

U.S. DEPARTMENT OF LABOR



# Employment Workshop (DOL EW)



**PARTICIPANT GUIDE**



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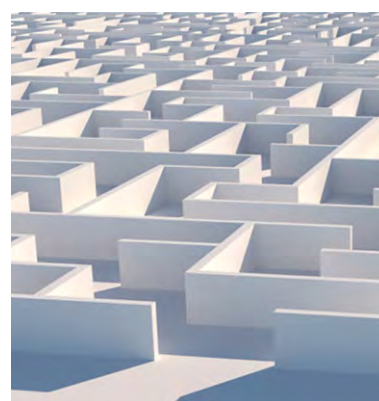
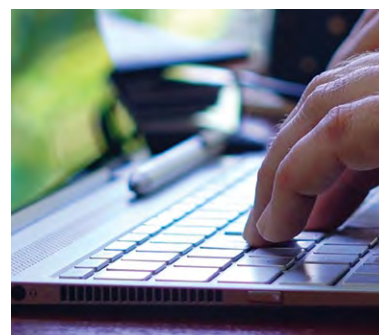
Version 3.0



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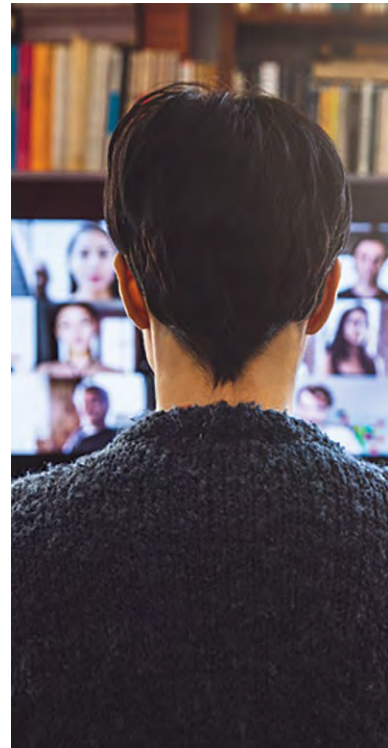
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# 1 | Introduction



# SECTION 1: INTRODUCTION



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## **WELCOME**

Thank you for your service, and congratulations on embarking on the next phase of your career!

Welcome to the Transition Assistance Program (TAP) Department of Labor Employment Workshop (DOLEW). This two-day workshop is provided by the Department of Labor (DOL) for service members and their spouses, and is designed to help you further launch your civilian career.

You have already completed the one-day DOL TAP workshop called Employment Fundamentals of Career Transition (EFCT). In that course, you were presented with dozens of activities a candidate completes in a typical job search. The EFCT workshop also provided three fundamentals that you can use to search and apply for jobs more effectively.



This two-day TAP track, the Employment Workshop, builds on the same job search activities and fundamentals, and presents practical exercises to practice your skills. This course covers emerging best practices in career employment including in-depth training to build effective resumes, learn about federal hiring, network with contacts using technology, develop interview skills, and learn how to evaluate your job offer.

Generally speaking, the EFCT presented what activities comprise a typical job search and why the Three Fundamentals are important. This workshop will show you how to use the tools and techniques in more detail. This is your *work* shop for employment.

## **WORKSHOP GOALS:**

This workshop will continue with topics from previous TAP workshops by focusing on how to:

- Write a master or targeted resume.
- Understand the federal employment process.
- Expand your network, including using social media.
- Develop interview strategies and practice answering questions.
- Conduct salary negotiations and respond to job offers.

Activities and examples featured throughout this workshop will give you techniques and resources as you continue to implement your plan.

Along the way, we will emphasize some especially helpful Professional Tips/Pro Tips. You can think of these like your power tools in your toolbox. They make the task of job searching easier, faster, and add impact.

## FOCUS OF EACH WORKSHOP SECTION

### Introduction

- Review of EFCT and the Fundamentals of a job search

### Resume

- Resume styles review
- Differences in master and targeted resumes
- Drafting your resume
- Writing your cover letter
- Submitting your resume
- Gathering your references

### Federal Hiring

- Federal employment system introduction
- Special hiring authorities
- Federal job search
- Federal job announcement
- Federal resumes
- Using USAJOBS to apply for and manage federal job applications

### Networking

- Networking and its value in a job search
- Methods to create and expand your network
- Creating a LinkedIn profile
- LinkedIn for networking

### Interviewing

- Before the interview
- During the interview
- After the interview
- Answering interview questions

### Salary Negotiation

- Salary negotiation preparation
- Salary research
- Negotiating job offers
- Communicating your decision



### ACTIVITY 1.1: INTRODUCTIONS

Your facilitator will lead class introductions so you can begin, or continue, adding to your network. What are your expectations for a course titled DOL Employment Workshop?

# REVIEW EMPLOYMENT FUNDAMENTALS

Some class participants completed the EFCT workshop yesterday, while others may have completed it several weeks ago. We will review the main themes in the EFCT so that everyone has a similar knowledge base for the DOLEW.

The EFCT course introduced three fundamental concepts that will help you to start your job search with confidence and set yourself apart from the competition. Not every job seeker knows or utilizes these fundamentals.

## DEVELOP YOUR BRAND

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

To develop your personal brand, you started with where you currently are and assessed your skills. You also conducted research to determine how your skills fit in the labor market. These actions helped you create your marketing message to make a memorable impression on the employer.

## THINK LIKE AN EMPLOYER

You learned to put yourself in the employer's role as you consider where you will look for an open job, what you will write on your resume, and how you present yourself in an interview. You picked up special Pro Tips while thinking like an employer such as Using STAR to Standout, Connecting with Your Network, and Analyzing a Job Posting. When you apply this employer-focused mindset to every aspect of your search, you have an edge over your competition.

## MAXIMIZE YOUR RESOURCES

You have been given access to resources, information, and support that many job seekers do not have access to. This workshop, as well as the EFCT, provides numerous resources throughout, and many more are gathered in the electronic Resource Guide. Resources presented are a mixture of online tools, websites, organizations, and follow-on services. Pay special attention to the Pro Tips, Quick Tips, More Information, and Did You Know icons throughout this guide which highlight useful information and additional resources.

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Following your EFCT course, you gained a good understanding of the job search process. And, more importantly, what tools to use to approach your job search to set yourself apart from your competition for the best fit job. This course, the DOLEW, will provide practical guidance on how to use those tools and how you put the fundamentals in action.



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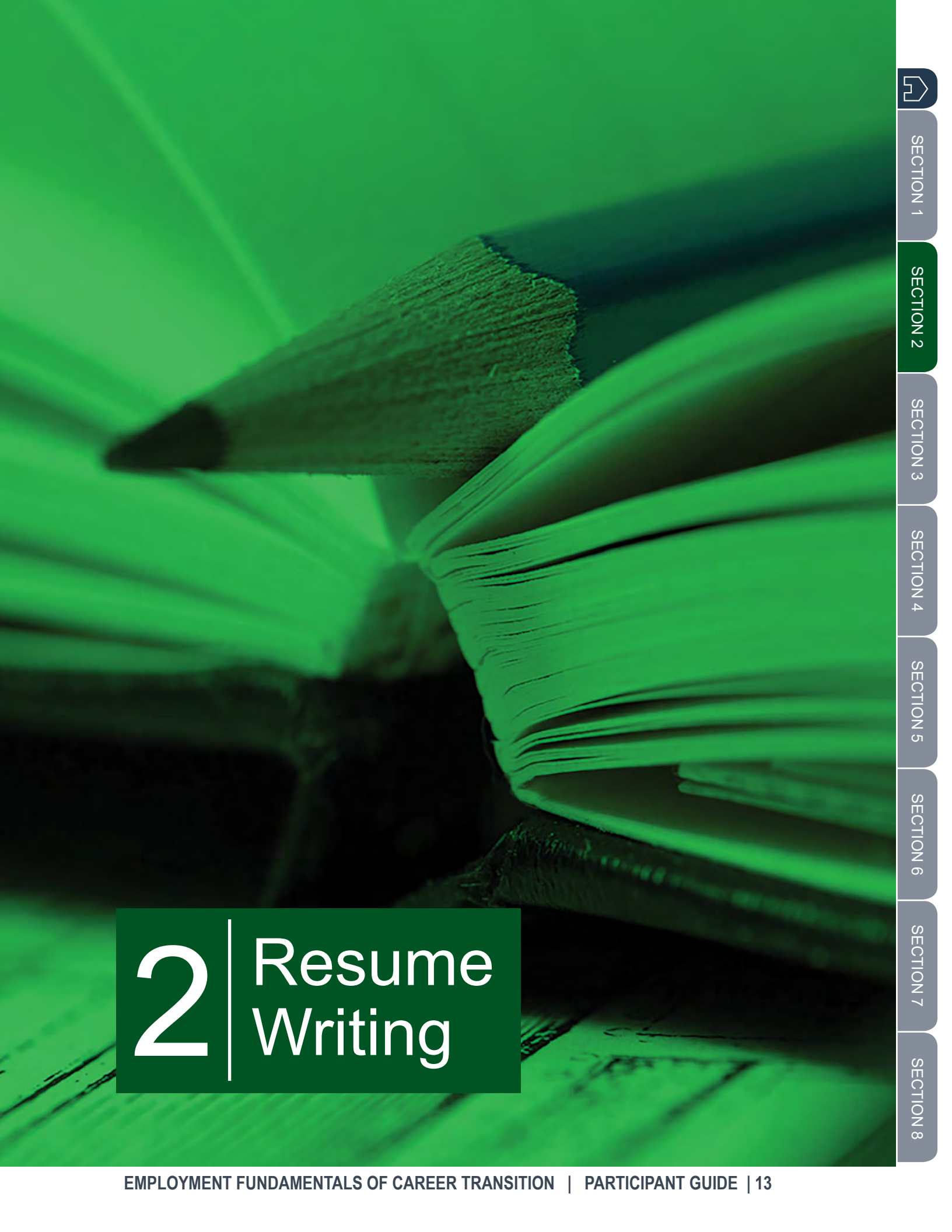
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# 2 | Resume Writing

# SECTION 2: RESUME WRITING



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## SECTION OBJECTIVES

- Understand the different types and styles of resumes.
- Explain Applicant Tracking Systems.
- Create or update your resume.
- Understand how to review and submit your resume.
- Complete your application materials with a cover letter and references.

This section is focused on creating your first resume or updating your existing resume for a career change. The topics covered in this section are:



- **Resume Basics** explains what a resume is and how it is used, the difference between a master and a targeted resume, and includes an explanation of three common styles of resume.



- **Preparing to Write** explains Applicant Tracking Systems and why you analyze a job posting to target your resume.



- **Drafting Your Resume** focuses on how to effectively represent your skills and qualifications.



- **Reviewing Your Resume** provides resources and ways to present your best work.



- **Writing Your Cover Letter** focuses on the parts of a cover letter and how to articulate your interest in the job.



- **Submitting Your Resume** covers how to deliver your resume.



- **Gathering your References** focuses on collecting contact information of supervisors and colleagues who can attest to your skills and qualifications.





## **RESUME BASICS**

Most jobs you apply for require a resume. A resume is a document that quickly shows an employer your relevant skills and experience. It is often the first line of contact that you have with a potential employer. An employer will form their first impression of you based on your resume.

The number one purpose of a resume is to effectively summarize and highlight your qualifications in a way that will make the employer want to contact you for an interview.

Why is writing a resume important if you are filling out applications?

A resume highlights and outlines your work history and allows you to add measurable accomplishments. Having a resume allows you to quickly identify knowledge, skills, and abilities (KSAs) as well as your education. You can often take your most attractive KSAs from your resume and target them in an application.

Before you begin drafting your targeted resume, review the statements in the quiz and decide if they are true or false.

Answers will be discussed in class and are available in the Appendix.





## ACTIVITY 2.1: RESUME QUIZ

Read each statement and decide whether it is true or false.

1. The number one rule for writing a good resume is “more is better.”	TRUE	FALSE
2. Regardless of your age, your resume work history should list all jobs going back to high school.	TRUE	FALSE
3. Your targeted resume should not be longer than two pages.	TRUE	FALSE
4. The best resume is flexible enough to cover various job options within your professional field of interest.	TRUE	FALSE
5. A good resume paints a clear picture of you, including your height, weight, race, age, gender, marital status, and number of children.	TRUE	FALSE
6. Employers like to see that you are interested in things other than just your job, so include volunteer work, continued education, and association involvements.	TRUE	FALSE
7. All resumes should contain the complete names, addresses, and telephone numbers of your references.	TRUE	FALSE
8. To help your resume stand out, you should make it as unusual as possible by printing it on brightly colored paper or including a picture of yourself.	TRUE	FALSE
9. A well-written resume is sufficient to get you the job you want.	TRUE	FALSE
10. It is always better to spend money getting a professional resume writing service to write your resume for you as opposed to doing it yourself.	TRUE	FALSE



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# RESUME TYPES

As discussed in EFCT, we have two types of resumes: Master Resume and Targeted Resume.

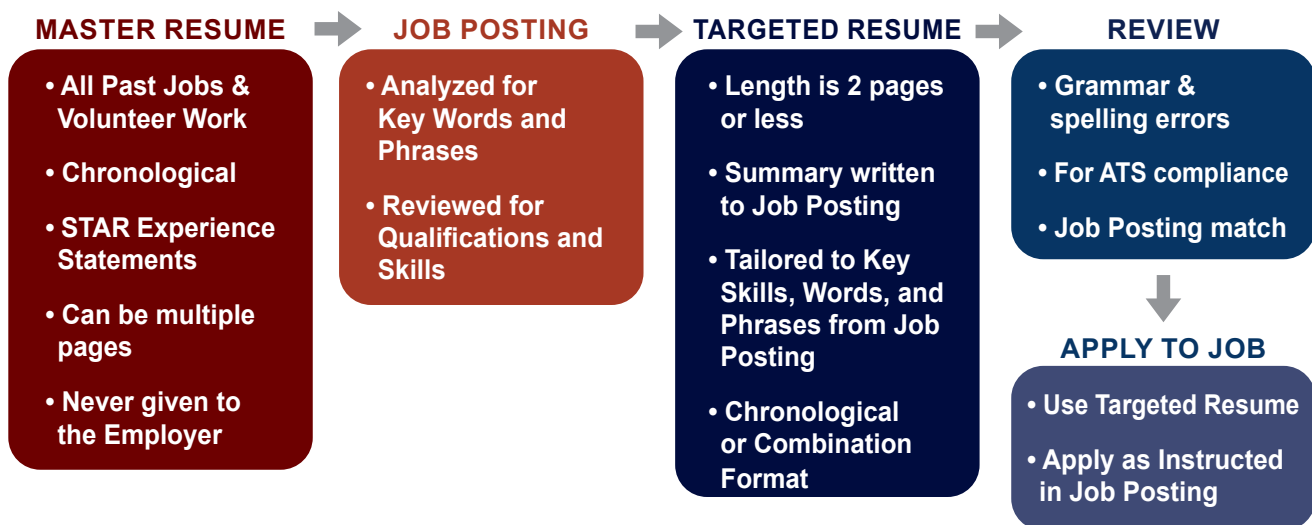
A master resume is a repository of your full employment history and includes what you accomplished in each position. Because this is like a bank containing all your skills and achievements, you do not have limitations on how long or short it needs to be since your master resume will never be submitted to an employer.

A well-written master resume will:

- Make it easier on your memory. It is hard to recreate your work history time and time again. If you have a master resume, you have your chronological work history and skills listed in one place.
- Allow you to figure out effective ways to group your experience to best position yourself for a specific employer or opportunity.
- Make it easier to create a targeted resume.

Writing a master resume can be time consuming, but it is worth the effort and time upfront. While there is no specific template, you should include the following information in your master resume:

1. Employer's name
2. Employer's city and state
3. Job title
4. The month and year when you started and finished
5. Your duties and responsibilities
6. Your accomplishments - use STAR statements
7. Supervisor's name and contact information



You will never provide your master resume to a potential employer. You will, however, use your master resume to create a resume specifically geared and “targeted” to a particular job opening.

Remember, a master resume is a living document, so you will need to continue to improve and add to it as you gain additional skills.

For a targeted resume, you will take your master resume, remove any information that is not relevant to the job posting, and identify your key skills and accomplishments that match the job announcement. The targeted resume does the work for the employer, making it easy to see how your specific skills/ qualifications are a match to the job’s requirements.

To write a targeted resume, you must know what position, career field, or company you are targeting, and then spend time analyzing the requirements of the job posting and researching the company. What are the key skills or keywords that this company cares about? The goal of your targeted resume is to tell the employer that you match the exact skills and qualifications that they are seeking.



## A Targeted Resume

*is created from your master resume. Here you will pinpoint the experience and skills that directly match the job you are applying for.*



## RESUME STYLES

The goal of a targeted resume is to effectively summarize and highlight your qualifications in a way that makes the employer want to reach out and schedule an interview with you.

In this section, you will learn the basic components of a targeted resume and prepare for the resume writing process.

There are three styles you can use to organize the information on your targeted resume: chronological, functional, and combination. In this training, we will focus on the chronological resume style due to its popularity among employers, but you should be familiar with all three styles.

### Chronological: Time-based

- Most preferred by employers, as it lists the jobs you have held, starting with your most recent position, and then proceeding in reverse chronological order.
- It also describes your experiences and accomplishments in each position.
- This style is compatible with many Applicant Tracking Systems (ATS).

## Chronological Resume Example:

**ALEX SPENCER**

Email | Phone

### HEALTHCARE ADMINISTRATION SPECIALIST

U.S. Navy veteran with over 4 years of experience in healthcare business administration. Highly skilled at budgeting, scheduling, and seeking out ways to improve patient care. Experience collecting relevant business intelligence for healthcare and financial services industries and in managing large teams and streamlining workflows. Recipient of multiple awards for outstanding performance, professionalism, and leadership including awards for excellent customer service.

### PROFESSIONAL EXPERIENCE

#### UNITED STATES NAVY

September 20XX – Present

Hospital Corpsman, Norfolk, VA

#### Command Pay and Personnel Administrator

August 20XX – Present

- Assists the manager in providing day-to-day direction for the overall administration, coordination, and evaluation of the organization's human resource function.
- Developed a master tracking database that decreased administrative errors by 10%.
- Conducts periodic pay surveys, schedules and conducts job evaluations, prepares pay budgets, and monitors and schedules individual pay actions.
- Processes routine day-to-day tasks such as preparing personnel status and strength reports, preparing personnel awards, and other administrative support as required.
- Implemented monthly safety training for three administrative departments (32 personnel) to educate and inform the workforce on work safety and accident prevention regulations.
- Ensured 100% training compliance and conducted quarterly safety inspections with a 100% resolution rate.

#### Customer Relation Representative (CRR) Manager

April 20XX - August 20XX

- Supervised 298 Customer Relationship Representatives (CRRs) for the command and divisional clinics, resulting in an increase of patient satisfaction by 3% in one fiscal quarter.
- Coordinated communication between patients, family members, and medical staff to facilitate optimal quality healthcare, obtaining a 100% resolution rate.
- Educated medical staff and patients by developing informational materials.
- Helped improve institutional policies based on collected, analyzed, and reported encounter data.
- Reduced risk and legal liabilities, consistently researching options, and implementing recommendations.

#### Dermatology Team Leader

September 20XX - March 20XX

- Supervised 13 technicians in providing quality care for 11,341 beneficiaries annually.
- Met coverage demands by establishing work schedules and assigning specific jobs.
- Managed and inventoried surgical instruments and supplies valued at \$58,000.
- Developed an administrative board which increased members' mission readiness and competition status within the clinic and command.
- Assisted in department-wide training compliance updates resulting in no discrepancies during QC inspections.

### EDUCATION

- Bachelor of Business Administration (BBA) in Economics and Finance  
Royal Melbourne Institute of Technology (RMIT) University, Melbourne



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**Functional: Skill-based**

- Are sometimes not preferred by employers due to lack of information about specific employers and dates.
- Showcases skills. Typically used by job seekers who are changing careers, as it allows them to focus more on transferable skills rather than company names and job titles.
- Allows you to group your skills and accomplishments into one or more categories.

**Functional Resume Example:**

**MORGAN FOSTER**

**Email | Phone | LinkedIn URL**

**Professional Summary:** Strategic supply and logistics planner with 7+ years of experience improving military movement capabilities. Expert in identifying capacity constraints. Thrives in leading decision analysis processes and optimizing supply chain capabilities through thoughtful and careful prioritization. Collaborative spirit and a bias for action. Promoted ahead of peers.

**Areas of Expertise:**

- Constraint Planning	- Data Analysis and Visualization	- Forecasting
- Relationship Building	- Personnel Management	- Budgeting
- Project Management	- Process Improvement	- Compliance

**Professional Experience:**

**Strategic Management**

- Spearheaded Department of the Army’s 10-year plan for personnel restructuring and reorganization.
- Identified key senior executive stakeholders and market plan and strategy, soliciting feedback, and integrating multiple conflicting processes.
- Developed, integrated, and managed training operations and requirements, concepts, policies, and plans across entire Human Capital Enterprise.

**Leadership**

- Oversaw acquisition of equipment for 4,000 personnel global military movement, resulting in on-time delivery and zero loss.
- Tracked key performance indicators to improve lead-time in supply acquisition.
- Led high-level discussions with global stakeholders and cross-functional partners to resolve backlog issues and successfully ensured zero shortage related issues.
- Collaborated with remote organization headquarters and oversaw the restructuring of a 600-staff office.
- Analyzed key inputs for senior executives of allied nations to create detailed reports.

**Research**

- Conducted research, long-range planning, forecasting, senior executive leadership, and personnel management.
- Led grant-funded research project to confirm need and use for multi-million-dollar equipment purchase.
- Researched all global regulatory policies and presented constraints to senior executives.



**Professional Experience Continued:**

**Training**

- Oversaw training program for multinational organization and tracked and monitored improvements in all performance metrics.
- Trained users on processes and systems supply planning.
- Built effective relationships with senior trainers from partner countries.
- Provided consultation services to multinational NATO military advisory teams.
- Supported and drove monthly process review.

**Operations**

- Identified material shortages against inventory plans and developed action items.
- Delivered long-term capacity status, weekly category KPI updates, product shortage reporting and ad-hoc daily information flow amongst supply planning partners.
- Evaluated and implemented solutions and ensured alignment of 60-person organization’s global military movement capabilities.
- Led rapid problem-solving meetings with cross functional partners, saving over \$1M in supply loss.

**Logistics**

- Streamlined complex supply return system by driving process improvements, resulting in ahead of schedule delivery and 100s of hours saved.
- Ensured compliance with complex multi-national regulatory policies.
- Maintained critical inventory parameters, considering lead-time and transportation constraints.

**Education:**

**Master of**

**Business Administration (MBA)** – GPA 3.95  
COLLEGE OF WILLIAM & MARY, Mason School of Business, Williamsburg, VA

**Bachelor of Arts (BA)**, History  
UNIVERSITY OF CENTRAL FLORIDA, Orlando, FL

**Technical Proficiencies:**

- Advanced Planning Systems (TAMIS) (advanced)
- Excel (advanced)
- MS Office and Google Suite (advanced)
- Learning Management Systems (DTMS) (advanced)

**Certifications:** Lean Six Sigma Green Belt (Mason School of Business) – August 20XX

**Combination: Elements of both time and skill.**

- Good compromise between chronological and functional formats.
- Job seekers can show skills and work history.
- Job seekers can highlight their skills from non-work experience.

**Combination Resume Example:**

**AUGUST “GUS” TURNER**  
Email | Phone | LinkedIn URL | Location

**SUMMARY OF QUALIFICATIONS**

Journeyman electrician and U.S. Navy Veteran with 6 years of experience in electrical wiring and circuitry. Extensive knowledge of electrical safety procedures and systems troubleshooting. Experience managing small teams and projects. Consistently recognized for precision and attention to detail.

**CERTIFICATIONS and TECHNICAL SKILLS**

CompTIA A+ (anticipated Dec. 20XX)	Security + (20XX)
Software: Microsoft Office	Operating Systems: Mac / Microsoft Windows

**PROFESSIONAL EXPERIENCE**

**ELECTRICAL**

- Journeyman electrician team lead for a team of 4 apprentice electricians.
- Modify, maintain, and repair shipboard electronic equipment and systems to ensure that they function properly.
- Install, service, troubleshoot, and repair wiring, conduits, controls, power distribution, and other electrical devices and systems in all types of settings using test equipment such as a multimeter.

**SUPERVISORY**

- Plan and delegate tasks to apprentice electricians, while meeting deadlines for the project.
- Provide accurate and complete time, materials and equipment estimates required for assigned project work.
- Provide oversight for apprentice electricians.

**SAFETY**

- Maintain safety records for company to meet all OSHA standards.
- Provide annual safety training to team of 15 electricians to meet licensing requirements.

**WORK HISTORY**

UNITED STATES NAVY – Norfolk, VA - Electricians Mate	April 20XX – present
ABC MARINE DOCK – Virginia Beach, VA - Retail Associate	May 20XX – March 20XX

**EDUCATION**

**Associate of Arts (A.A.) in General Studies**  
UNIVERSITY OF MARYLAND GLOBAL CAMPUS, Adelphi, MD

## WHAT STYLE OF RESUME SHOULD YOU USE?

A chronological resume format suits people who have an extensive work history that is in the same line of work as the job for which they are applying. However, it does not work well for career changers or people who have been out of the workforce for some time. If you have a lot of work experience in different industries or significant gaps in employment, you should opt for a functional or combination resume.

A functional resume is a good option if you have little relevant work experience, gaps in your employment history, or are looking for a job in a creative industry where your portfolio matters more than your resume.

Combination resumes were designed for job seekers who already have relevant work experience or are looking to jump into a new industry. If you're applying for a position that requires a lot of technical skills and expertise, using a combination format is the best way to showcase these abilities to the hiring manager. If you had an impressive set of accomplishments and job duties in previous positions and want to highlight the skills you've developed over the years this style is perfect to help you succeed in a career path.



## PREPARING TO WRITE YOUR RESUME

Before you begin writing, decide whether you will be working on your master resume or your targeted resume.

If you are working on your master resume, it is best to use the chronological style as it is straightforward and can easily be converted to another style. You will also need to gather your source documents to assist you, such as, your prior job evaluations, military records, Verification of Military Experience and Training (VMET), and school transcripts.

If you are ready to work on your targeted resume, first decide what style you wish to use: chronological, functional, or combination. Then you will need a job posting to target your resume. If you do not have a job posting, you will have an opportunity in this workshop to locate one before you begin writing.

We discussed in the EFCT workshop why it is important to analyze the job posting and target your resume to the position. Next, we will revisit Applicant Tracking Systems to provide some tips to keep in mind.

# UNDERSTANDING THE APPLICANT TRACKING SYSTEM (ATS)

Many employers use a streamlined hiring software called the ATS. One feature of this software can track, collect, sort, and pinpoint resumes that meet required qualifications. An ATS can use different algorithms and even varying degrees of artificial intelligence (A.I.) to sort large numbers of applications and speed the hiring process. It is a searchable system for the hiring organization. An ATS not only identifies qualified candidates, but it is also used for posting job listings to multiple job boards, determining where applicants located the job listing, and marketing. Other features include scheduling interviews, sending emails to candidates, and alerts to company employees such as the hiring manager and recruiter.



## **An ATS**

*can use key words to rank and categorize each applicant.*

An ATS compiles resumes submitted by applicants. The employer provides the job requirements and key words to be used for accurately identifying the most qualified candidates. When the system analyzes a resume and establishes that it meets the predetermined requirements, the system allows the candidate to progress forward in the hiring process. If an application contains minimal key words, it will not be selected to move on to the hiring authorities. Rather than sifting through hundreds of resumes, the system allows recruiters more time to evaluate the best applicants.

Unfortunately, as useful as the system can be to employers, there are potential pitfalls in the process. ATS scans may eliminate people who are qualified but who have not included the keywords on their resume that an ATS has been programmed to identify. The system could also inadvertently disregard a qualified candidate due to differences in accepted formatting. The applicant may never be selected and have no awareness that the formatting was the deciding factor in not getting through the system. There may also be a difference in the words used on an application that may be similar, but not the same, as the key words on the job posting.

To ensure your application passes the ATS scan and makes it to the employers' hands, do the following:

1. Add keywords and phrases that appear in the job description or job announcement throughout your resume. For example, if the job requires someone with experience in HTML and CSS, then you will need to include HTML and CSS on your resume and application if you have those skills.
2. Use an acceptable file format. When you attach or upload documents, use the format requested in the application such as PDF or MS Word.
3. Avoid uploading charts or images unless otherwise instructed. Most automated screen technologies cannot index non-text files.
4. Use both the long-form and acronym version of keywords (e.g., "Master of Business Administration (MBA)" or "Search Engine Optimization (SEO)") for maximum searchability.
5. Use a chronological or combination resume format. Avoid the functional resume format because it doesn't have dates and can confuse the ATS.
6. Only use simple tables or columns for your skills list. Never break your whole resume into tables, as they often cause errors.
7. Do not use headers or footers, as the information might get lost or cause an error.
8. You can use the header for noting the 2nd page of your resume.



## **Quick Tip**

*The best way to increase your chances of being selected to move forward in the hiring process is to ensure you are analyzing and using the job posting to target your resume.*



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## ANALYZING A JOB POSTING

Analyzing the job posting is a critical step in your job search. Recall that job postings provide insights into the skills, experience, and other selection criteria that an employer considers most important for a specific job vacancy. Here are some tips for maximizing the information you can gain from job postings:

- Read the entire job posting. Skimming the posting may cause you to miss pertinent information, such as type of position (full-time or part-time), location, or travel expectations.
- Print out the job posting and highlight keywords in the qualifications, skills, and experience sections.
- Verify you meet the minimum requirements when sending a resume in response to a job posting. If the job posting says certification, license, degree, experience, etc. required, you might be wasting your time if you do not have those qualifications.

Recall from EFCT:

- Apply even if you do not have a skill if the posting presents that skill as “preferred” (degree preferred, two years of experience preferred, etc.). Including the word “preferred” usually means you can apply if you do not have that skill or ability if you have other qualifications.
- Apply directly through the company website rather than through the job board if you locate a job posting on a job board that interests you. Many company websites will have you create an account allowing you to track your application progress.
- Be wary of job postings that ask you to pay for training or purchase kits or training materials as a condition of employment.



**THINK LIKE AN  
EMPLOYER**



### PRO TIP: **ANALYZE JOB POSTINGS**

*Looking closely at a job posting will help you think like an employer and create an effective targeted resume.*



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## SAMPLE JOB DESCRIPTION

Review the Director, Human Resources & Administrative Services job description below and observe what key words might be included as achievement statements in a resume. Selecting key words can be subjective. However, the goal is to select words that you believe stand out and can be connected to your own achievements.

Redstone Association seeks a dynamic and selfless leader to direct the overall planning, coordination, and direction of the Association's Human Resources program, policies and practices including administrative support operations for an employment population of 150 year-round employees and 250 seasonal employees. Work is performed under the general direction of the Chief Executive Officer.

### Scope of Work:

Directly **supervises** 10 employees. Responsibilities include **interviewing**, participating in the hiring process, and **training employees**; planning, assigning, and directing work; **appraising performance**; rewarding and disciplining employees; addressing complaints and **resolving problems**.

### Essential Duties and Responsibilities:

- Administers and **supervises** the activities of the department, including benefit and compensation program administration, **talent acquisition** for seasonal staff and full-time year-round openings, employee relations, **performance management** and **employee/organizational development and training**.
- Monitors current regulatory environment and best practices to ensure compliance with state and federal laws.
- **Prepares reports** and analyzes **statistical information** related to turnover, recruitment costs, and benefit plan participation; assists with special assignments as requested, including **developing and implementing programs** and presenting technical data to the Board of Directors and members of **senior staff**.

### Minimum Qualifications

- **Bachelor's degree in human resources management, business management or related field (Preferred)**
- **Microsoft Office: 5 years (Preferred)**
- **Progressive HR: 8 years (Required)**
- **Supervisory: 2 years (Required)**
- **Professional in Human Resources or other HR certification (Preferred)**



As you consider the job requirements and compare them to your qualifications, you will need to list the keywords and phrases identified, as done in the example below.

## JOB POSTING ANALYSIS: KEYWORDS & DETAILS EXAMPLE

### Keywords & Phrases

- Supervise and resolve problems
- Talent acquisition
- Performance management
- Employee/organizational development and training
- Prepares reports and analyzes statistical information

### Job Requirements

- Supervisory Experience: 2 years (required)
- Progressive HR Duties: 8 years (required)
- Education: Bachelor's degree in HR management, business management or related field (preferred)
- Microsoft Office: 5 years (preferred)
- Certification: PHR or other HR certification (preferred)

### My Qualifications

- Supervise, Resolve problems, Performance management
- 5 years Supervisory experience
- 7 years Microsoft Office experience

## THE JOB POSTING

As you learned in the EFCT workshop, you will create a targeted resume for every new job posting you choose to apply to.



### ACTIVITY 2.2: LOCATE A JOB POSTING

Visit one or more job board websites and search for an appropriate job posting or opening. Recall you can use CareerOneStop and search four (4) job boards simultaneously. <https://www.careeronestop.org/JobSearch/job-search.aspx>

You will need to access this job posting to complete the next exercise. It would be best to copy/paste it into a MS word document.



## ACTIVITY 2.3: IDENTIFY KEY WORDS IN YOUR JOB POSTING

Complete this process on your own with your job posting.

**STEP 1:** Thoroughly read your job posting, paying close attention to the position requirements, qualifications, and responsibilities.

**STEP 2:** Review your job posting for keywords and phrases that provide insight into the company's mission, values, and organizational culture.

**STEP 3:** Use the space below to document the keywords and job requirements from the job posting, as well as your qualifications. Check to see how you meet and exceed the job requirements to target your skills to match the keywords you identified.

After identifying the keywords, phrases, and job requirements in your job posting, you will use this information to target your achievement statements later in this course.

### JOB POSTING ANALYSIS: KEYWORDS AND DETAILS

#### Keywords & Phrases:

#### Job Requirements:

#### My Qualifications:

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**PRO TIP:**  
**KNOW YOUR MARKETABLE SKILLS**

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



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## SCANNING A RESUME

Employers often spend fewer than 30 seconds looking at your resume on the first review. To pass the initial screening, you should ensure that your resume format is visually appealing and easy for an employer to quickly scan.

In this activity you will play the role of the hiring manager who is looking for an Emergency Medical Technician. As the hiring manager, you received two resumes for the position. Think about the important components of the job description and what you will look for in a candidate.

Follow your facilitator's direction as you read the following sample job description and review the job requirements.



### ACTIVITY 2.4: RESUME QUICK SCAN

#### SAMPLE JOB DESCRIPTION

##### About Us

Great Lakes West Hospital is seeking an Emergency Medical Technician (EMT). Each of our units are MICU-ready, equipped with state-of-the-art diagnostic tools and highly trained medics. Hiring process includes but is not limited to drug screenings, background checks, continuing education courses, and more.

##### Things You Will Do

- Rescue and extricate victims of accidents, sudden illness or entrapment using proper rescue and medical techniques including the administration of medications or treatments.
- Responsible for the care, transport, and treatment of ill/injured patients in both emergency and non-emergency situations.
- Responsible for relaying and receiving information regarding the patient and patient condition.
- Ability to properly care for and maintain the vehicle including, but not limited to stocking the vehicle per hospital standards.
- May be required to drive ambulance to and from referral hospital.
- May be required to obtain consents and authorizations from patient or legal guardians.
- Must have excellent documentation skills for Ambulance Run Reports

##### Things You Will Need

- Associates Degree in Emergency Medical Studies (Preferred)
- Minimum of 1 year ALS Paramedic experience (Preferred)
- Must have valid Michigan Driver's License with no more than 2 moving violations in the last 2 years
- ACLS; BLS; EMT-P Paramedic license (Required)
- Pediatric Advanced Life Support (PALS) or its equivalency(s) to be obtained within initial probationary period
- Emergency Vehicle Operator Course (EVOC) or its equivalency must be obtained within initial probationary period

##### This Is Who You Are:

- A responsive medical professional who is interested in 911 work while demonstrating best practices.
- A person committed to safety and excellent customer service all day, every day.



# SHAWN BUTLER

Fort Drum, NY • (555) 789-6543 • Shawn.Butler@somedomain.com • LinkedIn URL

## EMERGENCY MEDICAL TECHNICIAN | EMT-P PARAMEDIC

- Seven years of emergency medical technician/paramedic duties working at home station and field
- Two years' experience as Lead Technician supervising a six-person medical team
- Proficiency in Microsoft Office (Word, Excel, Power Point, Access, and Outlook)
- Maintained National EMT-P, BLS, ACLS, and PALS
- Fluent in English and German

## WORK EXPERIENCE

### Emergency Medical Technician-Paramedic June 2018 - Present

Medical Center, Fort Drum, NY

- Administer basic and restrict advanced life support to patients on scene, en-route to hospital and in-hospital setting in accordance with federal, state and local laws and standards.
- Taught Emergency Medical Technician refresher courses to over 200 EMTs.
- Assist physicians in the Emergency Department with Trauma patients.
- Mentor EMT students with clinical and classwork.
- Manage \$85k medical supply account with 100% accountability.
- Assess the nature and extent of injury or illness to establish and prioritize medical procedures.
- Rescue and extricate victims of accidents, sudden illness or entrapment using proper rescue and medical techniques.
- Perform procedures such as injections, immunizations, management of infection and EKGs.
- Perform phlebotomy on all age groups from newborn to geriatric.
- Participate in hospital performance improvement activities; improved safety and patient outcomes by 20%.

### Emergency Medical Technician July 2016 - June 2018

Deployment Site, Undisclosed

- Led 3-member response team, 4.8k clinical visits, 12 Aerovac missions, and over 350 ER runs responding to all dispatches safely, ensuring life-saving techniques were executed.
- Performed lab tests and communicated results with 100% accuracy.
- Operated and maintained care of emergency vehicles to include supply maintenance and infection control.
- Thoroughly documented assessments, physical findings and treatment rendered in pre-hospital setting on patient care report within 24 hours of dispatch.

## EDUCATION AND TRAINING

- Bachelor of Science in Emergency Medical Studies, GPA 3.75, University of Missouri, Columbia, MO
- Emergency Medical Technician- Paramedic License EMT-P, 2021
- ACLS and PALS certification, 2021
- Emergency Vehicles Operations Course (EVOC)

# TAYLOR BURNS

(714) 555-5555 | Taylor.Burns@somedomain.com | LinkedIn URL

## Emergency Medical Technician

- Certified EMT and dedicated member of emergency response teams delivering fast, quality care during medical emergencies, accidents, fires, natural disasters, and other crisis scenarios.
- Passionate medical services provider able to remain calm under pressure and react swiftly in urgent and life-threatening situations.
- Demonstrated success with extensive knowledge of medical technology. Highly experienced with most aspects of medical equipment and quick to learn.

## SKILLS

BLS Certified	Experienced in multiple splinting techniques
ACLS certified	Extensive Human Anatomy knowledge
Cool and collected under pressure	Intubations and Infusions
EKG expertise	Airway Management
Training New EMTs	Ambulatory Transport
Adept at multiple revival techniques	Rescue and Medical Equipment
Wound Care expert	Patient Documentation

## PROFESSIONAL EXPERIENCE

### ABC Ambulance Company — Sacramento, CA Emergency Medical Technician, 2018 to Present

Recruited and hired as full-time EMT for ambulance company. Work collaboratively with the emergency services personnel in responding to 911 dispatched calls to provide pre-hospital urgent care, life support and patient transport.

## KEY RESULTS:

- Leverage comprehensive knowledge of emergency medicine to assess, treat, stabilize, and transport seriously ill or injured patients to area hospitals and trauma centers.
- Provide skillful medical care to revive and stabilize patients suffering from traumatic injuries, cardiac arrest, strokes, seizures, drug overdose, hypothermia, and other serious conditions.
- Foster a teamwork environment conducive to positive communication with all team members. Lead a 3-man team ensuring cohesiveness and collaborative patient care.
- Served on taskforce that researched, selected, and installed GPS navigation system providing ambulance drivers with real-time traffic and road conditions. New technology accelerated emergency response time by 25% during rush hours.
- Maintain thorough familiarity with treatment protocols, response requirements, and quality assurance procedures in a system in which assigned.

- Comply with all state and company regulations for operation of ambulance in accordance with policy and safe practice.
- Document patient information obtained from interviews – demonstrate high standards of performance, including teamwork, communication, and compassion.
- Ensure that ambulance remains in a state of readiness, in terms of mechanical reliability, medical supply and equipment, cleanliness and appearance standards.
- Document all aspects of patient treatment and conditions on run reports.
- Calm and reassure patients and family members, enabling accurate gathering of crucial information (i.e., allergies, medications, pain level) to aid in treatment.
- Manage care in-field and in-transit, including performing standard testing and administering necessary medication within scope of practice.

**Finley Health — Richmond, VA**  
**Emergency Medical Technician, 2015 to 2018**

Emergency Medical Technician- selected to work as EMT in the field and in the Emergency Room. Provided timely and accurate care and interventions to patients varying from noncritical to critical status while remaining calm and often in charge of other first responders and medical technicians.

**KEY RESULTS:**

- Promoted team effort when working with dispatch center, external public safety agencies and health care providers.
- Provided direct patient care, including stabilizing patients and determining course of action based on triage.
- Successfully executed the extrication of injured motor vehicle accident patient. Stabilized patient with C-spine and safely released patient from vehicle using the Jaws of Life.
- Provided advanced airway interventions ranging from endotracheal intubation to supraglottic airway placement.
- Assumed responsibility for safe patient transport from point of pick up to delivery of patient to the receiving department or discharge.
- Observed and reported pertinent patient and family information to clinical site personnel to promote patient safety.
- Transferred patients to and from cart/bed/wheelchair using correct and safe equipment and techniques.



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## EDUCATION AND CERTIFICATIONS

University of California, Davis — Davis, CA

Bachelor of Science in Emergency Medicine with honors

Medical Certifications:

- Advanced Life Support (ALS)
- Nationally Registered EMT
- Advanced Cardiac Life Support (ACLS)
- Emergency Vehicle Driver's License

## ADDITIONAL INFORMATION

**Professional Development:**

- Complete ongoing training in the areas of airway management and cardiac life support.

**Affiliations:**

- Nationally Registered Medics of Southern CA

**Computer Skills:**

- AHLTA Medical Management
- MS Office (Word, Excel, PowerPoint, Access, Outlook)

In this exercise you may have noticed how difficult it can be to properly scan an entire resume in a short, limited time. Although Taylor Burns' resume had more information, it was too long to get through in a quick scan. Additionally, you may have noticed that Shawn Butler's resume was more targeted and met more of the requests noted in the job description. Keep these thoughts in mind when creating your targeted resume.

**THINK LIKE AN  
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# DRAFTING YOUR RESUME

There are many resume formats and templates, so find one that works best for you.

The commonly included sections of a targeted resume are:

- Contact Information
- Headline or Title (Optional)
- Summary of Qualifications
- Work Experience/Accomplishments
- Education/Training

## RESUME FORMAT

Keep your targeted resume formatting professional and simple using the following guidelines:

- Length: One to two pages (if two pages, add your name to the second page)
- Alignment: Left-aligned
- White space: Clear margin, one inch all around is recommended
- Styles: Use bold, italics, and underlines sparingly
- Font: Arial, Calibri, Cambria, Franklin Gothic, Garamond, Helvetica, Times New Roman, or Verdana
- Font size: Optimal size is 10 to 12-points font. Section titles and headers can be 14 to 16-points.
- Review: Proofread and spell check

Remember, your targeted resume will introduce you to a potential employer. Be sure that your brand is presented well in your resume and that it makes an excellent first impression. Misspellings, inconsistent use of font and type size, and misaligned margins can all indicate a lack of attention to detail. In the eyes of the employer, a sloppy resume equates to sloppy work performance.

Before we get started, take a look at the following resume templates you could consider using.



# RESUME TEMPLATES

## 1-PAGE CHRONOLOGICAL RESUME TEMPLATE EXAMPLE

FIRST NAME LAST NAME

Email | Phone | LinkedIn URL | Location (Optional)

PROFESSIONAL SUMMARY or HEADLINE/TITLE

Introduction sentence. Include length of employment with what organization doing what. Next, mention your hard skills. Convey your proficiency, experience, and knowledge for each skill. Add two to three soft skills that would fit well. End with other information relevant to the position, such as clearances, foreign languages, travel availability, etc.

### SKILLS

- Hard Skill 1
- Hard Skill 2
- Hard Skill 3
- Soft Skill 1
- Soft Skill 2
- Soft Skill 3

### PROFESSIONAL EXPERIENCE

**Position Title 1**

**Position Start Date – End Date**

**Company A's Name, City, State**

Job description

Key achievement 1. Use STAR statement.

Key achievement 2. Use STAR statement.

Key achievement 3. Use STAR statement.

**Position Title 2**

**Position Start Date – End Date**

**Company B's Name, City, State**

Job description

Key achievement 1. Use STAR statement.

Key achievement 2. Use STAR statement.

Key achievement 3. Use STAR statement.

### EDUCATION

**College or University, Location**

Highest Level Degree

Major(s), Minor(s), GPA (Only include GPA if above 3.5)



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## 2-PAGE COMBINATION RESUME TEMPLATE EXAMPLE

**FIRST NAME LAST NAME**

**Email | Phone | LinkedIn URL | Location (Optional)**

**PROFESSIONAL SUMMARY or HEADLINE/TITLE**

Introduction sentence. Include length of employment with what organization doing what. Next, mention your hard skills. Convey your proficiency, experience, and knowledge for each skill. Add two to three soft skills that would fit well. End with other information relevant to the position, such as clearances, foreign languages, travel availability, etc.

### SKILLS

- Hard Skill 1
- Hard Skill 2
- Hard Skill 3
- Soft Skill 1
- Soft Skill 2
- Soft Skill 3

### PROFESSIONAL EXPERIENCE:

#### Function 1 (such as Leadership and Supervision)

- Key achievement 1. Use STAR statement.
- Key achievement 2. Use STAR statement.
- Key achievement 3. Use STAR statement.
- Key achievement 4. Use STAR statement.

#### Function 2 (such as Logistics and Distribution)

- Key achievement 1. Use STAR statement.
- Key achievement 2. Use STAR statement.
- Key achievement 3. Use STAR statement.
- Key achievement 4. Use STAR statement.

#### Function 3 (such as Communication)

- Key achievement 1. Use STAR statement.
- Key achievement 2. Use STAR statement.
- Key achievement 3. Use STAR statement.
- Key achievement 4. Use STAR statement.





### EMPLOYMENT HISTORY

**Company A's Name, City, State**

**Position Start Date – End Date**

**Position Title**

**Company B's Name, City, State**

**Position Start Date – End Date**

**Position Title**

**Company C's Name, City, State**

**Position Start Date – End Date**

**Position Title**

### EDUCATION

**College or University, Location**

**Highest Level Degree**

Major(s), Minor(s), GPA (Only include GPA if above 3.5)

**College or University, Location: State**

**Next Level Degree**

Major(s), Minor(s), GPA (Only include GPA if above 3.5)

### TRAINING

**First Certificate Name**

(Date obtained) **Month Year**

**Second Certificate Name**

(Date obtained) **Month Year**

## CONTACT INFORMATION

Your contact information goes at the very top, center of your resume and should be up to date.

Including your city and state in your contact information is a personal choice. However, this is no longer required by most employers. If the employer is interested, they will contact the applicant who can explain their location.

There are some things to consider when trying to decide whether to include your location. An advantage of including your location is it could increase your chances of getting an interview because you show that you live a reasonable distance from the company. If a job posting specifies a location as a requirement, you are making it easy for a recruiter to identify your location. If you are relocating, you can put “Relocating to Newport News, VA.” A possible disadvantage of including your city and state is it could lead to discrimination and privacy concerns. You can approach this decision on a case-by-case basis.

Ensure the email address you list is professional and include the web address to your LinkedIn profile and/or professional websites (if applicable). Take time to record an appropriate and professional voicemail message on your listed point of contact phone. It may be cute to have one of your kids record your greeting, but you should refrain from doing so while job hunting.

The following three examples show how contact information can differ.

**Contact Information Example 1** in Calibri 12-point font with location:

Taylor Lee  
Coral Springs, FL - (302) 555-1111 - Taylor.Lee@email.com

**Contact Information Example 2** in Franklin Gothic Book 12-point font, without location information:

Taylor Lee  
(302) 555-1111 - Taylor.Lee@email.com

**Contact Information Example 3** in Times New Roman 12-point font, with LinkedIn URL information:

Taylor Lee  
(302) 555-1111 – Taylor.Lee@email.com – www.linkedin.com/in/taylor-lee



### ACTIVITY 2.5: CREATE YOUR CONTACT INFORMATION

Use the space below to create the contact information section of your targeted resume.



### More Information

*Make sure you have a professional email address, and if it is new, you must check it daily or have emails forwarded where you will receive them.*

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## HEADLINE OR TITLE (OPTIONAL)

Using a headline or title at the beginning of your resume provides you an opportunity to target your resume upfront and stand out from the beginning. A headline creates your first impression for the reader. It allows you to quickly showcase the value you will deliver to a future employer and entice them to continue to read your resume. Think of it as a job title targeted to the job you are applying for. This is also an opportunity to “communicate your brand” as discussed in EFCT. You can create your headline by locating keywords from the job posting or simply use the exact job title from the job posting.

Place your headline or title directly above the summary of qualifications which we will discuss next. A best practice would be to center it on your document under your contact information. You can use symbols such as a vertical bar/pipe, a dash, or a centered bullet to separate words. Here are some examples:

EDUCATOR | TRAINING MANAGER

SECURITY ANALYST – CYBER SECURITY – SOFTWARE DEVELOPMENT

BUDGET ANALYST • PROJECT MANAGEMENT • WORKFLOW OPTIMIZATION

## SUMMARY OF QUALIFICATIONS

The best way to catch a reader’s attention in the first few seconds of reviewing your resume is to provide a summary of skills and experience that match the qualifications and skills needed for the position.

As presented in the MOC Crosswalk workshop, skills are classified as either hard or soft. Hard skills are technical knowledge or training that you have gained through any life experience, including your career or education. Soft skills are personal habits and traits that shape how you work on your own and with others. As discussed in EFCT, you want to focus on those transferable skills for your targeted resume. Recall that your transferable skills are those skills you have that the employer is looking for based on the job posting.

Remember, this section must be targeted to include information relevant to the job posting and the future employer (rather than just a summary of your best skills). Use your company research and job posting to help you identify the preferred and required qualifications so you can create a targeted resume for the position. Use the exact terms in your targeted resume that are listed in the job posting.

Your summary can be a short introductory paragraph, a brief list of skills to showcase your talent, or you can combine the two. The following examples demonstrate three different ways you can write your summary of qualifications.



### More Information

*When creating your headline, you can locate the bar/pipe symbol above the Enter key on your keyboard. To use the centered bullet, click the Insert tab on your top ribbon, go to the end of the ribbon and click the Symbols button, select More Symbols, change the subset dropdown to Geometric Shapes for a large bullet or General Punctuation for a small bullet. Click on the bullet symbol and select insert. You can just copy and paste in subsequent uses.*



### Did You Know?

*The goal of the summary of qualifications is to summarize your skill set and let the reader know you are qualified for the position by highlighting relevant experience, key skills, and accomplishments. This is also a good place to identify your security clearance.*

## EXAMPLE 1: BULLETED LIST

### Summary of Qualifications for a Project Manager role:

- Project Manager with 10+ years of proven experience overseeing application development, vendor management, and implementation strategies
- Respected leader with excellent communication skills and experience building highly motivated teams focused on achieving project goals
- Diligent Project Manager with a proven record of success working with Microsoft Project Server
- Proficient in MS Office Suite (Project, Excel, Word, PowerPoint) and Visio
- Earned Bachelor of Science degree in Project Management

## EXAMPLE 2: PARAGRAPH

### Summary of Qualifications for a Human Resource role:

Certified Human Resource Manager with over 15 years of proven experience planning, executing, and evaluating complex programs and projects. Accomplished measurable results and improved performance while leading cross-functional teams of 200+ in dynamic, fast-paced environments. A skilled and flexible results-driven leader known for providing top notch support to manager and stakeholders. Possess a comprehensive background in human resource development, onboarding, and manpower management.

## EXAMPLE 3: COMBINATION OF PARAGRAPH WITH BULLETED LIST

### Statement of Qualifications for a Law Enforcement Professional role:

Law Enforcement Professional with over 15 years of experience providing protective services for over \$10M in assets during state, federal, and global security operations.

Key skills:

- Secret Security Clearance
- Investigations
- Search and rescue
- Testifying in court
- Interrogation
- Surveillance



## ACTIVITY 2.6: CREATE YOUR SUMMARY OF QUALIFICATIONS

Use the space below to create the summary of qualifications section of your targeted resume.



## EXPERIENCE AND ACHIEVEMENTS

The work experience section provides the details of your professional experience. This is where you need to use company information and keywords that relate directly to the position and/or company.

In this section of your resume:

- List your employment history (employer/organization names, job titles, and start and end dates of the positions). Use the word “Present” or “Current” as the end date if you are currently still working in that position.
- List your achievements and/or results from each job you have held only that relate to the position or occupation you are targeting. A common practice is to only go as far back as ten years.
- Include time, numbers, financial savings, percentages, statistics, and examples to illustrate your achievements with the STAR method.
- Show progress in your current employment history; do this by making your promotions stand out.



### Quick Tip

*The employment history dates in a resume can include the month and year, or only the year. But dates should clearly show the required length of experience needed for the position.*

## WORK HISTORY FORMAT

The experience section provides the hiring manager with a list of the companies you have worked for, dates of employment, and the position titles you held.

### FORMAT FOR LISTING YOUR WORK HISTORY

Job Title Month/Year Start Date – Month/Year End Date

Company, City, State

- List your job skills and achievements for this position. Use STAR statements.
- List your job skills and achievements for this position. Use STAR statements.
- List your job skills and achievements for this position. Use STAR statements.

### EXAMPLE:

System Administrator January 2017 – Present

USAA, Dallas, TX

- Resolve Service Desk tickets for more than 3,000 users across 21 states and abroad, maintaining a 24-hour resolution time.
- Maintain three domains to include updating, troubleshooting, and repair of network connectivity to achieve goal of 95% continuous connectivity.
- Serve as Information Assurance (IA) Manager; annually train over 150 staff on IA protocols to ensure standards are maintained.

# HOW TO FORMAT A RESUME FOR MULTIPLE JOBS AT ONE ORGANIZATION

Participants with multiple jobs at one installation (like many service members) may use one of the following formats:

## OPTION 1: STACKING

This method is used to draw attention to progressive responsibilities, accomplishments, and dedication to the company. There are a few simple rules to this resume format:

- Include the overall date range at the top.
- List dates for each position next to the title.
- Place job descriptions and bulleted key accomplishments directly below each position.

## EXAMPLE STACKING FORMAT

Company Name, City, State	Start Date – End Date
Position 1	Start Date – End Date
<ul style="list-style-type: none"><li>• List your job skills and achievements for this position. Use STAR statements.</li><li>• List your job skills and achievements for this position. Use STAR statements.</li></ul>	
Position 2	Start Date – End Date
<ul style="list-style-type: none"><li>• List your job skills and achievements for this position. Use STAR statements.</li><li>• List your job skills and achievements for this position. Use STAR statements.</li></ul>	

## EXAMPLE

USAA, Dallas, TX	June 2002 – Present
System Administrator	May 2008 – Present
<ul style="list-style-type: none"><li>• Resolve Service Desk tickets for more than 3,000 users across 21 states and abroad, maintaining a 24-hour resolution time.</li><li>• Maintain three domains to include updating, troubleshooting, and repair of network connectivity to achieve goal of 95% continuous connectivity.</li></ul>	
Service Desk Supervisor	June 2002 – May 2008
<ul style="list-style-type: none"><li>• Maintained and provided troubleshooting for desktops, laptops, and tablets with Windows 7 and 10 to prevent breaks in service or work productivity.</li><li>• Managed life cycle replacement, backup, and disaster recovery for computers, iPads, iPhones, and other portable devices within the organization to ensure no loss of connectivity.</li><li>• Proficient in all Microsoft Office products including Office 365, TEAMS, OneDrive, and SharePoint.</li></ul>	



## OPTION 2: SEPARATE LISTINGS

You can list each position separately on your resume as you would if they were positions at different companies. This approach draws attention to your accomplishment history according to both the position and time frame.

### EXAMPLE SEPARATE LISTINGS FORMAT

Company A's Name, City, State Start Date – End Date

Position Title 1

- List your job skills and achievements for this position. Use STAR statements.
- List your job skills and achievements for this position. Use STAR statements.

Company A's Name, City, State Start Date – End Date

Position Title 2

- List your job skills and achievements for this position. Use STAR statements.
- List your job skills and achievements for this position. Use STAR statements.

### EXAMPLE

USAA, Dallas, TX May 2008 – Present

System Administrator

- Resolve service desk tickets for more than 3,000 users across 21 states and abroad.
- Maintain three domains to include updating, troubleshooting, and repairing of network connectivity to achieve goal of 95% continuous connectivity.
- Serve as Information Assurance (IA) Manager; annually train over 150 staff on IA protocols to ensure standards are maintained.

USAA, Dallas, TX June 2002 – May 2008

Service Desk Supervisor

- Maintained and provided troubleshooting for desktops, laptops, and tablets with Windows 7 and 10 to prevent breaks in service or work productivity.
- Managed life cycle replacement, backup, and disaster recovery for computers, iPads, iPhones, and other portable devices within the organization to ensure no loss of connectivity.
- Proficient in all Microsoft Office products including Office 365, TEAMS, OneDrive, and SharePoint.



## ACHIEVEMENT STATEMENTS

One of the critical aspects in the resume writing process is integrating results, along with keywords into your achievement statements. The goal is to demonstrate to a potential employer how well you performed the skill, not to simply state what skills you have or were responsible for performing.

You can use your performance reviews, collateral duties, internships, awards, volunteer activities, and training records to identify and explain where and when you executed each skill and how it will contribute to the success of the organization.

As you describe your experience and achievements:

1. Select the skills related to the job you are targeting and highlight your major accomplishments that relate to the job.
2. Use the STAR method as discussed in EFCT.
3. Use civilian terms and avoid acronyms.
4. Begin with an action verb or dynamic adjective. Using action verbs will demonstrate to an employer that you acted and produced results.
5. Avoid using the phrases “skills included” and “responsible for.”
6. Use present tense for current job. STAR statements will be in past tense if including a result of past action.
7. Avoid the use of personal pronouns (I, me, she, he, etc.)

Review the sample achievement statements. The most effective statements are those that are both targeted and results-oriented. Not every statement needs to be a STAR (Situation, Task, Action, Result) statement, but the majority should follow the STAR method.

## EXAMPLES OF ACHIEVEMENT STATEMENTS

### PERSONNEL/HUMAN RESOURCES

- Led a heavy equipment team during Operation Desert Storm under extremely hazardous and stressful conditions, meeting all requirements for mission completeness and team survival.
- Directly supervised the activities and performance of 17 equipment technicians, and 4 equipment managers, in 3 separate maintenance facilities; ensured 100% execution of maintenance applications, training missions, and quality control.
- Managed 30 staff sales and recruiting representatives, 26 government sedans, and 120 computer networks, with a regional responsibility of 500 square miles.
- Created “hip-pocket” informal training classes for numerous topics including weapon systems and maintenance, vehicle systems and maintenance, and position improvement; provided instruction to groups ranging from 5–40 participants using manuals and hands-on applications.
- Coordinated and organized effective instructional programs with various organizations resulting in being recognized by senior management for obtaining a 100% training proficiency rating in all evaluated areas.





## ENGINEER

- Conducted job analysis and provided suggestions for improvement, saving the company five labor-hours each week and \$300,000 over a two-year period.
- Directed daily operations for engineering department, including supervision of four administrative personnel; received department award for excellent internal customer service.
- Directed design, installation, and testing of custom software equipment, ensuring exceptional completion of tasks on time and on budget.

## MAINTENANCE

- Supervised and trained a team of 35 mechanics in the safe operation of an engine, drive-train and fuel/electric rebuild shop.
- Maintenance and Training Inspector/Observer for two Army Attack Helicopter units consisting of approximately 117 personnel as well as 14 Apache Helicopters and over 35 wheeled vehicles each.
- Maneuvered trucks weighing over 70,000 pounds into loading and unloading positions; ensured and solidified proper placement and securement of load.

## MEDICAL

- Administered over 1000 inoculations for protection against diseases to include: Covid-19, Anthrax, Polio, and Yellow Fever.
- Assisted and supervised multiple medical related missions, supporting over 10,000 personnel annually, supplying emergency medical coverages for field training exercises and on weapon ranges.
- Qualified: Nationally Registered Emergency Medical Technician-Basic 20XX, updated in 20XX.
- Maintained Competency Based Orientation Folders for JCAHO evaluators; received a 100% inspection rating.
- Received recognition for converting a cargo vehicle into a field ambulance capable of safely carrying 2-liters saving the government more than \$60,000.

## MANAGEMENT

- Carried out repairs and warranty work for 5 housing complexes totaling over 50,000 sq. ft. of living space, ensuring quick and timely correction of over 35 major deficiencies within warranty period saving more than \$70,000.
- Supervised the activities and performance of a 72-person workforce, directly managing 3 senior instructors and 18 equipment managers.
- Supervised and trained 15 technicians and operators to act as one entity positioning equipment to maximize efficiency while minimizing any possibility of harm.
- Assigned work to 4 senior personnel based on priorities, difficulty, requirements of assignments and the capabilities of the employees, set and adjusted short-term goals, prepared schedules for completion of work and evaluated work performance.



## ACTIVITY 2.7: CREATE YOUR ACHIEVEMENT STATEMENTS

Use this time to create some achievement statements for your resume. If you are writing a targeted resume, refer to your job posting to choose keywords. Begin each statement with an **action verb**. Use the action verbs list on the following pages as assistance. Create your achievement statements in the space below.



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# ACTION VERBS FOR ACHIEVEMENT STATEMENTS

A	C	Continue	Distribute	Evaluate	Hire
Accelerate	Calculate	Contract	Diversify	Examine	Honor
Accomplish	Capture	Convert	Divert	Exceed	Hypothesize
Achieve	Catalog	Coordinate	Document	Execute	I
Acquire	Champion	Correct	Double	Exhibit	Identify
Adapt	Chart	Counsel	Draft	Expand	Illustrate
Address	Clarify	Craft	Drive	Expedite	Imagine
Advance	Classify	Create	E	Experiment	Implement
Advise	Close	Critique	Earn	Export	Import
Advocate	Coach	D	Edit	F	Improve
Analyze	Collaborate	Decrease	Educate	Facilitate	Improvise
Apply	Collect	Define	Effect	Finalize	Increase
Appoint	Command	Delegate	Elect	Finance	Influence
Arbitrate	Communicate	Deliver	Eliminate	Forge	Inform
Architect	Compare	Demonstrate	Emphasize	Form	Initiate
Arrange	Compel	Deploy	Enact	Formalize	Innovate
Ascertain	Compile	Design	Encourage	Formulate	Inspect
Assemble	Complete	Detail	Endure	Found	Inspire
Assess	Compute	Detect	Energize	G	Install
Assist	Conceive	Determine	Enforce	Generate	Institute
Author	Conclude	Develop	Engineer	Govern	Instruct
Authorize	Conduct	Devise	Enhance	Graduate	Integrate
B	Conserve	Direct	Enlist	Guide	Intensify
Brief	Consolidate	Discover	Ensure	H	Interpret
Budget	Construct	Dispense	Establish	Halt	Interview
Build	Consult	Display	Estimate	Head	Introduce

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Invent	Motivate	Pioneer	Receive	Revitalize	<b>T</b>
Inventory	<b>N</b>	Plan	Recognize	<b>S</b>	Tabulate
Investigate	Navigate	Position	Recommend	Satisfy	Target
<b>J</b>	Negotiate	Predict	Reconcile	Schedule	Teach
Judge	Nominate	Prepare	Record	Secure	Terminate
Justify	Normalize	Prescribe	Recruit	Select	Test
<b>L</b>	<b>O</b>	Present	Redesign	Separate	Thwart
Launch	Observe	Preside	Reduce	Serve	Train
Lead	Obtain	Process	Reengineer	Simplify	Transcribe
Lecture	Offer	Procure	Regain	Sold	Transfer
License	Officiate	Program	Regulate	Solidify	Transform
Listen	Operate	Progress	Rehabilitate	Solve	Transition
Locate	Orchestrate	Project	Reinforce	Speak	Translate
<b>M</b>	Organize	Promote	Rejuvenate	Specify	Troubleshoot
Maintain	Orient	Propose	Render	Standardize	<b>U</b>
Manage	Originate	Prospect	Renegotiate	Stimulate	Unify
Manipulate	Outsource	Provide	Reorganize	Streamline	Unite
Manufacture	Overcome	Publicize	Report	Structure	Update
Map	Oversee	Purchase	Reposition	Succeed	Upgrade
Market	<b>P</b>	<b>Q</b>	Represent Research	Suggest	Use
Mastermind	Participate	Qualify	Resolve	Summarize	Utilize
Measure	Perceive	Question	Respond	Supervise	<b>V</b>
Mediate	Perfect	<b>R</b>	Restore	Supply	Verbalize
Mentor	Perform	Rate	Restructure	Support	Verify
Model	Persuade	Realign	Retrieve	Surpass	<b>W</b>
Modify	Pilot	Rebuild	Review	Synthesize	Win
Monitor	Pinpoint	Recapture	Revise	Systematize	Write



Now that you have created some achievement statements, recall the keyword example on pages 27 and 28. Use that concept to identify keywords in your personal job posting and transform your achievement statements to be targeted using those keywords. **You will need to follow this process for every job you apply for to ensure you target your resume to the job.**

The examples below were created from the job posting and key words found on page 26.

### EXAMPLE 1: CREATING TARGETED ACHIEVEMENT STATEMENTS

#### BEFORE including keywords:

- Provided executive-level leadership by integrating innovative practices, policies, and programs while collaborating with executive teams in department growth.

#### Keywords identified in the job posting:

- HR practices (inserted after “innovative”)
- Performance management (inserted after “HR practices”)
- Senior staff (replaces “executive teams”)
- Resolving problems (replaced “department growth”)

#### AFTER including keywords from job posting:

- Provided executive-level leadership by integrating innovative **HR practices, performance management,** policies, and programs while collaborating with **senior staff** in **resolving problems.**

### EXAMPLE 2: CREATING TARGETED ACHIEVEMENT STATEMENTS

#### BEFORE including keywords:

- Directed various HR functions for 30K military and civilian personnel including recruitment, retention, strategic planning, data analysis, and organizational effectiveness. Implemented new policies to streamline HR operations and optimize organizational processes.

#### Keywords identified in the job posting:

- Talent acquisition (replaces the word “recruitment”)
- Preparing reports and statistical information (replaces “data analysis”)
- Developed and implemented programs (replaces the word “recruitment”)

#### AFTER including keywords from job posting:

- Directed various functions for 30K military and civilian personnel including **talent acquisition,** retention, strategic planning, **preparing reports and statistical information,** and organizational effectiveness. **Developed and implemented programs** to streamline HR operations and optimize organizational processes.



#### PRO TIP: **ANALYZE JOB POSTINGS**

*Looking closely at a job posting will help you think like an employer and create an effective targeted resume.*



## EDUCATION AND TRAINING

Formal education and specialized training belong on your resume. The key is to determine what is most relevant to the future employer and what will best position you as the ideal candidate for the job. Use the following guidelines to list your education and training history:

1. List your most recent education and training first.
2. Include relevant degrees achieved beyond high school, highest to lowest.
3. List the locations of colleges and universities, but it is not necessary to include dates attended. Some research states that you may encounter ageism if the date you earned your degree is too recent or too far back.
4. List special honors you achieved, such as graduating Cum Laude, with honors, or having a grade point average (GPA) at or above a 3.5.
5. Indicate the number of credit hours completed or provide an expected graduation date if you have not yet graduated.
6. Provide certification or renewal year for any certifications you have. Discard irrelevant certifications (e.g., Do not list CPR unless it is used in the job.)
7. Include licenses, course work, and schools relevant to the job.

Use the following examples to list your education.

### If you have completed your degree:

- Type of degree, major, university name, city, state, honors or GPA (optional)
- Master of Arts in Educational Leadership, University of Arizona, Tucson, AZ, Summa Cum Laude
- Bachelor of Arts, Political Science, Emory University, Atlanta, GA
- Associate of Science in Human Resources Management, Georgia State University, Atlanta, GA

### If you are still working on your degree:

There are different ways to list degrees in progress.

- Master of Arts in Educational Leadership, University of Arizona, Tucson, AZ, 25/30 semester hours completed
- Associate of Science in Human Resources Management, Georgia State University, Atlanta, GA, in progress—16 credit hours completed

### If you are including a certification or license:

Type of certification, certifying organization, date completed/expires.

- Senior Professional of Human Resources (SPHR), HR Certification Institute, December 2018/December 2021



## ACTIVITY 2.8: CREATE YOUR EDUCATION AND TRAINING

Use the space below to create the education and training section of your resume:

### OTHER ADDITIONS

#### VOLUNTEER SERVICE

Volunteer experience is valuable because it illustrates important skills you possess and shows that you are involved in your community.

If you have relevant volunteer experience, list it in your experience section as if it is a paid position. Use the STAR method to create your achievement statements.

#### EXAMPLE

Website Designer – volunteer

June 20XX-present

Lifehealth Foundation, Fayetteville, NC

- Designed website for the Lifehealth Foundation, increasing traffic to website by 25%.
- Developed a front-end WordPress site and blog with 341+ pages.
- Customized a web app to schedule donations pickup to facilitate on-site processes.
- Created an online presence on social media sites such as Facebook, LinkedIn, and Twitter, and increased market awareness by 65%.



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## AWARDS

Awards are valuable because they indicate you performed well in a specific position and that your efforts were recognized. Use the following guidelines to list your awards:

- Provide the name of the award and a brief statement explaining why you received the award.
- It is best to include the award as a bullet point in the experience section under the position you earned it. It is no longer customary to have an awards section at the end of your resume. Including the award under a specific job position is better.



### Quick Tip

*Be selective in including your awards. Add only those that speak directly to your accomplishments (not unit or group awards, unless YOU led the group).*

## WEB DESIGN AND DEVELOPMENT AWARD EXAMPLE

Website Designer – volunteer

June 20XX-present

Lifehealth Foundation, Fayetteville, NC

- Designed website for the Lifehealth Foundation, increasing traffic to website by 25%.
- Recognized by CSS Design Awards (CSSDA) in 20XX for outstanding work in developing website.

## REVIEWING YOUR RESUME

### CHECK FOR ERRORS

You will be better able to identify errors or other issues if you view it from a fresh perspective. Use the editor tool in your word processing software to identify spelling and grammar problems. Also consider downloading a free version of Grammarly to help you identify errors in your document.

As useful as these tools are, they will not pick up every error. Do not rely on them to identify all issues in your resume. Do your own careful review. When you are ready to review, keep in mind that you are not simply looking for spelling errors. Think like an employer as you read your resume. Ensure all information flows logically and presents your skills and qualifications clearly.

Follow these tips to create a polished final version of your resume.

1. Take time to review your draft carefully and give your resume your full concentration.
2. Verify all dates, names, and phone numbers are accurate.
3. Look for typographical errors and transposed numbers.
4. Check for consistent verb tenses and parallel structure in bulleted lists.
5. Review several times, each time looking for a type of error. For example, read one time for organization of content, another time for formatting, and another time for spelling and accuracy.
6. Read it backwards starting at the bottom. This tip forces you to slow down and look at each word.
7. Do not trust spell check to catch your errors; many words can be spelled correctly but are the incorrect word choice in the context. For example: their, they're, there.
8. Check that all terms and acronyms are spelled out where needed.
9. Confirm your name is on every page. This is important in case pages get separated.
10. Ask a trusted friend or colleague to read your resume after you have reviewed and revised. Explain to them that you are looking for feedback and accept their input graciously.

### SCAN RESUME FOR KEYWORDS

Targeted resumes address the specific needs of the employer and demonstrate how you can and will meet the goals of the role. In addition, ensure it contains important key words from the job description. Once your targeted resume is ready and you are prepared to submit for a job application, find out how well your resume might do in an ATS scan.

Use free online tools such as JobScan ([www.jobscan.co](http://www.jobscan.co)), ResyMatch ([resymatch.io](http://resymatch.io)), or SkillSyncer ([skillsyncer.com](http://skillsyncer.com)) to electronically review for keywords. An online tool will instantly analyze your resume against a particular job description. Once on the site, you can either paste in the text of your resume or upload a Word or PDF file, then paste the text of the job posting you're interested in. The application reviews your resume against the job posting similarly to an ATS scan.

Use the result of the Jobscan analysis to revise your resume so that it is optimized for your selected job description. Repeat these scans for each job application.



### Quick Tip

*When you finish writing your resume, put it aside for a day before you start making revisions.*

### MAXIMIZE YOUR RESOURCES

*Use your free resources at the Transition Center, family center, American Job Center (AJC), or a non-profit to provide more in-depth review and assistance.*



### Video

*See an example of a resume scan. [dol.gov/DOLEWmaterials](http://dol.gov/DOLEWmaterials)*



# WRITING YOUR COVER LETTER

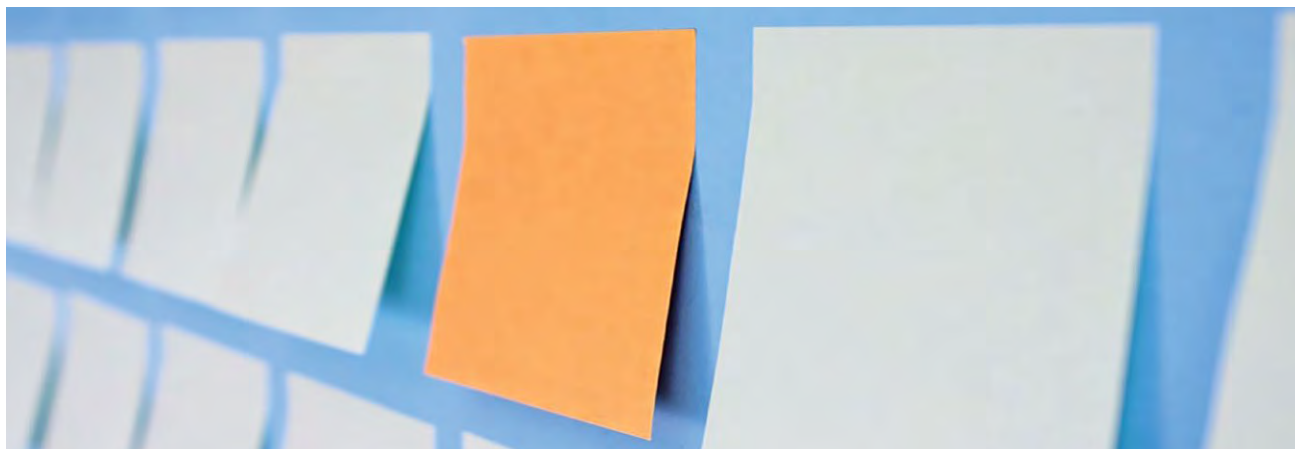
## PURPOSE OF THE COVER LETTER

A cover letter may be submitted with your resume. Once again, ensure you follow the instructions in the job application. The cover letter helps you introduce yourself in a memorable, personal way and expands on information in your resume. An engaging cover letter will spark the hiring manager's interest and get them to read your resume.

Your cover letter offers an opportunity to represent your skills and achievements in a narrative format. Select a story from your career that gives the reader a clear idea of who you are and how you can add value to their company. Don't try to fit your whole career and life into the space of a cover letter; focus on key aspects. Your cover letter should not duplicate or restate your resume.

Your cover letter should show:

- How your work experience meets job requirements.
- How your skills meet job requirements.
- Why you want to work at the organization.



## PARTS OF A COVER LETTER

Like a targeted resume, a cover letter should be based on the requirements of the job you're applying for. A typical cover letter is 250 to 400 words long and uses the format below.

1. Header with contact information.
2. Salutation (or greeting) to hiring manager.
3. Paragraph stating the position you are applying for and how you heard about the job.
4. Paragraph communicating your qualifications for the job.
5. Paragraphs describing a key achievement to show why you're the right person for the job.
6. Closing paragraph with a call to action.
7. Complimentary close and signature.





## DRAFTING YOUR COVER LETTER

Before you draft your cover letter, research the company to get a sense for the company's culture and compare your skills with the requirements for the position. Make a list of competencies you want to highlight and the specific experiences you want to share.

Telling stories from your career is a great way to demonstrate your skills and give hiring managers some insight into your personality and work style. Let's say you're applying for a project manager position. From the job description you see the job requires several years' experience managing multiple projects and strong collaboration skills to partner effectively across various levels of the organization.

Describe how, in your previous role as a project manager, you successfully managed a project (with specific numbers if possible), communicating and collaborating with many different coworkers. Your anecdote can accomplish a lot at once—it can show your knowledge of project management methods, your ability to lead teams to successful outcomes, and your ability to troubleshoot problems so they are quickly resolved.

End your letter with a reason for them to contact you. Your call to action should be polite and open ended, suggesting that you are excited to offer more information and that you are looking forward to talking with them. Do not be too forward, though. Remarks such as, "I'll call to schedule an interview," are too aggressive coming from a job applicant.



## WRITING TIPS

- **Be Specific.** Saying you have amazing problem-solving skills is too vague. Explain the details of a problem you solved and explain how you used your skills to solve it.
- **Write in an Appropriate Voice and Tone.** Your writing conveys your personal voice, while also using an appropriate voice and tone for the target company. Researching the company will help dictate the tone you want to use, which may differ greatly, depending on where you apply. For example, the tone of your letter for a legal consulting firm will be more conservative. A tech startup may appreciate a creative tone or your letter might contain more technical savvy terms.
- **Be Honest.** You should never be dishonest in a job search. Implying or stating that you have a skill that you don't have will come back to haunt you upon being asked to use that skill in the interview or on the job.
- **Avoid Overused Words and Phrases.** Hiring managers will read the same basic cover letter repeatedly, and you don't want to be the last template cover letter the hiring manager discounts before lunch. Adding a little word variation helps you stand out against other applicants. Instead of describing yourself as creative, try imaginative. You're inventive, not innovative. You're not determined, you're tenacious. These word variations at least show that you can think beyond what the average applicant is willing to do.

# COVER LETTER TEMPLATE

Your Name  
Your website or LinkedIn URL  
Email  
Phone

Date of Letter

Hiring Manager's Name (if known)  
Hiring Manager's Title, Company Name  
Street Address  
City, State, Zip Code

**Dear Hiring Manager:** If possible, find out the hiring manager's name and use that. Do not address "To whom it may concern,". You can use "Hiring Committee" if it is not one person or you have no name. Do not address to Mrs. or Miss, use Ms.

**INTRODUCTORY PARAGRAPH:** You want to tell the reader why you are writing as well as list the name of the position or department for which you are applying. Mention how you heard about the organization or the opening.

**BODY:** Build a connection between your background and the company's needs. Name someone you know in the company (if they have agreed to be a reference for you). Show that you have done some research on the company by talking about new projects the company has taken on, mentioning the management philosophy they use, or citing something you have read about them. If you have any directly related experience or education, summarize it here so the reader can look for it in your resume. If you have relevant skills or accomplishments related to the job, mention them here.

**CONCLUSION:** Indicate your interest in the job. State that you look forward to being able to discuss your background in an interview. Thank the reader for his/her time and consideration.

Sincerely, (or Best Regards. Do not use V/R.)

Your name or signature



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## EXAMPLE COVER LETTER

James Donaldson  
Linkedin.com/in.james-donaldson/  
James@email.com  
555-123-4567

July 10, 202X

Ms. Margaret Cook  
Personnel Director, Accounting Software International  
5678 East Doral Street, Suite #1200  
Lockridge, Tennessee 77777

Dear Ms. Cook,

As a highly skilled Business Consultant, I read your posting for a new Business Consultant position at Accounting Software International with interest. My experience aligns well with the qualifications you are seeking. I am drawn to Accounting Software International because of my interest in accounting software and the opportunity to use my skill sets in a more specialized career.

ASI's commitment to its customers and culture of excellence aligns perfectly with my own convictions. I have spent the past five years working with clients around the globe, helping them to improve operations and maximize profits by utilizing all the features of their existing software programs. I can quickly and accurately understand organizational needs, and I have a proven track record of meeting those needs.

Last year I led an initiative to implement a new process for identifying compliance issues and improving accuracy in reporting. As a result, productivity increased 12% overall and client satisfaction significantly improved. I am confident that I will be a valuable addition to your team.

I look forward to the possibility of discussing this opportunity with you. Thank you for your time and consideration.

Best Regards,

James Donaldson



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## SUBMITTING YOUR RESUME

Once your targeted resume is finalized, you will be ready to upload it to a job application site or ATS or to send it as an email attachment. Most resumes are delivered in digital form.

Digital resumes can be sent as either Word documents (.docx or .doc) or as a PDF (based on instructions provided). Recruiters and hiring managers do not agree which format is best.

Always go with the format the employer requests. If job application instructions specifically say, "Please submit your resume in PDF format," then do that. And the same goes for a Word document. If a choice isn't given, consider the pros and cons of each file format:

- A PDF cannot be altered, whereas a Word document can be edited (either accidentally or intentionally) by the recruiter or company you submit it to.
- Traditionally a Word document is the preferred format for ATS software. When recruiters upload a resume using this scanning software, it's easier for the system to scan for keywords and chosen phrases if the document is saved in a word format. However, recent advancements have made PDF readable by ATS software if the document doesn't contain images.
- Submitting as a .docx/.doc does not preserve your formatting unless the person opening has the same word processor. For example, a person may have a Mac and not use Microsoft Word. PDFs will preserve file formatting in any viewer.

## HOW TO UPLOAD A RESUME ONLINE

You may need to upload a targeted resume and cover letter to a job search engine or a specific company's job site page. Here are some general tips to follow:

- Look for a text box. Some sites will let you copy/paste the text of your resume into a box on their job application form. If you choose to do this, make sure the formatting looks professional and correct within the text box. Many ATS require the applicant to use their system's resume format, similar to a resume wizard. They will have you copy and paste your resume section by section into their form or questionnaire.
- Search for a button that says "Upload" or "Upload a resume." When you click this button, you can then find the file on your computer to add it as an attachment to your job application.
- Pay special attention to any instructions about uploading. Look for any notes specifying a preferred format.

## THINK LIKE AN EMPLOYER

*Employers and recruiters do notice if you can't follow directions, and they generally favor employees who are savvy with technology, so be sure to take the time to provide what is requested.*



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## HOW TO SEND A RESUME IN AN EMAIL

Sometimes employers will ask that you submit your resume, cover letter, and other required credentials via email to the hiring manager or other human resources professional. Follow specific directions provided in the job posting regarding attaching or pasting the content of your resume in the body of the email. Do not do both unless specifically requested. If no specific request is given, attach your resume to the email.

If the employer requests the resume in the body of the email, ensure that your formatting is correct. Sometimes formatting changes when copying and pasting, especially fonts, spacing, and paragraph alignment.

Put your name, the name of the position, and job reference number for which you are applying in the subject line. Include a message in the body of the email with a brief explanation of why you are writing and submitting your resume. Think of it as a mini cover letter. You may want to attach your prepared cover letter separately if the application instructions ask for it. Make the cover letter and resume separate attachments to reduce confusion.

Give your documents a logical file name. Employers often download resumes and cover letters to a common folder so your filename should help them identify your document later. Make sure your filenames do not have any spaces in them. If you want to include a space in the name, use an underscore.

- AliciaThomas\_resume
- AliciaThomas\_coverletter

When you take the time to upload a targeted resume that is professional and easy to read, it can help you stand out from the competition.

## DEVELOP YOUR BRAND

*Creating a full application package (resume, cover letter, reference, etc.) shows your personal brand of being competent, thorough, detailed, and able to follow instructions.*



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## GATHERING YOUR REFERENCES

It is often a good sign if you are asked for a list of your references after you interview. This is a cue that you are being seriously considered for the position. In some instances, your references are requested at the same time as your application. In either circumstance, you want to have your references prepared and ready to go. When including your references, do not make them a part of your resume. Instead, list a minimum of three on a separate document.

What are references? References are those supervisors or colleagues who can provide feedback about your work experience, abilities, education, skills, and personality. You can create a list that includes former employers, direct or indirect supervisors, colleagues, personal and professional connections, teachers, and others who can endorse your ability to do a job. Better yet, if you know anyone in the company you are applying to, ask for an internal reference. Many companies offer employee bonuses for internal references and that person may be eager to participate in the referral program.

When preparing your reference list, consider the following best practices:

**Ask permission.** It is customary to ask for permission to use someone as a reference. Discuss this with the person beforehand to ensure they are willing to participate. This also provides you with the opportunity to review some of your skills and accomplishments with them to jog their memory before they are called.

Some common questions you can discuss with your potential reference ahead of time are:

1. What was the nature and length of your relationship with the candidate?
2. In what capacity did you work with the candidate (peer, colleague, supervisor)?
3. Could you give me a brief description of the duties the candidate performed?
4. What were the candidate's strengths?
5. Would you recommend the candidate for this position? Why or why not?

**Be selective.** If you have any doubt that the person may not be a good source to present you in the highest regard, it is best not to use them. Also, ensure you aren't overusing one reference. This can cause reference fatigue and may discourage the person from supporting you in the future.

**Prepare them.** Provide your reference a recent resume and a copy of the job announcement. This will allow them to speak intelligently about which of your skills are a best fit for the potential employer.

**Verify information.** Once you have identified a list of people to use, verify and confirm that you have the correct contact information. They may prefer to be called on their work number versus their cell phone. You also want to make sure you collect an email address from them that they will check. Employers have been known to send questionnaires to references to gather information.

**Say Thank you!** In every aspect of your job search journey, there will be people in your network that will contribute to your success. It is important to send a thank-you email after they've agreed to be your reference. It would also be a great gesture to let them know if you got the job and show them that their support contributed to your accomplishment. In any regard, keep them posted on the status of your job search so they will be prepared if they receive another phone call.



## REFERENCE EXAMPLE:

Name

Job Title, Company

Phone number

Email

Amy Weston

Chief of Operations, ACME Inc.

(123) 555-1212

Amy.Weston@email.com

## MAXIMIZE YOUR RESOURCES

*Your references are excellent resources for your job search. They may review your resume or help you network.*



### ACTIVITY 2:9: BRAINSTORM YOUR REFERENCES

Use the space below to brainstorm the names of three or more people you want to add to your reference list.



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## LETTERS OF RECOMMENDATION

The references you selected are also great sources for a letter of recommendation. A letter of recommendation is a letter from a trusted contact in your network that can speak to your skills, achievements, and character. It is not required, but some job seekers like to collect letters of recommendation in case that specific reference is not available to an employer. This contact is endorsing why you are a great candidate for the position you are seeking. Traditionally, an employer will call your references to collect information they may be seeking beyond your resume. However, certain settings such as academic or professional designation jobs like medical and legal normally request a letter of recommendation.

## RESUME SECTION REVIEW:

We have covered a lot of resume information in this section. Let's do a quick review. You learned how to:

- Understand the different types and styles of resumes.
- Explain Applicant Tracking Systems.
- Create or update your resume.
- Understand how to review and submit your resume.
- Complete your application materials with a cover letter and references.





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# 3 | Federal Hiring



# SECTION 3: FEDERAL HIRING

In this section, you will focus on the following objectives:

- **Gain** a better understanding of the federal hiring process.
- **Identify** preferences and executive orders for veterans.
- **Recognize** differences between federal resumes and standard business resumes.
- **Know** where to obtain additional information on federal hiring.

## FEDERAL EMPLOYMENT SYSTEM

The federal employment system is made up of multiple agencies with a total civilian (non-uniformed) workforce of 2.81 million in 2020 according to the Office of Personnel Management (OPM). Depending on the circumstances, federal jobs can offer greater stability than jobs with private companies.

Many federal agencies value veteran candidates as their skills are highly transferable to the work of those agencies. In 2020, OPM reported veterans comprised 30.2% of the federal workforce.

There are many laws, executive orders, and regulations that govern federal employment, making it more complicated to apply for federal employment than private companies. This section will provide a broad overview of federal employment.



### **Did You Know?**

*There are thousands of available positions across multiple agencies beyond the Department of Defense and the military service's federal components.*

## WHY CHOOSE FEDERAL EMPLOYMENT?

Pursuing federal employment is a natural transition for many veterans. It is an opportunity to continue public service supporting the mission of the U.S. Government. Also, the systematic processes and functions can feel familiar to veterans, offering a similar structure and culture to that of the military.

Federal benefits packages, including leave and healthcare, can be generous when compared to most private-sector employment benefit packages.

Did you know that veteran federal employees can apply some of their time in military service towards their paid annual leave accrual? The accrual calculation is different for non-retired, retired members, and military disability retirement.

Did you also know that veterans can get credit for military service? As a general rule, military service in the Armed Forces of the United States is creditable for retirement purposes if you left active service under honorable conditions and the service is performed prior to your separation from civilian service for retirement.

We'll discuss more about federal employment, how to find out about it, how to apply, and where the resources are located to assist you with exploring federal employment opportunities.

There are four websites to become familiar with as you begin the path toward federal civil service.

### OPM.gov

#### Official site of Office of Personnel Management

The U.S. Office of Personnel Management (OPM) serves as the chief human resources agency and personnel policy manager for the U.S. Government.

#### Provides information on:

Job Classifications & Occupational Series, Pay & Leave, Benefits, and Performance Management



### More Information

You can learn about Creditable Service for Leave Accrual at <https://www.opm.gov/policy-data-oversight/pay-leave/leave-administration/fact-sheets/annual-leave/>

Find more information on credit for military service at <https://www.opm.gov/retirement-services/fers-information/creditable-service/>



[www.opm.gov](http://www.opm.gov)

### USAJobs.gov

#### The Federal Government's Official Employment Site

As a part of the U.S. OPM, USAJOBS helps recruit and retain a world-class government workforce for the American people. Potential employees use this site to find federal jobs that match their skills, education, and experience.

Various events posted on the USAJOBS site provide more information about learning opportunities and specific positions. This includes general information webinars hosted by the Office of Personnel Management to help you prepare for your job search.

#### Provides information on:

Open Jobs, How to Apply, Hiring Paths, and Tutorials & Training



### Quick Tip

When applying for a job, check <https://www.usajobs.gov/Notification/Events> to see if there is an event relevant to you.

## FedsHireVets.gov

### Office of Personnel Management's Government-wide Veterans Employment Website

A one-stop resource for federal employment information for veterans, spouses of active-duty military members, and family members of veterans. Created by OPM, this site will be your most valuable resource for learning about special hiring authorities and overall federal employment for veterans. This website is a critical component of the Federal Government's strategy for the recruitment and employment of veterans.

There is an online training module in the FedsHireVets virtual classroom designed primarily for veterans, but it also offers useful information for military spouses.

There is also an agency directory with a list of Veteran Employment Program Offices responsible for promoting veteran recruitment, employment, training and development, and retention. You can contact the liaisons directly for each agency.

#### Provides information on:

Veteran Job Seekers, Veteran Federal Employees, Veterans Preference, Training on Federal Employment, and Agency Directory for Recruiting Veterans

## FEDSHIREVETS®

[FedsHireVets.gov](https://www.fedshirevets.gov)



### Quick Tip

Find the training on federal jobs here. <https://www.fedshirevets.gov/job-seekers/reference-materials/virtual-classroom/continuing/menu.htm>

There are liaisons for each hiring agency in this directory. <https://www.fedshirevets.gov/veterans-council/agency-directory/>

## USA.gov

### Official Guide to Government Information and Services

The U.S. Government's official web portal to all federal, state, and local government web resources and services. An A-Z list of all government departments and agencies is found on USA.gov and includes contact information.

#### Provides information on:

Finding a Federal Job, Excepted Service (Agency Listing), Veterans' Preference, and Federal Jobs for People with Disabilities



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



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# EXPLORING FEDERAL HIRING

The federal civil service is comprised of three distinct services: competitive service, excepted service, and senior executive service.

## Competitive Service

Competitive service positions are, by far, most of the jobs in the federal civil service. These positions are subject to the civil service laws passed by Congress to ensure that applicants and employees receive fair and equal treatment in the hiring process.

Individuals who meet the minimum qualifications must go through a competitive hiring process. This process may consist of a written test, an evaluation of the individual's education and experience, and/or an evaluation of other attributes necessary for successful performance in the position to be filled.

## Excepted Service

Excepted service positions are federal or civil service positions which are not in the competitive service or the Senior Executive Service. Excepted service agencies set their own qualification requirements and are not subject to the appointment, pay, and classification rules in Title 5, United States Code. There are federal agencies in which every position is considered an excepted service position, and other agencies in which only some positions are excepted service positions. For example, positions at the U.S. Postal Service and Central Intelligence Agency are excepted by law.

## Senior Executive Service

The Senior Executive Service (SES) is the corps of executives, selected for their leadership qualifications and charged with leading the continuing transformation of government. These leaders possess well-honed executive skills and share a broad perspective of government and a public service commitment which is grounded in the Constitution. The SES positions encompass duties identified as executive or managerial.

## KEY TERMS AND HIRING PATHS

### Series

The federal government uses a numbered system for grouping similar occupations. The occupational groups or job families correlate jobs into numbered series. For example, a Nurse is part of the 0610 series as a subset of the 0600 family for Medical and Healthcare Group.

Knowing the numerical series of the job family you wish to pursue can be helpful when searching for open positions. You can find a list of series definitions on USAJOBS.gov by searching "Series" in the Help Center. They are listed on OPM.gov under Classification & Qualifications. <https://www.opm.gov/policy-data-oversight/classification-qualifications/classifying-general-schedule-positions/#url=Standards>

You can determine your Military Occupation Specialty (MOS) to Federal Job series correlation using Mil2FedJobs at: <https://www.dllr.state.md.us/mil2fedjobs>

### Pay Scale and Grade

The General Schedule (GS) classification and pay system covers the majority of civilian white-collar federal employees. You may notice several initials of different pay scales and wage types such as Wage Grade (WG) or Law Enforcement Officer (LEO). A pay grade is a rate of basic pay based on the specific level of work or range of difficulty, responsibility, and qualifications.

The GS pay schedule has 15 pay grades and 10 steps in each grade, with GS-1 being the lowest and GS-15 being the highest. The steps within each grade can be related to a federal employee's tenure. Step increases are raises in salary and occur over time similar to longevity increases. In some circumstances, starting pay and steps can be negotiated based on your experience and/or education.



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## Hiring Paths

The federal government offers unique hiring paths to help hire individuals that represent a diverse society. Review the hiring paths to determine your eligibility. You may be eligible under one or more groups. Examples of the hiring paths include:

- Veterans
- Military spouses
- Students and recent graduates
- Individuals with disabilities
- Family of overseas employees

There may be other hiring paths available to your situation. When applying for positions, choose all that apply.



## More Information

*Veterans' Hiring Paths on USAJOBS under Hiring Paths and Veterans:*

<https://www.usajobs.gov/Help/working-in-government/unique-hiring-paths/veterans/>

### Explore hiring paths

The federal government offers unique hiring paths to help hire individuals that represent our diverse society. Learn more about each hiring path and your eligibility.

<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Open to the public</b> U.S. citizens, nationals or those who owe allegiance to the U.S.</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Veterans</b> Veterans of the U.S. Armed Forces.</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>National Guard &amp; reserves</b> Current members, those who want to join or transitioning military members.</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Senior executives</b> Individuals looking for an executive level job and who meet the five Executive Core Qualifications (ECQs).</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Family of overseas employees</b> Family members of a federal employee or uniformed service member who is, or was, working overseas.</p> </div> <div style="border: 1px solid #ccc; padding: 5px;"> <p><b>Peace Corps &amp; AmeriCorps VISTA</b> Individuals who have served at least 2 years with the Peace Corps or 1 year with AmeriCorps VISTA.</p> </div>	<div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Federal employees</b> Current or former federal employees in the competitive or excepted services.</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Military spouses</b> Military spouses relocating under PCS orders, or whose spouse is 100% disabled or died while on active duty.</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Students &amp; recent graduates</b> Current students enrolled in or who have graduated from an accredited educational institution</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Individuals with disabilities</b> Individuals who are eligible under Schedule A.</p> </div> <div style="border: 1px solid #ccc; padding: 5px; margin-bottom: 5px;"> <p><b>Native Americans</b> Native Americans or Alaskan Natives with a tribal affiliation.</p> </div> <div style="border: 1px solid #ccc; padding: 5px;"> <p><b>Special authorities</b> Individuals eligible under a special authority not listed above, but defined in the federal hiring regulations.</p> </div>
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# VETERAN HIRING FLEXIBILITIES

## Veterans' Preference

Veterans' Preference recognizes the sacrifices veterans made by serving our country. It assists with a favorable competitive position for federal employment and recognizes the debt owed to disabled veterans. Veterans' Preference does not guarantee a veteran a job.

Not all veterans are considered veterans for the purpose of federal civilian employment, and not all active-duty service qualifies for Veterans' Preference.

Only veterans discharged or released from active duty in the armed forces under honorable conditions are eligible for Veterans' Preference.

With Veterans' Preference, you may receive preference over non-veteran applicants in the hiring process. Veterans' Preference can be used when applying to permanent and temporary positions in both the competitive and excepted service (of the executive branch). Preference does not apply to positions in the Senior Executive Service or to executive branch positions for which Senate confirmation is required.

## Rating and Ranking Applicants in the Competitive Service

Preference eligible veterans are divided into five basic groups as follows:

- CPS – Disability rating of 30% or more (10 points)
- CP – Disability rating of at least 10% but less than 30% (10 points)
- XP – Disability rating less than 10% (10 points)
- TP – Preference eligible with no disability rating (5 points)
- SSP – Sole Survivorship Preference (0 points)

Applicants for competitive service positions (the majority of federal jobs) are rated and ranked using a category ranking system. Qualified applicants are placed in quality categories such as Highly Qualified, Well Qualified, and Qualified.

To determine candidates' placement in a quality category, qualified applicants are evaluated and ranked based on the competencies identified for the position through a job analysis. The rating method takes into account their job-related experience, education, training, special projects or accomplishments, and other job-related behavioral evidence.

Names of all eligible candidates in the highest quality category are referred to the selecting official for consideration.

- Selecting official selects from among candidates in highest quality category.
- Preference eligibles are listed ahead of non-preference eligibles within each quality category.



### Video

*Veteran Preference Video*  
[dol.gov/DOLEWmaterials](https://dol.gov/DOLEWmaterials)



### Quick Tip

*Veterans' Preference can be confusing. You can check your eligibility using the Department of Labor's Veterans' Preference Advisor at: <https://webapps.dol.gov/elaws/vetspref.htm>*



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## DOCUMENTATION

You must provide acceptable documentation of your preference or appointment eligibility. Acceptable documentation may be:

- The member 4 copy of your DD214, “Certificate of Release or Discharge from Active Duty,” is preferable.
- The SF-15, “Application for 10-Point Veteran Preference”, is used by federal agencies and OPM examining offices to determine individuals’ claims for Veterans’ Preference.
- A “certification” that is a written document from the armed forces that certifies the service member is expected to be discharged or released from active-duty service in the armed forces under honorable conditions not later than 120 days after the date the certification is signed.



### Special Hiring Flexibilities

Special non-competitive hiring flexibilities are established by law or Executive Order. Agencies may, but are not required to, use a variety of appointing authorities to hire job applicants.

Veterans, individuals with disabilities, many current and former federal employees, and returning Peace Corps volunteers are all examples of individuals eligible for non-competitive appointment.

Special Hiring Authorities for Veterans are designed to assist veterans in their job search. These special authorities represent a few of many appointing authorities that agencies can use entirely at their discretion.

**Veterans’ Recruitment Appointment (VRA)** is an excepted authority that allows agencies to appoint eligible veterans without competition. If you:

- Served during a war or are in receipt of a campaign badge for service in a campaign or expedition;  
OR
- are a disabled veteran;  
OR
- are in receipt of an Armed Forces Service Medal (includes the Global War on Terrorism Service Medal) for participation in a military operation;  
OR
- are a recently separated veteran (within 3 years of discharge);  
AND
- separated under honorable conditions (this means an honorable or general discharge).

You can be appointed under this authority at any grade level up to and including a GS-11 or equivalent. This is an excepted service appointment.



### Quick Tip

Check your eligibility for any of the Special Hiring Authorities for Veterans at <https://www.fedshirevets.gov/job-seekers/veterans/special-hiring-authorities/>



**30% or More Disabled Veteran Appointment** allows any veteran with a 30% or more service-connected disability to be non-competitively appointed. You are eligible if you:

- retired from active military service with a service-connected disability rating of 30% or more;
- OR
- have a rating by the Department of Veterans Affairs showing a compensable service-connected disability of 30% or more.

This authority can be used to make temporary (at least 60 days but not to exceed 1 year) or term (more than 1 year, but not more than 4) appointments in the competitive service. There is no grade level restriction. There is no requirement that the temporary appointment be converted to a permanent position.

**Veterans Employment Opportunity Act (VEOA)** is a competitive service appointing authority that can only be used when filling permanent, competitive service positions when the agency has decided to solicit candidates from outside its own workforce. It cannot be used to fill excepted service positions. It allows veterans to apply to announcements that are only open to so-called “status” candidates, which means “current competitive service employees and certain prior employees who have earned competitive status.”

To be eligible for consideration under VEOA appointment, your latest discharge must be issued under honorable conditions (this means an honorable or general discharge), AND you must be either:

- a preference eligible (defined in title 5 U.S.C. 2108(3));
- OR
- a veteran who substantially completed 3 or more years of active service under honorable conditions.

**Disabled Veterans Enrolled in a Veterans’ Affairs (VA) Training Program** may enroll for training or work experience at an agency under the terms of an agreement between the agency and the VA. While enrolled in the VA program, the veteran is not a federal employee for most purposes but is a beneficiary of the VA.

Training is tailored to the individual’s needs and goals, so there is no set length. If the training is intended to prepare the individual for eventual appointment in the agency, the agency must ensure that the training will enable the veteran to meet the qualification requirements for the position.

Upon successful completion, the host agency and VA give the veteran a Certificate of Training showing the occupational series and grade level of the position for which they trained. The Certificate of Training allows any agency to appoint the veteran noncompetitively under a status quo appointment, which may be converted to career or career-conditional at any time. For more information, contact the Department of Veterans Affairs, VA Regional Office - VR&E Division.



## Other Special Hiring Authorities

Though not specifically for veterans, and not entirely inclusive, the following is a sample of some of the more frequently used special hiring authorities that veterans should be aware of and apply under as appropriate.

### Schedule A Hiring Authority for Persons with Disabilities

Not specifically for veterans, the Schedule A authority for people with disabilities is an excepted authority that agencies can use to appoint eligible persons, to include veterans, who have a severe physical, psychological, or intellectual disability. To prove your eligibility to be appointed to a federal job under Schedule A, you must:

- be qualified for the job for which you are applying (i.e., have the necessary competencies and relevant experience to perform the job);
- AND
- provide “proof of disability” documentation.

Sample Schedule A letters can be found on the OPM’s website: <https://www.opm.gov/policy-data-oversight/disability-employment/getting-a-job/sampleschedaletters.pdf>





- **Pathways Program** If you are a student or recent graduate, you may wish to consider beginning your career in the federal government by applying for a vacancy under whichever of the authorities described below that may apply to you.
  - **Internship Program** is for current students enrolled in a wide variety of educational institutions from high school to graduate level, with paid opportunities to work in agencies and explore federal careers while still in school. For complete program information, visit [www.usajobs.gov/Help/working-in-government/unique-hiring-paths/students/](http://www.usajobs.gov/Help/working-in-government/unique-hiring-paths/students/)
  - **Recent Graduates Program** is for individuals who have recently graduated from qualifying educational institutions or programs and seek a dynamic, career development program with training and mentorship. To be eligible, applicants must apply within two years of degree or certificate completion (except for veterans precluded from doing so due to their military service obligation, who will have up to six years to apply). For program information, visit [www.usajobs.gov/Help/working-in-government/unique-hiring-paths/students](http://www.usajobs.gov/Help/working-in-government/unique-hiring-paths/students)
  - **Presidential Management Fellows (PMF) Program** for individuals who have received a qualifying advanced degree within the preceding two years. For complete program information, visit [www.pmf.gov/](http://www.pmf.gov/)

Veterans are encouraged to seek consideration under all the hiring authorities for which they are eligible, in addition to claiming their preference under the competitive examining process (if applicable).





## FINDING FEDERAL JOBS

USAJOBS is the federal government’s official source for federal job listings. Because it has thousands of job postings, you will need to filter your search to yield a manageable list of jobs to review.

Follow these guidelines when deciding which jobs to pursue:

- You must meet all established Federal and DoD qualifications and requirements.
- You may apply for permanent as well as temporary/term positions (i.e., intermittent, seasonal, or “flexible” schedules). There is no limit to the number of times you can exercise your Veteran’s Preference or status.

To search for a job announcement on USAJOBS, search using keywords or location and use filters such as hiring paths, series, or grade.

When you apply for federal positions, you must follow all instructions as required by the Job Announcement. This process is necessary for the Human Resources Office (HRO) to determine if you rank among the best-qualified candidates for the position. The evaluation factors used to rank you are the same factors that apply to all competitive candidates.



### Quick Tip

*Though most federal agencies post their jobs on USAJOBS, some post jobs on their agency website. If you want to work for a specific agency, find its website through the A-Z Index of Government Agencies. [www.usa.gov/federal-agencies](http://www.usa.gov/federal-agencies)*



### ACTIVITY 3.1: FIND A JOB THROUGH USAJOBS

1. Go to the [USAJOBS.gov](http://USAJOBS.gov) website.
2. To search for job postings, enter a job title or keywords, enter your location, and select Search. You can save your search parameters and get email notifications when new jobs meeting your criteria become available if you set up an account.
3. Fill out the Hiring Path Filter by marking all that apply to you.



# FEDERAL JOB ANNOUNCEMENTS

## UNDERSTANDING THE JOB ANNOUNCEMENT

The most important component of a successful federal job search is to have a clear understanding of the requirements outlined in the job announcement. While these can be lengthy, they provide valuable information about the job, and it's important that you read each section before applying. (There is an example on page 80.)

Select the job title to view the full announcement. Sections include:

**Overview:** Tells you how much time you have to apply, the salary, the work schedule, and the type of appointment and service. Pay close attention to these details which may determine whether you want to apply for the position.

**Pay Scale:** Identifies the pay scale and grade. You may notice several initials of different wage types, such as WG, NF, LEO, or NH, according to the hiring agency. One of the most common is GS.

**Location:** Lists the work location(s). Many jobs have multiple locations, so it's important that you verify the location is somewhere you want to work.

**Duties:** Describes the job's daily activities and responsibilities.

**Qualifications:** Describes the type of experience you need, certain conditions you need to agree to for the job, and how the hiring agency will evaluate your application.

**Required Documents:** Lists all the documents you may need to include with your application to prove you're eligible and qualified for the job. It's very important that you submit the right documentation. The hiring agency may disqualify you if you're missing information. Some examples of required documents include:

- Cover letter
- Transcripts, Licenses or Certifications
- SF-15 (if appropriate) – application for 10-Point Veterans' Preference
- DD-214 (if appropriate) – a service member's proof of military service. This Certificate of Release or Discharge form is issued through the Department of Defense and is typically issued at the final out-processing appointment prior to retirement or separation.

**How to Apply:** This section explains:

- Directions for completing the application.
- Agency contact information.
- Next steps, including information on how your application will be evaluated.

# USAJOBS QUESTIONNAIRE

Hiring managers have adopted occupational questionnaires to facilitate screening candidates. Because a job might attract hundreds of applicants, recruiters use the scores from questionnaires to identify qualified candidates from the pool.

Many federal government job applications require completion of a USAJOBS occupational questionnaire. (There is an example on page 83.) Job announcements may have links to previews of the job questionnaires in the **Requirements** or **How to Apply** sections. Assessment questionnaires vary depending on the job positions. It might have 10 questions or dozens.

You can expect to encounter:

- Multiple choice questions
- Yes/No questions
- Questions asking you to rate yourself

Read all parts of the questionnaire and consider your responses carefully. When evaluating your skills or competency, don't hesitate to give answers that reflect your abilities. Your work history and education should support your answers, but do not underestimate yourself. The best advice about how to fill out the occupational questionnaire on USAJOBS involves confidence.

If you possess the skills and experience necessary for the job, indicate it in your responses. Remember, the assessment is designed to deflate your score and reduce the pile of applications for recruiters to consider.

USAJOBS integrates with the third-party site ApplicationManager.gov. When you are completing the application, you will be directed to this site to complete the assessment. If you've never been to the site before, you'll need to create an account. If you have an account, you should be automatically connected by USAJOBS.

When answering the questionnaire, remember to complete the questionnaire honestly but confidently.



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## BASIC FEDERAL RESUMES

### DIFFERENCES BETWEEN FEDERAL AND STANDARD RESUMES

A federal resume details the specialized skills and qualifications for a targeted federal job. Federal jobs require a more detailed and extensive type of resume than private sector jobs because federal resumes serve as the job application. A subject matter specialist for the job posting assesses and grades your federal resume to determine your level of qualifications for the position. Be sure to:

- Provide as much information as you can on the federal resume; otherwise, it may be considered an incomplete application.
- Highlight your Knowledge, Skills, and Abilities (KSAs) that are in line with the job announcement.

**Length:** The length may be the biggest difference between federal resumes and standard resumes, as federal resumes are typically much longer. They require more detailed descriptions of work experience which provides a way for the human resources specialist to assess what tasks and duties were performed and at what specific level to ensure you are qualified for the position.

**Format:** The format of a federal resume needs to be easy to read and concise like a standard resume. However, it can include more details and descriptions of experience. It should also include keywords from the job announcement.

**Required Information:** Federal resumes require specific information to include: job start and end month; average hours worked each week (part- or full-time employment); employer addresses; salary information; supervisor names and phone numbers; college GPA and graduation dates; high school education; all training, including course name, date, and number of hours; and other information typically not included on standard resumes. If this information is not included, it will be considered an incomplete application and may be rejected.

**Additional Documentation:** Some federal announcements require additional essay questions. These questions are one- to two-page statements specifying examples from an applicant's experience related to the job announcement. Federal resume applications will often ask applicants to send or upload additional information, including transcripts, evaluations, and military service forms. If you fail to provide these documents, you will be marked as having an incomplete application package, and you will not be considered any further.



# RESUME BUILDER

Once you create a personal account, USAJOBS offers a resume builder tool to ensure candidates complete basic application information required by federal agencies. The resume builder enables you to create a document in a standard federal resume format. USAJOBS also gives you the option to upload your own document. If you choose to do so, submit your resume document as a PDF.

Using the resume builder, however, will make searching and evaluating your resume easier for federal human resources specialists. The resume builder tool mitigates the risk of the application being rejected due to formatting issues or missing information. The tool also increases the likelihood of your resume being scanned and viewed. It helps you ensure your resume is communicating and matching your competencies, knowledge, skills, abilities, experience, and education to the requirements for each job.

As you work in the resume builder, save your work periodically. For security reasons, your session will time out after a period of inactivity. Save regularly so that you do not lose any work. You can make only one resume searchable at a time.

## FORMATTING RESUMES

When you copy and paste text from Word documents into the USAJOBS resume builder, some formatting in these documents may not work in the resume builder. To fix formatting errors inside your resume, you must first save the original file in a .txt format.

## DOCUMENTS MANAGEMENT

Your USAJOBS account allows you to upload a number of documents, so they are ready for selection when you apply for a federal job. Under the documents tab, you can upload and maintain five resumes and ten other documents. Essential documents you can upload include transcripts, DD-214, and other documents that may be required to verify your eligibility for a special hiring authority. You can also make one resume searchable by recruiters who are looking for your skill set.

## SUBMITTING RESUMES WITH APPLICATIONS

Some agencies accept uploaded resumes and resumes created using the USAJOBS resume builder, while some may only accept one or the other. Even though you may have both types of resumes in the Document section of your profile, the agency determines which ones to accept when you are applying online. The Apply button displayed on the job announcement page activates the process for a job seeker to complete an application.

USAJOBS automatically provides a list of available resumes and other documents to attach to your application and will only display resumes and documents the hiring agency is willing to accept. For example, if the hiring agency only accepts resumes created using the USAJOBS resume builder, your uploaded resumes will not be available to add to your application. Pay special attention to the How to Apply section of the job announcement to find out which resume format and documents are accepted and how to submit them to the hiring agency.



### More Information

You can learn more about building a resume through the USAJOBS Help Center. <https://www.usajobs.gov/Help/how-to/account/documents/resume/build/>



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## APPLICATION MANAGEMENT

USAJOBS illustrates the process for positions posted to ensure all applicants receive fair and equal opportunity. The Home tab contains an Application Manager which helps to organize your Applications as well as Saved Jobs, and Saved Job Searches. It will provide a status on your dashboard. This gives you the most accurate information about your job applications.

## JOB STATUS

A job status tells you where the job is in the hiring process—whether a hiring agency is accepting applications, reviewing applications, has completed the hiring process, or has canceled the job.

- **Accepting applications:** This job announcement is open and accepting applications. You can apply now.
- **Reviewing applications:** The job announcement is closed, and the hiring agency is reviewing applications. This status will display until the hiring process is complete.
- **Hiring complete:** Hiring is completed, and the position is filled.
- **Job canceled:** The agency withdrew the job announcement and did not hire anyone. An agency can cancel a job announcement any time after they post a job.

## FEDERAL HIRING SECTION REVIEW

Let's do a quick review of the focus of this section. You have:

- Reviewed the federal hiring process.
- Explained preferences and special hiring flexibilities for veterans and others.
- Recognized differences in federal resumes and standard corporate resumes.
- Recognized where to obtain additional information on federal hiring.

## MAXIMIZE YOUR RESOURCES



### More Information

*DOL TAP offers a free two-hour Federal Hiring virtual course with live instructors. Visit [www.dol.gov/obttworkshops](http://www.dol.gov/obttworkshops) for dates and to register. OBTT courses are supplemental to TAP.*



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# USAJOBS POSITION ANNOUNCEMENT EXAMPLE

## PORTIONS OF USAJOBS POSITION ANNOUNCEMENT

**NOTE:** Hyperlinks and radio buttons are inactive in the following Position Announcement and Questionnaire examples.

Management and Program Analyst

DEPARTMENT OF DEFENSE

Defense Logistics Agency

### Overview

#### Accepting Applications

<b>Open &amp; closing dates</b>	07/14/202X to 09/22/202X
<b>Service</b>	Competitive
<b>Pay scale &amp; grade</b>	GS 9
<b>Salary</b>	\$81,947 to \$97,430 per year (*Note: Some announcements list salary including locality pay)
<b>Appointment type</b>	Permanent - Multiple Appointment Types
<b>Travel Required</b>	Occasional travel - You may be expected to travel for this position
<b>Promotion Potential</b>	11
<b>Job Family</b>	0343 Management and Program Analysis
<b>Work schedule</b>	Full-time
<b>Location</b>	1 vacancy in the following location: New Cumberland, PA
<b>Relocation expenses</b>	No
<b>Telework eligible</b>	Yes as determined by agency policy
<b>Security Clearance</b>	Secret
<b>This job is open to</b>	U.S. citizens, nationals or those who owe allegiance to the U.S.; Veterans; Military Spouses
<b>Announcement number</b>	DLADist-22-115195-MP

### Duties

- Analyzes loss data to identify locations, shift and items where pilferage occurs and advises management in identifying methods to reduce pilferage.
- Develops standard operating procedures (SOPs), regarding pilferage control plans, crime prevention surveys, etc.
- Participates on various working groups and councils on programs involved with the prevention of loss, theft etc. of materials.
- Evaluates and analyzes investigative reports to determine appropriate changes or



corrective action required.

- Develops procedures for establishing, operating, and assessing the effectiveness of various programs designed to prevent loss, unauthorized use, theft, etc. of materials

**Qualifications:**

Specialized Experience: One year of specialized experience that equipped you with the particular competencies to successfully perform the duties of the position and is directly in or related to this position. Creditable specialized experience includes:

- Serves as the division’s OPSEC program manager.
- Determines the requirement for and plans and conducts studies and analyses involving a wide variety of management and supply operations-related issues and/or problems (addressing areas such as information technology (IT) requirements, budget/equipment requirements, suggestions, workload and productivity, mission effectiveness, safety, quality, etc.).
- Evaluates effectiveness of work operations and makes recommendations for problem resolution.

Education Substitution: Such education must demonstrate the knowledge, skills, and abilities necessary to do the work. Education must be from a college or university accredited by an organization approved by the U.S. Department of Education.

Combination: Combinations of successfully completed post-high school education and experience may be used to meet total qualification requirements for grade levels GS-09.

Experience refers to paid and unpaid experience, including volunteer work.

**Education**

Are you using your education to qualify? You **MUST** provide transcripts or other documentation to support your educational claims. Unless otherwise stated: Unofficial transcripts are acceptable at time of application.

**How You Will Be Evaluated**

You will be evaluated for this job based on how well you meet the qualifications above.

The assessments for this job will measure the following Competencies:

- Analysis
- Communication
- Planning and Developing Programs

Once the application process is complete, a review of your resume and supporting documentation may be completed and compared against your responses to the assessment questionnaire to determine if you are qualified for this job. The rating you receive is based on your responses to the assessment questionnaire. The score is a measure of the degree to which your background matches the competencies required for this position. If your resume and/or supporting documentation is reviewed and a determination is made that you have inflated your qualifications and or experience, you may lose consideration for this position. Please follow all instructions carefully. Errors or omissions may affect your rating.

## Required Documents

To apply for this position you must provide a complete Application Package. Each Application Package MUST include:

1. Your Resume listing work schedule, hours worked per week, dates of employment and duties performed. If multiple resumes are submitted by an applicant, only the last resume submitted will be reviewed for the qualifications and referred for selection consideration if eligible. **IMPORTANT NOTE:** Ensure that your resume does not contain any specialized characters, fonts, typefaces or formatting (e.g. tables, macros, etc.). It is also recommended that you convert/save your resume as a PDF prior to attaching to your application.
2. Applicable documents to support the eligibility(s) for which you are applying.

### Other Supporting Documents:

- Cover Letter, optional

### Additional information

**COVID19** - Federal agencies may request information regarding the vaccination status of selected applicants for the purposes of implementing other workplace safety protocols.

### How to Apply

The complete application package must be submitted by 11:59 PM (EST) on the closing date to receive consideration.

- To begin, click Apply Online to access an online application. Follow the prompts to select your USAJOBS resume and/or other supporting documents.
- You will be taken to an online application. Complete the online application, verify the required documentation, and submit the application.
- You will receive an email notification when your application has been received for the announcement.

To preview the questionnaire <https://apply.usastaffing.gov/ViewQuestionnaire/11519>.

### Agency contact information

Hailey Montgomery

Phone 212-555-1010

Email [h.montgomery@dla.gov](mailto:h.montgomery@dla.gov)

### Address

DLA Distribution

2001 Mission Drive, Suite 1

New Cumberland, PA 17070

### Next steps

Once you successfully complete the application process, you will receive a notification of receipt. Your application package will be reviewed to ensure you meet the basic eligibility and qualifications requirements, and you will receive a notification. A review may be completed of your online questionnaire and the documentation you submitted to support your responses. Applicants that are found among the most highly qualified may be referred to the hiring official for consideration, and you will receive a notification of referral. If interviews are conducted, DLA uses a technique called Behavior Based Interviewing (BBI). Be sure to check your USA Jobs account for your notification updates.

# USAJOBS POSTING QUESTIONNAIRE EXCERPT

Displaying Portions of a Questionnaire for Familiarity and Educational Purposes

**NOTE: Hyperlinks are inactive.**



**DEFENSE LOGISTICS AGENCY**  
THE NATION'S COMBAT LOGISTICS SUPPORT  
AGENCY

**Position Title** Management and Program Analyst  
**Agency** Defense Logistics Agency  
**Announcement Number** DLADist-22-11519-MP  
**Open Period** Thursday, July 14, 202X to Thursday, September 22, 202X

## ELIGIBILITIES

1. Do you claim Veterans' Preference?
  - A. No, I do not claim Veterans' Preference
  - B. 0-point Sole Survivorship Preference (SSP)
  - C. 5-point preference based on active duty in the U.S. Armed Forces (TP)
  - D. 10-point preference for non-compensable disability or Purple Heart (XP)
  - E. 10-point preference based on a compensable service-connected disability of at least 10% but less than 30% (CP)
  - F. 10-point preference based on widow/widower or parent of a deceased veteran, or spouse or parent of a disabled veteran (XP)
  - G. 10-point preference based on a compensable service-connected disability of 30% or more (CPS)
2. Are you a veteran who separated from active duty under honorable conditions and you:
  - have a rating by the Department of Veterans Affairs showing a compensable service-connected disability of 30% or more OR
  - retired from active military service with a service-connected disability rating of 30% or more?
  - A. Yes
  - B. No

If eligible, submit a copy of your latest Certificate of Release or Discharge from Active Duty, DD-214 (copy indicating character of service) or other proof of your service which includes character of service. Please also provide your disability letter which includes the combined service-connected disability percentage rating from the Department of Veterans Affairs or Armed Service and the Application for 10-Point Veteran Preference, Standard Form 15(SF-15).

## PREFERENCES

1. Your responses in this Assessment Questionnaire are subject to evaluation and verification. Information provided in the application process may be investigated. Deliberate attempts to falsify your application information may result in being removed from consideration and could be grounds for disqualifying you or for dismissing you from employment should you be selected for this position. Please ensure the responses you provide are accurate and truthful.
  - A. Yes, I verify that all of my responses to the questionnaire will be true and accurate. I accept that if my supporting documentation and/or later steps in the selection process do not support one or more of my responses to the questionnaire that my application may be rated lower and/or I may be removed from consideration.
  - B. No, I do not accept this agreement and/or I no longer wish to be considered for this position.

## ASSESSMENT 1

1. From the descriptions below, select the letter that BEST describes the highest level of education and/or experience that you fully possess in order to minimally qualify for this position. Read all of the statements completely before making your selection.
  - A. I possess one year of specialized experience at the GS-07 grade level. My creditable specialized experience includes: Serves as the division's OPSEC program manager.



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Determines the requirement for and plans and conducts studies and analyses involving a wide variety of management and supply operations-related issues and/or problems (addressing areas such as information technology (IT) requirements, budget/equipment requirements, suggestions, workload and productivity, mission effectiveness, safety, quality, etc.).

- B. I possess a Masters or equivalent graduate degree or two full years of progressively higher level graduate education leading to such a degree or LL.B. or J.D., if related.
- C. I possess a combination of education and experience as listed in A and B above.
- D. I do not possess the required level of specialized experience and/or education to qualify for this position.

In this part you will respond to questions about your experience as it relates to the position for which you are applying. Carefully review the level descriptions (A to E) listed below. For each task question, choose the level description that best describes your experience and/or training. **Your responses must be fully supported within the text of your resume.** Failure to properly identify your experience may result in the lowering of your overall score and/or your disqualification for this position.

Select the one statement that most accurately describes your training and experience carrying out each task using the scale provided.

2. Evaluates and analyzes investigative reports to determine appropriate changes or corrective action required.
  - A. I have not had education, training, or experience in performing this task.
  - B. I have had education or training in how to perform this task, but have not yet performed it on the job.
  - C. I have performed this task on the job. My work on this task was monitored closely by a supervisor or senior employee to ensure compliance with proper procedures.
  - D. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee
  - E. I am considered an expert in performing this task. I have supervised performance of this task or am normally the person who is consulted by other workers to assist or train them in doing this task because of my expertise.
  
3. Evaluates effectiveness of work operations and makes recommendations for problem resolution. Interprets trends in workload data to identify problem areas, including systems, workload standards, etc.
  - A. I have not had education, training, or experience in performing this task.
  - B. I have had education or training in how to perform this task, but have not yet performed it on the job.
  - C. I have performed this task on the job. My work on this task was monitored closely by a supervisor or senior employee to ensure compliance with proper procedures.
  - D. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee
  - E. I am considered an expert in performing this task. I have supervised performance of this task or am normally the person who is consulted by other workers to assist or train them in doing this task because of my expertise.

[Questions 4-16 do not appear in this excerpt.]

17. Consolidates and then forwards suggestions to decision makers.
  - A. I have not had education, training, or experience in performing this task.
  - B. I have had education or training in how to perform this task, but have not yet performed it on the job.
  - C. I have performed this task on the job. My work on this task was monitored closely by a supervisor or senior employee to ensure compliance with proper procedures.
  - D. I have performed this task as a regular part of a job. I have performed it independently and normally without review by a supervisor or senior employee
  - E. I am considered an expert in performing this task. I have supervised performance of this task or am normally the person who is consulted by other workers to assist or train them in doing this task because of my expertise.

# 4 | Networking

# SECTION 4: NETWORKING



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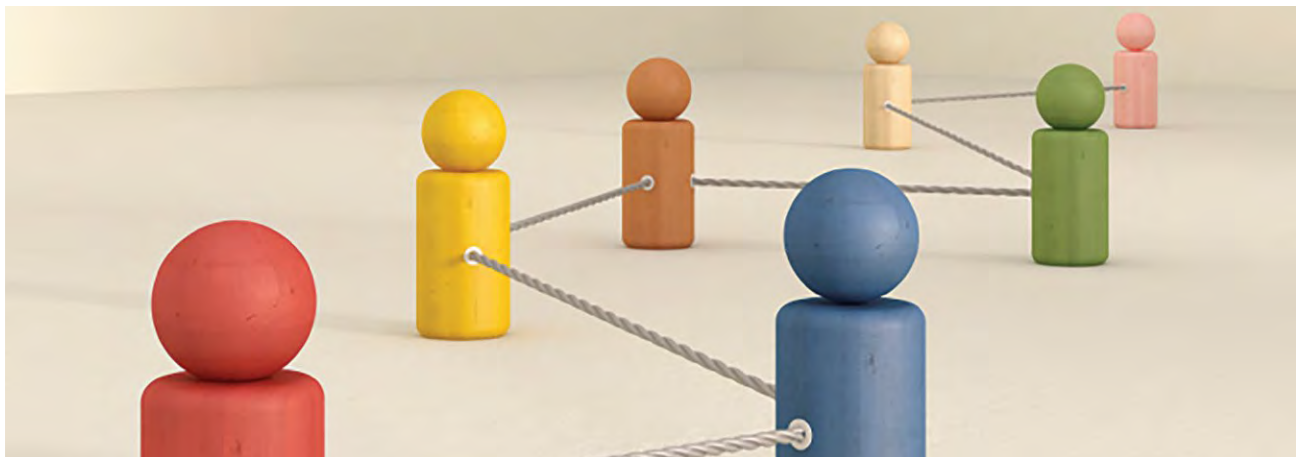
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Networking is just as important to your job search as a resume. Networking is your opportunity to provide your resume and introduce yourself to interested and connected contacts. In the Employment Fundamentals of Career Transition (EFCT) course, you learned that networking was the leading way people get jobs.

When you consider that the entire process of finding a job is an exercise in selling your skills, abilities, experience, and education to an employer, it reframes the traditional concept of a job search.

In this section, we will introduce an updated approach to networking for finding the right job for you. You have already begun to develop a picture of what your current network looks like. We will continue the discussion about various types of networking you can use in a job search and offer specific steps you can take to make your personal job search less stressful and more productive.



## SECTION OBJECTIVES:

- Understand networking and its value in a job search.
- Identify multiple methods to create and expand your personal network.
- Determine ways to engage your network contacts.
- Learn how to use online social networking in your job search.
- Create or enhance your LinkedIn profile.

MAXIMIZE YOUR  
**RESOURCES**



### PRO TIP: **CONNECT WITH YOUR NETWORK**

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

# WHAT IS NETWORKING?

You have likely heard the expression “it’s not what you know, it’s who you know,” and the sentiment still rings true in today’s job market. To date, networking remains the number one job-search method. Knowing the right people can increase your chances of getting hired.



## Did You Know?

According to HubSpot, 70% of jobs are found through networking.

Networking is the process of interacting with others to exchange information and develop relationships. Members of the military are often very familiar with the tactics of networking. At times, locating your next assignment, or transferring to a new unit, depends on the individual service member. You have had to negotiate moving to unknown areas, locating personal services, transportation, and more. Depending on where you are, finding resources can be simple or challenging.

When searching for a job, the people in your network can help you find opportunities and conduct research. That knowledge will enable you to customize your resume, online applications, and answers to interview questions to match an employer’s needs and priorities.

Networking is not the same as asking for a job. It is important to remember that networking is a mutually beneficial process. You never know when your skills and resources can prove to be beneficial to others in your network.

Every single person that you know, meet, and interact with is a possible member of your network. People will play varying roles in your network by providing access to different information, resources, or connection opportunities.

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

Many experts in networking will also tell you to be a good networking contact by providing helpful resources and sharing information with your network on a continual basis. You do not want to be seen as the person who only gets in contact when you are in a job search. You may be surprised how much you regularly gain from your network.



## ACTIVITY 4.1: EXPAND YOUR NETWORK

In the EFCT course, you brainstormed and named your current network. Remember, these are people you know and can be from a variety of backgrounds. Now that you know the power of networks, think about opportunities for you to grow your network. In the space below, write down three specific options for you to pursue to expand your present connections and then the actions to take to make that connection.

WAYS TO EXPAND NETWORK	ACTIONS TO TAKE
EX. <u>Follow ABC Company on LinkedIn</u>	: <u>Create LinkedIn Account</u>
1. _____	: _____
2. _____	: _____
3. _____	: _____

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# REACHING YOUR NETWORK

You are armed with a list of people to contact, now what? How will you contact them and what will you say?

You can build a more effective network by connecting with people in three ways:

1. Informal networking: Connecting with people that you already know, such as your former colleagues, high school and college friends, former supervisors, in-laws, etc.
2. Formal networking: Connecting with people that you do not know at structured events such as a networking event, professional association, or career fair.
3. Online networking: Connecting with people through a variety of online social media platforms.

We will explore how you can connect to the right people by using the power of networking through formal, informal, and online settings.



## Quick Tip

*At the end of this guide, there are a variety of examples of networking emails used to connect with colleagues in different situations.*



## INFORMAL NETWORKING

You learned in your EFCT course that knowing the right people can help you reach your career goals faster. We also identified a few types of networking you can use in your job search.

Now, we are going to cover some of the actions you should take to maintain and expand your employment network. Use the following tips to reach out to people and let them know you would like them to be a part of your network.

### Ask for Referrals from your Current Network

The easiest way to expand your network is to ask your current friends, family, and associates to connect you with people they know who could be beneficial for you to know. The “friend-of-a-friend” connection is a great way to start introducing yourself to others. You can use email, phone, or a conversation to connect with people you already know.

Example Conversation Starter -

“I am starting a job search and want to explore opportunities in logistics. If you have any suggestions on a good person to speak with in the field or a place to explore more, I would appreciate the advice.”



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## Contact Former Co-Workers, Supervisors, and Businesses

Don't forget to reconnect with your former colleagues, supervisors, and businesses you worked with in the past. These people all had a relationship with you before and could again—you simply need to reconnect with them.

Example Conversation Starter -

“How are things with you? I am entering a job search and would appreciate any direction or referrals you might wish to share. I'd like to continue working in the x-ray technician field. It is great to stay in contact with you.”

## Contact Your Local American Job Center

Your local American Job Center (AJC) already has a network of people that can assist you in your transition. You can leverage the services and personnel available at the AJC to expand your network quickly. Find your local AJC at <https://www.careeronestop.org/LocalHelp>.

## Contact Your Schools

Your former professors and colleges have an extensive network within the college, community, and thousands of alumni. They want you to be successful because you are a product of their institutions, so they can be a great resource for you.

Example Conversation Starter - At an alumni event.

“The majority of my work experience is in intelligence. I have just started looking for job opportunities in this area. Would you happen to have any connections or leads in the intelligence field?”

## Volunteer

Many military members and spouses volunteer countless hours with military, educational, non-profit, and charitable organizations. Volunteering provides experience gaining new skills and can lead to career opportunities. It also fills employment gaps in your resume and shows productive use of your time. Volunteering is an opportunity to help others and meet new people who share your same passion. Since you volunteered with them, it is an easy way to connect with them and tap into their networks.

Example Conversation Starter -

“I have really enjoyed volunteering here and I have learned a lot. I was wondering if there may be any positions opening up in this area that I could apply for?”

While you are volunteering, be aware that other volunteers have jobs elsewhere. You may know your network contact from a mutual volunteer atmosphere, but they could be working in a field you are interested in. Have conversations with your fellow volunteers.

Example Conversation Starter -

“What do you do when not volunteering here? I am leaving active-duty service soon and am exploring different career fields to see where my skills might be a good fit.”



# CONDUCT INFORMATIONAL INTERVIEWS

Another great strategy for connecting with people is to conduct informational interviews. The EFCT workshop introduced informational interviews as a way to research companies and career fields. You can also use them to learn about a specific job opening or make contacts at a particular company.

To set up an informational interview, you must first find contacts who are willing to discuss their occupations and career paths with you. You should start by asking people in your network for contacts in a field, company, or job that interests you. Your local AJC will have local business contacts, or you could join a professional organization in your field to build your contacts. Many nonprofit groups and support organizations offer mentoring and informational interviewing opportunities that help veterans, transitioning service members, and military spouses.

When you contact someone, be polite, concise, and clear about your request. You are asking for information from them and you want them to know you will be respectful of their time.

When you send an email to ask someone to make an introduction to their contacts, make sure you include a short description about yourself for the context of the introduction and why you want to be introduced to make it easy for your contact to pass along your information.

## Example Conversation Starter -

“I understand we both share a background in the military. I am beginning my transition off of active duty next month. I am intrigued by the work that you do. Would you be willing to speak with me for 15 or 20 minutes to share more information about your field of work and any advice you might have for me?”

## TIPS FOR SETTING UP INFORMATIONAL INTERVIEWS

**Be prepared.** Have a professional introduction ready. It’s important to have a short, concise introduction describing yourself and what you are trying to do. (You developed your professional introduction in your EFCT course. Now it is time to put it to work.)

**Be professional.** Treat your contact with respect and be professional. On the day of the meeting, this includes being on time and respecting the time allotted. Don’t ask about openings. Keep in mind that you are there to learn more about the industry you’re interested in and ask for potential steps you can take for your next move.

**Ask questions.** It is best to ask open-ended or follow-up questions during the interview. Examples: What general skills are required for this line of work?, What do you like most about your work?, and What kind of advice would you give me regarding a career in this field?

**Ask for advice.** Ask for guidance on the next steps to take after the interview. You could ask what skill set is the most valuable in the field and if there is anything you can do or resources you can read in the meantime to make yourself a marketable candidate. Your contact may also know more people who can help you gain more knowledge about the field you are interested in. Finally, ask if you can follow up with future questions should you need their help.



## More Information

For more information on informational interviewing; <https://www.thebalancecareers.com/how-an-informational-interview-can-help-your-career-2058564>



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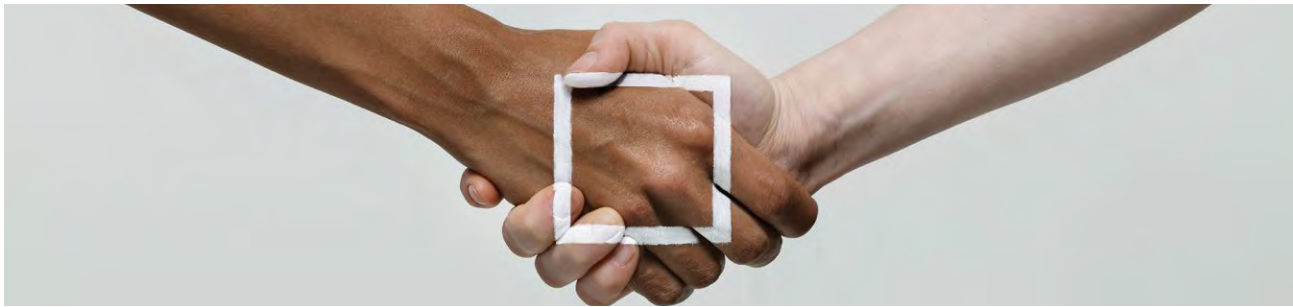
**Express your gratitude.** After the interview, don't forget to send a thank you email or letter, ideally within 24 hours. Don't forget to follow up in a few weeks or so with updates regarding your job search and other details your contact might be interested in knowing. This will help you nurture the relationship with this person. Once you land a job, reach out to everyone who has helped you along the way, thank them, and ask how you can help them in return.



## ACTIVITY 4.2: CONSIDER INFORMATIONAL INTERVIEWS

Who might be a good resource for an informational interview? (For example: someone who currently works for X company, someone doing the job currently, or a hiring manager.)

What three or four questions would you plan to ask?



## FORMAL NETWORKING

Formal networking is a chance to meet people in your planned profession and in your local area. There are many groups that allow you to easily join and meet others. Here are a few examples of groups ready made for formal networking.

### JOIN YOUR PROFESSIONAL OR TRADE ORGANIZATIONS

Joining professional or trade organizations is an excellent way to connect with people who share the same professional interests and goals as you. Once you're a member, you may receive access to the membership list, which can open many new prospective network contacts. Most organizations also run regional or national meetings and conferences, which is another opportunity to grow your network as you learn new industry information or gather continuing education credits, if required. Always make sure to follow up with an email after meeting any new contacts, ideally within 24-48 hours.

Be aware that many of these organizations may have membership fees and most require time to attend meetings and become involved. You cannot join them all, nor do you want to. Most organizations allow a few meetings before they request you join. As you attend initial meetings, remember you are assessing the organization to determine if it is a good fit.

Here are a few talking points when at a networking event, "Have you been here before?" is a great question to start a conversation and learn more about the organization, group, or event. If the response is yes, a follow-up question would be, "This is my first meeting, what do you enjoy about this group?"

If the response is no, a follow-up would be to ask, "This is my first meeting also, what do you know about this organization?"

When you need to get out of a conversation, an easy explanation is the honest approach. You can explain "I know we both are here to meet people and network. I am going to continue to circulate, and I hope to speak with you again before the event is over."

### FIND A MENTOR

Often, people confuse mentoring with coaching and counseling. Mentoring is a long-term relationship focused on supporting the growth and development of the mentee. The mentor draws on their knowledge and experience to assist the mentee with achieving their professional goals.

A mentor is someone with experience who can help you with career guidance and connect you with their professional connections. Their support is invaluable—not just in the employment process, but they can assist you in your professional development as well.



The DoD TAP Managing Your Transition course has more information on mentors that includes how to find a mentor and characteristics of a good mentor.

A mentor will dedicate some of their time investing in your success. To be a good mentee, you will need to:

- Be focused and dedicated to your success.
- Be open to feedback from your mentor.
- Be a good listener.
- Have a well-defined career goal.
- Commit to your appointments/meetings with your mentor.
- Be accountable for your actions and inactions.

#### Example Conversation Starter -

“Thank you for taking the time out to collaborate with me. I am reaching out to you because you are currently working in the field of Cyber Security which I am interested in pursuing. I admire your hard work and dedication towards your career goals. For that reason, I wanted to ask if you would agree to be my mentor in order to get me on the right track?”

## ATTENDING NETWORKING EVENTS AND JOB FAIRS

Networking events are a great way to build connections with business leaders. These events are all about networking, so people that attend these events are more than happy to connect with you and others.

Job, career, and resource fairs can be held in person or online. Look for virtual job fairs advertised on social media platforms. There are dozens of events targeted specifically for military members.

There are several event types to consider. They are presented to the public with different goals and levels of direct impact on a job search.

**Job fairs are targeted at finding candidates to fill positions available with the employers attending the event.** Job fairs give you an opportunity in a single location to network with multiple employers that are actively hiring. Some events are quite large, with a collection of employers from a variety of industries, while others can be smaller and targeted to a particular industry or profession.

**Career fairs typically target a specific profession or industry.** Career fairs provide many great opportunities to meet new employers or check out education and training possibilities relevant to the fair’s target industry or profession. These events are not exclusively centered on finding a job or filling a particular position. However, this does not change your networking focus. Establishing contacts and gathering information are the goal at these events. You should not go into a career fair with the expectation that you will leave with a job offer. You will most likely be referred to the employer’s human resources department or job listing website.

**Resource fairs are a convenient way to gather information on what is available in your community on a topic of interest to the public.** Resource fairs offer resources, materials, programming, activities, giveaways, video, speakers, and so on in one location. Attendees at a resource fair are not typically job-seekers, but you will be able to tap into local organizations that offer help and information related to the theme of the fair. A medic or nurse, for example, might consider attending a health resource fair since they are a good place to begin meeting folks who work in healthcare or other related support industries.





## ACTIVITY 4.3: ONLINE SEARCH

A quick online search can reveal many events that may be interesting to you. Search for events targeted toward military members and spouses.

Record your findings of virtual or live job, career, or resource fairs here:

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## GENERAL TIPS FOR ALL NETWORKING EVENTS

To succeed at any networking events such as job and career fairs, you must prepare in advance by polishing your professional introduction, researching the companies you are interested in, and developing a plan of action. It is not possible to talk to every one of the companies in attendance, so you will have to choose your top five to ten and focus your efforts on meeting and connecting with those company representatives.

### BEFORE THE EVENT

1. **Register.** Although it is not always required, having your name on the list of pre-registered attendees shows professional courtesy to both fair organizers and exhibiting employers.
2. **Review the career fair exhibitor list online.** The organizers will advertise which employers are attending the fair. Choose the top organizations you want to connect with.
3. **Set a goal.** Attend the event with a purpose to make the best use of your time. Have a plan for how to interact with other attendees. Set a goal for meeting new people and exchanging names to connect on LinkedIn.
4. **Research.** Study who will be coming to the event. Look at their LinkedIn or other social media profiles and prepare a few questions to ask.
5. **Prepare and practice.** Practice your professional introduction and prepare specific talking points.
6. **Polish your resume.** If you have a specific organization of interest and the organization will be at the event, prepare a targeted resume and have it available. Confirm your resume includes all your contact information, customized LinkedIn URL, and goes back up to 10 years.
7. **Research participating employers.** Find out ahead of time which employers hire people with your skills. Many virtual fairs will send you a list and information on the employers attending. Go to their websites and see what job openings they have posted. Check them out on social media.
8. **Make a list of questions for employers.** Ask about how they recruit and hire people with your skill set. The following are sample questions:
  - What types of strengths and experience do you look for in new hires?
  - Are there any particular positions the company is focused on hiring?
  - How long is the application and interview process? What does it consist of?
  - May I contact you with further questions? Do you have a business card?
  - May I connect with you on LinkedIn? You can scan their LinkedIn QR code to connect.



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### 9. Questions you should avoid asking:

- o How much is the pay? (This assumes you have been offered a position.)
- o What does your company do? (This communicates you have not done your research.)

10. **Dress professionally.** Dress in a way that will leave a good impression on the companies and their representatives. Even if participating online, being dressed for work will help you communicate professionally.

## DURING THE EVENT

1. **Use a name tag.** When you sign into the event, name tags are usually provided. If you have to write it yourself, make sure it is very legible.
2. **Mingle.** Arrive early to meet other early attendees.
3. **Seek out the event coordinator.** It is a good idea to thank them.
4. **Introduce yourself.** Use a very short, tailored version of your professional introduction when meeting new people.
5. **Network with job seekers.** Talk and connect with other job seekers at the job fair to expand your network.
6. **Provide help to others.** Share a related resource. You will be amazed how helpful that can be.
7. **Get contact information.** Obtain names, personalized LinkedIn URLs, or ask to scan their LinkedIn QR code. You can connect with recruiters and employer representatives during or after the event.
8. **Have supplies.** Keep copies of your resume ready to hand out. You will want easy access to a pen and paper for notes, and a watch to keep track of time. A nice portfolio will be easy to handle, keeps your resumes accessible, provides a convenient pad for writing, and stores papers you collect from other employers. You can write notes about a person or company on the back of their business card to help you remember facts.
9. **Meet and repeat names.** Use a person's name three times in conversation after being introduced to help you remember their name.

## AFTER THE EVENT

1. **Follow up.** Send an email or LinkedIn request within 24 hours. If a recruiter requests you to connect with them on LinkedIn or send them an email, do so within 24 hours.
2. **You can reach out for new information if needed later.** Many recruiters are associated with large companies and know about nationwide openings.



### Quick Tip

*Connect with and follow potential employer companies on social media.*

## TIPS SPECIFIC TO IN-PERSON NETWORKING EVENTS

We have provided you with general tips for all types of networking events. Here are some tips that are some things to consider specifically when attending a face-to-face event.

### BEFORE THE EVENT

1. **Check the location address.** Once you have registered, you should receive the location. Map it out to ensure you are familiar with the area. If you are able, go check out the location ahead of time. You may find out there are parking restrictions you need to be aware of.
2. **Practice your professional introduction.** The more you practice, the more confident you will feel. And your delivery will be more polished at the job fair.

### DURING THE EVENT

1. **Keep a hand free.** If appropriate to shake hands, you will want to leave your right hand free to do so.
2. **Give a warm greeting.** If appropriate, begin by accepting a handshake, and maintain eye contact. Thank the representatives/recruiters for being at the event.
3. **Get business cards.** Collect business cards so you have the contact information for the recruiters you met at the event. Ask for the names or contact information of the hiring managers. You can write notes on the back of a business card to help you remember information.
4. **Be aware that virtual business cards are also in circulation.** These can be received either by email or by transfer using your smartphone's Bluetooth or Near Field Communication (NFC) capability. Check how to set up your Bluetooth or NFC for transferring data between two devices. You will then be ready to receive and send virtual versions of business cards. You should also create one for yourself. This is typically done using your phone's contact phonebook by adding an entry for yourself into the contact listings. LinkedIn profiles provide a scannable QR code to quickly share your profile or receive a profile for you to request a connection.
4. **Work the room.** Walk around and meet new people—don't settle into your "comfort zone" by spending all your time with people you already know.



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## TIPS SPECIFIC TO VIRTUAL NETWORKING EVENTS

Since the pandemic, many in-person career fairs have been replaced by virtual events. With so many events occurring on virtual platforms, the following additional tips will be useful for those networking environments to maximize the successful outcomes of your virtual career fair experience:

### BEFORE THE EVENT

1. **Follow all instructions.** After registering, you will likely receive an email filled with helpful information such as time to log in, requesting a resume by a certain deadline, and creating an account on the job fair app so that you can access all the features. Be sure to read the entire email.
2. **Create your profile.** Many job fairs will encourage you to create a profile to make it easier to share information with potential employers. Complete this step well in advance of the event so you are not rushed.
3. **Adjust your professional introduction.** You may need an abbreviated introduction for the event if you are limited to text and chat. Have your professional introduction ready to copy and place in the chat window.
4. **Check your technology.** Confirm your camera and audio work before the job fair begins. Have a practice call with a colleague and ask what they notice in your camera view.

### DURING THE EVENT

1. **Get there early.** Arrive early to sign in, check your connection, and review the platform.
2. **Attend the entire time.** Do not leave your computer unattended during the event. Your inattentiveness sends a poor message. If you are not speaking, remember to mute your microphone.
3. **Be present.** Look at the camera when you speak. You can remind yourself with sticky notes to...Smile. Keep it relevant. Use nods for nonverbal communication. Watch language cues.
4. **Seek out employers.** Make a point to meet any employers you have sent a resume to prior to the event. Confirm they have your contact information by placing it in their chat. Make your meeting memorable.
5. **Provide your contact information.** Have your contact information ready on a word document so you can easily copy and place it into a chat window.
6. **Use your camera and audio, if possible.** Seeing you brings credibility and builds rapport.
7. **When on camera, keep your background neat.** Be aware of the full view of your background and what employers might be able to see. Look into the camera when you speak to employers. Avoid using green screen virtual backgrounds; some people find these backgrounds are distracting.
8. **Use the chat feature.** Connect with other job seekers. They may have valuable information to assist your search. You may need to wait to speak with an employer or recruiter. You can use the chat to leave your contact information.





# SOCIAL NETWORKING ONLINE

Social media is a mainstream tool even in business, as it allows employers to recruit and screen potential candidates, and it provides job seekers with access to career, job, and organizational information. It is becoming standard for the employers you contact or people you meet at networking events to search for you online. A complete absence of information about you or demonstrations of inappropriate behavior or questionable content (including pictures, stories, or comments) may raise concerns.



## ACTIVITY 4.4: ONLINE PRESENCE

Take a few minutes to google yourself and see what pops up. What would a potential employer see if they googled you?

You can strengthen your job search and increase your networking capacity by using the following strategies for leveraging your social media networking capabilities:

1. Create your online profile. You can control your privacy settings or may even choose to have separate private and professional accounts.
2. Ensure the information you provide on each site is accurate and up to date.
3. Use your social networks to locate employment opportunities.
4. Take advantage of social media to learn more about the companies you are targeting and to identify the hiring decision makers in those companies. Many companies create posts to announce job openings through their social media sites.
5. Allow social media sites to work for you by setting your job preferences and creating job search alerts to receive a notification when positions that meet your job/work preferences are added to the site.
6. Connect with hiring decision makers, either directly by using the messaging tools within a social media site or by arranging for an introduction through someone in your network. Once you're a member of a social media networking site, you'll immediately be provided with strategies for adding friends and new connections.

Here are some specific tactics for making the most of four widely used social media sites: Facebook, Twitter, Instagram, and LinkedIn.



## FACEBOOK ([HTTPS://FACEBOOK.COM](https://facebook.com))

1. If you currently use Facebook primarily for keeping in touch with family and friends, realize that all your contacts and the people they know may have information that could help you identify employment opportunities and learn more about those opportunities.
2. Do not keep your job search a secret. Let everyone with whom you are connected on Facebook know about the type of work you are seeking and the skills and knowledge you can offer an employer.
3. Scrub your Facebook posts and messages to ensure any of your personal posts that may be compromising in one way or another are hidden from public view.
4. Although you may want to restrict access to much of your Facebook profile to friends and family, consider making your employment information and education available to everyone, including employers who may be researching you.
5. Ensure the information in the "About" section of your Facebook page is accurate, up-to-date, and professional.
6. Use the Facebook job search tool. Facebook users can browse jobs and apply with an application.
7. Use Facebook's search feature to determine if a company you are targeting has a Facebook page. If so, "like" the company, and explore the content it has posted.



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## ACTIVITY 4.5: FACEBOOK GROUPS TO FOLLOW

Name three Facebook groups to follow during your job search.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_



### TWITTER ([HTTPS://TWITTER.COM](https://twitter.com))

1. Ensure your Twitter handle (username) is professional.
2. Create a profile that emphasizes your relevant experience.
3. The hashtag symbol is Twitter’s way of identifying topics or keywords. Use the feature to search for things of interest, including internships, apprenticeships, job fairs, or jobs (#apprenticeships, #internships, etc.).
4. When you have identified companies or hiring decision makers you would like to know better, check to see if they have a Twitter presence (you may have to ask for their Twitter handle to locate them), and “follow” them.
5. Demonstrate your professional interests and knowledge by periodically tweeting relevant articles or content you discover.
6. To strengthen relationships with specific people, reply to the tweets they post, retweet their posts, or use the direct message tool to contact them.
7. Participate in Twitter chats (online conversations) or online forums related to professional topics that are of interest to you.
8. If you are going to attend a networking or professional development event or job fair and the event publicizes a hashtag, use Twitter to connect with people online that you would like to meet face-to-face at the event.



### INSTAGRAM ([HTTPS://INSTAGRAM.COM](https://instagram.com))

1. Create a professional Instagram account.
2. Fill out your profile branding yourself and your talents.
3. Make sure your account is set to public.
4. Use as a visual resume for your skills, experience, and strengths.
5. Use a professional headshot for your bio picture.
6. Search for hashtags like #nowhiring or #hiring.
7. Post content related to your field/showcase your work.
8. Use hashtags to bring attention to your posts such as #jobsearch.
9. Create videos to display a project you are working on.
10. Find and follow companies you are interested in.
11. Interact with companies by commenting and tagging their posts.
12. Make sure everything you post is workplace appropriate.
13. Learn about companies you are going to interview with by closely following them on Instagram. During the interview, mention things you saw, such as an event posted.

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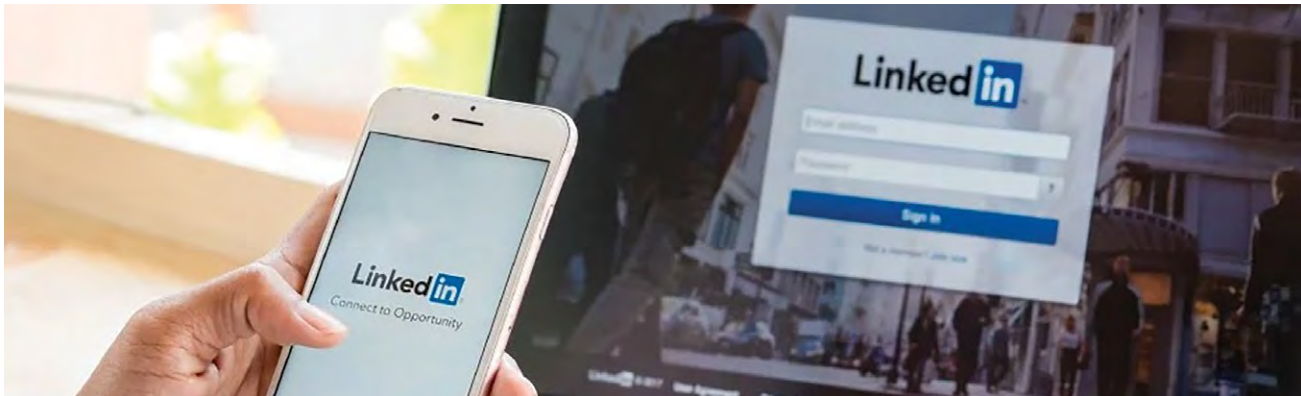
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## **LINKEDIN ([HTTPS://LINKEDIN.COM](https://linkedin.com))**

LinkedIn is the world's largest professional online network and is an effective way to reach people inside and outside of your existing networking circles, background, and industry.

To get an idea of how overarching LinkedIn has become, here are some statistics as of 2022: LinkedIn has over 810 million members across more than 200 countries. Of the over 500 million monthly active users, 40% of them use LinkedIn daily. LinkedIn is popular with job seekers, featuring 20 million jobs from 57 million companies.



### **Quick Tip**

*You must create a LinkedIn Basic account before you can upgrade your subscription to the Premium account for free.*

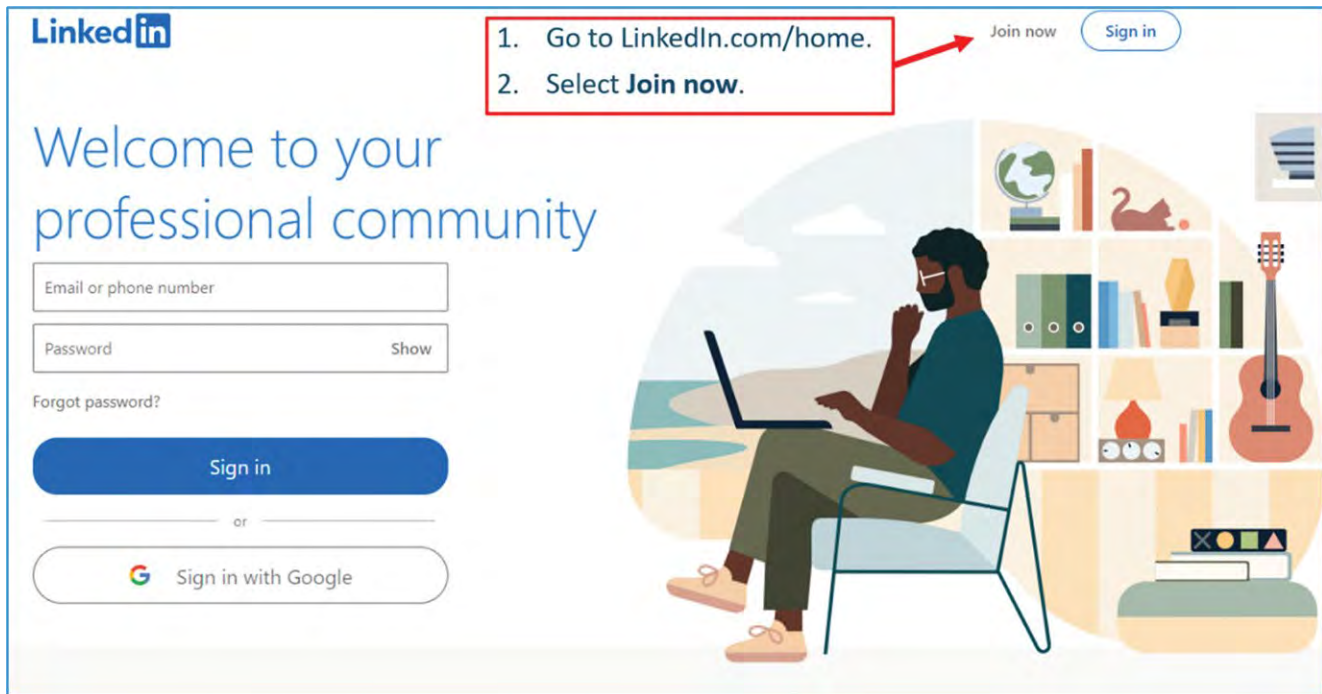
- A basic LinkedIn account is free.
- You will need a basic profile before you can upgrade your subscription from a free account to the Premium account. Premium LinkedIn accounts are subscription-based.
  - LinkedIn offers a one-year complimentary Premium subscription upgrade for many veterans, service members, and their spouses. Remember, after one-year, LinkedIn charges you a monthly subscription fee on the LinkedIn Premium Career account. Therefore, it is wise to wait until you are ready to start your job search to unlock the extra features LinkedIn Premium Career offers.
  - Go to <https://socialimpact.linkedin.com/programs/veterans> to sign up for the one-year Premium subscription upgrade.
- LinkedIn Premium Career gives you the following additional features:
  - Interview Preparation to help you prepare for commonly asked interview questions with sample answers from experts and hiring managers.
  - InMail Messaging so you can contact anyone, even if you're not connected.
  - Ability to see everyone who has viewed your profile over the last 90 days.
  - Top Applicant feature to see a list of jobs where you're a great fit.
  - Competitive Insights on people who are applying to the same job as you.
  - LinkedIn Learning, which is an online educational platform that helps you discover and develop business, technology-related, and creative skills through more than 16,000 expert-led courses. You can also choose to add these courses and related skills to your LinkedIn profile once you complete them.



## ACTIVITY 4.6: LINKEDIN BASIC ACCOUNT SETUP

For those who have not created a LinkedIn Basic Account, let's take five minutes to create one.

**STEP 1:** Access the LinkedIn homepage, <https://www.linkedin.com/home>. Then select Join now.



**STEP 2:** Complete the required information and select Agree & Join. Remember to use an email address that you will have access to after you separate from the military.



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## LINKEDIN PROFILES

Building a strong LinkedIn profile helps expand your network. LinkedIn makes suggestions based on the commonalities between your profile information and other LinkedIn members. For example, if you worked at the same company or attended the same school, LinkedIn suggests that person as a possible connection. So, building a LinkedIn profile helps you connect with people you may not have considered.

A strong LinkedIn profile aids in your job search too. Listing skills and using keywords in your profile allows the LinkedIn Job Alert feature to find you when your details match a job posting. Recruiters use the same tactics on LinkedIn to search for viable candidates for open job positions. Creating a detailed profile brings opportunities to you.

A LinkedIn profile has sections closely related to your resume. Ensure the content you include on your LinkedIn profile matches your master resume. Recruiters do not want to be blindsided by a candidate they send to a hiring manager because the experience on the resume does not reflect the same experience in their LinkedIn profile.

### LinkedIn profile sections include:

- Profile Intro
- Photo
- Name
- Headline
- Current Position
- Education
- Location
- Industry
- Contact Information
- About (Summary Statement)
- Experience
- Education
- License and Certification
- Skills and Endorsements
- Recommendation



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## PROFILE INTRO

Your profile intro is a snapshot of who you are. It includes your background image, profile photo, name, headline, current position, education, location, and contact information. Make this snapshot stand out for the right reasons. Ensure your profile intro represents your professional brand.

### Background Image

Our brains are hardwired to notice images first, so your background image is your first chance to grab attention. It is an opportunity to project your professional brand and make your profile more visually appealing to recruiters and future employers. Add a background image that reflects your interests, profession, or a milestone in your career.

Follow these tips when creating your background image:

- Follow LinkedIn's suggested file formats and sizes and take advantage of LinkedIn's filters to create a clean, professional image.
- Use an image that stands out and represents your brand. Remember to keep it professional.

### Profile Photo

Recruiters spend approximately six seconds looking at your profile intro to determine if you are a candidate they want to read more about. Your photo is the first thing they see. Recruiters look for approachable candidates they feel comfortable sending to hiring managers. This photo is a visual representation of you and your professional brand.

Follow these tips when choosing your profile photo:

- Use a recent photo that looks like you. We all have more flattering photos of ourselves from years past but misrepresenting yourself may make potential employers question your credibility. Make certain your face takes up approximately 50-60% of the frame to ensure you are visible in the frame and not a distant, unrecognizable figure.
- Dress career appropriate. This may mean business casual for you. Do not overdress or underdress for your career field. If it is not acceptable at work, then it is not acceptable in your profile photo. We suggest you do not wear a military uniform in your photo. Dress for the job that you want.
- Be the star—appear alone. You would not take your child or a pet to an interview, so do not include them in your profile photo unless their presence is applicable to your career, like a pet-grooming service. Remember, this site is dedicated to professional networking. Save the personal photos for other social media sites.
- Take a clean, professional photo. You do not have to pay for a professional photo shoot for a profile photo. Just ensure certain quality markers are met:
  - Good lighting
  - Simple background
  - Clean, crisp images (no distortion or blurry images)

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### Name

To make it easier for people to find you, use the same name on LinkedIn you use when you introduce yourself. For some, that might be a nickname or shortened version of a proper name. Use the Former Name field to add former names, or nicknames, if you choose to display your full name and nickname together. Only include your name in the Name field—do not put contact information (phone numbers, emails, etc.) Use the Pronunciation feature if your name is difficult to pronounce or does not read in English like it is spelled.



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## Headline

The headline not only shows up on your profile, but also in the home feed every time you post or publish content on LinkedIn. You have a limited number of characters in the Headline field to draw potential connections and future employers to your profile content. Ensure it accurately represents your professional brand.

The following five example are headlines from LinkedIn Profiles:

- Connector | Cross-Functional Team Builder| Coach | Proud Marine Spouse
- Accountant | Data Analytics
- Web Designer | Graphic Design | Photography
- Career Coach | Outplacement | Job Search Specialist | Employer Branding | Human Resources



## ACTIVITY 4.7: HEADLINE

Follow these tips for your headline:

- Include your role. This may include your title and/or what you do.
- Recall that you did this similar exercise with your resume headline, however it was more targeted to the job posting.
- Use keywords for your industry. Recruiters use keywords to search for potential candidates on LinkedIn. The system searches based on how many times the keywords appear in a profile and if they appear in the headline. When the keywords are in the headline, you have a better chance of moving up in the search results. Choose your top skills for your career and include them in your headline.
- Use vertical bars (|) to separate titles, phrases, and top skills. Because you are including job titles, keywords, skills, and phrases that might not necessarily link, ensure you separate each with a space, vertical bar, and another space. (Find the vertical bar key under the backspace key on your keyboard.)

If you do not have access to LinkedIn, write your headline in the following space.

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## Current Position and Education

Current Position and Education fields in this “edit intro” section will automatically transfer any experience and education you add here to the Experience and Education sections lower in your profile. Displaying your education is optional. Ensure you choose the correct company and school when completing the Education and Experience sections.

Recruiters and hiring managers can select the company logo to go directly to your experience at that company and select the company logo again to go to the company’s LinkedIn profile.

## Location

Members who include their location receive up to 19 times more profile views, and including the city makes it more likely to be found by members in your professional community. This includes connections, recruiters, and potential employers.

Recruiters do search for candidates by location, so this strategy is a personal decision you need to make. Keep in mind, when you add job preferences to your profile, you have the option to add multiple locations.

## Industry

Although industry does not appear on your profile info, it is working hard on the back end for you. Over 300,000 people search by industry each week.

Complete this field to make it easier for potential employers and other LinkedIn members to find you.

## Contact Info

Include websites, email, and other contact information or social media sites you want displayed. Only include professional contact information.

## ADDITIONAL LINKEDIN SECTIONS OVERVIEW

Later, when you have additional time, access your LinkedIn account and continue to enter information for the other sections. You can copy and paste information from your resume into the appropriate locations, if applicable.

- **About (Summary Statement)**

- o The summary is the number one profile section recruiters view on LinkedIn. It is the LinkedIn equivalent of your professional introduction or elevator speech; it differs only in length. Where your elevator speech is short enough for a brief elevator ride, your summary statement needs to be longer. In fact, a LinkedIn summary requires a minimum of 40 words for your profile to appear in recruiter searches. It is okay to use personal pronouns here (I, me, my) and can show your personality.
- o Example 1: I love writing code. Ever since writing my first program in Python and manipulating it to produce a desired output, I have been obsessed with the idea of using software to solve practical problems. Software engineering is a never-ending puzzle that...
- o Example 2: I’m a passionate educator and instructional designer, dedicated to improving educational opportunities for everyone and revolutionizing the education system. I believe it’s critical to provide real-world, personalized, high-quality educational opportunities for everyone...

- **Experience**

- o Complete all fields so recruiters and potential employers see a full picture of your work experience. Ensure your experience on LinkedIn matches your resume.
- o Recruiters do not want to be surprised by unknowingly sending a candidate with a completely different resume to an interview with a hiring manager.

- **Education**

- o A profile with education listed gets 11 times more profile views. LinkedIn uses your schools to suggest connections and help you grow your network. Including your education also helps recruiters match you to job requirements.
- o Complete all applicable fields, but if you are not comfortable, you do not have to complete the dates on your degrees unless the date is an anticipated graduation date. Unless your degree was earned in the past five years, it is recommended you omit the date.

- **Licenses & Certifications**

- o Like other sections of LinkedIn, including your license and certifications ensures you will show up in more keyword searches and helps recruiters match you to job requirements.
- o Include all current licenses and certifications.

- **Skills**

- o You can list up to 50 skills in your profile. List skills that match the jobs or industry you are seeking and update them regularly.
- o According to LinkedIn, users who list at least five skills are contacted up to 33 times more by recruiters.
- o Skills Endorsements
  - When a connection endorses your skills, it promotes the strength of your profile, and increases the likelihood that you will be identified for opportunities related to the skills you possess.
  - Your connections can go on your profile and endorse skills you have listed. Endorsing your connections' skills is way to validate the abilities they have identified on their profile.

- **Recommendations**

- o A LinkedIn recommendation is a personalized review or testimonial of someone's character, work, education, or accomplishments. This feature allows your contacts to display meaningful feedback on your profile. Like many other features, words used in your recommendation also help your LinkedIn search ranking.
- o To give a recommendation, go the person's profile, select "more" next to "message," and select "recommend." You can also select "request recommendation" if you feel that person would be willing and is a good contact to provide a recommendation.



### **Quick Tip**

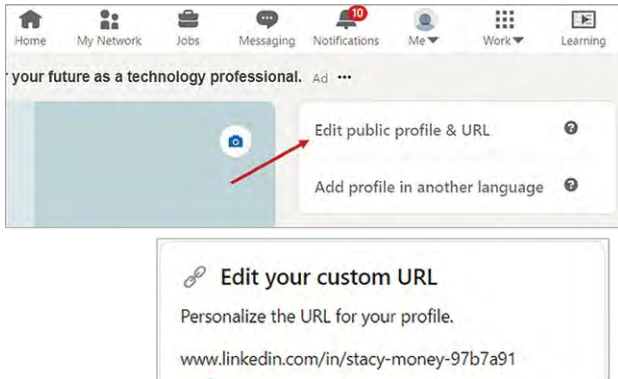
*When adding or editing in the Experience or Education sections, turn off the "Notify network" option at the top of the pop-up window.*

*When on, LinkedIn sends a notification to your entire network for each job you add to your profile. The feature's purpose is to alert your network when you have a promotion or job change, not to alert them to each step of your profile build.*





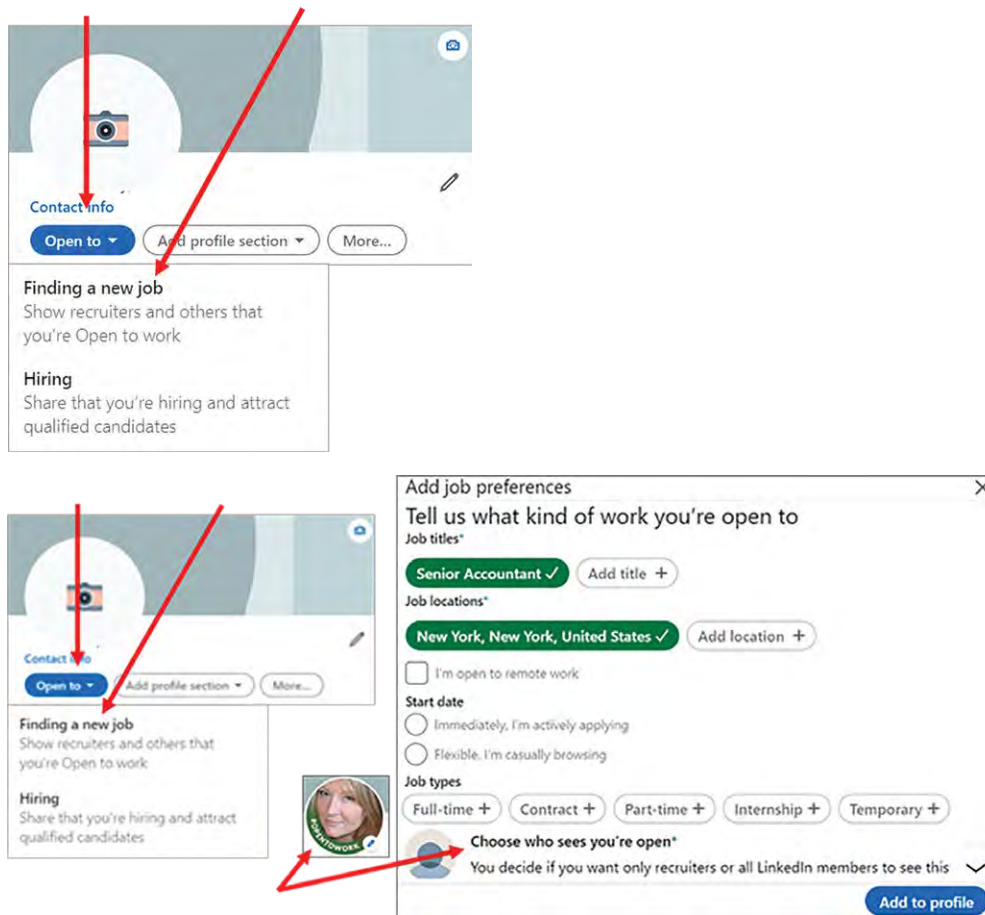
## ACTIVITY 4.8: PERSONALIZED LINKEDIN URL



LinkedIn offers users an option to personalize their Uniform Resource Locator (URL), which is an address on the web. Your LinkedIn URL provides a direct link to your LinkedIn profile. A personalized URL is more professional than an autogenerated URL. Customize your URL by taking out the numbers and creating a personalized URL. This makes it easier to read and minimizes potential typing mistakes in a complicated series of numbers and letters.

Ensure you include your name in the URL and keep it professional. Add your personalized LinkedIn URL to your resume.

## SET “OPEN TO” FEATURE



Let recruiters and others on LinkedIn know you are open to work with the “Open to” feature. Recruiters use the “Open to new opportunities” spotlight to prioritize candidates who are actively seeking positions. The “Open to” feature allows you to set the parameters with job titles, locations, start dates, and job types (full-time, contract, internship, etc.). Select the “I’m open to remote work” checkbox to show in recruiter searches for remote positions. Recruiters use the “Employment type” filter to find candidates for specific job types, so ensure you select all job types that apply to you. You also control who can see your open-to-work status—only recruiters or all LinkedIn members.



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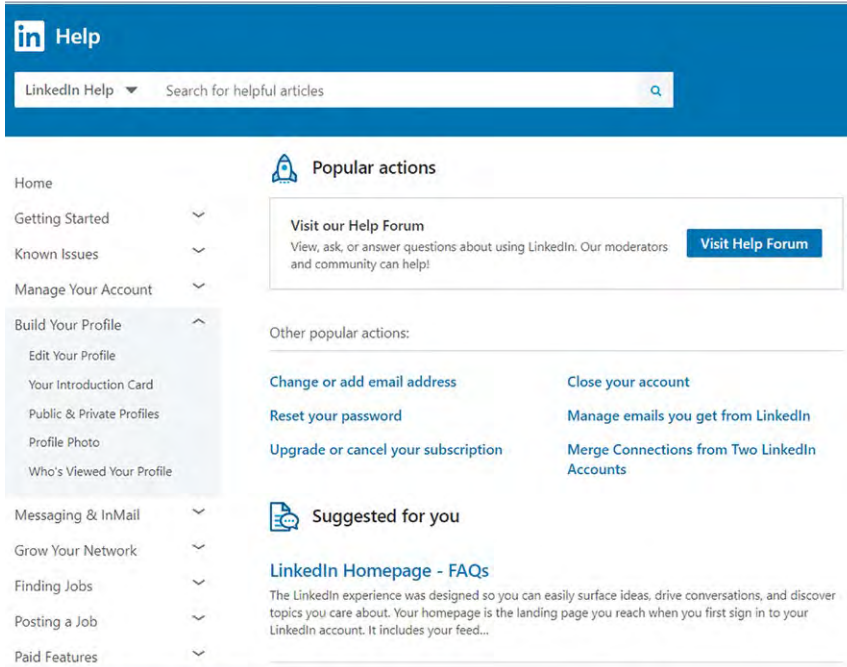
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LinkedIn offers numerous online tutorials for building your professional identity and creating a strong profile. For assistance as you create and develop your own profile, you can find written tutorials on all sorts of LinkedIn topics at <https://www.linkedin.com/help/linkedin>.



Search LinkedIn Learning for free LinkedIn videos on building and improving your profiles, networking, and maximizing LinkedIn as a professional tool.



## More Information

The Department of Labor also offers two free workshops to help you build and make the most of LinkedIn's available resources. You are invited to take each of the free 2-hour LinkedIn workshops that DOL offers: LinkedIn Profiles and LinkedIn Job Search: [www.DOL.gov/OBTTworkshops](http://www.DOL.gov/OBTTworkshops)



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## LINKEDIN RECRUITER VIEW

Recruiters and hiring managers not only use LinkedIn to research candidates who applied for open positions at their companies, but they also **actively search for viable candidates** on LinkedIn for those open positions.

LinkedIn features more than 20 million active job listings. Understanding how a recruiter searches for candidates and how LinkedIn displays those results helps you create a winning strategy for your job search.

### Recruiter View

Much like an applicant tracking system (ATS) sorts resumes based on job posting criteria, LinkedIn sorts candidates by criteria recruiters select using LinkedIn Recruiter. These systems use keywords and search criteria to identify candidates who best match the job's requirements. Recruiters set the search criteria based on LinkedIn profile sections. This includes using filters to search by job titles, locations, skills, companies, company followers, schools, year of graduation, industries, keywords, and employment type (full time, contract, temporary, etc.). Some recruiters set their view to hide profile pictures and candidate names to remove bias.

LinkedIn sorts the candidate search results into categories. The total candidates tab displays all the candidates who appeared in the search based on all the filters applied. LinkedIn orders the candidates by best profile match to the recruiter's search criteria. The more keywords in a profile that match the search criteria, the higher up the profile appears in the search results. Additional tabs further categorize the total candidates.



### Did You Know?

*Nine out of ten employers use LinkedIn during the hiring process and 97% of Fortune 500 companies use LinkedIn for recruiting and sourcing talent.*

## CUSTOM FILTERS IN RECRUITERS VIEW

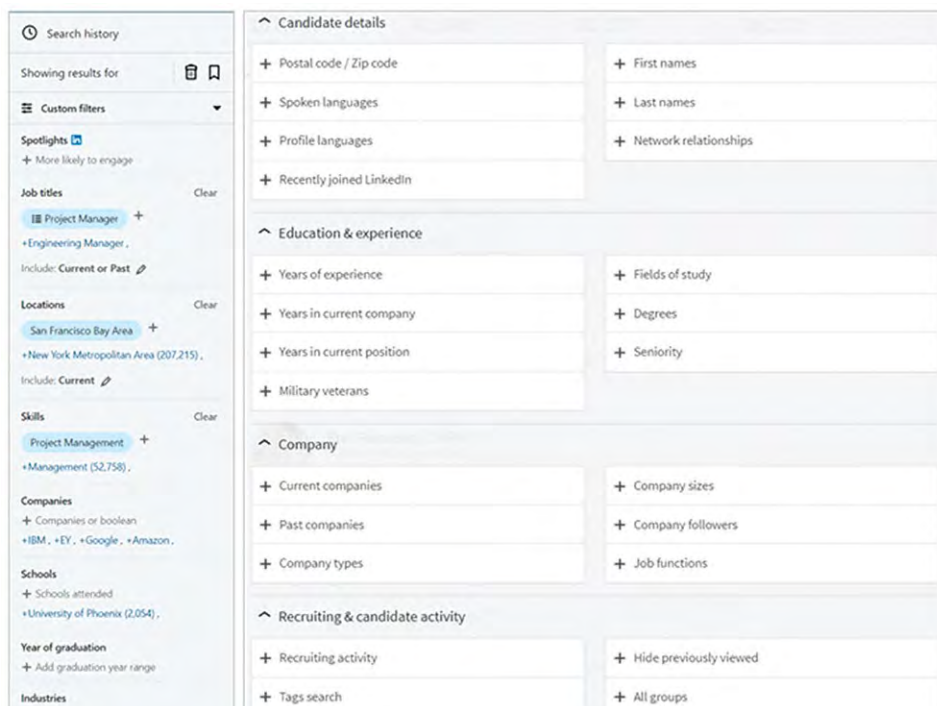
Maximize your exposure to recruiters by following these tips to ensure your profile filters to the top of their search results.

Use keywords more than once throughout your profile. The more a keyword appears in your profile, the higher you are on a recruiter’s search for that keyword. So, if someone’s profile has Project Manager listed 12 times and yours has that keyword 15 times, you will appear higher in the search results. This applies to industry keywords, job titles, and skills. For example, if leadership is one of your skills, ensure you include the keyword “leadership” throughout your profile including the Skills section, under individual job positions (if applicable), and in your About section (Summary Statement).

Include similar job titles for your previous positions (if applicable). Some job titles are standard throughout an industry and others vary by company. For instance, one company uses the job title Trainer while another uses Training Instructor. Another example is Project Lead, Task Lead, or Project Manager. List other job titles that encompass your role in the industry to appear in more searches. Remember to include relevant job titles in other sections of your profile, like the About section (Summary Statement).

## HOW SEARCH FILTERS WORK IN RECRUITER VIEW

Recruiters use advanced search filters to refine their search results. Recognizing how recruiters filter search results and find candidates like you, allows you to customize your profile for optimum reach.



## NETWORKING SECTION REVIEW

In this section of the workshop, you have:

- Learned to understand networking and its value in a job search.
- Identified multiple methods to create and expand your personal network.
- Determined ways to engage your network contacts.
- Learned how to use online social networking in your job search.
- Created or enhanced your LinkedIn profile.



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# 5 | Interviewing Skills



# SECTION 5: INTERVIEWING SKILLS



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## SECTION OBJECTIVES:

- Understand the different types of interviews.
- Recognize key aspects of before, during, and after the interview.
- Identify best practices of in-person and virtual interviews.



You've got an interview request! All the hard work you've put into researching careers, getting credentials, completing your resume, finding job postings, networking, applying online, and following up has paid off with an interview request. Congratulations!

While all the work you've done so far has been on your personal timeline (probably all hours of the day), an interview is an event in time involving others having a set beginning and an end. Because of these constraints, it is now important for you to focus on making that event a success.

This section of your employment workshop will provide information and activities you can use to build your interviewing techniques and confidence.

# INTERVIEW TYPES & TIPS

## Types of Interviews

A company interviews to find the right person for the job; an individual interviews to find the right company and job fit. As mentioned in the DOL EFCT workshop, employers may conduct interviews in a multi-stage process that occurs in a variety of formats. Companies use the following methods to conduct interviews:

- Phone Interview
- Live Video Interview
- In-Person Interview

## PHONE INTERVIEW

A phone interview is often the first step in the interview process. Prior to the phone interview, a company or recruiter may call to screen an applicant to verify basic qualifications for the position. A phone interview is typically more in depth than the screening call, asking traditional interview questions.

### Phone Screening vs. Phone Interview

A phone screening is quick, can be unscheduled, and as short as 10 minutes. During the call, employers may verify basic qualifications, clarify outstanding application questions, or confirm your continued interest in the position. The goal of this screening call is to create a shortlist of qualified candidates. Not every employer conducts a phone screening, but if your employer does, this is when it will be determined if you are qualified and whether you will move to the next phase of the hiring process.

A phone interview may be conducted by a recruiter, the hiring manager, or multiple hiring decision-makers. During a phone interview, more in-depth traditional interview questions are asked and you have more of an opportunity to ask questions. Typically, a phone interview is scheduled in advance, often after the phone screening interview, giving you a chance to prepare. A phone interview can last 30 minutes or longer.

### Suggestions to prepare for a successful phone interview:

1. Dress for the interview, as it creates a professional attitude that is not visible but comes through in your manner and voice over the phone.
2. Treat the phone interview as you would an in-person interview.
3. Be in a quiet place where you can concentrate.
4. Confirm your phone has good connection and ample charge.
5. Have your company, industry, and job research materials with you. However, be aware that some phones can pick up pages being shuffled in the background, so plan accordingly by laying out your pages so you can easily read them without the need to shuffle through them.
6. Mention your research during the interview to demonstrate your understanding of the business.
7. Smile during the call. Feel free to stand up. Both make a difference in the projection and quality of your voice.
8. While you can use notes during a phone interview, be sure your conversation is natural, not monotone, and you are not reading your notes word-for-word.



### Quick Tip

*If you are driving and receive the call unexpectedly, pull over and give your full attention to the call. Multi-tasking is not appropriate during a screening call or an interview.*





## LIVE VIDEO INTERVIEW

Becoming increasingly popular, live video interviews take place online between the employer and the candidate. In a one-way or recorded video interview, the employer conducts the interview using an interview website or application by creating a series of questions that job candidates respond to while recording the answers. Use these tips to prepare for a video interview regardless of the format (live or one-way):

1. Check your tech. Be very familiar with the software settings, webcam, and microphone.
2. Dress appropriately from head to toe.
3. Have a professional and uncluttered background.
4. Have appropriate lighting and do not sit with your back to a window.
5. Position the webcam at eye level so you are looking directly at the camera and can address the interviewer.
6. Do a trial run with a friend to ensure you can log in and your equipment works.
7. When confirming details of the interview, ensure you have a contact phone number for the company should you encounter trouble with the platform.
8. Be in a quiet room with no distractions, such as cell phones, clock chimes, pets, children, etc.
9. Have an electronic version of your resume available to share via email, screen share, or chat during the interview.

## IN-PERSON INTERVIEWS

An in-person interview usually follows a successful phone interview. You can meet with one or multiple people at a time. Interviewers are typically recruiters or hiring managers. Prepare for a successful in-person interview with these suggestions:

- Scout the interview location the day before.
- Anticipate possible delays in traffic.
- Arrive at least 15 minutes early to your interview.

Whether your interview is in-person or virtual, there are a variety of interview types that you may experience. Below are six most common types, but this list is not exhaustive.



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## PANEL INTERVIEW

A panel interview involves two or more interviewers sitting on a panel or committee (somewhat like a promotion or award board). Interviewers may include HR representatives, hiring managers, and team leads. The candidate answers questions from one or multiple people on the panel. Follow these guidelines to prepare for a panel or committee interview:

- Monitor your body language and eye contact. Be ready to maintain eye contact with the whole panel, paying slightly more attention to the person who asked the question.
- Bring a copy of your resume for each person on the panel, a notebook, and a pen.
- If applicable, be prepared with professional examples of your work in a presentable folder or portfolio.



## MEAL INTERVIEW

A meal interview is useful for jobs that require client interaction. The employer can observe you and evaluate your social skills. In this casual environment, it is easy to get comfortable. So remember, this is a job interview. Maintain your professionalism.

Follow these guidelines for all meal interviews:

- Carefully select your meal (it should not be too pricey or too messy).
- Avoid ordering alcohol (even if the interviewer orders a drink first).
- Be polite to everyone you encounter, including all restaurant staff.
- Practice good manners.



## GROUP INTERVIEW

A group interview includes multiple candidates. Employers mostly utilize this interview type when staffing numerous job openings at once, like hospitality jobs or seasonal retail jobs.

A group interview may serve as a screening for candidates and can be more like a presentation about the company and the challenges of the job. In this case, employers typically call candidates of interest back for an in-person or panel interview after the group interview. Follow these tips for a group interview:

- Bring copies of your resume, a notebook, and a pen.
- The employer may be evaluating how well you interact with others.
- Treat everyone you encounter with respect.







## DEMONSTRATION OR WORKING INTERVIEW

Some interviews could involve you demonstrating a skill or working in a particular software application or even working in the employment environment for a trial run. The company will usually prepare you for the possibility of a demonstration of a skill if you must prepare beforehand, such as writing a sample speech or creating a culinary dish. Demonstrations can be a standard practice in some professions, such as welding. It is best to do your research, ask questions before your interview, and be prepared.

## STRESS INTERVIEW

While a job interview is stressful already, some industries purposefully create additional stress to evaluate your response. Employers may want to test how you perform in stressful work environments, such as those that are regularly fast paced or dangerous. For example, the ability to stay calm and clearly communicate to a caller is an essential element for an emergency dispatcher.

Extensive practice will pay off in these types of interviews. As you understand the reasoning for the stress interview, you can remain calm and show your skills and value to the employer. Some common professions utilizing stress interviews would include first responders or sales.

You might even encounter some unexpected questions during an interview such as solving a puzzle or answering a challenging riddle. Most interviewers do not expect a candidate to intuitively know why a manhole cover is round. Generally, these types of questions are posed to determine a candidate's thought process and reasoning skills. And a note for those who do not know – a manhole cover is round mainly to keep it from falling through its own opening, and it doesn't need to be rotated to align to the opening shape in order to replace the cover.

## ON-THE-SPOT OR CAREER FAIR INTERVIEW

Many career or job fairs provide the opportunity for employers to conduct on-the-spot interviews. They are usually unscheduled and can be with a human resource representative instead of the hiring manager. The company may be screening many people over the course of the event. Always be prepared for a possible on-the-spot interview when attending hiring events.

## ARTIFICIAL INTELLIGENCE IN INTERVIEWS

You may have attended an interview virtually via Skype, Zoom, or other platform and talked with the interviewer via video or chat, but have you considered that your next interview might not be with an actual person?

**Artificial Intelligence (A.I)** is an area of computer science that has created an intelligent machine, software, or application that works and reacts like humans.

Be aware that some companies may ask you to pre-record your answers to questions through a software application and will use A.I. as one piece in the screening or evaluation method. Some popular platforms include HireVue, MyInterview, and SparkHire.

These questions are usually timed, for example, you may have around three minutes to record your response. If timed responses are a stressor for you, be prepared that an A.I. interview may have a countdown timer. The A.I. system dissects your video and judges your performance based on selected criteria set by the company.

Developers claim A.I. is capable of measuring things like your language usage (keywords, filler words, syntax, and structure of your answers), as well as your mood and attitude. They also claim to measure whether you are being truthful or exaggerating based on analysis of face, lip, and eye movements, stance and body language, talking speed, tone of voice, and pitch changes.

With this in mind, here are some things you should be paying attention to when interviewing with an A.I.:

1. **Smiling** – Show a pleasant countenance as you answer. It can be easy to forget to smile when you are focusing so hard on the questions but try to remember to relax a bit during the process and let some of your natural personality out.
2. **Eye contact** – Avoid appearing shifty by looking away quickly or outright not looking at the camera. Staring at a tiny lens can feel strange, but the more you practice the less it will bother you.
3. **Tone** – Articulate your words clearly with a neutral or bright tone.
4. **Talking Speed** – Prior to the actual interview, record yourself answering questions and review the video to help you evaluate if you are speaking too quickly, too slowly, or not articulating well.
5. **Body Posture** – Sit with an open posture. Appear relaxed, natural, and ready to handle any question.
6. **Keywords** – Using keywords is an essential part of any job application process, and A.I. algorithms are specifically designed to screen out any candidate that does not seem to be using them in their responses. However, be careful to not overdo or force their use.
  - Be sure to use their keywords specifically. For instance, if they mention experience with Facebook ads, mention Facebook ads in particular and not just social media management in general.
  - Do not try to out-smart the A.I. by rattling off a string of keywords without cohesion. Remember, you are likely to be evaluated by a live person eventually and getting past the A.I. in this way, ultimately, will not serve you well.
  - Include keywords in your STAR responses when you prepare them. Doing this will give you tight, solid answers with sufficient keywords without being incoherent.

Regardless of whether you are interviewed by a person or a computer, do your research.

While all interviews are different, you can and should practice. Regardless of the type of interview you are going to have, all have several things in common that we will discuss next.

# BEFORE THE INTERVIEW

Your resume gets you into the interview. A successful interview can get you the job. In this section, you will learn how research prepares you for a successful interview.

Throughout this and other workshops, we have explored the job search principle to *Think Like an Employer*. That principle is helpful to keep in mind as you progress through a job interview. For example: What skills or experience would an employer expect a well-matched candidate to explain during the interview when asked, “Why should I hire you?”

Preparing for interview success involves two categories of action: Research and Rehearse.

## RESEARCH

Before your interview, make sure you’re adequately prepared by researching the company. Though you researched the company before you applied, take the time to refresh your memory and do additional research.

Spend time on the company’s website and follow the company on LinkedIn, Twitter, and Facebook.

Learn the history of the company by reviewing information on its website, usually found in a section labeled “About.” Search for recent articles about the company and find out about its core missions and values. The more you know, the more comfortable you will be in the interview.

You will use your new-found knowledge to better respond to specific questions that relate to the position. The research will also help guide you to create thoughtful and informational questions to ask during your interview. The best candidate questions come from your research.

Check their official website first, then move onto other sources. If there are any client, customer, or employee reviews, study them and identify any recurring themes that might alter your decision to work with them.



### Quick Tip

*You do not get a second chance to make a great first impression, so prepare well for your interview to increase your chances of landing your dream job.*

**THINK LIKE AN  
EMPLOYER**



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Your goal when you do this research is to gain a knowledge of the following 10 areas:

1. **Highly valued experience and skills** - It is useful to gain some insight into the things the company looks for in ideal candidates. With this information, you can better highlight the qualities that make you the best candidate for the role. The experience and skills that the company values most can be found by carefully reading the job description and exploring the career page on the company's site. You can often learn a lot by asking current employees about the employer as well.
2. **Customers, services, and products** - Learn the details of the company's business. This will allow you to answer questions more effectively as well as ask thoughtful questions of your own. Candidates who are knowledgeable about what a company does and its target audience demonstrate that they are ambitious, organized, and truly interested in the position. You can learn about the company's offerings and customer base by visiting their website, exploring their blogs, and studying the white papers, case studies, and marketing materials.
3. **Your interviewer** - If you know who will be interviewing you, learn a bit about them so that you can have a meaningful conversation and make a memorable connection.

In many cases, the name of your interviewer is included in the email coordinating and supplying the details of your interview. If that information wasn't provided, you can always send a follow-up message asking for your interviewer's name.

After you receive the name of the person who will be interviewing you, learn more about their role at the company, background, and even their interests by exploring the team page on the company's website and/or their professional profile on social media.

4. **Mission Statement** - An organization's mission statement describes its motivations for being in business and the values that give it purpose. You usually find this information on the company's website or in marketing materials. If you're having trouble finding a definitive statement, you could use the values they mention or how they portray themselves to determine the organization's primary motivations.
5. **History** - The company's current standing is important but having a basic knowledge of its past can help you gain a better understanding of its accomplishments, growth, and challenges. You discover important information regarding past business partners, acquisitions, changes in growth, modifications to policies, or processes due to new management. Use the information you gather to showcase your genuine interest throughout the interview.
6. **Competition** - Aside from knowing about the company you're interviewing with, you should also be aware of who their top competitors are. Interviewers will sometimes ask questions related to the company's competition to gauge your awareness of the industry, preparedness for the interview, and general expertise.
7. **Unique selling proposition** - In addition to researching the company's top competitors, spend some time determining its unique selling proposition. This is what makes their brand unique and helps them compete in the market. By showcasing your understanding of the company's market positioning, you highlight your expertise and genuine interest in the role.
8. **Culture** - Determining the company's culture allows you to understand their working environment and can be a great indication of the kind of employees they hire. To determine the culture of an organization, evaluate how the company talks about the workplace and employees on its social media profiles. This allows you to align yourself with the culture and better demonstrate that you are a good fit. For example: Is the company a casual and vibrant place? Mention that you value working in a creative atmosphere.
9. **Leadership** - Research the people that have important roles in the company, such as executives and upper management. Read the employee bios and the about page on the website to learn who holds the leadership positions within the company. You can then find them on social media and view their profiles to gain additional insight into the company and the roles they play.
10. **Latest mentions in the news** - It's a good idea to know the company's latest developments and news. Get a better idea of the recent achievements and challenges of an organization by checking to see if they have press releases on their site or by performing a simple search on the Internet.

## PREPARE MATERIALS

When preparing for your interview, remember to gather your materials and place them in a folder or portfolio to keep them together.

At a minimum, your folder or portfolio should contain:

- Pen and paper for note-taking (if permitted)
- Multiple copies of your current resume
- References (confirmed and ready to receive calls or emails about you)
- Copies of appropriate licenses and certifications
- Letters of recommendation (if available)

Think ahead for the interview. If the interviewer may require you to perform a task, ensure you are prepared. For instance, if you are applying for a job as a welder, the interviewer may ask you to demonstrate your skills on the spot. Have your work clothes and tools available at the interview.

## PRACTICE INTERVIEWING

When rehearsing, keep the following points in mind:

1. The more you practice, the more comfortable you will be in the interview.
2. Practice your responses so you can reply confidently and naturally without sounding rehearsed or mechanical.
3. Do not memorize your answers; this can trip you up if you forget what you memorized.
4. Practice answering aloud and with another person.
5. Your goal during an interview is to build rapport and create a positive first impression.
6. Practice how you will relate your qualifications to the job requirements.
7. Practice questions you might have for employers. Choose the most important for you to have answered.
8. Practice how to exit the interview with another person. You want to end on a positive note.

### Some tips to remember before your interview:

**Prepare in private** - Confident people are prepared. When you arrive at your interview, take time to gather your documents, put your phone on silent, and review any information before you enter the building. As soon as you walk inside, you will be interacting with company employees, and you immediately want to project confidence to them. Gather your thoughts and materials in a private place.

**Be aware in the waiting room** - Waiting for the interview to begin may seem like a great time to catch up on emails or send a text, but your time is better spent introducing yourself to the receptionist and waiting patiently.

**Where to sit** - When in the waiting room, choose a chair that gives you the best visibility of people coming and going so you won't be caught unaware by the interviewer. In the interview, if given a choice of seats, choose a seat that will allow you to maintain excellent posture and to comfortably make eye contact with everyone in the room.

**Your personal items** - If you have a briefcase or purse, set it on the floor by your side so you can easily grab it and shake hands with the hiring manager once the interview is over. If you plan to provide any documents or take notes, get those items out of your bag as soon as you enter the room, so you don't disrupt the flow of conversation.

The DOL TAP [Resource Guide](#) has interview resources from LinkedIn and Indeed.

## MAXIMIZE YOUR RESOURCES

*LinkedIn offers interview practice tools. Click on "Jobs" at the top of your LinkedIn account, and you will see Interview Prep on the left hand side.*

*Several military-focused non-profits, such as Hire Heroes USA or USO, offer live interview practice with professionals in your chosen industry. Just sign-up for their free services.*



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## INTERVIEW ATTIRE

First impressions matter. Appropriate attire and grooming are critical. Ensure you dress one level above the position for which you are interviewing.

### Consider the industry norms for dress.

- For a position in a more creative field, such as marketing or information technology, you can wear something smart casual.
- For a position in a trade industry, you should wear a nice casual shirt/blouse and trousers/skirt and take appropriate work gear with you if the employer has indicated you might be required to demonstrate your skills during the interview.
- An executive position or a position in a conservative industry, you should wear more traditional choices like tailor-fit suits and dress shirts/blouses.

Research the company's dress code to choose the right interview attire. Choose clothing that you will feel comfortable and confident in.

Confirm your interview attire fits comfortably and correctly. Do not wear clothes that are too tight, too loose, or uncomfortable to sit in; it will be distracting.

Use your best judgment. Do not overthink it. Inspect all pieces of clothing you plan to wear for stains, snags, pet hairs, and holes. Clothing should be pressed and wrinkle-free. Follow the examples shown in the table.



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# BUSINESS PROFESSIONAL

## GENERAL

**Suits** - Choose a conservative solid or pinstripe suit. Colors most suitable for an interview include charcoal, medium gray, steel gray, black, and navy blue.

**Shirts** - Shirts and blouses should be white, cream, or pale blue, preferably a solid color without stripes.

**Ties** - The tie should complement your suit.

**Socks or Stockings** -Socks should complement the suit: blue, black, gray, or brown.

**Shoes** - Shoes should be black, burgundy, or brown leather, depending on the color of the suit.

**Accessories** - You may want to bring a professional portfolio to hold copies of your resume and to take notes.

Avoid wearing religious or political insignias.

Belts should complement or match the shoes you wear.

**Jewelry** - When it comes to jewelry, less is more. Minimize the number of rings that you wear.

**Cologne & Makeup** - Do not wear cologne, perfume, or strong-smelling deodorants.

## MEN

**Suits** - The best colors for suits are navy, black, and charcoal through light gray.

**Shirts** - Always wear a long-sleeved shirt.

**Ties** - Tie width should be between 2 ¾" and 3 ½". Tie should extend to your trouser belt, size of the knot should be small. Never wear a bow tie.

**Accessories** - Watches should be plain and simple.

## WOMEN

**Suits** - Also appropriate: Pants suit or a skirt with a coordinating solid black or navy jacket.

One-piece business dress with matching jacket.

Jacket should be long sleeve and able to be buttoned.

Skirts should be no shorter than 2" above the knee.

**Blouses** - Blouses should be solid in color, preferably white or cream.

**Shoes** - Shoes should be closed-toe pumps with low or mid heels. The best colors to wear are black, brown, and navy.

**Accessories** - If you carry a briefcase, do not carry a purse.

**Jewelry** - Possibly only an engagement ring or wedding bands. Necklace and earrings are acceptable if they are subdued.

**Makeup** - Natural is the key word concerning makeup. Your eye makeup, blush, and lipstick should be subtle.



## BUSINESS CASUAL

### GENERAL

**Suits** - Full suit and tie are not normally worn as daily attire in a business casual environment.

**Shirts & Blouses** - Colors should be conservative and appropriate based on research of the company.

**Socks or Stockings** - Socks should complement the pants: blue, black, gray, or brown.

**Accessories** - You may want to bring a professional portfolio to hold copies of your resume and to take notes.

Avoid wearing religious or political insignias.

Belts should complement or match the shoes you wear.

**Jewelry** - When it comes to jewelry, less is more. Minimize the number of rings that you wear.

**Cologne** - Do not wear cologne, perfume, or strong-smelling deodorants.

### MEN

**Suits** - Seasonal sport coat, if desired. Slacks or khakis, but not jeans

**Shirts** - Shirts with open collar such as a golf shirt or button front dress shirt.

**Ties** - A tie is not worn as daily attire.

**Socks** - Socks are required and usually complement the pants.

**Shoes** - Shoes can be loafers and usually brown, black, or muted colors.

**Accessories** - Watches should be plain and simple.

### WOMEN

**Suits** - Can include a coordinated blazer or cardigan sweater, if desired. Dress, skirt, or pants are all acceptable. Skirts should be no shorter than 2" above the knee.

**Blouses** - Blouse or top should be solid in color.

**Stockings** - Stockings or tights should complement the outfit. Avoid bright colors or patterned stockings

**Shoes** - Shoes, in a coordinated color, well fitting, and cover all or most of your foot.

**Accessories** - If you carry a briefcase, do not carry a purse.

**Jewelry** - Possibly only an engagement ring or wedding bands. Necklace and earrings are acceptable if they are subdued.

**Makeup** - Natural is the key word concerning makeup. Eye makeup, blush, and lipstick should be subtle.





## SMART CASUAL

### GENERAL

**Suits** - Suits are not normally worn as daily attire in a smart casual environment.

**Shirts & Blouses** - Colors should be conservative and appropriate based on research of the company.

**Socks or Stockings** - Socks should complement the pants: blue, black, gray, or brown.

**Shoes** - Shoes, well fitting, not too worn.

**Accessories** - You may want to bring a professional portfolio to hold copies of your resume and to take notes.

Avoid wearing religious or political insignias.

Belts should complement or match the shoes you wear.

**Jewelry** - When it comes to jewelry, less is more. Minimize the number of rings that you wear.

**Cologne** - Do not wear cologne, perfume, or strong-smelling deodorants.

### MEN

**Suits** - Seasonal sport coat, if desired. Slacks or khakis, but not jeans.

**Shirts** - Shirts with open collar such as a golf shirt or button front dress shirt.

**Ties** - A tie is not worn as daily attire.

**Socks** - Socks are required and usually complement the pants.

**Shoes** - Shoes can be loafers and usually brown, black, or muted colors.

**Accessories** - Watches should be plain and simple.

### WOMEN

**Suits** - Can include a coordinated blazer or cardigan sweater, if desired. Dress, skirt, or pants are all acceptable. Skirts should be no shorter than 2" above the knee.

**Blouses** - Designs and colors are more acceptable in a smart casual environment.

**Stockings** - Stockings or tights should complement the outfit. Avoid bright colors or patterned stockings.

**Shoes** - Shoes, in a coordinated color, well fitting, and cover all or most of your foot.

**Accessories** - If you carry a briefcase, do not carry a purse.

**Jewelry** - Possibly only an engagement ring or wedding bands. Necklace and earrings are acceptable if they are subdued.

**Makeup** - Natural is the key word concerning makeup. Eye makeup, blush, and lipstick should be subtle.





## INTERVIEW ATTIRE CHECKLIST

- Research the company's dress code.
- Follow the examples shown in the table.
- Choose clothing that you will feel comfortable and confident in.
- Use your best judgment. Do not overthink it.
- Avoid revealing clothing.
- Choose clothing appropriate to the climate and season.
- Inspect all pieces of clothing you plan to wear for stains, snags, pet hairs, and holes.
- Clothing should be pressed and wrinkle-free.

Once dressed and prepared, go to the interview. Your interview starts the moment you arrive on the company property.

- Arrive 10-15 minutes early.
- Turn off your phone or any other electronic device that could be distracting.
- Be polite to every person you encounter.
- Dress for the occasion (including the weather).



## BODY LANGUAGE

Body language is the way you communicate your feelings with your posture, gestures, facial expressions, and movements. It is an important indicator of your emotional state, comfort, confidence, and interest for interviewers.

Body language is usually subconscious, but with practice, you can learn to control your body language to create the best possible impression with those around you.

To make sure your body language indicates confidence, positivity, and interest, keep the following in mind during your next interview:



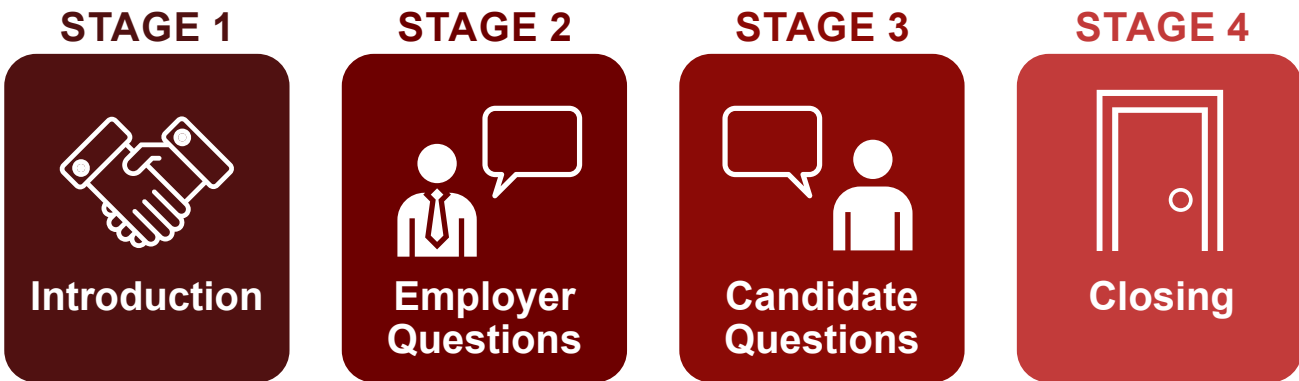
- 1. Walking** - Walk smoothly and confidently between the waiting area and the interview room. Maintain your posture while walking and firmly hold on to your belongings so you don't drop anything.
- 2. Breathe deeply** - Deep, even breaths calm the body and help reduce the desire to perform nervous actions like jiggling your leg or drumming on your arm.
- 3. Handshakes** - You will likely shake hands with the interviewer. Your handshake should be a firm whole-hand handshake and last a second or two, regardless of who you are shaking hands with. If you tend to have sweaty palms, carry a handkerchief and use it before you enter the interview site. Do not wipe your hands, either with the handkerchief or on your clothing, in view of the person you will be shaking hands with.
- 4. Maintain good posture** - Be aware of your posture at all times. Good posture will help you listen and reinforce you are interested in the position. It also displays confidence. Sit up straight and lean forward toward the interviewer slightly. Keep your shoulders back and down and your chin lifted. Practice this posture regularly so it is comfortable for you. When you are in the actual interview, keep your posture as upright as possible, yet comfortable. Choose a straight-backed chair if possible.
- 5. Use natural hand gestures** - Use your hands to talk if that is natural for you, but make sure you keep your hands open as you do. Open, upward-facing palms when gesturing demonstrate you have nothing to hide and are confident in what you are saying. Using gestures when you talk can also help you relax and convey enthusiasm.
- 6. Hand position** - If you are seated at a table or desk for the interview, keep your hands visible. If you are in a chair with nothing in front of you, keep your hands in your lap.
- 7. Use effective eye contact** - Make eye contact with the interviewer. If doing a video interview, look regularly into the camera. Many interviewers use your eye contact to look for enthusiasm, sincerity, and inconsistencies in your responses. However, eye contact should be moderated. Too little eye contact gives the appearance of nervousness, while too much is aggressive. Pretend you are having a comfortable conversation with a friend during the interview to guide your eye contact. Make eye contact with them regularly but look away when it feels natural to do so. Always maintain eye contact when shaking hands.
- 8. Be responsive** - Show your interest in what the interviewer is saying by smiling, nodding, and leaning forward when they are speaking. This demonstrates you understand what the interviewer is saying and agree with their statements.
- 9. Pay attention to the nonverbal cues of the interviewer** - The interviewer's facial expressions will let you know how well they are listening. If the interviewer is not attentive, shorten your answers, use an example, or ask a question.
- 10. Mirroring** - We naturally tend to mirror the people we are speaking with. Be aware of this and mirror the interviewer's body language to set them at ease. Don't overdo this though. If someone becomes aware you are doing this, they will become uncomfortable.
- 11. Leg position** - Your legs should be still and uncrossed if possible. Crossing your legs may become uncomfortable, meaning you will need to stretch them out during the interview. This discomfort could be misinterpreted as disinterest in the interview. Instead, consider crossing your legs at the ankles.
- 12. Restlessness** - If you have a nervous habit like jiggling your leg, tapping the table, or touching your face or hair, do your best to suppress it. Restless habits can be distracting and may demonstrate nervousness or disinterest to the interviewer.

# DURING THE INTERVIEW

Now we need to discuss the different stages that all interviews progress through.

These stages occur regardless of the type of interview you may be attending. Most interviews have four stages.

The better you understand each stage and what is expected of you during that stage, the better prepared you will be for your interview.



## STAGE 1: INTRODUCTION

This stage allows you to build rapport, get used to the surroundings, and allow your nerves to settle. Make appropriate small talk to get comfortable with the interviewer. As the interview begins, remember the following:

- Speak clearly and not too fast. The interviewer will assess your communication skills based on how you express yourself.
- Listen carefully to the interviewer. Make sure you answer the question the interviewer is asking.
- Keep your answers concise and complete; two minutes per answer is normal.

Again, first impressions matter. The introduction is your opportunity to set the tone for the interview. Follow these best practices for the introduction stage.

**Your goal during the introduction is to:**

- Introduce yourself to the employer and state for which position you are interviewing.
- For in-person interviews, introduce yourself professionally. Follow the employer's lead. If appropriate, offer a firm, whole-hand handshake. Shake hands with both men and women the same way.
- Find common ground. Make appropriate small talk. Avoid topics such as religion, politics, and controversial current events.
- Project enthusiasm and confidence. Be respectful. Be positive. Your face conveys your attitude and reinforces what you say.
- Build rapport.





## STAGE 2: EMPLOYER QUESTIONS

The most important part of preparing for an interview is practice. Anticipating what job interview questions may be asked is essential—that way, you can craft your answers well in advance and feel confident in your responses.

### Using the STAR Method when Interviewing

Using the STAR Method in crafting and answering interview questions is a common practice. You may recall from your EFCT Workshop that STAR is an acronym for Situation, Task, Action, and Result.



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



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



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



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

### THINK LIKE AN EMPLOYER

*Remember to incorporate evidence, specific examples, data, and anecdotes to illustrate your points. Use numbers to quantify your accomplishments where applicable.*



#### PRO TIP: USE STAR TO STAND OUT

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

The STAR method will help you discuss how you used your skills to achieve goals. It will give you a method and pattern for how you respond to an interviewer’s questions. This provides a concise narrative that gives a fuller picture of your competencies and how you previously put them into practice.

As mentioned in the EFCT Workshop, employers generally are looking for answers to three basic questions:

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

Develop answers to the example questions using the STAR method and use them when you respond to interview questions. Continuing to think like an employer, make sure your responses address the employer’s concerns.

- What will be your “value add” as the employer sees it?
- What gap in the company’s required skillset will you be providing?
- What level of skill will be good enough to produce a profit for the company?

Asking yourself questions like these will help you anticipate the sort of answers an employer wants to hear and help determine if your level of skill and experience is sufficient for the position they are trying to fill.



## TYPES OF INTERVIEW QUESTIONS

Most employers ask a standard set of interview questions relating to how your skills, knowledge, training, and work experience fit the job and the company. These questions fall under three categories: traditional, behavioral, and hypothetical/situational.

Traditional questions are broad-based. Behavioral questions demonstrate your behavior in past situations. Hypothetical or situational questions reveal how you would handle a specific situation. Interviewers also ask common leadership questions for those seeking management-level positions. Prepare answers to these typical questions to present your strongest skills and qualifications and follow these best practices.

- Keep your answers brief, but be certain that you answer the questions thoroughly.
- Think about your answer before you start to speak. It is okay to pause and collect your thoughts and then give your answer. Try to relate your response to the position for which you are applying by using keywords from the job posting.
- Every chance you get, use examples to explain how you would go about doing a job rather than just saying you can do it.
- While it is important not to get too detailed, describe your specific certifications, training, and other specialized experience that will give you an edge over other applicants.

### TRADITIONAL INTERVIEW QUESTIONS

Traditional interview questions are straightforward. Here is a list of traditional interview questions.

#### Interview Question 1:

“Tell me about yourself.”



- **Explanation:** The interviewer will likely start out with a question about you and your background to get to know you. This is the time to provide your targeted professional introduction.
- **Response:** Start out by giving an overview of your current position or activities, then provide the most important and relevant highlights from your background that make you most qualified for the role. If you have specialized certifications, training, or licenses relevant to the position you have applied for, this is an excellent time to mention them. Close it out by stating how you will use these skills to benefit their company or how they align with the position.

#### Interview Question 2:

“How would you describe yourself?”



- **Explanation:** When an employer asks you to describe yourself, they are looking for information about how your qualities and characteristics align with the skills they believe are needed to succeed in the role. This question also gives you the opportunity to talk about something you know well, yourself, and breaks the ice.
- **Response:** Think about characteristics your prior co-workers or employers would share about you. Provide three or four characteristics along with examples of quantifiable results to show how you used your best attributes to drive success. Example characteristics you can use are: persistent, trustworthy, innovative, passionate, results-driven, and industrious.

**Interview Question 3:**



**“What makes you unique?”**

- **Explanation:** Employers often ask this question to find why you might be more qualified than other candidates they are interviewing. This is not an opportunity to confess unusual habits or odd traits, but essentially an opportunity to express what makes you special and better suited for the role.
- **Response:** While this response may be similar to “How would you describe yourself?,” consider a particular trait that makes you stand-out, along with a past example on how it was a benefit to the organization. Stay away from generic terms, such as hard-worker or dedicated. Instead consider a transferable skill like technology-savvy or research-driven with an example how those traits were results oriented.

**Interview Question 4:**



**“Why do you think you are qualified for this position?”**

- **Explanation:** The interviewer is checking to see if you know the qualifications for the job you are applying for and how you think you fit the role.
- **Response:** Pick two or three main factors about the job and about you that are most relevant. Discuss with specific details. Select a technical skill, a specific management skill (organizing, staffing, planning), and a personal success story.

**Interview Question 5:**



**“What are your greatest strengths?”**

- **Explanation:** This question gives you an opportunity to talk about both your technical and soft skills.
- **Response:** To answer, share qualities and personal attributes and then relate them back to the role for which you are interviewing.

**Interview Question 6:**



**“What do you consider your most significant challenge?”**

- **Explanation:** It can feel awkward to discuss your weaknesses in an environment where you are expected to focus on your accomplishments. Sharing your weaknesses can show that you are self-aware and want to continuously get better at your job—traits that are extremely attractive to many employers.
- **Response:** If you can, choose a weakness that is either not required for the job or at least does not impact any major aspect of the job or its responsibilities. Start with the weakness and then discuss the measures you have taken to improve. This way, you are finishing your answer on a positive note.

**Interview Question 7:**



**“Have you ever accomplished something you did not think you could?”**

- **Explanation:** The interviewer is trying to determine your level of self-confidence.
- **Response:** Provide a good example of when you overcame difficulties to succeed. Show you are goal-oriented and have a strong work ethic.

### Interview Question 8:

“Why do you want to work here?”



- **Explanation:** Employers often ask this question to determine whether you took time to research the company and to learn why you see yourself as a good fit.
- **Response:** The best way to prepare for this question is to do your homework and learn about the products, services, mission, history, and culture of this workplace. In your answer, mention the aspects of the company that appeal to you and align with your career goals. Explain why you are looking for these things in an employer.

### Interview Question 9:

“What interests you about this role?”



- **Explanation:** Like the previous question, employers often include this question to make sure you understand the role and give you an opportunity to highlight your relevant skills.
- **Response:** In addition to thoroughly reading the job description, it can be helpful to compare the role requirements against your skills and experience. This is where you can use your transferable skills.

### Interview Question 10:

“What do you like or dislike about your current position?”



- **Explanation:** The interviewer may be trying to determine your compatibility with the open position.
- **Response:** Avoid complaining about your dislikes and keep the answer positive.

### Interview Question 11:

“How do you handle pressure? Do you like or dislike these situations?”



- **Explanation:** The interviewer is trying to determine your levels of motivation and determination to reach a goal.
- **Response:** High achievers tend to perform well in high-pressure situations. Conversely, this question also could imply that the position is pressure packed. If you perform well under pressure, provide a good example with details that give an overview of the stressful situation. Try to relay the situation as a challenge rather than focusing on your ability to handle pressure. The interviewer will see you turn a negative into a positive situation.

### Interview Question 12:

“Good employees can take the initiative and get the job done. Can you describe yourself in terms of this statement?”



- **Explanation:** The interviewer is trying to determine your levels of initiative and self-motivation.
- **Response:** A proactive, results-oriented person does not need constant supervision. To convince the interviewer you know how to take the initiative, you must describe a situation in which you were self-motivated. Try to discuss at least one example in depth. Demonstrate a strong work ethic and creativity.

### Interview Question 13:

“What is the most difficult aspect of your career? How would you have done things differently in hindsight?”



- **Explanation:** This is a question to find out if you are introspective and if you learn from your mistakes.
- **Response:** The right answer indicates an open, flexible personality. Do not be afraid to talk about negative results or problem issues, particularly if you have learned from them. Dynamic, high-performance individuals learn from mistakes. End your story on a positive note.

### Interview Question 14:

“Can you tell me more about the time on your resume when you were not working?”



- **Explanation:** It is reasonable that an employer will notice career gaps on your resume and want to hear more. You may experience a gap due to your final PCS, terminal leave, or school. Spouses also experience gaps due to PCS moves. Be prepared for this question.
- **Response:** Explain the time off and if applicable, why it was important or beneficial. Share the value you picked up along the way. Highlight new skills you acquired. Emphasize why you are returning to work now. Keep your explanation short. Have a finish line so you don't trail off into embarrassed silence. Be confident. Move on. Don't overshare. If not properly prepared, a moment of panic could lead to you divulging way too much information.



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## BEHAVIORAL INTERVIEW QUESTIONS

These questions are designed to find out how you responded in the past in difficult situations. They are considered predictors for how you might behave on the job in the future. Behavioral questions are more probing and more specific than traditional interview questions. The best way to answer behavioral questions is by using the STAR method.



### PRO TIP: USE STAR TO STAND OUT

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

Here is a list of some behavioral interview questions and how your STAR statements can be used to provide a response.

#### Interview Question 15:

“Can you tell me about a difficult work situation and how you overcame it?”



- **Explanation:** This question is often used to assess how well you perform under pressure, as well as your problem-solving abilities. Keep in mind that stories are more memorable than facts and figures. This is also an excellent opportunity to show your human side and how you are willing to go the extra mile without being asked. Use the STAR method to guide your response.
- **Example Response:**
  - **SITUATION:** “We had a big hurricane last year and most of my department (platoon) was tasked with the hurricane relief. I was left behind with two other team members to see walk-in patients.”
  - **TASK:** “My department was supposed to be back that morning at 10:00 AM, but their truck broke down. Our peak time in the clinic was from 9:00 AM to 2:00 PM, so we were extremely short on staff to handle the walk-in patients.”
  - **ACTION:** “To help as many patients as possible, I created a triage method to assess patients’ levels of pain. Once we identified their levels of pain, we categorized the pain levels and saw the patients with the highest level of pain.”
  - **RESULT:** “I rescheduled the patients with pain levels of 0-3 to a later time to relieve the bottleneck effect in the waiting room.”

#### Interview Question 16:

“Give an example of a goal you didn’t meet and how you handled it.”



- **Explanation:** Employers want to assess how you handle disappointments and how you value personal accountability. Make sure your example shows that you took personal responsibility and focused on what you could do differently next time. When answering a question, the answer may not parallel the acronym. For example, in the following response, the Task comes before the Situation.
- **Example Response:**
  - **TASK:** “I was working on two major projects with my team and a new opportunity came in. This opportunity was the one I really wanted to work on. Out of excitement—without thinking—I accepted it.”





- **SITUATION:** “I didn’t take into consideration the other two projects that were due soon. Work began to pile up, and I was feeling the pressure. I decided that I had to prioritize.”
- **ACTION:** “At the end, I had to let go of the new project because I was not able to complete that project in the fashion that I would have liked. I was disappointed, but I know that was the right thing to do.”
- **RESULT:** “This situation taught me the importance of prioritizing and time management.”

### Interview Question 17:

“Tell me about a time you needed to get information from someone who wasn’t very responsive. What did you do?”



- **Explanation:** The employer wants to know how you work in a group setting and how your personality would fit in with their team. You need to give an example that shows that you are persistent and able to follow through but at the same time you are a team player. In the following response, the Task comes before the Situation.
- **Example Response:**
  - **TASK:** “At the end of the month, I am responsible for submitting our department total recruitment head count.”
  - **SITUATION:** “I needed my coworker’s total recruitment number for that month to complete my report. I sent out a reminder email two weeks prior to the deadline, then a gentle follow-up email three days later.”
  - **ACTION:** “When I didn’t get a response from him, I checked in with him personally. I would always try to see if I could assist my coworker because I know sometimes things would fall through the cracks.”
  - **RESULT:** “I was able to obtain the requested numbers during our meeting and completed the report on time. Our team maintained our 100% on-time reporting.”



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## HYPOTHETICAL OR SITUATIONAL INTERVIEW QUESTIONS

Hypothetical questions are the type of interview questions in which the interviewer puts you in an imaginary and experimental situation to assess how you would handle that situation.

Here are three hypothetical/situational interview questions.

### Interview Question 18:

“If I hired you today, what would you accomplish first?”



- **Explanation:** This question will examine your critical thinking skill and how you will fit in with the organization culture. You want to convey that you will observe your new role and set goals according to what your supervisor wants you to accomplish first.
- **Example Response:**
  - SITUATION: “If you hired me today, I would be truly honored.”
  - TASK: “The first thing I will do is understand the organization’s culture because every organization has their own special way of doing things. I need time to assess how things are done here and time to build relationships with my team and my supervisor.”
  - ACTION: “I will have a meeting with my supervisor to find out what are the most critical projects that my supervisor wants me to tackle first.”
  - PLANNED RESULT: “Then I will plan and strategize what is the best way to accomplish that goal.”

### Interview Question 19:

“How would you approach a task you’ve never done before?”



- **Explanation:** Your employer wants to assess whether you have problem-solving skills and whether you can approach new tasks intelligently.
- **Example Response:**
  - SITUATION: “In my previous position as Project Support Officer, I was often challenged with new projects requiring me to step outside of my comfort zone.”
  - TASK: “Because of these opportunities, I developed a systematic approach to each challenge.”
  - ACTION: “The first thing I do is collect as much information as I can to ensure I understand what is needed. Then, break the project down into manageable steps. I would also undertake internet research and consultations with colleagues who had previous experience with a similar project. After I had completed each piece of work, I would always double-check the progress with my manager to ensure I’m on the right track and to get feedback.”
  - RESULT: “This approach has resulted in receiving praise from my supervisors.”

### Interview Question 20:

“The work quality of one of your staff has dropped off precipitously. What would you do to address the situation?”



- **Explanation:** This question is to help employers identify your leadership skills. You want to share your leadership skills and how you can resolve the problem while highlighting your discipline and problem-solving ability. If a hypothetical question provides a scenario that you have encountered before, you can answer with what you actually did and learned. This may be a stronger answer than explaining what you think you might do.

• **Example Response:**

- **SITUATION:** “I gained a lot of experience leading teams and groups in my past job, and I’ve encountered this situation a few times.”
- **TASK:** “The key first step to dealing with an underperforming colleague is honest communication.”
- **ACTION:** “In one of my past experiences, I met with a member of the team privately, explained my concerns about the quality of his work, and asked him to explain the cause of the problem. My junior teammate said he knew that his work had been subpar lately but was afraid to address the issue with me.”
- **RESULT:** “We came up with a plan to address his performance, and I provided him with the support he needed.”

## HOW TO ANSWER SALARY EXPECTATION QUESTIONS

Salary questions are tricky since you want to get the highest salary you can without jeopardizing your shot at the job. When a recruiter or hiring manager asks, “What are your salary expectations?,” there are a few ways you can answer. Review the following four example options and the response that you could possibly give.

We will discuss salary ranges and negotiation in-depth later in the workshop.

**Option 1:** Delay discussion of salary.

Show the interviewer your skills and worth by explaining your accomplishments before discussing salary.

You can say... “I’m looking for a competitive package, but I’d like to know a little more about the job requirements first.”

**Option 2:** Turn the question back to the interviewer.

Ask what the range is for the job or ask to hear the interviewer’s best offer.

You can say... “I would want a salary that’s consistent with current employees at the same level. What is your pay range for this position based on my skills and experience level?”

**Option 3:** Provide a range.

Give the amount as a range. Keep in mind, however, that the employer may opt for the lower end of your range, so make sure your target number is as close to the bottom number as possible.

You can say... “Thank you for asking. Based on my research, an annual salary between \$67,000 and \$72,000 is in line with the industry average and reflects my skills and experience level well. I am, however, flexible and open to hearing about the company’s compensation expectations for this position.”

**Option 4:** Provide a range – alternate answer.

You can say... “I am seeking a position that pays between \$75,000 and \$80,000 annually. I am open to negotiate salary depending on benefits, bonuses, equity, stock options, and other opportunities.”

## INAPPROPRIATE OR ILLEGAL QUESTIONS

How do you respond to seemingly inappropriate questions? There are certain topics that are off-limits during an interview. However, some companies slip them in, maybe not even realizing they are inappropriate or even illegal.

Some of the topics that should be avoided pertain to age, gender, religion, disabilities, military discharge, criminal record, citizenship, family status, salary, and credit rating. In some cases, a topic may be conditional for the job, however that must be disclosed. An example is needing to be able to bend over and lift a certain amount of weight, where a disability that would prohibit you from doing that task, even with accommodations, may disqualify you. These questions are legal only when an organization can prove that they are bona fide occupational qualifications (BFOQs) that are relatively essential to the routine functions of a company that cannot be done with accommodations.

If you are in an interview and you feel the question is illegal, you always have the option to respectfully not answer the question and/or end the interview. However, we know too well that those actions may be uncomfortable or cause us to lose the opportunity for the job, so let's consider other options.

1. Answer the question if you personally do not mind.

**Example question:** How old are you?

**Example answer:** 46

2. Answer the legal part of the question.

**Example question:** How old are you?

**Example answer:** I'm over the age of 21, if that is the question.

3. Ask how it applies to the job.

**Example question:** How old are you?

**Example answer:** I'm happy to answer your question, but can you tell me how that relates to the job?

4. Do not answer the question.

**Example question:** How old are you?

**Example answer:** My age is not an issue for my performance in this job.

Here are some other graceful ways to answer these types of questions:

1. I can perform all the duties that this position entails.
2. I am confident that I will be able to handle the requirements of this position.
3. There is nothing in my past which would affect my ability to perform the duties of this job.
4. This question does not affect my ability to perform the job.

Although you may not encounter these types of questions, it is a good idea to prepare yourself just in case you are put in this situation. By practicing, you won't be caught off guard and you will already have an idea of how you plan to handle such questions.



## ACTIVITY 5.1: PRACTICE ANSWERING INTERVIEW QUESTIONS

Use the space below to write notes on how you would answer some common interview questions. Choose from the questions listed in the previous pages and take into consideration the explanations of the employer's objective for asking those questions when developing your responses.

My Answer to Question # \_\_\_\_\_

My Answer to Question # \_\_\_\_\_

My Answer to Question # \_\_\_\_\_

My Answer to Question # \_\_\_\_\_

My Answer to Question # \_\_\_\_\_

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A glowing red rectangular sign with the words "ON AIR" in large, white, 3D block letters. The sign is set against a dark background.

## ACTIVITY 5.2: MODEL INTERVIEW PRACTICE

As with every skill or talent, the more you do it, the better you'll be at it. You may be familiar with the saying "Train like you fight." A model interview will provide you with the training you need to get ready for the job interview. It will help you learn how to answer difficult questions, develop interview strategies, improve communication skills, and reduce stress before an actual job interview.

Let's practice answering interview questions and receive live feedback!

Your facilitator will ask for volunteers to be interviewed in front of the class. This is a great opportunity to receive one-on-one feedback from the facilitator and your classmates.

- **Employer role:** The facilitator will play the employer, ask each candidate a question, and provide one-on-one feedback. Once the facilitator has provided feedback, they will allow the class to provide feedback or ask the facilitator questions for clarification.
- **Observer role:** Use the following page to help you provide feedback to the candidate or to get clarification from the facilitator during the discussion that follows the interview questions.
- **Candidate role:** Each volunteer will select a question they answered in Activity 5.1 and provide that question number to the facilitator. The facilitator will ask the question, allow the volunteer to answer as if they were in a real interview and then provide feedback.

THINK LIKE AN  
**EMPLOYER**

## MODEL INTERVIEW OBSERVATIONS

While observing the model interviews, be on the look out for the following. Was the response to the question clear? Did the candidate use the STAR method? Did the candidate stumble, ramble, or respond to the questions with natural body language and confidence? Use the space below to write questions you may have for the facilitator or make notes on your observations.



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## STAGE 3: CANDIDATE QUESTIONS

After asking several questions of you, interviewers usually ask if you have questions for them.

Interviewers listen to the questions you ask to determine your level of interest in the job and your knowledge of the company. Your questions provide you with information that will help you decide if the job is a good job fit for you.

Interviewers also learn about you, and remember you, by the questions you ask. They respect candidates who think about their choices carefully, and they appreciate knowing you did your homework. Ask two to three questions to gauge the organization's fit to your standards and criteria. Ideally, have six to seven questions to select from and tailor your selection on those most appropriate to ask based on the experience during the interview.

### Smart questions to ask during an interview:

1. After hearing my answers to your questions, do you have any concerns about my ability to do the job?
2. If I get this position, what will be most important for me to do to ensure that you and the team are successful?
3. How soon do you plan to fill this position?
4. Is it okay if I follow up with you next week?
5. What are the greatest challenges of this position?
6. Would you describe what a typical week on the job consists of?
7. Are there any questions to which I did not adequately respond?
8. Who is the supervisor for the position?
9. What do you expect me to accomplish in the first six months?
10. How would you describe the work environment?
11. Do your employees work individually or as a team?
12. Is this a newly created position or has it existed for some time?
13. What further education or training does the company consider important for my future progress?
14. What are the department's goals for the year?
15. What is the company culture like?
16. How do you measure employee performance?
17. What is the most challenging aspect of the position?
18. What do you enjoy most about working with this company?



### Quick Tip

*Having questions prepared to ask often shows that you have a greater interest in the role and want to learn more about the company.*



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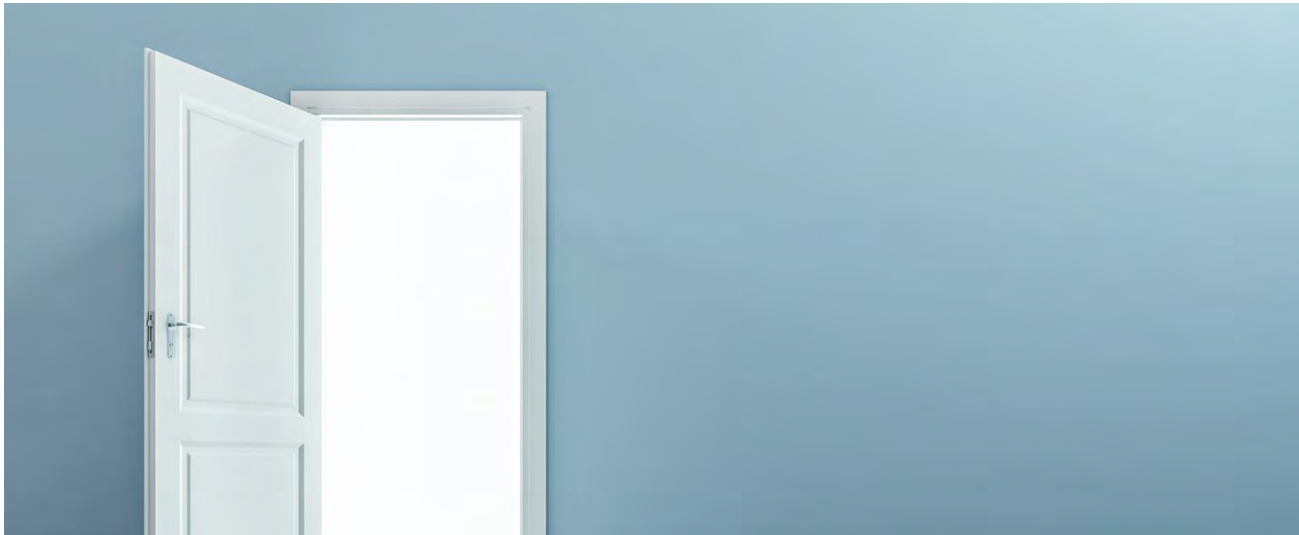
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**Questions you SHOULD NOT ask during an interview:**

1. What is the salary for this position?
2. When can I take time off for vacation?
3. Can you tell me about your company’s benefits?
4. Do you offer any flextime options?
6. How long will it take to get promoted?



**STAGE 4: CLOSING**

When they signal the interview is over, end on a positive note. There are three vital things to do in the closing stage of an interview.

- First, thank them for the invitation to interview. If you are in a video interview, it is especially important to look into your camera during this stage.
- Second, express your sincere interest in the job and company. An example would be, to say, “After learning more about this position and your company, I think I would be an asset and would welcome the opportunity to become a member of your team.”
- Finally, set a timeline for follow-up. You can inquire as to the next steps in the process or when might be a good time to follow-up with the company. After leaving, give yourself a deadline for following up with a thank you note or information that was requested of you. Make a gracious exit, smile and be pleasant, and on your way out, say goodbye to anyone you see who may have helped you.



**ACTIVITY 5.3: FOUR STAGES OF A VIRTUAL INTERVIEW**

View and discuss an example of a virtual interview as it demonstrates all four stages we have covered.



**Video**

*Virtual Interview Video*

[dol.gov/DOLEWmaterials](http://dol.gov/DOLEWmaterials)



## **AFTER THE INTERVIEW**

### **FOLLOW-UP**

Follow up immediately after the interview (the same day) by sending a thank-you email or a handwritten thank-you note to your interviewer(s). It is a good idea to obtain contact information from any interviewer while you are there for an interview so that you will have their names, job titles, and contact information.

The thank-you note gives you the opportunity to briefly add anything you forgot to say in the interview. Here you can mention important information discussed in your interview, reinforce your interest in the job, and let interviewers know you appreciate their time.

It will also help distinguish you from other candidates.

### **THANK YOU NOTE**

Thank you notes should be brief and to the point. See the following examples.

#### **THANK YOU EMAIL EXAMPLE:**

Dear Mr. Williams:

Thank you for allowing me the opportunity to interview with you today. The information you shared with me about Washington Mutual Bank clarifies the impact of loan officers to your overall mission. I am excited about the possibility of applying my education and experience to this position with your bank. The expansion and public lending plans are especially intriguing, and I look forward to helping the bank enter the new market.

If I can provide you with any additional information, please let me know. I look forward to hearing from you soon.

Sincerely,  
Blair Henderson  
(916) 999-9999



### ***Did You Know?***

*According to Career Builder, 57% of job seekers do not send thank you notes after an interview.*

*A survey by Topresume showed 68% of employers and hiring managers say a short thank you note matters after a job interview.*





## THANK YOU LETTER EXAMPLE:

Judy R. Smith  
(916) 999-9999 • jrsmith@email.com • www.linkedin.com/in/judy-smith

February 2, 20XX  
Ms. Martha Anderson, President  
Carrington Cable Corporation  
5555 Cable Boulevard  
Los Angeles, CA 95999

Dear Ms. Anderson:

Thank you for taking the time to interview me this afternoon. The Cable Installer position at CCC really seems like a perfect fit for my skills and experience. I believe that I could be a valuable addition to CCC while you continue to grow your customer base.

I also enjoyed our discussion about local fishing spots, and I am excited to try your suggestions.

Thank you again for your time, and I look forward to hearing from you next Thursday.

Sincerely,  
Judy R. Smith

Another opportunity for follow-up occurs if you are advised that you are not selected for the job. Think about sending a note or email expressing that while you are disappointed not to be selected, you are still interested in the company. As we discussed, hiring managers often return to their pool of previously interviewed applicants when new openings occur. It is a good idea to stay on good terms with hiring managers you met during your job search.

## INTERVIEWING SECTION REVIEW

In this section, you learned to:

- Understand the different types of interviews.
- Recognize key aspects of before, during, and after the interview.
- Identify best practices of in-person and virtual interviews.

A magnifying glass is positioned over a puzzle that has been assembled from pieces of a US \$100 bill. The puzzle pieces are scattered across the frame, with the magnifying glass focusing on the central piece that shows the portrait of Benjamin Franklin. The background is a solid orange color with a subtle pattern of puzzle pieces.

# 6 | Salary Negotiations

# SECTION 6: SALARY NEGOTIATIONS

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This section of the workshop provides information on how to prepare to negotiate a salary and how to conduct a salary negotiation after a job offer.



## SECTION OBJECTIVES:

- Determine a reasonable salary range.
- Compare a job announcement posting and requirements to your experience and education.
- Evaluate job offers.
- Identify and discuss three ways to respond to a job offer.



## Quote

*"In business and in life, you don't get what you deserve, you get what you negotiate."*

~ Dr. Chester L Karrass,  
Author of *Give and Take: The Complete Guide to Negotiating Strategies and Tactics*.



# SALARY NEGOTIATION PREPARATION

In this lesson, we review basic information on pay, market value, and company research.

Why is understanding salary negotiations important?

- Knowing your worth can affect your earnings.
- Pay, market value, and company research are linked to your worth.
- You want to be compensated at an amount that meets industry standards.
- You want to deal with facts. Do not negotiate out of emotion.

## PAY

The EFCT course provided a good foundation of pay, pay ranges, and market value and how they are associated. The amount of salary or wages paid to an employee is determined by the employer and is based on what similar positions are paid in the same region and industry. A salary range provides the company the opportunity to offer compensation to their employees or candidates based on job requirements, skills, and demand. Candidates can often negotiate their pay and sometimes their benefits.

You were also introduced in the EFCT course to the Fair Labor Standards Act (FLSA) which establishes minimum wage, overtime pay, and recordkeeping affecting employees in the private sector and in Federal, State, and local governments.

## MARKET VALUE

In the EFCT, you discussed and defined market value.

**Market value can be defined as the price your knowledge, skills, and abilities would bring based upon the industry and location of the position.**

Knowing your market value to an employer is important when negotiating a job offer to ensure you identify a fair market value and not a random number based on your personal financial needs. You will also need to ensure your research includes the geographic area where you will work. We can agree that a salary would need to be different in Washington, DC and Omaha, Nebraska.

## COMPANY RESEARCH

You conducted company and market research before applying for positions and before interviewing. Why would this come up again now? Your focus during this research cycle may be different as you strive to determine factors such as compensation, market demand for your skills, and specific company perks and benefits. Now you are looking for those factors that will lead you to accept a job offer and start a working relationship with a company or continue looking.

When conducting online research for a company, a good place to start is at the company's "About Us" page. In many cases, it is not always the salary that keeps an employee at a company, but the culture. The company should be a good "fit" on more than one level.

Use the company website and other social media sites to access company information. Educate yourself on what skills the company wants or need as skills that are in high demand will draw more salary.



## More Information

To find information on the FLSA, visit <https://www.dol.gov/agencies/whd/flsa> or Review the Handy Reference Guide to the Fair Labor Standards Act, <https://www.dol.gov/agencies/whd/compliance-assistance/handy-reference-guide-flsa>, for information on basic wage standards, tipped employees, computing overtime pay, and other labor laws.



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# KNOW YOUR WORTH: SALARY RESEARCH

Knowing your value in the market gives you confidence as you interact with clients, supervisors, colleagues, or friends and can be used to help negotiate the salary you want. Knowing the standard salary or wage for a position, along with identifying your KSAs, can assist in developing a strategy to ensure that you are paid your market value.

For example, employers may have you list your salary requirements on your application. It is okay to write “open” or “negotiable.” If those are not options, provide a salary range based on salary research for your identified career.

A cost-of-living comparison can provide you with additional qualitative information. This comparison is for you, the candidate, and not the employer.

While salary and cost of living are often used together, they are different. Your salary is pay for work done and cost of living is the amount of salary needed to sustain a certain standard of living in a specific location.

## SALARY RESEARCH

Conduct salary research to ensure your offer matches your market value. Consider factors that impact salary, including job title, industry, location, job requirements, and your skills and experience.

Remember, your base salary is not what you take home. Employers deduct taxes, healthcare insurance, and retirement contributions from salary.

For research purposes, salary may be grouped by job family which is a group of jobs that involve similar work and require similar training, skills, knowledge, and expertise. Some job family examples include:

- Administrative/Management
- Administrative/Support
- Communications/Marketing
- Human Resources (HR)
- Information Technology (IT)

Consider the IT job family from the list above which may include a Business Analyst, Help Desk Representative, Database Developer, IT Policy and Planning Analyst, Telecommunications Specialist, Network Security Officer, and Product Manager. Each of these positions may have ranges from entry-level to senior level.



**PRO TIP:**  
**KNOW YOUR MARKETABLE SKILLS**

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



## EMPLOYMENT WAGES

There are a variety of online options for conducting private-sector salary research. Let's walk through a few.

### U.S. Bureau of Labor Statistics

<https://www.bls.gov/oes/home.htm>

Tap into your network to identify a pay range for your specific job and organization. The Occupational Employment and Wage Statistics (OEWS) program produces employment and wage estimates annually for nearly 800 occupations. These estimates are available for the nation as a whole, for individual states, and for metropolitan and nonmetropolitan areas; national occupational estimates for specific industries are also available.

### Salary.com

<https://www.salary.com>

Salary.com pulls HR-reported aggregate market data to accurately report salary on thousands of jobs. This site offers products and services such as:

- Salary research
- Cost-of-living wizard
- Job listings

### Glassdoor.com

<https://www.glassdoor.com/Salaries/know-your-worth.htm>

Know Your Worth is based on millions of real salaries from Glassdoor users. Glassdoor's economists and data scientists unearth important trends in hiring, pay, and the broader economy. Once you complete your profile, Glassdoor will calculate how much you could earn in today's job market. You can try this salary calculator for your next salary negotiation.

### Calculator.net

<https://www.calculator.net/salary-calculator.html>

The Salary Calculator converts salary amounts to their corresponding values based on payment frequency. Examples of payment frequencies include bi-weekly, twice a month, or monthly payments. Results include unadjusted figures and adjusted figures that account for vacation days and holidays per year. Each calculator is coded and developed individually, and put through strict, comprehensive testing.

Do not rely solely on websites and online resources. Mentors, colleagues, and network connections are of considerable help on this topic. Corporate recruiters can provide excellent information on market reasonable salary ranges. This is another great reason to stay connected to your network.



### Did You Know?

Salary.com <https://www.salary.com/> has been in business for nearly 20 years. They continually update their information on pay, benefits, and career data providing information for more than 15,000 unique job titles in 16 countries.



## ACTIVITY 6.1: IDENTIFY A SALARY RANGE

Conduct salary research using Salary.com.

Locate the section for Individuals and enter a job title/keyword and a location. Enter additional factors to see the market value for this career.

Use the following example as a reference when conducting your salary research.

**STEP 1.** Access Salary.com using <https://www.salary.com/>

Locate the **Individuals – What am I worth?** section and enter a **job title/keyword** and a **location**.

**STEP 2.** Enter a Job Title and Location in the boxes. For this example, “Transportation” is the Job Title and “Fort Hood, TX” is the location used.

Then select, **Get my salary estimate**.

Scroll down to find job titles and a brief description.

Select more to expand the job description.

**Transportation Manager**

Alternate job titles: Domestic/International Transportation Manager | Transportation and Distribution Logistics Manager | Transportation Network Operations Manager

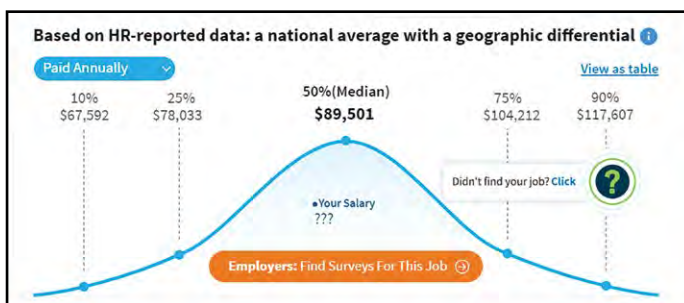
Manages and coordinates the daily operations of a transportation network including safety, compliance, equipment, and staff. Implements operational policies and procedures to ensure safety and efficiency in all transportation...

Click on job titles to view salary data.

Or select 2 jobs to compare.

**STEP 3.** Salary data results based on HR-reported data for a Transportation Manager at Fort Hood, TX display a median or average salary of \$89,501 (data retrieved May 2022).

**STEP 4.** Factors such as education and years of experience can affect your pay.



Salary.com has a briefcase section which allows you to see your estimated salary by selecting from one to five of the following factors:

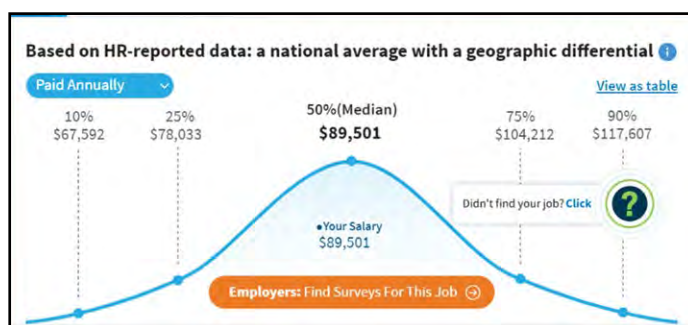

- Education
- Years of Experience
- Direct Reports
- Reports To
- Performance



With each factor that you select, market value information for this career will populate after the briefcase icon.

**STEP 5:** By changing Years of Experience to 5–6 years, the Your Salary item changed from questions marks to displaying \$89,501.

The following market value information populated after the briefcase icon. Your estimated salary is about the same as the median pay of this job in Fort Hood, TX, even if you have 5-6 years of experience in this job.

Your estimated salary is about the same as the median pay of this job in Fort Hood, TX , even you have 5-6 years of experience in this job.

## SALARY RANGE RESEARCH TABLE

In the following example, the participant lives at Fort Hood. After separating from the military, he and his family want to remain in Texas, but are unsure whether they want to remain in the immediate area.

Salary research was conducted using the keyword Transportation with 5-6 years of experience for both Fort Hood and Corpus Christi, TX. The two cities are 4.5 hours apart. The salary is slightly higher in Corpus Christi, TX.

EXAMPLE: Salary Comparison for Transportation (Transportation Manager)

SALARY RESEARCH	RESULT
Desired Job	Transportation
City/ State	Fort Hood, TX
Range for this occupation in your preferred location (city/state)?	\$56K – 115K
Specific salary based on your education and years of experience?	\$87,690

SALARY RESEARCH	RESULT
Desired Job	Transportation
City/ State	Corpus Christi, TX
Range for this occupation in your preferred location (city/state)?	\$68K – 118K
Specific salary based on your education and years of experience?	\$90,721

Use the below charts to record your own Salary Search for an Occupation and Location you are interested in.

SALARY RESEARCH	RESULT
Desired Job	
City/ State	
Range for this occupation in your preferred location (city/state)?	
Specific salary based on your education and years of experience?	

SALARY RESEARCH	RESULT
Desired Job	
City/ State	
Range for this occupation in your preferred location (city/state)?	
Specific salary based on your education and years of experience?	





## COST OF LIVING

In evaluating relocation criteria, salary should not be the single determining factor. Include a cost-of-living comparison when selecting a career path.

A cost-of-living calculator compares the overall price of goods and services among different areas. You can use your current location and your new location to find what salary you will need to maintain the same standard of living at your new location. If you have attended the DoD TAP Financial Planning for Transition module, you may remember some discussions about the importance of understanding your salary needs and expectations especially if you are relocating.

### FACTORS TO CONSIDER INCLUDE:

Energy/Utilities	Housing
Food	Transportation (car payments, fuel, or public mass transit)
Healthcare	State and Local taxes (sales, licensing, fuel, etc.)

Cost-of-living calculators are offered on Salary.com as well as these other websites:

- **Numbeo.com** <https://www.numbeo.com/cost-of-living/> Numbeo is the world's largest cost-of-living database. Numbeo is also a "crowd-sourced" database of quality-of-life information including housing indicators, perceived crime rates, and quality of healthcare, among many other statistics. Crowd-sourcing involves obtaining work, information, or opinions from a large group of people who submit their data via the Internet, social media, and smartphone apps.
- **Bankrate.com** <https://www.bankrate.com/calculators/savings/moving-cost-of-living-calculator>. You may have already conducted a cost-of-living comparison using BankRate.com during the DoD Financial Planning for Transition workshop.
- **SmartAsset.com** <https://smartasset.com/mortgage/cost-of-living-calculator>

Use the information from the calculators to answer questions such as:

- Is the cost of living higher or lower than your current location?
- What preparations can you make, e.g., create a current and projected budget?

MAXIMIZE YOUR  
**RESOURCES**





## **JOB OFFERS**

### **EVALUATING A JOB OFFER**

Receiving a job offer is an exciting time in your job search; after all, this is your goal in the process.

But, do not make decisions or accept offers on the spot.

Instead, say, “I want to make sure I understand all the components of the offer; will you send me an email outlining the proposed terms?”

Evaluate your job offer to ensure it matches your career goals and weigh your options.

### **TERMS OF THE OFFER**

When reviewing a job offer, consider the entire package, not just salary. The total compensation package consists of many items: salary, benefits, hours, flexibility, vacation time, and retirement plans.

### **JOB BENEFITS**

Be sure to consider your benefits when reviewing your offer. Benefits packages can provide a wide range of options.

The quality of the benefits may impact what you are willing to accept as your salary. Some companies offer lower salaries, but the benefits of flexible schedules, work locations, or remote opportunities outweigh the difference in salary. Other companies may give you a higher salary to compensate for a lack of benefits.

Consider all benefits when reviewing your offer:

1. **Medical Insurance** - For full-time employees, a typical employer may cover a portion of the cost of health insurance, splitting the cost with the employee. Health insurance plans vary in their offerings, so read the terms of the plan.
2. **Dental and Vision Insurance** - Many companies that offer a health insurance plan also offer some type of dental and vision insurance with preventive care at an added cost.
3. **Paid Time Off (PTO)** - PTO includes a pool of paid time-off such as vacation time, sick days, and other leave. Some employers offer it as a bank of days, while others may offer vacation and sick leave as separate benefits. Often, PTO must be accrued over time, usually earning a set rate of hours per pay period. Companies also have paid holiday time off, which may include select holidays, Federal holidays, or even flexible or floating holidays to be taken at an employee’s discretion.
4. **Education Benefits** - Employers may offer a type of benefit to compensate employees who invest in education or training. This benefit may require a time-with-the-company payback or



full completion of the education or training prior to the company reimbursing expenses.

5. 401(K) or Retirement Contributions - Employers may contribute to employees' retirement plans. The amount of compensation the employer contributes to an individual's account varies greatly. Companies can require a vesting period, which means those dollars contributed to the individual retirement accounts are not immediately available to the individual. Once the worker is vested, those contributions transfer ownership to the individual.
6. Stock or Equity - Some companies offer stocks or stock options. Stock is a percentage of ownership in a company. For small or start-up businesses, stock may be more commonly offered. Stock options are an option to purchase stock at an agreed-upon rate. Stock or equity opportunities typically have a vesting period.
7. Profit-Sharing - Some companies set aside a predetermined percentage of profits for distribution to employees who qualify under the terms of the benefit. Each of these terms varies from employer to employer.
8. Transportation Allowance - Some employers offer transportation expenses like:
  - Monthly car allowances
  - Employer-leased vehicles
  - Other fees associated with travel or work commute (public transportation, parking, etc.)

\*Be aware that some of these benefits are taxable to the employee.
9. Other Benefits - Pre-Tax Deductions, Company Perks, and Other Insurance (Life, Short-term Disability, Long-term Disability, Identity Theft Protection, etc.)

## EVALUATION

To evaluate your offer, make a checklist of what is acceptable and unacceptable. Compare how well the job matches your preferences and values. Keep in mind, your job decisions affect your family, so include them in the decision-making process.

Take into consideration these factors when evaluating a job:

Industry	Position	Company
Schedules/Work	Environment	Paid time off (PTO)
Paid sick time	Health insurance	Paid life insurance
Savings	Profit-sharing	Retirement plans
Other benefits		

- What terms of the job offer are important to you?
- Are there any terms of a job offer that are non-negotiable for you?
- What are the key factors to you in accepting a job offer?

Use the following topics to evaluate items about a company's job offer. Use the questions to help decide if the offer is acceptable or unacceptable. Add comments as applicable. Refer to Appendix F for an expanded Job Offer Evaluation Checklist.

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<b>JOB OFFER EVALUATION CHECKLIST</b>		
<b>Industry</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Interest in the industry</b> Do I want to build a career in this field?		
<b>Job Position</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Work duties</b> Do the duties of the job interest me and use my skills?		
<b>Potential for advancement</b> Are there opportunities for advancement?		
<b>Wages/benefits</b> Do they meet my needs?		
<b>Company</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Growth potential</b> How has the company performed over the last five years?		
<b>Schedule/ Work</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Work schedule</b> Does the job allow for flexible work schedules?		
<b>Remote work</b> Does the company have a main or primary location? Does it have branch locations? Are any closer to your location? Can you work remotely?		
<b>Other Benefits</b>	<b>Acceptable</b>	<b>Unacceptable</b>
Does the company offer cars or transportation allowance provided for executives, salespeople, or managers who must travel?		

## JOB REQUIREMENTS AND CANDIDATE EXPERIENCE

Job announcements are an external marketing tool meant to attract viable candidates. They may provide details about company values and culture and what the organization has to offer a potential candidate.

Another aspect of analyzing the job posting is that it will assist in making a connection between your skills and the employer’s requirements to determine your worth to the employer. This is the employer’s wish list for their ideal candidate. They will be comparing your skills against their needs and wants.

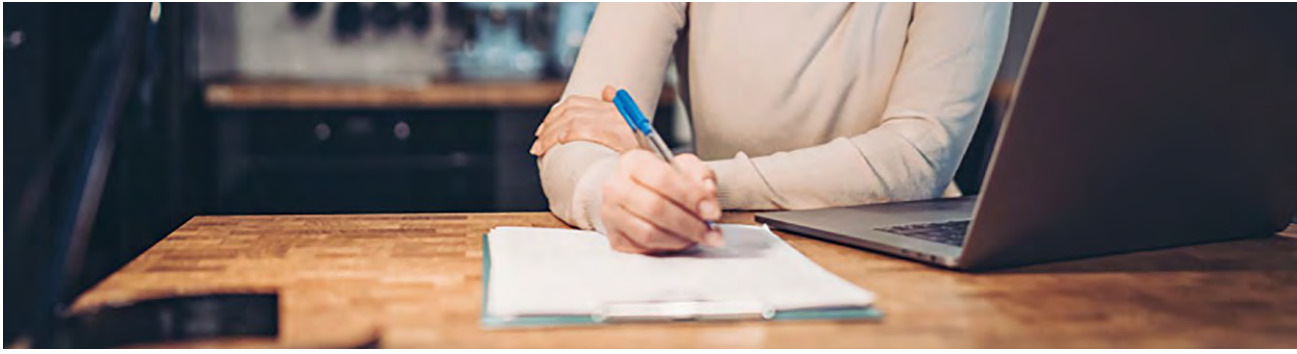
### Items to consider in your evaluation are:

1. Educational requirements
2. Technical Qualifications
3. Prior Work Experience
4. Skills – Interpersonal, Communication, Leadership, Customer Service, Planning, Management
5. Technology Skills – Microsoft Access (creating a database), Microsoft Publisher (create flyers), or Microsoft Outlook (communicate to vendors, caterers, participants, etc.)
6. Knowledge – Customer service, excellent written and public speaking skills, and strategic planning
7. Abilities – Organizing, planning, prioritizing, problem-solving, previous event coordination experience
8. Company Knowledge – Review website and any provided company information to see if their needs and values are consistent with yours.



**PRO TIP:**  
**ANALYZE JOB POSTINGS**

*Looking closely at a job posting will let you think like an employer and create an effective targeted resume.*



## CREATE A SKILLS COMPARISON CHART

Let's practice. Review a job posting's requirements and information, then compare them to the candidate's skills and current situation. Use this information to identify overlapping and missing areas. Review the fictitious military veteran bio and the Indeed.com job posting. Use the information to determine a strategy for negotiating higher pay.

### **BIOGRAPHY**, Marc Gardner

Marc is a Marine Corps veteran. In the military, he was a Field Artillery Cannoneer. He recently separated and relocated to Elizabethtown, Kentucky to be closer to his brother.

Marc's career goal is to become a realtor and eventually have his own business. The following information is an excerpt from his resume.

### **EXPERIENCE:**

- Utilized Microsoft Word, Excel, Outlook, PowerPoint, Access, and Internet protocols. Extensive knowledge of Excel to include mail merge, conditional formatting, charts, and formulas.
- In charge of battery office supplies and acquisition including the office credit card operating within the annual budget constraints of \$10K.
- Justified the purchase of new equipment, improved work methods, and procedures used to streamline assignments and increase productivity.
- Delegated work to 7 personnel based on priorities, selective consideration of the difficulty and requirements of assignments and the capabilities of the employees, set and adjusted short-term priorities, prepared schedules for completion of work and evaluated work performance.

### **EMPLOYMENT HISTORY:**

- U.S. Marine Corps, Field Artillery Cannoneer, Camp Lejeune, NC August 2016 – July 2022

Marc is currently pursuing a 96-Hour Sales Associate Real Estate Pre-License Course online. He has completed 9 credit hours to include the following classes:

1. Home Ownership Concepts
2. Financing Practices
3. Investments

Marc is prepared to relocate but would like to remain in the area. This area is also close to other family members who live in Tennessee and Florida.



## **JOB POSTING**, Office Coordinator, Clark Wade eXtreme Real Estate Team

**Salary:** \$30,000 - \$39,000 a year

**Job Type:** Full-time

**Qualifications:**

- High school or equivalent (Preferred)
- QuickBooks: 1 year (Preferred)

**Full Job Description- Office Coordinator and Assistant:**

- Office duties such as filing folders, listings, email, and excel spreadsheets.
- Following up on leads, calling clients, and setting up appointments.
- Must be proficient in Excel, Outlook, and Word.

**Related keywords:** Administrative Assistant, Office Manager, Administrative

**Schedule:** 8-hour shift, Monday to Friday

**Supplemental Pay:** Commission

**Education:** High school or equivalent (Preferred)

**Experience:** QuickBooks: 1 year (Preferred)

**Work Location:** One primary location

**This Job Is Ideal for Someone Who Is:**

- Dependable -- more reliable than spontaneous
- People-oriented -- enjoys interacting with people and working on group projects

**This Company Describes Its Culture as:**

- Aggressive -- competitive and growth-oriented
- Team-oriented -- cooperative and collaborative

**Work Remotely:** No

**COVID-19 Precaution(s):** Sanitizing, disinfecting, or cleaning procedures in place



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Job Posting	Marc's Skills and Qualifications
High school or equivalent (Preferred)	Have High school plus 9 credit hours towards Real Estate Pre-License
QuickBooks: 1 year (Preferred)	Excel: Have Extensive knowledge.
NOTE: Used for bookkeeping.	Used Excel in military and in college for:
	<ul style="list-style-type: none"> <li>• Mail merge for creating unit memorandum,</li> <li>• Conditional formatting for identifying supplies,</li> <li>• Charts for work schedules, and</li> <li>• Formulas for evaluating supply usage.</li> </ul>

Did you identify the following items that could be used as part of Marc's negotiation strategy?

1. His education level is higher than what the employer prefers. He can use this information to negotiate for higher pay.
2. However, he does not have QuickBooks knowledge which the employer prefers. But QuickBooks is easy to learn. There are online tutorials for QuickBooks such as those available through LinkedIn Learning. Marc does have extensive Excel knowledge. He could use this information to persuade the employer that he is a better candidate, because Excel could be used to manage office supplies and to track equipment, budgeting, preparing schedules, and contacting clients.

Are there any other areas of comparison? Did you identify that he is pursuing a realtor license and has some familiarity with the business?

Use this method when negotiating a job offer to decide if the company's values align with yours, to find your weaknesses and strengths, and to show why you are the best candidate.



## ACTIVITY 6.2: COMPLETE A SKILLS COMPARISON CHART

In this activity, you will compare your job posting qualifications requirements against your qualifications and skills using the Skill Comparison T-Chart.

1. In the first column list the job qualifications from your job posting.
2. In the second column, enter your qualifications and skills in relationship to the job qualifications.

Compare the two columns to identify where you may exceed qualifications or fail to meet stated qualifications.

Job Posting	Your Skills and Qualifications

How could you use the Skill Comparison Chart as a tool in your negotiation strategy?

Which specific items in the skills comparison chart could you use in your salary negotiation?



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# NEGOTIATING JOB OFFERS

Negotiation usually involves a strategic discussion aimed at reaching an agreement or resolving an issue that benefits both parties and both parties find acceptable. A salary negotiation is simply the process of coming to an agreement on the amount of pay that an employee will receive, and the employer will give. Many position announcements do not supply a salary or salary range.



## Quote

*“Everything is negotiable. Whether or not the negotiation is easy is another thing.”*

– Carrie Fisher, Actress

## NEGOTIATION PREPARATION

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

Before you decide to negotiate, you must make decisions. First, be sure the issue is so serious that you would not take the job unless it was changed.

### SALARY

- If money is the issue, be sure you research and know the salary for the position in your market and the range you will accept. Having a range allows for compromise.
- For example, you can say, “My research confirms that based on my skills and experience, the range for this position in (location) would be \$\_\_\_ to \$\_\_\_.”
- If the employer is not willing to flex on salary, you may want to negotiate other terms of the offer instead.

### SCHEDULE FLEXIBILITY

- Time is money.
- You can negotiate for more vacation days, flex time, and the ability to telecommute. These options can help maintain a healthy work-life balance and make the job more attractive to you.

### EDUCATION AND TRAINING

- Negotiate for the employer to pay the tuition for a degree program or the cost of earning a professional certification. This option will help increase your skill set and add value to the organization.

### TRAVEL REIMBURSEMENT

- Gas, parking, and toll costs can add up quickly. You can negotiate for travel and transportation reimbursement, i.e., public transportation, bus or train fees, gas, parking fees, toll fees.
- Put in the work and be creative! These little things can make a big difference in your quality of life.



## Did You Know?

*According to Glassdoor, 59% of workers did not try to negotiate the salary of their current job.*

*According to NPR, people who never negotiate salaries can miss additional earnings of between \$1 million and \$1.5 million in their lifetime.*



## NEGOTIATION ACTIONS

It takes time and money to find the right candidate to fill a position, so the employer has already invested in you. Out of all the candidates they interviewed, they chose you. Keep in mind when you negotiate, they want this to work out; they want you to accept the offer. Strive for a mutually acceptable outcome.

If you like the potential job but are not happy with one or more of the offer components, negotiate the job offer. When you accept the offer, be sure it is what you want.

To negotiate a successful job offer, develop a plan. Conduct research and analyze the job, company, compensation and benefits packages, and opportunities for career growth. Be prepared because a negotiation is time sensitive.

Use hypothetical scenarios to prepare yourself for the negotiation. For example, ask yourself the “what ifs” of the negotiation and have a contingency plan for them: “If they offer me more vacation time instead of an increase in salary, will I accept it?”

Preparing for these possibilities in advance gives you time to react. Prepare before the negotiation or the employer has the upper hand.

Review the following list of **Actions to Take** and the **Actions to Avoid**.

### ACTIONS TO TAKE

1. Research the average salary and salary ranges for the type of job in your location.
2. Be realistic in your expectations.
3. Be aware of your strengths and accomplishments so you can show the value you’ll bring to the employer.
4. Be open minded about the offer and maintain a professional and positive attitude during the negotiation phase. Let the employer make the first move into the salary negotiation phase. By knowing the salary range, you will have an idea of the interviewer’s negotiating parameters.
5. Consider every aspect of the compensation and benefits package, not just the base salary or any one part of the offer package.
6. Try to negotiate other parts of your offer (e.g., shorter review period, sign-on bonus, more vacation, etc.) if the employer can’t match your desired salary.
7. Aim high when stating your desired salary range, as you can always come down but cannot talk your way back up if you aim too low.
8. Prepare your list of skills, experience, and added value to support your requested compensation.

### ACTIONS TO AVOID

1. Don’t try to negotiate right after the offer is made, as you need time to analyze the offer package and come up with negotiation strategies.
2. Don’t make a decision based solely on the salary. Many other benefits offered should also be considered such as health care, retirement, or days off.
3. Don’t try to leverage one job offer against another job, as it can and typically will backfire. Don’t assume that a company will match another company’s offer.
4. Don’t accept an offer until you’ve seen all the terms in writing.



5. Don't get overly aggressive in negotiating the salary you want, and don't negotiate using ultimatums.
6. Don't accept the first salary offer you receive without due diligence. You want to be confident and excited about the job, company, and opportunity for growth.
7. Don't act too eager to accept, even if the offer was more than you expected, as most employers leave room to negotiate.
8. Don't provide your current compensation or your financial obligations as a reason the employer should pay more.



## HOW TO NEGOTIATE

A salary negotiation should have a win-win outcome. The plan is that you will establish a positive working relationship with this employer.

An in-person negotiation offers the advantage of addressing the employer's objection(s) on the spot. If the job you are applying for is one where an offer may be made at the end of the interview, you should be prepared to negotiate at that point.

An in-writing negotiation can give you the opportunity to word your remarks carefully. It gives the employer a chance to evaluate your ideas, talk them over with others, and make a counteroffer. It avoids instant refusal. Remember to keep the letter positive and factual.

Whether negotiations are performed in person or in writing, you must think like an employer and strategize. Evaluate where you meet or exceed the job preferences or requirements.



Use the following guidelines when composing a salary negotiation email:

- **Recipient.** Usually, the hiring manager or interviewer who extended the offer.
- **Subject Line.** Clearly state what the email is about.
- **Salutation or Greeting.** A suitable greeting, such as Dear Mr./Ms. First Name Last Name.
- **Paragraph 1 – Opening.** Start by showing your appreciation for the job offer (or for the Position Title) and the hiring manager’s time throughout the job-hiring process. You can also include your excitement for the opportunity.
- **Paragraph 2 – Proposal.** Make your case. Identify what is acceptable, and what you want to negotiate. Explain and justify why you are requesting the specified changes to the initial offer. Discuss the skills and experience that you offer. Use a persuasive argument in this initial communication. Include the new proposal along with supporting information. Restate your qualifications for the job, and whether you are willing to accept other forms of compensation, such as more paid-time-off, in lieu of a higher salary.
- **Paragraph 3 – Closing.** Reiterate your interest in the position. Be genuine so the employer knows it is worth their time to try to make your request work and thank them for the offer.
- **Signature.** Use the same method to sign this email as you did with other correspondence during the job search. You can end with any of the following: Sincerely, Regards, or Best.

As with any communication with prospective employers, keep your salary negotiation emails polite, professional, and direct. Be respectful of the hiring manager’s time. Be firm, but not pushy. Strive for a tone of thankfulness for the opportunity you’ve been offered. You want to join their team and they want you to join their team.

### SALARY NEGOTIATION EMAIL EXAMPLE

Let’s review the following salary negotiation email example to find out how the guidelines apply.

KP Enterprises Atlanta, GA Operations Manager Salary Discussion

Dear Mr. Whitfield,

Thank you for offering the Operations Manager job offer! I feel confident I will make a significant contribution to the growth and efficiency of the team over the short and long term. The terms you have described in the offer are acceptable, except for the base salary offer of \$40,000 per year.

The research I’ve completed on comparable salaries in Atlanta, Georgia shows that a base salary range of \$45,000 to \$52,000 would be appropriate. My eight years of expertise overseeing technical operations and supervising technical teams allows me to immediately be an asset to the organization with little to no training time involved. Additionally, my volunteer experience for local community programs not only increased my knowledge of how to develop personal and professional relationships, but also aligns with the company’s core value of caring. Based on the above, I would ask you to kindly consider, as a compromise, a base salary of \$47,000.

I am excited for the chance to work with KP Enterprises as an Operations Manager. I look forward to speaking with you again soon.

Regards,

Jules Mendez

## OFFER EVALUATION AND NEGOTIATION

So far, we have discussed negotiation preparation, actions to take and actions to avoid, and reviewed guidelines when composing a salary negotiation email.

Let's put all of this into practice and discuss negotiation options you would provide to your friend, Lee Tang, when he receives a job offer for his dream job, but the salary is disappointing.

Note: There is not a definitive timeline for salary discussions. Usually, a counteroffer is made between 24-48 hours after receiving the job offer. For today's practice, you are only going to take 5-10 minutes, so you can have the opportunity to experience a strategic discussion.

### ACTIVITY 6.3: JOB OFFER SCENARIO

Lee recently moved and has been looking for a job for three months. This is his first offer, and he is excited for the opportunity to work at ABC Corporation – his dream job. He calls you to tell you the good news.

During the call he confides that he was happy with the offer until he saw the salary. Lee conducted salary research and found the average salary for someone in this position with a bachelor's degree in Computer Science with 5 years of experience is \$68,000 - \$110,000. He has a bachelor's degree in Computer Science with 8 years of experience in Network Management.

He was hoping that the salary was in the \$70,000 range, but he is glad he got a job offer. He likes the benefits and wants to accept the offer. He asks you for advice. Should he accept the offer, try to negotiate, or wait for a better job to come?

What advice would you give to him? First, read Lee's offer letter.

Dear Mr. Tang,

Following our recent discussions, we are delighted to offer you the position of Network Specialist with the Business Marketing Division at ABC Corporation. If you join ABC, you will become part of a fast-paced and dedicated team that works together to provide our clients with the highest possible level of service and advice.

As a member of the ABC team, we would ask for your commitment to delivering outstanding quality and results that exceed client expectations.

We are confident you will find this new opportunity both challenging and rewarding. The following points outline the terms and conditions we are proposing.

- Title: Network Specialist, Business Marketing Division
- Start date: June 1, 20xx
- Annual salary: \$60,000
- Probationary period: 90 days
- Group benefits: Health, dental, and vision - 75% cost share paid by the organization, paid educational benefits
- Position type: Full-time, exempt
- Reporting relationship: Reporting to the Director of Marketing Operations
- Annual vacation: 10 business days
- Annual sick leave: 5 business days
- Paid Holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day, plus three floating holidays.

Based on Lee's offer letter and your negotiation knowledge, should he:

- Accept the offer and keep looking for other work?
- Negotiate the salary. The average salary for someone in this position with a bachelor's degree in Computer Science with 5 years of experience is \$68,000 - \$110,000?
- Decline the offer?

Before you answer, consider the following:

- What are the consequences of accepting immediately?
- Remember, the unwritten rule when it comes to salary is this: whoever proposes a number first loses. The offer has already been extended – the employer has spoken first.
- If he negotiates, what salary should he start with?
- What are his reasons for asking for more money?
- He has been looking for three months and this is his first offer.

**Write your recommendation to Lee. How might you advise him?**

Let's review each possible recommendation.

**Tips for accepting the offer** - One friend recommended that Lee accept the offer as it stands and keep looking for other work.

- If you only take an offer to bridge the gap for something at a higher salary, you may regret it later. It can lead to short-term job retention and can burn bridges.
- Or you may love the job but begrudge it because you missed out on negotiating the salary you deserve.



**Tips for negotiating the offer** - Another friend recommended that he negotiate the salary, but stand strong on the amount. The research shows the salary range starts at \$68,000 with his experience. He should stand strong and not go below \$68,000.

- If you are happy with the job and benefits, negotiate your salary! You lose out if you decline a job that you want, because you did not attempt to negotiate.
- Find your walk-away amount. It should not be an arbitrary number.
- Stay flexible to consider all elements of the offer. Remember, salary is not the only thing you can negotiate.
- Negotiation is not an ultimatum; it is a conversation.



**Tips for negotiating the offer** - A battle buddy recommended that he negotiate the salary and begin by adding \$10,000 to the salary offer. Ask for \$70,000 so you have room to come down to \$68,000. Recall, the offer was \$60,000 and Lee's preferred amount is \$70,000.

- First, set your range. You should know your walk-away amount. Your lowest acceptable salary should be determined through research and consideration of worth of skills and experience.
- A negotiation is not a continuous back-and-forth activity. You should be comfortable in the range or amount you initially request.



**Tips for declining the offer** - A family member recommended that Lee decline the offer.

- You can always decline an offer. Lee may feel that he is worth so much more than the total compensation offered.
- If you want the job and the salary is the only obstacle, always negotiate before declining an offer.



Best advice - Negotiating a higher salary is the right move here. Lee wants the job, but knows he is worth more in the market. The suggestion to negotiate a higher salary with Lee's walk-away amount in mind is the best advice.





Remember:

- Salary negotiations may seem adversarial, but the employer’s offer confirms that they want you to join their organization. Respond to their offer with this in mind.
- Know your worth in the market where you are and what your budgetary needs are before negotiations begin.
- Salary means more than just a salary number. Consider the benefits package as well.
- Define your walk-away point.
- Avoid saying a number first.
- Ask for time.
- Prepare talking points.
- Identify and discuss three ways to respond to a job offer (through practice negotiation scenarios).
- Ask for more than your target number.
- Be flexible.
- Do not be afraid to walk away.

# COMMUNICATING YOUR DECISION



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## NEGOTIATION OUTCOME

Remember, this is a collaborative negotiation where you and the employer want a positive outcome. If necessary, you can accept the offer as presented or if you are unable to find middle ground during your negotiations with your employer and you choose to decline their offer, you can thank them for their offer and respectfully decline.

## JOB OFFER COMMUNICATION

After all the work you have done researching, building your brand, networking, applying to jobs, and interviewing, you've been offered the position. Job well done!

In this section, you will learn how to effectively communicate your decision to the employer.

### Consider the following:

- Are you comfortable with asking for more time to consider? If not, what do you need to do to be comfortable?
- Do you understand that maintaining professionalism when accepting, delaying, or rejecting an offer can impact future opportunities?

After evaluating the job offer, and possibly negotiating, communicate your decision to the employer. Based on the timeline the employer provides, communicate your decision either verbally or in writing: accept the offer, request a delay of the decision, or reject the offer.

## ACCEPT THE OFFER

Accepting a job offer is a big decision. Do not rush to give an immediate answer. It is a good idea to ask for time to consider the offer. Use that time to talk to your family and friends about the opportunity and evaluate the job offer. If you accept the position, ensure you thank the employer for the opportunity, and verify the salary, benefits, position, and starting date.

When you receive a job offer, follow the instructions in the offer and meet the prescribed deadlines.

### OFFER ACCEPTANCE EXAMPLE EMAIL:

Dear Mr. Patel:

It was wonderful to speak with you on the phone yesterday about the Program Director position at Zen Company. I'm thrilled to formally accept this job offer. I'm looking forward to working with you and the rest of the senior management team on charting a new direction for our marketing strategy.

It is my understanding that the conditions of my employment are as follows:

My start date will be May 13th.

Annual salary of \$65,000.

Benefits include accident, health, and life insurance, which is effective on my start date.

My probationary period lasts 90 days, with an initial performance and salary review after that time.

Vacation and sick leave accrue at a rate of one day per month and are cumulative.

I'm looking forward to seeing you next Monday. Please let me know if there is any paperwork or additional information you need from me beforehand, or if there is any documentation that I should bring along on my first day.

Sincerely,  
Kelly Barrett

## REQUEST A DELAY / ASK FOR MORE TIME TO EVALUATE

The employer may expect you to request time to consider the offer or to make a counteroffer. To request a delay of the decision, start by relaying your thanks and appreciation for the job offer. Then ask what the deadline is to get back with your decision.

### OFFER DELAY EXAMPLE EMAIL:

Dear Mr. Patel:

Thank you very much for offering me the position for the Program Director position at Zen Company. I greatly enjoyed our conversation. I would like to take 48 hours to consider your offer and discuss this opportunity with my family. Is there a deadline for my response?

Sincerely,  
Kelly Barrett

## DECLINE / REJECT THE OFFER

If you decide to reject the offer, communicate quickly with the employer, and express your gratitude for their time. You never know to whom they are connected. Even if the negotiation did not go the way you hoped, continue being professional and gracious.

### OFFER REJECTION EXAMPLE EMAIL:

Dear Mr. Patel,

Thank you for offering me the position of Program Director position at Zen Company and for reviewing my counteroffer with management. I fully understand that budgets are tight, but I must respectfully decline the position at the current compensation.

Thank you for your graciousness during the negotiation process. I wish you and Zen Company all the best.

Sincerely,  
Kelly Barrett

## SALARY NEGOTIATION SECTION REVIEW

You can approach your next job search and salary negotiation with knowledge and confidence.

In this section, you have learned how to:

- Determine a reasonable salary range.
- Compare a job announcement posting and requirements to your experience and education.
- Evaluate job offers.
- Identify and discuss three ways to respond to a job offer.



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# 7 | Conclusion



# SECTION 7: CONCLUSION



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## WORKSHOP GOALS

We have covered a lot of information over these two days. We took a deep dive into several important employment topics such as resume styles, the federal hiring system, networking, interview techniques, and salary negotiation.

Knowing and understanding the fundamental concepts of a job search and the Pro Tips associated with them, provides you with an advantage over other applicants. Most job seekers approach the process on their own without these tips or without a plan.

You learned the importance of Developing Your Brand and ways of marketing yourself to stand out to employers. You also learned the important concept of Think Like An Employer and how looking through that lens helps you create a resume and interview using STAR to stand out. Finally, you know the value of Maximizing Your Resources. We have provided you with many additional websites and resources to help you on your journey and we have made it easy to access all of those resources using this [Resource Guide](#).

You learned how to:

- Write a master or targeted resume.
- Understand the federal employment process.
- Expand your network, including using social media.
- Develop interview strategies and practice answering questions.
- Conduct salary negotiations and respond to job offers.

DEVELOP YOUR  
**BRAND**

THINK LIKE AN  
**EMPLOYER**

MAXIMIZE YOUR  
**RESOURCES**

Your next steps will require motivation and courage to market yourself, network, network, network, and tighten up your resume and LinkedIn profile. Dig into the resources provided for you and don't be afraid to reach out to those agencies available to help you on your journey. Keep practicing your professional introduction, updating your resume, and networking. Start identifying and collecting your professional references as well as practicing your interview question responses.

You have participated in a unique program – the Transition Assistance Program – which provides information and tools to ensure you have a great starting point when you are ready to embark on your job search in civilian life.

Congratulations on taking this step towards reaching your post-transition goals!

## THANK YOU

Thank you for your participation and your service. The DOL stands ready to provide you with the information and support you need to move forward with your transition. We recognize your devotion, commitment, and the sacrifices that you and your family members make each day to protect and defend our freedom. We are dedicated to supporting you in your transition and beyond.

# 8 | Appendix

# SECTION 8: APPENDIX



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## APPENDIX A: RESUME QUIZ

Answers to the Resume Quiz on Page 16.

- 1. The number one rule for writing a good resume is “more is better.”**  
FALSE: An employer reviews a resume, on average, less than 30 seconds, so there is a very short amount of time to catch their attention.
- 2. Regardless of your age, your resume work history should list all jobs going back to high school.**  
FALSE: The guideline for work experience history is about 10 years unless the employer requests more information or older experience is specifically relevant. Federal resumes and applications may also require a longer and more comprehensive history.
- 3. Your targeted resume should not be longer than two pages.**  
TRUE: (In most cases) Depending on the employer and what they are requesting. However, federal resumes are likely to be longer.
- 4. The best resume is flexible enough to cover various job options within your professional field of interest.**  
FALSE: Resumes need to be targeted for specific job postings. A networking or general resume may be used at certain times, but when applying for a job, a targeted resume is recommended.
- 5. A good resume paints a clear picture of you, including your height, weight, race, age, gender, marital status, and your number of children.**  
FALSE: It is important to stay away from discriminatory types of information. The items listed in this statement are not requirements for doing a job and would not be necessary to include.
- 6. Employers like to see that you are interested in things other than just your job, so include volunteer work, continued education, and association involvements.**  
TRUE: Remember to include things other than your jobs that are relevant to the specific position. Resumes can include paid and unpaid (volunteer) work to show experience.
- 7. All resumes should contain the complete names, addresses, and telephone numbers of your references.**  
FALSE: References will be on a separate document and will be provided to the employer if they ask. Some online resume applications will ask for this information, so it is important to identify your references in advance.
- 8. To help your resume stand out, you should make it as unusual as possible by printing it on brightly colored paper or including a picture of yourself.**  
FALSE: Avoid using gimmicks that you think will get your resume reviewed. It will most likely backfire, and you will be remembered—but not in a good way.
- 9. A well-written resume is sufficient to get you the job you want.**  
FALSE: Resumes are designed to get you into the interview seat, and the interview plays a major role in your hiring process.
- 10. It is always better to spend money getting a professional resume writing service to write your resume for you as opposed to doing it yourself.**  
FALSE: Most resume writing service providers will need a great deal of assistance from you, so it will not save time and will cost you money. Furthermore, if you follow the best practices discussed in this curriculum, you will understand how to write your resume and will not need their help.

## APPENDIX B: EMAIL EXAMPLES FOR NETWORKING

### INTRODUCE YOURSELF TO A FRIEND OF A FRIEND

Hello Kathy,

My name is Steve, and I'm good friends with Jade Johnson, who passed along your contact information to me.

Jade mentioned that we share a background in education, and you live in the San Diego area. She said you'd be a great person to get to know! So, I thought I'd reach out, introduce myself, and let you know that I'd love to find out more about you and your experience in southern California.

I will be relocating to San Diego this summer and with 10 years in education, I will be looking for opportunities in the area. Any insight or tips you have for going into this field would be greatly appreciated. Looking forward to connecting with you.

Sincerely,

Steve Reynolds

### TO AN ALUMNI

Dear Dr. Patel,

I hope all is well. My name is Lou Adams, and I am currently a student at U-State. I found your name on our alumni association and am very interested in learning more about the environmental engineering field. I would love to understand more about your role at your company and how you got started in such an exciting and competitive industry. Would you be willing to spend some time speaking with me about your experience and background?

I have attached a copy of my resume for your information so that you can have a little more background about me. I am hopeful that you will be willing to have a phone conversation when your schedule allows. Thank you so much for your time. I look forward to hearing from you.

Kind Regards,

Steve Reynolds

### TO A TRADE ASSOCIATION CONTACT

Hi Kelly,

It was so nice to meet you at the marketing association meeting and chat about content marketing trends for military spouses. After our conversation, I found this article interesting and enlightening, so I figured I'd pass it along.

Again, I really enjoyed meeting you, and I'm looking forward to keeping in touch. Don't hesitate to reach out if you want to get together and bounce around some more ideas. I'd love that!

Yours Truly,

Steve Reynolds

### TO ASK A VOLUNTEER COLLEAGUE TO INTRODUCE YOU TO ANOTHER

Hi Anne!

It was so nice to work with you at the Food Bank last Friday. I enjoyed our conversation. As we were talking about my upcoming move to San Diego, you mentioned that you have a friend that works as an educator in the public-school system there. I am interested in knowing more about that area and the education system. If you're willing, an introduction to your friend would be so helpful for me to gain insight about the education market in San Diego.

I've included an easy-to-copy blurb to provide context, but let me know if there's any other information I can provide. I appreciate your help!



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Message: James is moving to San Diego soon and has experience teaching middle school history and coaching football. He wants to continue his career in education in California. He would love to connect with you to learn about the local market as he works on his licensing requirements. Any tips you may have for navigating the San Diego education market would be welcome.

Kind Regards,  
Steve Reynolds

### **TO CONNECT ON SOCIAL MEDIA**

Hi May,

I'm also a member of the Pioneering Marketing Facebook group and I always find your posts to be incredibly helpful and thought-provoking. I'd love to be able to keep in touch and hear more about your work.

Respectfully,  
Steve Reynolds

### **TO A NEW CONTACT MET AT A NETWORKING EVENT MEETING**

Hi Kevin,

It was such a pleasure having the chance to meet you at the Propel Networking Event yesterday. Thank you so much for your time and for sharing your story about some of your struggles breaking into the advertising industry. As I begin my career, would it be alright to stay in contact with you if I have any questions? Again, thank you so much for your time.

Regards,  
Steve Reynolds

### **INVITATION TO CONNECT ON LINKEDIN**

Hello Simone Jackson,

I found your profile on the Veteran to Contractor Network page and wanted to reach out to discuss your career path as we have similar backgrounds. I would like to connect with you on LinkedIn to create a mutually beneficial networking opportunity.

Sincerely,  
Steve Reynolds

### **TO CONTACT A BUSINESS OWNER (REFERRAL WAS THE AMERICAN JOB CENTER)**

Hello Hector,

My name is Michael Gonzalez. I have recently relocated to the area and would like to learn more about starting my own business in event planning. Mr. John Smith from the American Job Center suggested that I reach out to you for advice.

Mr. Smith explained your extensive experience in catering and event planning across the tri-state area. I also have experience in the industry but am new to this market. It would be great to sit with you and learn more about the local area and industry as well as the "do's" and "don'ts" as I get started on my own business.

If you're open to it, I'd love to buy you a coffee to find out more about your experience and get your advice.

Best regards,  
Steve Reynolds



## TO CONTACT A FORMER CO-WORKER, COLLEAGUE

Hi Curtis,

How are you? I hope you and the family are doing well. I will be joining you as a California resident soon. I am looking for a career in counseling as I complete my degree and relocate. I would love to chat with you and fill you in on what I'm thinking about and hear the latest from you. It would be great to catch up.

Best regards,

Steve Reynolds

## TO A PROFESSIONAL CONNECTION AT JOB FAIR

Dear Ms. Russo,

Thank you for taking the time to speak with me at the Virtual Career Fair today. You were extremely helpful in explaining Green Street's plans to expand and the challenges of finding people with the right skills to fill these new positions.

As I mentioned during our conversation, I have 5 years of experience in supporting and troubleshooting hardware, software, and networking issues. I have a strong background in Microsoft Windows NT/2019. I am certain my technical skills and experience would make me an asset to your team.

As you suggested, I submitted my application through Green Street's website, and have also attached my resume for your review. I would welcome the opportunity to talk with you again. I will follow-up with you next week. Again, thank you for your time.

Best regards,

Steve Reynolds

## TO SET UP AN INFORMATIONAL INTERVIEW

Dear Mrs. Anderson,

We have a shared contact in Dr. Susan Smith, CEO of Boys and Girls Club. She suggested that I contact you for additional information regarding your career pathway in social services.

I recently completed a volunteer opportunity working with the Navy as a Child Development Specialist. I would like the opportunity to meet or speak with you to discuss your insight on the range of careers to pursue within the social services field, especially with my skills and experience. I understand that you are busy and would appreciate any time that you could spare to meet with me in person or by phone. May I have 15-20 minutes of your time at some point over the next few weeks to ask you a few questions?

Any suggestions you could offer would be greatly appreciated. Thank you for your time.

Best regards,

Steve Reynolds

## APPENDIX C: COMMON INTERVIEW QUESTIONS FOR MANAGEMENT OR LEADERS

For those seeking management-level positions, the following questions will help you prepare for your interview. These questions are designed to see how well you relate to your peers, as well as those who work for you.

1. “Describe your process for delegating tasks to your team.”

This is one of the more popular manager interview questions because, as a manager, delegation is a regular part of the job. Managers who delegate well are more productive, and so are their teams.

2. “How would you handle a project that was running over budget?”

This question is asked for two reasons: to learn how you handle stress and to understand your budgeting skills. Your interviewer will want to see how you prioritize tasks and which hard or soft skills you use to rein in the cost and make the rest of the project run efficiently.

3. “How do you keep your team motivated?”

As a leader, your team looks to you set the tone of morale and motivation. In your answer, give specific examples of ways that you provided positive reinforcement to your team, encouraged them to take the initiative, and understood each person’s strengths.

4. “What is your management style?”

The best answer offers a broad scope rather than a specific answer. In your response, highlight your ability to handle situations and problems as a manager while talking about real experiences. You will need to define what a good manager is and provide an example of how you use that skill as a leader.

5. “How do you support an employee who is not meeting expectations?”

Interviewers ask this question to determine how you will work with a direct report to guide them back onto the path of success. They will look for methods, such as giving clear feedback to an employee and then jointly developing an action plan that supports meeting future performance goals.

6. “Give an example of how you have had to provide negative feedback. What was your approach?”

Interviewers look to see how you deliver feedback to your staff. In your response, include that your feedback was specific and done promptly to address the situation.

7. “Do you consider yourself to be an organized person?”

Interviewers want to know how you prioritize your time and which tools you use to help you along the way. In your response, share examples of your time-management skills and show off your flexibility.

8. “How would your coworkers describe you? How would your direct reports describe your management style?”

These questions are designed to see how well you relate to your peers, as well as those who work for you. Your answer is a great opportunity to speak about your strengths. Ideally, talk about the characteristics that make you an excellent manager.

## APPENDIX D: ANDREW THOMPSON'S TRANSITION DOCUMENTS

**Master Resume Example.** The Master Resume is your reference document and is not provided to the employer.

### Andrew Thompson II

(301) 555-5555 • andrewthompson2nd@gmail.com • linkedin.com/in/andrew-thompson2nd

#### Summary of Qualifications

Astute military professional with 13 years comprehensive ground combat experience that includes wide-ranging training and simulation participation to ensure maximum readiness. Extensive knowledge of ground surveillance protocols, mine detection techniques, and explosives removal procedures. Proven ability to adapt to new surroundings while remaining continuously observant, physically capable, and mentally alert under pressure.

- Active secret security clearance
- Experienced with patrols, security, and conducting safety investigations
- Expert weapons qualifications on automatic and semi-automatic weapons
- Able to operate, troubleshoot, and repair radios and other electronic equipment
- Effective manager and team player
- Instructor and test evaluator for numerous Soldiers on a variety of subjects
- Fluent in Spanish and English

#### Work Experience

**Infantryman, Fort Campbell, KY, U.S. Army,**

**March 20XX - Present**

Served as Team Leader for 15-person team. Duties included:

- Supervised, trained, and ensured the safety and welfare of a 15-person team, maintaining a 100% safety record.
- Communicated weekly status reports of ongoing projects and problem resolution through professional verbal and written presentations to leadership and stake holders.
- Maintained security of classified information.
- Scored in the top 10% of a 100-person organization during the semi-annual physical fitness training. Received an Ironman designation. Trained with 5th Special Forces Group in conventional warfare.

Served as Expert Infantryman instructor for unit and test evaluator for adjacent units.

- Managed training programs ensuring all personnel were compliant with required training.
- Developed training on a variety of subjects such as weapons handling, search and reconnaissance, and tactical maneuvers, ensuring all training standards were met.
- Served as an instructor and test evaluator in five different subject areas. Provided instruction, testing, and certification for more than 25 employees preparing for temporary overseas assignments. Recognized by leadership for resourceful problem-solving techniques.



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**Infantryman, 12-month deployment to Afghanistan,****March 20XX - March 20XX**

Served as Team Leader for six-person team.

- Inspected team members' weapons and equipment for proper operation and 100% serviceability prior to deployment.
- Supervised, trained, and ensured the safety and welfare of all assigned personnel and sustained a 100% safety record.
- Selected over 150 personnel in the unit and appointed to the distinguished position of Company Sniper.
- Successfully completed more than 15 sniper missions, enhanced overall safety of military patrol missions.
- Oversaw facility and personnel security for 150-person unit.
- Escorted key leadership personnel during multi-national exercises.
- Maintained security of classified materials ensuring all policies and procedures were executed.
- Liaised with Security Agency personnel providing local area guidance.
- Managed facility, personnel, and communications security at 2 Closed Areas.
- Recognized by supervisors for excellent performance and awarded an Army Commendation medal during Operation Enduring Freedom.

Assigned to Post Ammunition Supply Point for 2 months.

- Loaded, secured, and unloaded high explosive artillery rounds in vehicles.
- Conducted daily safety inspections throughout the facility.
- Implemented access control measures to ensure only authorized personnel entered the facility.
- Conducted thousands of searches of vehicles and personnel entering the facility with zero breaches of security.
- Conducted weekly inventories of ammunition.

**Infantryman, Ft. Drum, NY,****March 20XX - April 20XX**

- Operated and maintained 100% accountability for over \$100,000 of equipment, including night vision goggles, multiband radios, laser target locator, and mine detection equipment.
- Certified to operate wheeled and tracked vehicles.
- Performed preventive maintenance checks and services before and after each trip.
- Inspected, issued, and maintained 100% accountability for unit's chemical, biological, radiological, and nuclear defense equipment, including personal protective gear and hazard detection devices.
- Earned Expert Infantry Badge.



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**Basic and Infantry Training, Fort Benning, GA,****December 20XX - February 20XX**

## Key skills acquired:

- Safe handling of explosives
- Land navigation
- Operation of radios and other electronic equipment
- Emergency medical aid

**Retail Associate, 6-12 Convenience Store, Eastport, MD, August 20XX - December 20XX**

- Led team of ten employees, ensuring full schedule coverage for all shifts.
- Trained new employees on computers, including point of sale systems, ensuring compliance with company policies and procedures.
- Stocked display shelves and conducted weekly inventory reviews, ensured adequate stock and resupply.
- Monitored and managed accounting and reporting for over \$500K in inventory on a quarterly basis to ensure accurate balancing.
- Fostered customer loyalty by providing friendly and efficient service and problem resolution.

**Education**

- Bachelor of Science, Business Administration and Management, University of Maryland Global Campus, Adelphi, MD
- Associates degree, Business Administration, Howard Community College, Baltimore, MD
- High School Diploma, Columbia High School, Columbia, MD

**Military Training**

- Basic Combat Training, Infantry School, Fort Benning, GA 20XX Advanced Individual Training: Infantry School, Fort Benning, GA 20XX Combat Sniper Course, US Army 20XX
- Combat Lifesaver Course, US Army 20XX
- Infantry Drivers' Academy Course, US Army 20XX Management Development Course
- Equal Employment Opportunity (EEO) Training (yearly)
- Sexual Harassment Training (yearly)



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### Facility Security Officer

#### About Us:

At Grayson Missiles & Defense, you have the opportunity to make a bigger difference across a broader end-to-end solution, an expanded range of disciplines, a growing global footprint, and a more diverse team of colleagues and customers.

#### Job Summary:

Provide oversight and leadership of the following elements of the National Industrial Security Program (NISP): Personnel & Facility clearances, Training & Briefings, Classification & Markings, Administrative Inquiries, Safeguarding, Classified Visits & Meetings, Classified Subcontracting, Communications Security (COMSEC), and DoD Closed Areas.

#### Responsibilities to Anticipate:

- Administer the company programs for handling and safeguarding classified and proprietary information.
- Coordinate with government and industry oversight agencies to obtain authorizations, facilitate inspections/audits of security programs and systems.
- Write policy and procedures to enforce compliance with government and Company requirements.
- You will investigate security incidents, violations and prepare reports detailing procedures to preclude future occurrences.
- You will lead facility level Insider Threat Program, security incident response, and workplace violence prevention team.
- Provide guidance, subject matter expertise, and mentorship to security personnel.
- You must hold a current Secret Clearance and be able to obtain a Top Secret Clearance.

#### Qualifications You Must Have:

- Typically requires Bachelor's degree in Business Management, Security, Global Security, or Criminal Justice, and eight (8) years of relevant experience.
- Experience in a leadership or supervisory role.
- Experience working with Defense Counterintelligence, Security Agency, and/or other Security Agency personnel as well as varying levels.

#### Qualifications We Value:

- Knowledge of customer security and acquisition structures.
- Excellent writing and verbal communication skills.
- The ability to perform effectively in a fast-paced multi-program environment.
- Proactively partner with key leadership personnel at all levels, in full support of business objectives, while ensuring compliance with US Government and Company directives and policies.
- Expected to manage the Security Office ensuring compliance for all security requirements and provide expertise concerning all security disciplines.

# Andrew Thompson II

(301) 555-5555 • Andrewthompson2nd@gmail.com • linkedin.com/in/andrew-thompson2nd

## SECURITY SPECIALIST

Astute, detailed, self-motivated 12-year veteran, with a passion for excellence and strategic security solutions. Proven ability to adapt to new surroundings while remaining observant and accurately assessing security needs. Able to employ creative approaches and meet or exceed all designated objectives. Excellent written and verbal communication skills.

### RELEVANT SKILLS

Active Secret Security Clearance    Information Security    Safeguarding Classified Information  
Physical and Personnel Security    Defense Counterintelligence    Leadership and Supervisory Roles  
Organization and Communication    Interfacing with Customers    Security Program

### WORK EXPERIENCE

#### Safety and Security

- Conducted military-precision perimeter inspections and patrols in the U.S. and overseas, ensuring safety and security.
- Implemented control measures and guarded access points; performed lawful searches on thousands of individuals and vehicles; ensured security of controlled spaces.
- Monitored and investigated security violations; ensured 100% understanding of and compliance with all government directives and policies. Completed written reports.
- Oversaw facility and personnel security for 150-person unit as facility security officer.
- Maintained security of classified materials, ensuring all policies and procedures were executed.
- Coordinated Counterintelligence and Security Agency personnel providing local area guidance.
- Managed facility, industrial, and communications security at 2 DoD Closed Areas, escorted key leadership personnel during multi-national exercises.

#### Communication and Program Management

- Conducted security training and test evaluator for 25+ team members on a variety of subjects.
- Provided instruction, testing, and certifications in preparation for counterintelligence and security work in a war zone.
- Led, supervised, and provided mentorship to 15-person team, maintaining cohesiveness and open communication.
- Served as Subject Matter Expert on local area security on insider threat issues.
- Prepared weekly status reports of ongoing projects and problem resolution; communicated through verbal and written presentations to leadership and senior stakeholders.
- Operated and maintained 100% accountability for over \$100,000 of equipment in fast-paced environment, including night vision goggles, multiband radios, laser target locator, and mine detection equipment.

### WORK HISTORY

December 2009 – July 2022, Security Specialist, U.S. Army, various locations in the US and overseas

### EDUCATION & TRAINING

- Bachelor of Science, Business Management, University of Maryland Global Campus, Adelphi, MD
- Associates degree, Business Administration, Howard Community College, Baltimore, MD

## Andrew Thompson II

(301) 555-5555 • andrewthompson2nd@gmail.com • linkedin.com/in/andrew-thompson2nd

September 1, 20XX

Pat Smith  
Human Resources Manager  
Grayson Missiles and Defense  
321 Main Street  
Norfolk, VA 21113

Dear Ms. Smith,

I am excited about the opportunity to apply for the position of Facility Security Officer. As a 12-year military veteran in the field of security and reconnaissance, I feel I will be able to bring a fresh and global viewpoint to your security needs. I have led security teams as well as provided training and mentoring on many aspects of security.

I currently hold a Secret security clearance and a Bachelor's degree in Business Administration and Management, providing me the knowledge to successfully lead a team that is customer focused and security minded. I also have experience in managing programs as well as providing effective training. Additionally, in the military, I handled many background investigations with Defense Counterintelligence to ensure the appropriate people gained access to needed information and secured facilities.

I am excited at the prospect of bringing the skills I developed in the military to Grayson Missiles and Defense. Thank you for your consideration. I very much look forward to the opportunity to speak with you in person about my interest in this position.

Best Regards,  
Andrew Thompson II

## LinkedIn Profile



### Andrew Thompson II

◆ Providing strategic security solutions ◆ Counter Terrorism and Force Protection ◆

Norfolk, Virginia, United States · [Contact info](#)

5 connections

[Message](#)

[More](#)



University of Maryland Global Campus



### About



Astute military professional with 12 years comprehensive ground combat experience that includes extensive training and simulation participation to ensure maximum readiness. Extensive knowledge of ground surveillance protocol, mine detection techniques, and explosives removal procedures. Proven ability to adapt to new surroundings while remaining continuously observant, physically capable, and mentally alert under pressure.

The Infantryman's role is to be ready to defend our country in peacetime and to capture, destroy and repel enemy ground forces during combat. I have spent the past twelve years working in an ever-changing landscape full of decisions that have global implications. I know how to work hand-in-hand with clients to define the targeted objective and design the path to achieve that objective. Paths to success are rarely straight ones. I also know how to work through the undefined areas--with clear and effective communication and vision. I have a track record of delivering success.

I've led teams and leveraged my experience in developing clear safety and security strategies, providing targeted training, and maintaining standards compliance to achieve organization and team successes. I've been recognized as the best out of 150 of my peers, and by-name requested to communicate with stakeholders. I've led military operations and sustained a flawless safety record while ensuring 100% accountability for over \$100,000 of resources.

My passion for my profession can be seen whether I was anticipating and adapting to changes on a national or global level, giving my teams a distinct competitive advantage and capitalizing on opportunities to succeed or creating tailored solutions to problems that generate results. I want to continue to allow my passion to work for you.

- Active secret security clearance
- Experienced with patrols, security, and conducting safety investigations
- Expert weapons qualifications on automatic and semi-automatic weapons
- Able to operate, troubleshoot, and repair radios and other electronic equipment



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## Andrew Thompson II

(301) 555-5555 • andrewthompson2nd@gmail.com • linkedin.com/in/andrew-thompson2nd

### References

CPT James Sweeny  
Commanding Officer, US ARMY  
123-456-7890  
james.p.sweeny@us.army.mil

Philip Miller  
Supervisor, 6-12 Convenience Store  
987-6543-212  
Philip.Masterson@SixTwelve.com

Antionette Johnson  
College Advisor, UMGC  
410-555-1234  
Johnson.Antionette@UMGC.edu



## Sample Letter of Recommendation

January X, 20XX

Human Resources Manager  
Grayson Missiles and Defense  
321 Main Street  
Norfolk, VA 21113

Dear Hiring Manager:

It is my distinct pleasure to provide this recommendation for Andrew Thompson as he pursues a Facility Security Officer position with Grayson Missiles and Defense. I've known Andrew for over six years. For the past 3 years, I've had the privilege of supervising Andrew while he was assigned as one of my team leads with the responsibility of supervising, training, and ensuring the safety and welfare of more than 50 personnel. During that time, Andrew was able to sustain a 100% safety record. He is an extremely competent and enormously valuable team member, ready to step up to the next level.

Andrew is one of those rare finds, who I've seen adeptly navigate a variety of complex and multifaceted situations to beneficial outcomes, with sparse guidance, no matter the difficulty. He has proven to be extremely knowledgeable and reliable. He has excelled by using his leadership, influencing, and negotiating skills. He has developed strong relationships with internal and external partners. Through Andrew's expert guidance, our division successfully completed a rigorous assessment, where we received the highest grade admissible.

Andrew has become our resident expert at written and oral communication, and his planning and evaluating skills outshine his peers. His ability to assess security needs while planning and executing processes has always resulted in exceptional customer support.

I highly recommend Andrew Thompson for the Facility Security Officer position. He is extremely capable and committed. More than that, he has the requisite skills to lead an organization now and into the future.

If I can provide any additional information to validate that Andrew would be the perfect candidate for your position, please contact me at 123-456-7890.

Sincerely,

J. Sweeny  
Commanding officer



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## APPENDIX E: RESUME EXAMPLES



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# KENDRA KNOWLES

512-555-1212 | KKnowles@email.com

[www.linkedin.com/in/kendra-knowles](http://www.linkedin.com/in/kendra-knowles)

## PROFESSIONAL PROFILE

Skilled communications professional and executive administrator with over 10 years of experience providing customized customer and business solutions, specifically in the areas of client services, training and development, labor relations, and financial management. Detailed knowledge of business market programs and conducting market analyses. Areas of expertise include excellent communication skills; organizing and planning; able to type 75 words-per-minute without errors; familiarity with MS Office, Adobe Suite, Final Cut Pro, and Quick Books.

## EDUCATION

Kennesaw State University, Kennesaw, GA  
Bachelor of Science in Communications

## RELEVANT SKILLS

### Marketing

- Created publications, such as informational brochures, company newsletters, blogs, and social media websites used to promote organization services.
- Assisted with coordination of fund-raising events by soliciting sponsors, coordinating event venue, activities, and logistics which raised over \$10,000 in support.
- Monitored current events using internet research to avoid scheduling conflicts.

### Communication

- Built and maintained positive relationships with executives, staff, vendors, brokers, and local agencies to request quotes, develop contractual agreements, and identify employee services and support that followed organization, state, and federal regulations.
- Provided daily status updates to leadership via verbal and written communication to discuss and address operational issues or concerns.
- Attended meetings with Department of Labor, Internal Revenue Service, and Department of Transportation, as the primary point of contact for the organization, to gather and communicate compliance requirements to executives and staff, ensuring 100% adherence with operations safety procedures and policies.

### Social Media/Advertising

- Created advertisement and marketing campaigns using Twitter to promote business capabilities while expanding client footprint by 36%.

1/2

### Office Operations

- Ordered and worked with vendors to maintain supplies and equipment, ensuring availability and operability of office automation products and tools.
- Organized, conducted, and documented minutes of daily conference calls and monthly meetings, including room set-up and breakdown to discuss schedule changes, project status, and regulatory updates, keeping employees and leadership abreast of operational changes.
- Maintained office organization by opening, routing, and filing daily documents, including profit loss and loss reports, incoming and outgoing mail, and receipts.
- Entered, updated, and maintained accurate personnel records for over 300 employees, which assisted with the efficient processing of employee entitlements.
- Supervised and trained 20 employees, including prioritizing daily assignments and tasks, reviewing performance, providing feedback, as well as executing award or disciplinary actions.

### Financial Management

- Processed accounting actions, including license and insurance forms, accounts receivable, account payable, payroll tax and deductions valued at over \$30,000 weekly to ensure timely payment to vendors and employees.
- Entered all payroll, fuel, and inbound and outbound invoices daily in Microsoft Excel to track and maintain status of financial operations.
- Developed and implemented commission-based financial incentive program for employees, increasing revenue by 75%.

### WORK HISTORY

- January 20XX- Present – US Marine Corps, Camp Lejeune, NC  
**Personnel Administrator**
- June 20XX – December 20XX - Averitt Trucking Atlanta, GA  
**Executive Assistant Internship**
- September 20XX – December 20XX - Hands on Atlanta, Atlanta, GA  
**Funding/Volunteer Coordinator** (Volunteer position)



# Avery Jackson

Norfolk, VA | (555) 123-4567 | Avery.Jackson@email.com | <https://www.linkedin.com/in/xxxx-j>

## ADMINISTRATIVE PROFESSIONAL

U.S. Navy veteran with 3 years of experience in administrative support. Experienced as a front desk clerk handling high volume of incoming and outgoing phone calls and in-person requests. Ability to manage multiple priorities at one time in a fast-paced environment. Trained new hires and collaborated with managers and supervisors to coordinate facilities maintenance. Ability to work well individually and as a part of a team.

### SKILLS

- Active listening
- Customer service
- Maintaining records
- Teamwork and collaboration
- Complaint escalation and resolution
- Policy implementation
- Excellent verbal communication
- Scheduling software
- Protecting personally identifiable information
- Secret security clearance

## PROFESSIONAL EXPERIENCE

**UNITED STATES NAVY** – Norfolk, VA                      October 2018 to October 2021  
Front Desk Clerk

Served as the first point of contact for military housing property management directorate, serving an installation-wide population of 10,000.

- Maintained highest level of integrity when handling sensitive and confidential information.
- Upheld property reputation for service excellence by personally handling escalated client concerns with 100% resolution.
- Maintained data security and confidentiality to safeguard personal information shared during registration.
- Fielded tough questions and provided answers, ensuring client understanding and reassurance.
- Increased team success by proactively developing strong working relationships with both team members and management.
- Managed caseload of 10 to 15 customer inquiries per hour with zero formal customer complaints.
- Offered and delivered customers products and services based on their individual needs.

## EDUCATION AND TRAINING

- Tidewater Community College, Norfolk, VA  
Associate in Applied Science, Business (21 credits)

# Zachary Wallace

757-229-xxxx | xxxxx@gmail.com | <https://www.linkedin.com/in/xxxx-w>

## PROFESSIONAL SUMMARY

U.S. Navy veteran with over 8 years of experience as a medical services assistant. Knowledge of Occupational Safety and Health requirements in a clinical setting. Experience using computer-aided design in the workplace. Ability to work in outdoor field environment.

## SKILLS

- Written and verbal communication
- Material purchasing
- Recordkeeping
- Jobsite safety
- Attention to detail
- Time management and organization
- OSHA
- Microsoft Word and Excel
- Secret security clearance

## PROFESSIONAL EXPERIENCE

**UNITED STATES NAVY** – Virginia Beach, VA May 2017 - Present

Dental Assistant (Hospital Corpsman)

- Assist dentists in preparation of work plans and procedures.
- Maintain examination rooms sanitation as well as \$30k supply ordering and delivery tracking.
- Assist in gathering data to perform job-hazard analysis, keeping clinic procedures and equipment within EPA standards.
- Assess all areas of risk within the clinic and draft plan to ensure public waterways are kept clean and address remediation of potential contamination sites.
- Interpret dental drawings and use CAD/CAM software to produce precise dental implants.
- Recognize discrepancies in material recordkeeping and solve shortage problems.

**TEXAS HEALTH RESOURCES** – Fort Worth, TX Oct. 2013 – Apr. 2017

Patient Transporter

- Ensured the timely and safe transportation of patients within the hospital.
- Assisted staff and supervisors in training employees in proper safety procedures during lifting and transport.
- Maintained care of five emergency vehicles. Ensured supplies were maintained as well as vehicle safety checklists were completed.

## EDUCATION AND TRAINING

**Tidewater Community College**  
Engineering Technology Degree

## CERTIFICATIONS

OSHA-10



# Taylor Brown

(555) 789-6543 • Taylor.brown@somedomain.com • LinkedIn URL

## SUMMARY OF QUALIFICATIONS

- Seven years of emergency medical technician duties working at home station and in the field.
- Two years' experience as Lead Technician supervising a six-person medical team.
- Proficiency in Microsoft Office (Word, Excel, Power Point, Access, and Outlook).
- Taught Emergency Medical Technician refresher courses to over 200 EMTs.
- Assisted physicians in the Emergency Department with trauma patients.
- Maintained National EMT, BLS, ACLS, and PALS.
- Mentored EMT students with clinical and classwork.
- Managed \$85k medical supply account with 100% accountability.
- Fluent in English and German.

## WORK EXPERIENCE

**Emergency Medical Technician**  
**Medical Center, Fort Drum, NY**

**June 2018 - Present**

- Administer basic and restricted advanced life support to patients on scene, en-route to hospital and in-hospital setting in accordance with federal, state and local laws and standards.
- Assess the nature and extent of injury or illness to establish and prioritize medical procedures.
- Rescue and extricate victims of accidents, sudden illness or entrapment using proper rescue and medical techniques.
- Perform procedures such as injections, immunizations, management of infection and EKGs.
- Perform phlebotomy on all age groups from newborn to geriatric.
- Participated in hospital performance improvement activities; improved safety and patient outcomes by 20%.

**Emergency Medical Technician**  
**Deployment Site, Undisclosed**

**July 2016 - June 2018**

- Led 3-member response team, 4.8k clinical visits, 12 Aerovac missions, and over 350 ER runs, responding to all dispatches safely, ensuring life-saving techniques were executed.
- Performed lab tests and communicated results with 100% accuracy.
- Operated and maintained care of emergency vehicles to include supply maintenance and infection control.
- Thoroughly documented assessments, physical findings and treatment rendered in pre-hospital setting on patient care report within 24 hours of dispatch.

## EDUCATION AND TRAINING

- Bachelor of Science in Emergency Medical Studies, GPA 3.75, University of Missouri, Columbia, MO
- Nationally Registered Emergency Medical Technician EMT-B, 2021 (initial certification in 2015)
- ACLS and PALS certification, 2021
- Emergency Vehicles Operations Course (EVOC)



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# Andrew Bowlin

Email | Phone | LinkedIn | Location

## Logistics - Data Analyst - Training Specialist

Army veteran working in strategic supply and logistics planner with 7+ years of experience improving military movement capabilities. Expert in identifying capacity constraints. Thrives in leading decision analysis processes and optimizing supply chain capabilities through thoughtful and careful prioritization. Collaborative spirit and a bias for action.

### Areas of Expertise

- Constraint Planning
- Data Analysis and Visualization
- Forecasting
- Relationship Building
- Personnel Management
- Communication: verbal, written, presentation
- Reporting
- Budgeting
- Compliance
- Process Improvement
- Project Management
- Security Clearance (TS)

### Professional Experience

#### UNITED STATES ARMY

2005 - Present

Policy and Plans Senior Analyst

Ft. Eustis, VA, 2020 – Present

- Spearhead Department of the Army’s 10-year plan for personnel restructuring and reorganization.
- Identify key senior executive stakeholders and market plan and strategy, soliciting feedback, and integrating multiple conflicting processes.
- Develop, integrate, and manage training operations and requirements, concepts, policies, and plans across entire Human Capital Enterprise.

Operations Manager, Strategic Planner

Ft. Bliss, TX, 2017 – 2020

- Oversaw acquisition of equipment for 4,000 personnel global military movement, resulting in on-time delivery and zero loss.
- Tracked key performance indicators to improve lead time in supply acquisition.
- Led high-level discussions with global stakeholders and cross-functional partners to resolve backlog issues and successfully ensured zero shortage related issues.
- Maintained critical inventory parameters, considering lead time and transportation constraints.
- Collaborated with remote organization headquarters and oversaw the restructuring of a 600-staff office.
- Analyzed key inputs for senior executives of allied nations to create detailed reports.

Training and Development Specialist, Strategic Planner

Hohenfels, Germany, 2012 – 2017

- Oversaw training program for multi-national organization and tracked and monitored improvements in all performance metrics.
- Trained users on processes and systems supply planning.
- Built effective relationships with senior trainers from partner countries.
- Provided consultation services to multi-national NATO military advisory teams.
- Supported and drove monthly process review.
- Researched all global regularity policies and presented constraints to senior executives.

Operations Officer

Ft. Stewart, GA, 2010 – 2012

- Identified material shortages against inventory plans and developed action items.
- Responsible for long-term capacity status, weekly category KPI updates, product shortage reporting and ad-hoc daily information flow amongst supply planning partners.
- Evaluated and implemented solutions and ensured alignment of 60-person organization’s global military movement capabilities.
- Led rapid problem-solving meetings with cross-functional partners, saving over \$1M in supply loss.

**Education**

**Master of Business Administration (MBA)** | GPA 3.95

COLLEGE OF WILLIAM & MARY, Mason School of Business, Williamsburg, VA

**Master of Arts (MA), International Relations**

UNIVERSITY OF OKLAHOMA, Norman, OK

**Bachelor of Arts (BA), History**

UNIVERSITY OF CENTRAL FLORIDA, Oviedo, FL

**Technical Experience**

Advanced Planning Systems (TAMIS) (advanced)

Excel (advanced)

MS Office and Google Suite (advanced)

Learning Management Systems (DTMS) (advanced)

Tableau (intermediate)

Python (Basic)

SQL (Basic)

**Certifications**

Lean Six Sigma Green Belt (Mason School of Business) | August 2021



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# ROGER BLANC

(302) 465 – XXXX | roger\_XXXX@yahoo.com | <https://www.linkedin.com/in/rogerxxxxxx>

## PROGRAM MANAGEMENT | PROCESS IMPROVEMENT | STRATEGIC PLANNING

Aspiring Program Evaluator and Military Veteran with a Secret Security Clearance and over 10 years focused on delivering process improvements to meet strategic goals. Expert in cross-functional team building and leadership, multicultural communications, change management, organization development, project management, and quality performance improvement. Demonstrated capability to forge, cultivate and maintain deep relationships with and connections among a broad network of regional and local human services organizations. Possess a comprehensive background in establishing systems to identify and mitigate vulnerabilities and sources of instability that prevent organizational success from the strategic level to the execution level.

- Cross-Functional Leadership
- Strategic Leadership
- Quality Improvement
- Technical Writing
- Decision Making
- Policy Implementation
- Budgeting | Resource Management
- Conflict Resolution
- Curriculum Design

## PROFESSIONAL EXPERIENCE

**United States Air Force (AF)– Various Locations** **2000 – Present**

**Program Manager, Electronic Security Systems Course** **2020 – 2021**

Oversaw Electronic Security Systems training with 190 SF operators and administrators annually for 10 Major Commands. Provided staff assistance for Security Forces/ESS Center, DoD contractor headquarters, and Air Force system administrators.

- Introduced Subject Matter Expert guest lecturers into the course; 58 classes/218 members inundated on the performance of work requirements between customers and clients using Installation Intrusion Detection Systems; decreased sensor downtime 30% within three Major Commands.
- Presented Problem Management process focused on improving installation security system purchase requests; approved 15 base protection projects, approved \$1.3M project upgrades; co-chaired joint security effort amidst manpower shortage; revised two lesson plans and electronic study guides, saved unit \$8.7K in printing costs.
- Appraised 27 student records; reviewed 21 classes, fixed 25 entries; rectified 5 student transcripts allowing the release of 54 CCAF credits, 1 CCAF awarded and, 13 special experience identifiers earned.
- Managed 25 instructors and 36 tech training teams for pandemic ops; rectified purchase request for Active-Duty unit; halted funding on three non-approved items--saved Air Force \$350K and de-certified processes.

**Instructor** **2018 - 2020**

Executed Incident response & Integrated Defense plan training for over 2K Active Duty, Air National Guard, and Air Force Reserve Non-Commissioned Officers each year. Instructed and awarded Security Forces, Civilians, and Department of Defense contractors on proper operations for Base security operating systems.

- Created training, progress checks and tests for the new Craftsman course; implemented DoD's only approved Electronic Security Systems course to certify Air Force Installation defense program managers.
- Hired, trained, and supported the development of 10 advanced course instructors; coordinated 14 faculty development courses/awarding 27 Community College of the Air Force credits.



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- Led 4 Instructors to receive Master Instructor certifications: reallocated \$90K in equipment throughout 4 Air Force career fields and enhanced combined operations.
- Trained 17 program managers on newly purchasable items; oversaw Electronic Security Systems course material updates; 5 system | 37 technical items | 46 additional training hours added to course material.

**Program Manager**

**2011 – 2016**

Managed 30 personnel, provisioning curriculum development, and training, covering subjects such as cross-cultural awareness, legal considerations, embassy operations, airfield survey techniques, explosive ordnance awareness, aircraft searches, and unarmed self-defense techniques. Created classroom training and practical exercises in antiterrorism/force protection, weapon system security, verbal judo, combative, tactical baton employment, and advanced firearms proficiency.

- Engineered an additional \$1.2M annual spend; created cross-functional funding request with Special Warfare Center, allowing for 15 additional personnel, equipment, and training.
- Supported President of the United States press meeting; 17 missions, 30 days, 108K lbs. cargo, and 54 United States Secret Service agents; solidified African Union & American relations.
- Governed detainee operations: scheduled transportation and ensured security for 296 prisoners, and seized 18 pieces of contraband.
- Expedited 82 cargo on/off-loads; improved efficiency, and saved Air Force \$36K in fuel annually; identified as “Key Player” for Air Mobility Command’s fuel-saving initiative program.

**EDUCATION**

**Master of Science, Human Services** | Wilmington University, New Castle, DE

**Bachelor of Science, Psychology** | Wilmington University, New Castle, DE

**Associate of Applied Science, Criminal Justice** | Community College of the Air Force

**Associate of Applied Science, Instructor of Technology Military Science** | Community College of the Air Force

**CERTIFICATIONS**

Instructional Systems Specialist (GS-1750) | Enlisted Professional Military Education Instructor

Professional Manager | Air Education and Training Command Master Instructor

Community College of the Air Force Instructor /CIC-II/CIC-III

Analysis Design Development Implementation & Evaluation (ADDIE) Instructional Design

Lean Six Sigma- Green Belt| Certified Project Officer| Scrum Fundamentals

**SPECIALIZED MILITARY TRAINING**

Basic Instructor Course | Technical Writer Principles | Training Supervisor Course | Training Development Course

Training Management Course | Instructors Intervention Course | Electronic Security Systems Course  
Wing Inspection Team Member

**TECHNICAL SKILLS**

Software: Microsoft Office, Access, Outlook, Google Applications

Operating Systems: Mac / Microsoft Windows (95, 98, XP, Vista), Windows 10





# Devin Maley

Email | Phone | LinkedIn URL

## Professional Summary

Mission-driven Intelligence Analyst with over twelve years of experience and expertise in conducting all-source intelligence analysis supporting Full Spectrum operations. Facilitated effective collaboration across echelons through systematic management, in-depth research, comprehensive analysis, processing, and dissemination of strategic intelligence reports. Completed highly critical and timely assessments enabling assigned organization to successfully complete client specific missions in a dynamic, fast-paced environment. Strong leadership qualities with excellent interpersonal and communication skills. Proactively convey operational needs to executive-level management. Seeking position utilizing my professional, technical and leadership skills.

### Skills

Top Secret Security Clearance	Project Research	Interagency Coordination
Analytical	Project Management	Data Collection
Organizational Leadership	Microsoft Office	Adaptable
Problem Solving Collaboration	Critical Thinking	Briefing Skills
Flexibility	Communication	

## Professional Experience

**Strategic Intelligence Operations Manager** July 2019 – Present

Tower Barracks, Germany

- Prepare detailed multi-source analytical reports derived from data collection, analysis, evaluation, and interpretation for use in the refinement of strategic posture.
- Conduct risk analysis brief for executive and senior management on actionable objective contingencies daily.
- Supervise a multi-functional team of 35 intelligence professionals who update extensive intelligence databases, systems, and mechanisms for sharing relevant information to support ongoing and planned projects.
- Lead technical development and strategic implementation of various new initiatives, regulations, and policies.
- Advise executive management on training development principles to assess, refine and implement initiatives based on priorities and effectiveness of dispersed operations.

**Lead Instruction Supervisor** Feb 2016 – July 2019

Schofield Barracks, HI

- Facilitated readiness of intelligence professionals by providing required accreditation and technical certification to enhance mission command proficiency with strict adherence to training regulations, guidelines, and policies.
- Provided a venue to collectively certify military intelligence professionals and units (team and higher) in full support of commanders executing assigned, allocated, apportioned, or distributed missions.
- Facilitated the relocation and subsequent distribution of \$3 million in equipment across three sites with no losses or degradation. Supervised the collection and maintenance of training records and student progress to provide organizations detailed assessments of competency and aptitude at the conclusion of training or upon an ad-hoc request.

**Intelligence Analyst**

Jan 2012 – Feb 2016

Fort Bragg, NC

- Temporarily assigned to a complex and hazardous region in support of transnational objectives providing direct analytical support at the organizational level.
- Pursued and identified operations of Violent Extremist Organizations to deter, interdict, target and exploit network’s vulnerabilities.
- Developed and implemented organization-wide information security program with focus on activities to preserve the availability, integrity, and confidentiality of organizational information resources in compliance with applicable security policies and standards.
- Maintained extensive intelligence databases and systems for sharing relevant intelligence and information to support ongoing and planned projects.

**Education**

- **Master of Science, Intelligence Operations** | Wilmington University, New Castle, DE
- **Bachelor of Science, Intelligence Studies** | Wilmington University, New Castle, DE



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# Jordan Trenton

(123) 456-7890 | JordanT@email.com | LinkedInURL

## HOSPITAL ADMINISTRATION | OPERATIONS MANAGER

Practice Manager with an Active Secret Security Clearance and 15+ years of experience leading diverse teams in a dynamic, rapidly evolving environment. Varied background including healthcare administration, practice management, operations management, process improvement, problem solving, and strategic planning. Employed comprehensive risk management to protect \$2M+ worth of assets. Proficient in instruction, facilitation, coaching and mentoring leaders. Adept in face-to-face and remote communications. Completed a bachelor's degree in Healthcare Administration to support professional career.

Fluent in Spanish	Instructional Design	Patient Satisfaction
Team Building	Information Technology	Regulatory Compliance
Labor Relations	Equipment Manager	Resource Allocation

### Experience

#### United States Army | Various Locations

#### Operations Manager | Senior Manager | Fort Polk, LA (10/2020 – Present)

Deliver comprehensive reports to senior leadership and maintain liaison with junior leaders to conduct strategic planning and allocate resources.

- Maintain information flow between headquarters and organizational leadership which enables executive decision making.
- Plan, coordinate, and facilitate military training and readiness for over 350 Soldiers.
- Develop word documents, excel spreadsheets, and power point presentations to facilitate organizational training.

#### Assistant Director of Pulmonary Services | Fort Leonard Wood, MO (07/2017 – 10/2020)

Supervised a Pulmonary Department consisting of 13 military and civilian respiratory therapists in a 43-bed community hospital which provided inpatient and outpatient services. Managed over \$550,000 worth of equipment.

- Assisted with orientation, training, and on-boarding of new employees. Maintained personnel files, training records, timecards, and performance evaluations.
- Maintained files/forms via electronic systems/paper files and data integrity.
- Initiated daily inspections, audits, and employee education that was integral to achieving facility accreditation during a Joint Commission Survey with zero high risk findings.
- Assessed and revised 46 Pulmonary SOPs ensuring compliance with clinical guidelines and quality healthcare.
- Completed all responsibilities and duties in accordance with the Health Insurance Portability and Accountability Act (HIPAA) to include proper handling of Protected Health Information.

#### Supervisor | Instructor | Trainer | Fort Sam Houston, TX (06/2015 – 06/2017)

Served as a lead responsible for training initial entry recruits. Directly responsible for the health, welfare, physical fitness, discipline, and training of Army recruits.

- Trained and onboarded over 2,000 entry level employees in basic Army protocols and military traditions.



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- Designed a 6-week training program that assured 95% of new recruits passed graduation requirements.
- Assured proper safety training, record keeping, and regulatory compliance during training exercises which resulted in zero critical or catastrophic training accidents.
- Processed over 500 personnel actions to include leave requests, pay inquiries, and administrative actions in a timely manner.

**Practice Manager | Instructor | Fort Sam Houston, TX**

**(06/2012 – 06/2015)**

Managed a Pulmonary Specialty Practice with six Staff Pulmonologists, 10 Pulmonary Fellows, four Respiratory Therapists, three nurses, and four receptionists. Augmented the Army Respiratory Therapy Program as a Pulmonary Functions Instructor.

- Expanded services within the Pulmonary Practice to include an Ambulatory Sleep Clinic and Home Oxygen Certifications for Medicare/Medicaid.
- Conducted community outreach during Respiratory Care Week and World Asthma Day events. Provided patients with information on pulmonary diseases, treatments and therapies, and smoking cessation.
- Maintained personnel files, training records, timecards, and performance evaluations for over 20 employees.
- Maintained files/forms via electronic systems/paper files and data integrity.
- Managed the security and proper maintenance of over \$2.2 million in medical equipment.
- Trained over 90 Respiratory Therapy Students in Pulmonary Functions Testing, Bronchoscopies, EKGs, and Exercise Stress Tests.
- Completed and complied with all required HIPAA and other training and refresher courses on a timely basis.

**EDUCATION**

**Bachelor of Science in Healthcare Administration** | Southern New Hampshire University

**SPECIALIZED MILITARY TRAINING**

Senior Leader Course | Instructor Training Course | Equal Opportunity Leader Course

Master Resiliency Trainer Course | Basic Healthcare Administration Course

**TECHNICAL SKILLS**

Enterprise Applications: Electronic Health Records

Software: Microsoft Office Suite, 365, Adobe Acrobat



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# Riley Finley

(504) 239-6597 | RileyFinley@gmail.com | www.linkedin.com/in/riley

## SUMMARY

Program Manager with 5-year track record of driving results:

- Successfully planned and executed the aviation communication plan for 37 multimillion dollar operations while leading a 25-person business unit, exceeding all Objectives and Key Results (OKR) set by senior leadership.
- Ensured successful communication and collaboration between three government agencies comprised of over 260 personnel with 37 distinct job functions.
- Tracked the maintenance and utilization of over \$25MM of equipment in support of operations development and training support.

## SKILLS

CRM Software (TBMCS, AC2S)	MS Project	Teamwork
MS Office	Agile/Scrum	Process Improvement
Active Secret Clearance	Leadership	

## WORK EXPERIENCE

**United States Marine Corps** May 2014 - Present

**Program Manager:** Twentynine Palms, CA June 2020 - Present

Led a five-person project team, overseeing the effective operations of 156 personnel during a multi million dollar exercise.

- Trained and developed 5 project managers in the safe and effective execution of command and control operations, resulting in the development of innovative concepts and a top-ranked team.
- Ensured all the administrative and logistical functions, including human resources, maintenance support, cross-country flights, and life support sustainment, were taken care of for all personnel.
- Managed the outward and inner command and control for 8 business units, resulting in effective communication and training for 16,000 military personnel.

**Project Manager:** Yuma, AZ June 2018 - May 2020

Led a 74-person team with 6 direct reports achieving noteworthy remarks on a biennial training assessment of the unit.

- Led the safe and effective execution of an aviation command and control agency and its long-range extensions spread over 8 locations, meeting or exceeding all OKRs and increasing unit proficiency metrics.
- Oversaw the safe execution of 12,496 miles of convoy operations, without a single incident.
- Managed the data, radio, and other network communications pathways, enabling the seamless collaboration between 3 business units and the execution of aviation command and control.



**Project Manager: Havelock, NC**

June 2016 - May 2018

Managed 120-person team with 15 direct reports achieving 100% completion of training metrics.

- Supervised the risk-management, tasking, and training of the business unit, resulting in 2 successful annual administrative and maintenance inspections and 21 operations, exercises, and events.
- Mentored 10+ junior leaders in their decision-making and preparation for operations, resulting in the successful completion of training, exercises, and deployments.
- Facilitated the day-to-day operations of the unit by producing operational correspondence, presentations, and deliverables.

**Project Manager: Okinawa, Japan**

June 2014 - May 2016

Managed a 30-person team responsible for command and control of Marine Corps Aviation.

- Led a team of 30 specialized Marines, responsible for Marine Corps aviation command and control in the Indo-pacific region, ensuring productive training, assessment, and work-force management for the team.
- Oversaw the timely and effective planning and support to 5 multimillion dollar exercises, ensuring all OKRs were met.
- Ensured the safe execution of operational risk measures during all training for the team.

**EDUCATION**

- **Bachelor of Science**, United States Naval Academy
- Graduated with Merit. Coursework included a heavy focus on STEM, Leadership, and English, with additional classes on History and Chinese.



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# Angel King

(504) 239-9999 | AngelKing@gmail.com | www.linkedin.com/in/angel

## PROFESSIONAL SUMMARY

U.S. Navy veteran with over 9 years of experience in administrative support and 3 years as an events and logistics coordinator. Experience working with vendors, customers, and team members to meet tight schedule demands. Full event life-cycle experience including planning, set-up, execution, clean-up, and after-action review. Ability to continuously prioritize and administer multiple projects and activities through development, planning, and execution process.

## SKILLS

- Organization
- Staff management and workflow coordination
- Group reservation and arrangement
- Collaboration
- Problem solving
- Social media management
- Microsoft Office Suite
- Time management
- Customer service
- Verbal and written communication
- Secret security clearance

## PROFESSIONAL EXPERIENCE

**United States NAVY** – various locations April 2012 - Present

Religious Program Specialist

Event and Logistics Coordinator | Dec. 2019 - Present

Manage every aspect of each event, including administrative details, responding to inquiries, and marketing events through print, digital, and social media strategies.

- Establish procedures for various types of events (10-200 participants) and collaborate with staff in other departments to ensure events run smoothly.
- Oversee and motivate a team of 10 staff members to achieve optimal productivity and efficiency.
- Coordinate simultaneous events with effective organizational, multitasking, and prioritization skills.
- Use sound judgement to respond to and handle customer issues and complaints as fast and efficiently as possible.
- Continually improve customer satisfaction by integrating feedback and reviewing at departmental meetings.
- Greet customers and make presence known at all times throughout the event process (pre-event, event, post event).



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### Travel Coordinator | Jun. 2018 - Dec. 2019

- Arranged and booked best available travel for individual associates and groups, including flights, trains, hotels, and rental cars.
- Negotiated military rates with local and national hotels saving organization >\$10,000 annually.
- Coordinated with multiple departments to ensure efficient operations and workflows.
- Provided on-call assistance to co-workers during nights and weekends for any travel emergencies.

### Religious Support Office Administrator | Sep. 2015 - Jun. 2018

- Coordinated day-to-day scheduling and booking of meeting rooms and conference facilities ensuring 100% availability to customers.
- Prepared and maintained required forms, records, correspondence, reports, and files.
- Implemented streamlined organization methods to maximize productivity.
- Coordinated ground transportation provided by in-house drivers.

### Work Center Supervisor | Apr. 2012 - Sep. 2015

- Assisted in administering payroll to 3 civilian employees via Wide Area Workflow.
- Supervised and oversaw 3 separate departments to make certain the highest level of service was provided.

## EDUCATION

- High School Diploma - Marlboro Central High School Marlboro, NY

## CERTIFICATIONS

- Administrative Services Manager, (USMAP), 2017
- Lean Six Sigma Yellow Belt, (DOL Coach), 2016

# Morgan Reeves

(555) 789-6543 • Morganr@somedomain.com • LinkedIn URL

## PROFESSIONAL SUMMARY

U.S. Navy Veteran and physical security services manager with over 10 years of experience managing over 100 armed security personnel and providing protective and emergency response services. Expertise in anti-terrorism and force protection readiness and training for global operations. Experience ensuring all law enforcement professionals exceed performance requirements. Experience managing the completion of day-to-day work activities and compliance of large security services team.

## SKILLS

- Asset management planning
- Risk mitigation
- Process controls
- Emergency response training
- Emergency evacuation planning
- Technical writing
- Building teams
- Project management
- Fluent in Spanish
- Secret security clearance

## PROFESSIONAL EXPERIENCE

United States Navy – various locations Jan 2012 - Present

Program Manager Aug 2018 - Present

Lead, coordinate, or provide subject matter expertise to complex projects for military emergency management and homeland security, including assessments, plans, training, exercises, and evaluations.

- Lead a team of 6 instructors in providing classroom and hands-on training for all aspects of security and law enforcement professionals' training requirements.
- Manage timely completion of all qualification activities, exceeding standards by 10%.
- Provide continuous assessment and evaluation of personnel to ensure compliance and initiate corrective action as needed.
- Prepare and maintain safety compliance reports.
- Communicate and coordinate with executive managers in a fast-paced environment in order to safeguard personnel and material resources.

Security Training Manager Jan 2015 - Aug 2018

- Analyzed and evaluated security operations to identify risks or opportunities for improvement through auditing, review, and assessment.
- Designed and delivered training courses for over 100 senior-level security managers.
- Standardized and updated security training modules based on operational requirements and policy updates.
- Built internal capacity of team through direct and indirect management and coaching, delegation of tasks, identification of project teams, delivery of feedback, and regular mentorship and coaching of direct reports and peers.



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Security Team Supervisor

Jul 2012 - Jan 2015

- Maintained detailed documentation and logged inspections and incident reports.
- Identified security concerns through regular facility and equipment inspections.
- Devised and practiced contingency plans for diverse emergencies and disturbances.
- Directed ethical, consistent security operations covering personnel, visitors and assets.
- Identified and fulfilled staffing needs to maintain peak personnel readiness.

### **EDUCATION**

Master of Arts in Homeland Security

American Military University, Charlestown, West Virginia

Bachelor of Arts in History

University of Maryland Global Campus, College Park, Maryland

### **CERTIFICATIONS**

- Certified Emergency Manager (CEM) – Emergency Management Institute (FEMA) – Sep 2019

### **ADDITIONAL TRAINING**

- Leadership and Influence – Emergency Management Institute (FEMA) – Sep 2017
- Decision Making and Problem Solving – Emergency Management Institute (FEMA) – Sep 2017
- Effective Communication – Emergency Management Institute (FEMA) – Sep 2017
- Social Media in Emergency Management – Emergency Management Institute (FEMA) – Sep 2017
- Emergency Planning – Emergency Management Institute (FEMA) – Sep 2017
- Master Training Specialist – Naval Education & Training (US Navy) – Oct 2015
- Anti-Terrorism Training Supervisor – Center for Security Forces (US Navy) – Sep 2015
- Interservice Non-Lethal Individual Weapons Instructor Course – (USMC) – Jul 2015



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**Joseph Wright**

817-772-8876

Joseph.Wright@email.com

**WORK EXPERIENCE:**

**Administrative Officer**

U.S. Navy  
1510 Chennault Avenue  
Fort Worth, TX 76127 United States  
02/2018 - Present  
Salary: 85,000 USD Per Year  
Hours per week: 40

**Duties, Accomplishments, and Related Skills:**

SKILLFULLY TRAIN, MANAGE, AND SUPERVISE 25 civilian and military subordinates; mentor them to exceed expectations and meet organizational goals; assign and monitor work; exercise full personnel authority including hiring, training, leave approval, and discipline. Analyze and evaluate workforce needs. Make recommendations for increase and reallocation of staff consistent with organizational goals.

PLAN, DEVELOP, EXECUTE, AND MONITOR \$1.5 MILLION BUDGET; monitor and track budget execution, ensure all expenditures are consistent with plan; identify and resolve discrepancies.

MANAGE AND ENSURE TIMELY AND EFFECTIVE IMPLEMENTATION OF FULL RANGE OF ADMINISTRATIVE SERVICES AND PROGRAMS for 350 employees, including workforce planning, human resources, budget, training, facilities, records management, security, and administrative support.

OVERSEE AND MANAGE FACILITIES upgrades, energy use and efficiency, and safety and security consistent with master plan, community design, zoning, and environmental standards.

SECURITY MANAGER with Top Secret clearance. Oversee and direct administrative training and distribution of support personnel within the command.

PREPARE WRITTEN NARRATIVE AND NUMERIC REPORTS, analyses, policies, procedures, and recommendations used by senior management for decision making. Used the full range of MS Office, including Word, Excel, PowerPoint, and Outlook.

**ACCOMPLISHMENTS:**

- Named Senior Employee of the Quarter, October—December 2018, for exceptional performance of duty while serving as Administrative Officer.
- Appointed as Approving/Certifying Official for Government Credit Purchase Card Program.
- Supervised and completed \$5 million renovation of facilities on time and on budget.
- Set up and trained staff of 15 on how to use Microsoft Azure platform for cloud computing purposes.
- Set up first onboard training for new staff.

**Supervisor:** Derek Jackson (817-542-2223)

Okay to contact this Supervisor: Yes

**Senior Support Analyst**

U.S. Navy  
 6801 Roosevelt Blvd  
 Jacksonville, FL 32212 United States  
 03/2017 - 02/2018  
 Salary: 55,000 USD Per Year  
 Hours per week: 40

**Duties, Accomplishments and Related Skills:**

SENIOR ANALYST in support of the BRAVO TRAINING GROUP for Training Operational Readiness Information Services (TORIS) at Naval Station in Jacksonville, FL.

COMPILED, MAINTAINED, VERIFIED, AND INTERPRETED DATA. Collected and managed data, devised metrics, and analyzed trends. Identified potential technical and management problems, drew conclusions, and devised solutions.

RECOMMENDED IMPROVEMENTS in training, afloat assessments, data capture, and certification processes. Drafted reports for higher-level review.

USED STRONG ORAL AND WRITTEN COMMUNICATION SKILLS to develop and maintain effective relationships with customers and coworkers. Created presentations.

CONDUCTED TRAINING AND TROUBLESHOOTING with ATG and ship personnel in use of the TORIS within the ATG Enterprise. This training data collection system informed superiors of training status of individuals across departments and provided a snapshot of real-time training strengths and weaknesses related to war-fighting capabilities of each department of the ship.

**ACCOMPLISHMENTS:**

- Chosen for team lead on developing the new data collection system.
- Recognized for diligently designing a comprehensive data collection system.
- Reorganized employees' data in the database collection system, reducing redundancy by 60%.
- Implemented a data accuracy program, thereby reducing marginal errors by 50%.
- Created presentation material and implemented a bi-weekly meeting with 9 other departments to discuss goals, updates, and challenges, increasing productivity across departments.
- Successfully converted an existing data entry system into a more advanced version, without affecting daily work processes.

**Supervisor:** Henry Sullivan (904-850-5323)

Okay to contact this Supervisor: Yes

**Senior Enlisted Advisor**

U.S. Navy  
 4181 Ruffin Rd  
 San Diego, CA 92123 United States  
 03/2014 - 03/2017  
 Salary: 65,000 USD Per Year  
 Hours per week: 55



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**Duties, Accomplishments and Related Skills:**

**SUPERVISED 50 MILITARY AND CIVILIAN CLERICAL, ADMINISTRATIVE, AND SUPPLY SUPPORT PERSONNEL:** Monitored and effected changes for military and civilian manpower allocations, requirements, and authorization for United States Military Entrance Processing Command. Planned, prepared, and revised work schedules and duty assignments according to budget allotments, customer needs, employee capabilities, problems, and workloads. Verified completeness and accuracy of work.

**TRAINING OFFICER:** Developed, modified, and updated training materials in accordance with United States Military Entrance Processing Command regulations. Employed a variety of instructional techniques and formats such as role playing, simulation, team exercises, group discussions, videos, and lectures. Scheduled classes based on availability of classrooms, equipment, and instructors.

**CONTRACTING OFFICER REPRESENTATIVE:** Managed three government support contracts valued at \$3 million. Verified contractor adherence to technical requirements and in accordance with contract terms, conditions, and specifications. Performed monthly quality-assurance inspections and submitted monthly reports.

**PROPERTY AND FACILITY OPERATIONS MANAGER:** Ensured the day-to-day upkeep of a 100,000+ sq. ft. facility. Inspected grounds, facilities, and equipment routinely to determine necessity of repairs or maintenance. Investigated complaints, disturbances, and violations; resolved problems; followed management rules and regulations. Planned, scheduled, and coordinated general maintenance, major repairs, remodeling, and construction projects.

**SERVED AS LIAISON AND ADVISOR TO CIVILIAN AND MILITARY COMMANDERS.** Performed morning processing brief. Consulted with supervisors and other personnel to resolve problems, such as equipment performance, output quality, and work schedules. Advised executive-level officials and dealt with high-level officials of other organizations.

**ACCOMPLISHMENTS:**

- As Project Manager, planned, coordinated, and scheduled the installation of a \$550,000 security system for a 100,000+-sq. ft. facility within budget and deadline.
- Brought building in compliance with anti-terrorism guidelines and ensured facility met the Inspector General's inspection.
- Increased productivity by 15% in office with implementation of new computer software and training.
- As lead member of project management development team, successfully completed performance appraisal ahead of schedule and \$25,000 under budget.

**Supervisor:** Jessica Dean (858-778-8552)

Okay to contact this Supervisor: Yes

**Program Manager**

U.S. Navy  
1530 Gilbert Street  
Naval Base, Norfolk, VA 23511 United States  
06/2005 - 03/2014  
Salary: 60,000 USD Per Year  
Hours per week: 40



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**Duties, Accomplishments and Related Skills:**

TRAINED AND OVERSAW MANPOWER DUTIES for 50 AIR TRAFFIC CONTROLLERS.

PROVIDED POLICY GUIDANCE TO SUBORDINATE AND FLEET COMMANDS in the interpretation of directives and guidelines regarding assigned shore and fleet manpower management programs.

RESEARCHED AND ANALYZED MANPOWER ISSUES utilizing Total Force Manpower Management System (TFMMS) database and applied knowledge in the preparation of manpower inquiries, briefs, and other related documentation and correspondence. Analyzed, monitored, and effected changes for military and civilian manpower allocations, requirements, and authorizations for Pacific Naval Surface Commands. Compiled, organized, and analyzed manpower data to develop statistical and narrative data to justify changes and/or recommendations. Effectively advocated and defended recommendations to senior leadership.

CURRICULUM DEVELOPMENT: Created and implemented initiatives and concepts of Amphibious Air Traffic Control guidance for SURFORCE Training Manual. Successfully coordinated and managed the operation of the Manpower personnel and Amphibious Air Traffic Control Center Training Course for COMNAVSURFOR Area of Responsibility (AOR) attended by several Senior Enlisted Managers and Naval Officials.

QUALITY ASSURANCE: Completed onboard quality assurance evaluations biennially and provided assist visits, as necessary.

REVIEWED AND PROCESSED AWARDS and staff Air Traffic Control Specialist certificate revocation/reinstatement requests. Assisted in the training and interim qualifications of AATCC Teams prior to deployment.

SERVED AS COMNAVSURFOR's representative for air traffic control issues in meetings. Coordinated, wrote, and developed COMNAVSURFOR instructions on amphibious air traffic control procedures. Corresponded with subordinate activities and higher-echelon commands regarding manpower and management issues to include OPNAV and NAVMAC. Effected communication with subordinate activities regarding manpower and management issues.

**ACCOMPLISHMENTS:**

- As CNSF voting member on CNO's ATC Executive Steering Committee, proposed and helped implement much-needed ATC equipment upgrades and ships' space design improvements.
- As Fleet Project Team member for Precision Approach Landing Systems (PALS), helped expedite the test, evaluation, and installation program for SPN-35C PALS.
- Curriculum was recognized for excellence and later adopted as the standard training.
- Supervised a staff of 50 employees and increased morale and productivity with monthly professional development initiatives.
- Analyzed and rewrote procedures and training manuals to improve efficiency.
- Introduced a safety regulations program that resulted in 17% decrease in accidents.

**Supervisor:** David Kings (757-456-2587)

Okay to contact this Supervisor: Yes



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**EDUCATION:**

University of North Florida Jacksonville, FL United States  
Master's Degree 05/2017  
GPA: 3.6 of a maximum 4.0  
Credits Earned: 120 Semester hours  
Major: Public Administration  
Minor: Psychology  
Honors: Cum Laude

**JOB RELATED TRAINING:**

Completed Navy Correspondence Manual and Contemporary Navy Writing course, 2018.  
Completed Administrative Officers Workshop, 2018.  
Completed Lean Six Sigma Champion Training, 2018.  
Federal Budgeting, GS Graduate School, 2018.  
Civilian Personnel Management Academy Course, 2017.  
Commander Navy Region, 2016.  
Lead Defense Travel Administrator, City, State, 2016.  
Chief Petty Officer Leadership, Naval Aviation Schools Command, 2014.  
Tasked-Based Curriculum Development, 2014.  
Naval Technical Training Center, 2012.  
Physical Training Instructor Class F2, 2012.  
Fundamentals of Total Quality Leadership Training, 2010.

**ADDITIONAL INFORMATION:**

Defense Meritorious Service Medal, 2018.  
Navy and Marine Corps Commendation Medal, 2017.  
Navy and Marine Corps Achievement Medal, 2014.  
Active TS/SCI Security Clearance  
Willing to Relocate



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**DAVID CUMMINGS, M.D.**

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**Certification and Licensure**

- Massachusetts Medical License (expires 12/31/2023); Washington, D.C. Medical License (expires 12/31/2025)
- Board Certified in Internal Medicine by the American Board of Internal Medicine, through 2024
- Board Certified in Cardiology by the American Board of Internal Medicine, through 2026

**Employment History**

August 2017 –Present Clinical Instructor of Medicine, Uniformed Services University of the Health Sciences, Bethesda, MD

June 2017 –Present Attending Cardiologist, Walter Reed National Medical Center, Bethesda, MD

July 2014 –June 2017 Attending Cardiologist, US Army Landstuhl Regional Medical Center, Germany

**Education and Post-Graduate Training**

2011-2014	Walter Reed National Medical Center (WRNMC)	Bethesda, MD
	Cardiology Fellowship	
2008-2011	Walter Reed Army Medical Center (WRAMC)	Washington, D.C.
	Internal Medicine Internship and Residency	
2004-2008	Doctor of Medicine, Harvard Medical School	Boston, MA
2000-2004	Bachelor of Science, Biochemistry, University of Chicago	Chicago, IL

**Military Training**

- Combat Casualty Care Course, San Antonio, Texas
- WRAMC Digital Cardiac Imaging (DCI) Research Course, Washington, D.C.
- Army Medical Department (AMEDD) Officer Basic Course, San Antonio, Texas

**Professional Societies, Committee Memberships, and Academic Appointments**

- Clinical Instructor, Uniformed Services University of the Health Sciences, Bethesda, MD
- Appointed Physician-in-Training Representative, American College of Physicians-American Society of Internal Medicine (ACP-ASIM) Medical Services Committee
- Elected Armed Forces Representative, American College of Physicians-American Society of Internal Medicine (ACP-ASIM) Council of Associates
- Appointed Representative, WRNMC Ethics Committee
- Elected Governing Council Member (Harvard Medical School class of 2008 representative to the Massachusetts Medical Society)
- Membership in the following: American Medical Association, Massachusetts Medical Society, ACP-ASIM, and American College of Cardiology

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### Publications

Lee, J.C., Atwood, J.E., Lee, H.J., **Cummings, D.**, Devine, P.J., Taylor, A.J. Association of Pulsus Paradoxus with Obesity in Normal Volunteers. *Journal of the American College of Cardiology* 2021;47(9):1907-9.

Isenbarger, D.W., Atwood, J.E., Scott, P.T., Bateson, T., Coyle, L.C., Gillespie, D.L., Pearse, L.A., Villines, T.C., **Cummings, D.**, Venous Thromboembolism Among United States Soldiers Deployed to Southwest Asia. *Thrombosis Research* 2020;379-383.

**Cummings, D.**, Atwood, J.E. Apical Hypertrophic Cardiomyopathy with Giant Negative T-waves. *Mayo Clinic Proceedings* 2018; 80(9):1245.

**Cummings, D.**, Atwood, J.E., Engler, R.M., Linz, P.E., Eckart, R.E., Vernalis, M.N., Grabenstein, J.D. Reply to letter to the editor: Cautious Interpretation of Data Regarding Myopericarditis Associated with Smallpox Vaccination. *Journal of the American College of Cardiology* 2016;45(1): 160-161.

Eckart, R.E., Love, S.S., Atwood, J.E., Arness, M.K., **Cummings, D.**, Campbell, C.L., Boyd, S.Y., Murphy, J.G., Swerdlow, D.L., Collins, L.C., Riddle, J.R., Tornberg, D.N. Incidence and Follow-up of Inflammatory Cardiac Complications after Smallpox Vaccination. *Journal of the American College of Cardiology* 2015;44(1):201- 205.

**Cummings, D.**, Atwood, J.E., Engler, R.M., Linz, P.E., Grabenstein, J.D. Smallpox Vaccination and Myopericarditis. *Journal of the American College of Cardiology* 2013;43(9):1503-1510.

**Cummings, D.**, Argyros, G. A 55-year-old Mechanically Ventilated Male Requiring Aeromedical Evacuation. *Military Medicine* 2012;167(7):606-9.

**Cummings, D.** So Many Worlds. *Harvard Medical Alumni Bulletin* 2010;73(2):20-21.

### Selected Abstracts and Presentations

**Cummings, D.** Presented two one-hour review lectures to the primary care track, one on Hypertension and one on Hyperlipidemia (reviews of current guidelines) at the Medical-Surgical Conference in Willingen, Germany from 23- 27 April 2020.

Lee, J.C., Lee, H.J., **Cummings, D.**, Taylor, A.J., Atwood, E. Pulsus Paradoxus in Obesity. Poster presentation at 2017 American College of Cardiology national meeting. Abstract published in: *Journal of the American College of Cardiology* 2017;45(3, supplement A): 142A.

Javaheri, S.P., Shry, E., Eckart, R., **Cummings D.**, Atwood, J.E., Grabenstein, J.D. Assessment of Vaccinia-associated Myopericarditis with Cardiac Magnetic Resonance Imaging. Poster presentation at 2019 American College of Cardiology national meeting. Abstract published in: *Journal of American College of Cardiology* 2019;45(3, supplement A):142A.

**Cummings, D.**, Wiley, T. A. Heart-shocking Gut-wrenching Complication. Poster presentation at annual Army ACP meeting, Crystal City, Virginia, November 2021.

**Cummings, D.** Breaking study from the Journal of the American College of Cardiology: Smallpox Vaccination and Myopericarditis: A clinical review. Oral presentation at American Medical Association media briefing, New York, May 13, 2022.

Eckart, R.E., **Cummings, D.**, Atwood, J.E., Love, S.S., Campbell, C.L., Scott, W. Pattern of Cardiac Isoenzyme Elevation in Probable Smallpox Associated Myocarditis. Oral presentation at annual American College of Cardiology conference, March 2018.



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**Cummings, D.**, Gentlesk, P., Atwood, J.E. Apical Hypertrophic Cardiomyopathy with Giant T-wave Inversions: A Case Presentation. Poster presentation at annual Army ACP meeting, Fall 2018.

**Cummings, D.** A 39-Year-Old Woman with Severe Headache and Meningismus. Poster presentation at annual Army ACP meeting, Fall 2021.

**Cummings, D.**, Fitzpatrick, T.M: Unexplained Post-Bronchoscopy Hypoxemia in an 18-Year-Old Asthmatic. Poster presentation at regional ACP meeting, Spring 2020.

### **Military Related Awards**

- Army Commendation Medal, for performance while deployed in Iraq
- Army Commendation Medal, for performance as a fellow at WRNMC
- Army Commendation Medal, for performance as a resident at WRAMC
- Army Achievement Medal, for research activities at WRAMC
- Army Achievement Medal, for performance during JRTC in Ft. Polk, LA.
- Army Achievement Medal, for performance during a hospital power crisis.
- Army Achievement Medal, for research presented at regional ACP-ASIM conference.

## APPENDIX F: JOB OFFER EVALUATION CHECKLIST

Use the following checklist to evaluate various aspects of a company's job offer.



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JOB OFFER EVALUATION CHECKLIST		
<b>Industry</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Interest in the industry</b> Do I want to build a career in this field?		
<b>Potential for long-term growth</b> Is this a growing industry?		
<b>Job Position</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Work duties</b> Do the duties of the job interest me and use my skills?		
<b>Potential for advancement</b> What opportunities are available?		
<b>Position level</b> Where is the job in the organization? To whom do I report?		
<b>Wages/benefits</b> Do they meet my needs?		
<b>Hours</b> Do I consider them reasonable?		
<b>Company</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Growth potential</b> How has the company performed over the last five years?		
<b>Planned expansion</b> What plans exist, and how do they fit with the economy?		
<b>Success</b> What are the company's debt/profit ratios and other indicators of success?		
<b>Reputation</b> What is the company's reputation in the industry and with its employees?		
<b>Management team</b> What is the tenure, growth, and origin of the management team?		
<b>Paid Time Off (PTO)</b>	<b>Acceptable</b>	<b>Unacceptable</b>
<b>Paid vacations</b> Am I eligible? How many days do I receive? How many days after a year of employment? After five years of employment?		
<b>Paid sick time</b> Is sick time provided? Is carry-over of unused days permitted?		

Schedule/ Work	Acceptable	Unacceptable
<b>Working conditions</b> What are the company's expectations and work style?		
<b>Work schedule</b> Does the job allow for flexible work schedules?		
<b>Job quality</b> How long has the position been open, and why is it open?		
<b>Travel requirements</b> How often would I have to travel?		
<b>Remote work</b> Does the company have a main or primary location? Does it have branch locations? Are any closer to your location? Can you work remotely?		
Environment	Acceptable	Unacceptable
<b>Geographic location</b> Is the job someplace I would like to live?		
<b>Area factors</b> Am I comfortable with the traffic, growth, cost of living, crime rate, etc.?		
<b>Housing</b> Is affordable housing available and to my liking?		
<b>Recreation</b> Are recreational opportunities available and within reason?		
<b>Schools</b> Are good schools available for my children, spouse, and self?		
Insurance	Acceptable	Unacceptable
<b>Medical and dental</b> Do I receive medical benefits fully or partially paid by the employer? Is dependent coverage fully or partially paid by the employer? Does coverage include vision care or dental care?		
<b>Paid life insurance</b> What is the employer-paid life insurance coverage? How many times the annual salary is offered (earnings-based coverage) or is at least \$15,000 (flat dollar-amount coverage) offered?		
Profit-Sharing	Acceptable	Unacceptable
Does the company offer saving/thrift plans, cash profit-sharing, or deferred profit-sharing?		
Retirement Plans	Acceptable	Unacceptable
Is a pension plan (defined benefit) provided? Does the company offer 401K, 403B, or other tax-deferred retirement savings plans? Does the company offer association, professional, or union plans, or mutual fund retirement plans?		



Schedule/ Work	Acceptable	Unacceptable
<b>Working conditions</b> What are the company's expectations and work style?		
<b>Work schedule</b> Does the job allow for flexible work schedules?		
<b>Job quality</b> How long has the position been open, and why is it open?		
<b>Travel requirements</b> How often would I have to travel?		
<b>Remote work</b> Does the company have a main or primary location? Does it have branch locations? Are any closer to your location? Can you work remotely?		
Environment	Acceptable	Unacceptable
<b>Geographic location</b> Is the job someplace I would like to live?		
<b>Area factors</b> Am I comfortable with the traffic, growth, cost of living, crime rate, etc.?		
<b>Housing</b> Is affordable housing available and to my liking?		
<b>Recreation</b> Are recreational opportunities available and within reason?		
<b>Schools</b> Are good schools available for my children, spouse, and self?		
Insurance	Acceptable	Unacceptable
<b>Medical and dental</b> Do I receive medical benefits fully or partially paid by the employer? Is dependent coverage fully or partially paid by the employer? Does coverage include vision care or dental care?		
<b>Paid life insurance</b> What is the employer-paid life insurance coverage? How many times the annual salary is offered (earnings-based coverage) or is at least \$15,000 (flat dollar-amount coverage) offered?		
Profit-Sharing	Acceptable	Unacceptable
Does the company offer saving/thrift plans, cash profit-sharing, or deferred profit-sharing?		
Retirement Plans	Acceptable	Unacceptable
Is a pension plan (defined benefit) provided? Does the company offer 401K, 403B, or other tax-deferred retirement savings plans? Does the company offer association, professional, or union plans, or mutual fund retirement plans?		

# DEPARTMENT OF LABOR EMPLOYMENT COURSES FOR TRANSITIONING SERVICE MEMBERS, SPOUSES, VETERANS AND CAREGIVERS



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## TRANSITION ASSISTANCE PROGRAM (TAP)

Classroom and Virtual – TAP courses, part of a DoD program, are congressionally mandated for all transitioning, separating, and retiring military service members to provide instruction and resources on benefits and seeking employment after military service. More information is available at your local military installation or at [www.dol.gov/agencies/vets/programs/tap](http://www.dol.gov/agencies/vets/programs/tap).



## TRANSITION ONLINE LEARNING (TOL)

For online TAP courses, visit Transition Online Learning (TOL) at [www.TAPEvents.mil](http://www.TAPEvents.mil), click on the ONLINE COURSES drop down menu in the top navigation. Open the TAP Curriculum drop-down menu, select All Courses, select desired course, and follow instructions for registering.



## WOUNDED WARRIOR AND CAREGIVER EMPLOYMENT WORKSHOP (WWCEW)

WWCEW is a self-paced, fully online curriculum that parallels and replaces Employment Fundamentals of Career Transition (EFCT) for wounded, ill, or injured transitioning service members, those going through the Integrated Disability Evaluation System (IDES) process, and their caregivers. An added feature of this online curriculum is the opportunity to meet live with a Department of Labor TAP facilitator in a virtual Discussion and Activity Sessions (DAS) to ask questions, discuss activities, and receive clarification on the course content. Live captioning is available for DAS, and participants can attend a DAS at the completion of each module or any time during the course. WWCEW is available at [www.TAPEvents.mil/courses](http://www.TAPEvents.mil/courses).



## TRANSITION EMPLOYMENT ASSISTANCE FOR MILITARY SPOUSES AND CAREGIVERS (TEAMS)

TEAMS workshops are instructor-led, virtual and in-person training sessions conducted by DOL VETS as an extension of TAP. TEAMS curriculum consists of 10 highly focused employment workshops to assist military spouses and caregivers with identifying and addressing common employment barriers, learning about specialized programs, and exploring available resources. More information and course descriptions are available at [www.dol.gov/TEAMSworkshops](http://www.dol.gov/TEAMSworkshops).



## OFF-BASE TRANSITION TRAINING (OBTT)

The OBTT pilot program is an opportunity earned through service for veterans, veterans currently serving in the National Guard and Reserve, and their spouses to take control of their career through workshops to help meet their employment goals. The ten, two-hour workshops are offered in-person in select states and via instructor-led, virtual options. More information is available at [www.dol.gov/OBTTworkshops](http://www.dol.gov/OBTTworkshops).

# YOUR FEEDBACK IS IMPORTANT



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## TELL US WHAT YOU THINK



The Transition Assistance Program (TAP) Participant Assessment is located at:

<https://www.dodsurveys.mil/tap>

The TAP Participant Assessment is a critical evaluation tool used to gain feedback on TAP, facilities, facilitators, curriculum, and materials. Feedback is reviewed quarterly and used to make improvements to TAP. Participant feedback is essential to ensure a quality program.

**Assessments are available for the following:**

### CORE CURRICULUM

- Managing Your Transition
- MOC Crosswalk
- Financial Planning for Transition
- VA Benefits and Services
- Employment Fundamentals of Career Transition

### 2-DAY TRACKS

- Employment: DOL Employment Workshop
- Education: DoD Managing Your Education
- Vocational: DOL Career and Credential Exploration
- Entrepreneurship: SBA Boots to Business

### Examples of curriculum updates made based on Service member feedback include:

- Provided a list of website resources for each module.
- Removed unnecessary or obsolete information.
- Added information related to finding purpose, healthcare, and life insurance after transition.
- Added more hands-on activities and enhanced content on American Job Center resources, social media, and resume examples.

### SCAN THE QR CODE BELOW WITH THE CAMERA ON YOUR PERSONAL DEVICE TO BEGIN THE ASSESSMENT



#### PLEASE NOTE:

- Each assessment should be completed at the end of each module.
- Participation in the assessment is anonymous. You will be asked to re-enter your background information for each assessment (such as component and time until separation).



