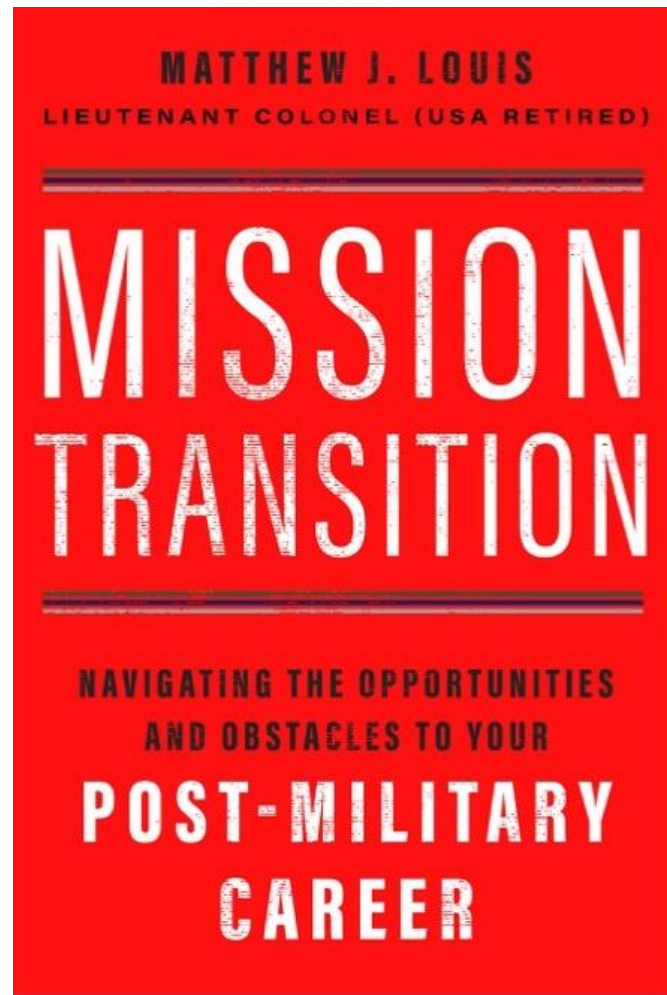
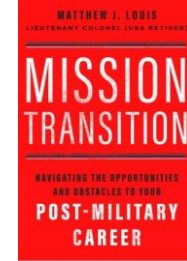


Mission Transition: The e-Course

MATTHEW J. LOUIS





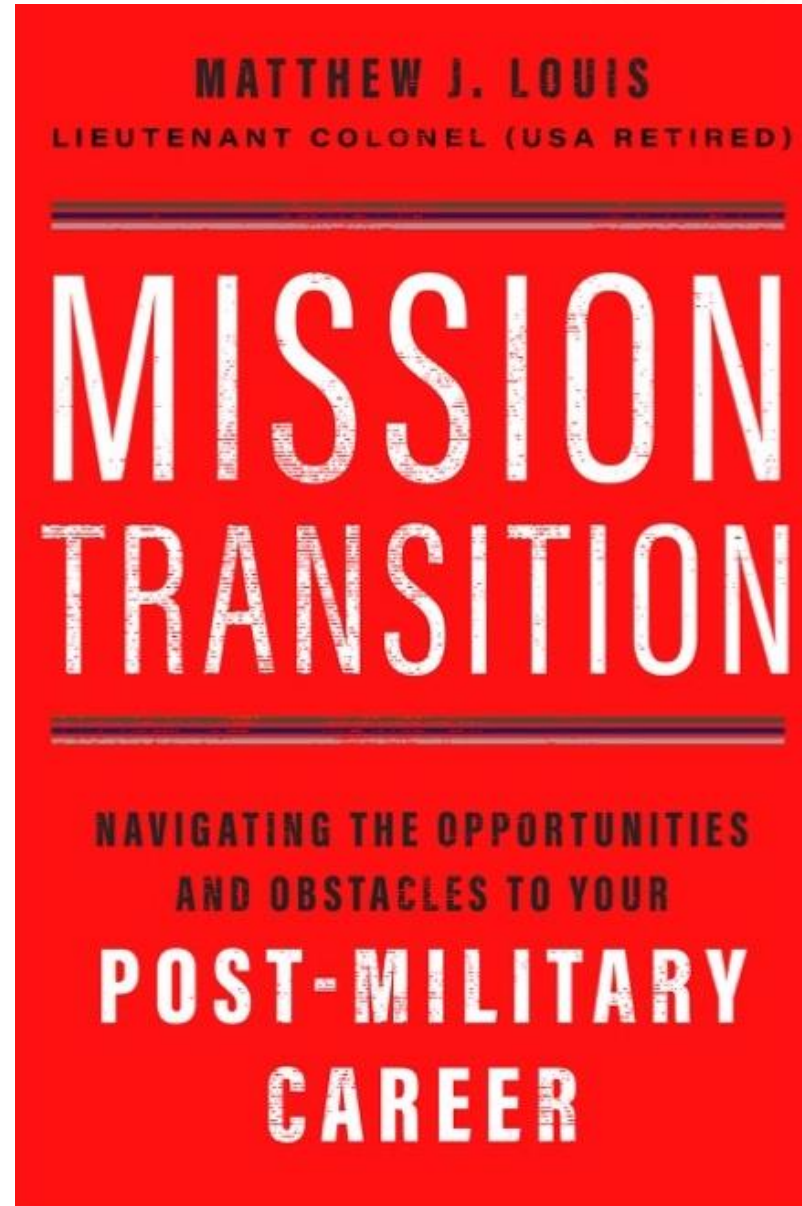
Preface: Why Compose This Course?

Since Mission Transition was published in 2019, I've consistently received a few pieces of feedback from readers:

- ▶ “You really ought to turn this into a course like how we are taught in the military”
- ▶ “It would be great if you could boil this down to the specific exercises that I could execute to get me fully employed in an optimal career field.”
- ▶ “There’s so much good stuff on your website. You should include that as part of the process.”

This course is my attempt to do just that – and then some. Getting our veterans fully employed in optimal career fields is Job #1. Whatever format works best for this audience to achieve that objective is my purpose. As I've written elsewhere, doing so not only addresses suicidality in the post-9/11 cohort, it gets an entire generation of Americans more fully productive in service to the economy of the greatest country on the planet. Please join me in this mission.

Introduction

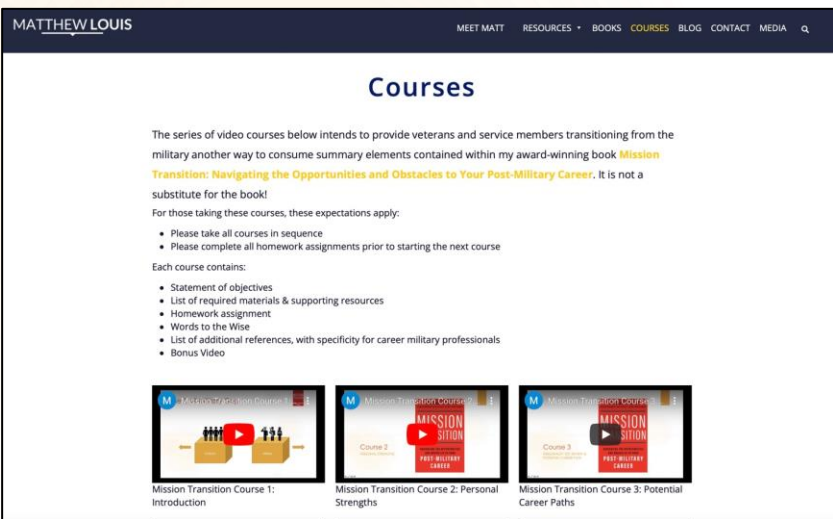




Welcome



In this e-Course, I've assembled the necessary steps and detailed exercises contained within **Mission Transition** and the resources and video courses on my website to best enable your successful transition from military service.



The most awarded book of its kind

- ▶ **Gold Medal** - Non-Fiction Military -- 2022 International Readers' Favorite Book Awards
- ▶ **Gold Medal** - Business / Career / Sales -- 2021 eLit Book Awards
- ▶ **Gold Medal** - Current Events (Foreign Affairs / Military) -- 2021 eLit Book Awards
- ▶ **Gold Medal** - Best Author Website (matthewjlouis.com) -- 2021 eLit Book Awards
- ▶ **Silver Award** -- 2021 Nonfiction Authors Association Book Awards
- ▶ **Bronze Medal (War & Military)** -- 2022 Global Book Awards
- ▶ **Bronze Award (Career)** -- 2021 Axiom Business Books Awards
- ▶ **Bronze Medal (Motivation / Improvement)** -- 2021 Living Now Book Awards
- ▶ **Book Excellence Award (Career)** -- 2023
- ▶ **Book Fest Book Award (Website/Overall Design, 2nd place)** -- 2023
- ▶ **Book Fest Book Award (Nonfiction Business - Careers, 3rd place)** -- 2023
- ▶ **Chanticleer International Book Awards (Military & Front Line, 1st place)** -- 2022
- ▶ **Incipere Book Award (Self-Improvement, 2nd place)** -- 2022
- ▶ **International Firebird Book Award (Career)** -- 2023
- ▶ **International Firebird Book Award (Military Nonfiction)** -- 2023
- ▶ **Outstanding Creator Awards (Best Non-fiction Book, 2nd place)** -- 2023
- ▶ **Outstanding Creator Awards (Best Military Book, 1st place)** -- 2023
- ▶ **Outstanding Creator Awards (Best Self-Help & How-to Book, 1st place)** -- 2023
- ▶ **Outstanding Creator Awards (Best Educational & Reference Book, 1st place)** -- 2023
- ▶ **Pinnacle Book Achievement Award (Career)** -- Fall 2022
- ▶ **Four Seasons Book Awards Finalist** -- Spring 2023
- ▶ **BooksShelf Nonfiction Writing Contest Finalist (Top 5%)** -- 2023
- ▶ **5 Stars** -- Readers' Favorite, February 2022
- ▶ **5 Stars** -- The Book Commentary, November 2021
- ▶ **Amazon Best-Seller** - #1 in Job Markets & Advice, November 2022

A first-of-its-kind resource:

- ▶ Process-based
- ▶ Strengths-focused
- ▶ WHO before WHAT
- ▶ Practical, field manual-like style
- ▶ Thoroughly researched, leveraging commercial best practices

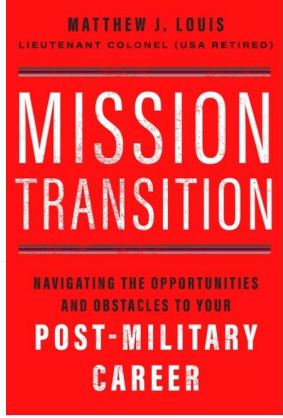
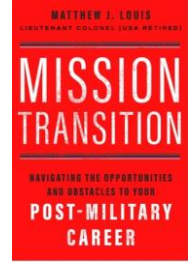


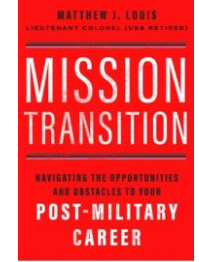
Table of Contents

Please populate these columns and track your progress.



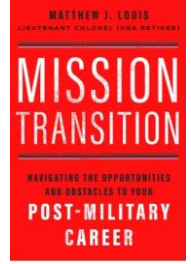
Chapter	Goals	Target Completion Date*	Actual Completion Date
1. The Civil-Military Gap & Mission Transition	• •		
2. Personal Strengths	• •		
3. Personality Test Review & Career Path Options	• •		
4. Career Preferences	• •		
5. Personal Brand	• •		
6. Federal Resume Basics	• •		
7. Civilian Resume Basics	• •		
8. Skills Translation	• •		
9. Network Identification	• •		
10. Network Engagement	• •		

Table of Contents (continued)



Chapter	Goals	Target Completion Date*	Actual Completion Date
11. Federal Applications	• •		
12. Civilian Applications	• •		
13. Interview Preparation	• •		
14. Interview Conduct	• •		
15. Understanding Your Financial Needs	• •		
16. Negotiating & Finalizing The Job Offer	• •		
17. Cultural Assimilation	• •		
18. Onboarding & Support Networks	• •		
19. Refining Your Approach	• •		
20. Using and Contributing To Online Resources	• •		
21. Deciding Whether to Join the Guard or Reserve	• •		

Required Materials



Reading

- Mission Transition: Navigating the Obstacles and Opportunities to Your Post-Military Career
- My Website: [matthewjlouis.com](https://www.matthewjlouis.com)

Exercises

- Notebook / diary
- Pen / pencil

Technology/Tools

- Computer with standard software
- Web access to <https://www.matthewjlouis.com>

Resources

Web & Software Tools

Matthewjlouis.com
for

- Tools
- Templates
- Worksheets
- Calculators
- Samples
- Downloads

Social Media

LinkedIn
Matt Louis

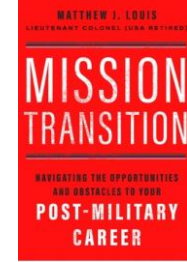
Facebook
@MatthewJLouis

Twitter
@MatthewJLouis1

Study Groups

Highly encouraged

Form your own

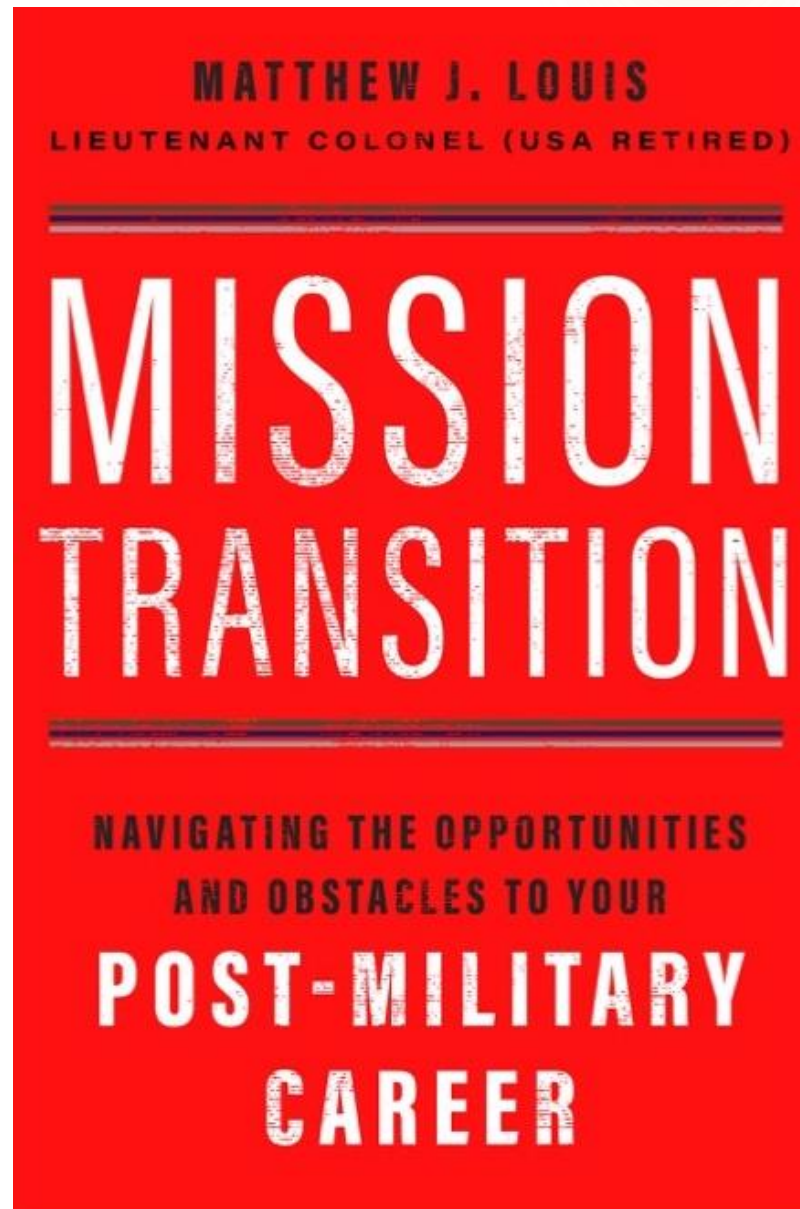


Course Expectations

- ▶ Complete all chapters in sequence (with the possible exception of Federal vs Civilian resumes and applications, where you might only complete one of the applicable chapters on each topic)
- ▶ Complete all exercises in each chapter in the order presented
- ▶ Complete all chapter homework assignments prior to starting the next chapter
- ▶ Each chapter will contain:
 - ▶ Statement of objectives
 - ▶ Content specific to its topic, with reference to its relevant sources
 - ▶ A homework assignment
 - ▶ Words to the Wise
 - ▶ List of additional references, with Career Military Professional (CMP) specificity noted where applicable

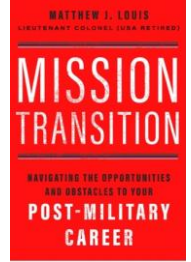
Chapter 1

THE CIVIL-MILITARY GAP
& MISSION TRANSITION



Chapter 1 Objectives

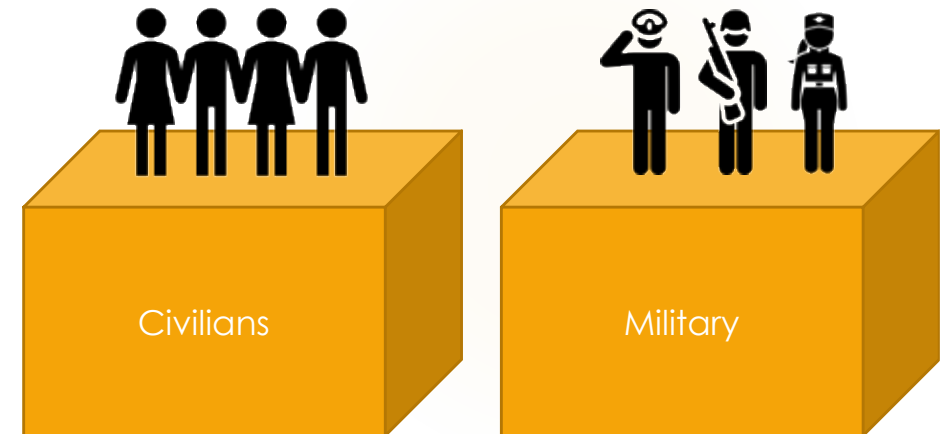
Content in this chapter parallels content in the Introduction of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand Depth of the Civil-Military Divide and the Challenges it Poses to a Successful Transition From the Military	Understanding	Attain needed perspective to relate the balance of the chapters to your personal situation
Understand Intent of Mission Transition	Understanding	

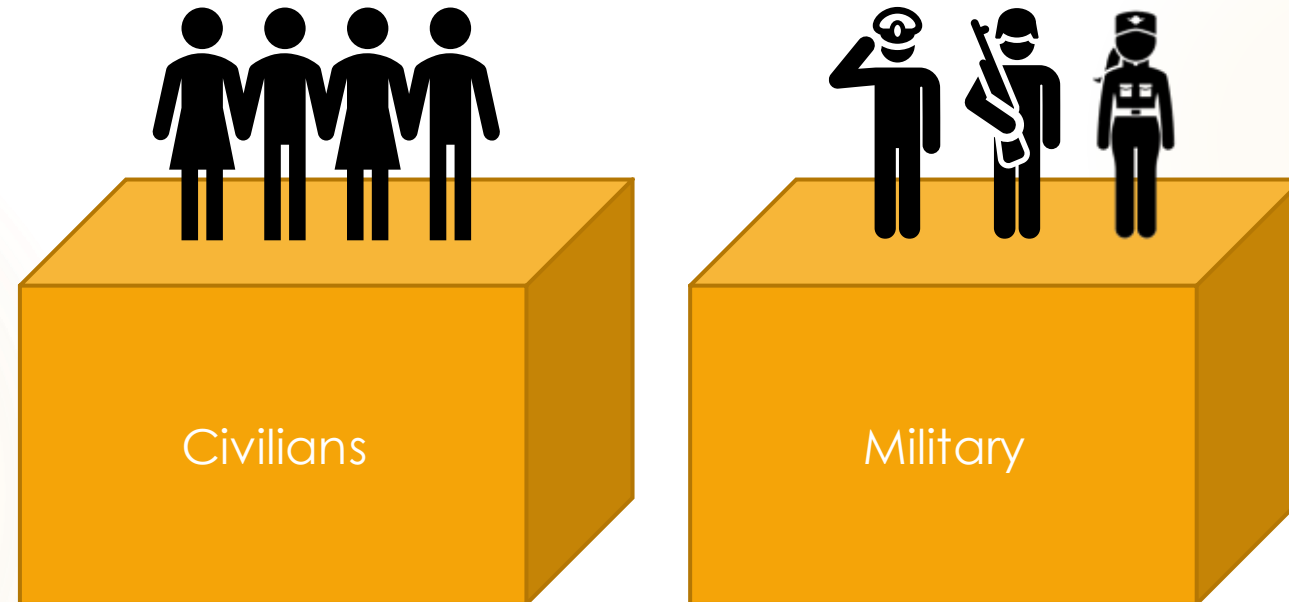
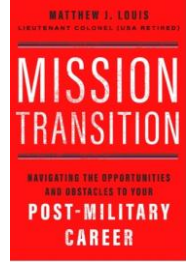
The Civil-Military Gap – A Definition

- ▶ 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

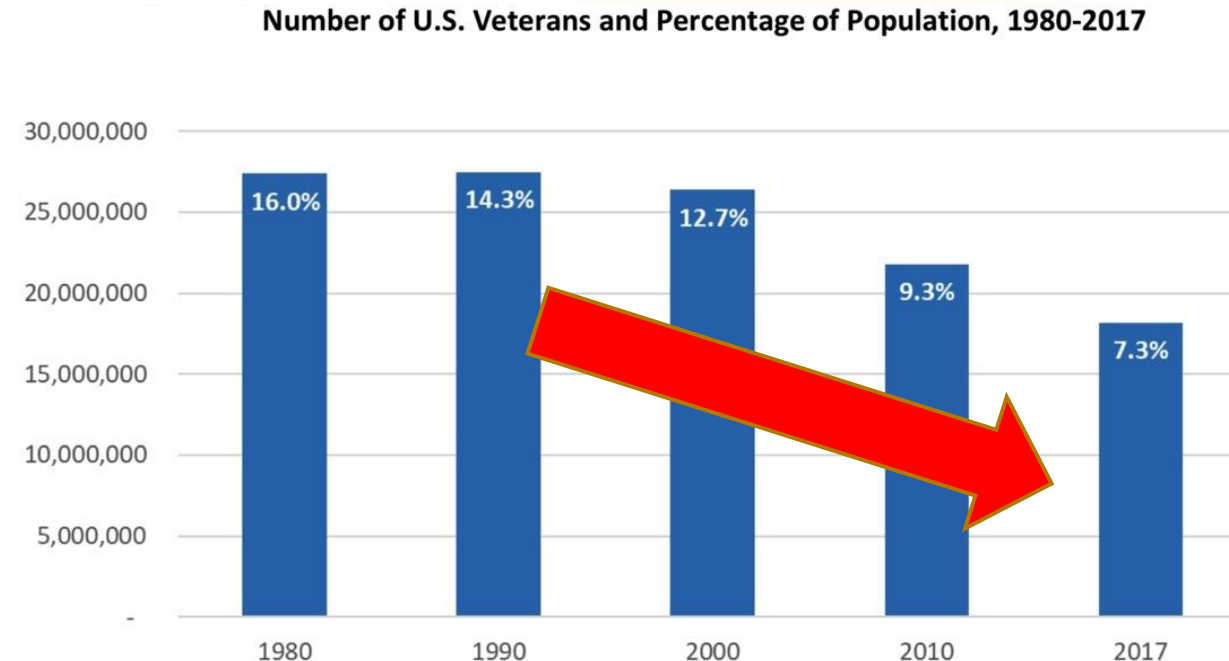
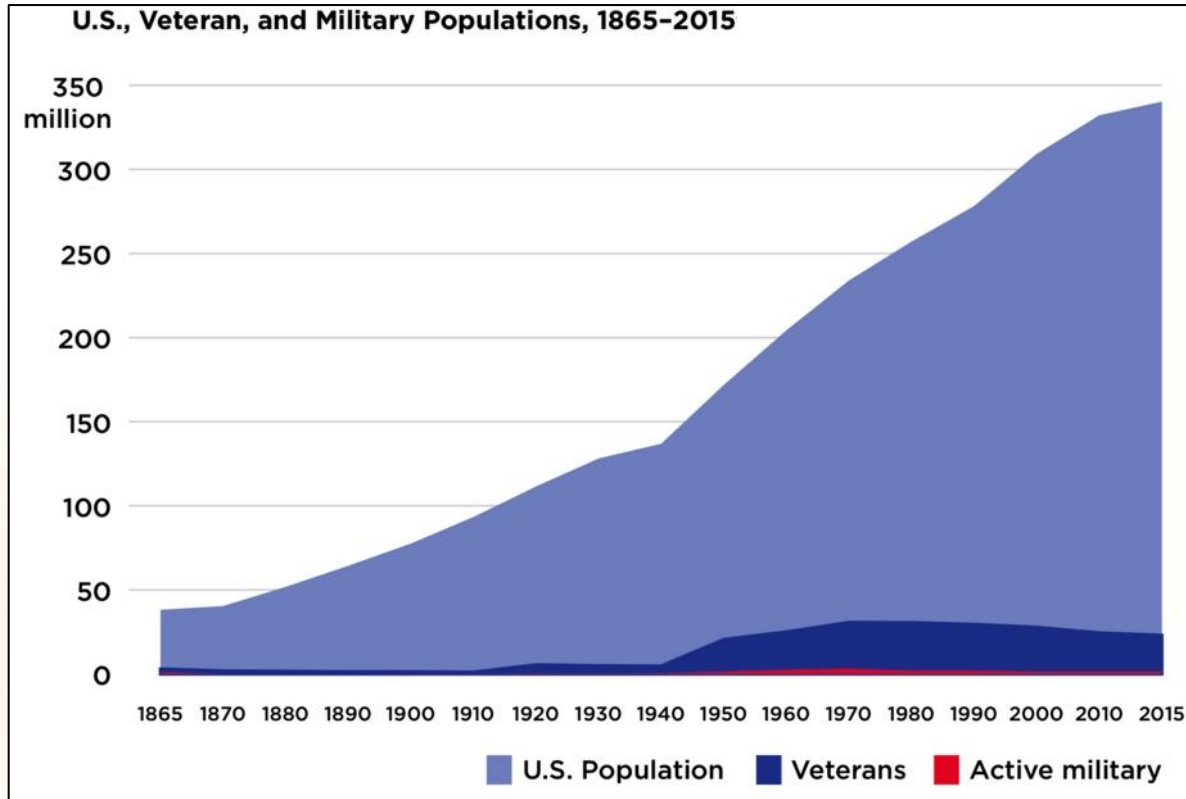
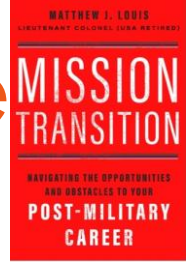


This drives a fundamental disconnect between what veterans expect of employers and what employers expect of veterans

The Civil-Military Gap - Illustrated

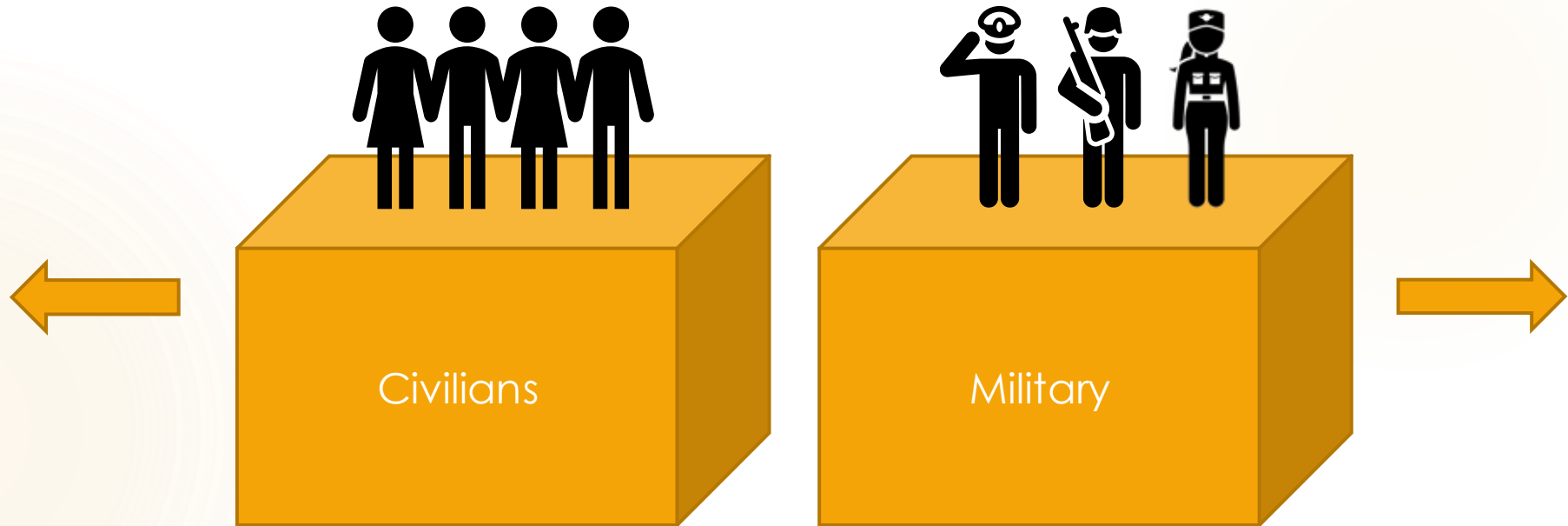
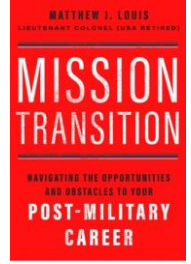


Veterans make up less than half the % of the US population they did a generation ago



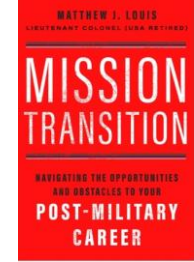
Sources: (Above) Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 2.
 (Right) Texas Workforce Investment Council, "Veterans in Texas: A Demographic Study," September 2019, 4.

The Civil-Military Gap

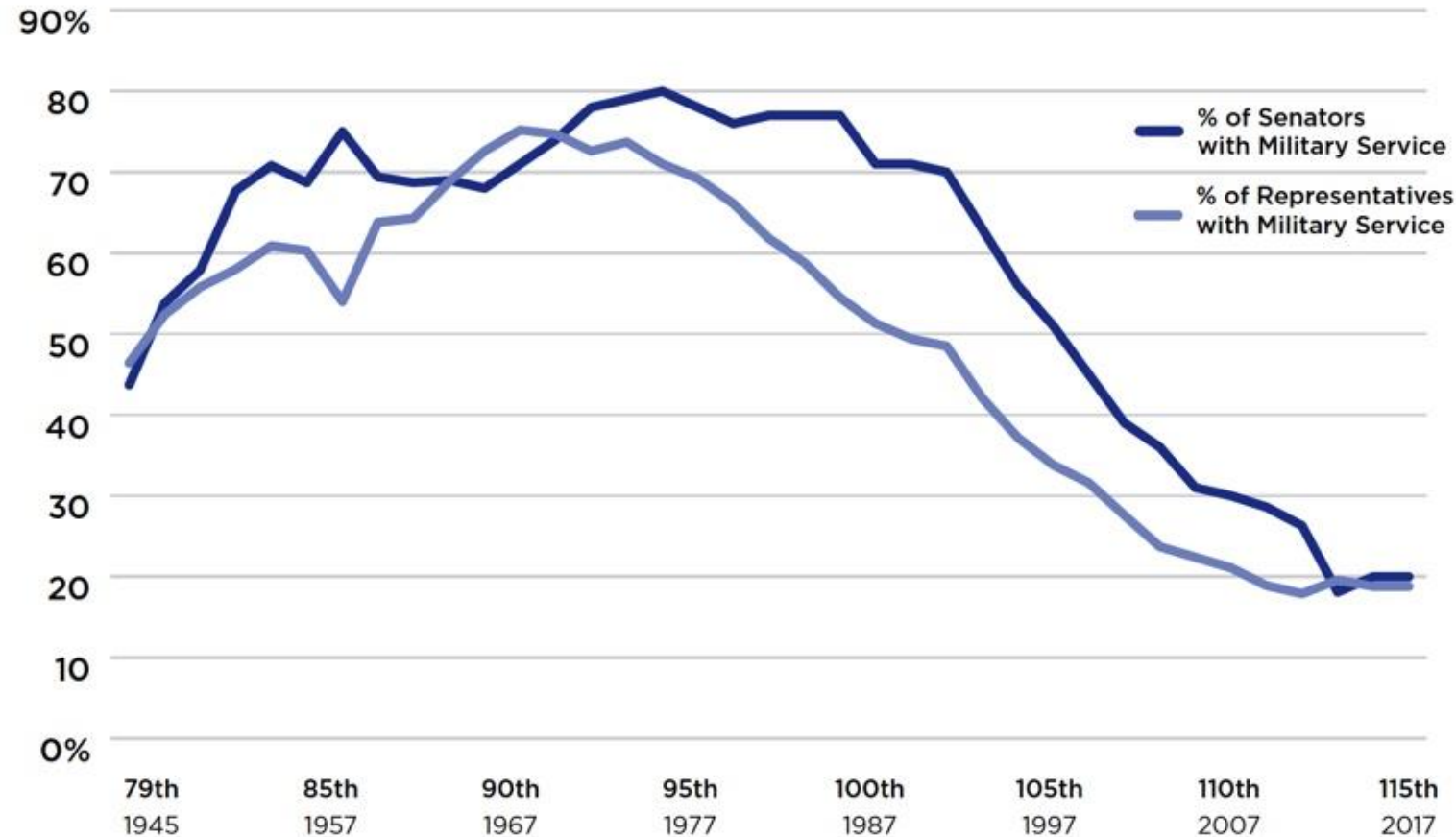


This lack of knowledge, familiarity, and interaction draws us apart

Elected veteran leadership is at an historic low¹



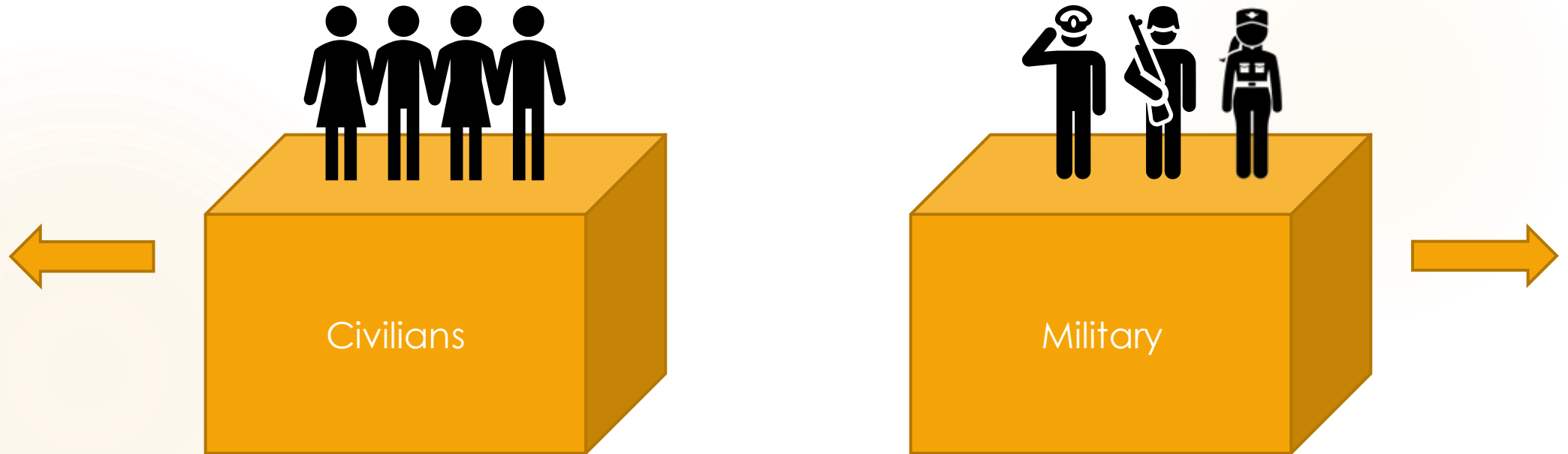
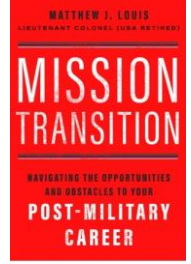
Percentage of Veterans in the House and Senate,
79th Congress-115th Congress (1945-2017)



- 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

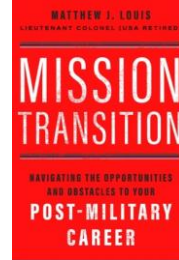
Sources: ¹Phillip Carter, Amy Schafer, Katherine Kidder and Moira Fagan, "Lost in Translation: The Civil-Military Divide and Veteran Employment," Center For a New American Security, June 15, 2017, 3. ²Bruce Drake, "On Memorial Day, public pride in veterans, but at a distance," Pew Research Center, May 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

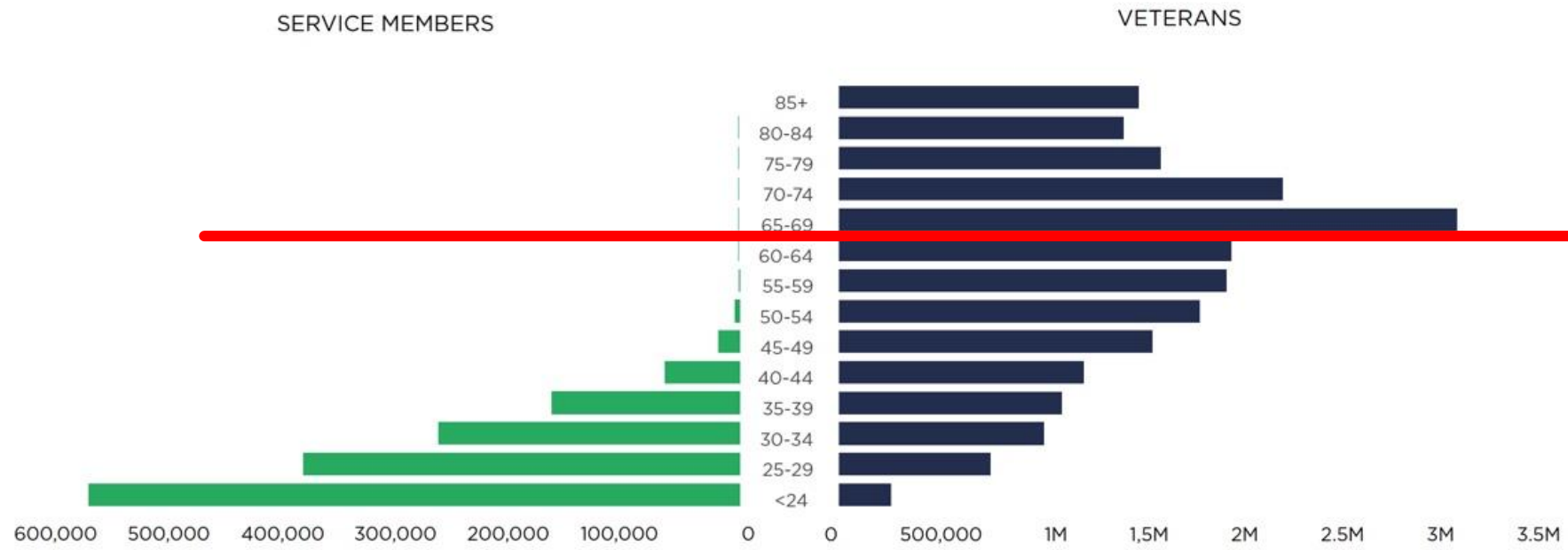


This lack of knowledge, familiarity, and interaction draws us further apart

Many veterans are entering a workforce whose leaders no longer include them



Service Members and Veterans by Age



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%

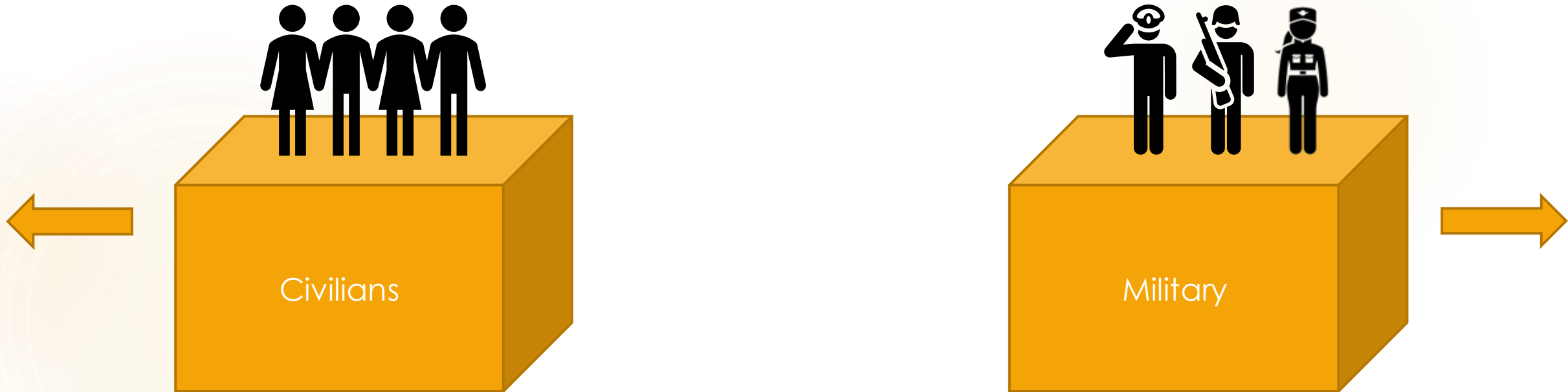
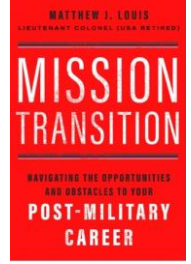
Percentages of U.S. Veterans and Nonveterans by Age Categories, 2017

Age Categories	Veterans	Nonveterans
18 to 34 years	8.9%	31.5%
35 to 54 years	23.5%	33.9%
55 to 64 years	17.7%	16.7%
65 to 74 years	26.7%	10.7%
75 years and over	23.3%	7.2%
Total	18,204,605	232,843,045

Table note: 2017 ACS summary table data.

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," June 2019, 6. 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/accountswsj.

The Civil-Military Gap

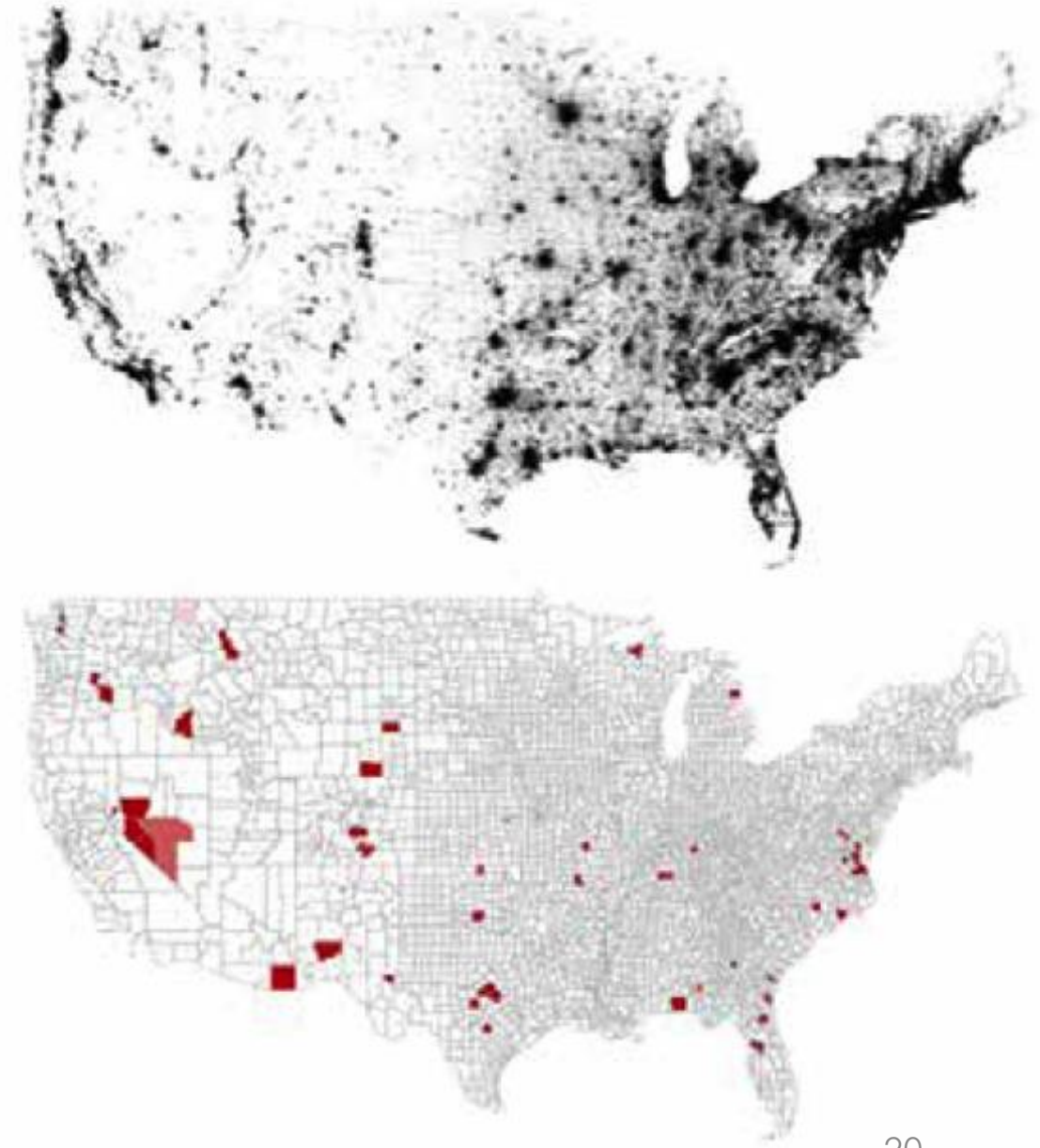


This lack of knowledge, familiarity, and interaction draws us further apart

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
- ▶ 80 percent of organizations do not have veteran-specific recruiting programs³
- ▶ 71 percent of organizations do not provide hiring managers or recruiters training on veteran hiring³
- ▶ 52 percent do not provide onboarding or transition support to veteran hires³

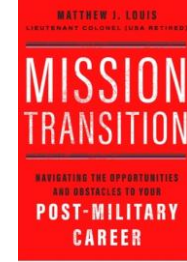
Densest Areas of US Population (Per Capita) versus the 50 Densest County Veteran Populations (Per Capita)



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/>.

³Roy Maurer, "8 in 10 Employers Lack Recruitment Programs for Veterans," Medium.com, May 25, 2015, accessed August 26, 2022, <https://medium.com/@HRCaroline/8-in-10-employers-lack-recruitment-programs-for-veterans-3426e6ba72ae>.



The Civil-Military Gap



This lack of knowledge, familiarity, and interaction draws us further apart

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

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

~70% of veterans
transition short of
retirement and
without a
pension²

~Half agree they
are not prepared
to successfully
navigate the
transition to
civilian life³

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_REVISIED_digital.pdf.

So What?

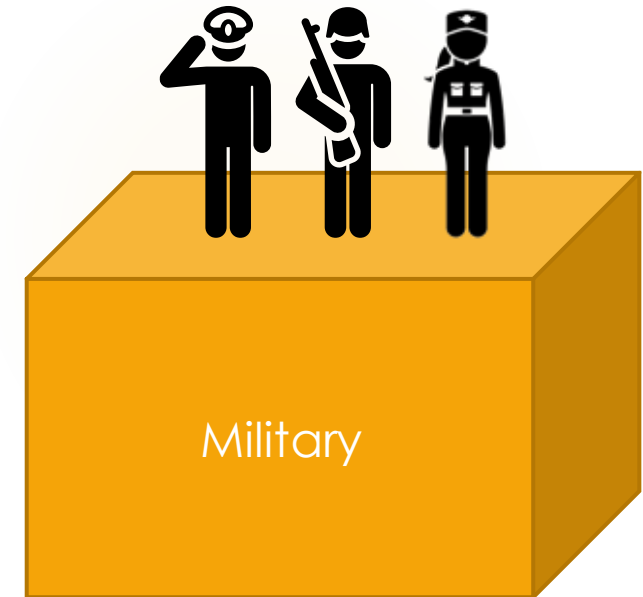
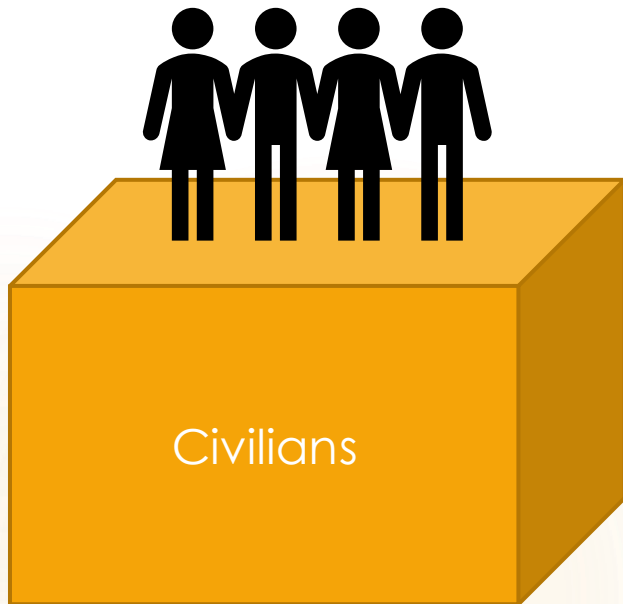


- ▶ More veterans are entering a nation...
 - ▶ Whose elected leaders don't represent them
 - ▶ Whose corporate leaders don't include them
 - ▶ Whose population doesn't look like them or live near them
 - ▶ Whose employers don't understand them
 - ▶ ...and for which they are unprepared
- ▶ Employers, 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

This is not a recipe for success

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
- The suicide rate among post-9/11 veterans more than doubled between 2006-2016⁴



This is the chasm that all service members must cross upon leaving the military

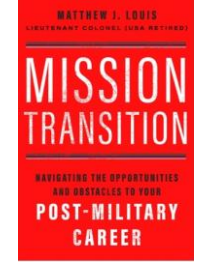
Sources: ¹U.S Department of Veterans Affairs, "2015 Veterans Economic Opportunity Report," accessed October 30, 2017,

<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_digital.pdf.

⁴ 2019 National Veteran Suicide Prevention Annual Report. See Matthew J. Louis, "Ending Post-9/11 Veteran Suicide: A summary of the causes of - and potential solutions to - a nation-wide scourge," March 2020, <https://matthewjlouis.com/media/post-9-11-veteran-suicide-white-paper/>.

Civil – Military Gap Quiz



- ▶ Q: As of 2017, what percentage of the US population were veterans?
- ▶ Q: Is that percentage expected to increase or decrease in the coming decades?
- ▶ Q: What percentage of the US population has served on activity duty since 9/11?
- ▶ Q: According to the Wall Street Journal, what percentage of CEOs have any military experience?
- ▶ Q: What percentage of veterans believe they are successfully prepared to transition from the military?
- ▶ Q: On average, how long will most post-9/11 veterans be unemployed upon leaving active duty?
- ▶ Q: What is the average time most veterans spend in their first civilian job?
- ▶ Q: What percentage of veterans are not in their preferred career field by their sixth post-military job?

A:

A: 7.3%

A:

A: Decrease - by a third

A:

A: 0.5%

A:

A: 2.6%

A:

A: ~50%

A:

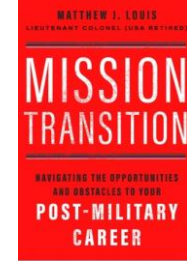
A: 22 weeks

A:

A: 1.56 years

A:

A: ~50%



However...

- ▶ Veterans accrue significant skills during time in service that are highly valued by civilian employers
- ▶ When fully employed in optimal career fields, veterans tend to meet with success

Finding an initial position in your preferred career field will nearly double your career earnings, job duration, and rate of retention.¹

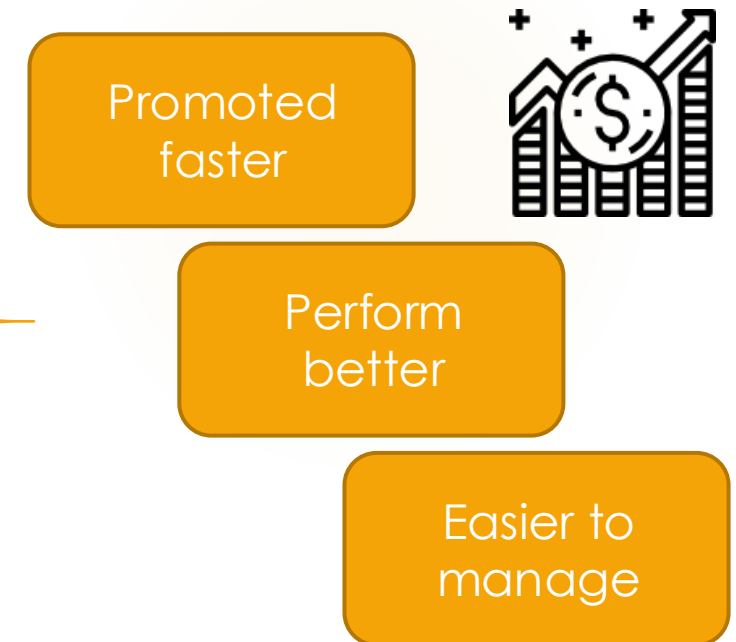
Source: ¹ Maury et al., "Workforce Readiness Alignment," https://ivmf.syracuse.edu/wp-content/uploads/2016/08/USAA_paper3_8.30.16_REVISIED_digital.pdf.

Business Value of Veterans

Studies show that veterans demonstrate the following characteristics:

- ▶ 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

...and they tend to be...



...than their non-veteran peers

Source: Institute for Veterans and Military Families, "The Business Case for Hiring a Veteran: Beyond the Clichés," *Institute for Veterans and Military Families*, March 5 2012, accessed October 30, 2017, <https://ivmf.syracuse.edu/article/the-business-case-for-hiring-a-veteran-beyond-the-cliches/>.

Demand & Supply of Workplace Skills

Most Important Skills Cited by Civilian Employers for Workplace Success

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

Skills Strengthened or Enhanced by Military Service

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

Bottom Line: The skills most cited for workplace success in the civilian world are precisely those that our veterans possess by virtue of their military experience.

Sources:

- The 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.
- C. 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/>.

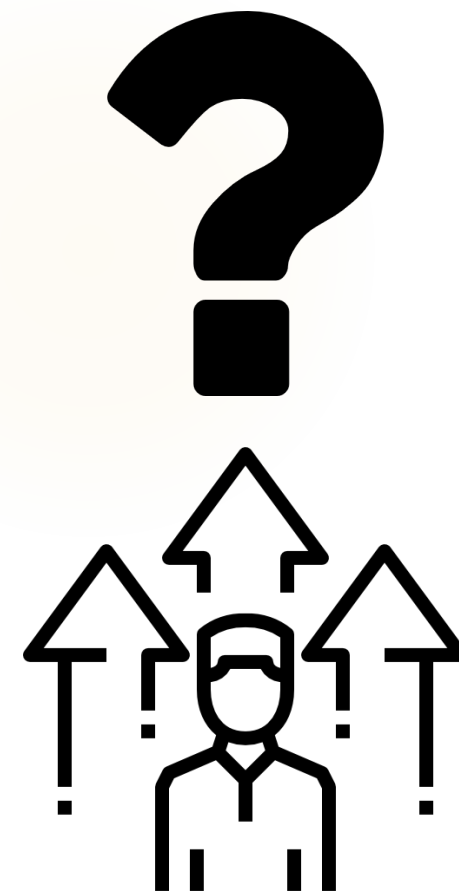
Mission Transition Helps Bridge the Divide by Offering Veterans a Clear Path Forward

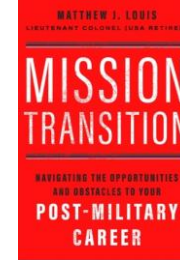
The book holistically address this important question:

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

The goal of the book is:

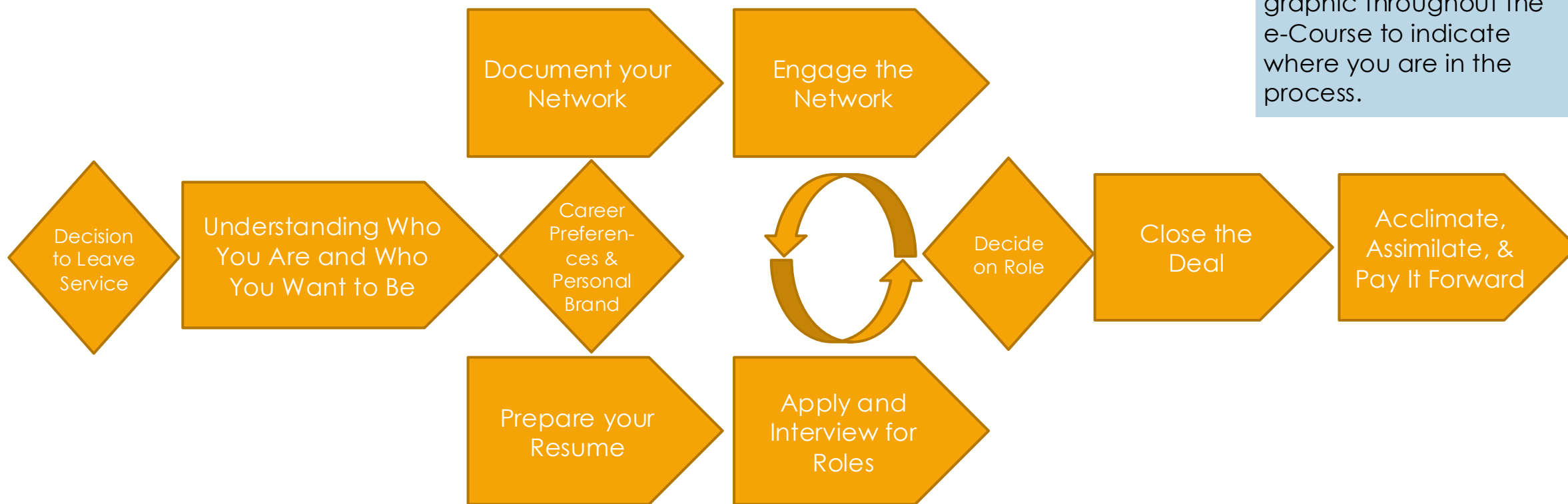
Full employment for all transitioning service members in their optimal career fields





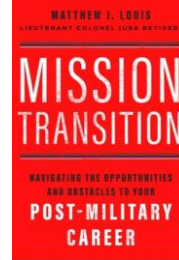
Mission Transition

THE VETERAN TRANSITION PROCESS

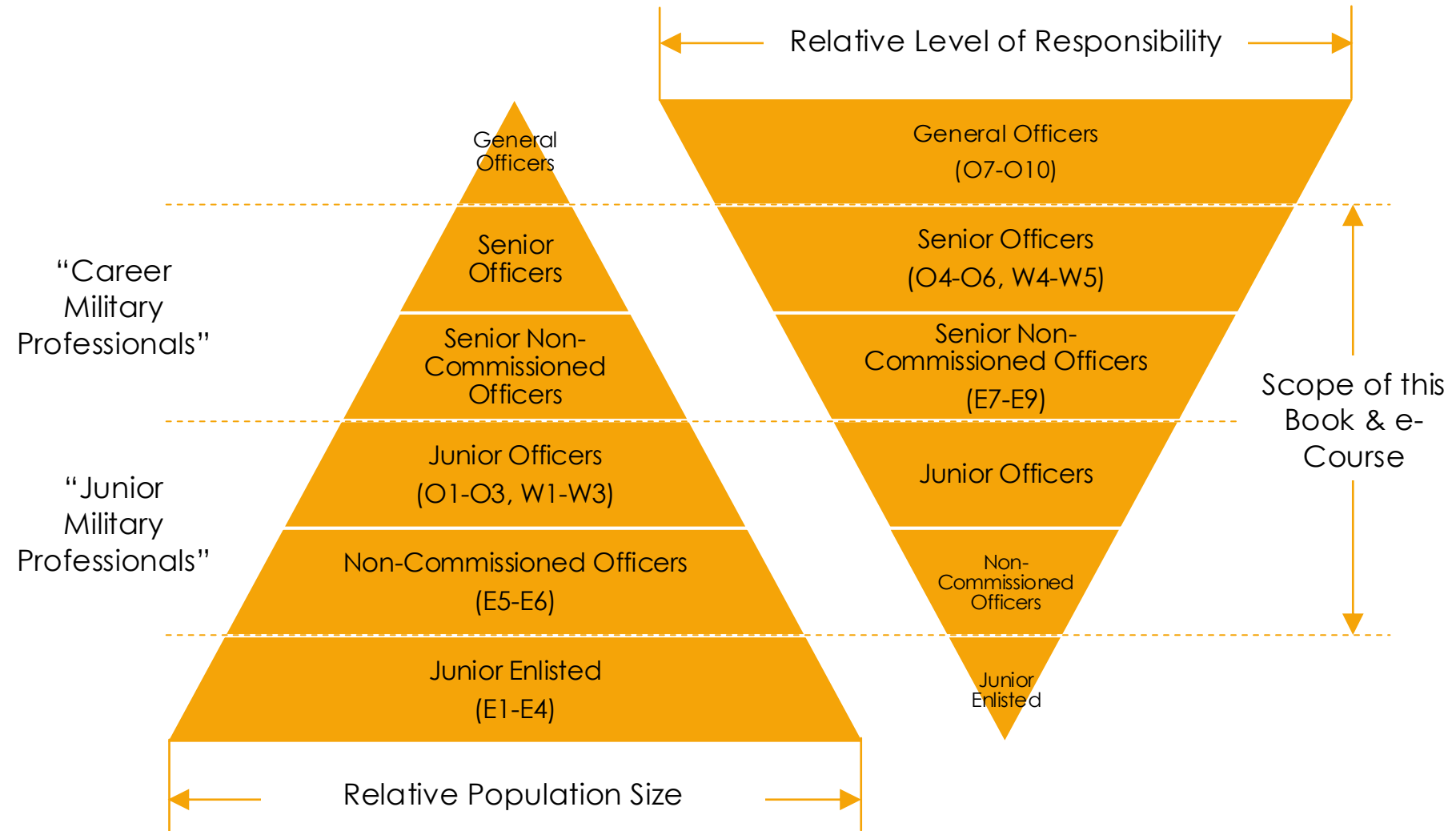


I will reference this graphic throughout the e-Course to indicate where you are in the process.

Both the book and this e-Course are organized on this basis.



Scope of Mission Transition



Junior Enlisted and General Officer populations will benefit from Mission Transition and this e-Course.

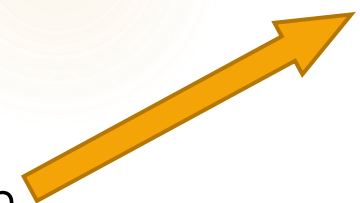
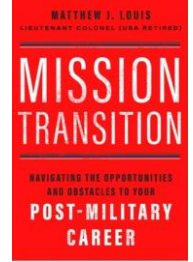
However, there tends to be a greater variability of issues these populations experience that are not sufficiently covered by either.

Transition Planning Calendar

Please use this calendar to populate your goals and completion dates in the Table of Contents.

Activity	<div style="border: 1px solid black; padding: 5px; display: inline-block;"> Complete TAP </div>																							
	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	Month 21	Month 22	Month 23	Month 24
Identify your strengths Identify personality type and related careers Explore typical career options and skill requirements		★																						
Identify industry, geographic, role preferences Recognize lifestyle factors Define personal brand																								
Document and translate past performance Create tailored résumés Solicit feedback from friendly civilians in the know																								
Identify target employers and decision makers Define your network																								
Create stories to highlight your strengths, skills, and experience Research your targets and decision makers Engage the network: Conduct informational interviews, job shadowing, internships, career-skills program Execute social media strategy											★													
Practice interviews Assemble wardrobe Conduct interviews and follow-up																								
Understand your financial needs Research salary ranges Research support networks at the organization Negotiate opportunity and 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 veterans network																								

Homework



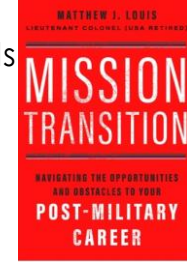
- ▶ If you haven't already, secure a copy of Mission Transition
 - ▶ You can find one anywhere books are sold
- ▶ Access my website for additional resources:
 - ▶ www.matthewjlouis.com/Resources

The screenshot shows the website navigation menu for Matthew Louis. The 'RESOURCES' menu is expanded, displaying a grid of 15 resource links arranged in three columns and five rows.

MATTHEW LOUIS			MEET MATT	RESOURCES ▼	BOOKS	BLOG	CONTACT	MEDIA
Mission Transition Lessons Learned	Veteran Employment Details by State	Wardrobe "Basic Load"						
Mission Transition Additional Reading	Veteran Guard & Reserve Guidance	Financial Needs Exercises						
Keys to Franchising Success	Apprenticeships & Rotational Programs	Budget Pro Forma Template						
Returning to College	USAJOBS Resume Builder	Veterans Benefits Timetable						
DoD Contractor Restrictions	Military to Civilian Thesaurus	Mission Transition Bibliography						
Corporate Functions List	Sample Resumes, Letters & Notes	Prioritization Matrices						
Contact List Template	Veteran Collaboratives	Transition Data						

Words to the Wise

- ▶ Start early. Taking this recommended approach a year or more prior to your transition is preferable.
- ▶ Your personal strengths and skill sets acquired through time in Service are valuable. But no one will understand them – and take advantage of them and you – if you think and speak as you do today. Change is a requirement for almost everyone.
- ▶ Do what works for you – not someone else (friends, spouses, etc.). You are unique. You have unique experiences and strengths that will translate into a career path that is best for you alone.
- ▶ Don't succumb to frustration. This is hard work and will take time and effort. Your future and your family's future is worth your every effort.
- ▶ Have an open mind. Give yourself the freedom to think in new ways. New thinking will be required; most hiring managers do not think like you do.
- ▶ The future is yours for the taking. If nothing is ventured, nothing is gained. Go get it!
- ▶ Confront the brutal facts. You are not entitled to a job, and no employer will simply give you one. Just as you earned everything you ever did in the military, the same will be true as you enter the civilian world.
- ▶ You are the next 'greatest generation' in waiting. You have much left to do in life. Service doesn't stop when you take off your uniform. The world needs you. The world awaits. Do not disappoint.

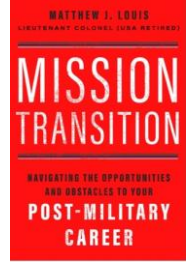


Additional Resources

Resource	Description
<p>Lead Yourself First Inspiring Leadership Through Solitude By Raymond M. Kethledge and Michael S. Erwin</p>	<p>To lead others, you must first lead yourself. To lead yourself, you must first determine your goals – with enough clarity and conviction to hold fast to them. This requires purposeful thought and solitude. This book shows you how to get there.</p>
<p>On Grief and Grieving Finding the Meaning of Grief Through the Five Stages of Loss By Elisabeth Kübler-Ross and David Kessler</p>	<p>Explains how the process of grieving helps us live with loss</p>
<p>PsychArmor Institute https://psycharmor.org/</p>	<p>National nonprofit that provides free education to anyone who works with, lives with or cares for Veterans, service members and/or their families</p>
<p>Rites of Passage at \$100,000 to \$1Million+* Your Insider's Lifetime Guide to Executive Job-Changing and Faster Career Progress By John Lucht</p>	<p>Bestseller on executive job-changing and career management.</p>

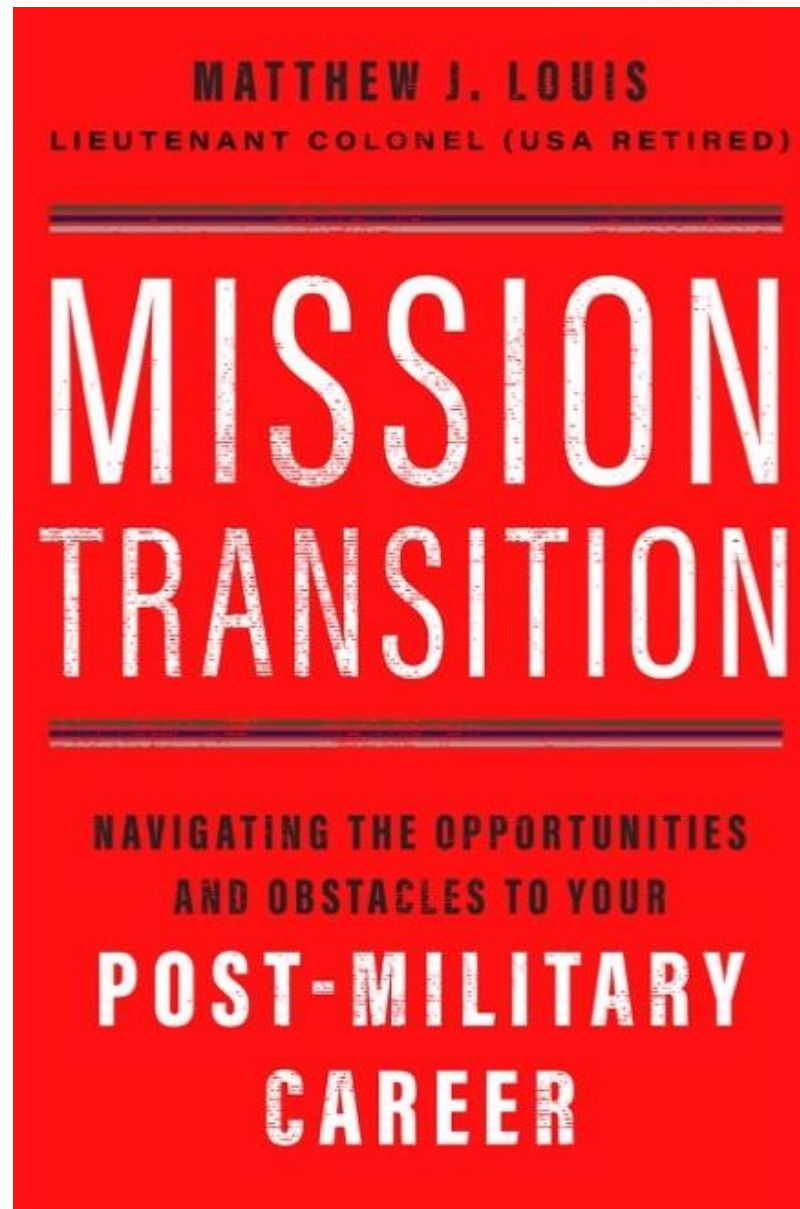
Notes

Use this page at the end of every chapter to capture your thoughts, your learnings, questions to research, or notes on your progress. I also welcome your feedback at matt@matthewjlouis.com



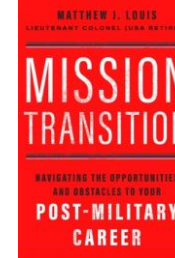
Chapter 2

PERSONAL STRENGTHS

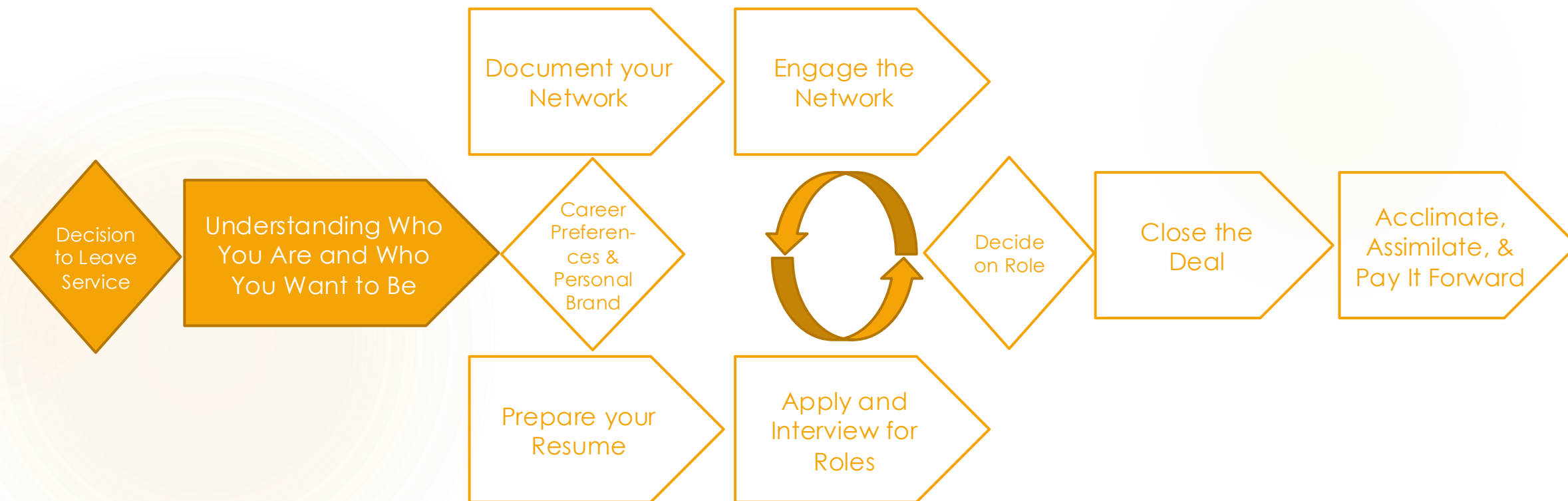


Chapter 2 Objectives & Scope

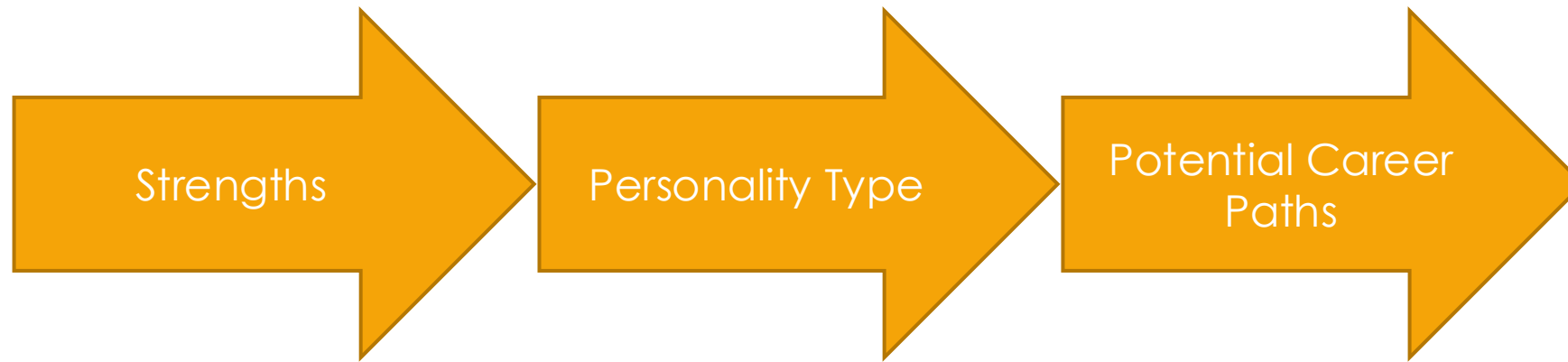
Content in this chapter parallels content in Chapter 1 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Identify Your Personal Strengths	Knowledge of personal passions	Ability to relate passions to skills and potential career path



Self-Discovery Sequence



Understanding who you are must come before consideration of what you might like to do. First *who*, then *what*. Three exercises follow for each step in the self-discovery sequence.

Strengths Exercise

Self-Discovery Sequence



Connecting	Developing	Managing	Planning
Strategizing	Organizing	Networking	Mentoring
Coaching	Consulting	Writing	Troubleshooting
Testing	Teaching	Studying	Streamlining
Selling	Scheduling	Revising	Reviewing
Recurring	Pricing	Presenting	Persuading
Navigating	Measuring	Maintaining	Developing Leads
Influencing	Illustrating	Forecasting	Explaining
Evaluating	Editing	Drafting	Documenting
Designing	Defusing	Debating	Dancing
Counseling	Comparing	Communicating	Cold-calling
Building	Budgeting	Brainstorming	Assessing
Analyzing	Creating	Interviewing	Advising
Reporting	Calculating	Examining	Facilitating
Negotiating	Arranging	Directing	Training
Solving	Leading	Following	Supporting

Instructions:

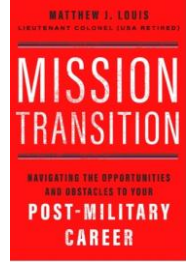
1. Circle those items that you love to do
2. Add more at the bottom if there are others that you love
3. Put a star by your top five strengths

Source: Marcus Buckingham, *Go Put Your Strengths to Work: 6 Powerful Steps to Achieve Outstanding Performance* (New York, NY: Free Press, 2007), 85-109.

Strengths Exercise (cont.)

- ▶ For the five strengths that you have prioritized, write a strength statement that describes how you most enjoy that activity. For example:
 - ▶ I feel strong... *planning*
 - ▶ subject or topic of the activity... *athletic teams*
 - ▶ who the activity is with/to/for... *for my community athletic association*
 - ▶ objective of the activity... *allow kids to experience team sports*
- ▶ Result: *I feel strong planning athletic teams for my community athletic association to allow kids to experience team sports.*

Strengths Exercise (cont.)



▶ Statement 1:

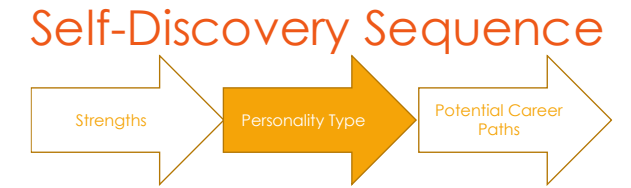
▶ Statement 2:

▶ Statement 3:

▶ Statement 4:

▶ Statement 5:

Personality Tests – Take Two!



Test Name	Length	Output
CareerLeader	30-45 minutes to complete	15-page report emailed in a pdf format
Myers-Briggs Career Test	93 questions, takes 15-20 minutes	9-page report that find the 24 Most Popular Careers (and 10 Least Popular) for your Personality Type
Self-Directed Search®	20 minutes to complete	16-page report that portrays a cross-walk to the U.S. Department of Labor's Occupational Information Network (O*NET) career options and required education levels
iStartStrong™ Report	Varies, but similar to above	8-page report paints a clear picture of how one's interests link to various jobs, work settings, and career fields, and provides hyperlinks to related O*NET occupations

All cost varying \$ amounts

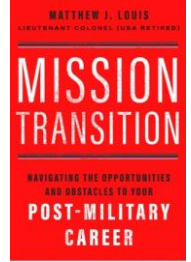
Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Homework

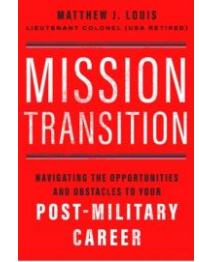
- ▶ Compose Strength Statements
- ▶ Take Two or More Personality Tests

Check out Mission Transition for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of these topics
- ▶ Additional resources to support your transition

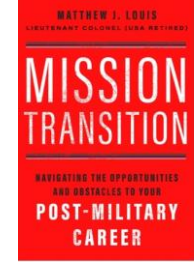


Words to the Wise



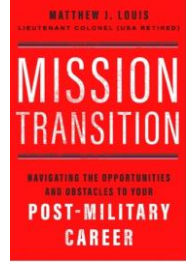
- ▶ Do not jump at the first job opportunity you see. Focus on your long-term career success by identifying what is important to you and matching available jobs to those criteria.
- ▶ Time. Patience. Practice. It's a new world. It requires your adjustment. But don't expect too much of yourself too soon.

Additional Resources



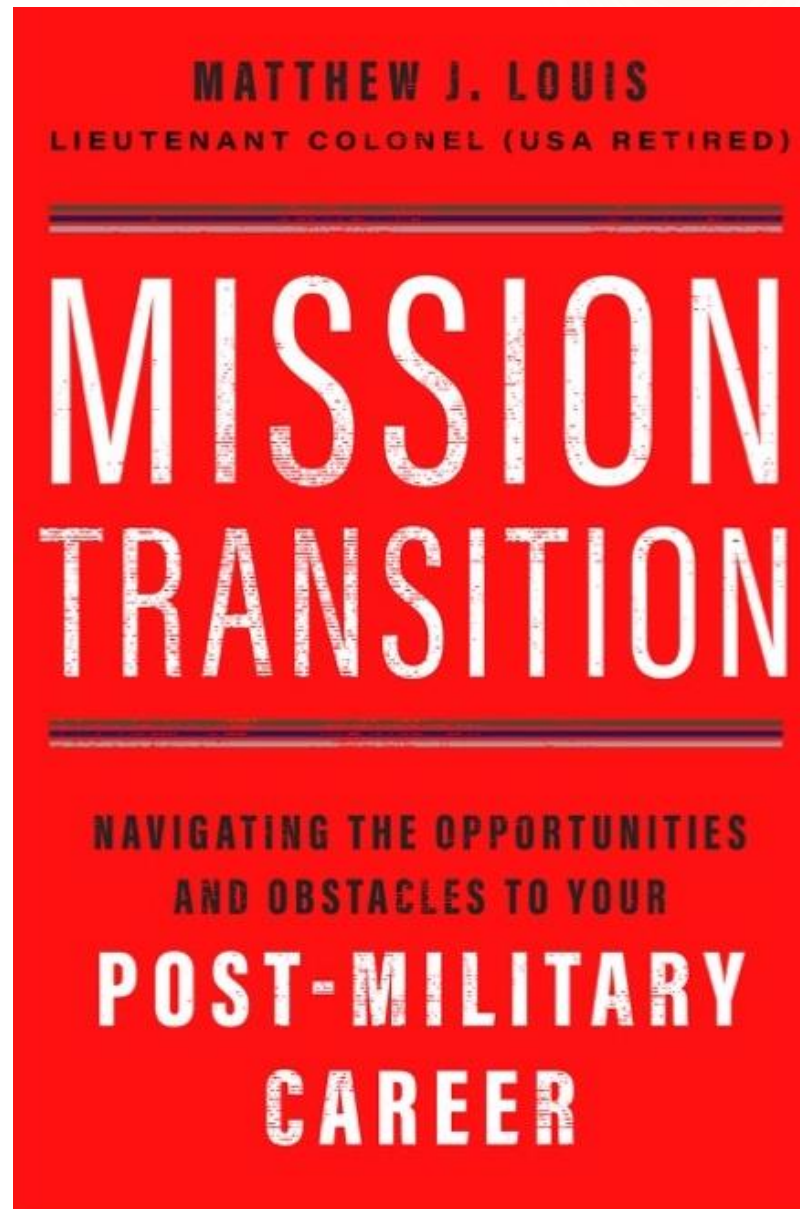
Resource	Description
Hire Heroes USA https://www.hireheroesusa.org/	Organization that provides individualized career coaching and workshops for transitioning service members.
Do What You Are Discover the Perfect Career for You Through the Secrets of Personality Type By Paul D. Tieger & Barbara Barron	Helps identify your personality type, occupations that are popular with your type, and your work-related strengths and weaknesses. Also poses how to leverage those findings in an effective and efficient job search.
What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers By Richard N. Bolles	World's top-selling career book. Covers all aspects of the career exploration and job search process – everything from how to find a career coach to salary negotiation.
Now, Discover Your Strengths By Marcus Buckingham & Donald O. Clifton, Ph.D.	Enables use of the online StrengthsFinder® Profile and shows how to leverage them for development
Go, Put Your Strengths To Work By Marcus Buckingham	WSJ bestseller that shows you how to hone your strengths for career success
StrengthsFinder 2.0 By Tom Rath	WSJ bestseller that provides an updated assessment and related supporting materials
Designing Your Life: How to Build a Well-Lived, Joyful Life By Bill Burnett & David Evans	NYT Best-selling guide to finding your meaning and purpose in the world.

Notes



Chapter 3

PERSONALITY TEST REVIEW &
POTENTIAL CAREER PATH

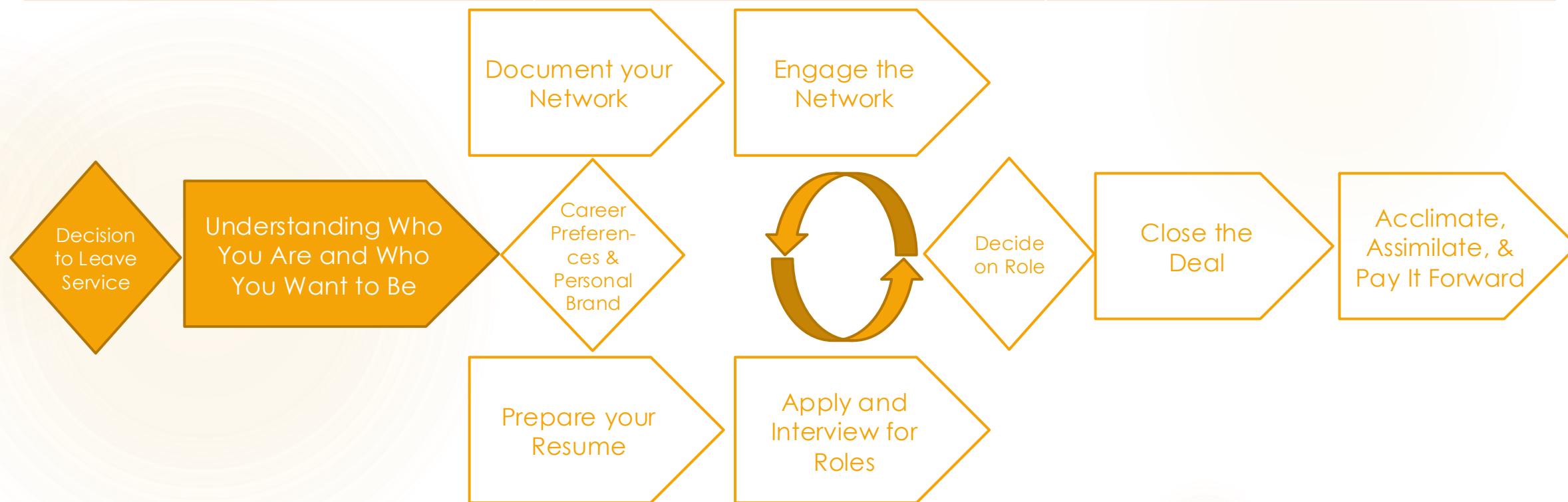


Chapter 3 Objectives & Scope

Content in this chapter parallels content in Chapter 2 of Mission Transition

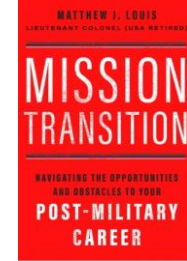


Chapter Objectives	Results/Outcome Expected	Skills Developed
Confirm aspects of personality	Understanding	Ability to relate your personality type to potential career paths
Understand typical career alternatives	Understanding	
Determine which career alternative might align with your personality type	Insight	



Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Personality Test Review



- ▶ What was the outcome of your personality tests?

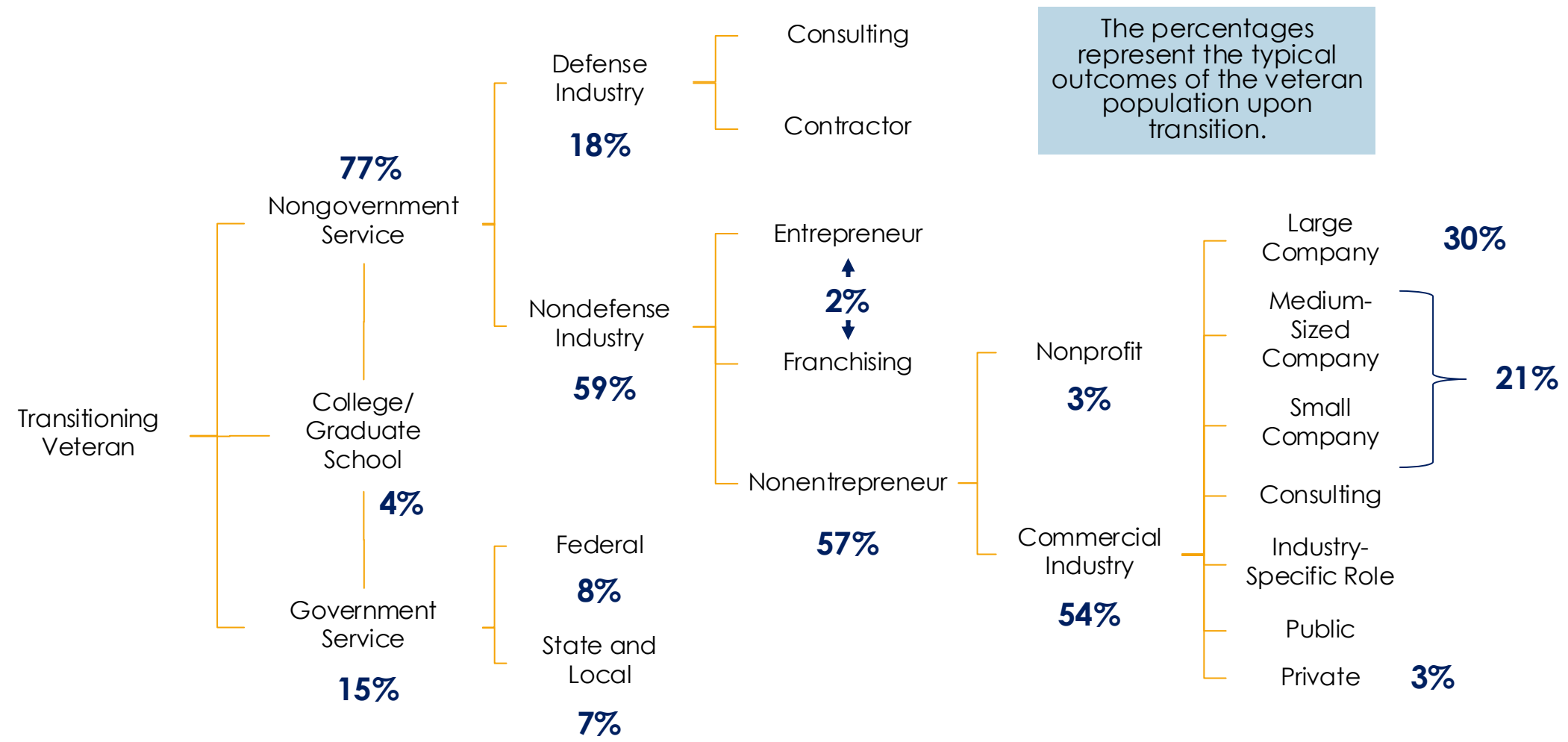
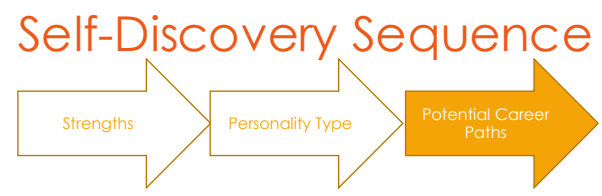
Test 1:

Test 2:

Test 3:

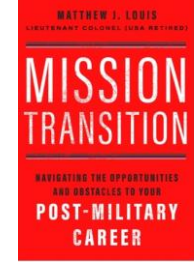
- ▶ What implications does this have for your optimal career field?

Typical Veteran Career Options



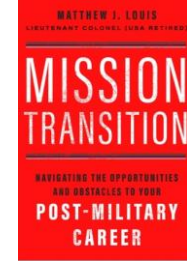
Source: "Transition Survey Results, 2017 Veteran Survey, Page 9," Military-Transition.org, accessed August 14, 2017, <http://www.military-transition.org/dashboard.html>.

Commercial Industry Career Options



Industry Sector (per 2017 NAICS codes)	Large Companies				Medium-Sized Companies				Small Companies	
	Industry Work		Consulting		Industry Work		Consulting		Industry Work	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Agriculture, Forestry, Fishing, and Hunting										
Mining, Quarrying, and Oil and Gas Extraction										
Utilities										
Construction										
Wholesale Trade										
Information										
Finance and Insurance										
Real Estate and Rental and Leasing										
Professional, Scientific, and Technical Services										
Management of Companies and Enterprises										
Administrative and Support and Waste Management and Remediation Services										
Educational Services										
Healthcare and Social Assistance										
Arts, Entertainment, and Recreation										
Accommodation and Food Services										
Other Services (except Public Administration)										
Public Administration										

Based on the outcomes of your personality tests, what portions of this matrix do you need to further investigate? Make a note for use in identifying your networking targets.



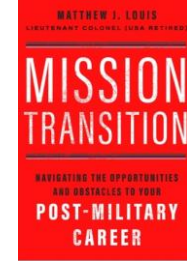
Criteria	Ranking	Career Path Options			
		A	B	C	D
Career Field Match	5	3	9	9	1
Geographic Location	3	3	3	1	3
Compensation	4	9	9	3	9
Travel requirements	2	1	3	9	1
Growth opportunity	5	3	9	1	3
Benefits package	4	9	9	3	9
Etc.					
	Outcome	113	177	95	103

Instructions:

1. Make a list of criteria, rating the criteria on a 1-5 scale (1-less important, 5-most important). We will update these in the next chapter.
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.

Career Path Prioritization Matrix

See
matthewjlouis.com/prioritization-matrices/ for a free
 template to download



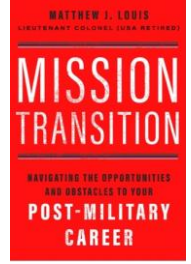
Homework

- ▶ Research Possible Career Paths
- ▶ Download the Career Path Prioritization Matrix
- ▶ Generate and rank criteria for prioritizing alternate career paths

Check out *Mission Transition* for...

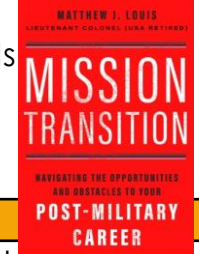
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed investigation of typical career options
- ▶ Review of the Department of Labor's Competency Model
- ▶ Additional resources to support your transition

Words to the Wise



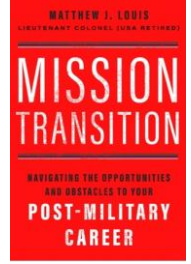
- ▶ Recognize that your career path preferences will change over time
- ▶ If you can't narrow your focus, you will need to identify a corporate culture that allows for some flexibility in roles over time. Consider corporate rotational programs.

Additional Resources



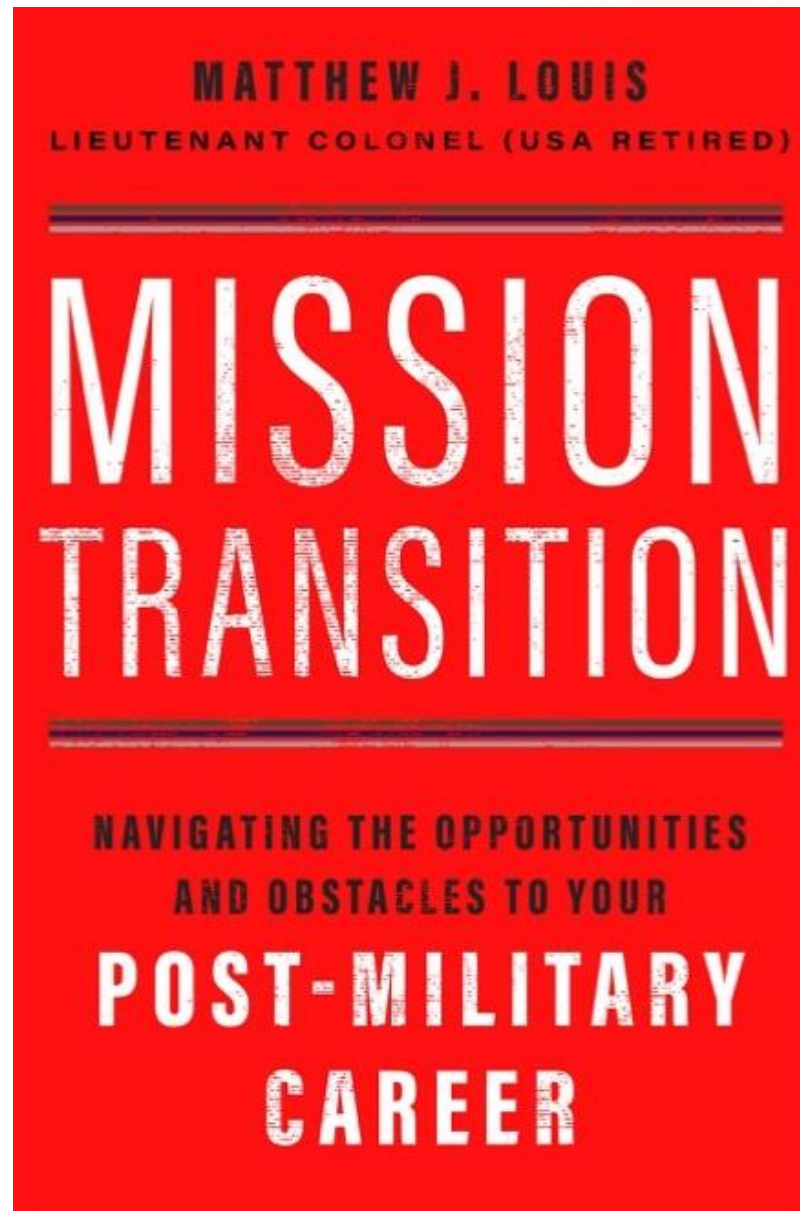
Resource	Description
My Next Move http://www.mynextmove.org/vets/	Comprehensive website sponsored by the US Department of Labor that allows you to search careers using key words and browse careers by industry. Includes a free assessment that suggests careers and a tool to help veterans find a civilian career similar to their military job.
Career One Stop https://www.careeronestop.org/	Website sponsored by the US Department of Labor that contains Industry Competency Models you can use to identify knowledge, skills, and abilities required to be successful in particular industries.
Call of Duty Endowment http://www.callofdutyendowment.org	Organization that identifies and funds the most efficient and effective organizations that get unemployed veterans back to work
Job Fair Finder http://www.employmentguide.com/job-fairs/browse	Website that publishes an aggregated schedule of job fairs around the country; also includes a variety of resources specifically for transitioning veterans.
Harvard Business Review (HBR) https://hbr.org/	HBR offers a wide variety of career planning articles, videos, podcasts, and other resources.
Occupational Outlook Handbook Bureau of Labor Statistics https://www.bls.gov/ooh/home.htm	The Occupational Outlook Handbook can help you find career information on duties, education and training, pay, and outlook for hundreds of occupations
What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers By Richard N. Bolles	World's top-selling career book. Covers all aspects of the career exploration and job search process – everything from how to find a career coach to salary negotiation.
What Should I Do With My Life? The True Story of People Who Answered the Ultimate Question By Po Bronson	Tells the true stories of how people came to understand their life's calling and overcame fear and confusion to find a larger truth about their lives.
America's Top Military Careers Official Guide to Occupations in the Armed Forces By U.S. Department of Defense	Helps translate what you did in the military for civilian employers. Describes military careers for all Services.
Half Time* Changing Your Game Plan from Success to Significance By Bob Buford	Addresses how to find meaning and fulfillment in the second half of our lives.

Notes



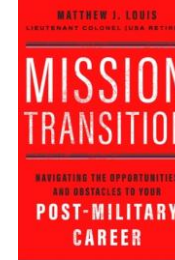
Chapter 4

CAREER PREFERENCES

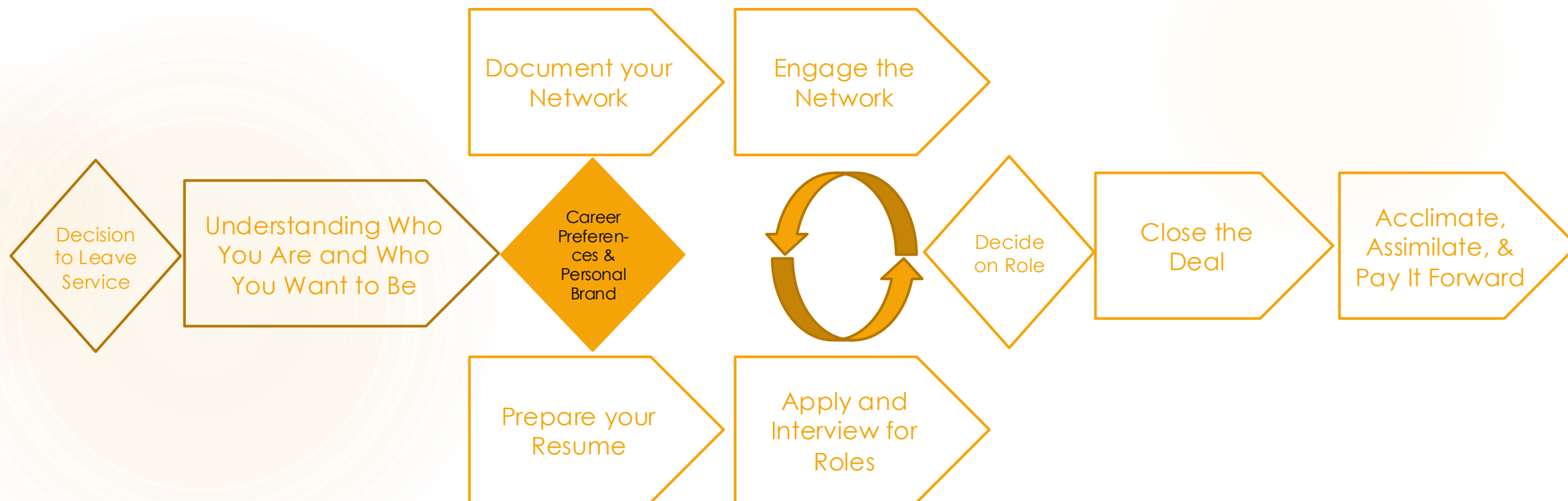


Chapter 4 Objectives & Scope

Content in this chapter parallels content in Chapter 3 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Identify and prioritize your career preferences	Insight	Narrow your career options based on personal preferences
Refine your career priority matrix	Knowledge	



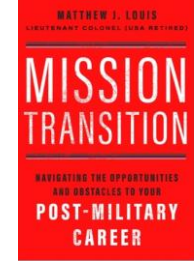
Role Preferences

- ▶ Core Business Processes
 - ▶ Strategic management
 - ▶ Procurement, logistics, distribution
 - ▶ Operations
 - ▶ Product or service development
 - ▶ Marketing and sales
 - ▶ Customer or aftermarket service

- ▶ Support Business Processes
 - ▶ General management
 - ▶ Human resources management
 - ▶ Technology and process development

Research these. See the article in the footnote.
Based on your research and the outcome of your personality tests, what are your preferences?
Make a note:

Industry Preferences



Industry Sector (per 2017 NAICS codes)	Large Companies				Medium-Sized Companies				Small Companies	
	Industry Work		Consulting		Industry Work		Consulting		Industry Work	
	Public	Private	Public	Private	Public	Private	Public	Private	Public	Private
Agriculture, Forestry, Fishing, and Hunting										
Mining, Quarrying, and Oil and Gas Extraction										
Utilities										
Construction										
Wholesale Trade										
Information										
Finance and Insurance										
Real Estate and Rental and Leasing										
Professional, Scientific, and Technical Services										
Management of Companies and Enterprises										
Administrative and Support and Waste Management and Remediation Services										
Educational Services										
Healthcare and Social Assistance										
Arts, Entertainment, and Recreation										
Accommodation and Food Services										
Other Services (except Public Administration)										
Public Administration										

Research these industries. Based on your research and outcomes from previous exercises, update this matrix with your preferences. Include these options in your Career Path Prioritization Framework. Make a note on the rationale for your selections:

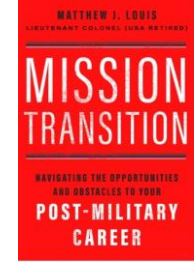
Source: US Census Bureau, "North American Industry Classification System," accessed October 31, 2017, <http://www.census.gov/eos/www/naics/>.

Geographic Preferences

Geographic Consideration	Your Preferences & Impact on Career Decision
<p>Industry clusters i.e., banking roles clustered in NYC, Charlotte, Chicago; energy roles clustered in Houston, etc. Does your industry preference limit your geographic options?</p>	
<p>Cost of living comparison Compare the cost of living in your target cities to each other</p>	
<p>Relationship status Are you married? Planning to be? Can/will your spouse move? What are their preferences?</p>	
<p>Neighbors and civil-military gap What's the culture of your target location? Do they welcome vets? What supportive infrastructure is in place?</p>	
<p>Largest employers in each state of interest Do existing employers and available roles align with your industry and career/role preferences?</p>	
<p>Best for Vets studies Google these. There are many. What do they tell you about possible locations and employers?</p>	
<p>Others?</p>	

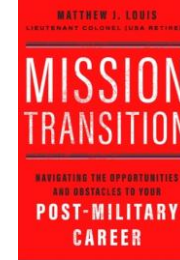
Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Lifestyle Factors



Lifestyle Factor	Your Preferences & Impact on Career Decision
Job security How have prospective employers approached past economic downturns? Do they lay people off? Are they on <i>Fortune's</i> "Best Companies to Work For" list?	
Flexible work arrangements and hours (i.e., working from home) Is this a want or a need? What are the organization's post-COVID policies? What do employees say on Glassdoor.com?	
Competitive compensation and benefits What benefits are available to you? Which do you need?	
Business travel requirements What does the role require? Will your family be OK with this?	
Expectations and opportunities for professional growth What training exists? What opportunities exist for upward mobility or lateral transfers?	
Others?	

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).



Criteria	Ranking	Career Path Options			
		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

Refresh Your Career Path Prioritization Matrix Using These Preference Inputs

Instructions:

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.

See matthewjlouis.com/prioritization-matrices/ for free template to download

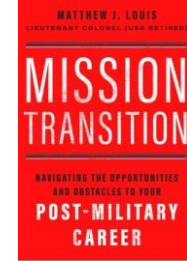
Homework

- ▶ Identify/Update Your Career Preferences
- ▶ Populate the Prioritization Matrix

Check out *Mission Transition* for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Details on internships and rotational programs
- ▶ Detailed review of all career preferences, including core and support business processes
- ▶ Additional resources to support your transition

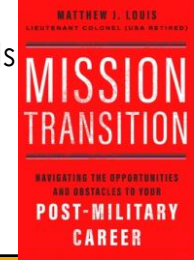




Words to the Wise

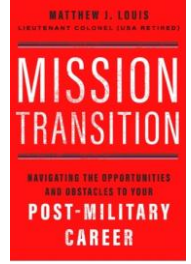
- ▶ Do not jump at the first job opportunity you see. Focus on your long-term career success by identifying what is important to you and matching available jobs to those criteria.
- ▶ Recognize that your career path preferences will change over time
- ▶ If you can't narrow your focus, you will need to identify a corporate culture that allows for some flexibility in roles over time. Consider corporate rotational programs.
- ▶ Time. Patience. Practice. It's a new world. It requires your adjustment. But don't expect too much of yourself too soon.

Additional Resources



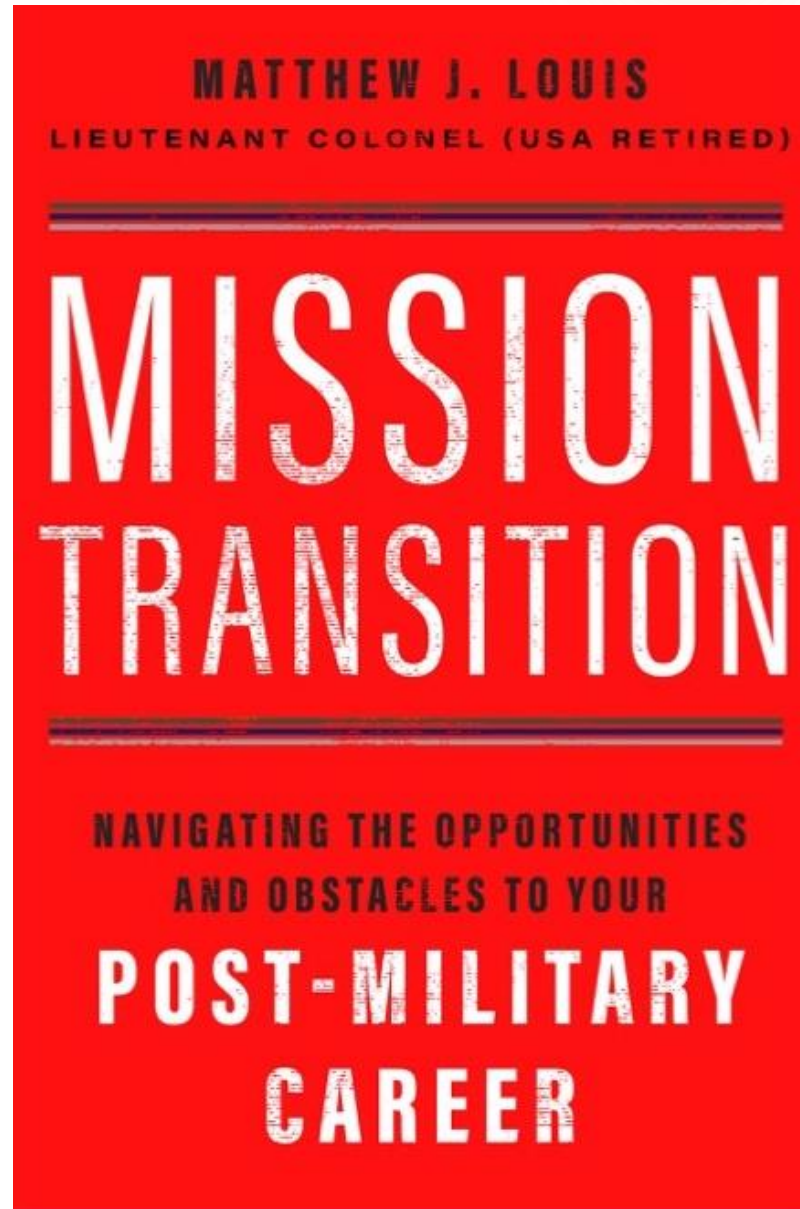
Resource	Description
<p>Your Next Mission A Personal Branding Guide for the Military-to-Civilian Transition By Lida Citroen</p>	<p>An international personal branding and reputation management specialist's take on veteran transition.</p>
<p>Reinventing You Define Your Brand, Imagine Your Future By Dorie Clark</p>	<p>Step-by-step guide to help you assess your strengths, develop a personal brand, and ensure that others recognize the contribution you can make.</p>
<p>Me 2.0 Build a Powerful Brand to Achieve Career Success By Dan Schawbel</p>	<p>Describes a 4-step process for discovering, creating, communicating, and maintaining a personal brand</p>
<p>Career Distinction Stand Out by Building Your Brand By William Arruda and Kirsten Dixon</p>	<p>Describes a personal branding process that demonstrates how to express who you are and the value you bring to your organization</p>
<p>Ditch, Dare, Do* 3D Personal Branding for Executives By William Arruda and Deb Dib</p>	<p>Guide for time-strapped executives to developing a branded reputation that attracts right-fit opportunities</p>

Notes



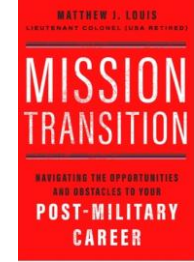
Chapter 5

PERSONAL BRAND

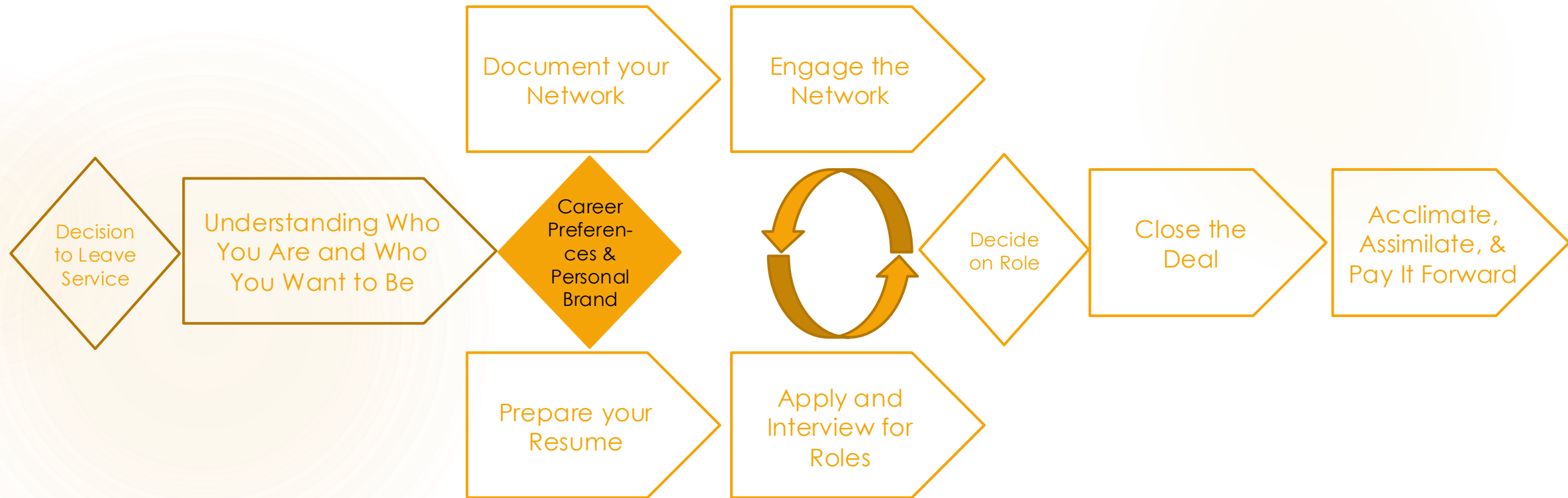


Chapter 5 Objectives & Scope

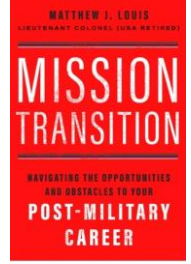
Content in this chapter parallels content in Chapter 3 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Define your personal brand	Insight	Confidently present your value proposition to an unknown audience



Personal Brand



- ▶ Outside-In dimension – what you are known for; how the world sees you
- ▶ Inside-Out dimension – what makes you unique
 - ▶ Leverage inside-out to influence outside-in
- ▶ Attributes of a personal brand
- ▶ Brand statement components
- ▶ Brand statement characteristics
- ▶ Practice. Practice. Practice.

Attributes of a Personal Brand

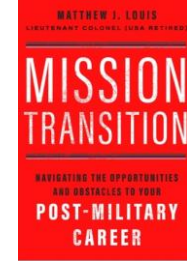
- ▶ Who you are
 - ▶ Strengths
 - ▶ Values
 - ▶ Skills
 - ▶ How you leverage those
- ▶ How you present yourself (visual)
 - ▶ Dress
 - ▶ Behavior
 - ▶ Body language
- ▶ How you communicate
 - ▶ Words you use (verbal)
 - ▶ How you use them (vocal)
 - ▶ Nonverbal cues (visual)

Communication Impact

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

How you appear to your audience is responsible for the majority of communication's impact

Source: Albert Mehrabian, *Silent Messages* (Belmont, CA: Wadsworth Publishing Company Inc., 1981), 76-77.



Brand Statements

Components

- ▶ Your primary strengths or skills
- ▶ Your past or current job description
- ▶ A brief description of your future goals
- ▶ What makes you unique

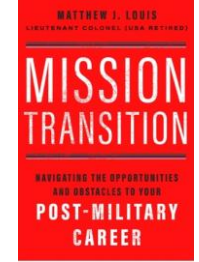
Characteristics

- ▶ Concise: 30-60 seconds
- ▶ Clear: no acronyms or military terminology
- ▶ Powerful: strong verbs
- ▶ Unique: describes you – and only you
- ▶ Authentic: honest, genuine
- ▶ Tailored: speaks to your audience

Sample Brand Statements

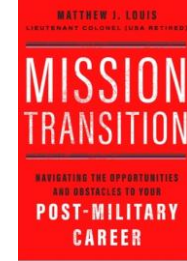
- ▶ “I am a transitioning naval officer with experience in managing logistics in multiple geographies and complex environments. I’m trying to leverage those strengths in a Fortune 100 construction or oil and gas organization in the Midwest. I feel my insatiable desire for continuous improvement would add significant value to any organization.”
- ▶ “I’m a former army aviator with strengths in managing dozens of personnel in high-risk situations in many parts of the globe. I’m seeking a product development role in an aviation-related business in the eastern United States. My hands-on experience with most active aircraft in the service would enable me to assimilate quickly.”
- ▶ “I’m a marine in the process of transitioning from the service. Although I worked in supply operations in the service, I have a strong passion for craft brewing. I’ve brewed a few dozen batches of my own and have even won some medals in a local contest. I’m seeking a role with a craft brewer on the West Coast. My passion for brewing and experience in supply would add a lot of value to a prospective employer.”
- ▶ “I’m an air force technician with experience in cyber. I’d like to leverage this strength in a professional services organization serving clients with these same challenges. I have no geographic preferences, just a passion for using this skill set for which I was presented multiple awards by my superiors.”

Exercise



- ▶ Answer the prompt, “So, tell me about yourself.”

Answer:

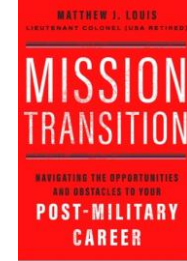


Homework

- ▶ Develop Your Personal Brand Statement
- ▶ Rehearse your personal brand statement with a civilian that works in your target industry (or, better yet, in your target organization).
 - ▶ Solicit their input and feedback
 - ▶ Refine your personal brand statement
 - ▶ Repeat

Check out *Mission Transition* for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



Words to the Wise

- ▶ Your personal brand is a living thing. It will change over time. Keep it updated.
- ▶ Time. Patience. Practice. It's a new world. It requires your adjustment. But don't expect too much of yourself too soon.

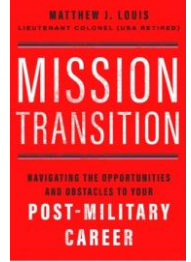
Additional Resources

* For Career Military Professionals

Resource	Description
Your Next Mission A Personal Branding Guide for the Military-to-Civilian Transition By Lida Citroen	An international personal branding and reputation management specialist's take on veteran transition.
Reinventing You Define Your Brand, Imagine Your Future By Dorie Clark	Step-by-step guide to help you assess your strengths, develop a personal brand, and ensure that others recognize the contribution you can make.
Me 2.0 Build a Powerful Brand to Achieve Career Success By Dan Schawbel	Describes a 4-step process for discovering, creating, communicating, and maintaining a personal brand
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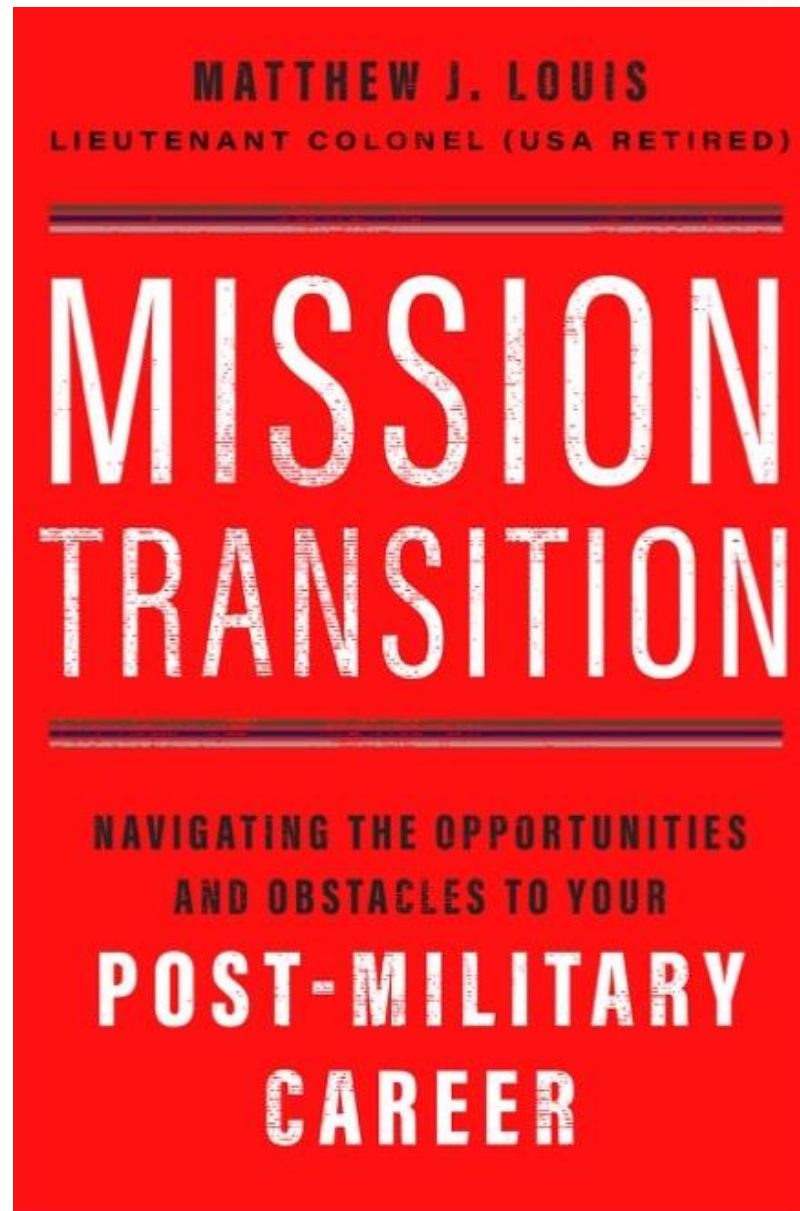
Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Notes



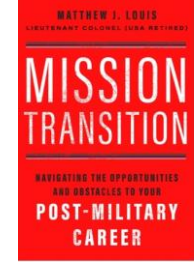
Chapter 6

FEDERAL RESUME BASICS

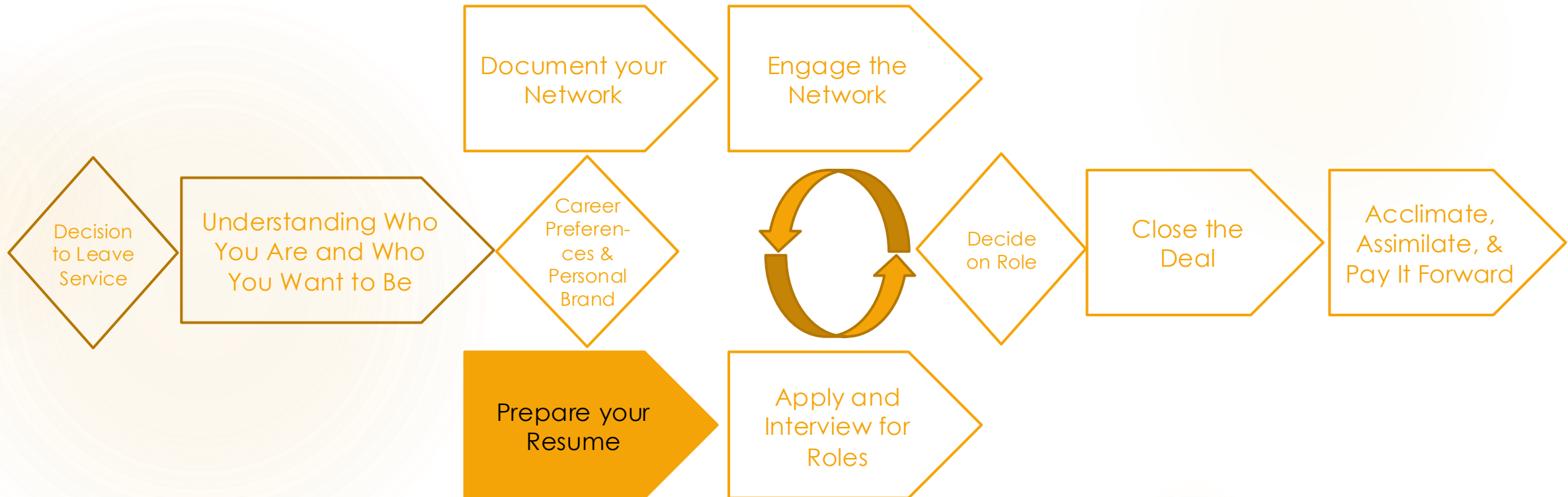


Chapter 6 Objectives & Scope

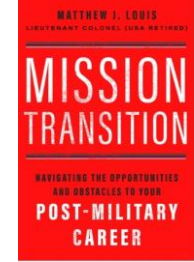
Content in this chapter parallels content in Chapter 4 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand the basics of building a resume for Federal government opportunities	Understanding	Ability to build a resume for opportunities in Federal government
As applicable, build a resume for Federal opportunities	Application	Ability to create a resume for Federal opportunities that results in successful reviews



Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2022).



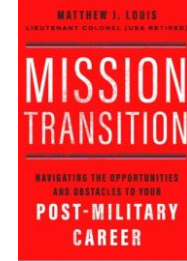
Practical Resume Types

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




Legend:



We will concern ourselves only with the highlighted areas



The New Federal Two-Page Resume

- As of October 2025, Federal agencies will only accept resumes up to two pages in length to comply with the Merit Hiring Plan. 
- USAJOBS will not allow you to upload or build resumes longer than two pages, and you will need to update the resumes in your profile before applying to a job.
- For guidance on the new format...
 - Keep reading
 - Review the USAJobs website (see Source below)
 - Review the US Office of Personnel Management's (OPM's) guidance 
 - Review OPM's training 

What is the Merit Hiring Plan? See below:

<https://www.opm.gov/chcoc/transmittals/2025/Merit%20Hiring%20Plan%205-29-2025%20FINAL.pdf>

See the Office of Personnel Management's Applicant Guidance on the Federal Two-Page Resume Limit:

<https://www.opm.gov/policy-data-oversight/hiring-information/merit-hiring-plan-resources/applicant-guidance-on-the-two-page-resume-limit/>

See the Office of Personnel Management's online training for the Federal Two-Page Resume:

<https://www.youtube.com/watch?v=0vVE62plAxw>

Source: "How do I write a resume for a federal job?" USAJOBS, US Office of Personnel Management, accessed May 2, 2026, <https://help.usajobs.gov/faq/application/documents/resume/what-to-include>.

What to do Before You Write Your Resume

- **Read the job announcement closely.** Some sections will tell you whether you qualify for the job and what to include in your resume.
 - **Duties** describe the job's daily activities and responsibilities.
 - **Requirements** include the **Qualifications**, **Specialized experience**, and **Education**.
 - **How to apply** may include a link to a preview of an assessment questionnaire, if that is required.
 - **How you will be evaluated** may include criteria, such as submitting a writing sample or completing a job assessment.
 - **Required documents** help you understand what other documents you may need to provide.

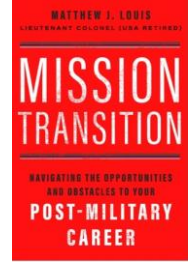
Source: "How do I write a resume for a federal job?" USAJOBS, US Office of Personnel Management, accessed May 2, 2026, <https://help.usajobs.gov/faq/application/documents/resume/what-to-include>.

What You Must Include on Your Resume

- Your resume is how you communicate your education, skills, and experience. You must show how you meet the qualifications and requirements in the job announcement.
- There are several things to consider when creating your resume for a federal job.
 - Your resume must be **two pages or less** and explain why you are qualified for the job.
 - **Use plain language.** Avoid using acronyms and terms that are not easily understood. The hiring agency will not make assumptions about what's in your resume.
 - Make sure your work experience **addresses the requirements and qualifications in the job announcement.**
 - You should **tailor your resume** to include experience relevant to each job you want to apply for.

Source: "How do I write a resume for a federal job?" USAJOBS, US Office of Personnel Management, accessed May 2, 2026, <https://help.usajobs.gov/faq/application/documents/resume/what-to-include>.

Needed Documents



Use this as a checklist as you collate your documents.

- ❑ Your separation papers
- ❑ DD-214
- ❑ Current Leave and Earnings Statement (LES)
- ❑ Performance appraisals
 - ❑ Army: Evaluation Reports (Officer or Non-Commissioned Officer)
 - ❑ Marine Corps: Fitness Reports (E-5 & Above)
 - ❑ Navy: Fitness Reports (Officers) or Performance Evaluations (Enlisted)
 - ❑ Air Force & Space Force: Officer Performance Report or Enlisted Performance Report
 - ❑ Coast Guard: Performance Reviews
- ❑ DD-2586: Verification of Military Experience and Training (VMET)
- ❑ Military Training Record
 - ❑ Army: Individual Training Record (ITR)
 - ❑ Marine Corps: Basic Training Record (BTR)
 - ❑ Navy: Electronic Service Record (ESR)
 - ❑ Air Force & Space Force: Department of the Air Force (DAF) Learning Record
 - ❑ Coast Guard: Record of Professional Development - CG-4082 (Rev. 2-10)
- ❑ Training certifications and forms

Source: Based on Kathryn Troutman, *Military to Federal Career Guide, 2nd Ed* (Baltimore, MD: The Resume Place Inc., 2010), 35. See also: Kathryn Troutman, *Federal Resume Guidebook, 8th Edition* (Cantonsville, MD: The Resume Place Inc., 2025).

Needed Documents (continued)

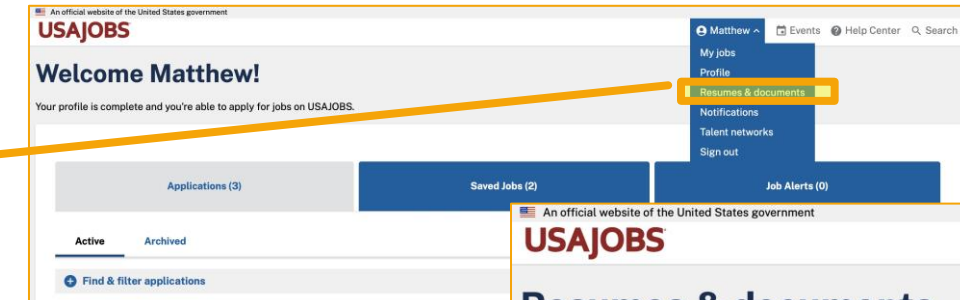
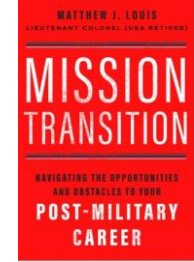
- ❑ Previous resumes or employment forms
- ❑ Award citations
- ❑ Letters of commendation and letters of appreciation
- ❑ Articles or letters concerning military activities
- ❑ List of publications
- ❑ List of speaking engagements
- ❑ Official orders
- ❑ Professional organization memberships or conference attendance materials
- ❑ College transcripts
- ❑ Military transcripts
 - ❑ Army: Joint Services Transcript (JST)
 - ❑ Navy & Marine Corps: Joint Services Transcript (JST)
 - ❑ Air Force & Space Force: Community College of the Air Force Transcript
 - ❑ Coast Guard: Joint Services Transcript (JST)
- ❑ Course descriptions for courses taken relevant to your objective
- ❑ Specialized training (including joint or other training which may not be listed elsewhere)

Use this as a checklist as you collate your documents.

Source: Based on Kathryn Troutman, *Military to Federal Career Guide, 2nd Ed* (Baltimore, MD: The Resume Place Inc., 2010), 35. See also: Kathryn Troutman, *Federal Resume Guidebook, 8th Edition* (Cantonsville, MD: The Resume Place Inc., 2025).

USAJOBS.com Resume Builder

- ▶ Create or sign into your USAJOBS account.
- ▶ Click on “**Resumes & documents**” from the drop-down menu under your name in the upper right corner.
- ▶ Click on “**Build a resume**” under “Add a resume to your profile.” Name the resume.
- ▶ Populate the “Relevant work experience” and “Education, certification or licenses” sections. The 4 other sections (“Job-related training,” “Language skills,” “Professional publications,” and “Additional information”) are optional unless mandated by the job announcement.
- ▶ Click “**Complete resume and preview.**”
- ▶ If this is your primary resume, check the box that says, “I want recruiters to see this resume. Make it searchable until [Date].”
- ▶ Click “**Save resume.**”



USAJOBS

Build a resume

I want recruiters to see this resume. Make it searchable until

Go back to edit Save resume

Source: “How to Add a Resume to Your Profile,” USAJOBS, US Office of Personnel Management, accessed May 28, 2026, <https://help.usajobs.gov/how-to/account/documents/resume>.

USAJOBS 2-page Resume Builder

Required Content

Federal Resume Section	What to Include
Name and Contact Information	<ul style="list-style-type: none"> Name Phone Email address
Work Experience	<ul style="list-style-type: none"> For each work experience, include: <ul style="list-style-type: none"> Job title Series and grade (if federal work experience) Start and end dates (month and year) The number of hours you worked per week Only include work experience that is aligned with the job announcement and demonstrates your ability to perform tasks at the required level stated in the job description Ensure the work experiences you provide address all required qualifications for the job. This may include volunteer work and roles in community organizations that demonstrate your ability to do the job.
Education, Certification, and Licenses	<ul style="list-style-type: none"> For each institution from which you have earned a degree, list: <ul style="list-style-type: none"> School/College name Completion date (month and year) Degree type (and Major) Cumulative GPA Include all education, licenses, or certifications required by the job announcement Include any supplemental documentation the application package requires (e.g., transcripts)

Source: "USAJOBS Two-Page Resume Webinar," *US Office of Personnel Management*, 30 October 2025, accessed 29 May 2026, <https://www.youtube.com/watch?v=0vVE62plAww>.
See also: "Tips for Writing a Federal Resume," *US Department of Labor*, accessed May 28, 2026, <https://www.dol.gov/general/jobs/tips-for-writing-a-federal-resume>.

USAJOBS 2-page Resume Builder

Optional Content

Federal Resume Section	What to Include
Current Security Clearance	<ul style="list-style-type: none"> Security Clearance Level Date of next review
Job-related training	For each course taken: <ul style="list-style-type: none"> Name of course Organization that trained you Year of course completion
Language skills	For each language in which you claim fluency (novice, intermediate, or advanced levels): <ul style="list-style-type: none"> Level of spoken fluency Level of written fluency Level of writing fluency
Organizations/affiliations	For each organization / affiliation: <ul style="list-style-type: none"> Organization / affiliation's name Role within the organization / affiliation
Professional Publications	Name any items you have published that might be relevant to the role for which you are applying. For each, list the title and date of publication.
References	For each personal or professional reference: <ul style="list-style-type: none"> Name Job Title Employer Phone number Email address

Read the job announcement in detail and follow stated directions precisely. Some of these "optional" items may, in fact, be "required" for the role you are pursuing.

Source: "USAJOBS Two-Page Resume Webinar," *US Office of Personnel Management*, 30 October 2025, accessed 29 May 2026, <https://www.youtube.com/watch?v=0vVE62plAww>.
 See also: "Tips for Writing a Federal Resume," *US Department of Labor*, accessed May 28, 2026, <https://www.dol.gov/general/jobs/tips-for-writing-a-federal-resume>.

Federal Government Resume Two-Page Format (Uploaded Version)

- ▶ Name and contact information / job announcement number / Job title and grade / citizenship status / special hiring authorities (if any)
- ▶ Skills / Professional Summary
- ▶ Experience / Work History
 - ▶ Each bullet should not exceed two lines
 - ▶ Limit bullets to 3-5 per job
 - ▶ Feature the last 10 years of Work Experience
- ▶ Education
 - ▶ Collegiate degrees
 - ▶ Job-related Professional Military Education/Government-Sponsored Training
- ▶ Other Information
 - ▶ Security Clearance
 - ▶ Professional Certifications/Licenses
 - ▶ Language Skills
 - ▶ Technical Skills
 - ▶ Publications
 - ▶ Awards/Honors

Uploaded Resume Format

1. No less than .5" margins.
2. No less than 10-pt size font for content. No less than 14-pt size font for headings.
3. No more than 5MB in size.
4. PDF, GIF, JPG, JPEG, PNG, RTF, TXT, ODT or Word (DOC or DOCX) file types are accepted. PDF format is best practice to maintain formatting and number of pages.
5. You may upload (and/or build) no more than five resumes at any one time.

How To Stand Out

- ▶ Quantify your accomplishments
- ▶ Tailor your resume to the specified requirements of each role for which you are applying
- ▶ Address every required qualification
- ▶ Use keywords
- ▶ Organize your resume to make it easy to understand
 - ▶ Use reverse chronological order to list your experience. Start with your most recent experience first and work your way back 10 years.
 - ▶ Provide only experience that is relevant to the job for which you are applying
 - ▶ Show only relevant experiences and accomplishments under the job in which you earned it
 - ▶ Use bullet format to describe your experiences and accomplishments
 - ▶ Make sure your accomplishments emphasize what you did – how you personally enabled the accomplishment, and not simply what the team did
 - ▶ Use plain language. Avoid using acronyms and military terms that are not easily understood.
 - ▶ Use active voice. Structure your accomplishments in a format that stipulates the (SCAR) – the **Situation** you faced, the **Challenge** that situation presented, the **Action** you took to address the challenge, and the quantifiable **Result** of those actions.

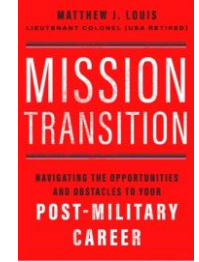
Source: "How do I write a resume for a federal job?" USAJOBS, US Office of Personnel Management, accessed May 27, 2026, <https://help.usajobs.gov/faq/application/documents/resume/what-to-include>.

How To Stand Out (cont.)

- ▶ Be concise. You only have 2 pages!
- ▶ Make your resume searchable
 - ▶ Only one of your resumes can be made searchable at a time
 - ▶ Your resume will only remain searchable for 12 months unless it is renewed
- ▶ Review your resume before you apply
 - ▶ Can a hiring manager see my relevant experience in 10-15 seconds?
 - ▶ Do I sell myself effectively?
 - ▶ Are there any spelling or grammatical errors?
 - ▶ Have I addressed all qualifications listed in the job announcement?

Source: "How do I write a resume for a federal job?" USAJOBS, US Office of Personnel Management, accessed May 27, 2026, https://help.usajobs.gov/faq/application/documents/resume/what-to-include_.

Items To Not Include



- ▶ Classified or government-sensitive information
- ▶ Social Security Number (SSN)
- ▶ Photos of yourself
- ▶ Personal information, such as age, sex, religious affiliation, etc.
- ▶ Password-protected documents

Source: "Add a resume to your profile," USAJOBS, US Office of Personnel Management, accessed May 27, 2026, <https://help.usajobs.gov/how-to/account/documents/resume>.

Upload Resume to USAJOBS

1. Sign into USAJOBS.
2. Select “Resumes & documents” from the drop-down menu under your name in the upper right corner of the page. It will default to display resumes.
3. Select **Upload a resume**
4. Choose a file on your computer to upload.
5. Name your resume. The default name will match the file title from your computer. You have the option to edit the name of the resume.
6. Click **Preview Resume** to ensure it complies with the 2-page limit.
7. Click **Save Resume**.

The image displays three sequential screenshots of the USAJOBS website interface, illustrating the steps for uploading a resume. The first screenshot shows the user's profile page with a dropdown menu open, highlighting 'Resumes & documents'. The second screenshot shows the 'Upload a resume' form with a file selected and the 'Preview resume' button highlighted. The third screenshot shows the 'Upload a resume' form with the 'Save resume' button highlighted.

Source: “Add a resume to your profile,” USAJOBS, US Office of Personnel Management, accessed May 27, 2026, https://help.usajobs.gov/how-to/account/documents/resume_.

Uploading “Other Documents”

- ▶ Rule #1: Follow the instructions of the vacancy announcement. Submit **only** the documents requested. You may upload no more than 10.
- ▶ For veterans' preference or proof of other status, see USAJOBS for a full list of documents and their definitions and submit the required documentation
 - ▶ All documents must be less than 5MB
 - ▶ All documents must be in one of the following formats: PDF, GIF, JPG, JPEG, PNG, RTF, TXT, ODT or Word (DOC or DOCX).
- ▶ If a cover letter is required, see the next few slides for a template. Cover letters contain three paragraphs:
 - ▶ An opening: An energetic introduction of your background and how your strengths not only fit the role description but will further the organization’s stated mission
 - ▶ A middle: A Word table that summarizes how your qualifications directly satisfy, if not exceed, the requirements for the role
 - ▶ A closing: A sentence or two that expresses your thanks for being considered and your anticipation for being contacted regarding next steps

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2022).

Mission Transition e-Course

USAJOBS Matthew

Resumes & documents

Resumes **Other documents**

Add other documents to your profile

Document examples: DD-214, SF-15, SF-50, OF-306, or educational transcripts. [See the full list of documents and their definitions.](#)

Upload a document

Veterans and family members

DD-214 or Statement of Service

The DD-214 "Certificate of Release or Discharge from Active Duty" is required upon separation from active service. The DD-214 or Statement of Service shows your military service and separation dates. They also show if you qualify for Veterans' Preference under the Uniformed Services University of the Health Sciences Act of 1998 or the Veterans Opportunity to Work to Hire Heroes Act. You may also need to submit a DD-214 Report of Separation and other military and medical records that support your claim.

Department of Veterans Affairs (VA) disability letter

If you are a disabled veteran and want to claim preference, you must submit a VA disability letter showing your combined service-connected disability rating.

Permanent Change of Station (PCS) order

You may need to include documentation to show a permanent change of station.

Proof of marital status

If you are claiming military spouse preference, you will need to include a certificate of marital status.

SF-15

The SF-15 "Application for 10-point Veterans' Preference" shows if your military service record is being reviewed by the agencies will review the SF-15 to confirm claims for Veterans' Preference.

Sole survivor preference (SSP documents)

If you are claiming sole survivorship preference (also known as 0-point preference), you must submit documentation showing you are the only surviving child of a service member who died or became permanently disabled.

Sample Resumes

- ▶ See free Resources on www.matthewjlouis.com for templates / downloads
- ▶ Sample Government Resume for Mid-Level and Senior-Level Opportunities



JANE DOE
1110 East Magnolia St. Cincinnati, OH • (333) 444-5555 (day and evening) • emailaddress@gmail.com
Veterans' Preference: 5 points
Job Announcement Number: [To Be Inserted]
Job Title and Job Grade: [To Be Inserted]

PROFESSIONAL SUMMARY

Hardworking and detail-oriented cost estimator with extensive military and civilian experience supporting federal and private-sector programs. Skilled in life-cycle cost estimating, quantitative and qualitative risk analysis, and regulatory compliance. Thrives in complex, high-tempo environments requiring analytical rigor and sound judgment.

EDUCATION

Master's Degree, Environmental Science and Hydrogeology, Xavier University, Cincinnati, OH 45214; 08/2006 (GPA 3.8)

Bachelor of Science, Environmental Science, United States Military Academy, West Point, NY 10996; 05/1999 (GPA 3.5)

WORK EXPERIENCE

Program Manager | TRM | Cincinnati, OH
Reference: George Small, (333) 444-5555, email@gmail.com

09/2006 – Present | 50 hours/week | Series/Grade: N/A | Salary: \$00,000

Provides cost estimation, risk analysis, and project management support for environmental remediation, transactional due diligence, and federal regulatory compliance initiatives.

- Performed life-cycle cost estimating and valuation modeling for environmental liabilities supporting mergers, acquisitions, and divestitures.
- Served as advisor to over 25 Private Equity-backed transactions with enterprise values exceeding \$15B.
- Prepared risk analyses, including cost and schedule risk models and risk registers. Performed independent environmental reserve valuations in accordance with FASB 141 guidance.
- Managed remediation projects under RCRA, CERCLA, CAA, CWA, and EPCRA regulatory frameworks.
- Maintained billable utilization rates above 90 percent while delivering audit-ready documentation.

Field Artillery Officer | United States Army | Fort Sill, OK
Reference: LTC Joe Snuffy, (333) 444-5555, email@gmail.com

Brigade Liaison Officer | 01/2003 – 07/2004 | 50 hours/week | Series/Grade: N/A | Salary: \$00,000

- Supervised 30 soldiers in the execution of synchronized planning and delivery of all artillery fires across the brigade. Recognized as the best among 12 peers in the organization.
- Awarded for performance as a casualty assistance officer to an Operation Iraqi Freedom veteran's family to coordinate survivor benefit plans and serve as family spokesman.

Battalion Adjutant | 07/2002 – 12/2002 | 50 hours/week | Series/Grade: N/A | Salary: \$00,000

- Human resources officer for a 593-member unit. Primary oversight for administrative functions, including compensation and benefits, legal actions, strength accounting, performance evaluations, and awards.
- Recognized for coordinating external public relations activities, social functions, and arranging for media access and coverage.
- Supervised ten soldiers and the maintenance of logistical equipment valued at \$650,000.

Howitzer Platoon Leader | 11/2001 – 06/2002 | 50 hours/week | Series/Grade: N/A | Salary: \$00,000

- Responsible for the mobilization, accountability, and maintenance of 14 vehicles and equipment valued in excess of \$9,000,000. Responsible for the training, morale, and welfare of 40 individuals and their families.
- Directly accountable for the planning, coordination, and execution of training within the platoon in order to maintain combat readiness and proficiency. Maintained a 98% readiness rate during deployments.

Battalion Targeting Officer / Operations Officer | 01/2001 – 10/2001 | 50 hours/week | Series/Grade: N/A | Salary: \$00,000

- Coordinated the battalion's 52-week training management cycle and served as liaison to higher headquarters. Awarded by the unit commander for performance during the assignment.
- Published internal quarterly and annual training guidance documents, the battalion's weekly training schedule, and long-range training calendar.

Company Fire Support Officer | 07/1999 – 12/2000 | 50 hours/week | Series/Grade: N/A | Salary: \$00,000

- Principal adviser to the maneuver commander on all matters of fire support, including the synchronization of all fire support assets into the scheme of maneuver.
- Responsible for the training, development, and morale of an eight-person fire support team. Accountable for the mobilization and maintenance of one fire support team vehicle and equipment valued at \$900,000.

OTHER INFORMATION

Security Clearance: TS/SCI (next eApp update: MM/DD/YYYY)

Certifications: Project Management Professional (Acquired: MM/DD/YYYY)

Language Skills: Fluent in Spanish (speaking and writing).

Technical Skills: Microsoft Word, Excel, PowerPoint, Access; Monte Carlo and decision-tree analysis.

Publications:

- Doe, J., et al. Environmental Liability Disclosures Should Comfort Buyers, Not Turn Them Away, *Transaction Advisors* (February 2014).
- Doe, J., et al. The Impact of storm events on a riverbed system and its hydraulic conductivity at a site of induced infiltration, *Journal of Environmental Management* (2011)
- Doe, J., et al., 2005. Spatial and Temporal Variability of Riverbed Hydraulic Conductivity at an Induced Infiltration Site. *Geological Society of America Annual Meeting*, Salt Lake City, Utah, Abstracts with Programs, v. 37, no. 7, p. 360.

Awards and Honors: Army Commendation Medal; Army Achievement Medal; GWOT Service Medal; National Defense Service Medal; Board member: National Ground Water Association.

John Doe
2322 Anywhere St., Tampa, FL 33621 | Mobile (day and evening): 571-245-4060 | Email: jdoo@gmail.com
U.S. Citizen: Yes | Veteran's Preference: 5 points
Job Announcement Number: SES-1924293-TD

Job Title and Grade: Director, Defense Prisoner of War/Missing in Action Accounting Agency (DPAA), ES-0301-00/00

PROFESSIONAL SUMMARY

High-performance and results-driven executive with 25+ years of proven leadership, planning, operations, and management experience in elite, global, and diverse organizations. Excels at building and facilitating successful teams with diverse skill sets. Deep experience with the following skill sets: Leadership and Team Building, Coaching and Training, Operations Management, Strategic Planning, Program Management, Critical Thinking, Problem Solving, and Executive-level Communications.

EXPERIENCE

United States Special Operations Command | Chief of Staff | U.S. Air Force | MacDill Air Force Base, FL
Reference: General Tyrone Smalls, (813) 777-1234, email@gmail.com

09/2015 – Present | Hours/week: 60 | Series/Grade: N/A | Salary: \$133,272

- Rated as the #1 Division Head amongst six highly-experienced, senior executive-level program managers
- Led a diverse 25+ member team in providing the Chairman of the Joint Chiefs of Staff, Secretary of Defense, and National Security Council with options to counter our nation's most dangerous threats.
- Continuously assessed progress towards accomplishment of objectives and provided actionable recommendations to the Four-Star Commanding General, with an annual report to the Secretary of Defense.

U.S. Special Operations Command | Chief, Global Special Operations Synchronization | U.S. Air Force | MacDill Air Force Base, FL
Reference: Admiral Henry Coteau, (813) 887-1544, email@gmail.com

09/2011 – 08/2015 | Hours/week: 60 | Series/Grade: N/A | Salary: \$122,832

- Personally selected by Admiral Henry Coteau to lead his top priority planning effort - "the most important plan in the history of the United States Special Operations Command."
- Directed the planning, development, and staffing for approval of the nation's first-ever campaign plan for global special operations.
- Successfully implemented a new U.S. special operations enterprise-wide decision-making process (Global Special Operations Synchronization), which more effectively accomplished national strategic objectives.

J37 Deputy Directorate for Special Operations and Counter-terrorism | The Joint Staff; Chief, Special Operations Plans Branch | Pentagon, Virginia; National Military Command Center
Reference: Brigadier General George Whodid, (703) 997-1245, email@gmail.com

09/2007 – 08/2011 | Hours/week: 60 | Series/Grade: N/A | Salary: \$96,843

- Developed and delivered a strategy to the National Security Advisor and the President of the United States pertaining to the politically sensitive employment of special operations forces, and received approval.
- Presented an executive-level decision-making exercise to a U.S. Ambassador, and the Chairman of the Joint Chiefs of Staff, regarding the global employment of special operations forces.

Special Assistant to the Chairman of the Joint Chiefs of Staff; Chairman's Action Group | U.S. Air Force | Pentagon, Virginia
Reference: Lieutenant General Dugan Good (Retired), (703) 227-2565, email@gmail.com

09/2003 – 08/2005 | Hours/week: 60 | Series/Grade: N/A | Salary: \$69,199

Mr. John Doe Page 2

- Rated as the "#1" of 5 specially-selected advisors to the most senior-ranking military officer in the Defense Department.
- Led the Chairman's personal Strategists and Special Assistants in preparing the Chairman for six consecutive testimony sessions involving four Congressional Committees and a closed Senate session.
- Authored a major portion of the Chairman's 2004 Posture Statement to Congress, resulting in increased Congressional understanding of the challenges and opportunities in revitalizing the U.S. Armed Forces.

Joint Doctrine Planner, J7 Joint Education and Doctrine Division | U.S. Air Force | Pentagon, Virginia
Reference: Col Shirley Pike (Retired), (703) 556-7665, email@gmail.com

09/2002 – 08/2003 | Hours/week: 50 | Series/Grade: N/A | Salary: \$62,417

- Rated as the best action officer out of 14 and the "go to" guy for all the hard jobs."
- Nominated for and selected to serve on the personal staff of the Chairman of the Joint Chiefs of Staff.
- Directed the activities of a 24/7/365 complex command and air operations center, which resulted in nearly 400 combat operations that effectively contributed to the destruction of enemy networks in Iraq.

EDUCATION

Master of Science, Negotiation and Conflict Resolution, 05/2007, Columbia University, New York, NY 10027 (GPA 3.9/4.0 Magna Cum Laude)

Bachelor of Science, Mechanical Engineering, 06/1991, Texas A&M, College Station, TX 77843 (GPA 3.9/4.0; Summa Cum Laude)

- Job Related Training: 2011 Air War College, 24 wks
2005 Air Force Command and General Staff College, 20 wks
1995 Officer Advanced Leadership Course, US Air Force, 16 wks
1991 Officer Basic Leadership Course, US Air Force, 14 wks

OTHER INFORMATION

Security Clearance: TS/SCI (next eApp update: MM/DD/YYYY)

Certifications: Project Management Professional (Acquired: MM/DD/YYYY)

Language Skills: Fluent in Spanish (speaking and writing).

Publications: "An Important Article About Future Air Leader Development," *Air Force Magazine*, December 2010.

Awards and Honors:

- Military Awards: Defense Superior Service Medal, Defense Meritorious Service Medal, Meritorious Service Medal (2), Air Force Commendation Medal (3), Air Force Achievement Medal (4), Air Force Air Staff Badge, Joint Staff Badge, OSD Staff Badge.
- Handpicked over 40 peers as Air Force representative and technical advisor for the movie *We Were Soldiers*.
- Elected Chairman of the Board, Special Operations Command Athletic Center. Led the Board through a challenging financial situation to ensure the long-term viability of the organization.

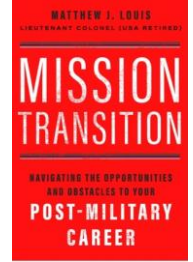
Mid-Level Resume Sample

Senior-Level Resume Sample

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2022).

Mission Transition e-Course

Sample Cover Letter



- ▶ See free Resources on www.matthewjlouis.com for templates / downloads
- ▶ Sample Cover Letter ->

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 logistician 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

Sample Thank-you Note

- ▶ See free Resources on www.matthewjlouis.com for templates / downloads
- ▶ Sample Thank-you Note ->

October 26, 2022

Ms. Shirley Jones
Vice President
Big Commercial Company

Dear Ms. Jones,

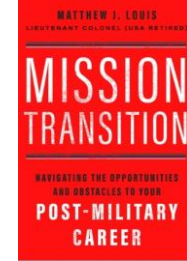
Thank you for your time today in interviewing me for the role of Team Lead. Your description of the opportunity and the Big Commercial Company organization confirmed my research to date and furthered my interest in and passion for what you do in your industry. I was particularly excited to learn of your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

I am 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)



Homework

- ▶ Create a USAJOBS Profile
- ▶ Collect information needed to compose your resume
- ▶ Construct your USAJOBS resume (or upload an offline version of your resume to USAJOBS)
 - ▶ Review your draft with a knowledgeable worker at your target agency
 - ▶ Incorporate their feedback and inputs

Check out *Mission Transition* for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Tips on the detailed construction of Federal resumes
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition

Words to the Wise

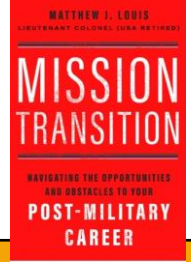
▶ Do

- ▶ Get an outside perspective – someone familiar with the Federal government who can help you with your resume. There are many sources for this:
 - ▶ Former peers that have left the military and now work for the Federal government
 - ▶ Alumni organizations
 - ▶ College placement offices
 - ▶ Non-profit veteran collaboratives
- ▶ Tailor your resume to the specific needs of the hiring agency

▶ Don't

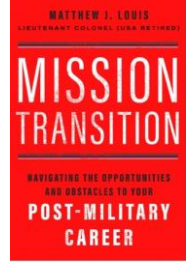
- ▶ Don't get frustrated with yourself. This is not easy, but it can and must be done.
- ▶ Do not be satisfied with the first version of your resume. Be open to the feedback that will help you get this right.
- ▶ Don't get confused. Every person whose help you seek may have a slightly different opinion on the optimal way to approach this. Some of this guidance may seem conflicting. They all mean well, but you will have to decide which pieces of advice are most applicable to your situation.
- ▶ Allow your federal resume to exceed two pages.

Additional Resources



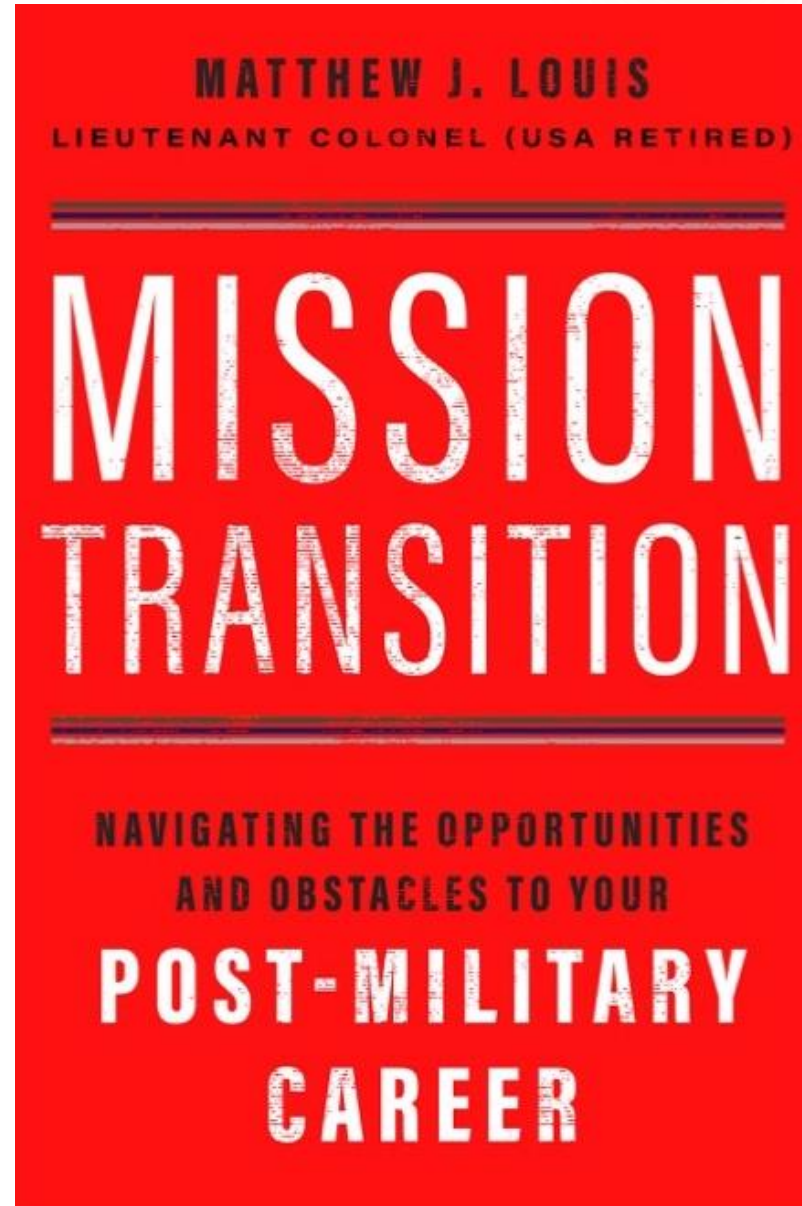
Resource	Description
<p>Get It Done: Write a Cover Letter By Jeremy Schifeling</p>	<p>Short, easy-to-digest guide to writing targeted cover letters</p>
<p>Federal Resume Guidebook – 8th Edition By Kathryn Troutman https://resume-place.com/announcing-the-new-federal-resume-guidebook-8th-ed/</p>	<p>Certified Federal Job Search Trainer’s guide to translating your military experience into the new two-page federal resume format.</p>
<p>Best KeyWords for Resumes, Cover Letters, and Interviews Powerful Communication Tools for Success By Wendy S. Enelow</p>	<p>Specific words and phrases you can use to best indicate your skills and qualifications that hiring managers will understand. Organized by major industries and professions.</p>
<p>O*Net https://www.onetonline.org/</p>	<p>Interactive application for exploring and searching a database of occupational information on hundreds of occupations. Visit Career Exploration Tools.</p>

Notes



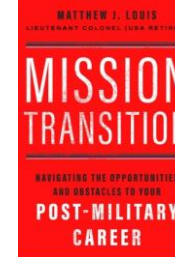
Chapter 7

CIVILIAN RESUME BASICS

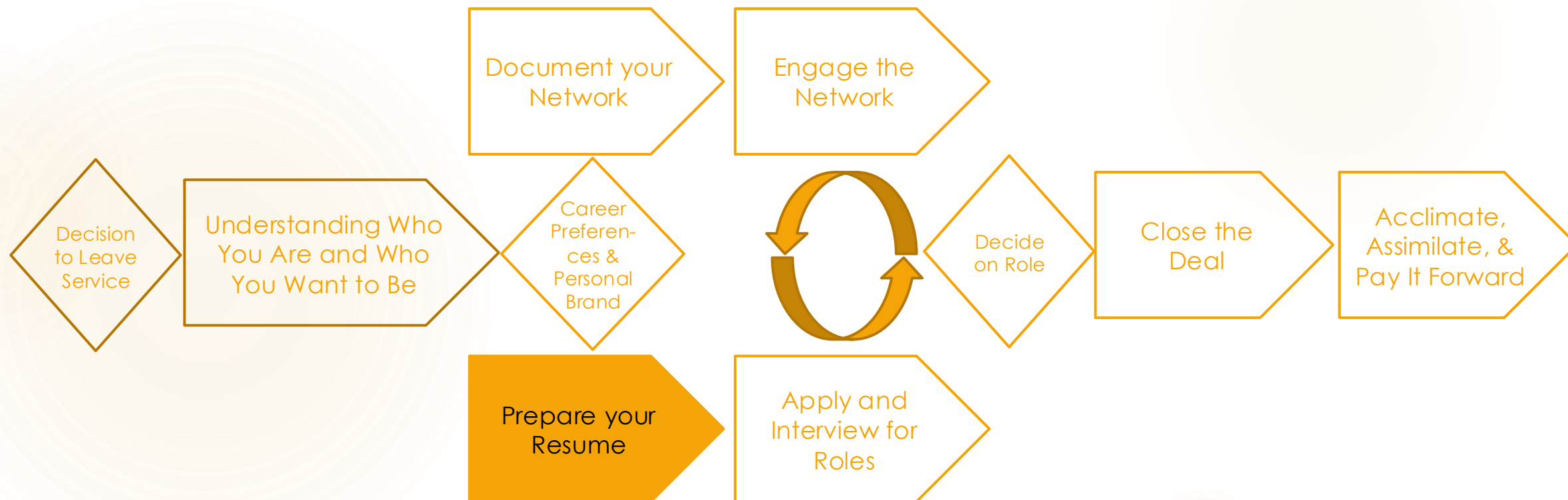


Chapter 7 Objectives & Scope

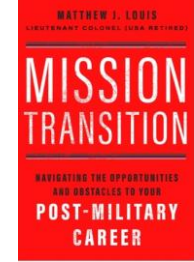
Content in this chapter parallels content in Chapter 4 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand the basics of building a resume for civilian opportunities	Understanding	Ability to build a resume for opportunities in civilian industry
As applicable, build a resume for civilian opportunities	Application	Ability to create a resume for civilian opportunities that results in successful reviews



Practical Resume Types



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

Legend:



We will concern ourselves only with the highlighted areas

Five Minute MBA

For a commercial (for-profit) enterprise to exist as a business, it needs to have two things:

1. a product or a service of value
2. a paying customer

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

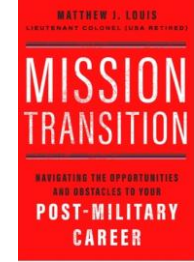
- Most commercial organizations are judged by their ability to produce a positive and gradually increasing Net Income (Profit)
- To succeed, organizations must either increase revenue (by either increasing volume and/or price) and/or decrease costs (including taxes) in any legal way possible
- To the extent that you can help an organization do either of those, you are a valuable asset to that organization
- And so, the content of your resume must speak to the strengths that might enable an organization to do either of those

10 Characteristics of Veterans

- ▶ Are entrepreneurial
- ▶ Assume high levels of trust
- ▶ Are adept at skills transfer across contexts/tasks
- ▶ Have and leverage advanced technical training
- ▶ Are comfortable/adept in discontinuous environments
- ▶ Exhibit high levels of resiliency
- ▶ Exhibit advanced team-building skills
- ▶ Exhibit strong organizational commitment
- ▶ Have and leverage cross-cultural experiences
- ▶ Have experience/skill in diverse workplace settings

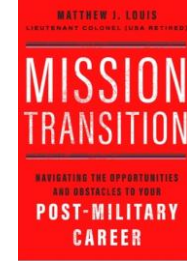
These are transferable skills!

Source: Institute for Veterans and Military Families, "The Business Case for Hiring a Veteran: Beyond the Clichés," *Institute for Veterans and Military Families*, March 5 2012, accessed October 30, 2017, <https://ivmf.syracuse.edu/article/the-business-case-for-hiring-a-veteran-beyond-the-cliches/>.



Resume Construction

- ▶ No longer than two pages (yes – even for retiring Colonels or Navy Captains)
- ▶ Use no smaller than font size 10. If you expect the resume to be subject to scanning software, use no smaller than font size 11.
- ▶ Font size should only vary between various indentation levels of the document - and even then, only by one degradation. Within a given indentation level, use the same font size and type throughout. Throughout the entire document, limit total indentation levels (and corresponding font size changes) to no more than three.
- ▶ Unless you are applying for a role in the arts, maintain a consistent font type throughout the document. Most professional writers would recommend at least one of the following:
 - ▶ Arial
 - ▶ Calibri
 - ▶ Garamond
 - ▶ Times New Roman
 - ▶ Verdana
- ▶ Unless you are applying for a role in the arts, please use one font color – black – throughout the document.
 - ▶ One exception is hyperlinks
- ▶ For hard copy versions, use professional resume paper – not standard white copy paper.
 - ▶ Any local stationery or office products store would offer several options
 - ▶ Use neutral colors (almond, ivory, light gray, or light blue) and between 25% and 100% cotton or linen



Chronological Format

- ▶ Widely used and applies to all levels of civilian opportunities
- ▶ Work Experience portion of the resume lists employers and dates first, and responsibilities and accomplishments second
- ▶ Content
 - ▶ Your contact information, which should be at the top of the first page
 - ▶ A short statement that either states your objective (which should align with the potential employer's opportunity) or summarizes your strengths and translatable skill sets in an abbreviated fashion. This should be just below your contact information.
 - ▶ Your work experience in reverse-chronological order, highlighting specific strengths or translatable skills that are relevant to the position to which you are applying. Place this before education on the page. As an experienced hire, you will want to highlight your more recent accomplishments first – which in most instances will be your experience, not education.
 - ▶ Your education in reverse-chronological order, which tends to place the highest degree received at the top of the list. Place your education level after your experience.
 - ▶ Your security clearance level, assuming it is active. For roles that will require it, you should include it near the top of your first page, perhaps in your summary. For roles where it may not be required, I would place it towards the bottom of the resume

Sample Resumes & Cover Letters

- ▶ See www.matthewjlouis.com for templates / downloads
- ▶ Sample Chronological Resume for Mid-Level Opportunities



First M. Name

Cell: (222) 999-3333 • Work: (555) 444-8888 • E-Mail: name@gmail.com

EXPERIENCE: Engineer, US Army - Five years in positions of increasing leadership responsibility

Executive Liaison *Cincinnati, Ohio* *May 2016-Present*
 Personal assistant and legislative aide to the CEO of the Great Lakes and Ohio River Division, U.S. Army Corps of Engineers. Division is responsible for all inland navigation and construction along the navigable waters and military installations in 17 states, serving over 58 million people in total. Personal tasks include scheduling, organizing, and facilitating internal/external communications with key political stakeholders throughout the region.

- Designed and executed Regional Leaders Conference for five regional Vice Presidents and principal staff to orient the new key regional leadership to our mission while emphasizing the use of vertical integration strategy during the project planning process

Assistant Manager *Fort Hood, Texas/LaOgar, Afghanistan* *August 2014-May 2016*
 Chief of operations, supply, maintenance and accountability of two separate 100+ member organizations leading the logistics management program for movement to Afghanistan and organizing key supply and logistical operations in support of 600+ employees at different locations in Eastern Afghanistan

- Established and streamlined the program management schedule for the divestiture of \$57 million of equipment to include 74 vehicles one month ahead of schedule, saving the Army money and resources by downsizing a major regional hub by 30%
- Hand selected by CEO to invigorate the organization's strategic planning for supply chain operations
- Planned and resourced nine logistical transport operations to move maintenance parts to five different locations in order to distribute supplies valued in excess of \$3 million to increase operational capabilities by 50%
- The only assistant manager to execute the divestiture of 928 pieces of equipment and the redistribution 101 employees to other assignments in order to dissolve the organization and facilitate the downsizing of the nation's Army Engineer organizations by 8%. This operation was complete six months ahead of schedule marking the first successful dissolution of an Engineer organization in over two decades.
- One of three employees in a 600+ member organization to receive the Steel ~~Def~~ *Def* ~~Medal~~ *Medal* from the CEO, a prestigious accolade awarded to the most outstanding soldiers and civilians within the Army Engineer profession
- Rated by CEO as best of 10 peers in the organization and recommended for promotion ahead of her peers

Team Leader *Kandahar, Afghanistan/Fort Hood, Texas* *August 2013-August 2014*
 Leader of a 31 member team with the responsibility to keep four major supply routes free of obstacles by using highly technical engineer equipment in innovative ways. Responsible with a secondary goal to keep designated field areas free of obstacles in preparation for future construction of small regional hubs in Afghanistan.

- Maintained \$17 million of equipment to conduct operations, accounting for 25% of the manager's budget
- Executed 40 missions clearing over 2200 kilometers of roads to maintain an unobstructed supply chain for 33% of operations in Afghanistan
- Hand selected to organize and lead the team orientation training to integrate 400+ new employees and 25 key leaders

Athletic Intern *West Point, New York* *May 2012-January 2013*
 Responsible for the operations, travel, recruiting, and training of 20 students as members of the West Point Volleyball Team Division I program

- Acquired and managed the first system for real-time statistical metric tracking to reorganize the Coach's scouting process by integrating maps of directional hitting to quantitatively predict the opponent's strategy

EDUCATION:

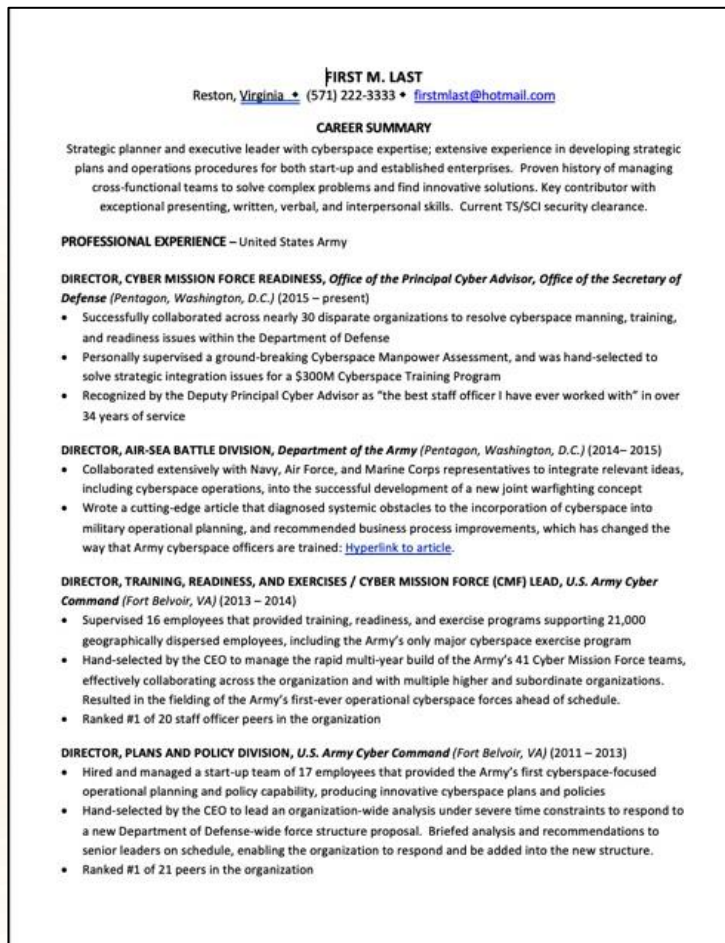
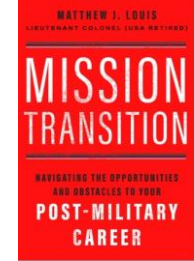
June 2008-May 2012	June 2015-Present
B.S., Civil Engineering, GPA: 3.59	M.A., Public Policy, GPA: 3.8
United States Military Academy, West Point, New York	Indiana University, Bloomington, Indiana

ADDITIONAL INFORMATION: Four-time Scholar-Athlete (Division I NCAA Volleyball), Recipient of the Econometrics Excellence Award (2010), Eight-time Dean's List member at West Point, Russian Semester Abroad, Internship with Columbia Management Group and Congressional Budget Office

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

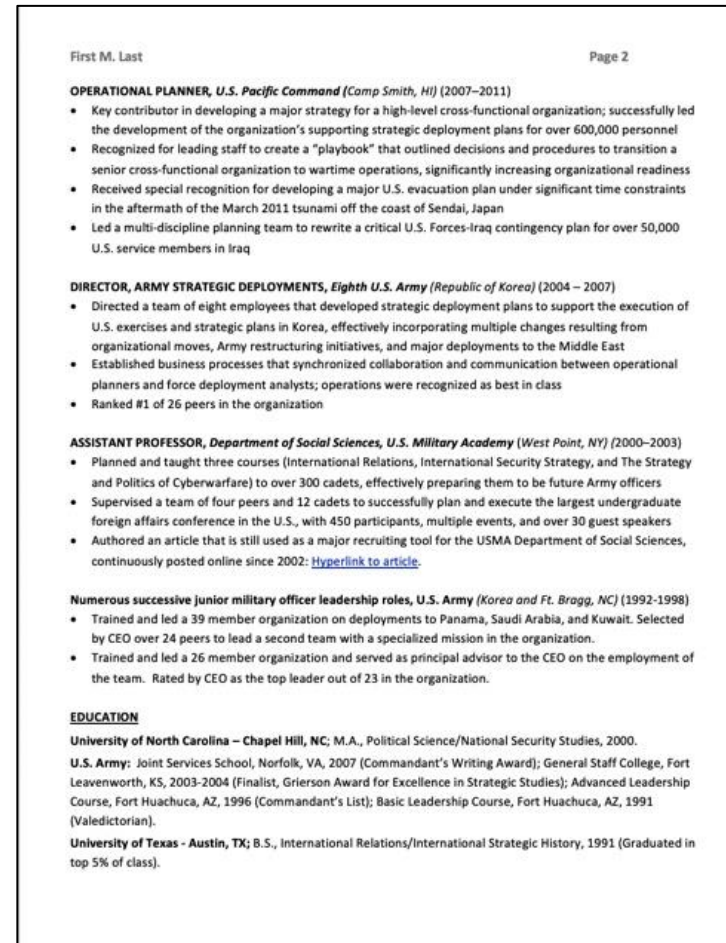
Sample Resumes & Cover Letters

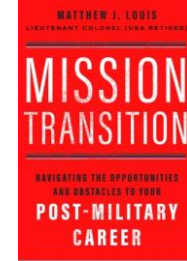
- ▶ See www.matthewjlouis.com for templates / downloads
- ▶ Sample Chronological Resume for Senior-Level Opportunities



Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Mission Transition e-Course



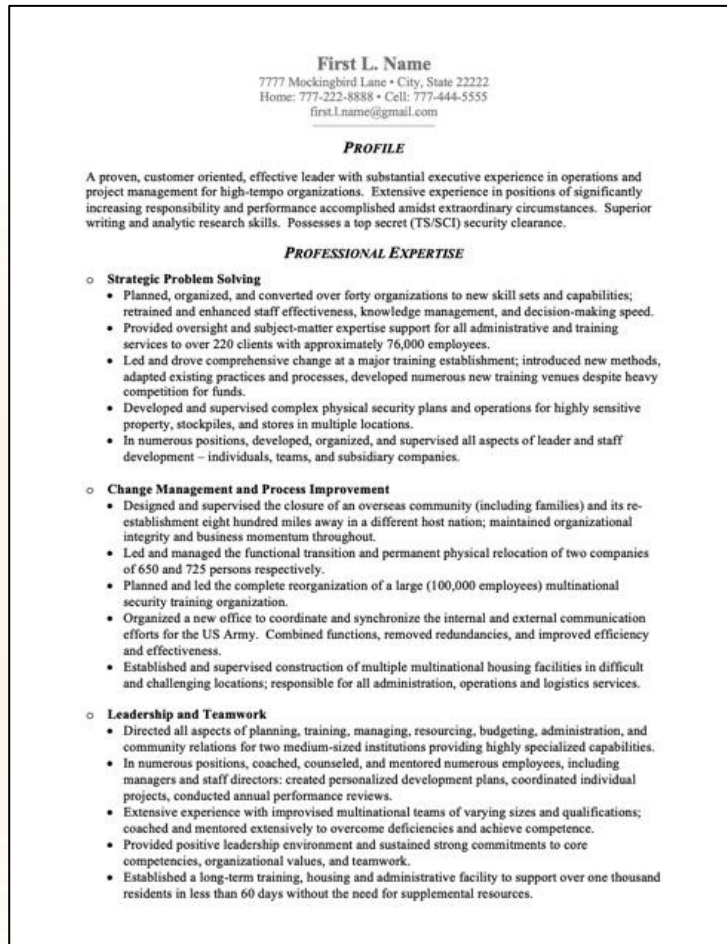
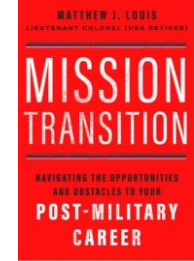


Functional Format

- ▶ Recommended only for Senior Level civilian opportunities, where the proven performance of specific, executive-level skill sets becomes more critical than the specifics of who you worked for and when
- ▶ Work Experience portion of the resume lists skills and accomplishments first, and employers and dates second
- ▶ Content
 - ▶ Your contact information, which should be at the top of the first page
 - ▶ A short objective statement (which should align with the potential employer's opportunity). This should be just below your contact information.
 - ▶ Your primary professional strengths related to the prospective employer's opportunity, supported by detailed descriptions of duties, responsibilities, and accomplishments that highlight those chosen strengths
 - ▶ Work or employment history, in reverse-chronological order
 - ▶ Education and training, in reverse-chronological order
 - ▶ Your security clearance, assuming it is active

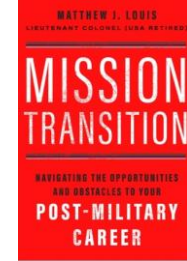
Sample Resumes & Cover Letters

- ▶ See www.matthewjlouis.com for templates / downloads
- ▶ Sample Functional Resume



Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).



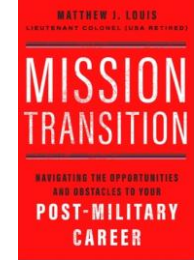


Combination Format

- ▶ Provides for more equal balance between employee and date data and duties and responsibilities data
- ▶ Recommended for Senior Level civilian opportunities
- ▶ Content
 - ▶ Your contact information, which should be at the top of the first page
 - ▶ A short objective statement (which should align with the potential employer's opportunity). This should be just below your contact information.
 - ▶ Your primary professional strengths related to the prospective employer's opportunity, supported by detailed descriptions of duties, responsibilities, and accomplishments that highlight those chosen strengths.
 - ▶ Work or employment history, in reverse-chronological format. This will usually follow the strengths section, but unlike the functional format will provide additional detail on accomplishments in each of the roles noted.
 - ▶ Education and training, in reverse-chronological format
 - ▶ Your security clearance, assuming it is active

Sample Resumes & Cover Letters

- ▶ See www.matthewjlouis.com for templates / downloads
- ▶ Sample Combination Resume



First Last name 2341 Street Name, City, ST 88888 (555) 999-0000
 firstlastname@gmail.com www.siteinfo.com/information Page 1 of 2

CAREER SUMMARY

Accomplished leader with over twenty years of strategic and operational experience in global business and military environments, forging highly productive working relationships with business partners. Successive roles as a Director and Chief Operating Officer in highly-matrixed organizations, commended for building and empowering great teams to deliver exceptional results through collaborative team leadership. Progressive levels of technical staff supervision. Multi-million dollar program management of critical requirements with high customer experience reviews.

KEY COMPETENCIES

Strategic Planning and Organizational Development

- Member of the [State] Adjutant General's Strategic Framework Board, improving organizational design to meet long-range goals.
- Critical thinker and problem-solver, developing options and risk mitigation strategies to meet changing environmental conditions.
- Member of the agency's Program and Budget Advisory Committee, charged to obtain and allocate financial resources effectively.

Critical Program and High-Visibility Project Management

- Progressive leadership experience translating strategy into action in high-energy, change-oriented and complex environments.
- Flexibly directed storm/wildfire response contingency operations using modular force packages to adjust to dynamic conditions.
- Led multi-functional staffs to plan, resource and execute time-sensitive requirements to meet U.S. border security needs.
- Resolved logistics issues as escalation authority for Dell's Preferred Accounts sales operations team, ensuring timely deliveries.

Collaborative Team Leadership and Coaching

- Selected as an instructor at the [State] Adjutant General's Leader Development Program, training future agency senior leaders.
- Consistently praised as a positive and collaborative teammate and communicator by managers, peers and direct reports.
- Mentored Dell's Preferred Accounts sales operations team to each attain Project Management Professional® certification.

Organizational Efficiency and Performance Optimization

- Realigned headquarters functions and staff processes to rebalance workload distribution and enhance productivity by 14%.
- Maintained encrypted wide area communications networks with 25% fewer technical support staff than predecessors.
- Doubled throughput as a human resources center manager, improving operational efficiencies without increasing staff.

Technology Development and Deployment

- Oversee the migration of new technologies across a 3,500-member force including adoption of the Army's latest automated logistics management communications system, facilitating efficient data exchange between multiple DoD stakeholders.
- Recognized for excellence in technical program management, applying data analytics to optimize aviation fleet maintenance.
- Managed all aspects of internal, customer and vendor relationships to deploy technology solutions in preferred accounts.

Advanced Facilitation and Communications Skills

- Presented information and capabilities briefings to national-level military and government senior leaders, U.S. Customs and Border Protection Chiefs, the DoD's Executive Leadership Development Program; served as keynote speaker in multiple forums.
- Experienced public speaker representing the U.S. position in negotiations and international military engagements.

Global Partnership Experience and Multi-Cultural Perspective

- Strong representational skills in multi-cultural environments with resident work experience in Asia, Europe, and the Middle East.
- Strengthened partnerships by achieving common defense goals through collaboration with allies and partners from The United Kingdom, France, Germany, Czech Republic, Italy, Japan, South Korea, Kuwait, and the United Arab Emirates.

PROFESSIONAL EXPERIENCE

NATIONAL GUARD OF THE UNITED STATES and U.S. ARMY
 Chief Operating Officer (Chief of Staff) Headquaters, City, ST 2014 - Present

- Directs senior staff and leadership teams in a 21,000-member agency to provide homeland security services, supervising Operations, Logistics, IT/Communications, Budgeting, and Human Resources Directorates within the State Military Department.
- Synchronizes C-Suite efforts to develop, align and implement strategic and operational plans, agency goals and objectives, performance measures, information support systems, and risk management strategies to ensure optimal resource allocation.
- Introduced advanced information solutions and business intelligence/data analytics processes to improve executive dashboards.
- Personally briefed senior governmental, military and business leaders on strategic programs and operational results, including U.S. Congressmen, Joint Chiefs of Staff principals, foreign Defense Attachés and Fortune 500 company executives.

First Last name 2341 Street Name, City, ST 88888 (555) 999-0000
 firstlastname@gmail.com www.siteinfo.com/information Page 1 of 2

- Directly responsible to maintain digital cloud-based Mission Command Systems for the State Adjutant General, ensuring 24/7 operations center architecture and interagency communications suites to support state and FEMA Region emergency response.
- Led headquarters activities to direct crisis action team efforts that evacuated/assisted 2,827 State floodwater victims in 2016.
- Forged partnerships empowering agency access to accelerated key technology initiatives enhancing operational performance.
- Oversees the development, resourcing, fielding and training efforts of satellite-enabled mobile interagency communications platforms enabling dispersed all-hazard emergency response teams to coordinate rescue efforts with local authorities.
- Drove the design and project execution of the agency's yearly continuity of operations (COOP) exercise to ensure functionality of auxiliary computer network, telecommunications and information systems that enable remote headquarters capabilities.
- Coordinated technical operating agreements with the U.S. Army's Network Enterprise Technology Command to ensure required cyber security provisions were in place to execute the state's largest command system operational evaluation and audit.
- Managed accounts exceeding \$130M to execute operations and maintenance budgets for the National Guard's largest state-based field organization, utilizing the DoD Planning, Programming, Budgeting and Execution Process.

Operations Director	Middle East (Various Locations)	2013 - 2014
National Program Manager (Risk Management)	National Guard Bureau, Arlington, VA	2012
Chief Executive Officer (Battalion Commander)	Grand Prairie and Austin, TX	2009 - 2012
Senior Operations/Technical Program Manager Roles	Kosovo and Austin, TX	2006 - 2009

- Managed planning, communications and operational execution efforts guiding agency response during severe-risk scenarios, leading cross-functional teams to coordinate messaging and drive action during extremely high-pressure time-sensitive events.
- Directly supervised network services, telecommunications and information principals at 5 successive organizational levels.
- Implemented new business processes saving over \$200M in U.S. Government operations and maintenance costs, pioneering new procedures to eliminate redundancy across organizations by training aviation fleets to perform multi-purpose missions.
- Supervised IT specialist and technical support teams in remote desert regions to maintain satellite communications and encrypted voice/data networks providing secure highly customized command suite services and situational awareness.
- Displayed superior customer relationship management skills during international negotiations with senior foreign leaders.
- Launched national-level safety campaigns for new DoD policies, procedures, and training programs to mitigate operational risk.
- Rated as the best of 22 directors, leading a multi-functional staff and team of 650 technical experts with commendable reviews.

DELL, INC.

Service Operations Team Manager and Project Manager Round Rock, TX 2002 - 2005

- Led Preferred Accounts sales operations team of six project managers, delivering 17% QOQ services revenue growth.
- Commended by CEO Michael Dell for sales operations and project management excellence; named a Key Performer for securing contracts and driving business for \$225M annual revenues within Dell's State & Local Government unit.
- Managed mass-customization deployments to field over 20,000 systems, managing over 300 projects quarterly.
- Earned 93% customer satisfaction ratings delivering customized IT solutions for Dell's Preferred Accounts and State and Local Government business segments, synchronizing sales, contracting, manufacturing and fulfillment teams.
- Led new business development team to design and pilot Dell Logistics' first "Eco-Delivery" custom shipment solution.

APPLIED MATERIALS, INC.

Project Management Lead Austin, TX 2000 - 2001

- Optimized ISO 9000 manufacturing processes and led project management teams to reduce production backlogs by 46%.
- Implemented supply chain parts fulfillment process to optimize system builds, winning segment quality competition.

UNITED STATES ARMY

Operational Leadership Roles South Korea, Colorado and New York 1991 - 2000

- Promoted in field leadership positions with deployed aviation units, training pilots to use the Army's most modern technologies.
- Presented the unit's 'Outstanding Leadership' award for coaching team members and building cross-organization relationships.
- Applied a metrics-based approach to deliver a 30% increase in flight training program outputs with 25% fewer resources.
- Recognized by the Commanding General as the best detachment commander in the 10th Mountain Division.

EDUCATION		CERTIFICATIONS	
Master of Strategic Studies, U.S. Army War College, PA	2016	Top Secret/SCI Clearance	2012
MEA, University of Texas at Austin	2003	Dell Business Process Improvement	2005
B.S., U.S. Military Academy, West Point, NY	1991	Project Management Professional® PMP	2002

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Sample Resumes & Cover Letters

- ▶ See www.matthewjlouis.com for templates / downloads
- ▶ Alternative Combination Resume for Senior-Level Roles



Dr. John B. Goode
2135 Holiday Road, Edgewood, MD 21015 • 410-999-3333_
John.B.Goode@email.com

Dr. John Goode is a highly experienced and accomplished health care leader with a consistent record of strategic and operational success. He is exceptionally skilled in developing trust and achieving internal and external alignment across organizations and exceed performance expectations. He adroitly guides C-suite executives and subject matter experts with diverse backgrounds to find consensus and mitigate conflict. He is familiar with Affordable Care Act requirements, goals and ongoing legal challenges and is experienced in Pay for Performance (P4P), Value Based Purchasing and capitation business models. Dr. Goode is adept at strategic planning, shaping, messaging, resource allocation, subordinate development, mentorship and clinical operations.

**Professional
Photo in
Executive
Civilian
Attire**

Most recently, Dr. Goode personally analyzed force protection data, eye injury rates, costs, benefits, military readiness and doctrine to ensure ongoing funding of the \$16M combat eye protection program. He marshaled experts from 12 federal organizations to prioritize force protection and human visual performance research through 2021.

Dr. Goode currently leads a team of civilian and military health care professionals from the Army, Navy and Air Force – each with a unique Service culture – as a Division Chief in the Army Public Health Center in Maryland. He represents Army interests on national and international ophthalmic standards committees, advises the optometry consultant to the Army Surgeon General and provides subject matter expertise to further the interests of the United States and its allies. His current work focuses on healthcare policy, population health, injury prevention and human performance.

As a Carl R. Darnall Army Medical Center clinic chief, Dr. Goode operated five clinics in the Army's largest Medical Department Activity at Fort Hood. He focused on the patient experience and achieved 100% patient satisfaction rates in less than eight months with more than 40,000 annual patient encounters. Despite severe staff shortages, he maintained that perfect patient satisfaction rating while achieving three times the established productivity goals for his service under a capitation model. He ran the most profitable and efficient service and published two annual reports that drove the Army's Optometry Strategic Plan.

As the Associate Director/Director of Professional Services at the \$10B multinational Army & Air Force Exchange Service, Dr. Goode provided strategy and quality oversight for health services at 155 locations worldwide. He doubled health care revenue from \$25M to more than \$50M through evidence-based growth plans, innovative partnerships, contract negotiation and first-to-market technology such as online spectacle frame ordering.

Dr. Goode earned a Bachelor of Science degree in Engineering Physics from Vanderbilt University in Nashville in 1991. He earned his Doctor of Optometry degree from Johns Hopkins in 2001 and his Master of Business Administration degree during a concurrent residency program at Southern Methodist University in 2006. Dr. Goode was the Army Medical Command's White House fellowship nominee in 2010, and in 2011 he founded the not-for-profit Federal Optometric Society. In 2015, the Army chose Dr. Goode as one of 47 experts to prepare lessons learned between 2001 and 2015 which resulted in publication of "An Important Article About Combat Eye Protection" in the Army Medical Department Journal in June 2016. He authored content in the 2016 Health of the Force document and co-wrote the Vision Conservation chapter for the soon-to-be-published Textbook of Military Medicine. He maintains a Secret security clearance and an extensive network of civilian and federally-employed peers inside and outside the health care industry.

Dr. John B. Goode
2135 Holiday Road, Edgewood, MD 21015 • 410-999-3333_
John.B.Goode@email.com

EXECUTIVE HIGHLIGHTS

Tri-Service Division Chief, Army Public Health Center, Aberdeen Proving Ground, MD 2013-present

- Influences national and international health policy and ophthalmic standards
- Established future research priorities on ballistic eye protection and human visual performance
- Personally analyzed force protection data, eye injury rates, cost-benefit, military readiness and doctrine to ensure ongoing funding for the combat eye protection program

Optometry Service Chief, Carl R. Darnall Army Medical Center, Fort Hood, TX 2011-2013

- Responsible for ~\$4.2M optometry service with over 40,000 annual patient encounters in five clinics
- Achieved 100% patient satisfaction only eight months into the position
- Generated three times the Medical Command productivity goals despite staff shortages under a capitation model
- Wrote two annual reports that drove the Army-wide Optometry Strategic Plan

Director/Associate Dir., Professional Services, Army & Air Force Exchange Service, Dallas, TX 2006-2011

- Provided strategy and quality oversight for 155 locations (optometry and dental) and 330 personnel
- Evaluated contract proposals, negotiated and enforced terms and chaired source selection committees
- Drafted a convenience care proposal which prompted the Army to create community-based (medical home) clinics
- Doubled international healthcare operation revenue from \$25M to more than \$50M
- Impetus behind online spectacle ordering services through new technology development with FramesDirect.com

Adjunct Faculty/Resident, Southern Methodist University College of Optometry 2004-2006

- Supervised doctoral students in ophthalmic imaging, surgery, glaucoma, disease and acute-care clinics
- Provided patient care and emergency department coverage at the Hastings Indian Medical Center

Clinic Chief, Supreme Headquarters Allied Powers Europe Healthcare Facility, Belgium 2001-2004

- Increased productivity by 1,000 additional patient encounters per year using new equipment and processes
- Achieved the highest patient satisfaction ratings among five international departments and a dozen clinics
- Engaged the 12,000-person international community through radio, television and print media PSAs

EDUCATION

- Vanderbilt, Nashville, Bachelor of Science, Engineering Physics, 1991
- Johns Hopkins School of Optometry, Baltimore, Doctor of Optometry, 2001
- Southern Methodist University, Cox School of Business, Dallas, Master of Business Administration, 2006

OTHER

- "An Important Article About Combat Eye Protection", Army Medical Department Journal, 2016, [Hyperlink to Article](#)
- Inter-Agency Institute for Federal Health Care Executives, 2014
- Practice Management in Socialized Healthcare, Federal Optometric Society presentation, Seattle, 2013
- Healthcare Fraud Red Flags, Federal Optometric Society presentation, Seattle, 2011
- Junior Military Officer, 1991-1997: Experimental Force Chief of Staff (Fort Hood, TX), Human Resources and Supply Officer (Fort Knox, KY), Chief of Staff, Team Leader (Schweinfurt, Germany)

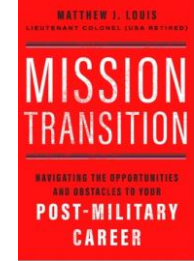
Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Resume Content

- ▶ Spell out numbers less than two-digits
 - ▶ For example, use 'one' or 'four', not '1' or '4'
 - ▶ Conversely, use '12' or '155', not 'twelve' or 'one hundred fifty five' unless those are the first words of a sentence
- ▶ Do not use personal pronouns in your resume
- ▶ Only use a period at the end of a bullet if there are two or more sentences contained in the bullet. If a bullet contains only one sentence, do not use a period.
- ▶ It is OK to use M or B as abbreviations for Millions or Billions
 - ▶ For example, 50M personnel or \$1.2B
- ▶ Do NOT include in your resume
 - ▶ Statements such as 'references available upon request'
 - ▶ Your salary history or salary expectations
 - ▶ Any information that could potentially lead to bias on behalf of the reader: political affiliation, religious beliefs, medical data, your race, or even your picture

Sample Resumes & Cover Letters

- ▶ See www.matthewjlouis.com for templates / downloads
- ▶ Sample Cover Letter
- ▶ If noted as being optional, write one!



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 logistician 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.

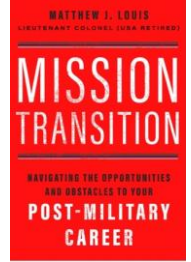
Sincerely,

Anxious Worker

Enclosure: Resume

Sample Resumes & Cover Letters

- ▶ See www.matthewjlouis.com for templates / downloads
- ▶ Sample Thank-you Note
- ▶ They are always welcome
- ▶ When in doubt, write one!



September 15, 2022

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.

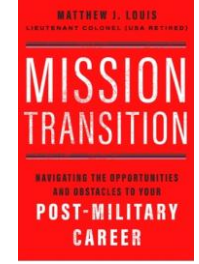
I am confident that my years of experience leading teams in the military have prepared me well for excelling in such a Team Lead role. I believe my natural leadership approach would resonate well with team members and produce the kinds of positive, incremental results you seek. I would welcome the opportunity,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

Resume Type Quiz



- ▶ Q: How many pages should your civilian resume be?
- ▶ Q: If you assume your resume will be scanned, what font size should you use?
- ▶ Q: What resume type is widely used and applies to all levels of civilian opportunities?
- ▶ Q: What resume type is recommended only for Senior Level civilian opportunities?
- ▶ Q: What resume type provides more equal balance between employee and date data and duties and responsibilities data?
- ▶ Q: Should I draft a cover letter if my application states that a cover letter is optional?
- ▶ Q: When in doubt, should I write a thank you note?

A:

A: No more than 2

A:

A: No smaller than 11

A:

A: Chronological

A:

A: Functional

A:

A: Combination

A:

A: Yes

A:

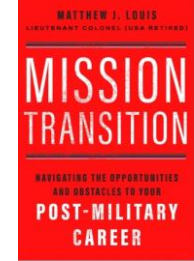
A: Always

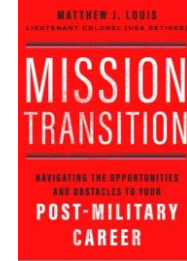
Homework

- ▶ Identify the Income Statement areas that your strengths may impact
- ▶ Identify the resume type most applicable to you
- ▶ Collect the information needed to populate your resume

Check out Mission Transition for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Approaches for using recruiting firms
- ▶ Details on veteran collaboratives and how they can help
- ▶ Tips on the detailed construction of civilian resumes
- ▶ Sample resumes, letters, and notes
- ▶ Additional guidance for career military professionals
- ▶ Additional information you may want to include in your resume
- ▶ An alternate resume method for career military professionals
- ▶ Additional resources to support resume construction





Words to the Wise

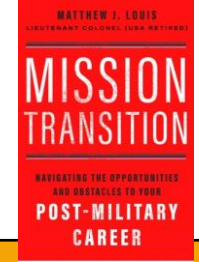
▶ Do

- ▶ Translate your military skills
- ▶ To get this right, you will need an outside perspective – someone in the civilian world who can help you with your translation. There are many sources for this:
 - ▶ Former peers that have left the military and are now at work in the civilian world
 - ▶ Alumni organizations
 - ▶ College placement offices
 - ▶ Non-profit veteran collaboratives
- ▶ Tailor your resume to the specific needs of the hiring organization
- ▶ Consider an executive bio in addition to, or place of, a resume

▶ Don't

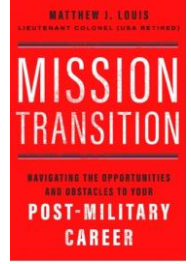
- ▶ Don't get frustrated with yourself. This is not easy, but it can and must be done.
- ▶ Do not be satisfied with the first version of your resume. It will not be civilian-ready. Be open to the feedback that will help you get this right.
- ▶ Don't get confused. Every person whose help you seek may have a slightly different opinion on the optimal way to approach this. Some of this guidance may seem conflicting. They all mean well, but you will have to decide which pieces of advice are most applicable to your situation.

Additional Resources



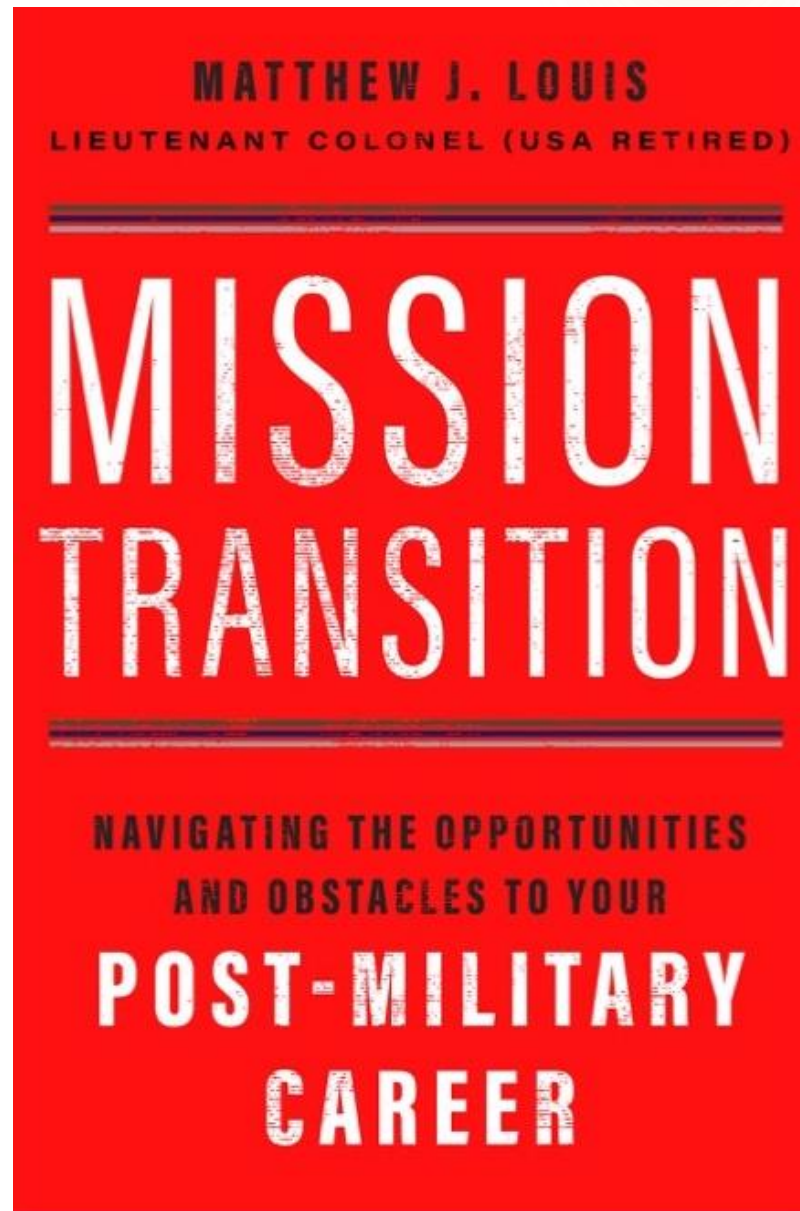
Resource	Description
Get It Done: Write a Cover Letter By Jeremy Schifeling	Short, easy-to-digest guide to writing targeted cover letters
Military to Civilian Resumes and Letters How to Best Communicate Your Strengths to Employers By Carl S. Savino and Ronald L. Krannich	Helps you relate to a prospective employer what you've done, what you can do, and what you will do for them. Contains examples for many different occupations.
Roadmap to Job-Winning Military to Civilian Resumes How to Write Military to Federal, Defense Contractor and Corporate Resumes Proven to Earn Job Interviews By Barbara A. Adams and Lee Kelley	Professional resume writers' guide to both federal and civilian resumes. Examples are stratified for entry-level, mid-level, and senior-level roles. Comes with a CD-ROM with over 100 electronic samples.
Best KeyWords for Resumes, Cover Letters, and Interviews Powerful Communication Tools for Success By Wendy S. Enelow	Specific words and phrases you can use to best indicate your skills and qualifications that hiring managers will understand. Organized by major industries and professions.
Purepost https://www.purepost.co	Features a free Passport profile that translates your military experience into an Ivy League graduate-level resume.
O*Net https://www.onetonline.org/	Interactive application for exploring and searching a database of occupational information on hundreds of occupations. Visit Career Exploration Tools.

Notes



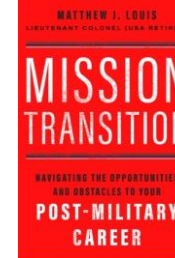
Chapter 8

SKILLS TRANSLATION

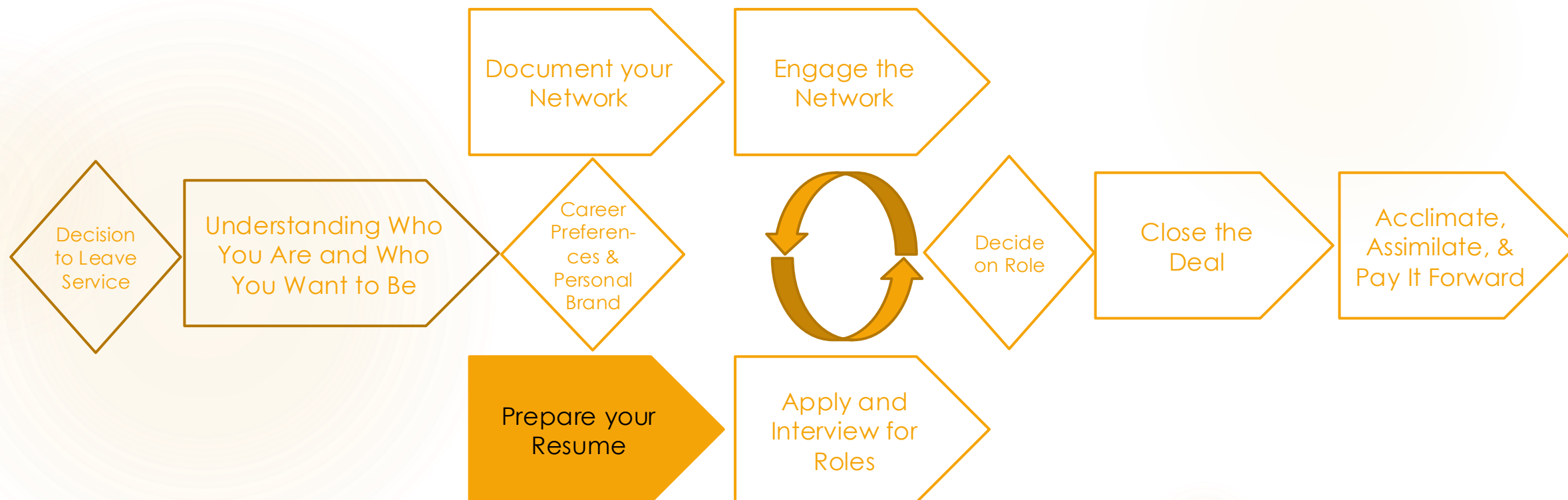


Chapter 8 Objectives & Scope

Content in this chapter parallels content in Chapter 4 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand the importance of translating your skills and experiences	Understanding	Understanding the perspective of civilian executives – your audience
Understanding how to translate your skills and experiences	Application	Being able to effectively communicate in writing your skills and abilities to that audience



Refresher: Five Minute MBA

For a commercial (for-profit) enterprise to exist as a business, it needs to have two things:

1. a product or a service of value
2. a paying customer

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

- Most commercial organizations are judged by their ability to produce a positive and gradually increasing Net Income (Profit)
- To succeed, organizations must either increase revenue (by either increasing volume and/or price) and/or decrease costs (including taxes) in any legal way possible
- To the extent that you can help an organization do either of those, you are a valuable asset to that organization
- And so, the content of your resume must speak to the strengths that might enable an organization to do either of those

Terminology Translation

How would you react to the following statement?

- ▶ “Flew over 50 combat missions in the UH-60 A/L Blackhawk in support of OIF and over 100 combat ISR sorties in the RC-12 N/P Guardrail in support of OND.”

- ▶ The likely reaction from a civilian executive:
 - ▶ What does this have to do with the role to which you are applying (we aren't hiring pilots)?
 - ▶ What skills does this demonstrate (other than that of being a pilot and perhaps being able to operate under pressure) that I could actually utilize?
 - ▶ Are 50 missions and 100 sorties impressive? I have no idea.
 - ▶ What is...
 - ▶ A US-60 A/L Blackhawk?
 - ▶ A RC-12 N/P Guardrail?
 - ▶ OIF?
 - ▶ OND?
 - ▶ ISR?

Terminology Translation

How would you react to the following statement?

- ▶ “Army Lieutenant Colonel and cybersecurity professional with extensive executive leadership and management experience and over 10 years of experience in computer and network security.”

- ▶ The likely reaction from a civilian executive:
 - ▶ You’re not applying to be in the Army, so why does that matter?
 - ▶ I don’t understand your rank (is that a high rank?) and it holds no sway in my organization anyway. I wonder if this person has a superiority complex and won’t be able to adjust to life in the real world.
 - ▶ Why list both management and leadership? Does this person understand the difference?
 - ▶ I wonder if this person understands what executive leadership entails in the real world, much less ‘extensive’ executive leadership?

Terminology Translation

- ▶ How would you react to the following statement?
 - ▶ “Second in command of a forward-deployed, European-based, tank battalion consisting of 44 M1A1 main battle tanks, 150 tracked and wheeled vehicles, and approximately 600 Soldiers.”
- ▶ Likely reaction:
 - ▶ With few exceptions, we don’t “command” anyone in the civilian world to do anything. I wonder if this person can adjust their style?
 - ▶ Is this supposed to be impressive? To what is this relative? Were his peers responsible for more than this? I can’t tell.
 - ▶ What does all of this translate to in dollars and cents?
 - ▶ Was this person truly the primary person responsible or was this accomplished as part of a team?
 - ▶ What skill sets were required to be successful here? And how do they relate to the role to which this person is applying?
 - ▶ What is
 - ▶ An M1A1 main battle tank?
 - ▶ A tracked vehicle?
 - ▶ A wheeled vehicle?
 - ▶ A tank battalion?
 - ▶ Forward-deployed?
 - ▶ Second in command?

Terminology Translation

- ▶ **Are those the kinds of reactions that you want?** Are those the kinds of reactions that will get you an interview and an opportunity to land a role at a prospective organization?
- ▶ Let's revisit those same statements having translated them into a language that would resonate with our intended audience:

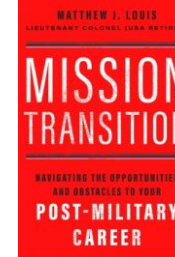
"Flew over 50 combat missions in the UH-60 A/L Blackhawk in support of OIF and over 100 combat ISR sorties in the RC-12 N/P Guardrail in support of OND."



"Recognized by the organization's CEO for performing admirably and exceeding expectations under pressure on repeated occasions in my assigned role."

- ▶ This not only sounds different. It should garner quite a different reaction:
 - ▶ This person goes beyond basic requirements. We need that.
 - ▶ Recognition by a senior leader says a lot about how this person stands out in a crowd or among peers. We need leaders in our organization.
 - ▶ Performing under pressure is not an issue. That's great; we're always operating under pressure.

Terminology Translation



“Army Lieutenant Colonel and cybersecurity professional with extensive executive leadership and management experience and over 10 years of experience in computer and network security.”



“Experienced cybersecurity professional with over 10 years of organizational leadership experience in computer and network security.”

- ▶ Better reaction:
 - ▶ This person has cyber skills and leadership experience, with a specialty in computer and network security. We can use both of those – the technical skills and the leadership skills

Terminology Translation

“Second in command of a forward-deployed, European-based, tank battalion consisting of 44 M1A1 main battle tanks, 150 tracked and wheeled vehicles, and approximately 600 Soldiers.”



“Chief of Staff of a leading-edge overseas organization with primary responsibility for \$600 million in equipment and 600 personnel.”

- ▶ Better reaction:
 - ▶ Wow. I want to learn more about that.
 - ▶ This person knows how to manage. That's the kind of responsibility this person will have here as well
 - ▶ This person has been overseas. That's good; we operate in a global economy.

Which reaction would you prefer?

Terminology Translation

Original Statement		Translation
"Hand-picked from a XX-person military force..."		Hand-picked from a 2.1 M person organization
"...a special team of the highest caliber special assistants..."		A team of highly capable specialists
"...charged with leading the Army of over 1.3M soldiers and family members..."		Assigned to lead over 1.3M professionals
"...a team of 23 high caliber military and civilian strategists..."		A team of 23 highly competent strategists
"...implementation plan to sustain Army dominance in land warfare."		Implementation plan to sustain operational dominance
"...develop a war plan to deter and if necessary defeat threats to US interests."		Develop an operations plan to address competitive threats to national interests
"...3-star leader..."		Executive leader

Which would a civilian executive understand?

Terminology Translation

- ▶ Original: “Served additionally as an arms room officer, overseeing security, maintenance, and accountability of weapons, optics, and restricted hardware within a weapons storage facility; scored in top 10% of units for security and efficiency of armory.”
- ▶ Improved: “Oversaw the security, maintenance, and accountability of all organizational weapons, optics, and restricted hardware; scored in top 10% of similarly sized peer organizations for security and efficiency.”
- ▶ Lesson: **Translate terminology. Be succinct with your quantifiable results.**

- ▶ Original: “Company Executive Officer, Anti-Tank Company”
- ▶ Improved: “Chief of Staff”
- ▶ Lesson: **Focus on skills. Translate terminology. Avoid military specifics, especially those dealing with lethality.**

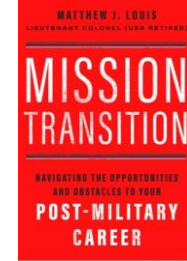
Terminology Translation

- ▶ Original: “Top platoon leader in company and #3 out of 26 in battalion in evaluations; promoted to 1st Lieutenant.”
 - ▶ Improved: “Top team leader in the organization and #3 of 26 in the enterprise; promoted to manage more complex teams.”
 - ▶ Lesson: **Emphasize skills, not ranks. Translate terminology.**
-
- ▶ Original: “Graduated in top 10% of class at Infantry Officers Course and Northern Warfare Training Center; Airborne School”
 - ▶ Improved: “Graduated in top 10% of class at two Army Officer Basic Leadership Courses”
 - ▶ Lesson: **Translate military terminology**

Terminology Translation

- ▶ Original: “Integrated a highly independent staff and modernized office practices in order to showcase the best aspects of the company to foreign visitors and senior military leaders”
- ▶ Improved: “Improved protocol processes of a diverse five-member staff, resulting in 34 successful visits by foreign dignitaries and senior military leaders.”
- ▶ Lesson: **Quantify your accomplishments**

- ▶ Original: “Lieutenant, UNITED STATES NAVY, Amphibious Squadron 5, US Pacific Fleet”
- ▶ Improved: “US Navy Officer”
- ▶ Lesson: **Dispense with detailed ranks and units**



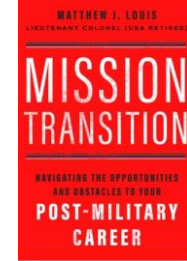
Rules of the Road

- ▶ Quantify as much as you can on your accomplishments.
- ▶ Order your Experience ahead of your Education on your resume (assuming that you are transitioning directly from the service).
- ▶ Avoid formal military ranks.
- ▶ Avoid naming specific military units.
- ▶ Avoid naming specific individuals in referring to your accomplishments.
- ▶ In referring to your commanders or leaders, use equivalent civilian terminology; i.e., terms such as “organizational leader,” “first line supervisor,” “CEO,” “president,” “vice president,” “boss.”
- ▶ Specify accomplishments regarding activities that you note. Each bullet should be able to answer the question, “So what?” It should be **quantifiable, specific, and relevant** to the opportunity.
- ▶ Translate any accomplishments that deal with death or lethality.

Terminology Translation Exercise

Use the Thesaurus on www.matthewjlouis.com/resources to translate these common terms.

Term	Translation
Command	
Fixed-wing aircraft	
Operation	
Stovepipe	
Battle Rhythm	
Subordinates	
Unit	
Vector	
Sector	
Soldiers / Sailors / Marines / Airmen / Guardians	
Wheeled vehicle	
Platoon	
Executive Officer	
Operations Order	

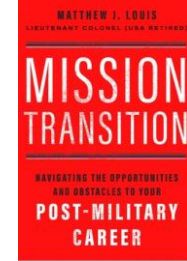


Homework

- ▶ Create your resume
- ▶ Have a friendly civilian in your target industry sector review your resume
- ▶ Pro Tip: Create a free Passport profile at Purepost (www.purepost.co). It will automatically translate your competencies and skills and instantly match you with employment opportunities in the US market based on those competencies and skills.

Check out Mission Transition for...

- ▶ A thorough Military-to-Civilian thesaurus on www.matthewjlouis.com
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support resume construction



Words to the Wise

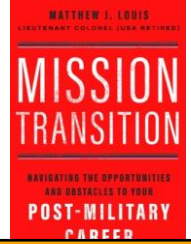
▶ Do

- ▶ Translate your military skills
- ▶ To get this right, you will need an outside perspective – someone in the civilian world who can help you with your translation. There are many sources for this:
 - ▶ Former peers that have left the military and are now at work in the civilian world
 - ▶ Alumni organizations
 - ▶ College placement offices
 - ▶ Non-profit veteran collaboratives

▶ Don't

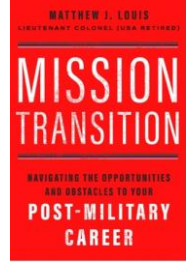
- ▶ Don't get frustrated with yourself. This is not easy, but it can and must be done.
- ▶ Do not be satisfied with the first version of your resume. It will not be civilian-ready. Be open to the feedback that will help you get this right.
- ▶ Don't get confused. Every person whose help you seek may have a slightly different opinion on the optimal way to approach this. Some of this guidance may seem conflicting. They all mean well, but you will have to decide which pieces of advice are most applicable to your situation.

Additional Resources



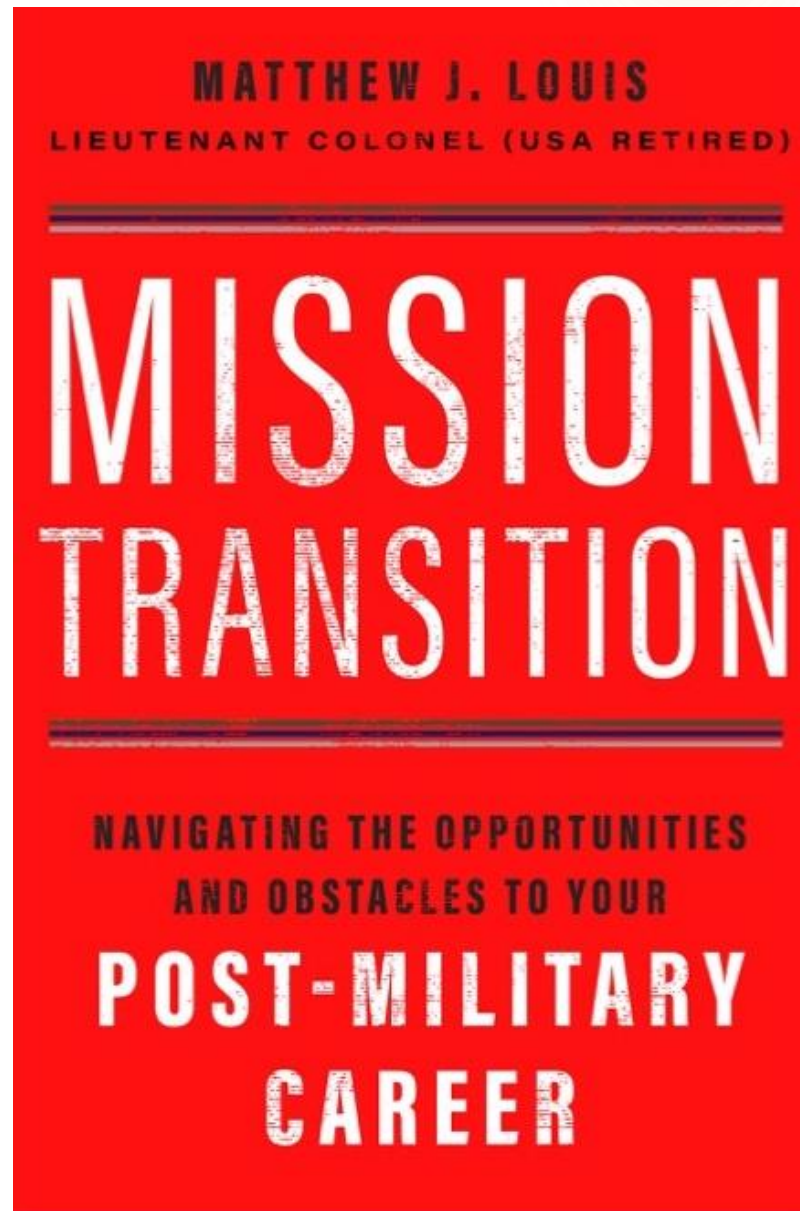
Resource	Description
Get It Done: Write a Cover Letter By Jeremy Schifeling	Short, easy-to-digest guide to writing targeted cover letters
Military to Civilian Resumes and Letters How to Best Communicate Your Strengths to Employers By Carl S. Savino and Ronald L. Krannich	Helps you relate to a prospective employer what you've done, what you can do, and what you will do for them. Contains examples for many different occupations.
Roadmap to Job-Winning Military to Civilian Resumes How to Write Military to Federal, Defense Contractor and Corporate Resumes Proven to Earn Job Interviews By Barbara A. Adams and Lee Kelley	Professional resume writers' guide to both federal and civilian resumes. Examples are stratified for entry-level, mid-level, and senior-level roles. Comes with a CD-ROM with over 100 electronic samples.
Best KeyWords for Resumes, Cover Letters, and Interviews Powerful Communication Tools for Success By Wendy S. Enelow	Specific words and phrases you can use to best indicate your skills and qualifications that hiring managers will understand. Organized by major industries and professions.
O*Net https://www.onetonline.org/	Interactive application for exploring and searching a database of occupational information on hundreds of occupations. Visit Career Exploration Tools.
Purepost https://www.purepost.co	Features a free Passport profile that converts your military experience into language and competencies that civilian employers can understand

Notes



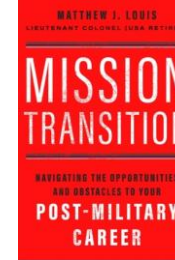
Chapter 9

NETWORK IDENTIFICATION

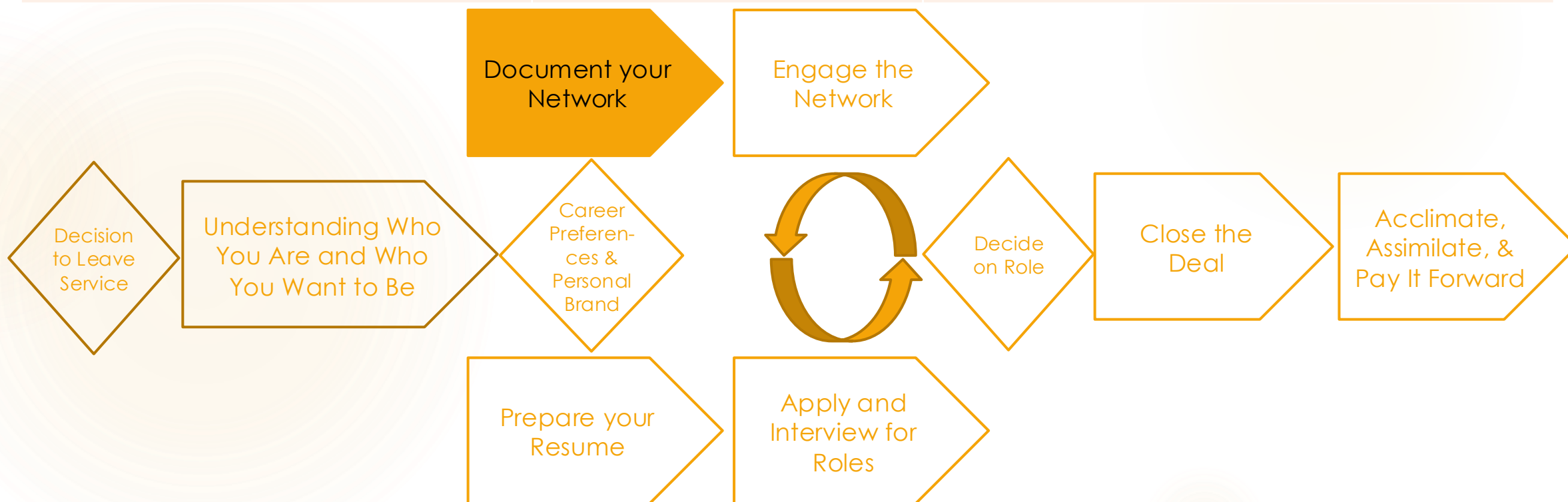


Chapter 9 Objectives & Scope

Content in this chapter parallels content in Chapter 5 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Identify networking contacts who, upon being engaged, can enable job opportunities in your targeted field	Understanding	<ul style="list-style-type: none"> Understanding the importance of networking Documentation of existing network
Create a networking target list	Application	<ul style="list-style-type: none"> Developing a networking database and target list

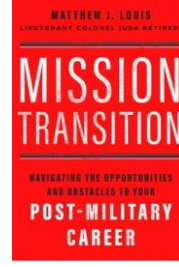


Networking



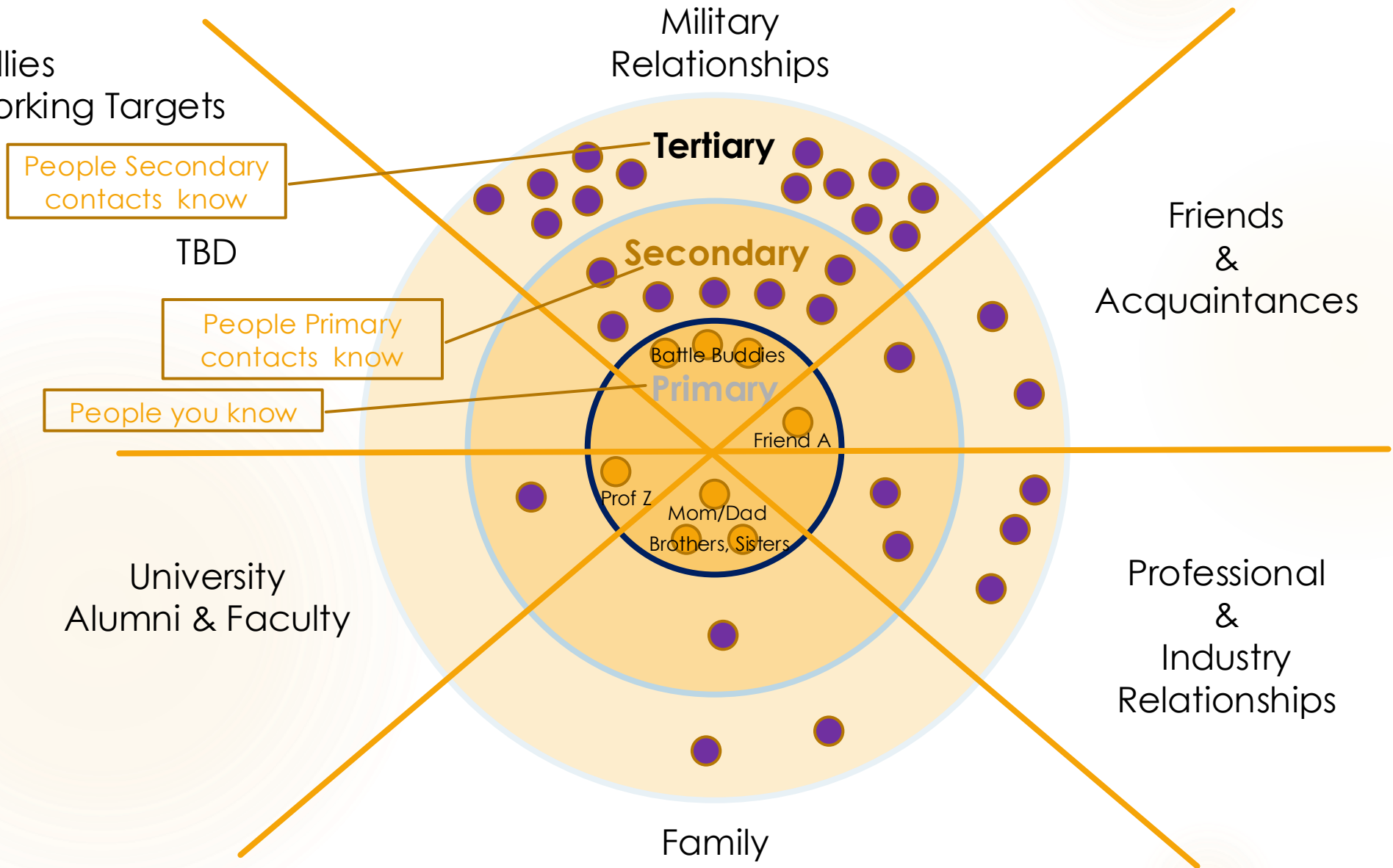
- ▶ Definition: the process of connecting with acquaintances to build mutually beneficial relationships
- ▶ Overcoming negative perceptions
- ▶ It occurs in various settings
 - ▶ Formal (job fairs, career conferences) or informal (weddings)
 - ▶ Group or 1-on-1
 - ▶ Virtual or in-person
 - ▶ Planned or serendipitous (your seat-mate on an airplane)
- ▶ It is a two-way street intended to benefit both people

How To Organize Your Network

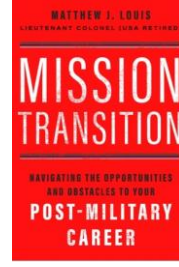


Legend

- Friendlies
- Networking Targets

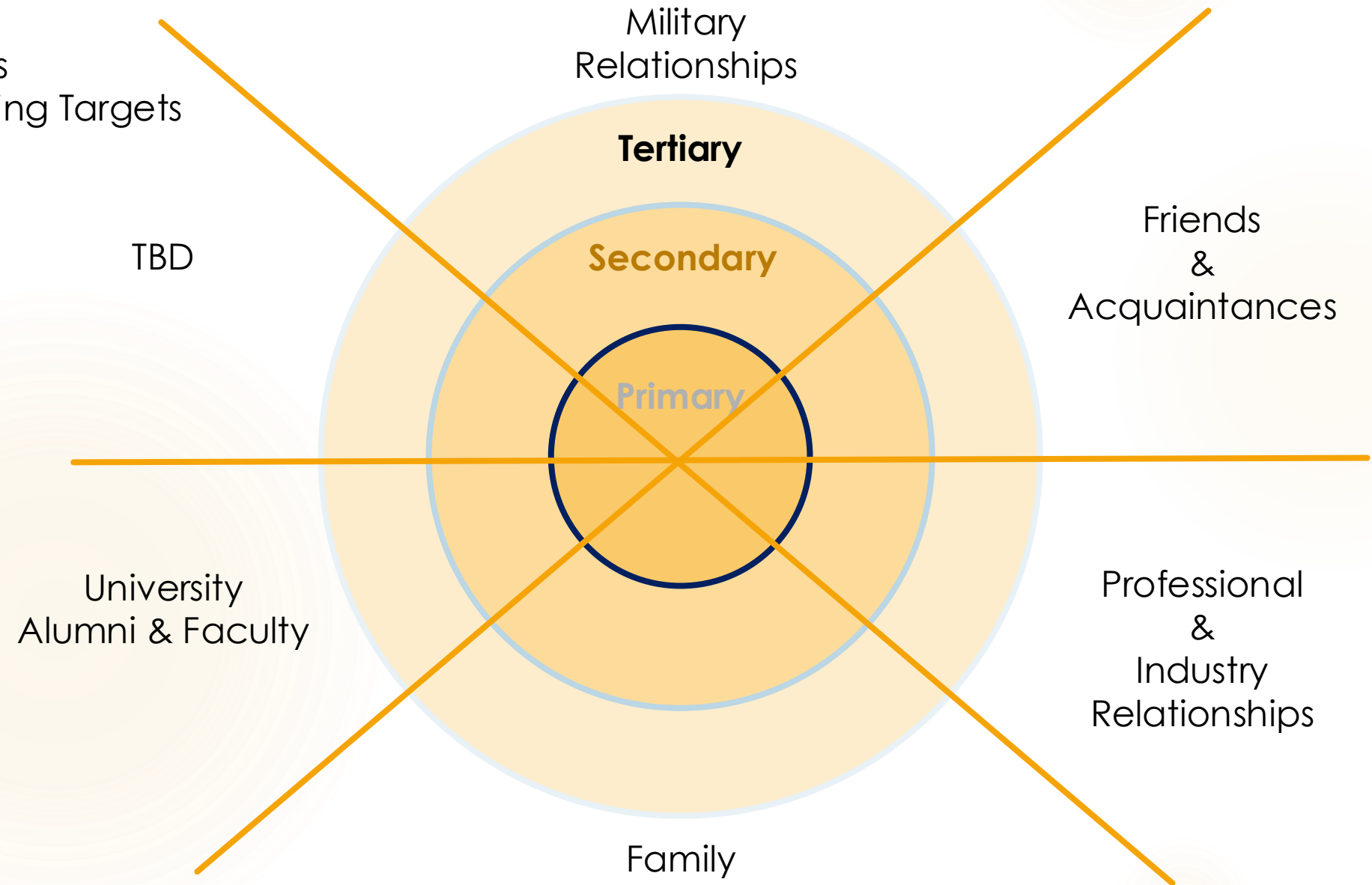


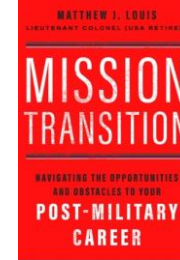
Exercise: Map Your Network



Legend

- Friendlies
- Networking Targets

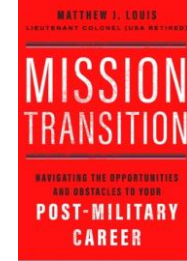




Document & Track Your Network

- ▶ Create and maintain a database
- ▶ Update it after every interaction
- ▶ Follow up on all action items
- ▶ See www.matthewjlouis.com for templates / downloads

Contact Name	Business Name	Position/Role	Phone	Mobile	Email	Assistant	Assistant's Contact Info	Relationship/Reference	Date of Last Meeting	Notes from Last Meeting



Homework

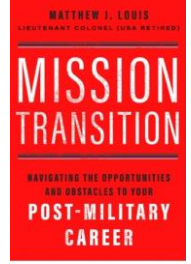
- ▶ Create your network organization chart/map
- ▶ Populate your contact database (and keep it updated)

Check out *Mission Transition* for...

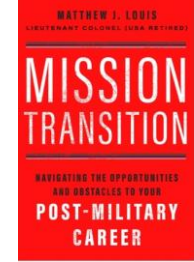
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition

Words to the Wise

- ▶ Don't skip this step
- ▶ Organize your networking contact list
- ▶ Review and refresh your networking contact list on a regular basis
- ▶ Leverage your list of 'friendlies' for engaging with 'targets'

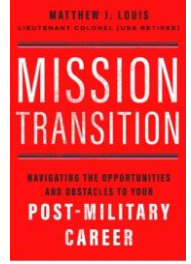


Additional Resources



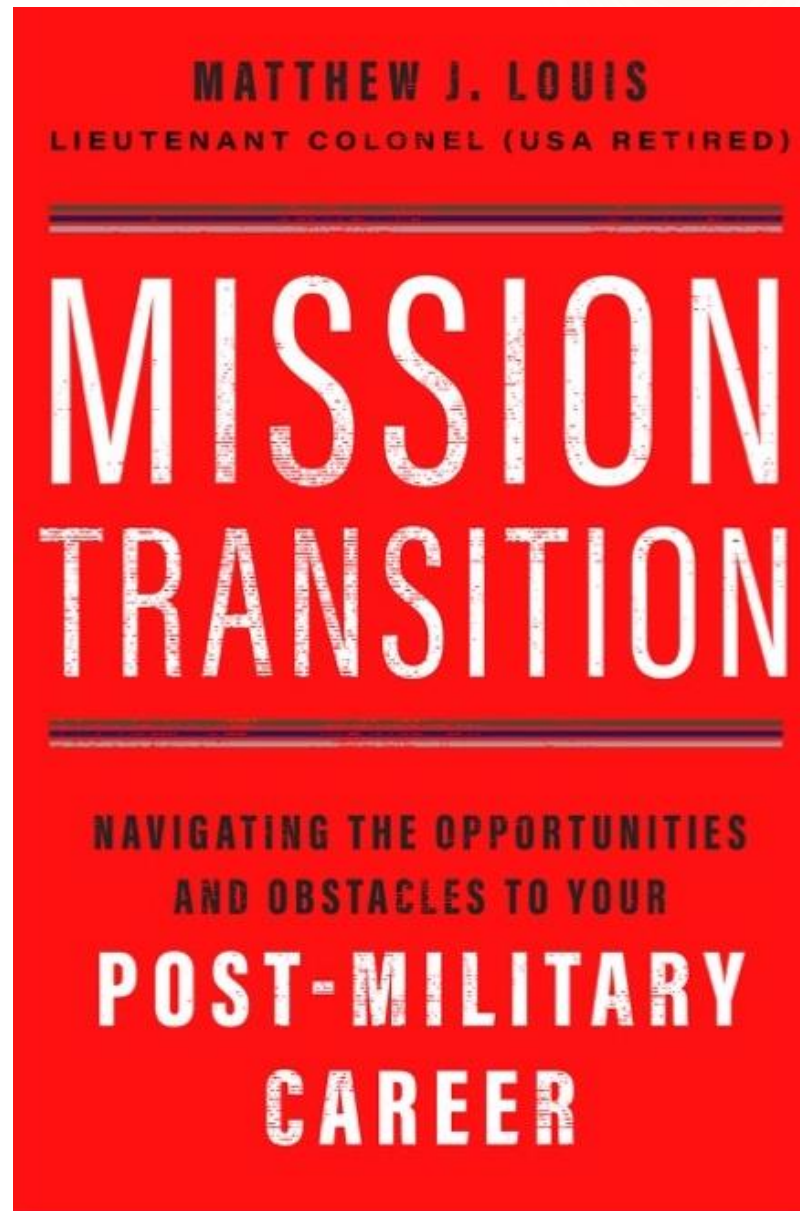
Resource	Description
Networking for Veterans A Guidebook for a Successful Military Transition Into the Civilian Workforce By Michael Abrams, Dr. Michael Faulkner, and Andrea Nierenberg	The first military transition book written by an Iraq or Afghanistan veteran. Addresses all the basics of networking, including documentation of your network.
Highly Effective Networking Meet the Right People and Get a Good Job By Orville Pierson	Book addresses how to leverage your existing network to find a job; its tactical job-hunting focus differentiates it from other resources that take a more general approach to building a network over time
Never Eat Alone And Other Secrets to Success, One Relationship at a Time By Keith Ferrazzi and Tahl Raz	National bestseller covers the specific steps and mindset needed to effectively connect with others, distinguishing genuine relationship-building from traditional networking
American Corporate Partners http://www.acp-usa.org/	National nonprofit focused on helping returning veterans find their next careers through one-on-one mentoring, networking and online career advice
Veterati https://www.veterati.com	Veteran Mentorship Platform that lets you choose your own mentors and as many as you would like from a long list of successful professionals
PRISM Networking https://prismnetworking.com	Personal relationship management system that helps you manage personal contacts and enable mutually beneficial relationships.

Notes



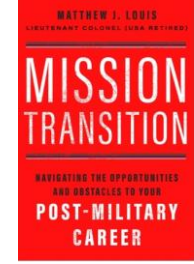
Chapter 10

NETWORK ENGAGEMENT

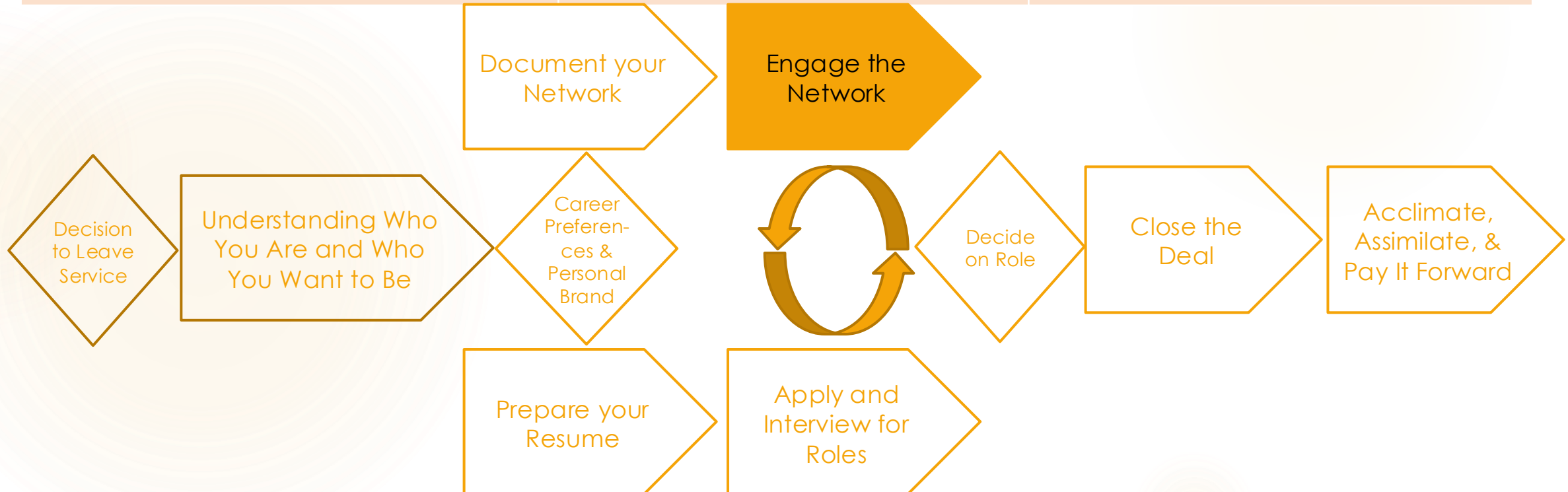


Chapter 10 Objectives & Scope

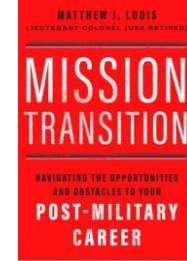
Content in this chapter parallels content in Chapter 6 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Produce an action plan for engaging with networking targets	Application	Formal networking action plan
Create stories to support networking efforts	Application	Shareable stories
Review social media role in supporting networking efforts	Application	Established social media presence



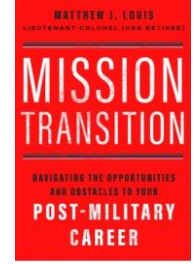
Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).



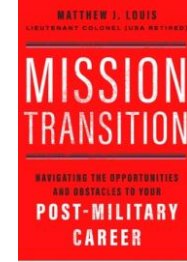
Create a Networking Action Plan

- ▶ Choose 4-5 relationships that you are ready to commit time to strengthening. Think about specific actions you could take to develop that relationship and how that might help you. Consider the following questions:
 - ▶ How does nurturing the relationship I have targeted help me to achieve my career and life objectives?
 - ▶ Do I have relationships that would allow me to meet others in the career field in which I'd like to be employed?
 - ▶ Where do I have especially strong relationships? Can I leverage those relationships to build new ones?
 - ▶ Where do I need additional contacts?
- ▶ Use the Relationship Tracker on the next slide to document your plan

Relationship Tracker



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

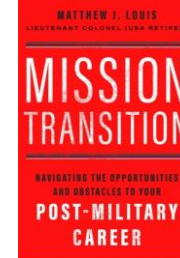


Creating Stories

1. Identify the main point of your story. Distill this “simple truth” into once sentence.
2. Define the three elements of your story (think of the lifecycle of an airplane flight)*:
 - A. Takeoff – Begin with a specific time and place. Describe the main character (could be you) and her or his goal.
 - B. Turbulence – Describe the conflict that the main character (you) experiences on the journey. It is important that the listener can identify with your challenge. Feel free to add drama, detail, and dialogue to bring it to life.
 - C. Touchdown – Resolve the conflict and convey a meaningful message on the moral of the story. Tell how obstacles were overcome and share lessons learned. Make the outcome relevant to the audience. Have a defined end point so the story has an appropriate wrap-up.

Sample Story

1. Main point: “I led a team conducting a counter-drug operation that the sponsoring organization’s CEO recognized as one of the best he has ever seen.”
2. Three elements of the story:
 - A. Takeoff: “Back in 2010, I demonstrated initiative by volunteering my team for a dangerous counter-drug mission in California. Very few similarly sized organizations are selected for such an operation, and I wanted to prove that my team was up to the task.”
 - B. Turbulence: “While we trained extensively for the effort, we encountered a host of challenges once on site. Besides operating in territory that was relatively uncharted, there were mountain lions, rattlesnakes, black bears, poison oak, and – perhaps worst of all – a member of the wasp family called a ‘meat bee,’ who – unlike real bees – can sting and bite repeatedly without dying. Several patrols were disrupted, and I had to send more than a few of my team members to the hospital over the course of the operation.”
 - C. Touchdown: “In spite of these challenges, I led my team through it without any permanent injuries or losses of equipment. The operation uncovered several methamphetamine labs, and the sponsoring organization’s CEO recognized our effort as one of the best he had ever seen. I take great pride in my ability to persevere in such circumstances.”



Exercise – What's Your Story?

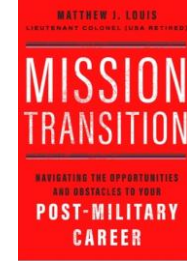
- ▶ Draft your story below and rehearse it with a disinterested third party
- ▶ Solicit their feedback, incorporate it, and try it again

Main Point:

Takeoff:

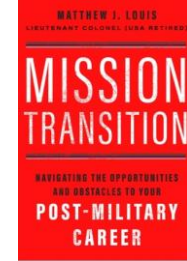
Turbulence:

Touchdown:



Networking Opportunities

- ▶ Job fairs with recruiters from different organizations and other job seekers with whom you can network
- ▶ Alumni gatherings where you can network with people who share a similar academic background (e.g., tailgating for an athletic event, reunion, etc.)
- ▶ Charity events for a cause that you support (e.g., silent auction, golf outing, etc.)
- ▶ Children's school activities
- ▶ Social events with family and friends (e.g., cocktail party, wedding reception, etc.)
- ▶ Community athletic leagues (e.g., bowling, softball, etc.)

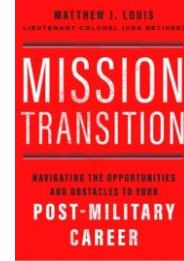


Networking Goals

- ▶ Develop your skills
 - ▶ Practice a smooth and articulate introduction
 - ▶ Hone your conversation and storytelling skills
 - ▶ Work on describing your military experiences in ways that are relatable to those without military background
- ▶ Expand your knowledge
 - ▶ Learn more about an industry
 - ▶ Learn about a role or job function
 - ▶ Learn about a company from someone who works or has worked there
- ▶ Grow your network
 - ▶ Make a connection with a person who could introduce you to someone in a particular company
 - ▶ Walk away with two new contacts with whom you will follow up
 - ▶ Identify a potential job lead

Research Networking Targets

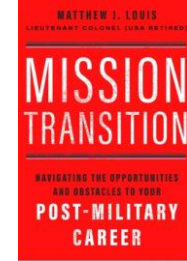
- ▶ Research target companies and individuals. Sources may include:
 - ▶ Companies: Organization's website, SEC's EDGAR database, news stories online, Google alerts, LinkedIn, Glassdoor, Indeed, "friendlies"
 - ▶ Individuals: LinkedIn, "friendlies," alumni organizations
 - ▶ Both: Informational interviews, shadowing, volunteering, internships
- ▶ Gather intelligence from these sources & "friendlies" in your network:
 - ▶ Company operational performance, growth possibilities
 - ▶ Company culture, career progression possibilities, and opportunities for personal growth and learning
 - ▶ Degree of veteran support
 - ▶ Ranking on "best of" employer lists



Intelligence Gathering Exercise

Document the intelligence you have gleaned from your research and networking below:

Networking Target	Intelligence Gleaned



Social Media Strategy

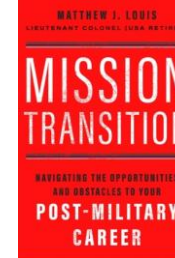
- ▶ What message is your social media presence conveying to prospective employers? Do you need to fix it?
- ▶ Establish your own social media presence. Consider LinkedIn.
 - ▶ One year of free Premium service
 - ▶ Leading practices in establishing your page
 - ▶ Write a powerful headline
 - ▶ Use a professional headshot
 - ▶ Optimize your profile – experience, connections, skills, groups
 - ▶ Send personalized messages
- ▶ Procure and utilize business cards. Translate all terms just like your resume.
- ▶ Personalize signature blocks on email and your smart phone

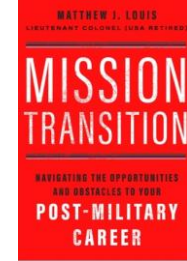
Homework

- ▶ Identify your priority networking targets
- ▶ Generate stories to support your networking efforts
- ▶ Establish social media profiles
- ▶ Establish networking goals and research your networking targets
- ▶ Begin networking
- ▶ Use the Relationship Tracker to hold yourself accountable
- ▶ Send thank-you notes

Check out Mission Transition for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Tactical networking tips – do's and don'ts
- ▶ Proactive steps for managing your social media presence
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition





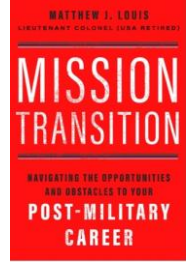
Words to the Wise

- ▶ Have an action plan for engaging with your networking targets
- ▶ Schedule time on your calendar to hold yourself accountable to making planned networking appointments
- ▶ Use well-constructed and rehearsed stories to support your networking. Translate your terminology, much as you did when composing your resume.
- ▶ Research your networking targets before engaging with them
- ▶ Send appreciative thank-you notes when others spend time to help you in your research
- ▶ Diligently follow through on all action items emerging from your networking meetings
- ▶ Avoid monopolizing conversations; remember that networking is a two-way street
- ▶ Have a proactive social media strategy. Google your name and fix those results.
- ▶ Complete a LinkedIn profile; take advantage of the free year of premium service provided to veterans
- ▶ Procure a set of business cards for use in networking
- ▶ Format your signature block on email and smart phone communications

Additional Resources

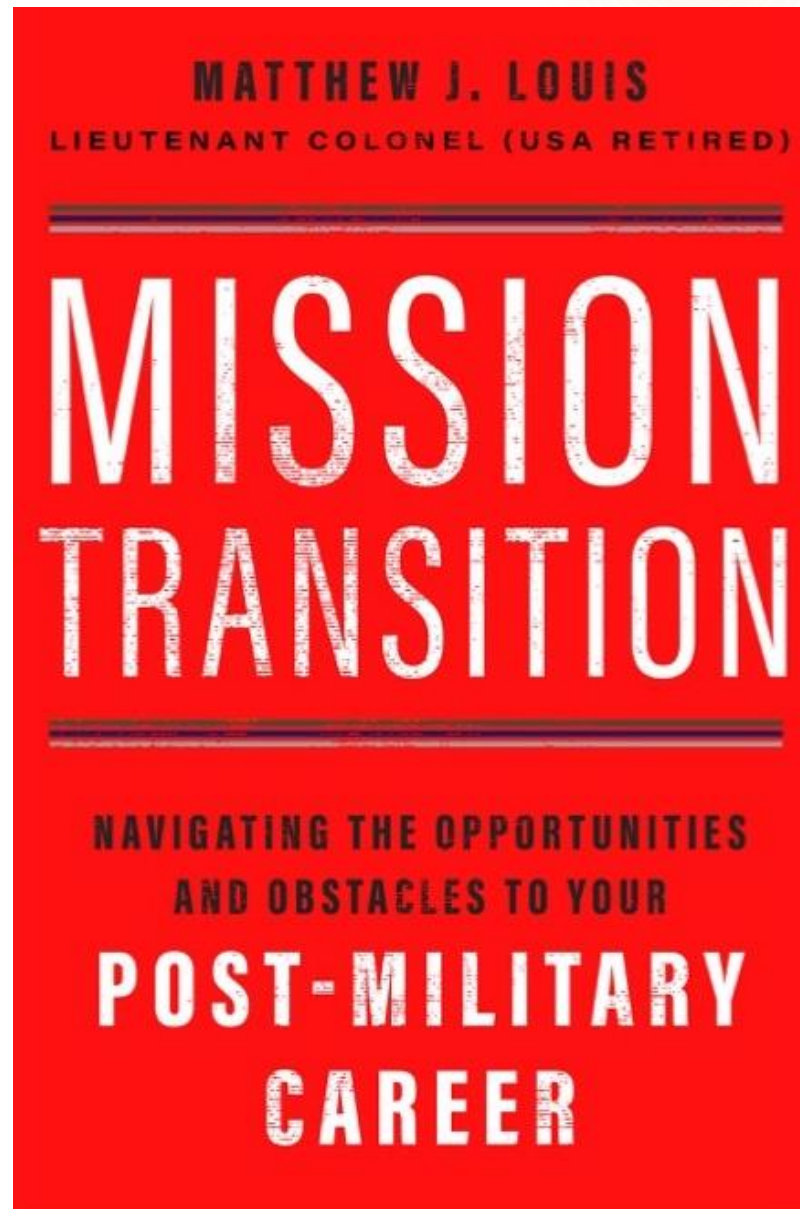
Resource	Description
Networking for Veterans A Guidebook for a Successful Military Transition Into the Civilian Workforce By Michael Abrams, Dr. Michael Faulkner, and Andrea Nierenberg	The first military transition book written by an Iraq or Afghanistan veteran.
Lead With a Story A Guide to Crafting Business Narratives That Captivate, Convince, and Inspire By Paul Smith	Practical guide to connecting with bosses, employees, customers, and others using the power of a story
POS REP http://pos-rep.com/	Mobile, proximity-based social networking app made for the military veteran community
Team Red, White and Blue http://www.teamrwb.org	Organization connects veterans to the local community through a variety of physical and social activities
Meet Up http://www.meetup.com/	Website facilitates meeting people in your local community who share your interests
VolunteerMatch www.volunteermatch.org	Website provides information about volunteer opportunities in your community and can match you with local nonprofits based on your interests
The Mission Continues www.missioncontinues.org	Organization empowers veterans to network and build new skills while volunteering with nonprofits and working with local partners to build stronger communities
Highly Effective Networking Meet the Right People and Get a Good Job By Orville Pierson	Book addresses how to leverage your existing network to find a job; its tactical job-hunting focus differentiates it from other resources that take a more general approach to building a network over time
Never Eat Alone And Other Secrets to Success, One Relationship at a Time By Keith Ferrazzi and Tahl Raz	National bestseller covers the specific steps and mindset needed to effectively connect with others, distinguishing genuine relationship-building from traditional networking
How to Clean Up Your Social Media Presence and Get a Job http://www.glassdoor.com/blog/clean-social-media-presence-job/	Blog post shares insights about the benefits and risks of social media and how to shape your online presence
American Corporate Partners http://www.acp-usa.org/	National nonprofit focused on helping returning veterans find their next careers through one-on-one mentoring, networking and online career advice
Veterati https://www.veterati.com	Veteran Mentorship Platform that lets you choose your own mentors and as many as you would like from a long list of successful professionals
Gallant Few https://gallantfew.org/	Non-profit that provides one-on-one veteran mentoring to enable successful transitions
PRISM Networking https://prismnetworking.com	Personal relationship management system that helps you manage personal contacts and enable mutually beneficial relationships.

Notes



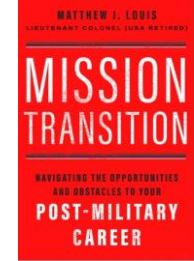
Chapter 11

FEDERAL APPLICATIONS

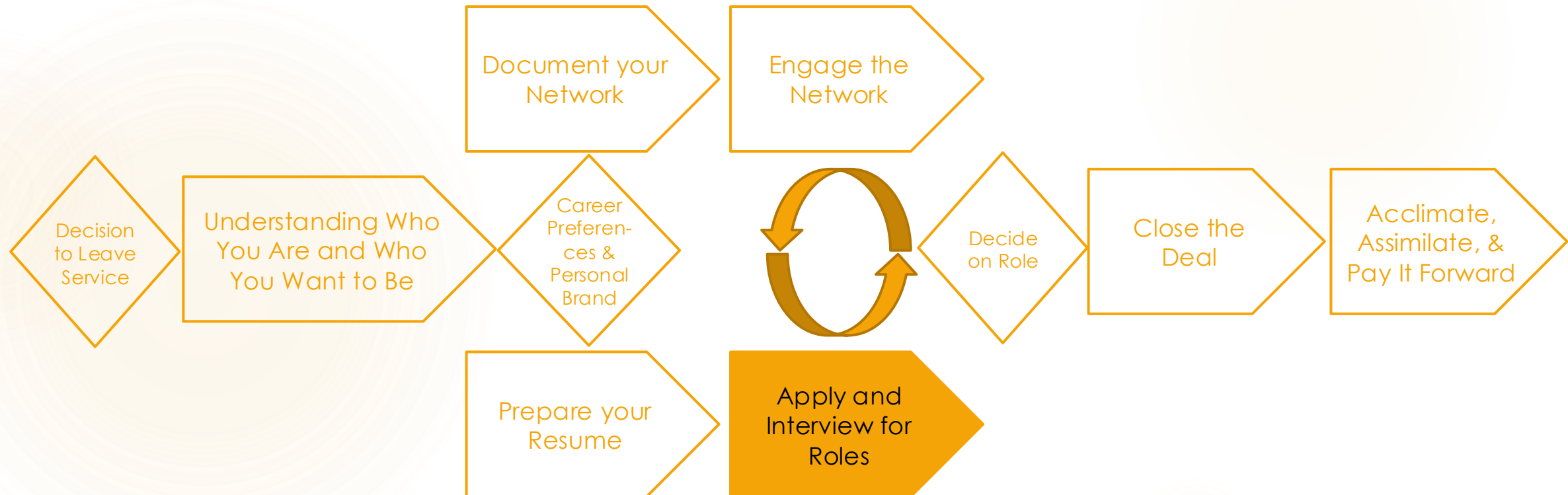


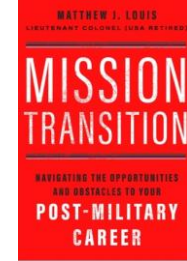
Chapter 11 Objectives & Scope Content

in this chapter parallels content in Chapter 7 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand the application process for Federal roles	Understanding	Understanding of Federal application process
Apply for Federal roles	Application	Ability to successfully complete an application for a Federal role

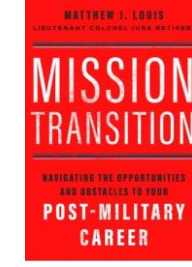




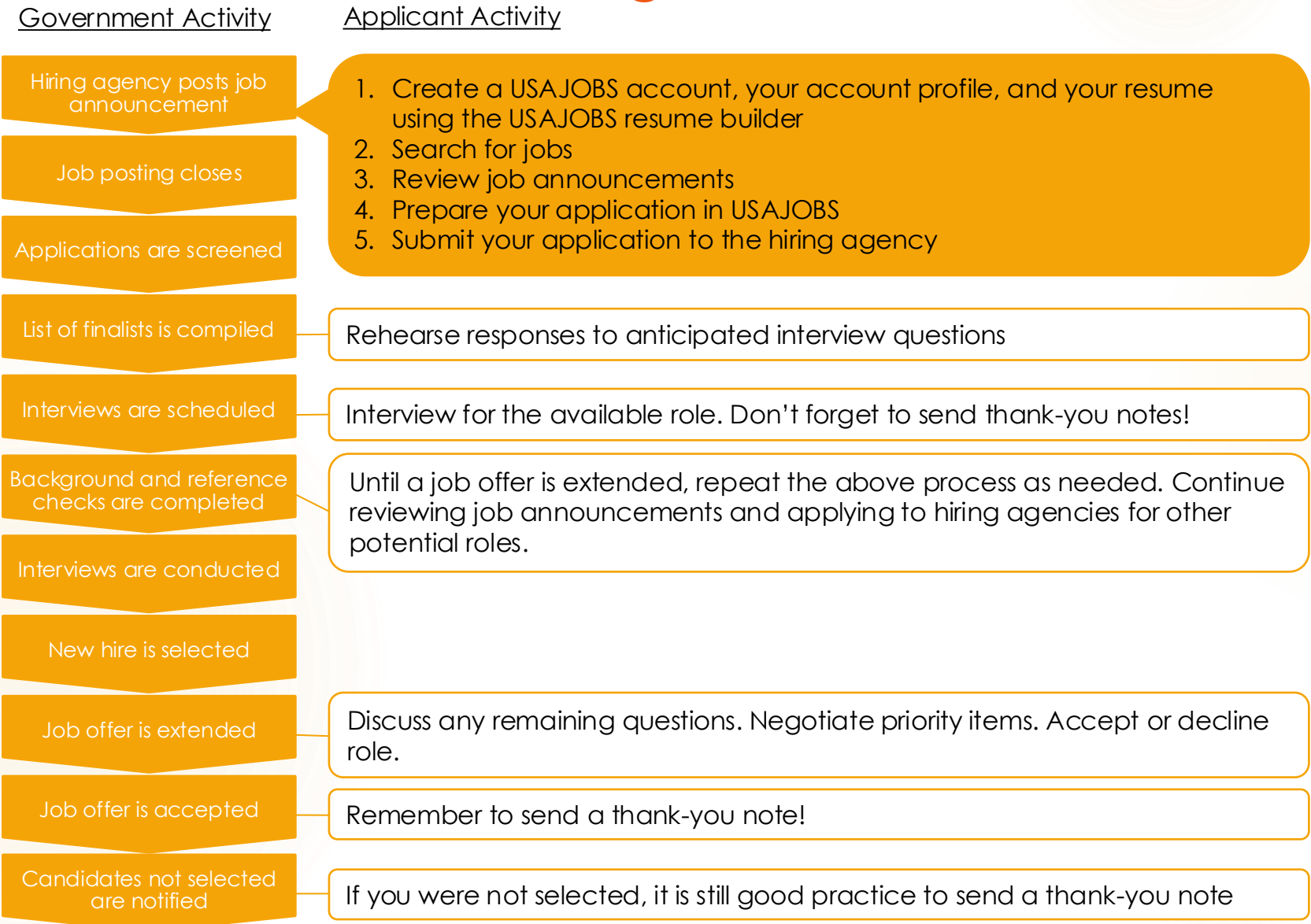
Applying for Federal Roles

Before applying, understand...

- ▶ The required qualifications, knowledge, skills, and abilities to be eligible for specific pay levels
- ▶ The Federal Government has a standard job application. Your resume is your application.
- ▶ Hiring agencies use the job announcement to describe the job and list the required qualifications and responsibilities
- ▶ After applying, the hiring agency uses the information in your resume to verify if you have the required qualifications stated in the job announcement
- ▶ Once the hiring agency has determined who is qualified, they may use other assessments such as interviews or testing to determine the best qualified applicants

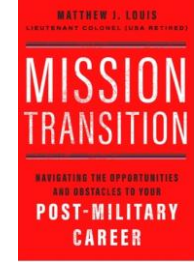


Federal Government Hiring Process



Source: "How does the application process work?" USAJOBS, US Office of Personnel Management, accessed April 20, 2017, <https://www.usajobs.gov/Help/faq/application/process/>.

Federal Government Hiring Process



Government Activity

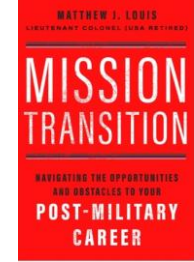
Applicant Activity

Hiring agency posts job announcement

1. **Create a USAJOBS account, your account profile, and your resume using the USAJOBS resume builder**
2. **Search for jobs**
3. Review job announcements
4. Prepare your application in USAJOBS
5. Submit your application to the hiring agency

1. Create a USAJOBS account and your resume. With a USAJOBS account and profile you can:
 - Save jobs you're interested in
 - Save and automate job searches
 - Upload resumes or create one using USAJOB's resume builder
 - Upload and save required documents
 - Apply to any job announcement on USAJOBS
2. Search for jobs.
 - Once you create your account, you can begin searching for available jobs.
 - Sign into your account before doing a search because USAJOBS can use your profile information to produce job search results more tailored to your profile
 - You can search for jobs in various ways (basic, advanced, or map search)
 - You can use different filters such as geographic location, desired salary, preferred work schedule, or hiring agency to narrow your results.
 - Filters effectively act as search criteria for you, and when you save a search, USAJOBS will automatically look for jobs that match what you're looking for and can email you daily, weekly, or monthly with those jobs.

Federal Government Hiring Process



Government Activity

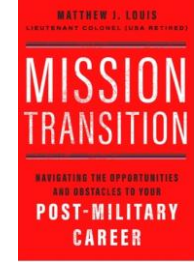
Applicant Activity

Hiring agency posts job announcement

1. Create a USAJOBS account, your account profile, and your resume using the USAJOBS resume builder
2. Search for jobs
- 3. Review job announcements**
- 4. Prepare your application in USAJOBS**
5. Submit your application to the hiring agency

3. Review job announcements.
 - Once you find a job you're interested in, review the announcement to determine if you're eligible and meet the qualifications.
 - Read the entire job announcement before starting your application; for each job there are specific qualifications you must meet and include in your application.
 - Read the "Who May Apply" section to determine if you're eligible to apply for the position.
 - Read the "Qualifications" section to see if you meet the qualifications of the position.
 - If you have questions about the job, contact the agency representative listed at the bottom of the announcement.
4. Prepare your application in USAJOBS.
 - Read the "How to Apply" section of the job announcement before starting your application.
 - USAJOBS will walk you through a five-step process to prepare your application, including attaching a resume and other required documents.
 - During the process you can review, edit, delete, and update your information.
 - The site will automatically save your progress as you go, so you won't lose any changes.
 - If the agency does not accept uploaded resumes or documents, you will skip this step during the USAJOBS application process.
 - You may be asked to upload a resume when you enter the agency application system.
 - Federal experience includes positions you have held as a civilian employee paid by an agency of the Federal government.
 - The pay plan, series, and grade fields refer to Executive Branch competitive positions and are not mandatory fields.
 - If your experience does not fit, simply leave those fields blank.
 - Please note: Active duty military experience or experience working for a private contractor of the U.S. government does not qualify as a Federal position for this purpose.

Federal Government Hiring Process



Government Activity

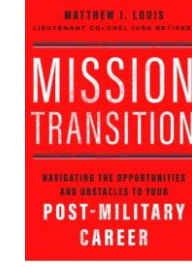
Applicant Activity

Hiring agency posts job announcement

1. Create a USAJOBS account, your account profile, and your resume using the USAJOBS resume builder
2. Search for jobs
3. Review job announcements
4. Prepare your application in USAJOBS
5. **Submit your application to the hiring agency**

5. Submit your application to hiring agency.

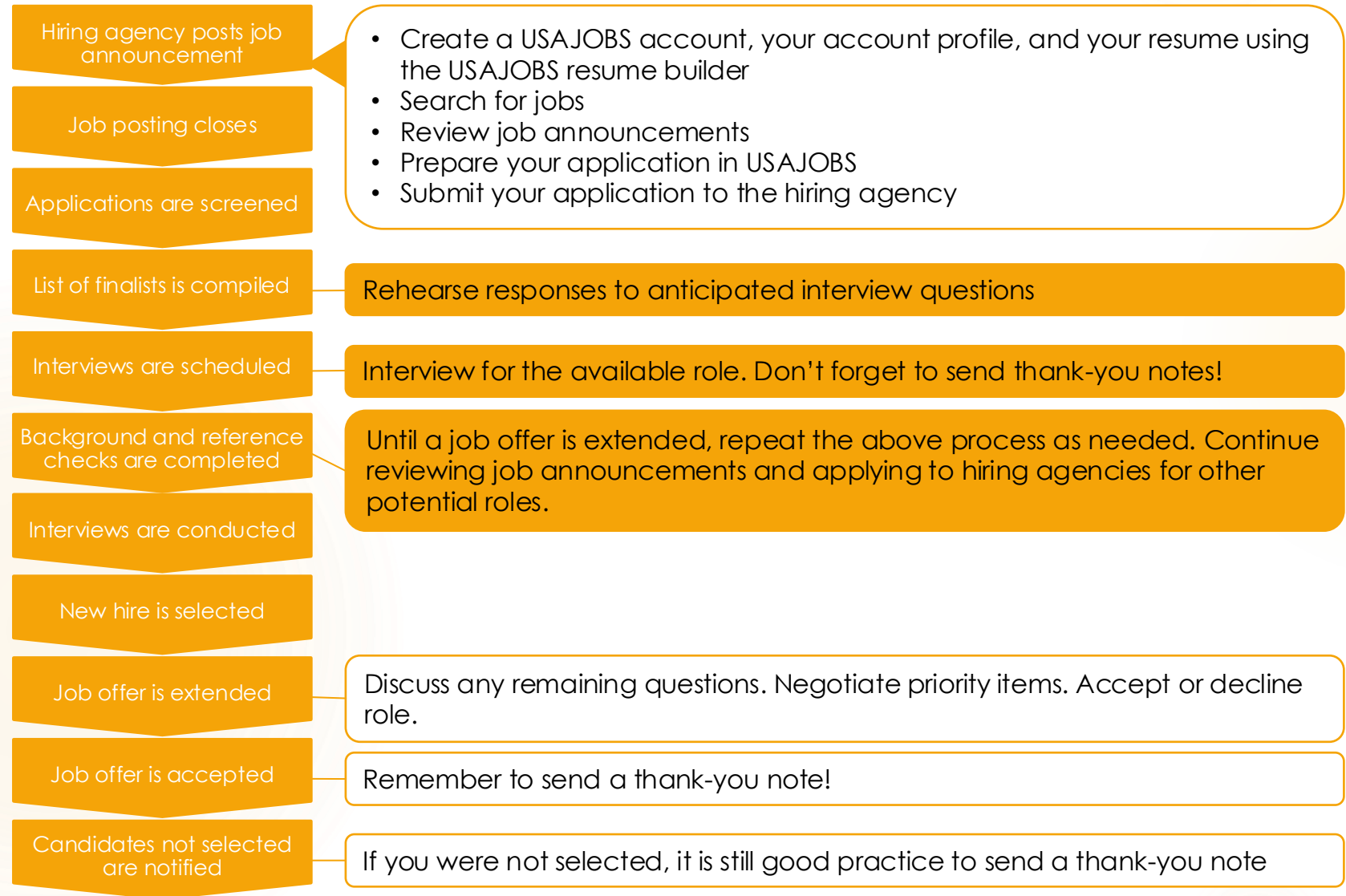
- Once your application is ready, you'll be sent from USAJOBS to the agency application system. You may need to complete additional agency-required steps such as:
 - Providing more personal information
 - Providing more documentation
 - Answering eligibility questions
 - Completing an occupational questionnaire
- After you submit your application, go back to your USAJOBS account and make sure the hiring agency received your application.
- You can see status updates in the "Application" section of your account.
- Be patient; it may take a few hours after you complete your application for the agency to update your application status.
- You may also receive an email confirmation from the agency application system, but not all agencies send email confirmations.



Federal Government Hiring Process

Government Activity

Applicant Activity



Source: "How does the application process work?" USAJOBS, US Office of Personnel Management, accessed April 20, 2017, <https://www.usajobs.gov/Help/faq/application/process/>.

Federal Government Hiring Process

Government Activity

Applicant Activity

List of finalists is compiled

Rehearse responses to anticipated interview questions

Interviews are scheduled

Interview for the available role. Don't forget to send thank-you notes!

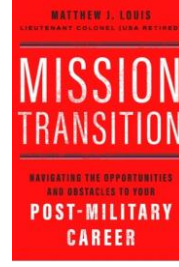
Background and reference checks are completed

Until a job offer is extended, repeat the above process as needed. Continue reviewing job announcements and applying to hiring agencies for other potential roles.

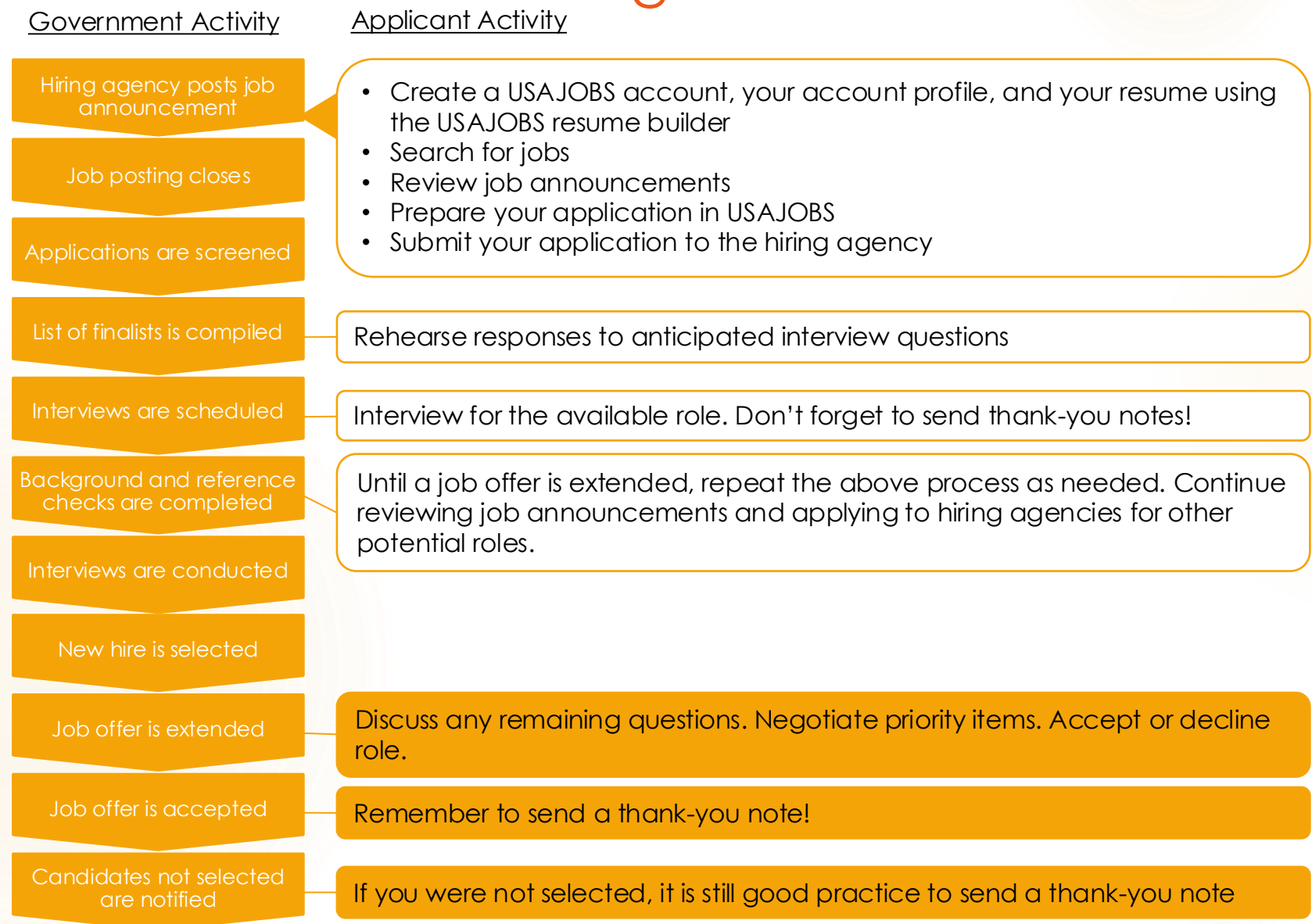
6. The hiring agency reviews your application.
 - Once the job announcement is closed, the hiring agency will review your application to make sure you're eligible and meet the qualifications for the position. The hiring agency will place applicants into quality categories:
 - Minimum qualified
 - Highest qualified
 - The hiring agency may update your application status to "Reviewed," but not all agencies provide this status.
 - After all applications are reviewed, the hiring agency will send the "highest qualified" applicants to the hiring official; these applicants will see a "Referred" status in their application status. All other applicants (not being considered) will see a "Not Referred" status.
7. Interview for the available role.
 - The hiring official will review applications and select the applicants to interview based on the hiring agency's policy. Hiring officials can interview applicants using:
 - A panel
 - In-person
 - Video
 - Phone
 - The hiring agency will contact applicants directly to schedule interviews. It may take some time to schedule them, depending on the number of applicants being interviewed.

Hiring agencies tend to consider the "Work Experience" portion of your resume and the interview as the two main determinants of your qualifications

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

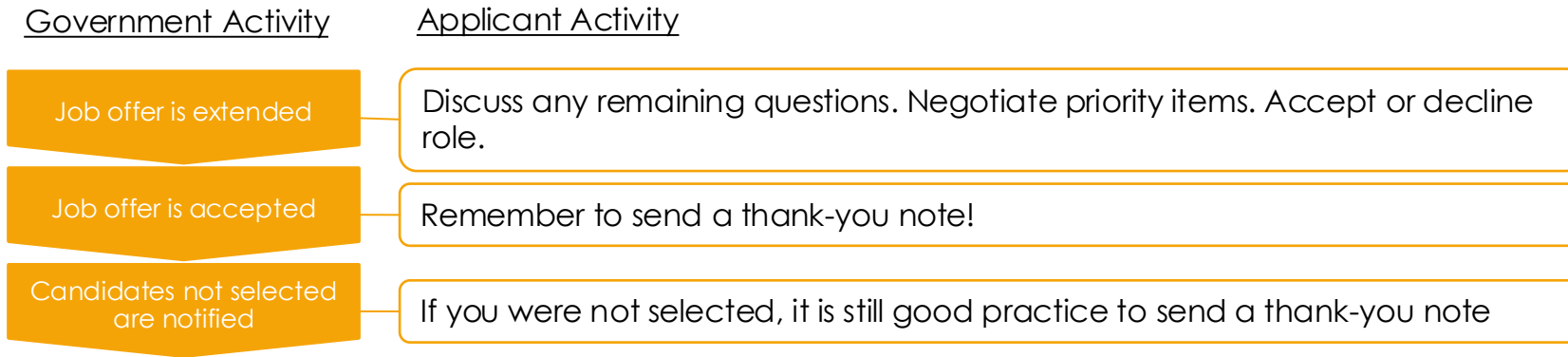
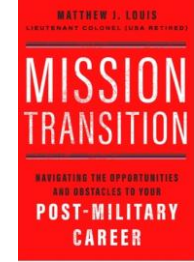


Federal Government Hiring Process



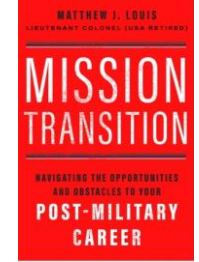
Source: "How does the application process work?" USAJOBS, US Office of Personnel Management, accessed April 20, 2017, <https://www.usajobs.gov/Help/faq/application/process/>.

Federal Government Hiring Process



8. Candidate selection.
 - After interviewing applicants, the hiring agency will select a candidate and contact him or her to start the job offer process.
 - The hiring agency will notify applicants who were not selected by updating their application status to “Not Selected.”
9. Job offer.
 - The hiring agency will extend a tentative job offer contingent upon passing a background investigation.
 - The background investigation will begin when the tentative offer is accepted.
 - Additional security checks may be needed for a higher-level security clearance.
 - The job offer is only final when the background investigation and any additional security checks are successfully completed.
 - Once it is accepted by the candidate, the hiring agency will contact the candidate directly to set up a start date.

Federal Applications Quiz



- ▶ Q: What is the Federal Government's standard job application?
- ▶ Q: Does active duty military experience qualify as "experience" for the purposes of Federal applications?
- ▶ Q: What section of the job announcement will tell you if you are eligible to apply?
- ▶ Q: Might the agency application system have requirements beyond those noted in the USAJOBS job announcement?
- ▶ Q: In what section of your USAJOBS account can you find the status of your job applications?
- ▶ Q: What application status would indicate that you will progress to the interview stage?
- ▶ Q: Might a job offer be contingent on background and security checks?
- ▶ Q: Should you send a thank-you note regardless of the outcome?

A:

A: Your USAJOBS resume

A:

A: No

A:

A: Who May Apply

A:

A: Yes

A:

A: Applications

A:

A: Referred

A:

A: Yes

A:

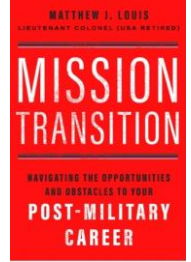
A: Yes

Homework

- ▶ Populate and submit your application

Check out *Mission Transition* for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



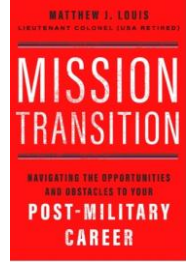
Words to the Wise

- ▶ Treat the application as if it were the only qualifying factor in the hiring manager's decision-making process
- ▶ Remember to send thank-you notes!

Additional Resources

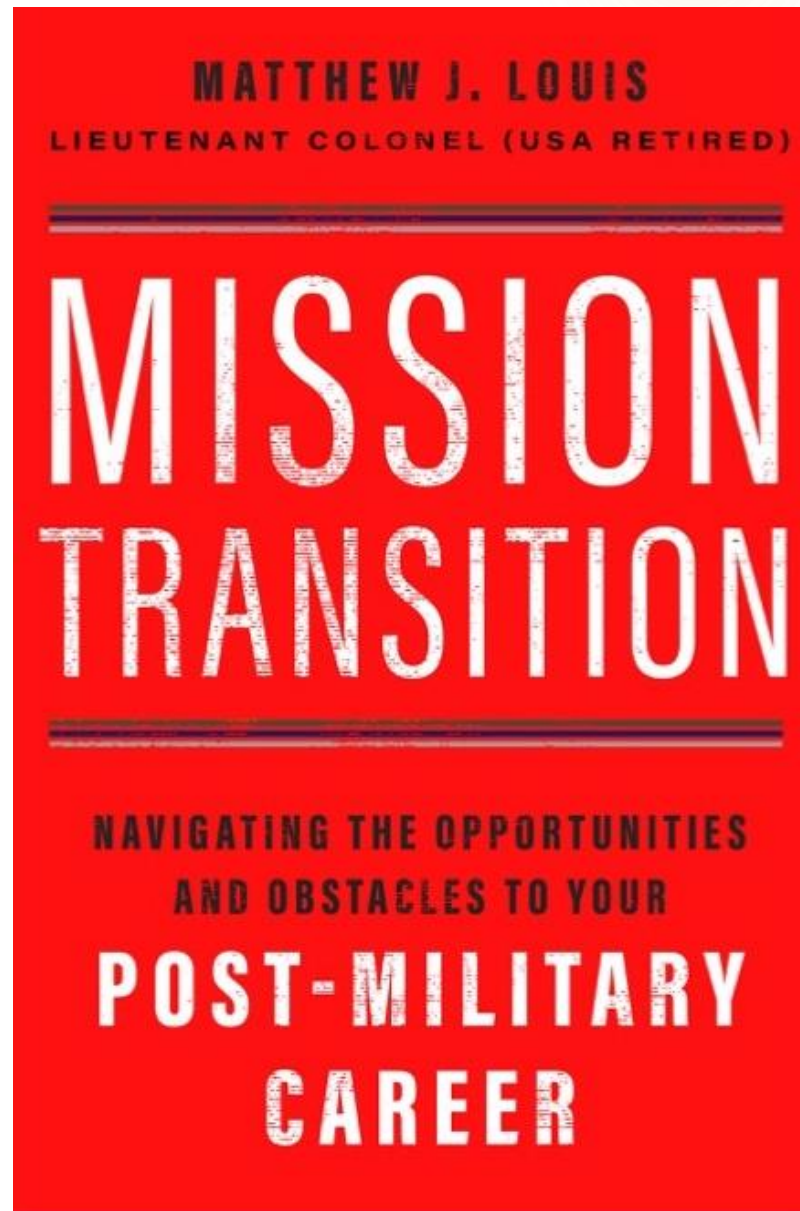
Resource	Description
How To Land a Top-Paying Federal Job By Lily Madeleine Whiteman	Experienced Federal career coach's process for securing a government job, internship, or fellowship (comes with a CD with sample resumes, checklists, and templates)

Notes



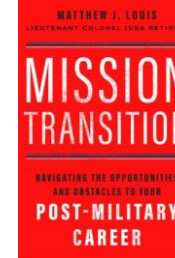
Chapter 12

CIVILIAN APPLICATIONS

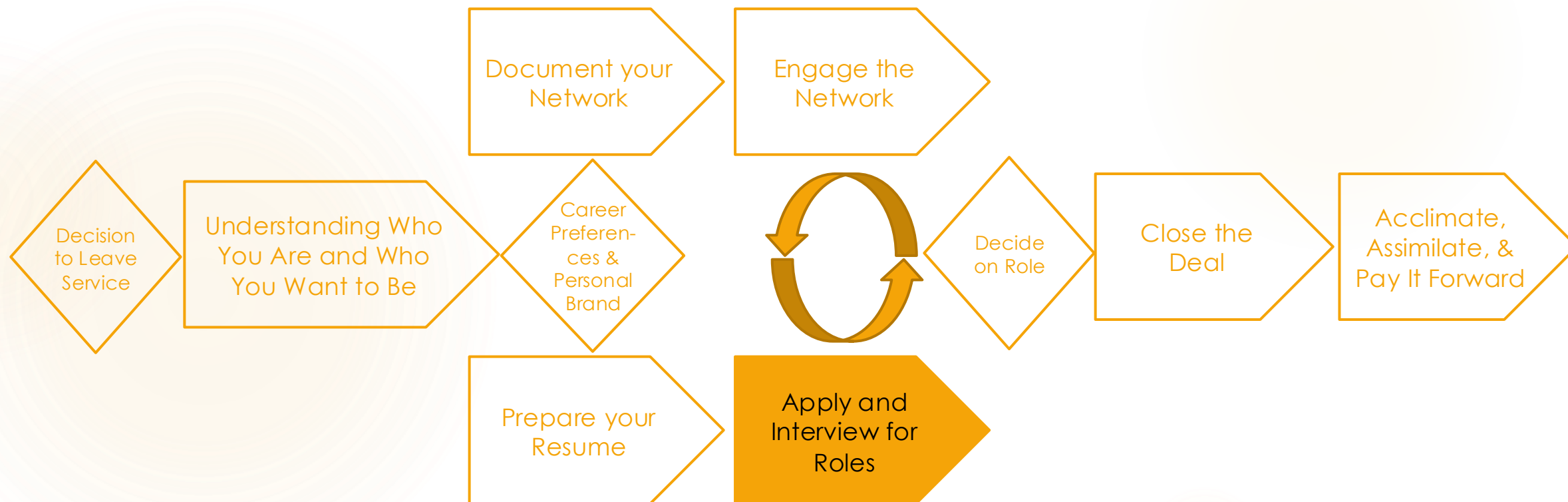


Chapter 12 Objectives & Scope

Content in this chapter parallels content in Chapter 7 of Mission Transition

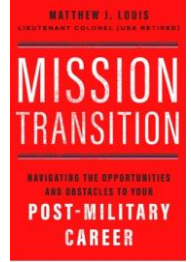


Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand the application process for civilian roles	Understanding	Understanding of the typical civilian application process
Apply for civilian roles	Application	Ability to successfully complete an application for a civilian role



Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

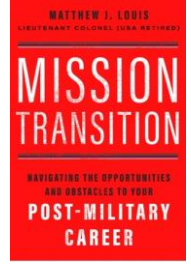
Civilian Job Applications



- ▶ Avoid them if you can. Use your network.
- ▶ No two are alike, unlike Federal applications
- ▶ They serve two purposes:
 - ▶ A means to ensure a “fit” between the employer and yourself
 - ▶ A means to screen you out
- ▶ Contain several elements:
 - ▶ Application paperwork
 - ▶ Background, employment, reference, and/or credit checks
 - ▶ A talent assessment and/or drug test
 - ▶ Any number of interviews, conducted in one of many formats
 - ▶ A formal job offer and, once accepted, an onboarding process of some sort

Civilian Job Application Advice

Online or Hard Copy Format

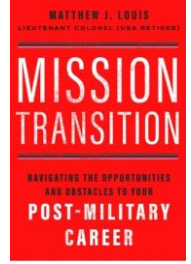


- ▶ Read the instructions carefully & follow them completely. If you don't, there will likely be no interview.
- ▶ Use black ink or font in completing or printing the form.
- ▶ Answer each question. If it truly does not apply, then respond with "not applicable."
- ▶ Complete all sections of the application, which may require some additional research. Take the time and do it right.
- ▶ Include ALL former employers even if you were fired
- ▶ Translate specific military terms into terms civilians can understand
- ▶ Handle sensitive questions with tact. Some examples:
 - ▶ Salary: Say "Negotiable" or "Will discuss in the interview." Worst case, use a reasonable range based on your research.
 - ▶ Reason for leaving previous job: Say "seeking a career in [insert name] industry." Keep it positive.
 - ▶ Location: Although you may have geographic preferences, you would want to emphasize your flexibility. Say "open" or, worst case, a Region of the country.
 - ▶ Criminal charges: You should be open and honest on all details. Whatever you state here should be corroborated by the background check the employer will certainly do.
- ▶ Avoid abbreviations
- ▶ Be as specific as possible about your skills and qualifications, which may include hobbies relevant to the role
- ▶ Double-check for correct grammar, punctuation, and spelling. Have a trusted advisor proof-read the application.

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Civilian Job Application Advice

Hard Copy Format



- ▶ When retrieving the form from the employer, dress as you would if you were being interviewed. There is an outside chance you could be interviewed on the spot.
- ▶ Either take two copies of the form or make a copy of the form you procure. Use the first to draft your responses. Use the second to produce an error-free document to submit.
- ▶ Type your responses if you can. If you have to write your responses by hand, write neatly.
- ▶ Attach your resume to the application form
- ▶ Sign and date the application

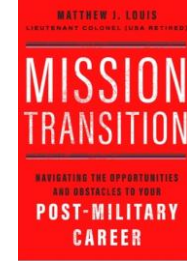
Yes - some organizations continue to use hard copy applications for particular roles

Background & Employment checks

- ▶ Background checks
 - ▶ Assume the employer will verify all details and follow up with all references
 - ▶ No need to provide exquisite levels of detail
 - ▶ Use years (versus months and years) to reflect the duration of time in a role to avoid the appearance of an employment gap (if there is one)
 - ▶ Emphasize skill sets acquired through any means possible
- ▶ Employment Eligibility form (Form I-9)
 - ▶ Mandatory government form
 - ▶ Must be completed by both employer and employee
 - ▶ Must be truthful in completing it

Reference & Credit checks

- ▶ References
 - ▶ Don't offer or provide them unless the employer requests them
 - ▶ If they are requested, focus on professional (not personal) references
 - ▶ Ask references for their permission and prepare them for the call
 - ▶ Only supply references whose permission you have received
 - ▶ Address those that might provide a less-than-optimal review
 - ▶ Send thank-you notes to individuals willing to act as a reference for you
- ▶ Credit checks
 - ▶ Reveal lots of personally identifiable information
 - ▶ Employers must request permission to conduct them
 - ▶ Run an annual credit report on yourself and proactively address any potentially negative outcomes



Talent Assessments & Drug Tests

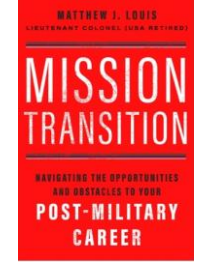
- ▶ Talent Assessments
 - ▶ Usually conducted online, either before or after interviews
 - ▶ Intent is to ensure “best fit”
 - ▶ Answer truthfully
 - ▶ Don’t try to “game” the test
- ▶ Drug Tests
 - ▶ There are many kinds
 - ▶ They are a condition of employment
 - ▶ Easiest way to pass the test: be drug-free

Interviews, Job Offers, & Onboarding



- ▶ Interviews
 - ▶ Several types, predictable pattern: screening → formal → informal
 - ▶ Much variability in format
 - ▶ Purpose is to ensure “best fit”
- ▶ Job Offers
 - ▶ Occur in two steps: call/email notice followed by offer details in email or hard copy
 - ▶ Acceptance leads to additional paperwork: Form I-9, W-4, benefits, etc.
- ▶ Onboarding
 - ▶ Unique to each organization

Civilian Applications Quiz



- ▶ Q: Should you try to avoid applications for civilian jobs by networking?
- ▶ Q: Should you leave any parts of the application blank?
- ▶ Q: When should you provide references?
- ▶ Q: Should you send a thank-you note to individuals willing to act as a reference for you?
- ▶ Q: Should you prepare individuals serving as your professional references ahead of a call from your prospective employer?
- ▶ Q: How can you proactively identify and address issues that might arise during a credit check?
- ▶ Q: What is the easiest way to pass an employer's drug test?
- ▶ Q: If applied, should you try to "game" a talent or personality assessment?

A:

A: Yes

A:

A: No

A:

A: Only when asked

A:

A: Absolutely

A:

A: Absolutely

A:

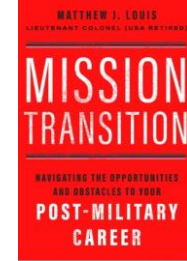
A: Run an annual credit report

A:

A: Be drug-free

A:

A: No

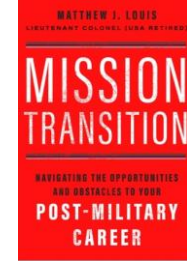


Homework

- ▶ Leverage your network to identify and interview for potential roles
- ▶ If necessary, populate and submit your application

Check out *Mission Transition* for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



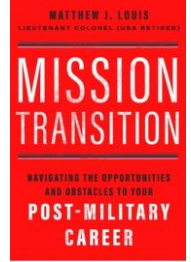
Words to the Wise

- ▶ Avoid the standard application process (and applicant tracking systems) if possible by leveraging your network to secure potential interviewing opportunities
- ▶ Send thank-you notes!

Additional Resources

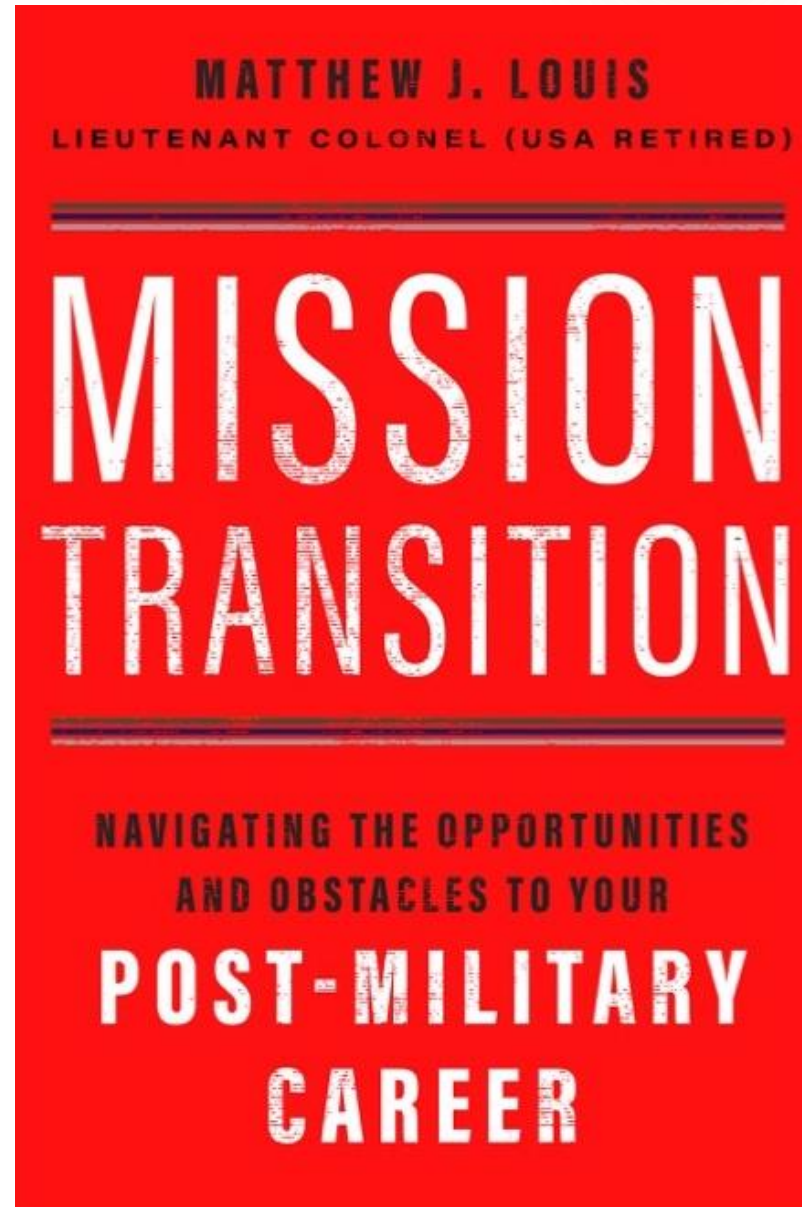
Resource	Description
<p>PCS to Corporate America From Military Tactics to Corporate Interviewing Strategy By Roger Cameron with Chuck Alvarez and Joel Junker</p>	<p>Reference book for JMOs making the transition from the military to the business world. Primary author is cofounder of recruiting firm Cameron-Brooks Inc.</p>

Notes



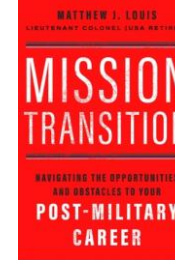
Chapter 13

INTERVIEW PREPARATION

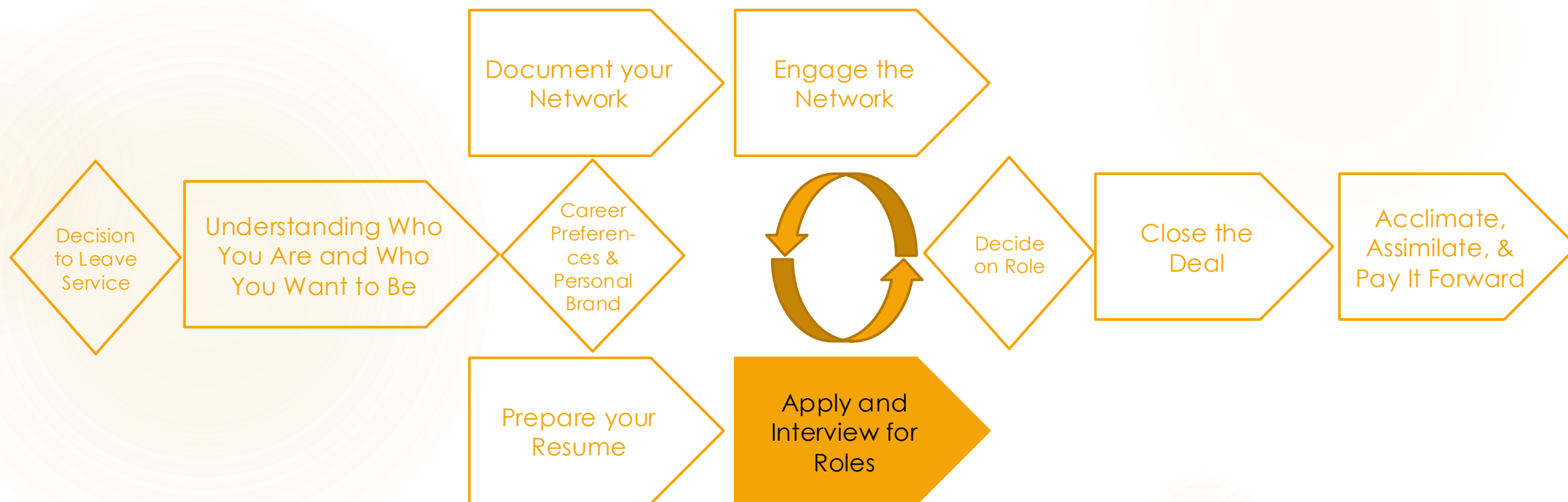


Chapter 13 Objectives & Scope

Content in this chapter parallels content in Chapter 8 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand how to prepare for various types of employment interviews	Application	Documentation, Research, and Rehearsal skills
Acquire and apply wardrobe and grooming essentials	Application	Civilian dress and grooming
Understand nuances between Federal and commercial interviews	Understanding	Appreciation of Federal interview requirements



Interviews



- ▶ Make-or-break opportunity for your candidacy
- ▶ Two-way street
- ▶ Employer's primary deciding factor
- ▶ Criticality of preparation, rehearsal, and follow-up

Interview Preparation - Document

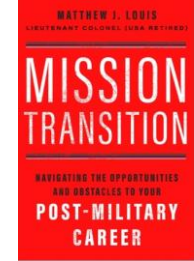
For every professional, academic, or volunteer role you've had, document:

- ▶ Name and contact information of the organization
- ▶ Name and contact information of supervisors and peers (these could act as potential references)
- ▶ Time frame and duration of role
- ▶ Hours worked and compensation realized
- ▶ Duties and responsibilities of your role
- ▶ Personal strengths and transferable skills utilized in the role
- ▶ Quantifiable results driven by your personal actions
- ▶ Awards, recognition, honors, accomplishments realized
- ▶ Training, certification, degrees, or licenses accumulated during the role
- ▶ Failures experienced or challenges overcome along with lessons learned

Source: Ron Fry, *101 Great Answers to the Toughest Interview Questions* (Wayne, NJ: Career Press, 2016), 46-49.

Interview Preparation Document

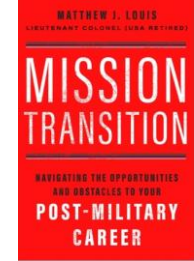
Populate this matrix for each role you've had. Use a spreadsheet if helpful.



Documentation Requirement	Role 1	Role 2	Role 3	Etc.
Organization name and contact information				
Supervisor/Peer name and contact information				
Time frame and duration				
Hours worked and compensation realized				
Duties and responsibilities				
Personal strengths and transferable skills utilized				
Quantifiable results realized				
Awards, recognition, honors, accomplishments				
Training, certification, degrees, or licenses accumulated				
Failures experienced or challenges overcome				
Lessons learned				

Interview Preparation Research

Utilize the noted information sources below to research your target organization:

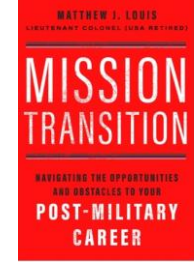


Needed information	Rationale	Source of information
For Government Agencies		
Agency background	Understand agency history; its purpose; its legislative or executive authority; its programs and activities; and information, addresses, and phone numbers to locate information on contracts and grants, employment, and publications	Agency website or The US Government Manual
For All Non-Government Organization Types		
Recent news	Understand what may be late-breaking, hot-button issues with which the organization may be dealing	Set up a Google alert to deliver regular updates on the organization to your email address
Third Party Analysis	Understand what industry experts outside the organization are saying about the organization's current performance and plans	Websites such as D&B Hoovers or Dun & Bradstreet (these are both subscription services; libraries may have licenses to them)
Occupational Trends	Understand projections for the duties, education, training, and pay associated with specific occupations	The Bureau of Labor Statistics' Occupational Outlook Handbook
Insider Insights	Understand how individuals that have worked at the organization view the organization, salary ranges and benefits package for your target role	Best source for accurate facts is your personal network. Accounts provided on websites mentioned here are not corroborated: Glassdoor, Indeed, Vault, and Salary Expert. Remember to factor cost of living adjustments into any salary estimate.

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Interview Preparation Research

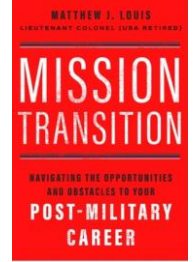
Utilize the noted information sources below to research your target organization:



Needed information	Rationale	Source of information
For Public Companies		
Annual Report	Provides senior management's point of view on organizational performance, strategic plans, financial results, and competitive dynamics within the industry	Company website or the SEC's EDGAR database. On the EDGAR site, 10-K reports are the official filing of the organization's annual report with the SEC. 10-Q reports are their quarterly equivalent. Seek the latest 10-K filing and the 10-Q reports filed since then.
For Private Companies		
As much information as possible	Private companies are more difficult to research than public companies because they do not report to the SEC	Company website or Library of Congress and the additional resources that they suggest
For Non-Profit Organizations		
Form 990, Organizational history, purpose, performance, and plans	Understand organizational mission and purpose, financial performance and stability, and plans	Organization's website or one of several additional resources: The National Center for Charitable Statistics, Guidestar, or Charity Navigator

Interview Preparation Research

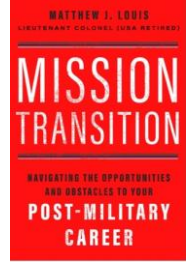
Investigate in depth each item noted below, especially organizational culture:



- ▶ Organizational Culture
 - ▶ Leverage your network and career websites (i.e., Glassdoor, Muse.com)
- ▶ Individual(s) conducting your interview
 - ▶ Leverage your network, LinkedIn, Google
- ▶ The interview itself
 - ▶ Turn the job description into interview questions
 - ▶ Rehearse answers to those questions

Research Findings

Document outcomes of your research below:



Interview Preparation Rehearsal

- ▶ For specific questions, leverage Glassdoor.com or Vault.com (for consulting, accounting, banking, or law)
- ▶ Muse.com and Balance.com also have good lists of interview questions
- ▶ Assemble a list of questions you might expect, and have an experienced civilian (mandatory) from that industry (ideally) quiz you on them repeatedly
- ▶ Remember: You likely did not interview for roles in the military. The interview process is likely new and will require time, patience, and PRACTICE.
- ▶ Reference the resources noted at the end of this chapter

Interview Preparation Rehearsal

Tips for responding to interview questions

- ▶ Time your answers to last between 30-90 seconds
- ▶ Put the most important, most relevant, or most impressive information up front
- ▶ The STAR method: Situation, Task, Action, and Result
 - ▶ Situation – spend <25 seconds on the basic facts of the case
 - ▶ Task – spend <25 seconds describing the issue or problem posed by the situation you just detailed
 - ▶ Action – spend <25 seconds describing the action that you (not the team) took in dealing with the issue or problem
 - ▶ Result(s) – spend <25 seconds detailing the quantifiable outcomes of your specific actions
- ▶ Translate all military terminology
- ▶ Use declarative sentences without qualifiers
- ▶ Emphasize how what you did in the military aligns with your strengths
- ▶ Expect questions about how your military experience would apply in the target organization
- ▶ Be prepared to explain why you are leaving the military and looking for a career at the target
- ▶ Be prepared to speak to failures that you have experienced

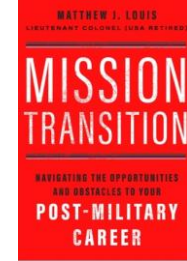
Interview Preparation Rehearsal

Leverage job fairs or career conferences

- ▶ VA for Vets Hiring Events
 - ▶ Includes Hiring Our Heroes and DAV events
- ▶ Recruit Military veteran job fairs
- ▶ VetJobs career fairs
- ▶ Service Academy Career Conferences

Prepare your own set of questions for the interviewer

- ▶ Opportunity to gather data to make an informed decision about which organization to join
- ▶ Target your questions around your primary decision-making criteria
- ▶ Your opportunity to ask these questions typically comes at the end of the interview
- ▶ Questions should be based on data gleaned to date and during the interview itself
- ▶ You will likely have time to ask no more than three questions
- ▶ Don't waste your time asking about things that you can research yourself



Interview Preparation - Wardrobe

- ▶ You never get a second chance to make a first impression
- ▶ Work dress will vary, but interview wardrobe is fairly consistent
- ▶ Will likely require some investment
- ▶ Need to down-size military gear in your closet
- ▶ Conservative business dress usually wins the day
- ▶ This is not a fashion show
- ▶ Interview dress is one level above the organization's dress code

See matthewjlouis.com/resources/wardrobe-basic-load/ for the details contained on the next few slides

Interview Preparation – Wardrobe

“Basic Issue” Items - Women

- ❑ Navy blue blazer*
 - ❑ Single breasted
- ❑ Dress pants*, 2 ea.
 - ❑ Choose from khaki, beige, navy, black, or gray colors
- ❑ Black, Gray, Navy, or Beige wool or wool blend suit*, 2 ea.
 - ❑ Conservatively cut
 - ❑ Single-breasted
 - ❑ Middle or side vents on the jacket
 - ❑ Medium lapels
 - ❑ Solid or pin-stripe pattern (no pencil or chalk stripes)
 - ❑ Matching suit skirt or suit pants
 - ❑ Skirt length to the knee
 - ❑ Pants may be cuffed or plain
 - ❑ Pleats or plain front
- ❑ Cotton button down dress shirts*, 2 ea.
 - ❑ Solid pattern
 - ❑ Choose from white, pale blue, beige, or light yellow colors
- ❑ Silk crew neck blouse, 2 ea.
 - ❑ Solid pattern
 - ❑ Choose from white, pale blue, beige, or light yellow colors
- ❑ Close-toed, black leather pumps with low-medium narrow heel, 1 pair
- ❑ Leather belt
- ❑ Sheer, nude or black hose, 5 pair
- ❑ Accessories
 - ❑ Black leather purse or clutch to match your shoes
 - ❑ Silk scarf that compliments your chosen blazer and suit colors
 - ❑ Black umbrella or raincoat
 - ❑ Amount and type of jewelry should be minimal, understated, and complement your attire

Use this as a checklist as you compose your wardrobe.

* Use a reputable tailor to ensure proper fitting on these items

Source: Kim Johnson Gross & Jeff Stone, *Dress Smart Women: Wardrobes That Win In the New Workplace* (New York, NY: Warner Books, 2002).

Interview Preparation – Wardrobe

“Basic Issue” Items - Men

- ❑ Navy blue blazer*
 - ❑ Single breasted
 - ❑ Gray or Navy wool two-piece suit*, 2 ea.
 - ❑ Classic 2-button single breasted jacket
 - ❑ Middle or side vents on the jacket
 - ❑ Solid or pin-stripe pattern (no pencil or chalk stripes)
 - ❑ 1 ¼" or 1 ½" cuffs on the pants
 - ❑ Leave ¼" space at the end of the jacket sleeves to allow the shirt sleeve to show slightly
 - ❑ Khaki dress trousers* (not casual pants – there is a difference), 2 ea.
 - ❑ White cotton button down dress shirts*, 2 ea.
 - ❑ Long sleeve, collared only
 - ❑ Black or burgundy leather shoes and a matching color leather belt, 1 pair
 - ❑ Shined shoes will distinguish you; this is a skill learned in the military that you should continue to hone
 - ❑ Belt should not show signs of wear or weight gain or loss
- ❑ Solid ties, 2 ea.
 - ❑ Rep stripe ties, 2 ea.
 - ❑ Choose strong colors that complement your suit and blazer
 - ❑ When wearing, the tip of the tie should end at the top or middle of the belt buckle
 - ❑ Undershirts, 4 ea.
 - ❑ Crew neck (wear with or without a tie)
 - ❑ V-neck (only wear without a tie)
 - ❑ Over-the-calf dress socks, 2 pairs per color of pants
 - ❑ Color should match the color of the pants with which you are wearing them
 - ❑ Accessories
 - ❑ Dark brown leather wallet, one each
 - ❑ White cotton handkerchiefs, one dozen
 - ❑ Jewelry – the less, the better. Try to limit to a wedding band and/or a class ring (if applicable)
 - ❑ Black umbrella or raincoat

Use this as a checklist as you compose your wardrobe.

* Use a reputable tailor to ensure proper fitting on these items

Source: John T. Molloy, *John T. Molloy's New Dress for Success* (New York, NY: Warner Books, 1988).

Tailors, Accessories, and Grooming

▶ Tailors

- ▶ Get measured for all clothing (including ties)
- ▶ Have a knowledgeable civilian accompany you on your trips to the tailor
- ▶ Once fitted by the tailor, try the clothing on again before taking ownership
- ▶ Make sure that any pockets or vents are open
- ▶ Before wearing the clothes, make sure that all are cleaned, neatly pressed, and devoid of any stains or loose strings

▶ Additional Accessories

- ▶ Leather folio
- ▶ Pen and pencil set
- ▶ Computer bag, legal satchel, tote, or briefcase
- ▶ Watch
- ▶ Glasses

▶ Grooming

- ▶ Assume a professional, understated civilian appearance
- ▶ Hair length should resemble what it looks like the day before you would normally get your haircut
- ▶ Do not display tattoos, piercings, or other forms of body art
- ▶ Trim nails (or polish in subtle hues)
- ▶ Not too much perfume or cologne
- ▶ Keep makeup simple; no bright colors or heavy applications

Travel Details

▶ What clothes to pack

- ❑ Men: dress type required for interview
 - ❑ Casual - button-down shirt (with undershirt) and khakis
 - ❑ Business Casual - same coupled with the blue blazer and with or without a tie
 - ❑ Business Formal - suit, tie, and button-down shirt with undershirt
- ❑ Women: parallel guidance, with one exception:
 - ❑ When the occasion calls for men to wear ties, two options:
 - ❑ Button-down shirt with the top button buttoned & a scarf or unbuttoned with a necklace
 - ❑ Wear a crew neck blouse

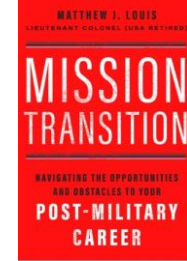
Use this as a checklist in packing clothes for travel to your interview.

▶ Advice

- ▶ Assume no less than casual dress while traveling
- ▶ Arrive the night before; go to dinner with your host (if you have one)
 - ▶ Treat the dinner dress as a step below the interview dress requirement
- ▶ Reconnoiter the physical location of the interview the night before
- ▶ Iron your suit, shirt/blouse, and tie/scarf the night before the interview

Day of Interview

- ▶ Go for a morning run or some other form of exercise
- ▶ Have a balanced breakfast
- ▶ Bring your leather folio, in which you will carry:
 - Pen, sharpened pencil (in case the pen runs out of ink), and paper
 - A copy of your resume and application
- ▶ Depart in enough time to arrive at least 10 minutes early
- ▶ Be kind and courteous with everyone at the company – including receptionists and assistants
- ▶ If costs are incurred to travel to the site of the interview, the employer will normally cover or reimburse you for those. But keep your receipts to document the amounts that require reimbursement.

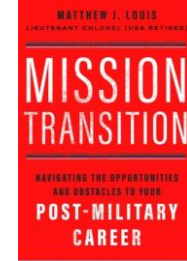


Homework

- ▶ Document pertinent details and accomplishments from former roles
- ▶ Research entities and personnel with whom you will be interviewing
- ▶ Rehearse answers to anticipated interview questions
- ▶ Acquire the necessary wardrobe
- ▶ Address personal grooming issues

Check out Mission Transition for...

- ▶ Additional detail on the nuances of Federal interviews
- ▶ Additional sources for interview research
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



Words to the Wise

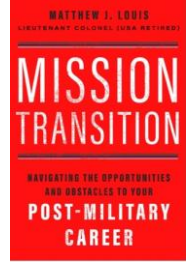
- ▶ Practice, practice, practice your interviewing skills and verbalizing the translation of your military terminology
- ▶ Take advantage of job fairs or career conferences to research target organizations and rehearse your interviewing skills. Be focused in your approach.
- ▶ Thoroughly research the culture of your prospective employer. Culture eats strategy for lunch and will have a heavy hand in determining the extent to which you will enjoy working there.
- ▶ Prepare, prepare, prepare for your interviews. Research the employer, rehearse answers to questions, and dress for success.

Additional Resources

* For Career Military Professionals

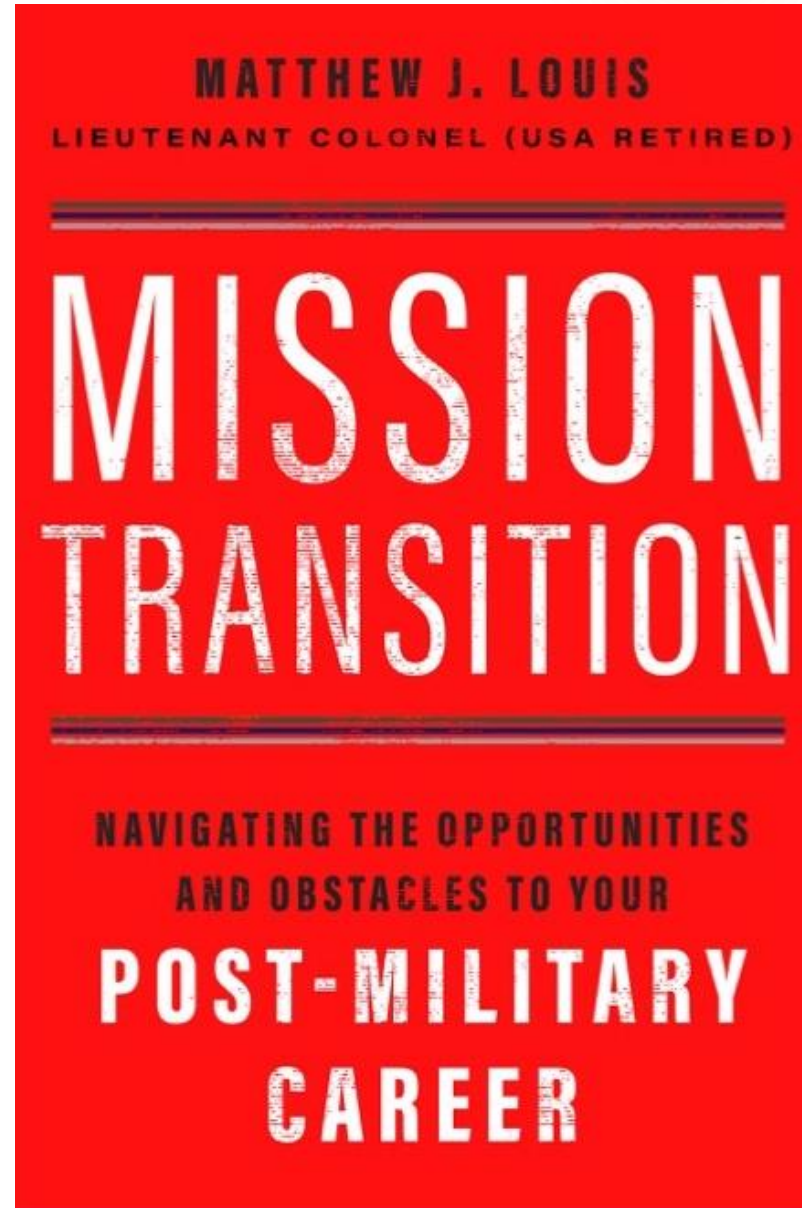
Resource	Description
101 Great Answers to the Toughest Interview Questions By Ron Fry	Previews the questions you're most likely to face during an interview and helps you prepare answers for them
Great Answers to Tough Interview Questions By Martin John Yate	Bestselling guide to the job-hunting process – from resume preparation to interview techniques and salary negotiation
PCS to Corporate America From Military Tactics to Corporate Interviewing Strategy By Roger Cameron with Chuck Alvarez and Joel Junker	Reference book for JMOs making the transition from the military to the business world. Primary author is cofounder of recruiting firm Cameron-Brooks Inc.
Dress For Success By John T. Molloy	Dated, but classic bestseller that sets the standard for professional dress
New Women's Dress For Success By John T. Molloy	Dated, but classic reference for women's professional dress
Chic Simple Dress Smart Women Wardrobes That Win in the New Workplace By Kim Johnson Gross, Jeff Stone	A more updated professional woman's guide to dressing for success
What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers By Richard N. Bolles	World's top-selling career book. Covers all aspects of the career exploration and job search process – everything from how to find a career coach to salary negotiation.
Dress For Success https://www.dressforsuccess.org/	International not-for-profit that helps women achieve economic independence by providing a network of support, professional attire, and development tools
Dressing Well https://www.dressingwell.com/	Company provides image consulting & personal shopping services; website has a newsletter and blog filled with helpful tips and advice
How To Land a Top-Paying Federal Job By Lily Madeleine Whiteman	Experienced Federal career coach's process for securing a government job, internship, or fellowship (comes with a CD with sample resumes, checklists, and templates)
Rites of Passage at \$100,000 to \$1Million+* Your Insider's Lifetime Guide to Executive Job-Changing and Faster Career Progress By John Lucht	Bestseller on executive job-changing and career management.
Orders to Nowhere* The After Action Report from a Career Marine's Transition Back to the Civilian World By Michael D. Grice	A retired Marine Colonel's lessons learned from his transition from the military

Notes



Chapter 14

INTERVIEW CONDUCT

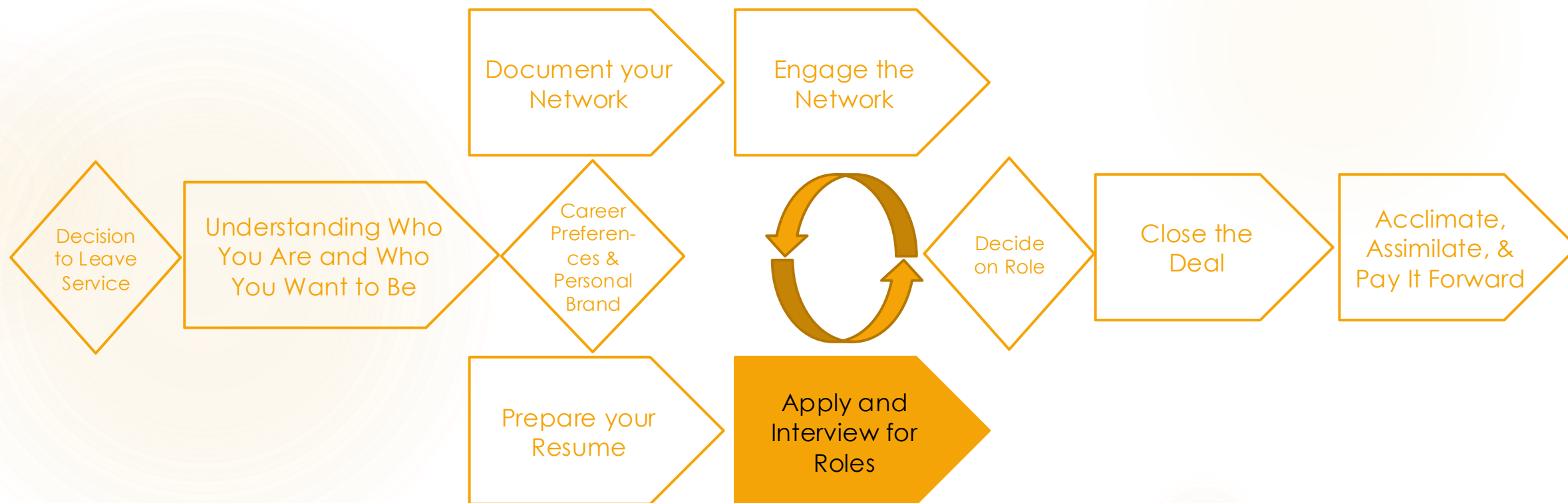


Chapter 14 Objectives & Scope

Content in this chapter parallels content in Chapter 8 of Mission Transition

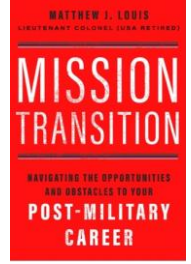


Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand how to successfully conduct various types of employment interviews	Application	Ability to successfully interview for civilian roles
Understand how to successfully follow up after interviews	Application	Ability to leave a lasting positive impression
Understand nuances between Federal and commercial interviews	Understanding	Appreciation of Federal interview requirements



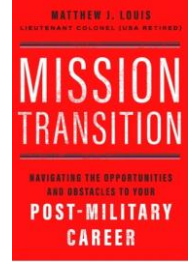
Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Interviews



- ▶ Make-or-break opportunity for your candidacy
- ▶ Two-way street
- ▶ Employer's primary deciding factor
- ▶ Criticality of preparation, rehearsal, and follow-up

Interview Types



- ▶ Screening
 - ▶ Take place over phone or via Skype; usually just once
 - ▶ Conducted by HR or someone other than hiring manager
 - ▶ Purpose: screen you out of competing for the role
 - ▶ Basic questions – administrative, behavioral, situational
- ▶ Formal
 - ▶ In-person at the office
 - ▶ Conducted by hiring manager and peers, in sequence or as a panel
 - ▶ 30-60 minutes each
 - ▶ Purpose: ensure organizational fit
 - ▶ Many question types
- ▶ Informal
 - ▶ In-person outside the office, usually in social settings
 - ▶ Conducted by hiring manager and peers
 - ▶ Purpose: ensure organizational fit
 - ▶ Focus on soft skills

Screening Interview Preparation

- ▶ Schedule the interview when you can focus exclusively on it
- ▶ Treat it no differently than you would a formal interview - your dress, your posture, and your attitude
- ▶ Conduct it in a private setting that is free of distractions. Turn off the smart phones and shut down any distracting apps on your computer. Put a “do not disturb” sign outside your door.
- ▶ Test your Skype/Zoom app if it will be used. Clear the background in the room of any distracting or potentially offensive materials.
- ▶ Have a pen, a sharpened pencil, paper, and a calculator at the ready
- ▶ Have a copy of your resume and application handy

Screening Interview Tips

- ▶ Break the ice with small talk at the beginning of the interview. Show you have a personality. Avoid topics such as politics, religion, and sex.
- ▶ When questions are asked, listen for what the interviewer is seeking and provide only that information. Don't answer the unasked question.
- ▶ Respond to questions using the interviewer's name
- ▶ If you have difficulty hearing, or need additional clarity, repeat the question
- ▶ Answer the interviewer's questions by highlighting your strengths. Pick from a list of stories that speak to your strong suits.
- ▶ Keep all answers positive – even those that ask you to comment on your own weaknesses. Do not criticize former bosses, peers, or organizations; that criticism will ultimately reflect poorly on you. In discussing weaknesses:
 - ▶ Identify something that could also be a desirable characteristic – such as being a workaholic
 - ▶ Identify something that took place in the past that you have since learned from and resolved
 - ▶ In either case, point out what you are doing to improve yourself and learn from past mistakes
- ▶ Time your answers to last between 30-90 seconds
- ▶ Remember to ask your own questions, one of which should be about scheduling a follow-on conversation with the hiring manager. You should not raise the compensation subject, but you should expect a question about it.
- ▶ Take notes on any action items (i.e., providing a list of references) and follow up on them immediately
- ▶ Once the interview is complete, thank all representatives on the line for their time, reinforce your interest in the organization and the role, and speak to your eagerness in proceeding with the formal interviewing process
- ▶ Send thank-you notes to your interviewers immediately following the interview

Formal Interview Preparation

- ▶ Bring a leather folio which will contain a pad of paper, a pen and pencil, copies of your business cards, and the same number of tailored copies of your resume as the number of people with whom you'll be interviewing
- ▶ Turn off all smart phones, watch alarms, or anything else on your person that has the potential to distract or interrupt the interview
- ▶ Do not smoke or chew gum
- ▶ If, while waiting, you are offered something to drink, make it water

Formal Interview Tips

- ▶ Welcome the interviewer with a firm handshake, a smile, and direct eye contact
- ▶ Sit in the chair to which you are directed or, if given a choice, sit in the chair directly across from the interviewer
- ▶ Maintain good eye contact and good posture – no slouching or crossed arms or legs, but not at the position of attention either. Aim for something in between those extremes.
- ▶ Take the time to break the ice. Highlight something you may have in common.
- ▶ Exchange business cards with them so you can follow up with them after the interview
- ▶ Answer questions in the same way as screening interviews. Remember to take notes on relevant items and to ask your own questions towards the end of the interview.
- ▶ Be open and honest. Don't exaggerate or fabricate facts. If you don't possess a specific trait, admit it - if directly asked. But immediately follow up with two things:
 - ▶ What strengths you do possess that would compensate for that missing item
 - ▶ Your plan to pick up that required trait
- ▶ Be prepared to be asked for multiple examples on behavioral questions

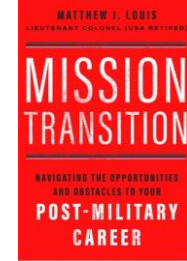
Formal Interview Tips (Continued)

- ▶ Case interviews
 - ▶ Take notes as the detailed information of the case is presented. Ask the interviewer for whatever additional information you think you will need.
 - ▶ Apply a decision-support methodology that works best for the case in consideration. For example:
 - ▶ The Four P's – Price, Product, Promotion, Place - is a classic approach to dissecting a marketing case
 - ▶ Porter's Five Forces Model is a classic approach to dissecting an industry analysis case
 - ▶ A SWOT – Strengths, Weaknesses, Opportunities, Threats – analysis is a basic analytical framework to strategy cases
 - ▶ Rehearse your presentation. Incorporate visual aids where possible. Take advantage of white boards or projectors if available.
- ▶ Panel Interviews
 - ▶ Although one person asks a question, direct your answers to the entire group. Make eye contact with every person on the panel in relating your responses.
 - ▶ In responding to questions later in the interview, refer to earlier questions asked by different people on the panel and your responses to them. Doing so will demonstrate your ability to connect data points and synthesize information from multiple sources.
- ▶ Beware the puzzle question
- ▶ Beware the inappropriate question

Formal Interview Tips (Continued)

- ▶ Ask some questions of your own. Focus them on unknowns that relate directly to your decision criteria. Remember that the questions you ask tell the interviewer a lot about the research you have done and what your intelligence level is. Consider including among the questions that you will ask the employer:
 - ❑ How much travel is required
 - ❑ How the variable component of compensation is structured
 - ❑ How the annual performance rating process works
 - ❑ How the organization's business plans will influence the role for which you are interviewing in both the near-term and long-term
 - ❑ And most importantly - When you can expect to hear back from them on their decision. This will indicate to you when it is OK to follow up with them.
- ▶ At the end of the interview, close with confidence and thank the interviewers for their time
- ▶ Send thank you notes!

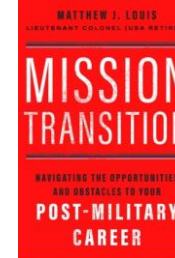
Use these questions during your interviews with employers.



Formal Federal Interview Tips

- ▶ Bring a copy of your DD-214 with you to the interview
- ▶ Bring a prepared list of references with you to the interview (not a bad idea for civilians either)
- ▶ Bring a portfolio of completed work samples or products to demonstrate your expertise (not a bad idea for civilians either)
- ▶ Be aware that the interviewer may be joined by a Human Resources representative to ensure fairness in all interviews

Informal Interview Preparation

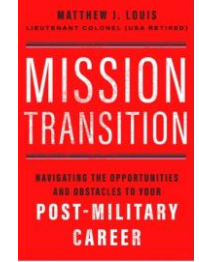


- ▶ Bring a pen and some 3x5 index cards for taking notes
- ▶ Research the organization's culture, especially how individuals in the organization are expected to act in social settings
- ▶ Within limits, the order of the day is "When in Rome, do as the Romans do"

Informal Interview Tips

- ▶ For meal settings
 - ▶ Research the menu ahead of time so you can spend time focusing on the interviewer and questions being asked, not the menu
 - ▶ Order foods that will allow you to chew and swallow quickly (i.e., a salad). Realize that you will be the one doing more of the talking.
 - ▶ If you are asked first what kind of drink you would like, go with water, tea, or soda – basically anything non-alcoholic
 - ▶ Mind your manners
- ▶ Be on guard for
 - ▶ Bad actors
 - ▶ Slippery slope interviewing tactics that could very well be a test
- ▶ Respond to questions in the same way as the Formal Interview
- ▶ Be prepared with your own set of questions
- ▶ Follow up with thank you notes!

Interview Types Quiz



- ▶ True/False: I don't have to prepare for screening interviews because they tend to be cursory and virtual.
- ▶ True/False: I don't need to bring business cards or a hard copy of my resume with me to formal interviews. Everything is electronic now.
- ▶ True/False: I should be prepared to provide multiple examples for all behavioral questions asked (i.e., "Tell me about a time when...").
- ▶ True/False: I should prepare my own set of questions for the interviewer(s).
- ▶ True/False: I don't need to bring anything to write on or write with to informal interviews since they tend to be in social settings.
- ▶ True/False: Interviews for Federal roles are no different than interviews for civilian roles
- ▶ True/False: I should send thank-you notes after ALL of my interviews.

A:

A: Absolutely false

A:

A: False

A:

A: True

A:

A: Absolutely True

A:

A: False

A:

A: False

A:

A: True

Interview Follow-up

- ▶ Conduct a personal After Action Review after every interview - what went well, what went wrong, why, and a plan to reinforce success and address root causes

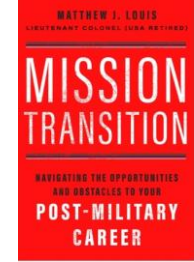
Question	Answer
Organization	
Date	
Primary Interviewer	
Interviewer Contact Information	
What went well?	
Why did it go well?	
Plan to reinforce success	
What did not go well?	
Why did it not go well?	
Plan to address root causes	
Action items	
Follow-up date	

Interview Outcome

- ▶ An organizational representative will eventually contact you with their decision. This could happen by phone, mail, or e-mail.
- ▶ While you are awaiting a response, continue to pursue additional opportunities in parallel
- ▶ If the agreed-upon follow-up date has come to pass without an update, feel free to call the interviewer or the organization's HR representative for an update. Emphasize your interest in and passion for the role and the organization.
- ▶ When you receive a rejection, engage the company representative in a discussion. In a positive tone, reinforce your interest in and passion for the role and the organization, and then ask why you were not selected. Pending their response, here are possible actions:

Feedback	Possible Actions
This role has been allocated, but there are others available like it in the organization	<ul style="list-style-type: none"> • Thank them for their feedback and ask for the opportunity to interview for related roles
The role has been allocated, and there are no others available	<ul style="list-style-type: none"> • Thank them for their feedback, as it will benefit your ongoing job search • Advise them that you would like to stay in touch should similar roles come available in the future
The role has not been allocated, but the organization felt that you were not a 'best fit' for it	<ul style="list-style-type: none"> • Thank them for their valuable feedback • Attempt to clarify the elements that, had they been demonstrated, would have won you the role • Assure the company representative that you possess those elements perceived to not have been demonstrated • Ask for the opportunity to re-interview for the role

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

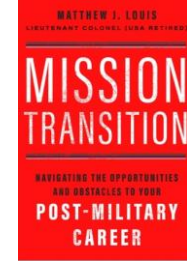


Homework

- ▶ Conduct interviews
- ▶ Conduct personal after action reviews
- ▶ Follow up appropriately
- ▶ Send thank-you notes!

Check out Mission Transition for...

- ▶ Additional detail on the nuances of Federal interviews
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



Words to the Wise

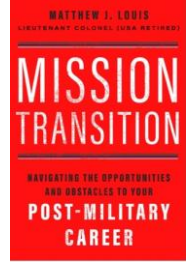
- ▶ For your interviews, **SHOW UP**: Be on time, be positive, be present, be respectful
- ▶ Be prepared to not only answer a host of questions, but also to ask your own insightful questions. The latter may tell the employer more about you than your answers to the former.
- ▶ Avoid answering the compensation question during initial interviews. While it is best to address it after you have an offer on the table, you should answer any premature inquiry by responding with a salary range based on your best intelligence from your research.
- ▶ Persistence pays off. Don't let rejection get the best of you. Everyone goes through this. See yourself through to the eventual offer(s).
- ▶ After your interviews, **FOLLOW UP**. Write thank-you notes and demonstrate passion for and interest in the opportunity.

Additional Resources

* For Career Military Professionals

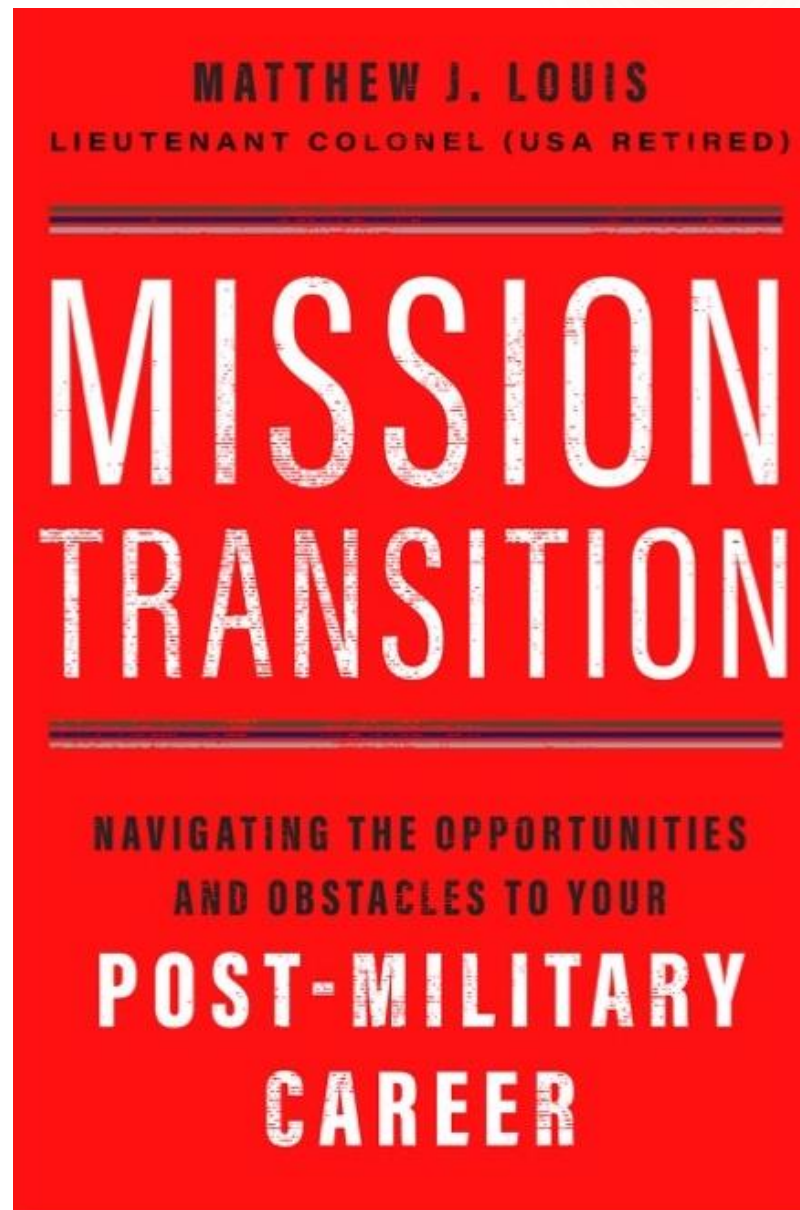
Resource	Description
101 Great Answers to the Toughest Interview Questions By Ron Fry	Previews the questions you're most likely to face during an interview and helps you prepare answers for them
Great Answers to Tough Interview Questions By Martin John Yate	Bestselling guide to the job-hunting process – from resume preparation to interview techniques and salary negotiation
PCS to Corporate America From Military Tactics to Corporate Interviewing Strategy By Roger Cameron with Chuck Alvarez and Joel Junker	Reference book for JMOs making the transition from the military to the business world. Primary author is cofounder of recruiting firm Cameron-Brooks Inc.
Dress For Success By John T. Molloy	Dated, but classic bestseller that sets the standard for professional dress
New Women's Dress For Success By John T. Molloy	Dated, but classic reference for women's professional dress
Chic Simple Dress Smart Women Wardrobes That Win in the New Workplace By Kim Johnson Gross, Jeff Stone	A more updated professional woman's guide to dressing for success
What Color Is Your Parachute? A Practical Manual for Job-Hunters and Career-Changers By Richard N. Bolles	World's top-selling career book. Covers all aspects of the career exploration and job search process – everything from how to find a career coach to salary negotiation.
Dress For Success https://www.dressforsuccess.org/	International not-for-profit that helps women achieve economic independence by providing a network of support, professional attire, and development tools
Dressing Well https://www.dressingwell.com/	Company provides image consulting & personal shopping services; website has a newsletter and blog filled with helpful tips and advice
How To Land a Top-Paying Federal Job By Lily Madeleine Whiteman	Experienced Federal career coach's process for securing a government job, internship, or fellowship (comes with a CD with sample resumes, checklists, and templates)
Rites of Passage at \$100,000 to \$1Million+* Your Insider's Lifetime Guide to Executive Job-Changing and Faster Career Progress By John Lucht	Bestseller on executive job-changing and career management.
Orders to Nowhere* The After Action Report from a Career Marine's Transition Back to the Civilian World By Michael D. Grice	A retired Marine Colonel's lessons learned from his transition from the military

Notes



Chapter 15

UNDERSTANDING YOUR
FINANCIAL NEEDS

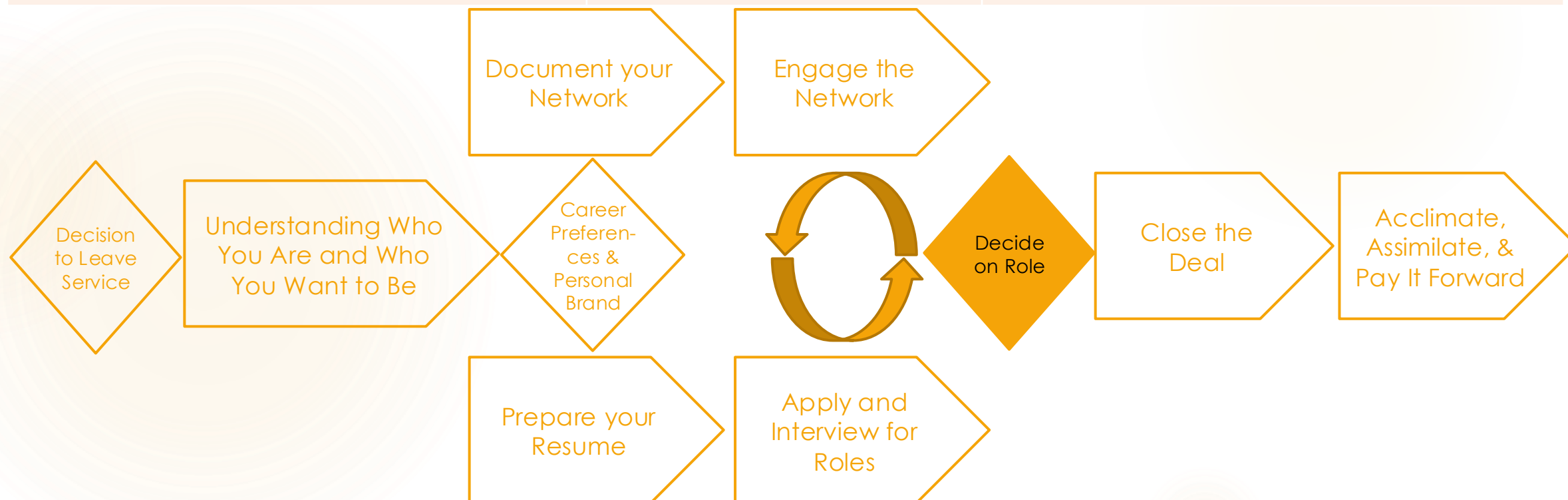


Chapter 15 Objectives & Scope

Content in this chapter parallels content in Chapter 9 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand your financial needs and compensation differences	Understanding	Ability to establish a financial BATNA for negotiation purposes
Understand differences between military and civilian benefit packages	Understanding	Realization of who pays for what benefits and how they get incorporated into your compensation package



Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

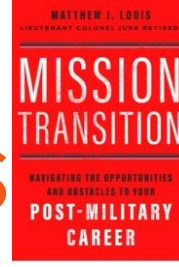
Understanding Financial Needs Exercises

- ▶ Determine Required Retirement Savings*
- ▶ Determine Required Annual Salary*
 - ▶ Income Tax treatment analysis
- ▶ Compose Annual Budget
- ▶ Compare Military and Civilian Benefits

* These exercises build upon assumptions put forth in Doug McCormick's [Family Inc.: Using Business Principles to Maximize Your Family's Wealth](#)

Sources of quantitative assumptions on the following slides:

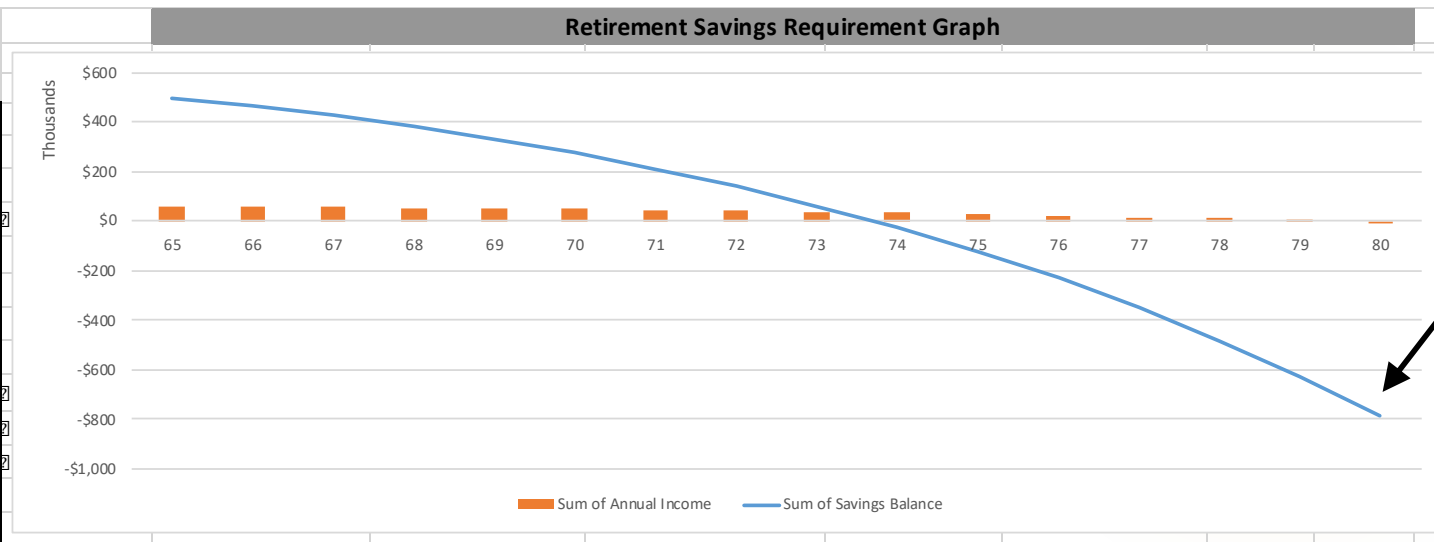
- "1040 2016 Tax Tables," *Department of the Treasury Internal Revenue Service*, accessed May 19, 2017, <https://www.irs.gov/pub/irs-pdf/i1040tt.pdf>.
- "How Virginia Tax is Calculated," *Virginia Individual Income Tax*, accessed May 19, 2017, <https://tax.virginia.gov/income-tax-calculator>.
- "Military Compensation, Retirement," *Department of Defense*, accessed May 19, 2017, <http://militarypay.defense.gov/Pay/Retirement.aspx>.
- "State/Territory Benefits," *MyArmyBenefits*, accessed November 1, 2017, http://myarmybenefits.us.army.mil/Home/Benefit_Library/State_Territory_Benefits.html.
- Derek B. Stewart and James R. White, "Active Duty Military Compensation and Its Tax Treatment," *U.S. General Accounting Office*, May 7, 2004, accessed November 1, 2017, <http://www.gao.gov/assets/100/92588.pdf>.
- "Monthly Basic Pay Table Effective 1 January 2017," *Department of Defense*, accessed November 1, 2017, <http://militarypay.defense.gov/Portals/3/Documents/ActiveDutyTables/BasicPayTable2017.pdf?ver=2017-04-24-231808-783>.
- "Military Compensation, Basic Allowance for Subsistence (BAS)," *Department of Defense*, accessed November 1, 2017, <http://militarypay.defense.gov/Pay/Allowances/BAS.aspx>.
- "BAH Calculator," *Defense Travel Management Office*, accessed November 1, 2017, <https://www.defensetravel.dod.mil/site/bahCalc.cfm>.



Determine Required Retirement Savings

See matthewjlouis.com/financial-needs-exercises/ for free downloads

RETIREMENT WORKSHEET	
DIRECTIONS: 1) Enter assumptions, 2) click 'Enter'->	
ENTER	
Assumptions	
Life Expectancy (# Years Old)	80
Retirement Age (# Years Old)	65
Total Savings at Retirement Age (\$)	\$500,000
Annual Retirement Savings Withdrawal Rate (%)	6%
Federal Tax Rate in Retirement (%)	25%
State Tax Rate in Retirement (%)	6%
Annual Investment Fees (%)	0.25%
Annual Social Security Amount at Retirement (\$)	\$30,000
Annual Military Pension at Retirement Age (\$)	\$0
Annual Expenses (\$)	\$100,000
Annual Inflation Rate and Income Increases (%)	2%
Annual Return on Investments (%)	5%

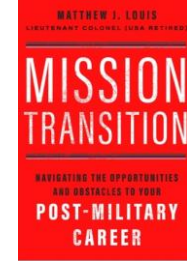


Did the **BLUE LINE** stay (well) above zero by the time you reached your life expectancy?

If YES, you may use your 'Total Savings at Retirement Age' as your retirement savings requirement for the Salary Worksheet.

If NO, you should alter some of your assumptions to re-run the scenario until it does.

1. Download "Retirement Worksheets" from First Financial Needs Exercise on above website
2. When prompted, "ENABLE" macros
3. Enter assumptions
4. Click "Enter"
5. Observe the graph. Modify assumptions and re-run above steps until the blue line remains (well) above zero by the time you've reached your life expectancy. See the next slide for improvement ideas.



Determine Required Retirement Savings – Improvement Options

Use these ideas to improve the outcome of the above exercise.

- ▶ Delay retirement until age 67 or 70 or later
- ▶ For CMPs, stay in the service longer to maximize the pension percentage for which you are eligible
- ▶ For JMPs and non-retired CMPs, consider additional time in the Reserves or the Guard (Army and Air Force only) to eventually qualify for a pension
- ▶ Optimize your and your spouse's incomes prior to retirement to optimize your Social Security payments in retirement and to optimize the incremental amount you can contribute to savings on an annual basis
- ▶ Retire to a state that provides more favorable tax treatment to retirement income and military pensions. WalletHub produces an annual ranking of best and worst states for military retirees.
- ▶ Maximize your employer-sponsored 401k or 403b (or, better yet, Roth 401k or Roth 403b) investments every year while employed following your departure from the service. This both minimizes your taxable income and adds to your retirement savings by qualifying for your employer's match.
- ▶ If applicable, take advantage of an employer-sponsored 457 savings plan
- ▶ Roll over your Thrift Savings Plan from the military into a Roth IRA and/or invest any incremental net income into a Roth IRA. This will minimize your tax burden in retirement.
- ▶ Make annual contributions to an IRA or Roth IRA. This might be a good idea for any annual surplus you realize.
- ▶ Minimize your annual expenses both before and after retirement
- ▶ Minimize fees that any brokerage firm would assess on your investments

Determine Required Annual Salary

See matthewjlouis.com/financial-needs-exercises/ for free downloads

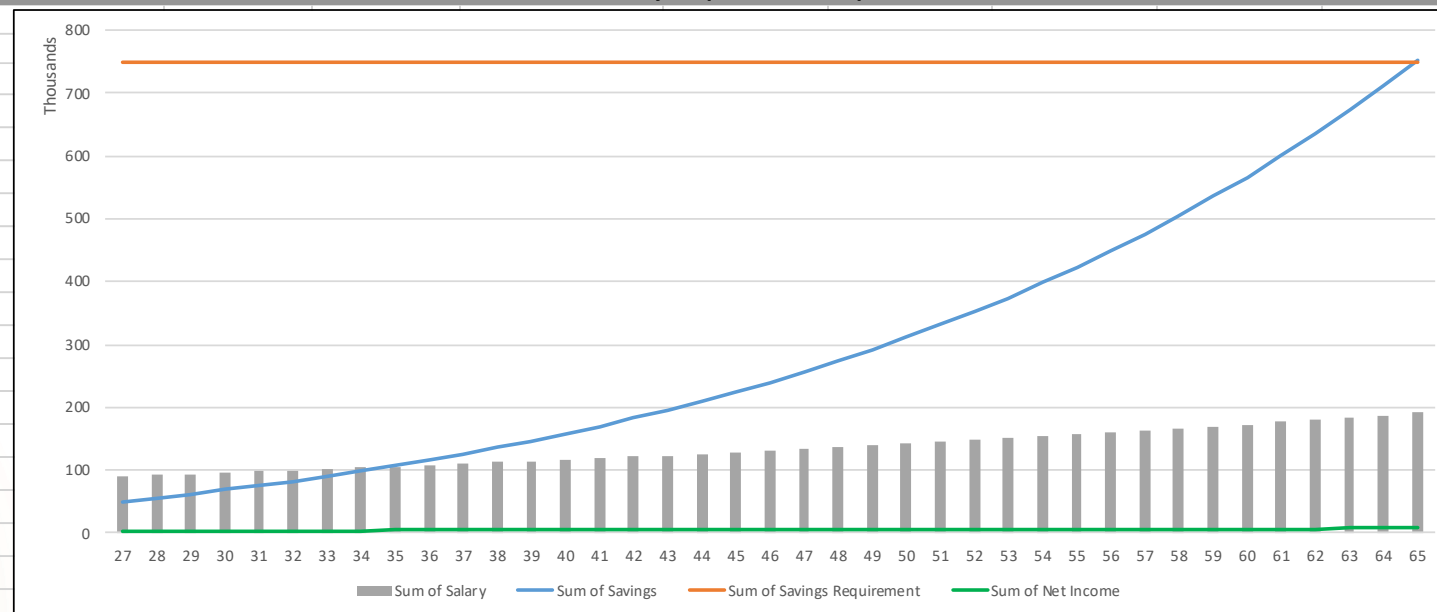
SALARY WORKSHEET

DIRECTIONS: 1) Enter assumptions, 2) click 'Enter' ->

ENTER

Assumptions	
Current Age (# Years Old)	27
Projected Retirement Age (# Years Old)	65
Current Savings Available (\$)	\$50,000
Federal Tax Rate (%)	25%
State Tax Rate (%)	6%
Local Tax Rate (%)	2%
Annual Investment Fees (%)	0.25%
Annual Return on Investments (%)	5%
Social Security Tax Rate (%)	6.2%
Medicare Tax Rate (%)	1.45%
Required Savings upon Retirement (\$)	\$750,000
Projected Annual Salary at Current Age (\$)	\$90,000
Annual Military Pension (\$)	\$0
Military Pension Taxed by State?	Yes
Annual Expenses (\$)	\$50,000
Annual Inflation Rate and Income Increases (%)	2%

Salary Requirement Graph



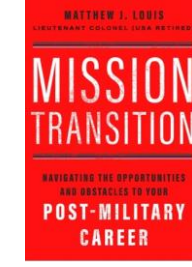
Did the **BLUE LINE** surpass the **ORANGE LINE** by the time you reach your projected retirement age?

If YES, you may use your 'Projected Annual Salary at Current Age' as your salary requirement.

If NO, you should alter some of your assumptions to re-run the scenario until it does.

1. Download "Required Annual Salary Calculator" from Second Financial Needs Exercise on above website
2. When prompted, "ENABLE" macros
3. Enter assumptions
4. Click "Enter"
5. Observe the graph. Modify assumptions and re-run above steps until the blue line is above the orange line by the time you reach your projected retirement age. This outcome will inform your negotiation strategy.

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).



Paystub Comparison Worksheet

See matthewjlouis.com/financial-needs-exercises/ for free downloads

PAYSTUB COMPARISON		Scenarios ->	In the Military		Outside the Military, With Pension		Outside the Military, Without Pension	
DIRECTIONS: 1) Enter assumptions, 2) Assess % income differences			Monthly	Yearly	Monthly	Yearly	Monthly	Yearly
Assumptions		Income						
Monthly Salary In Military	\$8,333	Salary	\$ 8,333	\$ 99,996	\$ 8,333	\$ 100,000	\$ 8,333	\$ 100,000
Annual Salary Outside Military	\$100,000	BAS	\$ 250	\$ 3,000				
Monthly BAS Rate	\$250	BAH	\$ 1,400	\$ 16,800				
Monthly BAH Rate	\$1,400	Pension			\$ 4,167	\$ 50,000		
Annual Military Pension	\$50,000	Total Income	\$ 9,983	\$ 119,796	\$ 12,500	\$ 150,000	\$ 8,333	\$ 100,000
Federal Tax Rate In The Military (%)	25%	Deductions						
Federal Tax Rate Outside The Military (%)	25%	Federal Taxes	\$ 2,083	\$ 24,999	\$ 3,125	\$ 37,500	\$ 2,083	\$ 25,000
Social Security Tax Rate (%)	6.2%	Social Security	\$ 517	\$ 6,200	\$ 775	\$ 9,300	\$ 517	\$ 6,200
Medicare Tax Rate (%)	1.45%	Medicare	\$ 121	\$ 1,450	\$ 181	\$ 2,175	\$ 121	\$ 1,450
State Tax Rate In The Military (%)	6%	State Taxes	\$ 500	\$ 6,000	\$ 750	\$ 9,000	\$ 500	\$ 6,000
State Tax Rate Outside The Military (%)	6%	Local Taxes	\$ -	\$ -	\$ 250	\$ 3,000	\$ 167	\$ 2,000
Local Tax Rate In The Military (%)	2%	Total Deductions	\$ 3,221	\$ 38,648	\$ 5,081	\$ 60,975	\$ 3,388	\$ 40,650
Local Tax Rate Outside The Military (%)	2%	After-Tax Income	\$ 6,762	\$ 81,148	\$ 7,419	\$ 89,025	\$ 4,946	\$ 59,350
Military Salary Taxed By State?	Yes	% decrease in after-tax income from being 'In the Military'				-10%		27%
Military Salary Taxed By Local?	No	Increase required to sustain 'In the Military' after-tax income				-9%		37%
Military Pension Taxed By State?	Yes							
Military Pension Taxed By Local?	Yes							

A positive % indicates that you are making a lower after-tax income outside of the military.

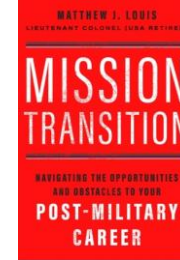
A negative % indicates that you are making a higher after-tax income outside of the military.

The top % indicates the percentage that your after-tax income has decreased after leaving the military.

The bottom % indicates the percentage that you must increase your after-tax income outside of the military to retain an equivalent after-tax income as you had in the military.

1. Download "Paystub Comparison Worksheet" from Second Financial Needs Exercise on above website
2. Enter assumptions based on your planned scenario
3. Observe the outcomes. Adjust assumptions as needed.
4. Incorporate this knowledge into your negotiation planning.

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).



Financial Needs Exercises Outcomes

▶ What are your required retirement savings?

A:

▶ Based on the answer above, what is your required annual salary?

A:

▶ What are your observations from the paystub comparison exercise?

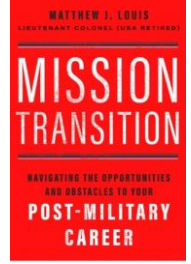
A:

▶ How will these figures inform your negotiation strategy with your prospective employer?

A:

Income Tax Treatment Analysis

Junior Military Professional Scenario Assumptions



It is critical to understand the tax treatment of your entire compensation package. It may be your first time considering it, but it will have a direct and palpable impact on your take-home pay – and may be different than your military experience.

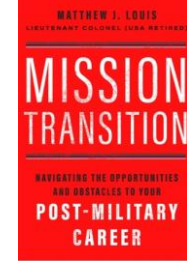
- ▶ The assignment location while on active duty is Ft. Hood, TX. Upon departing active duty, you establish residency in Virginia.
- ▶ You are an O-3 with at least three years in service and are drawing a basic military salary – no special pay or allowances. We will assume the identical salary after the military.
- ▶ We're assuming the low end of a Basic Allowance for Subsistence (BAS) range (~\$250/month for officers; ~\$350/month for enlisted).
- ▶ Basic Allowance for Housing (BAH) is assumed to be at the O-3 rate with dependents, which at Ft. Hood translates to ~\$1400/month.
- ▶ Federal tax rate assumes married, filing jointly using current tax tables. It also assumes that you are not deployed, and thus not exempt from Federal taxes.
- ▶ Social Security taxes are 6.2% of base salary; Medicare taxes are 1.45% of base salary
- ▶ Texas has no state income tax. Virginia state income tax is \$720 + 5.75% of income over \$17,000.
- ▶ This analysis ignores the impact of health care insurance, some portion of which you will pay for in any civilian role

Income Tax Treatment Analysis

JMP Comparison: See matthewjlouis.com/financial-needs-exercises/ for free downloads

	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%

- ▶ Observation: You're getting taxed more and paid less. Why?
 - ▶ BAS and BAH were not taxed while you were on active duty
 - ▶ You do not realize these same allowances once you leave the military, which on an annual basis represents ~25% of your income
 - ▶ You paid no state income taxes living in Texas
- ▶ For an equivalent baseline salary, you would realize a 34% decrease in the after-tax income upon leaving the military based on these factors
- ▶ To approximate the same standard of living in our assumed location following the military, you would need to realize a 52% increase in your after-tax income



Income Tax Treatment Analysis

Career Military Professional Scenario Assumptions

It is critical to understand the tax treatment of your entire compensation package. It may be your first time considering it, but it will have a direct and palpable impact on your take-home pay – and may be different than your military experience.

- ▶ Same as JMP assumptions, with following exceptions:
- ▶ Assume a \$100k annual salary, which is something between an O-4 and O-5 with 20 years in service using current military pay tables
- ▶ Assume the identical base salary upon departing the military
- ▶ BAH rates for an E-8 at Fort Hood with dependents are ~\$1400/month
- ▶ A Retiree's annual pension is 50% of \$100,000 based on a military retirement at 20 years

Income Tax Treatment Analysis

CMP Comparison: See matthewjlouis.com/financial-needs-exercises/ for free downloads

	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%

- ▶ Observation: With your pension, your after-tax income actually increases outside the military
- ▶ Observation: Without a pension, you're getting taxed more and paid less. Why?
 - ▶ BAS and BAH were not taxed while you were on active duty
 - ▶ You do not realize these same allowances once you leave the military, which on an annual basis represents ~25% of your income
 - ▶ You paid no state income taxes living in Texas
 - ▶ You realize a 29% decrease in after-tax income from your time on active duty
 - ▶ You would need a 41% increase in your civilian after-tax income to equate to your active duty standard of living

Income Tax Treatment Analysis

How to positively influence outcomes

- ▶ Negotiate an optimal salary and compensation package
- ▶ Maximize annual contributions to an employer-sponsored 401k or 403b (or, better yet, a Roth 401k or Roth 403b) plan, thus minimizing taxable income and increasing retirement savings by qualifying for your employer's match
- ▶ If your spouse works, consider enrolling in only one benefits package for healthcare insurance coverage. Or consider the Tricare option.
- ▶ Consider taking advantage of any employer-sponsored flexible spending plans, which set aside pre-tax dollars for needs you may have in areas such as health care, day care, transportation or parking. Alternately, consider Health Savings Accounts (HSAs).
- ▶ Retire to a state that provides more favorable tax treatment to retirement income and military pensions. WalletHub produces an annual ranking of best and worst states for military retirees.
- ▶ For CMPs, consider staying in the service longer to maximize the pension percentage for which you are eligible
- ▶ For JMPs and non-retired CMPs, consider additional time in the Reserves or the National Guard (Army and Air Force only) to eventually qualify for a pension.
- ▶ Minimize your annual expenses. Create an annual budget and stick to it.
- ▶ Minimize fees that any brokerage firm would assess on your investments

Income Tax Treatment Analysis

Outcomes

- ▶ What are your observations from the tax treatment analysis exercise?

A:

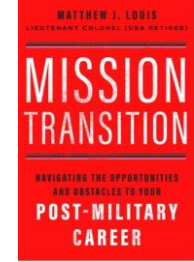
- ▶ How will these observations inform your negotiation strategy with your prospective employer?

A:

Annual Budget

Complete and maintain an annual household budget using the provided template or others available free online.

See matthewjlouis.com/budget-pro-forma-template/ for free download



Category	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	TOTAL
Income													
Salary													
Gifts													
Interest, Dividends, etc.													
Income Sub-total													
Expenses													
Savings (529 plan, IRAs, etc.)													
Automotive													
Charity													
Childcare/Daycare													
Clothing													
Dining													
Education													
Entertainment													
Groceries													
Grooming													
Home Repair / Improvement													
Insurance													
Medical Expenses													
Mortgage / Rent													
Recreation													
Subscriptions													
Taxes													
Utilities													
Vacation													
Expenses Sub-total													
Balance													

- ▶ One of the most basic, most critical, and yet most overlooked financial management tools available to your household
- ▶ Simple way to keep track of your household income and spending on a month-to-month basis
- ▶ Ensures the amount you spend does not exceed the income that you make
- ▶ Maintain a positive monthly balance and certainly a positive annual balance
- ▶ Adjust spending in expense categories if that threatens to not be the case
- ▶ Many software tools available to enable

Compare Military and Civilian Benefits

See matthewjlouis.com/financial-needs-exercises/ for free downloads

- ▶ Compensation packages consist of more than just a base salary
- ▶ There are many benefits upon which you depend in the military, and most of them represent some sort of monetary value
- ▶ In transitioning to the civilian world, you will need to assess which combination of these benefits you will require – and their total value
- ▶ The total annual monetary value of those benefits should be used to compare your military compensation package to the compensation package of your prospective employer
- ▶ Doing so will get you the apples-to-apples comparison that you seek

Sources for charts on the ensuing slides:

- “Military: Active Duty and Veterans,” *Benefits.gov*, accessed November 1, 2017, <https://www.benefits.gov/benefits/browse-by-category/category/30>.
- “Federal Benefits,” *MyArmyBenefits*, accessed November 1, 2017, http://myarmybenefits.us.army.mil/Home/Benefit_Library/Federal_Benefits_Page.html.
- See also: Rod Powers, *Veterans Benefits for Dummies*, (Indianapolis, IN: Wiley Publishing Inc., 2009).
- See also: Ronald L. Krannich, Ph.D., *Military-to-Civilian: Success for Veterans and Their Families* (Manassas Park, VA: Impact Publications, 2016).

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Compare Military and Civilian Income Benefits

1. Document and quantify the military benefits noted on this and the following slides that you currently utilize.
2. Decide and quantify which civilian equivalent benefits you will need.

Military Benefit	Value	Civilian Equivalent	Value
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*	\$\$		
Income tax avoidance on some allowances and disability compensation	\$		
		Recruitment bonus (Federal only)	\$

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

Compare Military and Civilian Health Care Benefits

Military Benefit	Value	Civilian Equivalent	Value
TRICARE, Basic medical benefits package, Access to VA medical centers*, Health Care Benefits for Dependents (CHAMPVA)*, VA Care in the Community*	\$\$	Medical Insurance	\$\$
SGLI, VGLI*, Gratuitous Service-Disabled Veterans Insurance (ARH)*, Service-Disabled Veterans Insurance (S-DVI)*	\$	Life Insurance	\$
Family Servicemembers' Group Life Insurance Coverage (FSGLI), Parents' Dependency and Indemnity Compensation (DIC), Survivors' Dependency and Indemnity Compensation (DIC)	\$	Life Insurance for dependents	\$
		Accident Insurance	\$
		Umbrella Insurance	\$
Pharmacy Service	\$	Prescription Plan	\$
Basic medical benefits package, Access to VA medical centers*, VA Care in the Community*	\$	Dental Plan	\$
Basic medical benefits package, Access to VA medical centers*, VA Care in the Community*	\$	Vision Plan	\$
Legal Assistance Services (JAG)	\$	Legal Plan	\$
Social Security Disability	\$	Short-term disability	\$
Federal Long Term Care Insurance Program (FLTCIP)	\$	Long-term disability	\$
Uniform Services Savings Deposit Program (USSDP)	\$	Health Savings Account	\$
Mental Health Residential Rehabilitation Treatment Programs*	\$		
Services and Aid for Blind Veterans*	\$		
Veterans Alcohol and Drug Dependence Rehabilitation Program*	\$		
Veterans Prosthetic Appliances*	\$		
Waiver of Insurance Premiums for Disabled Veterans*	\$		
Women Health Care Benefits*	\$		

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

Compare Military and Civilian Retirement Benefits

Military Benefit	Value	Civilian Equivalent	Value
Pension*	\$\$\$	Pension	\$
Thrift Savings Plan	\$\$\$	401k, 403b, Roth 401k, Roth 403b, 457 plans	\$\$\$
Thrift Savings Plan agency match	\$	401k / 403b plan employer match	\$
Social Security	\$\$	Social Security	\$\$
Medicare	\$\$	Medicare	\$\$
		Stock purchase plans	\$
		Stock options	\$\$
		Organizational Ownership / Equity	\$\$\$
VA financial counseling*	\$	Financial planning assistance	\$
Survivor Benefit Plan*	\$\$		
Armed Forces Retirement Homes	\$\$		
Headstones, Markers and Medallions for Placement in Private Cemeteries*	\$		
Partial Reimbursement of Burial Expenses*	\$		
Presidential Memorial Certificates*			
Veteran & Dependent Burial in VA National Cemeteries*	\$		

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

Compare Military and Civilian Education Benefits

Military Benefit	Value	Civilian Equivalent	Value
Tuition reimbursement	\$	Tuition reimbursement	\$
Military training	\$	Professional in-house training	\$
Advanced civil schooling	\$\$	Continuing education	\$\$
National Testing Programs*	\$	Testing, certification reimbursement	\$
Montgomery GI Bill*, Post-9/11 GI Bill*	\$\$\$		
Survivors' and Dependents' Educational Assistance Program (DEA)*	\$\$\$		

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

Compare Military and Civilian PTO & RC Benefits

Military Benefit	Value	Civilian Equivalent	Value
Leave	\$\$	Vacation Days	\$\$
Family Medical Leave Act (FMLA)*	\$	Family leave	\$
		Sick Days	\$
Federal holidays	\$	Federal and other holidays	\$
		Accelerated vacation accrual	\$
		Flexible work schedule	\$
Maternity / Paternity leave	\$	Maternity / Paternity leave	\$
Uniformed Services Employment and Reemployment Rights Act (USERRA)*	\$\$	Military leave	\$\$
Military Reservist Economic Injury Disaster Loan Program*	\$\$	Compensatory pay during activation / deployment	\$\$

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

Compare Military and Civilian Relocation Benefits

Military Benefit	Value	Civilian Equivalent	Value
Relocation Readiness Program, Move-In Housing Allowance (MIHA), Per Diem Allowance, Monetary Allowance in Lieu of Transportation (MALT), Household Goods (HHG) Transportation,	\$\$	Moving expenses	\$\$
Relocation counseling	\$		
Permissive TDY	\$	House hunting trips	\$
Temporary Lodging Allowance (TLA), Temporary Lodging Expense (TLE)	\$\$	Temporary housing	\$\$
VA home loan program*, Interest Rate Reduction Refinance Loan (IRRRL)*	\$\$	Loan assistance	\$
Department of Labor benefits*	\$	Outplacement assistance for spouse	\$
		Handling sale of current home	\$\$
		Coverage of loss on sale of present home or cost to break lease	\$
		Mortgage fees / closing costs	\$
		Mortgage rate differential	\$
Dislocation allowance	\$		
Cash-out Refinance Loan*	\$		

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

Compare Military and Civilian Home Office Benefits

Military Benefit	Value	Civilian Equivalent	Value
		Personal computer	\$
		VPN/Wireless Internet access	\$
		Office equipment – printer / copier / fax machine	\$
		Office furniture	\$
		Office supplies – printer paper, envelopes, etc.	\$
		Separate phone line	\$
Specially Adapted Housing Grant*	\$		
Veterans' Mortgage Life Insurance (VMLI)*	\$		

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

Compare Military and Civilian Severance Benefits

Military Benefit	Value	Civilian Equivalent	Value
		Some # of months' base salary	\$\$
		Incentive payments	\$\$
		Cashing out equity	\$\$\$
TAP, Soldier for Life programs, Veterans' Employment & Training Service (VETS)*, Vocational Rehabilitation and Employment Services for Veterans with Disabilities*	\$\$	Outplacement assistance	\$
		Use of organizational email / voicemail	\$
Leave sell-back	\$\$	Unused PTO reimbursement	\$\$
See above veteran healthcare benefits	\$\$	Health benefits or COBRA coverage	\$\$
		Retirement plan contributions	\$\$

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

Compare Military and Civilian Other Benefits

Military Benefit	Value	Civilian Equivalent	Value
Travel reimbursement	\$	Travel reimbursement	\$
Mess hall access	\$	Free food at the office	\$
		Company car	\$\$
		Mobile phone	\$
On-site child care	\$	On-site child care	\$
		Expense account	\$
		Costs associated with social or athletic club membership	\$\$
		Frequent flyer / stay point ownership	\$
Durable Medical Equipment	\$	Reimbursement of wellness-related equipment / gear	\$
Military / veteran discounts	\$	Discounts on, or access to, tickets to professional sports and other cultural events	\$
		Parking	\$
		Coverage of spousal travel	\$
		Professional association memberships	\$
Gym / fitness center access	\$	Well-being subsidy	\$

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

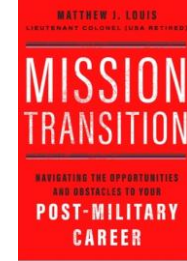
Compare Military and Civilian Other Benefits (continued)

Military Benefit	Value	Civilian Equivalent	Value
Military / veteran discounts	\$	Employee shopping discounts	\$
		Sabbatical program	\$\$
		Remote location work options	\$
		Variable start date	\$
		Adjusted timing of first performance review	\$
Readjustment Counseling (Vet Centers)*	\$		
Commissary / PX / BX access*	\$		
Class VI store access*	\$		
Space Available travel*	\$		
Military Lodging*	\$		
Armed Forces Resorts*	\$		
Armed Forces Vacation Club*	\$		
Veterans Preference for Federal roles*	\$\$		
Educational and Vocational Counseling*	\$\$		
Various homeless veteran programs*	\$\$		
Jobs for Veterans State Grants Program (JVSG)*	\$\$		
Local Veterans Employment Representative Program (LVER)*	\$\$		
Readjustment Counseling (Vet Centers)*	\$		

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



Benefit Comparison Analysis

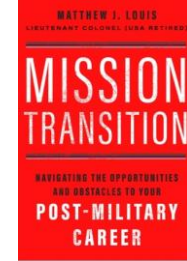
- ▶ Understand your retirement needs and corresponding annual net income requirements
- ▶ Understand that compensation is treated differently outside the military. Judge the contents of any civilian compensation package on equivalent terms.
- ▶ Your military compensation and benefits package is actually quite generous; and your expectations for the same upon departing the military should be adjusted accordingly.
- ▶ A government financial “coach” is available:
 - ▶ The Consumer Financial Protection Bureau oversees this program. To access a coach, see their website in the “Additional Resources” at the end of this chapter.

Compensation Package Negotiation Planning Tool

Benefit	Must-have or Nice-to-have?	Included in compensation package?	Action step

How does your compensation package compare? Do this exercise:

- ▶ In the first column, identify the desired benefit
- ▶ In the second column, identify whether the desired benefit is a requirement for you or simply a nice-to-have addition
- ▶ In the third column, identify whether the prospective employer's compensation package addresses the desired benefit
- ▶ The fourth column should capture what you will do with the information in the first three columns. You might:
 - ▶ Ask a clarifying question of the employer
 - ▶ Negotiate its inclusion
 - ▶ Determine if the unaddressed benefit could be addressed by some combination of the above post-military benefits

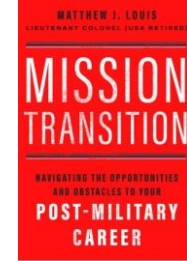


Homework

- ▶ Complete the financial exercises
- ▶ Compose your annual budget
- ▶ Complete the compensation package negotiation planning tool

Check out *Mission Transition* for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



Words to the Wise

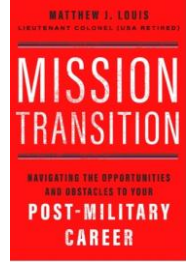
- ▶ Understand your financial needs
 - ▶ Determine your financial retirement goals
 - ▶ Determine your annual cash flow requirements and maintain an annual budget
- ▶ Understand that military and civilian compensation packages are very different. Conduct any comparison on an equivalent basis.
- ▶ Don't expect to earn a greater compensation package immediately upon departing the service
- ▶ Take advantage of all veterans benefits for which you are eligible within the time window they are available to you. Include your family in these decisions.
- ▶ Even if you don't plan on using it in the short term, you should enroll in the VA healthcare program. You only have to enroll once. You never know when you might need it, and you can't take advantage of it if you don't enroll.

Additional Resources

* For Career Military Professionals

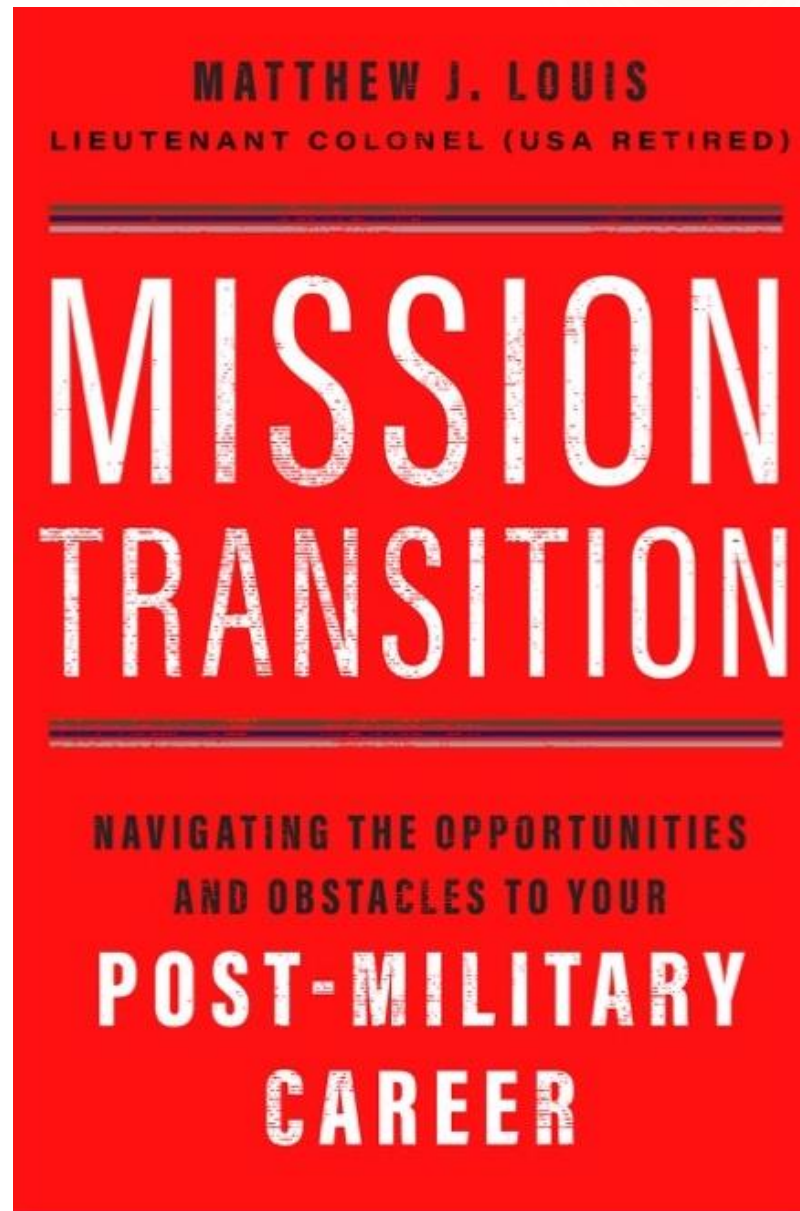
Resource	Description
Family Inc. Using Business Principles to Maximize Your Family's Wealth By Douglas P. McCormick	Helps manage life's financial risks to make the most of your opportunities. Step-by-step guide to handling your family's finances with the insight and strategy of a corporate CFO.
The Millionaire Next Door The Surprising Secrets of America's Wealthy By Thomas Stanley and William Danko	Insight into the practical saving and spending habits of millionaires.
The Richest Man in Babylon By George S. Glason	Bestseller that speaks to the subjects of thrift, financial planning, and personal wealth
Veterans Benefits for Dummies By Rod Powers	Concise, plain-English guide that explains what programs are available to you and your family, and how to file applications, claims, and appeals.
The Complete Guide to Veterans' Benefits Everything You Need to Know Explained Simply By Bruce C. Brown	Veterans' Benefits guide written by a transitioning service representative
The Veterans' Survival Guide How to File and Collect on VA Claims By John D. Roche	Description of VA claims process and instructions on how to maneuver through it
Military-to-Civilian Success for Veterans & Their Families By Ronald L. Krannich	Exhaustive guide with tips for launching a successful transition.
Dave Ramsey's 7 Baby Steps https://www.daveramsey.com/baby-steps/	Step-by-step plan to get out of debt, save money, and build wealth
Consumer Financial Protection Bureau Office of Servicemember Affairs (OSA) www.consumerfinance.gov/servicemembers/	Helps military families overcome financial challenges by providing educational resources, monitoring complaints, and working with other agencies
Consumer Financial Protection Bureau Financial Coaching Initiative www.consumerfinance.gov/practitioner-resources/financial-coaching/financial-coaching-initiative/	Program that provides financial coaches to servicemembers critical points in their lives as they move along the path to financial stability
The Military Guide to Financial Independence & Retirement* By Doug Nordman	Guide to optimizing military retirement benefits so you can spend more time focusing on what you want to do with the rest of your life.

Notes



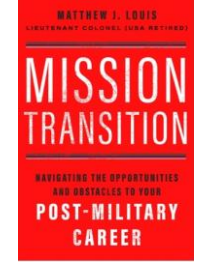
Chapter 16

NEGOTIATING & FINALIZING
THE JOB OFFER

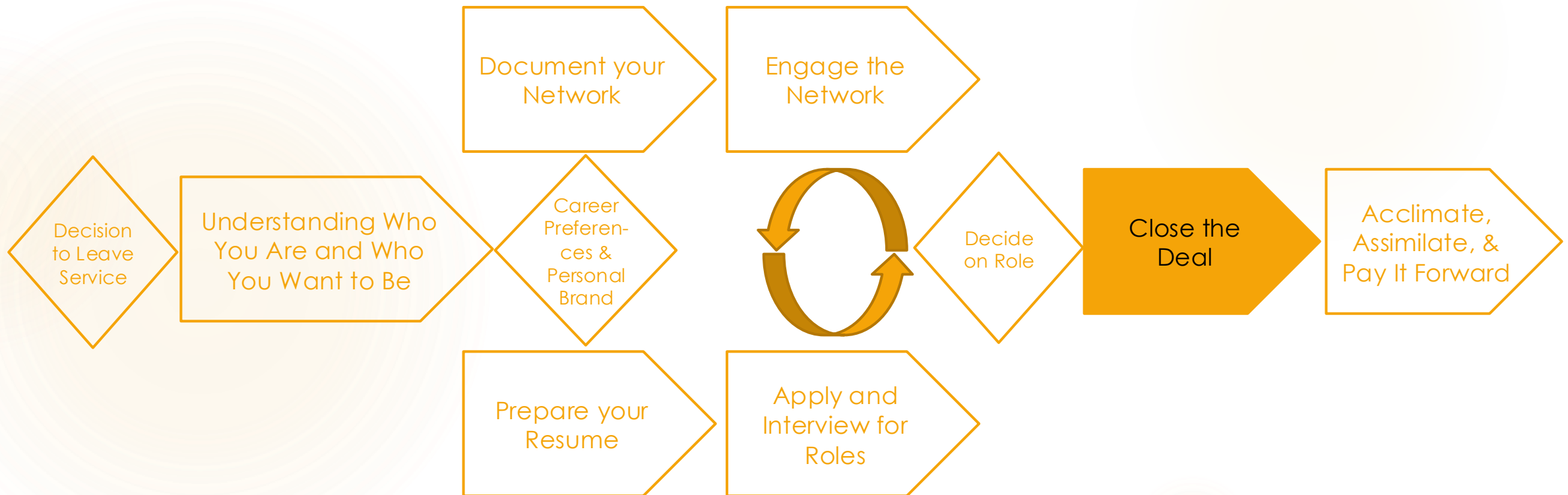


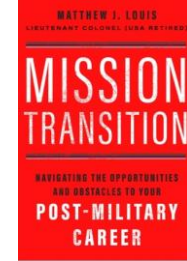
Chapter 16 Objectives & Scope

Content in this chapter parallels content in Chapter 9 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Negotiate and finalize your job offer	Application	Ability to successfully resolve gaps between what the employer offers and what you need
Understand what veteran support networks exist at the prospective employer	Understanding	Ability to identify points of contact that will help you successfully assimilate into your new organization





Negotiation Introduction

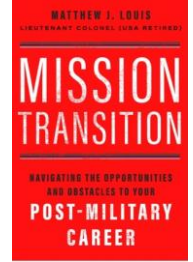
- ▶ Negotiation = interactive process of discussions with the goal of influencing the behavior of others to reach a mutually satisfactory agreement
- ▶ Goal is a win-win outcome
- ▶ New skill for you. Requires planning and practice.
- ▶ Job offers are invitations to negotiate
- ▶ Only time in your job search where you have negotiating leverage with the employer
- ▶ Every incremental \$ you can secure in salary or benefits accrues to you as an annuity
- ▶ An initial offer of employment is rarely final. Take advantage.

Principled Negotiation Method

- ▶ “People: Separate the people from the problem.” Take the time to put yourself in the other person’s shoes and view the issue from their perspective.
 - ▶ For example, if you are a military retiree, an employer may perceive you to be an expensive hire.
- ▶ “Interests: Focus on interests, not positions.” An employer’s initial job offer is their going-in position based on issues and the underlying interests at the organization.
 - ▶ For example, an organizational issue could well be pay band limits, and one of their primary interests may be to save costs or limit spending on labor
- ▶ “Options: Invent multiple options looking for mutual gains before deciding what to do.”
 - ▶ For example, you could come up with an alternative that cuts back on benefits the employer might see as costly while maintaining your desired salary
- ▶ “Criteria: Insist that the result be based on some objective standard.”
 - ▶ For example, the cost of the benefit(s) and the market-rate salary figure would be your objective standards

Sources: Roger Fisher and William Ury, *Getting to Yes: Negotiating Agreement Without Giving In* (New York: Penguin Books, 2011), 11. Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

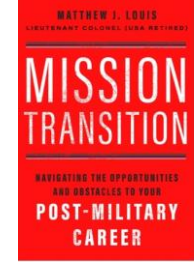
BATNAs



- ▶ BATNA = Best Alternative To a Negotiated Agreement
- ▶ Walk-away point
- ▶ The more and better BATNAs you have, the greater negotiating leverage you have
- ▶ Options beget power. Try to go into any negotiation with some options in mind.
- ▶ How to create BATNAs
 - ▶ Compile a list of actions you might take if no agreement is reached
 - ▶ Convert the more promising ideas into practical alternatives
 - ▶ Select the alternative(s) that seems best

Negotiation Planning Worksheet

Items to consider before entering any negotiation



- ▶ Goals: What is our goal? What is the other party's goal? How can we make that a shared goal?
- ▶ Power: Who has what power in the discussion? Sources of power could include knowledge, confidence, commitment, aspiration, deadlines, etc.
- ▶ Issues and Interests: What are our key issues and interests? What are the other party's? Are any of those common? Are there any where agreement might be difficult?
- ▶ Possible Options, including Tradeoffs: What would we be willing to give up to get what we want? What would the organization be willing to give up to get what they want?
- ▶ Objective Criteria: How will we measure success? How will the other party measure success?
- ▶ Strategy: What is the logic or rationale that we will use to influence the other party to accept our solution? What logic or rationale do we expect the other party to use to influence us to accept their solution?
- ▶ Tactics: What persuasion principles will we use to influence the other party? What persuasion principles will the other party use to influence us? How would we counter them?
- ▶ Initial Position: Based on all the above, how would we state our initial position? Based on what we know, how would we expect the organization to state their position? How would we counter it?
- ▶ Information: What else do we need to know or verify before we meet with the other party? What information do we expect the other party to attempt to extract from us? What information will we not divulge?

Negotiation Planning Worksheet



Complete this Worksheet prior to any negotiation

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

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Rehearsal and Engagement

- ▶ Rehearse your approach to the negotiation with a civilian knowledgeable about the organization or industry
- ▶ Practice responding to various scenarios or contingencies that you expect to come up with the employer
- ▶ The more you practice, the more confident you will be
- ▶ How to structure the conversation with the other party
 - ▶ Opening
 - ▶ Attitude of gratitude
 - ▶ Body
 - ▶ Act on conclusions drawn from the above negotiation planning worksheet exercise
 - ▶ Closing
 - ▶ Attitude of gratitude and a sense of eagerness about starting work and adding value
 - ▶ Two options:
 - ▶ Accept the role on the spot
 - ▶ Commit to providing a final decision by a specific date (within the next 48-72 hours is advisable). Don't leave the employer hanging.

Identify Veteran Support Networks



- ▶ Landing the job is only the start of your transition
- ▶ May take months or years to adjust
- ▶ How to shorten that time frame: Ensure the presence of veteran peers and support mechanisms at the prospective organization
 - ▶ Ask about existing veteran support groups or networks and their level of activity
 - ▶ Ask if the organization has formal transition support and retention practices in place
 - ▶ Ask if the organization actively supports veteran-related causes in the community

Employer Prioritization Matrix

Instructions:

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.

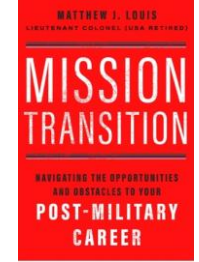
If you are considering multiple employment offers, use this matrix to identify and rank the criteria by which you will judge each offer. Rating each employer's offer against this criteria results in an emotionless outcome that may help you decide.

Criteria	Ranking	Employer Options			
		Employer A	Employer B	Employer C	Employer C
Career Field Match	5	3	9	9	1
Leadership Potential	3	3	3	1	3
Compensation	4	9	9	3	9
Travel Requirements	2	1	3	9	1
Culture Match	5	3	9	1	3
Benefits Package	4	9	9	3	9
Etc.					
	Outcome	113	177	95	103

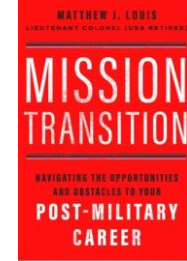
Sample Employer Prioritization Matrix

See matthewjlouis.com/prioritization-matrices/ for free template download

Closing The Deal



- ▶ If Accepting the Role...
 - ▶ Call the individual that offered you the role, accept it with enthusiasm
 - ▶ Reaffirm your passion for the role and a desire to get started
 - ▶ Thank them again for the offer
 - ▶ Confirm your start date and any other details that need to be settled
 - ▶ **Draft a final thank-you note**
- ▶ If Declining the Role...
 - ▶ Call the individual that offered you the position and thank them for the offer
 - ▶ State the reason(s) for your declination
 - ▶ Keep it up-beat, wish them well, perhaps even provide a referral, and leave the discussion on a high note
 - ▶ **Send a personal note thanking them for their consideration**
 - ▶ Never burn bridges

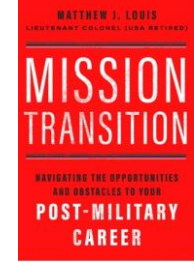


Homework

- ▶ Complete the negotiation planning worksheet
- ▶ Rehearse your negotiation approach
- ▶ Utilize the prioritization matrix to aid in your decision-making
- ▶ Send thank-you notes!

Check out *Mission Transition* for...

- ▶ Additional background on principled negotiation methods
- ▶ Additional detail on and examples of successful negotiation tactics
- ▶ Additional detail on vetting the viability of veteran support groups
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



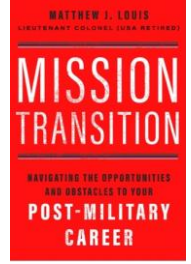
Words to the Wise

- ▶ Research salary ranges; understand the potential opportunities for both current and potential follow-on roles
- ▶ Understand compensation expectations of a civilian organization – what is included and what is not (different than the military)
- ▶ Don't be afraid to ask for needed benefits in spite of a prospective employer's compensation package offer. Don't assume that it would be offered if you were eligible.
- ▶ Understand what support networks exist at your target employer
- ▶ Successful negotiations follow a win-win approach and consider the issues from both sides. Always take the high road.
- ▶ Practice negotiation skills
- ▶ Don't burn bridges
- ▶ Write thank you notes

Additional Resources

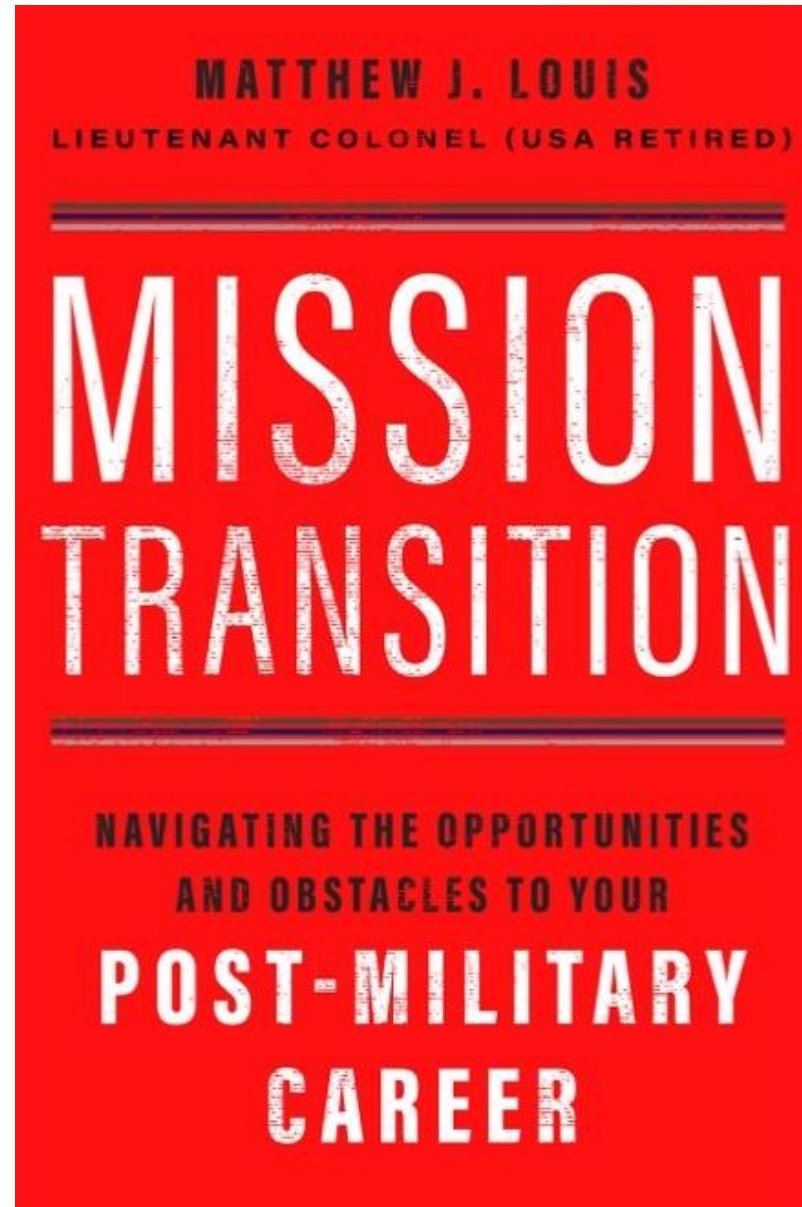
Resource	Description
Getting to Yes Negotiating Agreement Without Giving In By Roger Fisher, William L. Ury, and Bruce Patton	Step-by-step method for negotiating personal and professional disputes without getting angry-or getting taken.
Influence Science and Practice By Robert B. Cialdini	Identifies the factors that cause someone to say yes and the techniques that most effectively use these factors to bring about compliance
Veterans Benefits for Dummies By Rod Powers	Concise, plain-English guide that explains what programs are available to you and your family, and how to file applications, claims, and appeals.
Military-to-Civilian Success for Veterans & Their Families By Ronald L. Krannich	Exhaustive guide with tips for launching a successful transition.
The Complete Guide to Veterans' Benefits Everything You Need to Know Explained Simply By Bruce C. Brown	Veterans' Benefits guide written by a transitioning service representative
The Veterans' Survival Guide How to File and Collect on VA Claims By John D. Roche	Description of VA claims process and instructions on how to maneuver through it
The Military Guide to Financial Independence & Retirement* By Doug Nordman	Guide to optimizing military retirement benefits so you can spend more time focusing on what you want to do with the rest of your life.
Consumer Financial Protection Bureau Office of Servicemember Affairs (OSA) www.consumerfinance.gov/servicemembers/	Helps military families overcome financial challenges by providing educational resources, monitoring complaints, and working with other agencies
Consumer Financial Protection Bureau Financial Coaching Initiative www.consumerfinance.gov/practitioner-resources/financial-coaching/financial-coaching-initiative/	Program that provides financial coaches to servicemembers critical points in their lives as they move along the path to financial stability

Notes



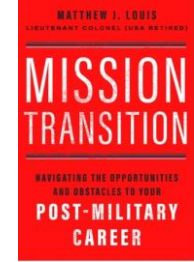
Chapter 17

CULTURAL ASSIMILATION

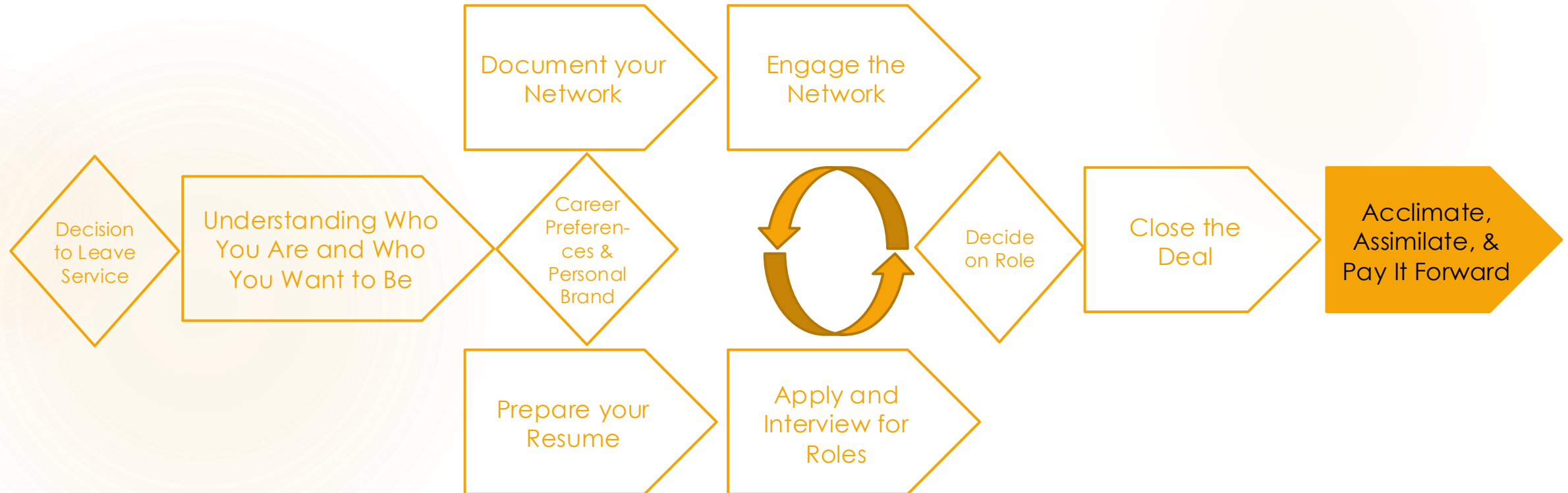


Chapter 17 Objectives & Scope

Content in this chapter parallels content in Chapter 10 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Recognize and acclimate to your new culture	Application	Ability to find your 'new normal'
Find new meaning in your work	Application	

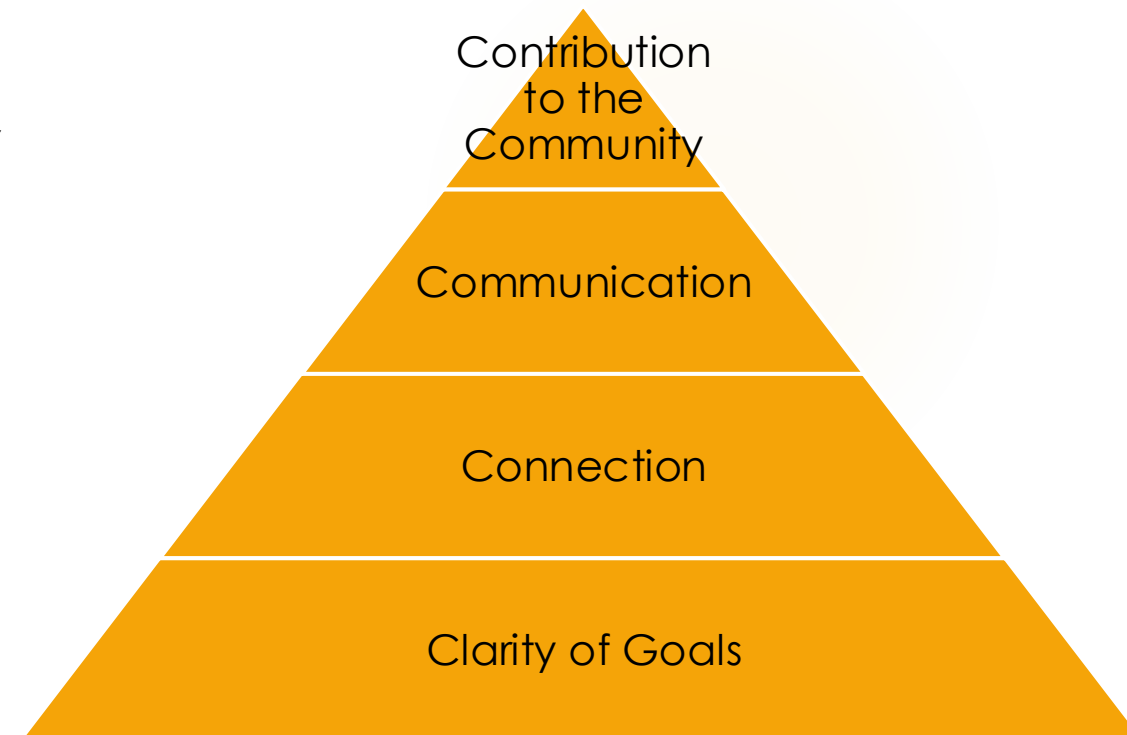


Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Success Defined

Beginning With the End in Mind

- ▶ Transition Behavior Hierarchy; aka, the “Four Cs”
 - ▶ Clarity of Goals - clear understanding of your personal and professional goals for the next 12 months
 - ▶ Connection - awareness of all the benefits and resources available to you as both an employee and a veteran and having taken proactive steps to link them to your defined goals
 - ▶ Communication - regular discussions with individuals and veteran support groups both inside and outside of the workplace
 - ▶ Contribution to the Community – willingness to volunteer your lessons learned in a way that attempts to make a positive difference in the transitioning veteran community



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

Goals Worksheet



Complete and maintain a goals worksheet like the one below for whatever role you select.

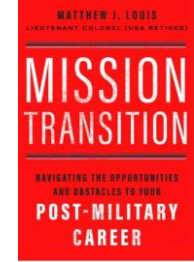
Goals should include*:

- ▶ Recognizing and acclimating to your new organization's culture
- ▶ Finding new meaning in your work
- ▶ Securing onboarding resources
- ▶ Joining support networks
- ▶ Refining your personal approach and work style
- ▶ Passing on your lessons learned
- ▶ Contributing to the veteran network

Goals	Next Six Months	Next 12 Months
Personal	1. 2. 3. Etc.	1. 2. 3. Etc.
Professional	1. 2. 3. Etc.	1. 2. 3. Etc.

Attaining these goals entails realizing the balance of the "Four Cs"

* All will be addressed between this and the next few chapters



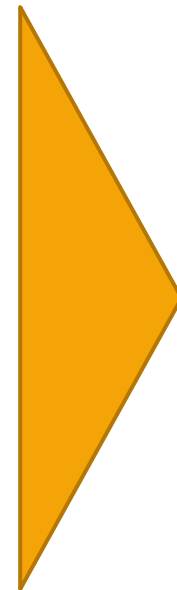
Values, Behavior, and Culture

- ▶ Values form the basis for behavior
- ▶ Culture is the collective behavior of organizations

Populate the chart below with your organization's values to understand how your military values align to them.

Values of Each Service

Army	<ul style="list-style-type: none"> • Loyalty • Duty • Respect • Selfless Service • Honor • Integrity • Personal Courage
Marine Corps and Navy	<ul style="list-style-type: none"> • Honor • Courage • Commitment
Air Force	<ul style="list-style-type: none"> • Integrity First • Service Before Self • Excellence in All We Do
Space Force	<ul style="list-style-type: none"> • Character • Connection • Commitment • Courage
Coast Guard	<ul style="list-style-type: none"> • Honor • Respect • Devotion to Duty



How do Military Values Compare?

Military Values	New Organization's Values
<ul style="list-style-type: none"> • Honor and integrity • Commitment, loyalty, and duty • Courage • Leadership by example • Selfless service • Respect • Excellence • Discipline 	<ul style="list-style-type: none"> • • • • • • •

Sources: "The Army Values," *Army.mil*, accessed June 30, 2017, <https://www.army.mil/values/>.
 "Who We Are: Our Values," *Marines.com*, accessed June 30, 2017, <https://www.marines.com/who-we-are/our-values.html#>.
 "Navy Values," *NavyInformation*, accessed June 30, 2017, <http://www.navy.mil/navy-values>.
 "Our Principles: Core Values," *AirForce.com*, accessed June 30, 2017, <https://www.airforce.com/mission/vision>.
 "CSO unveils Guardian Ideal, Space Force values at AFA," *Space Force News*, accessed April 17, 2022, <https://www.spaceforce.mil/News/Article/2782534/cso-unveils-guardian-ideal-space-force-values-at-afa/>.
 "Senior Coast Guard Leadership, Coast Guard Values," *USCG.mil*, accessed November 1, 2017, <http://www.uscg.mil/auxiliary/corevalues.asp>.

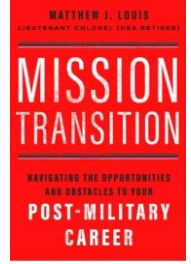
Cultural Dimension Worksheet

Populate the chart below to characterize your new organization's culture along various dimensions. Observe its alignment with the military's cultural dimensions.

Cultural Dimension	Military Organizations	Larger, Corporate Civilian Organizations	Smaller, Entrepreneurial Civilian Organizations	Your New Organization
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	
Rank / Level in Organization	Publicly known	Privately known	Privately known	
Personal Initiative	Muted	Expected	Encouraged	
Rules of Engagement, Standard Operating Procedures	Spoken, Written	Unspoken, unwritten	Undocumented	
Work Intensity Duration	Shorter bursts, sprints	Longer-term, marathon	Combination	
Time in Grade/Role	Shorter	Longer	Shorter	
Talent Models	One	One or more	One or more	
Receptiveness to Change	Accepting	Fearful	Accepting	
Thrives On	Chaos	Order	Chaos	
Frequency of Feedback	More Frequent	Less Frequent	More or Less Frequent	
Requesting Help	Not Encouraged	Encouraged	Encouraged	
Lifestyle Choices	Few, if any	Many	Many	
After-work Interaction	Much	Little	Some	
Employee Category	Just-cause	At-will or Just-cause (unions)	At-will	
Governing Law	UCMJ, Oath of Office, Enlistment Contract	Constitutional law, employment agreement	Constitutional law, employment agreement	
Others...				

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

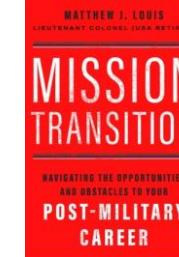
Cultural Dimensions



The following slides portray the multiple considerations you must make in successfully assimilating into your new organization.

- ▶ Purpose
 - ▶ You must come to terms with your new organization's purpose and your personal role in furthering that purpose
 - ▶ Military vs your organization's reason for existence
 - ▶ Finding meaning in your new work: Finding your "new normal"
- ▶ Leadership Basis
 - ▶ Selfless service and "I" vs "we"
 - ▶ Focus on the individual vs the team. The organization hires you.
 - ▶ Need to make an adjustment at evaluation or promotion time

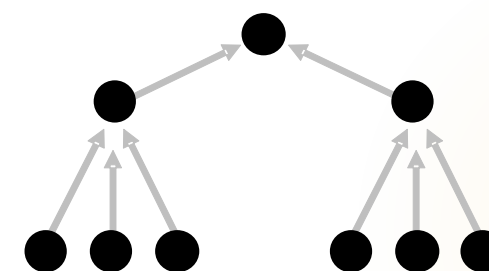
Cultural Dimensions (continued)



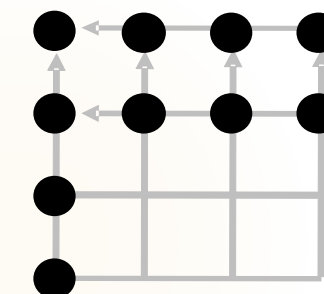
- ▶ Organizational Structure
 - ▶ Military organizations are hierarchical
 - ▶ Most civilian organizations are matrix
 - ▶ Matrix: multiple dimensions of accountability
 - ▶ Champion collaboration, coordination, information flow, and knowledge sharing
 - ▶ Leave your level (or job title) at the door; your military rank has no place

- ▶ Power Basis
 - ▶ Military uses Legitimate, Reward, and Coercive power – a formal basis
 - ▶ Civilians use Referent, Expert, and Informational power – a personal basis
 - ▶ Directing and commanding vs. coaching, guiding, mentoring, and inspiring others

Hierarchical Organization Structure

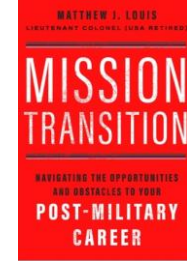


Matrix Organization Structure



Six Bases of Power

- Reward Power – perceived ability to give positive consequences or remove negative ones
- Coercive Power – perceived ability to punish those who do not conform with your ideas or demands
- Legitimate Power – perception that someone has the right to prescribe behavior due to election or appointment to a position of responsibility
- Referent Power – association with others who possess power
- Expert Power – having distinctive knowledge, expertise, abilities, or skills
- Informational Power – based on controlling the information needed by others to reach an important goal



Cultural Dimensions (continued)

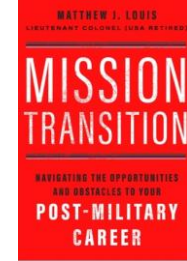
- ▶ On-boarding Process & Training Administration
 - ▶ Basic training experience: structured, formal, automatically programmed, provided immediately
 - ▶ Most organizations have virtual, on-demand curricula. On-boarding likely less formal, structured, and may not be programmed.
 - ▶ Leverage new network of peers and teammates for lessons learned
- ▶ Compensation & Benefits
 - ▶ Public vs private information
 - ▶ There is increased transparency in this area. Check your state & local laws.
 - ▶ Simple rule: don't share
 - ▶ Leverage your Human Resources (HR) department

Cultural Dimensions (continued)

- ▶ Recognition & Rewards and Rank
 - ▶ Nature of the military uniform; public military ceremonies
 - ▶ More communication needed to understand backgrounds of new peers
 - ▶ Ceremonies – less frequent, less public
 - ▶ Awards – slower in coming, monetary in nature
- ▶ Time in Grade and Talent Models
 - ▶ Starting level and variability in time frames within levels
 - ▶ As a rule, no mandatory retirement
 - ▶ Seek clarity on your new career path and expectations for 'time in grade'
 - ▶ Military 'up or out' talent model and alternatives – pro's and con's
 - ▶ Research your new organization and enter with eyes wide open

Cultural Dimensions (continued)

- ▶ Personal Initiative
 - ▶ Formality of the military decision-making process (MDMP)
 - ▶ Organizations tend to rely on the thinking, judgment, and problem-solving skills of the individual
 - ▶ Comfort with using your personal judgment to make decisions based on incomplete or inconclusive information
- ▶ Standard Operating Procedures (SOPs)
 - ▶ SOPs vs policies
 - ▶ Published – hardcopy vs electronic
 - ▶ Thoroughness and less than perfect guidance
 - ▶ Need to master managing ambiguity
 - ▶ Use of lessons learned – opportunity to add value

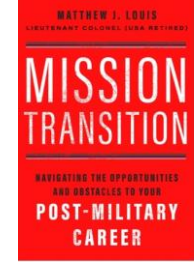


Cultural Dimensions (continued)

- ▶ Work Intensity Duration
 - ▶ Days/weeks vs months/years
 - ▶ Physical and mental nature
 - ▶ Time management – “Eisenhower Matrix” (see next slide)
- ▶ Receptiveness to Change
 - ▶ Military thrives on change
 - ▶ Larger organizations tend to focus on efficiency; are less receptive to change
 - ▶ Smaller organizations are more flexible and innovative
 - ▶ Regardless, do what you can to help your organization succeed

'Eisenhower' Matrix

Use this matrix to help you manage your time.



	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

Cultural Dimensions (continued)

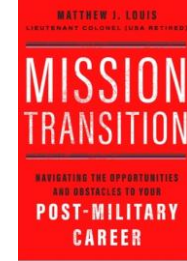
- ▶ Lifestyle choices
 - ▶ Limited choices in military; familiarity/comfort with a structured environment
 - ▶ Now have nearly unlimited freedom of choice
 - ▶ Leverage your network to understand what is acceptable
 - ▶ Develop a new set of daily habits, a new set of boundaries
- ▶ Frequency of feedback
 - ▶ Formal feedback normally provided quarterly in military; informal more frequently
 - ▶ Occurs far less frequently at civilian organizations
 - ▶ Establish expectations for timing early on with your new supervisor
 - ▶ Act upon whatever feedback is provided; do something positive with it

Cultural Dimensions (continued)

- ▶ Requesting help
 - ▶ Military sees this as a form of weakness; preference to persist in ignorance
 - ▶ Organizations value efficiency: time is money
 - ▶ Efficiency requires immediate resolution of confusion/questions
 - ▶ Success requires asking questions and following through on their answers
- ▶ After work interaction
 - ▶ Military was a way of life; camaraderie and community were 24-7
 - ▶ Far less interaction in civilian workplaces; more in smaller organizations
 - ▶ You can address this within your sphere of influence if you desire
 - ▶ You will need to fill new information gaps your family has

Cultural Dimensions (continued)

- ▶ Employee category
 - ▶ Just-cause (military) and at-will (most civilians) employment categories
 - ▶ At-will employees can be terminated for any reason, or no reason at all
 - ▶ Recognize your new reality
 - ▶ At-will goes both ways
- ▶ Governing law
 - ▶ UCMJ vs Constitutional Law; different consequences for transgressions
 - ▶ With new freedom comes increased responsibility
 - ▶ Abide by all laws, policies, rules and regulations
 - ▶ You owe it to yourself and your family



Cultural Dimensions Comparison

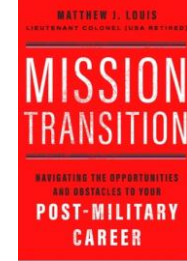
Outcomes

- ▶ What are your observations from the cultural dimensions comparison exercise?

A:

- ▶ How will these observations inform your onboarding approach with your new employer?

A:



Homework

- ▶ Identify your personal and professional transition goals
- ▶ Identify the values and cultural dimensions of your new organization
- ▶ Recognize and acclimate to your new organization's culture
- ▶ Find new meaning in your work

Check out *Mission Transition* for...

- ▶ Voluminous additional detail on cultural dimension differences
- ▶ Additional suggestions for succeeding in your new culture
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition

Words to the Wise

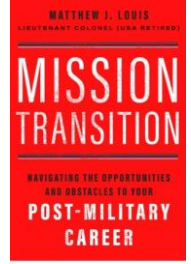
- ▶ Be patient and open-minded – with yourself, with your family, with your new workplace
- ▶ Followership is a requirement for leadership. Seek first to understand before seeking to be understood.
- ▶ Transition does not end when you are hired. It takes time!
- ▶ Accept that challenges are normal and that everyone experiences them differently
- ▶ Recognize and adapt to differences in work culture
- ▶ Focus on the positives
- ▶ Keep things in perspective. Use humor. Exercise.
- ▶ Ask questions and ask for help
- ▶ Broaden your network
- ▶ Remember that your family is adjusting too! Stay connected with them and your friends.
- ▶ Don't fight it. Work to find your new normal and new meaning.

Additional Resources

* For Career Military Professionals

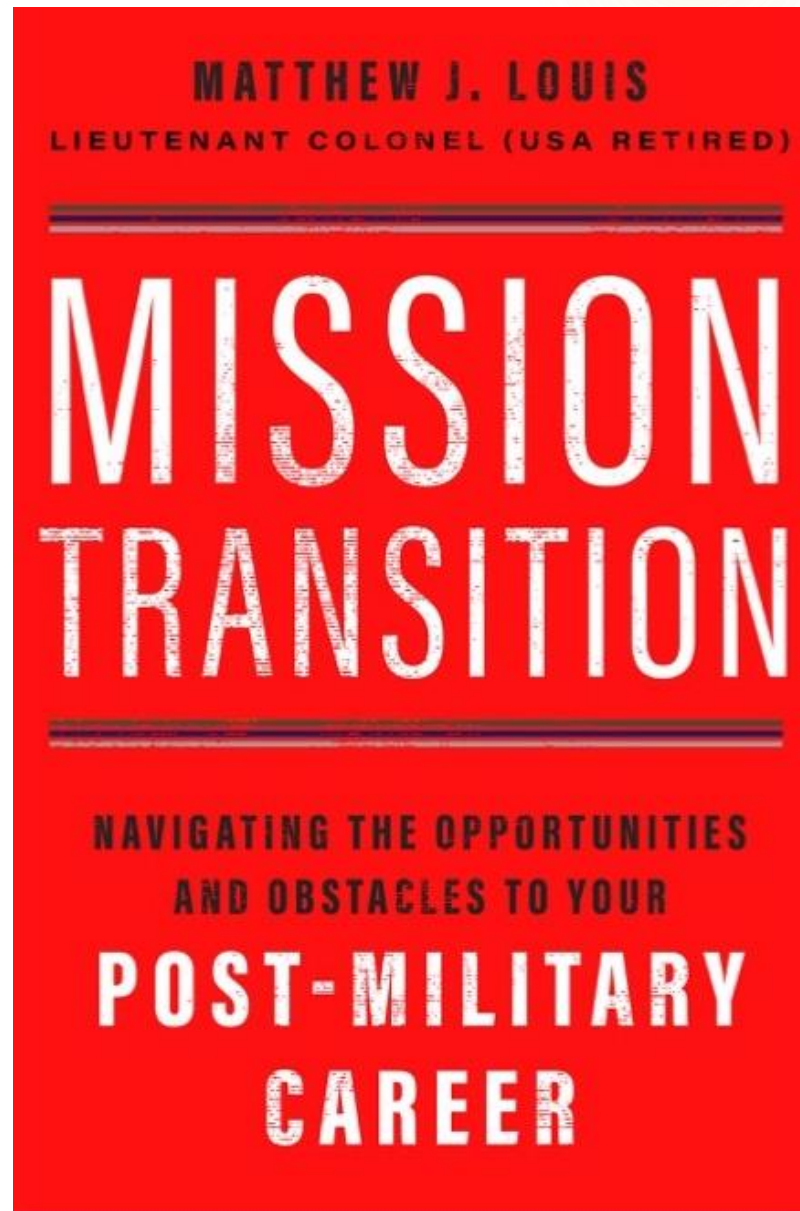
Resource	Description
The First 90 Days Proven Strategies for Getting Up to Speed Faster and Smarter By Michael D. Watkins	Book provides strategies for moving seamlessly into a new role and addressing the common challenges of transition
10 Must-Reads Before You Start a New Job https://www.themuse.com/advice/10-mustreads-before-you-start-a-new-job	Compilation of 10 online articles that suggest specific actions you can take to transition effectively into a new role
You're In Charge – Now What? The 8 Point Plan By Thomas J. Neff & James M. Citrin	Book suggests how to make the most of the first 100 days on the job – when you know the least.
The New Leader's 100-Day Action Plan An Onboarding Process for Leaders at Every Level By George B. Bradt, Jayme A. Check, and Jorge E. Pedraza	Practical guide to help you manage your leadership transition. Describes a plan with real-world examples, and contains downloadable forms and worksheets.
People Styles at Work Making Bad Relationships Good and Good Relationships Better By Robert Bolton and Dorothy Grover Bolton	Presents a practical, proven behavior science method that you can use to handle people differences on your job.
Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life By Spencer Johnson, M.D.	Bestseller that uses a simple parable to reveal truths about dealing with change so that you can enjoy less stress and more success in your work and in your life
Tribe On Homecoming and Belonging By Sebastian Junger	Explores what we can learn from tribal societies about loyalty, belonging, and the eternal human quest for meaning
Grit The Power of Passion and Perseverance By Angela Duckworth	Defines the secret of success as not being talent, but a blend of passion and persistence
Your Next Move* The Leader's Guide to Navigating Major Career Transitions By Michael D. Watkins	Guide that shows how senior leaders can survive and thrive in all the major transitions they will face during their careers
What Got You Here Won't Get You There* How Successful People Become Even More Successful By Marshall Goldsmith	A WSJ #1 business book that pinpoints 20 bad habits that stifle successful careers as well as personal goals like succeeding in marriage or as a parent.

Notes



Chapter 18

ONBOARDING &
SUPPORT NETWORKS

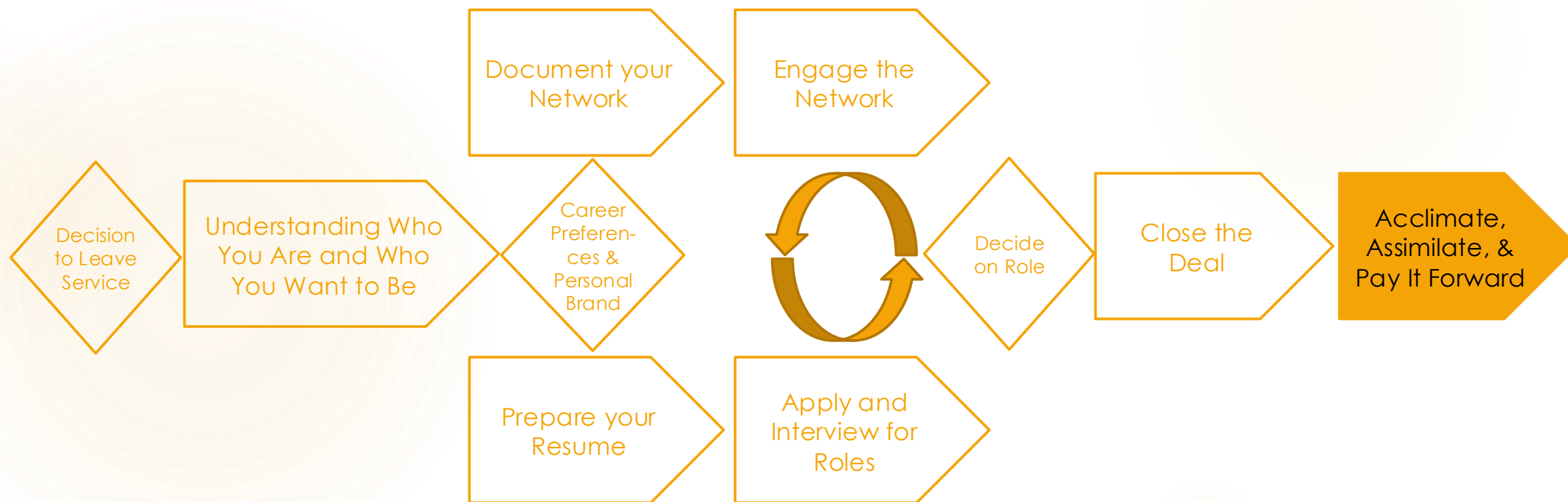


Chapter 18 Objectives & Scope

Content in this chapter parallels content in Chapter 11 of Mission Transition



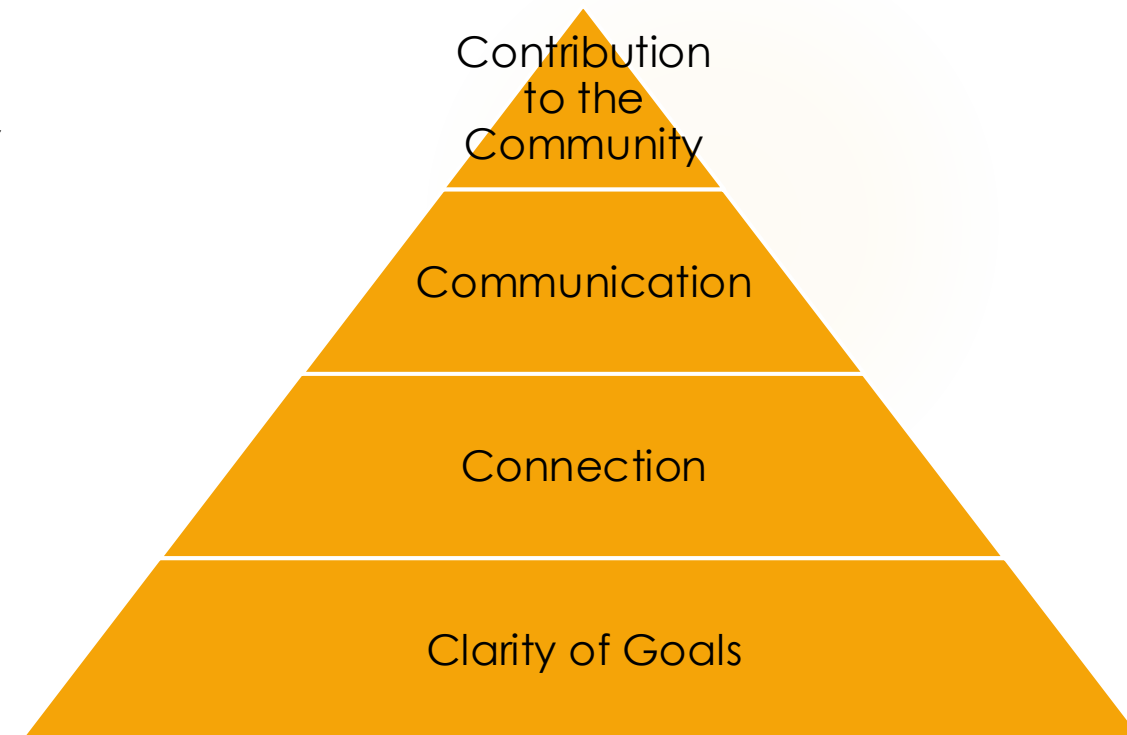
Chapter Objectives	Results/Outcome Expected	Skills Developed
Seeking onboarding resources at your new employer	Application	Enabling a soft landing at your new place of employment
Successfully engaging with this new network	Application	Ability to assimilate into your new workplace culture



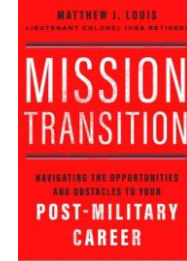
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 - ▶ Contribution to the Community – willingness to volunteer your lessons learned in a way that attempts to make a positive difference in the transitioning veteran community



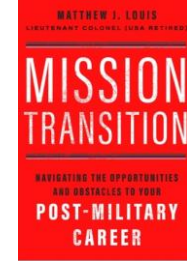
Source: Pat Clifford, “4C Veteran Transition Survey: Pretest results and recommendations,” *Tristate Veterans Community Alliance*, 2016.



Actions to Take Before Your Arrival

- ❑ Revisit the research you did in preparation for your interviews, but with an eye towards your new role and team
- ❑ If your prior research did not address the following items, ask HR or your new boss about:
 - ❑ Your new division or team, what it does, and how it supports the organization's goals
 - ❑ Your role on the team and what customers you will serve
 - ❑ The employee performance evaluation process
 - ❑ Organizational reward or recognition systems
 - ❑ Your talent model and potential career path
 - ❑ A glossary of terms used in the organization
 - ❑ The existence of veteran support networks
 - ❑ The process for being assigned a mentor
 - ❑ The ability for your family to participate in any formal onboarding sessions
- ❑ Confirm your start date, time, location, dress code, to whom you will be reporting – and their contact info
- ❑ Research any team members with whom you will expect to interact on LinkedIn
- ❑ Complete any remaining contingencies such as a physical exam or drug test
- ❑ Try to clear your plate of any major activities outside of work so you can focus on the important task of acclimating to your new environment

Use this as an initial onboarding checklist.



Actions to Take Upon Your Arrival

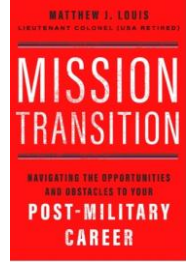
Use this as an initial onboarding checklist.

- ❑ Digest any information shared by HR or your new supervisor. Make sure you and your family have a crystal-clear understanding of the benefits package and how to take advantage of them.
- ❑ Arrive early, stay late, and ask lots of questions. Willingly engage with others and keep all interactions up-beat and positive.
- ❑ Involve your family in as much of the onboarding process as your organization will allow. Make sure all their questions get addressed.
- ❑ Voraciously consume any available intelligence regarding your new role. This first role sets a precedence and solidifies a reputation, and you want it to be a good one. Get ahead and stay ahead.
- ❑ Commit to a professional reading program. There is much to learn about your new world. Use the best ideas to continually improve your organization. All chapters in this e-Course contain additional resources; utilize them.

Actions to Take Upon Your Arrival

Continued

Use this as an initial onboarding checklist.



- ❑ Establish expectations with your new supervisor regarding:
 - ❑ Your work schedule
 - ❑ Your specific responsibilities and metrics to which you will be accountable
 - ❑ The nature of your reporting channels, assuming a matrix organization in which there may be multiple
 - ❑ The schedule of formal and informal feedback discussions to which you both will commit
 - ❑ The availability of, and ability to participate in, needed training courses
 - ❑ The availability of, and expected use of, methodologies or standard operating procedures in the performance of tasks
 - ❑ His or her communication preferences. Do they prefer email, phone call, or 1:1 meetings? Do they require lots of detail or only a summary? How frequently do they require all of the above?
- ❑ Share your frustrations – with family, with veteran peers, with mentors. Worst case, maintain a personal journal to vent those frustrations.
- ❑ Avoid office politics and any discussions involving religion, sex, politics, or other hot button topics
- ❑ Identify yourself as a veteran and join at least one support network, preferably one within your workplace. Through this network, secure a mentor that can act as a senior leader advocate within your new organization. Also, secure a ‘buddy’ or sponsor that can help show you the ropes regarding day-to-day procedures and expected behaviors in your new job.

Joining a Veteran Support Group

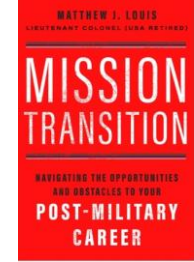
- ▶ How they help
 - ▶ VSGs act as a cohesive and egalitarian tribal society, which helps mitigate the effects of any trauma
 - ▶ Modern societies like the US are the exact opposite: hierarchical and alienating
 - ▶ VSGs don't see you as a victim. You're not excused from fully functioning in society.
 - ▶ Importantly, VSGs provide the social resilience that modern US society is lacking
 - ▶ VSGs enable engagement with a cause and involvement with a community
 - ▶ "When people are actively engaged in a cause their lives have more purpose...with a resulting improvement in mental health."*
 - ▶ "People will feel better psychologically if they have more involvement with their community."*
- ▶ Examples
 - ▶ Team Red, White & Blue - <http://www.teamrwb.org/>
 - ▶ Rallypoint - <https://www.rallypoint.com/>
 - ▶ Mission Continues - <https://www.missioncontinues.org/about/>
 - ▶ Travis Manion Foundation - <http://www.travismanion.org/>

If your new organization has an internal Veterans Employee Resource Group / Affinity Group / Business Resource Group, please join that group as well.

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

* H.A. Lyons, *Journal of Psychosomatic Research*, 1979

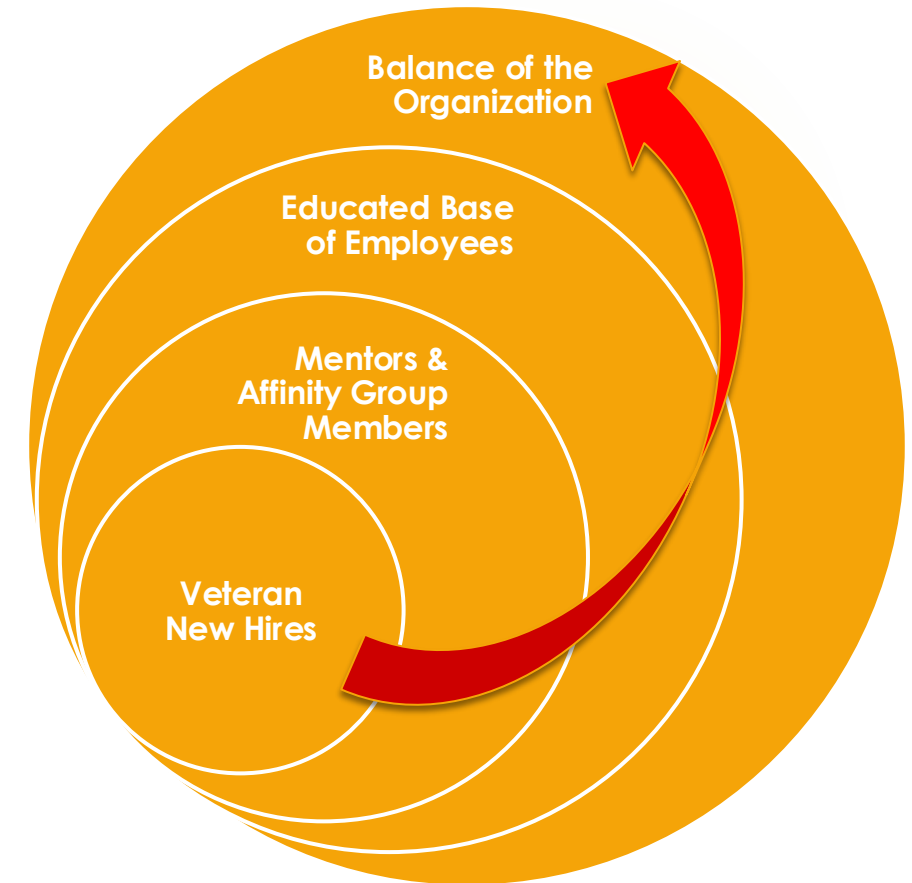
Networking's Increased Importance

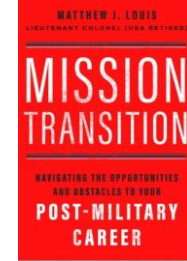


- ▶ Importance of building relationships in your new environment
 - ▶ If not done well, can easily & quickly brand you negatively
- ▶ Helps adjust your personal approach in the civilian world
- ▶ Helps you feel like you are part of something greater than yourself
- ▶ Helps prevent you from feeling isolated
- ▶ Should be purposeful and strategic. Your efforts should bear these hallmarks:
 - ▶ Are mutually supportive or beneficial. It's a two-way street!
 - ▶ Involve others purposefully, not randomly or by happenstance
 - ▶ Considers future possibilities vs. a focus only on the present
 - ▶ Considers relationship quality, not just network size
 - ▶ Enables professional growth
 - ▶ Helps achieve career goals
 - ▶ Increases your impact

Networking Assimilation Process

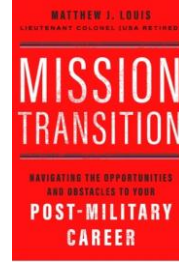
- ▶ Start with regular discussions with individuals and veteran support groups both inside and outside of the workplace
 - ▶ Within these groups, identify one or more mentors that understand your background
- ▶ Mentors can help connect you with other civilian employees that are likewise educated on your background
- ▶ Over time, this increasing network eases your assimilation into the new organization
 - ▶ Purpose should initially be focused on helping you meet your goals
 - ▶ As you assimilate into the organization, the purpose will evolve to include two-way information sharing, with you contributing guidance and lessons learned to other newly transitioning veterans





Networking in Your New World

- ▶ Schedule networking time on your calendar. Make it part of your regular routine. Make it part of your annual goals.
- ▶ Regularly update your network and related documentation
- ▶ Vary your networking activities. Take advantage of any opportunity – meals, coffee breaks, drinks, airport layovers, at work or not – to connect with others.
- ▶ Seize opportunities to congratulate and thank others in your network. It's a great excuse for staying in touch.
- ▶ Network in multiple directions – internal and external to your workplace, all dimensions of the organizational matrix, and all levels of the organizational hierarchy
- ▶ Be proactive and generous – figure out what can benefit the other person first rather than asking for something that might benefit you
- ▶ Do what makes sense for you

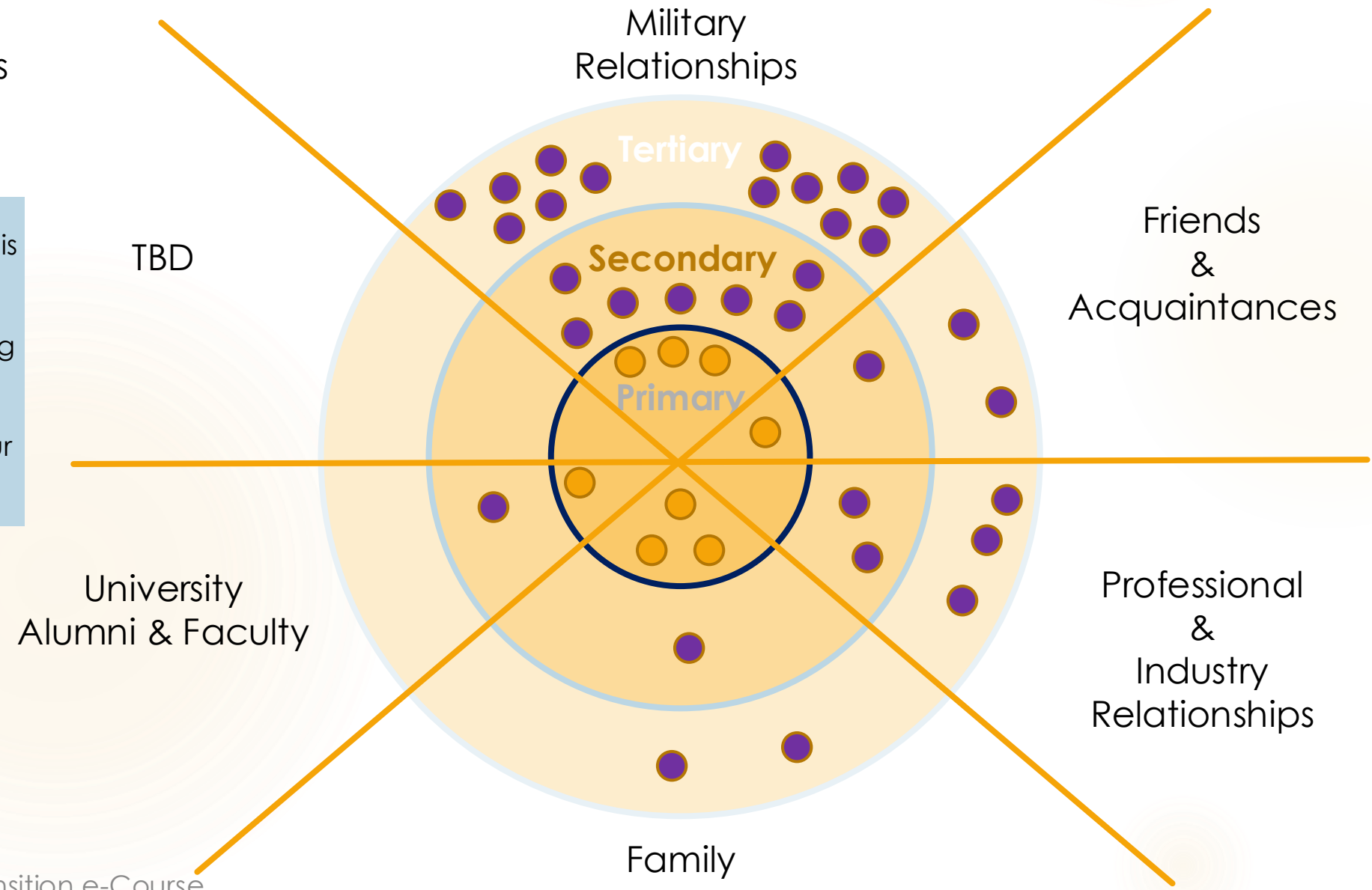


Maintaining Your Network

Legend

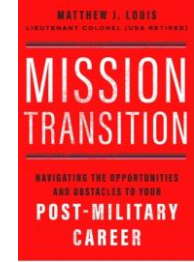
- Friendlies
- Targets

Remember this chart? Keep the corresponding database updated as you grow your network.

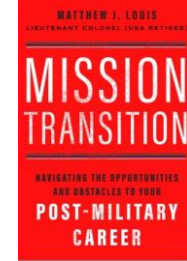


Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Engaging with Civilian Business Leaders



- ▶ Be authentic. Don't force it.
- ▶ Know their Business Chemistry® and tailor your communications accordingly
- ▶ Follow the Platinum Rule: Treat others as they want to be treated
- ▶ Smile, use their name, use a firm handshake, and maintain eye contact
- ▶ Be courteous but not too formal. A higher value is normally placed on interacting with warmth and friendliness.
- ▶ Focus on:
 - ▶ Working purposefully to obtain the best possible results for you and the organization. Be selfless.
 - ▶ Building relationships based on mutual trust, respect, and support. This does not involve manipulation or playing office politics.
 - ▶ Collaborating to solve problems, manage risks, and achieve common goals

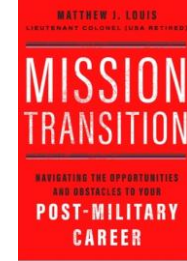


Homework

- ▶ Secure onboarding resources
- ▶ Identify and join veteran support groups both inside and outside of your new work environment
- ▶ Engage with and maintain your new network. Use your relationship tracker.
- ▶ Update your network organization chart and database

Check out *Mission Transition* for...

- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



Words to the Wise

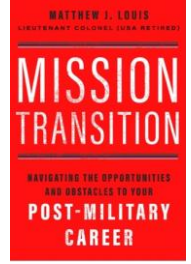
- ▶ Your first role in the organization solidifies a reputation. Make it a good one. Get ahead and stay ahead.
- ▶ Continue building and maintaining your professional network. Consider creating your own “board of advisors.”
- ▶ Dedicate yourself to a professional reading program. Use the best ideas to continuously improve your new organization. Remember this:
*Good – Better – Best
Never Let it Rest
'Til Your “Good” gets Better
And Your “Better” gets Best*
- ▶ Be an active participant in one or more veteran support networks or affinity groups

Additional Resources

* For Career Military Professionals

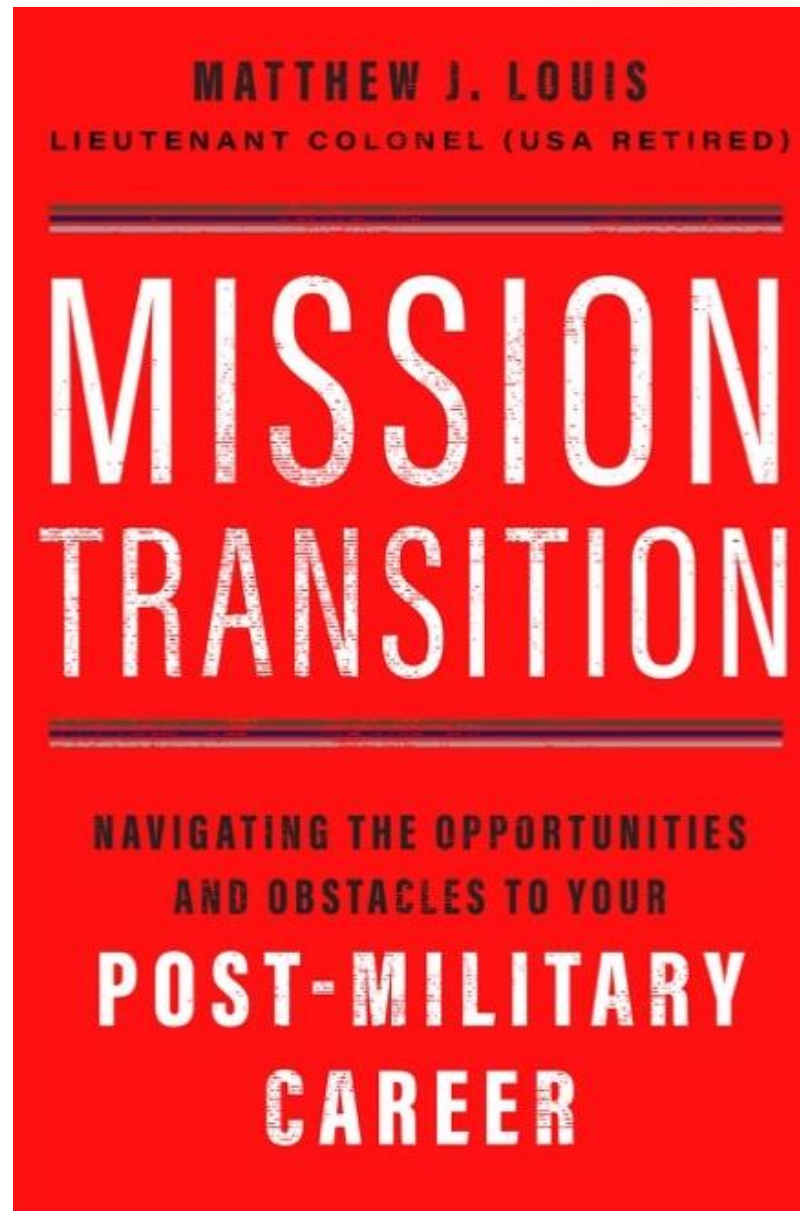
Resource	Description
The First 90 Days Proven Strategies for Getting Up to Speed Faster and Smarter By Michael D. Watkins	Book provides strategies for moving seamlessly into a new role and addressing the common challenges of transition
10 Must-Reads Before You Start a New Job https://www.themuse.com/advice/10-mustreads-before-you-start-a-new-job	Compilation of 10 online articles that suggest specific actions you can take to transition effectively into a new role
You're In Charge – Now What? - The 8 Point Plan By Thomas J. Neff & James M. Citrin	Book suggests how to make the most of the first 100 days on the job – when you know the least.
The New Leader's 100-Day Action Plan An Onboarding Process for Leaders at Every Level By George B. Bradt, Jayme A. Check, and Jorge E. Pedraza	Practical guide to help you manage your leadership transition. Describes a plan with real-world examples, and contains downloadable forms and worksheets.
Tribe - On Homecoming and Belonging By Sebastian Junger	Explores what we can learn from tribal societies about loyalty, belonging, and the eternal human quest for meaning
Grit - The Power of Passion and Perseverance By Angela Duckworth	Defines the secret of success as not being talent, but a blend of passion and persistence
The Effective Executive* By Peter F. Drucker	Identifies five practices essential to business effectiveness.
Execution* - The Discipline of Getting Things Done By Larry Bossidy and Ram Charan	Bestseller that shows how to link together people, strategy, and operations, the three core processes of every business.
Influence - Science and Practice By Robert B. Cialdini	Identifies the factors that cause someone to say yes and the techniques that most effectively use these factors to bring about compliance
Team Red, White, & Blue www.teamrwb.org/	Group that connects veterans to their communities through physical and social activity
American Legion www.legion.org/	Nation's largest wartime veterans service organization, mentoring youth and sponsoring wholesome programs in local communities
Veterans of Foreign Wars www.vfw.org/	National nonprofit veterans service organization that fosters camaraderie among US veterans of overseas conflicts
Military Officer Association of America www.moaa.org/	Nation's largest and most influential association of military officers. It is an independent, nonpartisan nonprofit.
Noncommissioned Officer Association https://ncoausa.org/	Military service organization with focus on education, work force development, employment, and quality of life of enlisted servicemembers, veterans, and their families

Notes



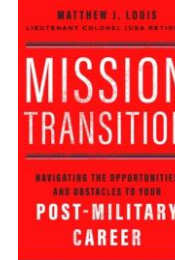
Chapter 19

REFINING YOUR APPROACH

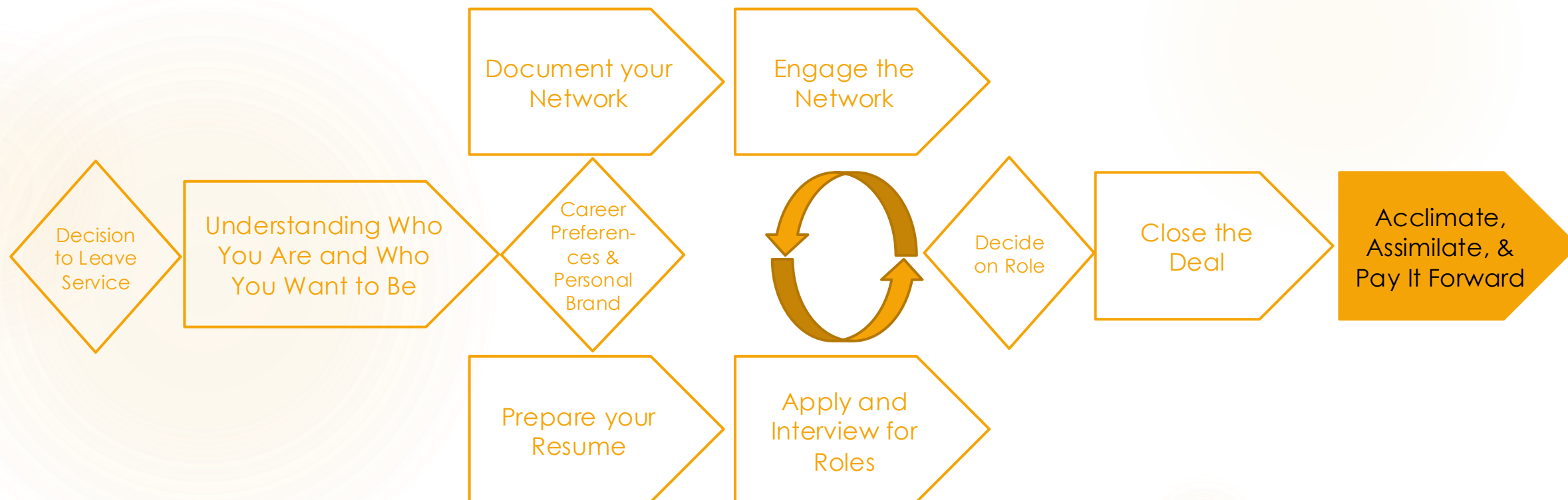


Chapter 19 Objectives & Scope

Content in this chapter parallels content in Chapter 11 of Mission Transition



Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand how to communicate with others in your new environment	Application	Ability to successfully communicate with others in your new world
Understand how to influence others in your new environment	Application	Ability to successfully influence others in your new world
Understand how to engage with others in your new environment	Application	Ability to successfully engage with others in your new world

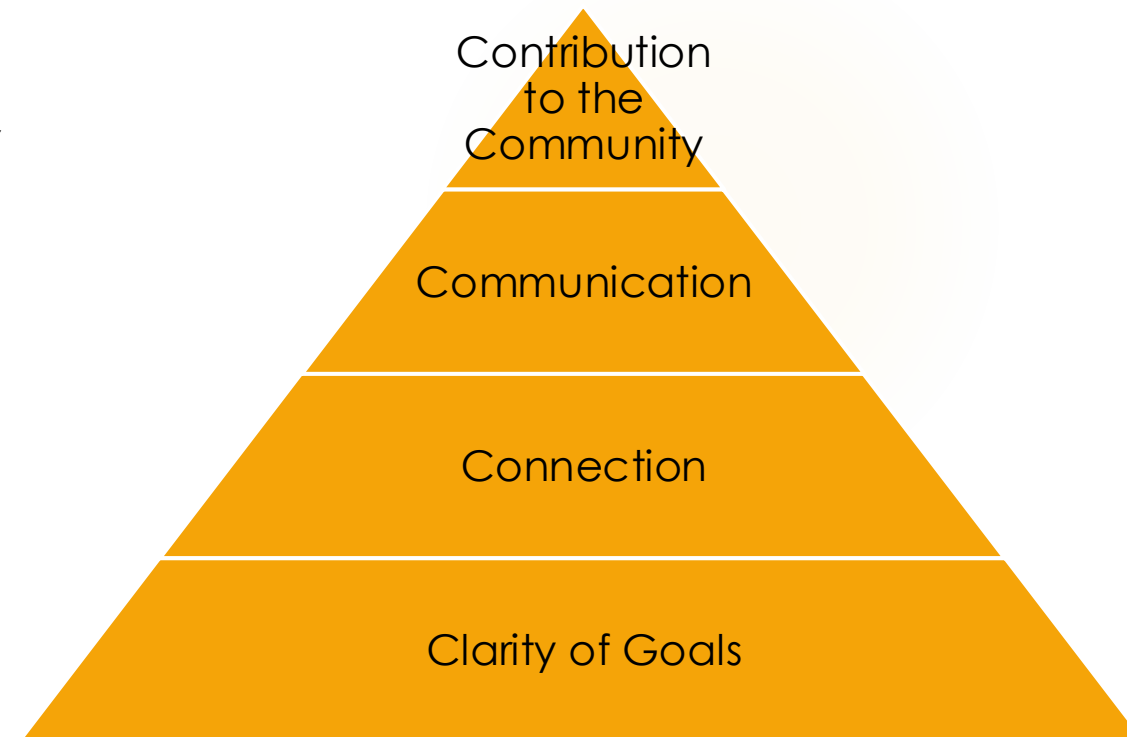


Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Success Defined

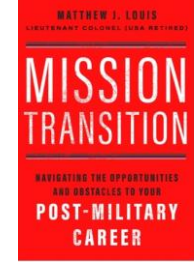
Beginning With the End in Mind

- ▶ Transition Behavior Hierarchy; aka, the “Four Cs”
 - ▶ Clarity of Goals - clear understanding of your personal and professional goals for the next 12 months
 - ▶ Connection - awareness of all the benefits and resources available to you as both an employee and a veteran and having taken proactive steps to link them to your defined goals
 - ▶ Communication - regular discussions with individuals and veteran support groups both inside and outside of the workplace
 - ▶ Contribution to the Community – willingness to volunteer your lessons learned in a way that attempts to make a positive difference in the transitioning veteran community



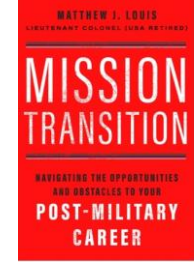
Source: Pat Clifford, “4C Veteran Transition Survey: Pretest results and recommendations,” *Tristate Veterans Community Alliance*, 2016.

Perception of Military Communication Style



Military Communication Style	Civilian Perception
Decisive	Non-collaborative
Concise	Abrupt
Direct	Aggressive
Respectful of authority	Lacking confidence

Communication Style Differences



What is different?

Military Communication Style

Email A

Mary –

Have an issue. Could use your help.

Customer has goods STUCK IN LOCKUP.

When could you help us with this? Need it soon.

v/r,
- John

Civilian Communication Style

Email B

Mary,

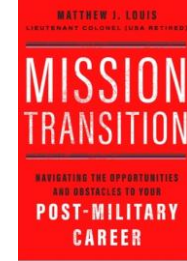
Thanks for facilitating today's session! You highlighted a few elements in the supply chain about which I wasn't aware.

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.

Would you be willing to meet with me to help our team prepare for a meeting with our customer on this topic?

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!

All good wishes,
John



Typical Communication Challenges for Veterans

- ▶ Asking for guidance and support when needed
- ▶ Declining requests when overloaded or pulled in multiple directions
- ▶ Speaking up and sharing ideas or perspective
- ▶ Working collaboratively with others at varying levels
- ▶ Working effectively on a virtual team
- ▶ Addressing senior colleagues informally
- ▶ Giving and receiving feedback
- ▶ Avoiding curse words or rough language

Formulating a Communications Style

- ▶ You new style should bear the hallmarks of:
 - ▶ Servant leadership and being of service to others
 - ▶ Seeking first to understand the recipient of the information before transmitting the information
- ▶ Your new style should be characterized by:
 - ▶ Being open and honest
 - ▶ Questioning with purpose
 - ▶ Actively listening
 - ▶ Bringing a point of view
 - ▶ Being proactive
 - ▶ Being responsive
 - ▶ Building relationships

Communication Considerations

- ▶ When not to send an email:
 - ▶ When you are angry or if there is a conflict
 - ▶ If an immediate response is needed
 - ▶ If the risk of misinterpretation is high, especially in the case of jokes or attempts at humor
 - ▶ When sharing confidential or sensitive information
 - ▶ When sharing bad news
 - ▶ When explicit understanding is essential
- ▶ Presentation styles are unique to each organization, but few of them document it
- ▶ Asking questions is encouraged

Providing Feedback

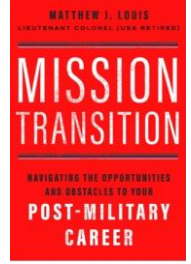
- ▶ Well-delivered feedback:
 - ▶ Focuses on specific behavior (not the person) and includes examples, describing them without judgment
 - ▶ Is actionable and can immediately be put into practice
 - ▶ Is timely - provided as closely as possible to the timing of the behavior
 - ▶ Is balanced - it includes recognition of good performance along with redirection on the behaviors in question
 - ▶ Is empathetic - delivered in a safe environment that respects the person's perspective and feelings
- ▶ Consider using the EARN model*:
 - ▶ Event
 - ▶ What was the situation?
 - ▶ When did it happen?
 - ▶ Where did it occur?
 - ▶ Action
 - ▶ What was the observed behavior?
 - ▶ What specifically was said or done?
 - ▶ Result
 - ▶ What was the impact or the consequence?
 - ▶ Who was affected?
 - ▶ Next Steps
 - ▶ What behaviors should be continued or changed?
 - ▶ By when should the behaviors change?
 - ▶ How will you measure success?

* © 2017 Deloitte Services LP

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Mission Transition e-Course

Business Chemistry®



- ▶ Proactively building relationships requires behaving in a way that recognizes the other party's perspective
- ▶ Key to that is understanding the party's work style and communication preferences
- ▶ Business Chemistry® identifies four work styles that define how others prefer to communicate and collaborate on shared objectives
 - ▶ Pioneers - value possibilities, spark energy and imagination, believe risks are worth taking, fine to go with your gut. Focus on big-picture, bold new ideas, and creative approaches
 - ▶ Guardians - value stability, bring order and rigor, are pragmatic, and hesitate to embrace risk. Details, data, and facts are important, like to learn from the past
 - ▶ Drivers - value challenges, generate momentum, tend to view issues as black-and-white and tackle problems head on, armed with logic and data. Believe getting results and winning count most.
 - ▶ Integrators - value connections, relationships, and responsibility; draw teams together. Believe most things are relative; are diplomatic and focused on gaining consensus.

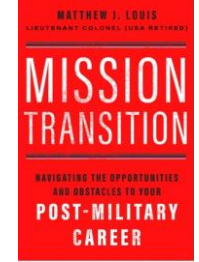
Source: Suzanne M. Johnson Vickberg and Kim Christfort, "Pioneers, Drivers, Integrators, & Guardians," Harvard Business Review, March-April 2017, accessed July 7, 2017, <https://hbr.org/2017/03/the-new-science-of-team-chemistry>.

Using Business Chemistry®



- ▶ Identify your own Business Chemistry® by completing a free 20 question survey at this website (<https://bc20questions.deloitte.com/#/>)
- ▶ Identify (or hunch) the Business Chemistry® of those with whom you'll be working
- ▶ To create a “hunch,” complete the same free 20 question survey noted above as if you were the individual with whom you'd be working
- ▶ Together with your own results, a hunch can help you flex your work and communication style to improve the effectiveness of your interactions with others

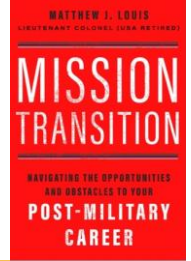
Influencing Others



You will need to alter your leadership style and communications approach to successfully influence others in your new workplace.

- ▶ No longer in the military; no longer giving orders
- ▶ Need to be able to persuade others in different ways
- ▶ Influence = the ability to persuade others to act, to coalesce stakeholders around a point of view, to generate support for an idea
- ▶ Act in ways that are always consistent with your purpose and priorities (it is not situational)
- ▶ Involves verbal and non-verbal communication
- ▶ Its success is measured by results
- ▶ Necessary in the matrix-type environments in which you will likely be working

Principles of Influence



Strategy	Principle	Application
Reciprocity	<ul style="list-style-type: none"> • People repay in kind • People are more willing to comply with requests for information, services, etc. from those who have provided such things first 	Give generously and share openly with others
Commitment and Consistency	<ul style="list-style-type: none"> • People align with their clear commitments • People are more willing to be moved in a particular direction if they see it as being consistent with an existing or recently-made commitment 	Encourage commitments that are active, public, voluntary, and gradual
Social Proof	<ul style="list-style-type: none"> • People follow the lead of similar others • People are more willing to take a recommended action if they see evidence that many others, especially similar others, are taking it 	Share peer examples when available
Liking	<ul style="list-style-type: none"> • People like those who like them • People prefer to say “yes” to those they know and like 	<ul style="list-style-type: none"> • Uncover real similarities and offer genuine praise • Build rapport and trust
Authority	<ul style="list-style-type: none"> • People defer to experts • People are more willing to follow the direction or recommendation of someone to whom they attribute relevant authority or expertise 	<ul style="list-style-type: none"> • Expose your expertise; do not assume that it is self-evident. • Dress and act the part
Scarcity	<ul style="list-style-type: none"> • People want more of what they can have less of • People find objects and opportunities more attractive to the degree that they are scarce, rare, or dwindling in availability 	Highlight unique benefits and exclusive information

Based on: Robert B. Cialdini, *Influence: Science and Practice*, (Boston, MA: Pearson/Allyn & Bacon, 2009).

Flexing Your Leadership Style

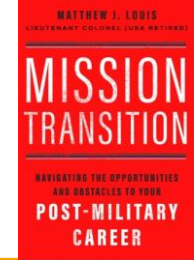
- ▶ Leadership style: manner and approach to planning, providing direction, and prompting others to action
- ▶ Most leaders adopt a style that suits their personality and then flex that style to meet the needs of specific situations
- ▶ You'll need to adjust your own style to suit a civilian environment
- ▶ No "right" or "wrong;" judged by level of effectiveness

Leadership Styles Spectrum

Transactional	Transformational
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Look beyond the day-to-day operations to develop strategies for achieving future 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

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Situational Leadership Styles

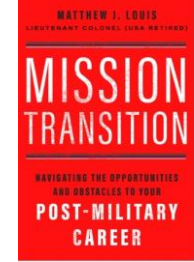


Style	Coercive	Authoritative	Affiliative	Democratic	Pacesetting	Coaching
Summary	Demands immediate compliance "Do what I say"	Mobilizes others toward a vision "Come with me"	Creates harmony and emotional bonds "People come first"	Forges consensus through participation "What do you think"	Sets and models high standards for performance "Do as I do"	Develops others for the future "Consider this"
Characteristics and Risks	<ul style="list-style-type: none"> Factual about consequences Lavishes praise when goals are met Can have a negative impact on climate by inhibiting flexibility and dampening motivation 	<ul style="list-style-type: none"> Explains the overall goal but gives others the freedom to choose their own means of achieving it Lets others see their personal impact 	<ul style="list-style-type: none"> Takes a genuine interest in others and ensures regular contact Heavy focus on praise can allow poor performance to go unchecked Tends to avoid offering advice, which can leave others stuck 	<ul style="list-style-type: none"> Solicits team contributions, uses the ideas quickly, and visibly praises involvement Builds organizational flexibility and a sense of responsibility and helps to generate fresh ideas Danger of endless meetings and confused team members who feel leaderless 	<ul style="list-style-type: none"> Expects clarity, excellence, and self-direction Employs facts and reasoning to call teams to action Demand for excellence can be overwhelming and cause resentment in team members who are not highly driven or skilled 	<ul style="list-style-type: none"> Uncovers concerns and needs, then helps to resolve them Spends 1:1 time Listens actively, with empathy Focuses more on longer-term talent development than immediate work goals
Works Best...	<ul style="list-style-type: none"> In a crisis To kickstart a turnaround With problem team members 	<ul style="list-style-type: none"> When changes require a new vision When a team is adrift and clear direction is needed 	<ul style="list-style-type: none"> To heal rifts in a team and improve morale To motivate others during stressful circumstances 	<ul style="list-style-type: none"> To build buy-in or consensus To gather input from valuable team members 	<ul style="list-style-type: none"> To get quick results from a highly motivated and competent team 	<ul style="list-style-type: none"> To help a person who is aware of development needs improve performance or leverage strengths

Based on: Daniel Goleman, *Leadership That Gets Results* (Boston, MA: Harvard Business School Publishing Corporation, 2017), 64-66.

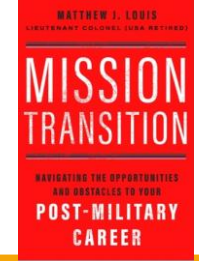
Engaging With Others

Use these tactics to successfully engage with others at your new organization.



- ▶ Meetings drive progress in organizations
- ▶ Military meetings tend to follow a well-established cadence, and are predictable, structured, and routine
- ▶ Meetings in civilian environment tend to be more dynamic, less predictable, and scheduled as-needed. Their format, topics, and participants will vary.
- ▶ First step to running a great meeting: knowing whether to call for one at all. Do not call for a meeting if:
 - ▶ Another method of communicating, such as email, would work as well or better
 - ▶ The group is upset and needs time apart before addressing the source of the conflict
 - ▶ You don't have time to prepare
- ▶ Consider the various types of meetings and whether one would better suit your cause:
 - ▶ In-person meetings are best for sensitive topics and driving high levels of engagement and participation
 - ▶ Virtual meetings can be more economical, time-efficient, and easier to organize, especially when a team is geographically dispersed
- ▶ Begin each meeting with an agenda
- ▶ Invite only those that must attend
- ▶ Assign responsibility for specific action items before concluding
- ▶ You will need to work harder to facilitate meetings in the civilian world. They tend to be more collaborative and interactive and will thus require a different style of facilitation.

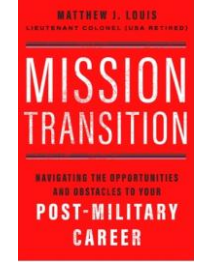
Meeting Facilitation Techniques



Technique	Description	Supporting Tactics	
Create Process Awareness	Provide clear direction about how the meeting will proceed. Gain agreement from participants as new facilitation processes are introduced during the meeting.	<ul style="list-style-type: none"> Define roles (e.g., note-taker) Explain objectives and desired outcomes Confirm participant expectations 	<ul style="list-style-type: none"> Set ground rules Review agenda
Manage Discussion Flow	Keep participants focused on the same content, using the same process, at the same time	<ul style="list-style-type: none"> Refer back to meeting objectives and agenda Monitor time 	<ul style="list-style-type: none"> Use a parking lot or idea bin for off-topic points
Increase Engagement	Encourage high levels of active participation from everyone. Control dominators. Break silences.	<ul style="list-style-type: none"> Precede open discussion with silent idea generation Lead a spontaneous free-form discussion 	<ul style="list-style-type: none"> Use a round-robin to give everyone a chance to contribute Brainstorm to generate ideas
Build Agreement	Achieve small agreements throughout the meeting in order to reach consensus by the end	<ul style="list-style-type: none"> Build agreement on both process and content 	<ul style="list-style-type: none"> Use a poll to assess how close participants are to agreement
Manage Strategic Moments	Recognize and address pivotal points in a meeting when a conflict or problem arises or the group requires redirection to get back on track	<ul style="list-style-type: none"> Clearly state the problem Accept and legitimize the issue Reach agreement on how to move forward (e.g., address it now or defer it) 	<ul style="list-style-type: none"> Refer back to the ground rules Don't be defensive
Capitalize on Energy and Creativity	Look for opportunities to tap into the energy and creativity of the group in order to maximize productivity and innovation	<ul style="list-style-type: none"> Leverage visuals and encourage visual thinking (e.g., use a flipchart) Use creativity toys (e.g., putty) 	<ul style="list-style-type: none"> Use energizers and brainteasers Change the seating arrangement during the meeting
Conclude with Clarity	Wrap up by summarizing what has been accomplished and what will happen next	<ul style="list-style-type: none"> End on time Recap action items and owners 	

Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Refining Your Approach Quiz



- ▶ True/False: I don't need to flex my military leadership style and communications approach to be successful in my new role.
- ▶ True/False: My new communications style should be characterized by openness and honesty, in addition to active listening.
- ▶ True/False: I should use email as a communication vehicle to settle disputes and relate bad news.
- ▶ True/False: Well delivered feedback focuses on specific behaviors and is actionable, timely, balanced, and empathetic.
- ▶ True/False: Business Chemistry® is a tool that enables understanding our own and others' work styles and communication preferences.
- ▶ True/False: I can continue my military approach to meetings in my new organization and be successful.

A:

A: Absolutely false

A:

A: True

A:

A: False

A:

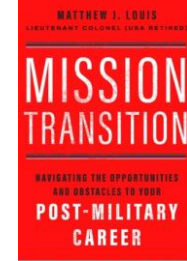
A: True

A:

A: True

A:

A: False



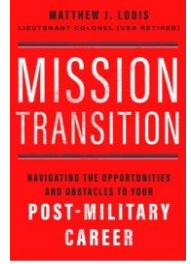
Homework

- ▶ Identify your Business Chemistry®
- ▶ Hunch the Business Chemistry® of those at work
- ▶ Refine your personal approach and work style
- ▶ Identify influencing, communication, and meeting facilitation techniques that will work better in your new environment

Check out Mission Transition for...

- ▶ Details on the importance of active listening
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition

Words to the Wise



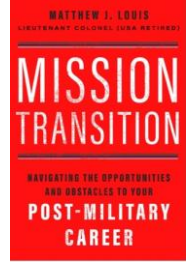
- ▶ Adjust your leadership, work, and communication styles to your new environment
- ▶ Your personal value is not determined by where you start, but by where you finish

Additional Resources

* For Career Military Professionals

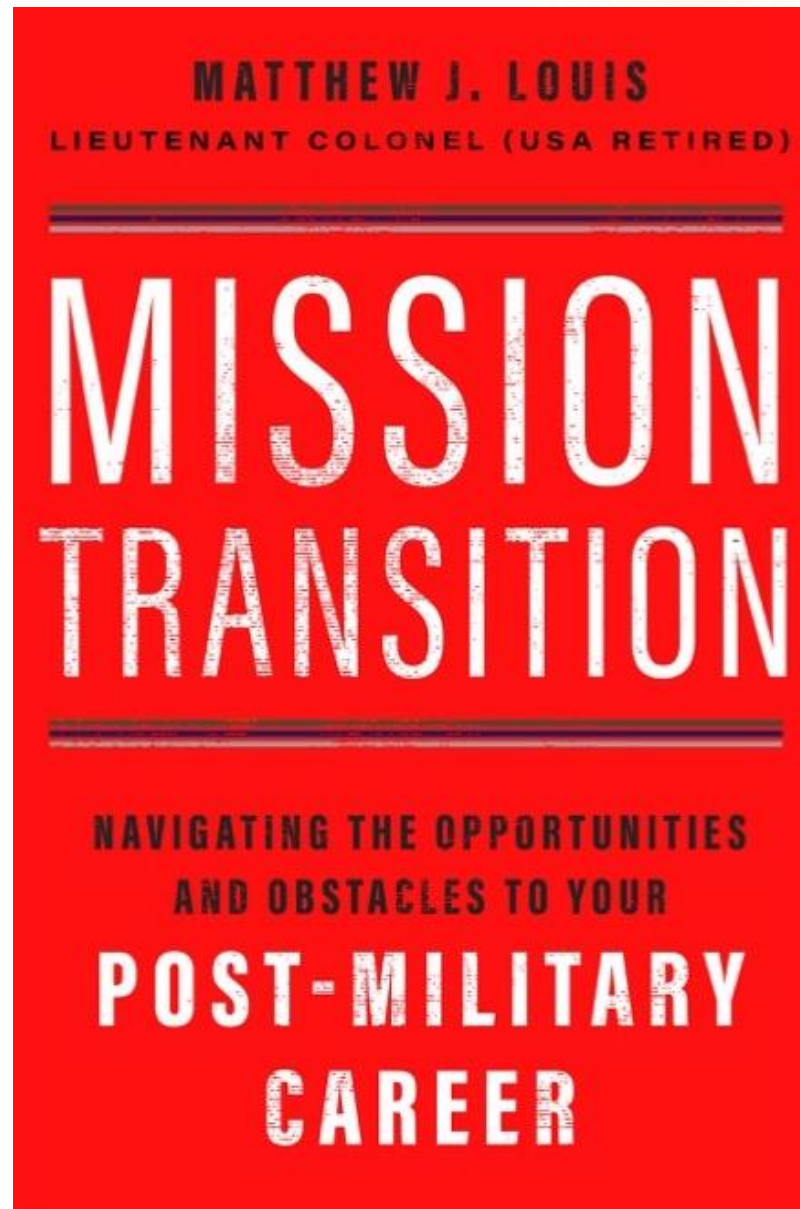
Resource	Description
People Styles at Work Making Bad Relationships Good and Good Relationships Better By Robert Bolton and Dorothy Grover Bolton	Presents a practical, proven behavior science method that you can use to handle people differences on your job.
The 7 Habits of Highly Effective People Powerful Lessons in Personal Change By Stephen R. Covey	Bestseller presents a step-by-step principle-centered approach for solving personal and professional problems.
Influence Science and Practice By Robert B. Cialdini	Identifies the factors that cause someone to say yes and the techniques that most effectively use these factors to bring about compliance
Who Moved My Cheese? An Amazing Way to Deal with Change in Your Work and in Your Life By Spencer Johnson, M.D.	Bestseller that uses a simple parable to reveal truths about dealing with change so that you can enjoy less stress and more success in your work and in your life
Emotional Intelligence 2.0 By Travis Bradberry & Jean Greaves	Step-by-step program for increasing your emotional intelligence using the four core EQ skills
Good to Great* Why Some Companies Make the Leap and Others Don't By Jim Collins	Bestselling management study that identifies the universal distinguishing characteristics that cause a company to go from good to great
The Effective Executive* By Peter F. Drucker	Identifies five practices essential to business effectiveness.
Execution* The Discipline of Getting Things Done By Larry Bossidy and Ram Charan	Bestseller that shows how to link together people, strategy, and operations, the three core processes of every business.

Notes



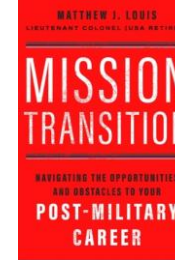
Chapter 20

USING AND CONTRIBUTING
TO ONLINE RESOURCES

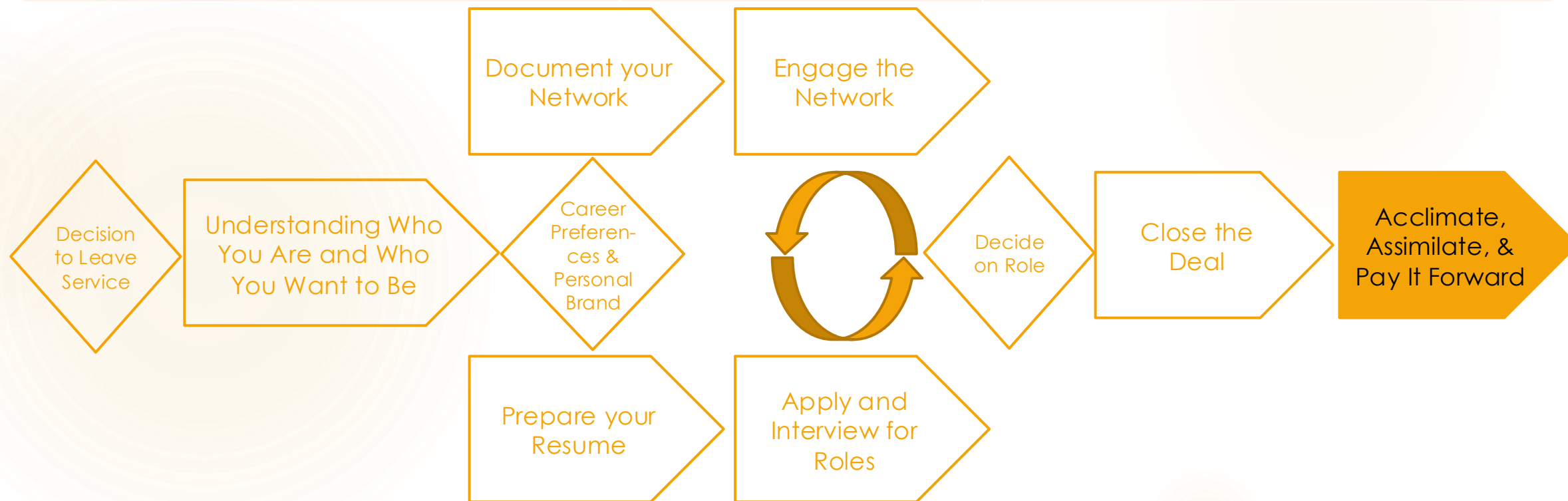


Chapter 20 Objectives & Scope

Content in this chapter parallels content in Chapter 11 of Mission Transition



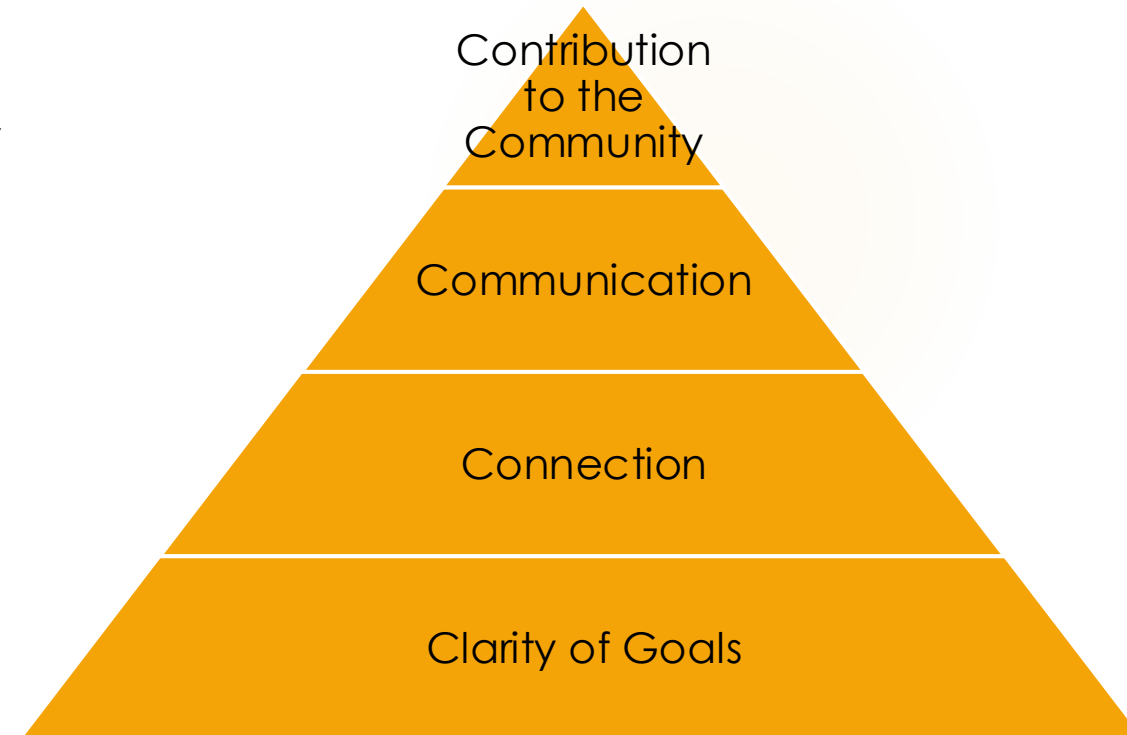
Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand that Contributing to the Community is the apex of the transition behavior hierarchy	Understanding	Ability to define personal transition success
Use and contribute to resources that benefit the community of transitioning veterans	Application	Develop an attitude of gratitude and continue serving the veteran tribe



Success Defined

Beginning With the End in Mind

- ▶ Transition Behavior Hierarchy; aka, the “Four Cs”
 - ▶ Clarity of Goals - clear understanding of your personal and professional goals for the next 12 months
 - ▶ Connection - awareness of all the benefits and resources available to you as both an employee and a veteran and having taken proactive steps to link them to your defined goals
 - ▶ Communication - regular discussions with individuals and veteran support groups both inside and outside of the workplace
 - ▶ Contribution to the Community – willingness to volunteer your lessons learned in a way that attempts to make a positive difference in the transitioning veteran community



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

Contributing Your Lessons Learned

- ▶ Congratulations on making it this far!
- ▶ It should be our collective goal to eliminate false starts and failed transitions for all future transitioning veterans
- ▶ You can help!
 - ▶ You've undoubtedly learned some lessons along the transition journey
 - ▶ Let's make them available for all to digest
 - ▶ If it helped you, chances are it may help someone else
 - ▶ Just as in the military, lives are at stake; and your contribution may well save one
- ▶ Please do two things:
 - ▶ Share your additional thoughts, along with this e-Course, with your veteran support groups
 - ▶ Post your additional lessons learned to my website (<https://matthewjlouis.com/lessons-learned/>)

“The best way to find yourself is to lose yourself in the service of others.”

Mahatma Gandhi

Sample Lessons Learned

▶ Job Search

- ▶ “Everyone will offer their opinion on its content, and some of that will be conflicting. The key is to just get comfortable with what you have.”
 - ▶ Dave Uslan, Former Air Force Senior Master Sergeant
- ▶ “Be relentless. Be persistent. Send follow-up emails. Hiring managers understand your situation, so don’t be afraid. Take your personal pride out of the equation. Be humble and willing to accept help, personal connections, and useful resources.”
 - ▶ Dominic Lanzillotta, Former Army Captain
- ▶ “Take your time with your resume and find a number of experienced professionals that can review and provide feedback from their perspective.”
 - ▶ Malissa Gallini, Former Army Captain

Sample Lessons Learned

▶ Networking

- ▶ “Begin networking early. Use LinkedIn InMail. Use Hire Our Heroes, Hire Purpose, and Veterati. Research industries and don’t be afraid to ask for help. Also, don’t be afraid to cold-call companies. Tell them that you are interested in their company, that you’re just doing some research, and whether there is anyone with whom they could connect you.”
 - ▶ Dave Uslan, Former Air Force Senior Master Sergeant
- ▶ “When you’re asking for help, it doesn’t feel like networking. It feels like you’re being a pain in the ass. But you’re still building relationships, whether you realize it or not.”
 - ▶ Dominic Lanzillotta, Former Army Captain
- ▶ “The best part of my transition was meeting fellow veterans who helped me make the transition. One of the concerns I had was thinking there was a lack of camaraderie in the civilian sector. However, my experience was just the opposite. I developed strong professional and personal relationships with fellow vets that continue today. I think that having a strong network is key to a successful transition.”
 - ▶ Former Army Captain

Sample Lessons Learned

▶ Rejection

- ▶ “I initially shot-gunned my resume everywhere; sent it to 50-60 companies. That was a mistake, as this approach resulted in a lot of rejections. I got to the point where I started thinking that I just needed a job, not *the* job. So I saw the job I eventually landed as temporary; I figured I'd spend 6-8 months there and then move onto something that is more aligned with my interests. I finally got a mentor to walk me through career planning and eventually found my dream job.”
 - ▶ Travis Long, Former Navy Petty Officer
- ▶ “I was surprised at how disinterested many of the organizations I interviewed with were in my military education and career, in spite of it representing almost the entirety of my professional experience. I found it disheartening that the tremendous responsibility (personnel, equipment, budget, training, etc.) I held in the Army seemingly carried little weight or importance. This was a low point in my search. I aspired to use my engineering education, but it was evident that the organizations and positions I was interviewing for placed a higher value on technical engineering skills and experience than leadership and the less-tangible (and less-quantifiable) skills I learned in my military career. I changed my search vector toward positions and opportunities that played more to my strengths and was rewarded with greater interest - and in most cases, overall better compensation.”
 - ▶ Grant Heslin, Former Army Captain

Sample Lessons Learned

▶ Retirement

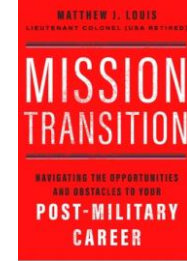
- ▶ “Take a good amount of permissive leave and terminal leave. You will need to relax, network, and transition. But you’ll also need time to decompress psychologically.”
 - ▶ Dave Uslan, Former Air Force Senior Master Sergeant
- ▶ “You’ve got to trust the military system of leadership development. Your organization will not falter when you retire; its remaining leaders (and your replacement) will ensure that it doesn’t. You only have one approach to retirement; use the time wisely and do it correctly. No one else will do it for you.
- ▶ “I have told other service members to take TAP seriously and take notes! There is no excuse for failing to follow the steps of the process. There is too much at stake, particularly when it entails ensuring that you and your family have covered all of the administrative bases before you are no longer on active duty.
- ▶ “Make a transition calendar and stick to it. From the notes taken in TAP, mark all of the key actions and milestones that require action and backwards plan to hit them. Permissive TDY and transition leave will arrive before you know it. If you’re not paying attention, you could find yourself scrambling. The Retirement Date will not change.
- ▶ “Finally, plan a spectacular, special, and meaningful retirement ceremony. You owe it to your family. Your success in your military career also came as of result of the sacrifices, support and accomplishments of your wife and children. It was a true team effort. Go out on a high note, as a team, celebrating and reflecting upon your military story together. It’s a big day; you all deserve to bask in it. You only retire from the military once.”
 - ▶ Dan Hodne, Former Army Colonel

Homework

- ▶ Contribute your lessons learned to my website:
<https://matthewjlouis.com/lessons-learned/>
- ▶ Contribute to the broader veteran network any way you can

Check out Mission Transition for...

- ▶ Veterans benefits timetable
- ▶ Veteran transition action checklist
- ▶ Perspective from veterans like you that have already transitioned
- ▶ Advice for professionals considering joining the Guard or Reserve
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition



Words to the Wise

- ▶ Share your lessons learned with the broader veteran network
- ▶ Pay it forward
 - ▶ Once you complete this e-Course, you will effectively be “trained” in this career change process
 - ▶ Share this with your peers that are going through – or about to go through – the same transition
 - ▶ This is not about furthering my book; this is about helping those most deserving to be successful – and our nation to be successful as a result

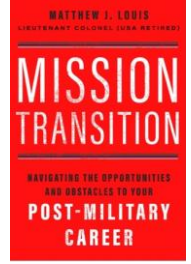
Additional Resources

* For Career Military Professionals

Resource	Description
Success In Your New Mission* A Guide for Senior Military Leaders in Transition By Vera Steiner Blore	Civilian job search guide tailored for senior leaders separating from the military
Deployment to Employment A Guide for Military Veterans Transitioning to Civilian Employment By Russ Hovendick	Executive recruiter's guide to transition from the military to the civilian world
Military-to-Civilian Career Transition Guide The Essential Job Search Handbook for Service Members By Janet I. Farley	Outplacement career specialist's guide to making the transition. Speaks to military benefits and family transition needs.

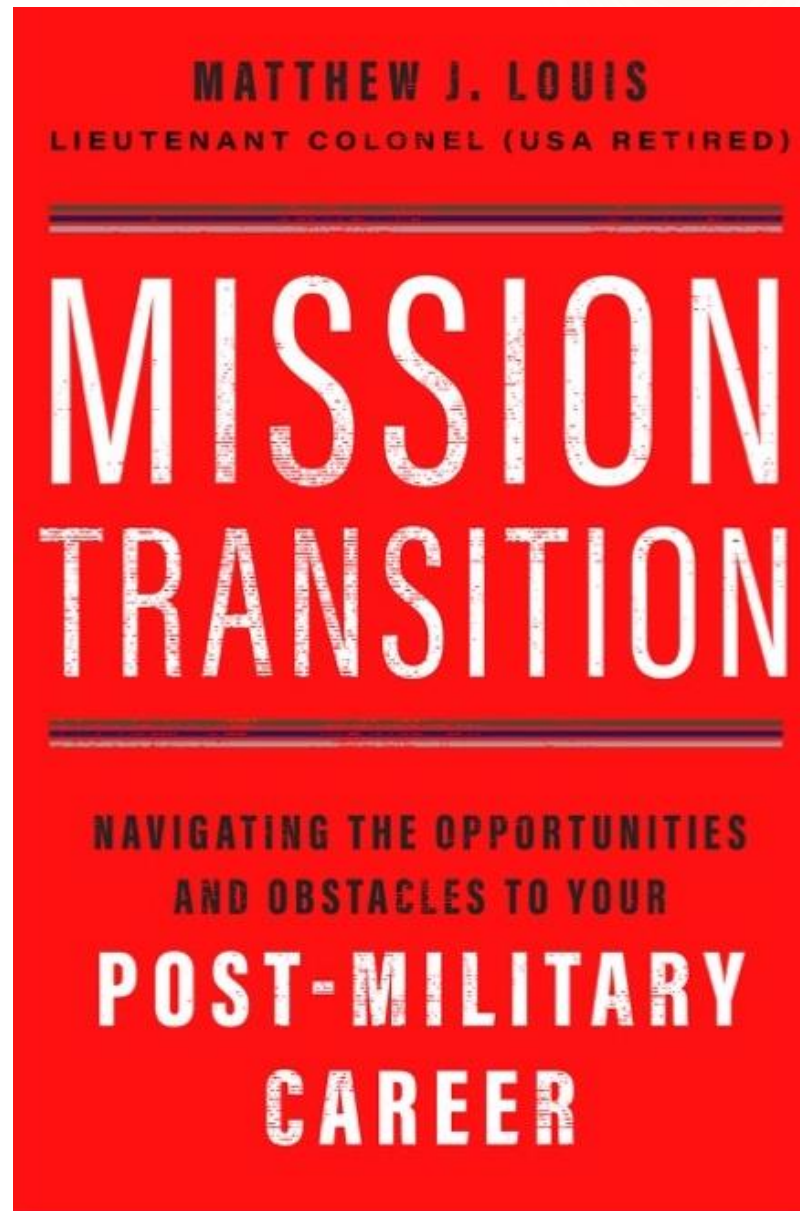
Source: Matthew J. Louis, *Mission Transition: Navigating the Opportunities and Obstacles to Your Post-Military Career*. Nashville, TN: HarperCollins Leadership, (2019).

Notes

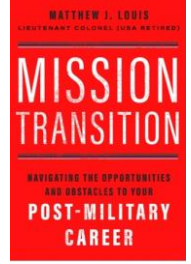


Chapter 21

DECIDING WHETHER TO JOIN
THE GUARD OR RESERVE



Chapter 21 Objectives



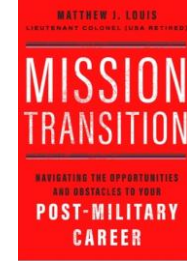
Chapter Objectives	Results/Outcome Expected	Skills Developed
Understand the pros and cons of this post-active duty option	Application	Ability to make an informed decision regarding RC service Skills Developed
Make an informed decision about transitioning into the Reserve Component	Application	
Understand how to deal with the fallout of this decision at home and at work	Application	

Benefits of Continuing Service

- ▶ More than half of you will elect to extend your service. Doing so comes with many benefits:

Educational	Financial	Quality of Life
<ul style="list-style-type: none"> • Tuition Assistance • College Credit • Montgomery GI Bill – Selected Reserve • On the Job Training • Post-9/11 GI Bill • Student Loan Repayment • Reserve Educational Assistance Program (REAP) • VA Vocational Rehabilitation and Employment (VR&E) 	<ul style="list-style-type: none"> • Extra Income • Grocery & Department Store Privileges • Low-Cost Insurance • Health Care – Medical & Dental • Pension • Potential Bonus • Disability Compensation • VA Home Loan Guaranty • VA Burial & Memorial Services • Military discounts • Tax deductions for RC job-related expenses • Differential Pay (from some employers) 	<ul style="list-style-type: none"> • Sense of self-worth • Service to the nation • Camaraderie • Direct Transfer from Active Duty • Doing the Extraordinary • Keep Your Rank • Networking • No Need to Move • Access to: <ul style="list-style-type: none"> ○ Fitness Centers ○ Chaplain Services ○ Child Care Services ○ Financial Counseling ○ Family Centers ○ Legal Assistance ○ Recreation Facilities

Source: "Summary of VA Benefits for National Guard and Reserve Members and Veterans," U.S. Department of Veterans Affairs, September 2012, accessed February 11, 2018, <https://www.benefits.va.gov/BENEFITS/benefits-summary/SummaryofVANationalGuardandReserve.pdf>.



Down-sides of Continuing Service

Extending Services Also Comes With Some Risks

- ▶ Harvard Business Review: resumes reflecting service in the Reserve Component (RC), which includes both the Guard and Reserve, were 11% less likely to be called for an interview
- ▶ 2013 Status of Forces Survey: 55% of RC Members stated that they sometimes lose opportunities for overtime or extra pay because of their RC obligations even when not activated
- ▶ 2013 RAND study:
 - ▶ Annual number of active duty days for RC has increased between 300-500% since 9/11. 87% chance that some portion of those days were in a combat zone or an area where the RC member drew imminent danger pay or hostile fire pay.
 - ▶ ~25% of employers of RC personnel did not know what they needed to know to remain in compliance with USERRA, >50% were unaware of the Employer Support of the Guard and Reserve's (ESGR) Statement of Support, programs, and awards
- ▶ 2014 briefing by the Reserve Forces Policy Board:
 - ▶ Since 9/11, 64% of Reserve Component members have been activated one or more times (for more than 30 days), deployed on average 2.1 times, and spent on average between 400-500 days on active duty
 - ▶ For the past decade, RC members have spent well over the annual statutory minimum of 39 compensated days on duty. The latest 12-month average was 61 days of compensated duty. This did not include, however, an additional 12 days on average spent doing uncompensated unit business.
- ▶ Defense Manpower Data Center: RC members were nearly twice as likely to experience financial problems compared to their Active Duty peers. 28% of reservists experienced unemployment following their most recent activation, with 62% of those instances lasting three or more months, 38% lasting six or more months, and 18% lasting more than a year

Sources:

- Theodore F. Figinski, "Research: Companies Are Less Likely to Hire Current Military Reservists," *Harvard Business Review*, October 13, 2017, accessed February 8, 2018, <https://hbr.org/2017/10/research-companies-are-less-likely-to-hire-current-military-reservists>.
- "2013 Status of Forces Survey of Reserve Component Members," *Defense Manpower Data Center*, March 2014, 148, 244.
- Susan M. Gates, Geoffrey McGovern, Ivan Waggoner, John D. Winkler, Ashley Pierson, Lauren Andrews, Peter Buryk, *Supporting Employers in the Reserve Operational Forces Era: Are Changes Needed to Reservists' Employment Rights Legislation, Policies, or Programs?* (Santa Monica, CA: RAND Corporation, 2013), xvii, 3.
- "Observations from Defense Manpower Data Center's (DMDC) Status of Forces Survey of Reserve Component Personnel," *Reserve Forces Policy Board*, March 5, 2014, accessed on February 10, 2018, <http://www.ncfta.ncr.gov/sites/default/files/RFPB%20Status%20of%20Forces%20Survey%20Review.pdf>.
- "Financial Condition of Service Members and Military Spouses: Results from 2013-2014 Status of Forces Surveys & 2014-2015 Surveys of Military Spouses," *Defense Manpower Data Center (DMDC) Defense Research, Surveys, and Statistics Center (RSSC) Retention & Readiness (R&R)*, September 2016, accessed February 9, 2018, http://www.ambahq.org/wp-content/uploads/2017/02/DMDC_Financial_Readiness_Briefing_20160913.pdf.

Laws Impacting Ongoing Service

Rights that your employer or educator will need to honor

Regulation	What It Does
Uniformed Services Employment and Reemployment Rights Act (USERRA) - https://www.justice.gov/crt-military/userra-statute	<ul style="list-style-type: none"> Protects job rights of service members, applicants to the uniformed services, and those who voluntarily or involuntarily leave employment positions to undertake military service Prohibits discrimination in employment or adverse employment actions against service members and veterans
Vietnam Era Veterans' Readjustment Assistance Act of 1974 (VEVRAA) - https://www.dol.gov/ofccp/regs/statutes/4212.htm	<ul style="list-style-type: none"> Prohibits employment discrimination by federal government contractors against certain veterans Requires affirmative action for specific veterans by federal government contractors that have at least 50 employees and a contract worth \$100k or more
Higher Education Act of 1965, As Amended - https://www.govinfo.gov/content/pkg/CFR-2017-title34-vol3/xml/CFR-2017-title34-vol3-part668.xml#seqnum668.18	<ul style="list-style-type: none"> Requires institutions of higher education to promptly readmit with the same academic status a servicemember who was previously admitted to the institution but who did not attend, or did not continue to attend, because of service in the uniformed services
Americans with Disabilities Act (ADA) of 1990 - https://www.ada.gov/	<ul style="list-style-type: none"> Protects against discrimination based on the presence of disabilities Mandates that employers make appropriate and reasonable accommodations for employees with disabilities
Family and Medical Leave Act (FMLA) - https://www.dol.gov/whd/fmla/index.htm	<ul style="list-style-type: none"> Entitles eligible employees of covered employers to take unpaid, job-protected leave for specified family and medical reasons with continuation of group health insurance coverage under the same terms and conditions as if the employee had not taken leave Permits military family members to take up to 12 weeks of FMLA leave during any 12-month period to address issues that arise during a military member's deployment to a foreign country Allows family members of a covered service member to take up to 26 weeks of FMLA leave during a single 12-month period to care for the service member who is undergoing medical treatment, recuperation, or therapy for a serious illness incurred on active duty

Educating Your Family

What your family will need to understand

- ▶ Your intent to continue your service and the rationale for doing so
- ▶ Your appreciation for their support and sacrifices it will take to enable your service
- ▶ That you will likely be activated and deploy for unknown durations and for similar missions as active duty
- ▶ The differences (if a member of the Guard) between State Active Duty, Title 32 Active Duty, and Title 10 Active Duty
- ▶ That there are plentiful resources to support them while you are gone (see Additional Resources)
- ▶ Differences in support systems between Active and Reserve Components
- ▶ Have them participate in family readiness briefings and activities
- ▶ Develop a Family Care Plan with them
- ▶ Introduce them to your unit family support staff and volunteer network
- ▶ Visit an installation Family Support Center or National Guard Family Assistance Center (FAC) with them (States and territories have Joint Force [Army and Air National Guard] Headquarters that have established over 300 FACs nationwide).
- ▶ Ensure your spouse is aware of support options for military children and youth
- ▶ Encourage them to get involved in helping others, an effective coping technique
- ▶ Familiarize yourself and your family with resources available through Employer Support of the Guard and Reserve (ESGR)

Sources:

- "NGA US Fact Sheet: Understanding the Guard's Duty Status," *National Guard Association of the United States*, accessed February 16, 2018, <https://www.ngaus.org/sites/default/files/Guard%20Statues.pdf>.
- "Finding Support When Your Family Member in the Guard or Reserve Is Called to Active Duty," *Military OneSource*, Ceridian Corporation, 2006, accessed February 16, 2018, <https://www.iowanationalguard.com/Family%20and%20Services/Youth%20Programs/Documents/Finding%20Support%20When%20Your%20Family%20Member%20in%20the%20Guard%20or%20Reserve%20is%20Called%20to%20Active%20Duty.pdf>.
- See also "When Your Guard or Reserve Service Member is Called to Active Duty," *Military OneSource*, August 4, 2017, accessed February 16, 2018, <http://www.militaryonesource.mil/-/when-your-guard-or-reserve-service-member-is-called-to-active-duty?inheritRedirect=true>.

Educating Your Employer

What your employer will need to understand

- ▶ Your intent to continue your service and the rationale for doing so
- ▶ That you will likely be activated and deploy for unknown durations
- ▶ Your ongoing value to them as an employee upon your return
 - ▶ Recall the “Value of a Veteran in a Competitive Business Environment” slide earlier in the e-Course
 - ▶ The opportunity for tax incentives associated with the Veterans Opportunity to Work (VOW) to Hire Heroes Act of 2011. You can find details here: <https://www.benefits.va.gov/VOW/for-employers.asp>.
- ▶ Your appreciation for their support and sacrifices it will take to enable your service
 - ▶ Direct costs may include recruiting, screening, hiring, and training replacement workers; the relative cost of the replacement worker; the cost of benefits provided you during your absence; and the cost to retrain you upon your return
 - ▶ Indirect costs may include lost business, productivity, or opportunity for growth
- ▶ The laws and regulations they must follow as it relates to your service
 - ▶ USERRA applies to all employers, regardless of size and sector
 - ▶ Consider **The Essential Guide to Federal Employment Laws** by Lisa Guerin, J.D. and Sachi Barreriro, J.D. (<https://www.amazon.com/Essential-Guide-Federal-Employment-Laws/dp/1413322816>)

Educating Your Employer (cont.)

What rights and resources are available to them

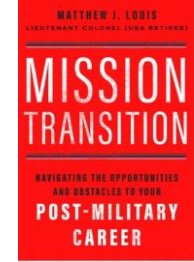
- ▶ They may request that some of their workers be named “key employees” who cannot be mobilized
 - ▶ Given the disproportionate impact to smaller employers, they might consider such a designation of these personnel from the outset
- ▶ DoD is supposed to proactively engage employers with relevant USERRA information based on the Civilian Employment Information (CEI) that RC members provide. Should that outreach not take place, employers should reach out to the Employer Support of the Guard and Reserve organization (ESGR, <https://esgr.mil/>). ESGR is a DoD program established in 1972 to promote cooperation and understanding between RC members and their civilian employers and to help resolve conflicts arising from an employee’s military commitment.
 - ▶ ESGR offers several helpful employer programs that you can find here: <https://esgr.mil/Employers/Employer-Programs>
 - ▶ ESGR administers an awards program for supportive employers, noted here: <https://esgr.mil/Employers/Employer-Awards>
 - ▶ ESGR also provides free mediation services to RC members and their employers. Inquiries are handled through contacts at this link: <https://esgr.mil/USERRA/USERRA-Contact>
- ▶ According to DoD Instruction 1205.12, RC members must fulfill the following obligations to be eligible for reemployment rights under USERRA:
 - ▶ Provide advance notice to their employer of the pending military service, preferably in writing and at least 30 days prior to departure
 - ▶ Provide a return notification letter to their employer, samples of which you can find at the Employer Support of the Guard and Reserve (ESGR)
 - ▶ Provide documentation of service performed to their employer
 - ▶ Limit cumulative absences to no more than five years per employer
 - ▶ Not be separated from the service under a disqualifying discharge
- ▶ The burden of proof of discrimination under USERRA rests with the veteran
- ▶ There is no obligation to continue full or differential/partial pay during an RC member’s absence, although many leading companies have such policies

Sources:

- “Guidance to Screening the Ready Reserve,” Appendix A to 32 CFR 44, July 1, 2017, accessed February 19, 2018, <https://www.govinfo.gov/content/pkg/CFR-2017-title32-vol1/xml/CFR-2017-title32-vol1-part44.xml>.
- See also “Department of Defense Instruction 1205.12,” *US Department of Defense*, February 24, 2016, accessed February 19, 2018, <http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/120512p.pdf>.
- “Department of Defense Instruction 1205.12,” *US Department of Defense*, February 24, 2016, accessed February 19, 2018, <http://www.esd.whs.mil/Portals/54/Documents/DD/issuances/dodi/120512p.pdf>.
- For types of documentation satisfying this requirement, see “Application For Reemployment,” 20 CFR § 1002.123, April 1, 2017, accessed February 19, 2018, <https://www.govinfo.gov/content/pkg/CFR-2017-title20-vol4/xml/CFR-2017-title20-vol4-part1002-subpartC.xml>.

Student Reservists

There is no Space Force Reserve Component at this time.



- ▶ DoD: up to one-third of all reservists may be students
- ▶ DoD has not tasked the ESGR with helping student reservists get readmitted upon return from mobilization
- ▶ Congress passed Part 668.18 of Title 34 of the Code of Federal Regulations (Readmission Requirements for Servicemembers), which effectively applies the terms of USERRA to institutions of higher learning.
 - ▶ For specific questions on this topic, please see the Department of Education's list of Frequently Asked Questions for Servicemembers seeking readmission.
- ▶ Tuition assistance programs within the services are quite generous. Members of the Guard should also investigate what assistance programs their individual states may offer.
 - ▶ Army: <https://www.goarmy.com/reserve/benefits/education.html>
 - ▶ Marines: <http://www.marforres.marines.mil/General-Special-Staff/Marine-Corps-Community-Services/Marine-Family-Services/Voluntary-Education-Program/Tuition-Assistance/>
 - ▶ Navy: <https://www.navycollege.navy.mil/sailors/tuition-assistance-ncpace.htm>
 - ▶ Air Force: [https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Military-Tuition-Assistance-\(MilTA\)?serv=24](https://www.myairforcebenefits.us.af.mil/Benefit-Library/Federal-Benefits/Military-Tuition-Assistance-(MilTA)?serv=24)
 - ▶ Coast Guard: <https://www.gocoastguard.com/reserve-careers/enlisted-careers/receive-pay-benefits>

Sources:

- Gwendolyn Jaffe, "Reserve Forces: DOD Actions Needed to Better Manage Relations between Reservists and Their Employers," *US General Accounting Office*, June 2002, 17, accessed February 19, 2018, <http://www.dtic.mil/dtic/tr/fulltext/u2/a402651.pdf>.
- "Readmission Requirements for Servicemembers," 34 CFR § 668.18, July 1, 2017, accessed February 19, 2018, <https://www.govinfo.gov/content/pkg/CFR-2017-title34-vol3/xml/CFR-2017-title34-vol3-part668.xml#seqnum668.18>.

Completing Your Time in Service

There is no Space Force Reserve Component at this time.

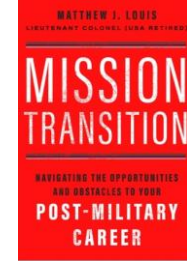
- ▶ There are seven entities in the Reserve Component. Here are the web sites that stipulate the process for Active Component members to join them:
 - ▶ Army National Guard - <https://www.nationalguard.com/eligibility/prior-service>
 - ▶ Army Reserve - <https://www.goarmy.com/reserve/prior-service.html#/intro>
 - ▶ Marine Corps Reserve - https://www.marines.com/becoming-a-marine/overview.html?gclid=CLmMkfeL_dgCFYGhgQodvvlKIA&gclsrc=ds&dclid=CMnznveL_dgCFeEMZQodUzANHw
 - ▶ Naval Reserve - <https://www.navy.com/joining/ways-to-join/served-before.html#qualifications-&-commitment>
 - ▶ Air National Guard - <https://www.goang.com/is-ang-for-me/active-and-prior-service>
 - ▶ Air Force Reserve - <https://afreserve.com/how-to-join>
 - ▶ Coast Guard Reserve - <http://www.reserve.uscg.mil/>

Resigning Your Reserve Commission

Officers Only

There is no Space Force Reserve Component at this time.

- ▶ Just as you had to resign your active duty commission to join the Guard or Reserve, you must resign your Reserve commission upon completion of your duty to be officially removed from the rolls of the Ready or Standby Reserve
- ▶ Failure to do so could result in activation orders when DoD determines your military skill set is needed
- ▶ You can find the process for resigning your RC commission here:
 - ▶ Army: https://armypubs.army.mil/epubs/DR_pubs/DR_a/pdf/web/ARN18027_AR135-175_FINAL.pdf
 - ▶ Marine Corps: <http://www.marforres.marines.mil/Portals/116/Docs/G-1/IPAC/Documents/RETIREMENT%20AWAITING%20AGE%2060.pdf>
 - ▶ Navy: <https://www.mynavyhr.navy.mil/Career-Management/Reserve-Personnel-Mgmt/NDAA-2008-NDAA-2015/>
 - ▶ Air Force: <http://www.arpc.afrc.af.mil/News/Article-Display/Article/1321602/officer-resignation-of-reserve-commission/>
 - ▶ Coast Guard: <http://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Personnel-Service-Center-PSC/Reserve-Personnel-Management-PSC-RPM/>



Homework

- ▶ Weigh the pros and cons of joining the Guard or Reserve
- ▶ Decide whether to join the Guard or Reserve
 - ▶ Should you join, educate your family and employer appropriately

Check out www.matthewjlouis.com for...

- ▶ Additional positive results from the most recent Status of Forces Survey of Reserve Component Members
- ▶ Additional detail on how the Reserve Component was changed from a strategic to an operational reserve in 2008 and how that impacts you
- ▶ Additional detail on Reserve pensions
- ▶ Perspective from veterans like you that have joined the RC
- ▶ Detailed review of this topic
- ▶ Additional guidance for career military professionals
- ▶ Additional resources to support your transition

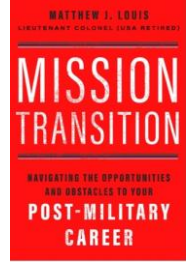
Words to the Wise

- ▶ Take a “Don’t ask, Don’t tell” approach prior to being hired
 - ▶ There is a greater than 10% chance that you wouldn’t even be interviewed, much less hired, if the employer knew of your service
 - ▶ If the employer doesn’t ask about your intent to join the Guard or Reserve, there is no reason for you to volunteer that information
 - ▶ Given USERRA, if an employer asks if you are (or intend to become) a member of the RC, respond with a question as to whether that detail is relevant to you being considered for the role. That avoids the question and provides the employer an easy way out of a potential conundrum (they can’t discriminate based on military status).
 - ▶ If the interviewer persists, you might respond that you are considering it, but haven’t yet committed to it
- ▶ Once hired, be as transparent as possible with the implications of your service. Do what you can to offset what will be a burden to your employer should you be activated and deployed.

Additional Resources

For Family Education	For General Education
National Guard Family Program (https://www.jointservicesupport.org/FP/Default.aspx)	Congressional Research Service's Reserve Component Personnel Issues Q&A (https://fas.org/sgp/crs/natsec/RL30802.pdf)
Army Reserve Family Programs (https://www.arfp.org/)	Military OneSource's Guard and Reserves – The Essentials (http://www.militaryonesource.mil/web/mos/-/guard-and-reserves-the-essentials?inheritRedirect=true&redirect=%2Fseparation-transition%3Fcontent_id%3D271683)
Marine Corps Community Services (http://www.usmc-mccs.org/)	
US Navy Fleet and Family Support Program (https://www.cnic.navy.mil/ffr/family_readiness/fleet_and_family_support_program.html/)	National Guard and Reserve VA Benefits (https://benefits.va.gov/guardreserve/)
AFRC's Airman & Family Readiness (http://www.afrc.af.mil/About-Us/Airman-Family/)	Marine Corps Reserve Readiness and Deployment Support (http://www.marforres.marines.mil/About/Community-Family/MCCS/MCFTB/Readiness-and-Deployment-Support/)
Coast Guard Family Support (http://www.dcms.uscg.mil/Our-Organization/Assistant-Commandant-for-Human-Resources-CG-1/Health-Safety-and-Work-Life-CG-11/Office-of-Work-Life-CG-111/Sea-Legs/Family-Support/)	
Guide to Reserve Family Member Benefits (https://www.bop.gov/resources/pdfs/guide_reservefamilymemberbenefits.pdf)	
Guard and Reserve Family Support Services (https://www.military.com/spouse/military-life/military-resources/family-support-services.html)	
National Military Family Association (http://www.militaryfamily.org/)	
Military Child Education Coalition (http://www.militarychild.org/)	
Psychological Help Center of Excellence Military Family Support Page (http://www.pdhealth.mil/resource-center/military-family-support)	
ESGR Support for Service Members & Family (https://www.esgr.mil/Service-Members-Family/How-ESGR-Can-Help)	
National Guard 101: A Handbook for Spouses by Mary Corbett (https://www.amazon.com/National-Guard-101-Handbook-Spouses/dp/1611210682)	

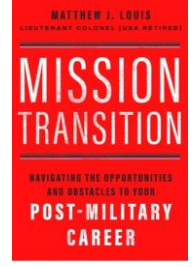
Notes



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