues, just in other capacities

Questions?

Thank You!

- You can reach Matt Louis at:

Matthew J. Louis

Louis Advisors, LLC

A Veteran-Owned Small Business

513-314-9870 (mobile)



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