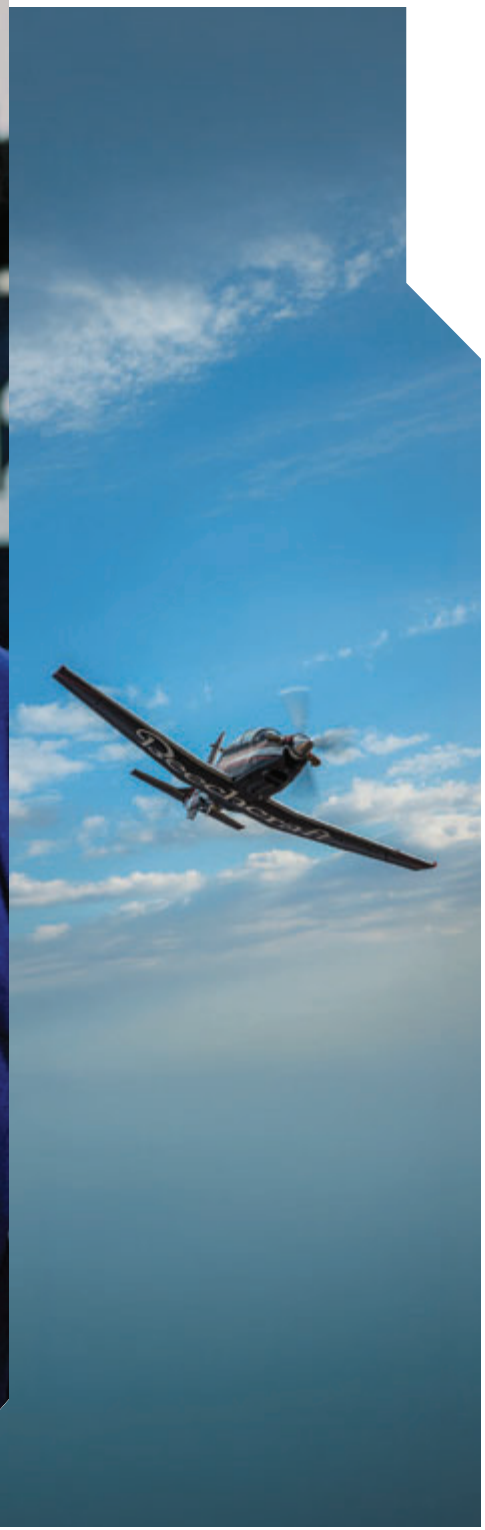
Cessna | Beechcraft
BY TEXTRON AVIATION

VETERANS WORK HERE



MILITARY-TO-CIVILIAN TRANSITION GUIDE

THE ULTIMATE PLAYBOOK FOR THE MILITARY COMMUNITY

FOREWORD

Despite 33 years of service to our nation – including multiple combat and peacekeeping tours – my transition into the private sector was one of the most difficult periods in my life. As an honorable soldier though, I conducted an after-action review to capture my lessons learned. A summary of my notes is presented in this transition guide so you might benefit and enjoy an easier transition into your new civilian career.

I began my transition woefully unprepared for the challenges that awaited me. I was wildly shooting resumes downrange in hopes of hitting an unseen target – a blind, Kentucky windage-style approach. I received no feedback in return. It wasn't until I put structure to my problem and began using military problem-solving tools that my performance and results improved. Sun Tzu, a military strategist and philosopher, became my guide:

"If you know the enemy and know yourself,
you need not fear the result of a hundred battles."
– Sun Tzu

I realized to achieve success in my military-to-civilian transition "war" I needed to properly prepare for combat. So, I studied the "enemy" (the recruiter), their methods of war (the application process) and myself (by defining my own career interests). Soon, I stood victorious.

"I will never leave a fallen comrade!"
– Warrior Ethos

The Warrior Ethos, the principles that define my values, was the driving force behind the development of this guide. I won my transition battle, and I knew I had to turn around to help the next transitioning military member. Whether you are transitioning into the private sector from active duty or a Department of War (DoW) civilian career, looking for civilian employment while continuing to serve in the reserve component, or completing your advanced degree, exploring a change in civilian careers, or are a military spouse, I am confident these tips will help you endure the rigors of your transition and lead you to an overwhelmingly successful career in the private sector.

"Charlie Mike,"

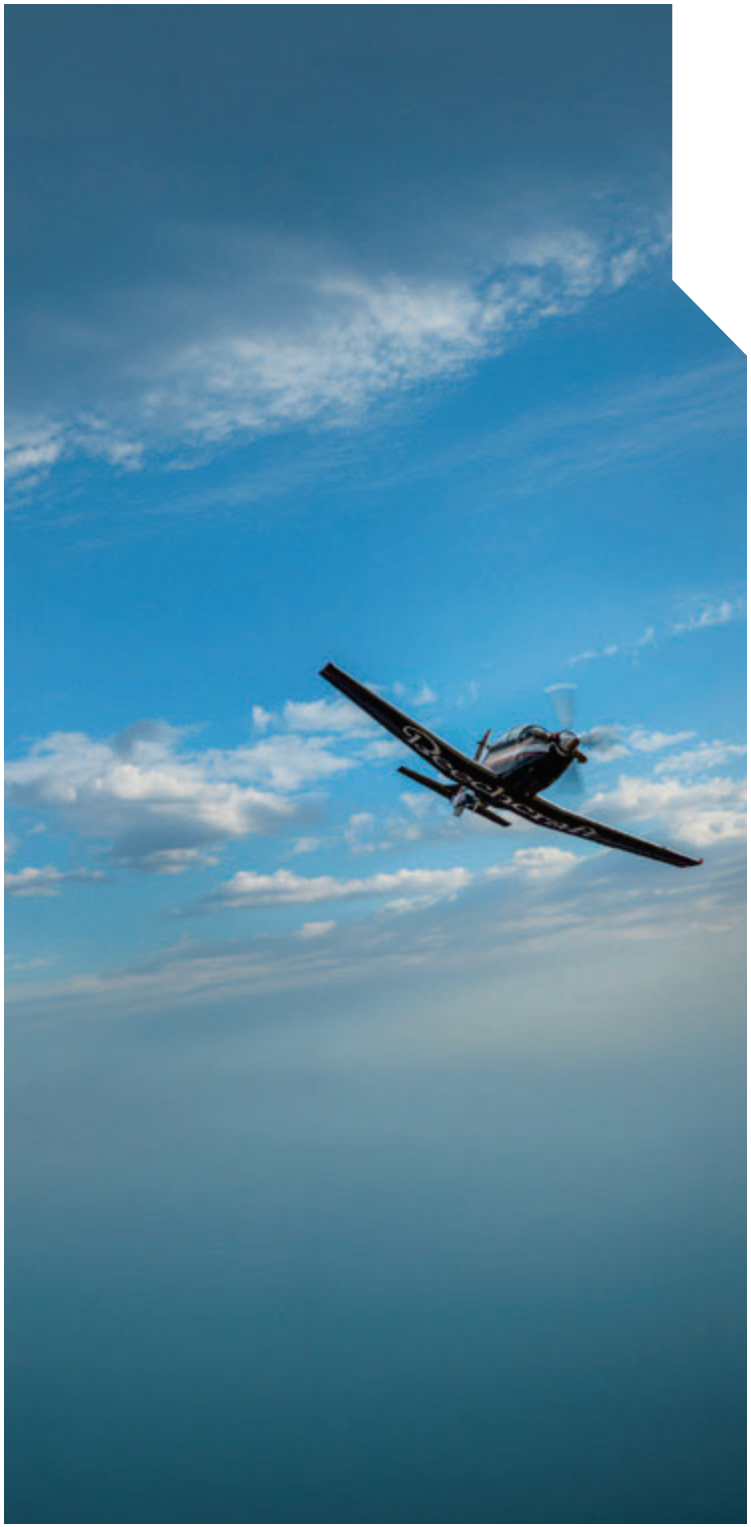


John C. Buckley, II
Colonel, U.S. Army (Retired)
Textron Aviation Senior Manager – Military Programs

Cessna | Beechcraft
BY TEXTRON AVIATION

VETERANS WORK HERE

This guide uses military terminology such as "war," "enemy" and "combat," as a strategic lens to help translate your operational planning experience into career transition success. These terms are not literal. Recruiters and hiring teams are not adversaries. On the contrary, they are key players and important potential allies in your success. This framework simply enables you to approach the hiring process with the same discipline, preparation and strategic mindset that defined your military service.



NARROW YOUR JOB SEARCH

In combat, you must concentrate your power and effort only on those things that will achieve your objective. In your military-to-civilian transition war, you must do the same, even when it comes to searching through job boards and websites. Narrow your search to only those jobs that are related to your targeted career field(s).

Informational interviews and networking can confirm for you which career field(s) to target and help you to identify the companies with an appropriate culture and the suitable jobs in your targeted career field(s).

1. Know yourself. Focus on your "Top 10" and the things you determined were essential to your satisfaction and achieving your career end state.

2. Know the company. Explore the company's general website to get a feel for its culture and expected employee values. Ask yourself, "Is this company and its culture and values acceptable to me?"

3. Know the company's career opportunities. Do a quick search to verify that the company has job opportunities in your targeted field.

4. Research available roles suited only to you:

- Visit the company's career site.
- Search roles only in your targeted career field(s).
- Refine your search using keywords or location searches.
- Sign up for email job alerts so the company's tools do the work for you.
- Join the company's professional network if offered.

Narrowing your efforts will allow you to concentrate only on what's important and will produce immediate and positive results. You will find jobs that are suited to your skills and with a company that has a culture and values aligned with yours. Concentrating your power on fulfilling your "Top 10" needs will improve your chances for military-to-civilian transition "victory."

SEARCH FOR ROLES AT TEXTRON AVIATION

Once you've properly targeted your career field(s), it's time to search for available roles.

Textron Aviation's military career website is a great place to start searching for available jobs! Follow these simple steps:

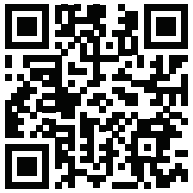
---

1. Visit



https://txtav.com/military

OR



https://txtav.com/SkillBridge

2. Click Apply Here to explore our careers.

3. Create an account –

- Although you will NOT be able to create an account until after you have clicked on a job description, you can establish your own Username and Password, then click Login
- If you already have an account, you will login with your established Username and Password

4. In the Add/Edit Filters, you can search using one, some, or all the following options:

- **ID or Keyword search** – Use keywords that may be found in the title or body of the job description. If you know the job reference number, insert that instead.
- **All Job Fields** – There are 18 options – 17 are the different career fields.
- **All Locations** – Includes all U.S. and overseas locations where you can find a Textron Aviation facility or opportunity. Caution: Opportunities in different locations are not the same because "missions" of an individual site and capabilities may be different.
- **Items Per Page** – This tool will help you control how many job matches will appear on the page.

If you need help determining which career path (Job Field) suits your skills and experiences, try reaching out to the recruiter or veteran you know from Textron Aviation.

5. Each job opportunity match that appears will include:

- How recently the job was listed on our military career page.
- The reference number (be sure to write this number down for future reference).
- Job summary.
- Job responsibilities.
- An Apply Now button.

6. You MUST click on the Apply Now button to:

- Review the entire job description including:
  - The responsibilities.
  - The requirements (education and experience).
  - The qualifications.
- Apply online.
- Add your Job Cart.
- Access a more advanced and specified job search.

7. Additional tools on this site exist to help you manage your search for multiple roles:

- **My Submissions** – you can discover the details related to all your draft and completed applications. You can review the most recent status of your submissions and when it was last updated too.
- **My Job Cart** – when reviewing a job description and before applying, click "Save Job." Then return to this cart to see all the jobs you added.
- **My Saved Searches** – visit this tab to see all the job searches, including the filters and criteria that you saved. That way, when you return to our career page, you can reuse the exact same search.
- **My Referrals** – if you made any referrals to our company jobs, you will find them here.

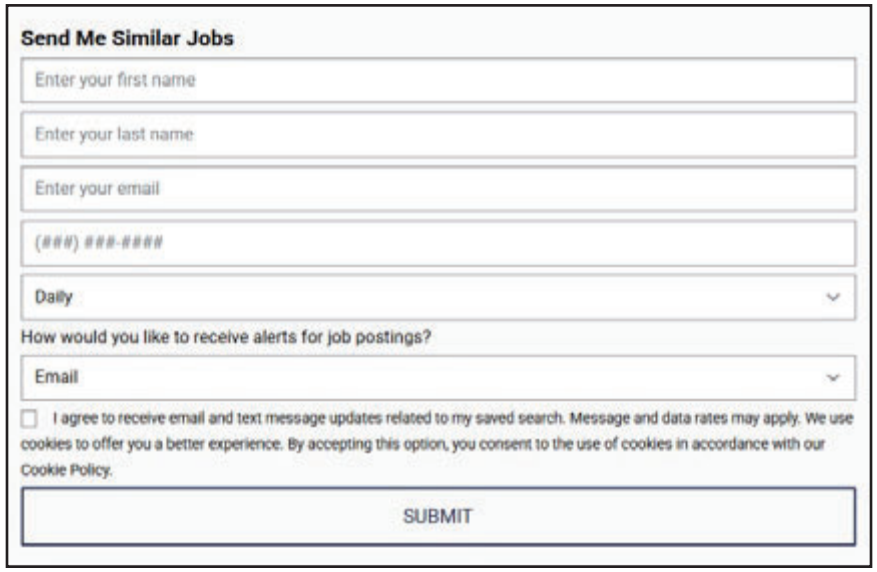
8. You can do an Advanced Search for open jobs if you have detailed criteria or requirements:

- **Job Number** – If you retained your notes of a previous search, just add the 6-digit job number job here to return to the job description.
- **Keywords** – Insert a word or phrase associated with a skills or responsibility and our system will present every job description that includes that word.
- **Job Field** – Just like in the basic search, you can find all 18 career field options by clicking on the down arrow.
- **Location** - Includes all U.S. and overseas locations where you can find a Textron Aviation facility.
- **Organization** – This list includes all independent locations and facilities where we have jobs.
- Additional search criteria include:
  - Posting Date (Today, Yesterday, Last 7 Days, Last 14 Days, etc.)
  - Urgent Jobs
  - Schedule (Full or part time)
  - Shift (First Shift, Second Shift, Third Shift, Compressed Work Week)
  - Job Level (Individual Contributor, Team Leader, Manager, Director, Executive)
  - Job Type (Internship, Standard, Experiences, Temporary Work, Entry Job)
  - Employee Status (Regular, Temporary)
  - Travel (No, 5% of the Time, 10% of the Time, 15% of the Time, etc.)

9. Consider getting email notifications on any job opportunity that matches your interests:

- **Login** – Go to Textron Aviation Career (https://txtav.com/careers) site. Click Sign In (top right). Enter your credentials.
- **My Account Options** – In the top right corner, just below the Sign In button, click on My Account Options.
- **Correspondence** – Scroll to the bottom of your account page, to the Correspondence box. Click the Edit symbol.
- **Update** – Click the first box: "Send me an email notification whenever a new position matching my profile is posted (job posting notification)."

10. Additionally, you can save your search for email job alerts on our corporate Career page (https://careers.textron.com/):



SAVE YOUR SEARCH FOR EMAIL JOB ALERTS

Search for jobs on **Textron** (our Corporate HQs) career page: https://careers.textron.com/

Once you have entered all the necessary filters for your search criteria and after opening a job description, click "Send Similar Jobs," then provide the following:

- Enter your **First Name**
- Enter your **Last Name**
- Enter your **Email Address**
- Enter your **Phone Number**
- Click on the down arrow to select how frequently you wish to receive alerts: **Daily, Weekly, Monthly**
- Click on the down arrow if you wish to receive the alerts via **Email** or **Text**
- Click in the box indicating you wish to receive these alerts.
- Click the **SUBMIT** button

*You will automatically receive emails or texts announcing newly opened roles that match your selected interests.



JOHN

U.S. Army, 33 years



SHAPE YOUR OPERATING ENVIRONMENT

USE TEXTRON'S MILITARY SKILLS TRANSLATOR

The military prepared you for many contingencies, but not for your job search. If not done properly, it will become overwhelming rather quickly. There are hundreds of jobs listed on a career page. Job titles are deceptive. Job descriptions are written in a different language and use terms and acronyms you won't understand...and you don't have your interpreter at your side.

Textron's Military Skills Translator can help you identify open roles that align with your skills, experiences and passions.

Use this tool to translate the skills you learned serving in the military–including your specialties and subspecialties–into civilian professional qualifications that match up to open positions here at Textron Aviation. Our Translator will quickly compare the various skills and attributes of your military experiences to open positions we have that day and present a list of those jobs for you to review.

This tool is NOT the Silver Bullet for your military-to-civilian transition. Therefore, it is best to combine the results from using this tool with other efforts, like informational interviewing, networking, attending job fairs, etc. You can also leverage other Military Skills Translator tools like Military.com:

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

1. Visit https://txtav.com/careers/military



2. Click on the Explore Openings tab within the Military Skills Translator box.

3. You can search multiple ways:

- In the first search box, you can enter your Military Occupational Classification Code (MOS, AFSC, Rating) or Title.
- In the second search box, you can enter a civilian job title or a keyword that defines the civilian career field.
- In the third search box, you can enter the city, state, country of your geographical preference or limitation.
- You can leverage one or all search boxes simultaneously to narrow your search, but if you don't insert your military specialty or subspecialty, you'll lose the advantage of the translator.

Then, click on Find Jobs.

4. You can also leverage filters along the left side of the site to refine your search:

- Sort by Relevance or Date. This will list the identified jobs in sequence according to the date they were posted to our career page; most recent will be on top.
- Filter by Military Titles. Hundreds of MOS, AFSC, Ratings are included in the list. Find and click on your specialty or subspecialty, and the jobs that populate the page will correspond to your skills and experiences.
- Filter by Country. The countries where work will be done in these identified roles will be listed for you to sort through.
- Filter by State. The state associated with these identified roles will be listed so you can select the one best aligned with our geographical preferences.
- Filter by Title. This tool will create a list of open and relevant roles in alphabetical order.

5. Be sure to apply the tips presented in the next section, especially "Understanding Job Descriptions" and "Use The Job Descriptions to Your Advantage" before you apply to one of these jobs. This way you can make sure you are fully qualified and have relevant skills and comparable experiences before you apply.

6. Repeat this process more than once if you have multiple military careers or specialties.

This is a single resource for you to combine with other tools, resources and efforts. You still must determine what career will help fulfill your priorities you established as your "Top Ten," and a job that will satisfy your passions, and will allow you to use your skills and experiences to your advantage.

AIM FOR THE RIGHT TARGET

You've matched your skills and qualifications to the perfect civilian role. Now it's time to confront your next challenge – the online job application.

48 The Enemy's "Weapon of Choice" – Applicant Tracking System (ATS)
50 Understanding Job Descriptions
51 Use the Job Description to your Advantage
53 The Application

THE ENEMY'S "WEAPON OF CHOICE" – APPLICANT TRACKING SYSTEMS (ATS)

When developing a plan of action, it is essential for you to know your enemy's most effective and dangerous weapon system. Understanding how your enemy employs that threatening weapon will allow you to plan ways to avoid its hazardous effects and achieve victory. For many companies, an ATS is its weapon of choice.

The application is supposed to be a friendly interaction. For many military community job seekers, however, the application process presents unknown challenges and complexities. These challenges and complexities are like minefields in that they can absolutely stop you in your tracks.

PURPOSE OF THE ATS

This automated system is intended to streamline the recruiting and hiring processes for a company.

- Simplifies processes and saves time for recruiters.
- Assists the recruiter with managing many job applications and applicant information.
- Provides a capability for companies to showcase employer brand and company culture.
- Helps recruiters to source candidates that match the criteria for specific jobs.
- Enables a better applicant experience.
- Facilitates scheduling multiple screening calls and interviews.
- Screens and confirms candidate qualifications relative to the job description.
- Aids in the rapid review of hundreds of resumes.
- Auto-generates reports and communication between recruiters, applicants, hiring managers, as well as interviewers and the selection or hiring team.
- Enables a better applicant experience.

MINEFIELDS IN THE APPLICATION PROCESS

Nothing is more tragic than when you stumble upon an unknown "friendly" minefield that was designed to protect you. Its effect brings you to a dead-stop. But, if you have the minefield map, you can safely navigate around or through the minefield to continue the mission.

The ATS is a computer program employers use to organize and review applications. It works like a large database that searches for specific keywords, certifications, education and professional qualifications. The system looks for this information in a certain format, so how you present your resume matters. Understanding this should encourage you to avoid the hazardous effect of the ATS – and lead you to properly present ONLY the key facts – your relevant skills, certifications, degrees, credentials and comparable experiences – in a professional format.

Without the correct information – keywords, certifications, education, or professional credentials, your application will possibly stall behind hundreds of others, like a convoy that drives up on a minefield.

Improper or unfamiliar resume formatting will not be recognized or understood, causing your application to vanish into the "Black hole."

APPLICATION LANDMINES

Practically all applications are completed online.

As simple as the process appears, over one-third of all military community applicants are automatically rejected – because of mistakes the military community applicant makes.

These rejections result from two identifiable "landmines":

Landmine #1: Required Qualifications. Members of the military community apply for jobs for which they are not fully qualified:

- The Job Description includes these critical "essential" items. You must meet 100% of them or your application will proceed to the virtual trash can without anyone ever reading your resume.

Landmine #2: Irrelevant Resume: military community members write resumes that are not customized to the expectations of the hiring manager which are delivered in the job description:

- The Job Description presents the responsibilities you will have in this role. Your resume must reveal you have relevant or comparable experiences in fulfilling these responsibilities.

What's tragic is that the Job Description is the minefield map and is often ignored, leaving you to step straight into the minefield

THE JOB DESCRIPTION IS LIKE YOUR MINEFIELD MAP. Understanding the purpose of its contents relative to your application and resume will aid you in navigating through the application process.

UNDERSTANDING JOB DESCRIPTIONS

Every job listing has a unique job description. Study the job description as you would your "mission from higher headquarters," because as with any mission, you must fully analyze it to have a complete understanding of what's expected of you. During this detailed review, you must assess if you are fully qualified and if you will be competitive for the job, given there will be other applicants. This detailed review will additionally help you customize your resume, which may get you invited to an interview.

PURPOSE OF A JOB DESCRIPTION

Job descriptions outline the main duties and responsibilities involved in a job. They are written by the company's hiring manager with assistance from the recruiter and HR personnel, and the purpose is to:

- Explain what is expected in this job to attract relevant candidates to apply.
- Indicate necessary skills and abilities to perform the job successfully within certain environmental conditions (your task, conditions and standards).
- Describe legitimate minimum qualifications (specified and implied tasks) to screen out unqualified applicants.
- Serve as a reference guide for determining the salary range.
- Aid in the development of reasonable accommodation for individuals with disabilities.
- Fulfill the needs of several HR processes, including recruitment, selection and appraisal, and job evaluation and training.

Did you know that job descriptions can be used to your advantage on your application and resume?

Learn how on the next page.

USE THE JOB DESCRIPTION TO YOUR ADVANTAGE

When you find a suitable job, it's important to recognize why you are interested. You should continually assess whether this job with this company will help you achieve objectives in your "Top 10." Let's break it down so you can leverage the information to your advantage.

ANALYZE THE JOB DESCRIPTION

1. Job Title - Look beyond the job title. Civilian job titles often look like military job titles, but the requirements will often be vastly different.

- Learn how to transform your military skills in the "Write a Resume" section of this guide.

2. Location - Consider where the job is located and determine if you are willing to relocate there.

3. Company Overview - Is this company acceptable to me? Can I see myself here?

4. Job Summary - Imagine yourself in this role and determine if it will be personally and professionally fulfilling. Consider whether it will help you achieve the things included in your "Top 10."

5. Attributes - This is a list of the unique characteristics you will need to succeed in this role.

- The hiring manager will expect you to highlight these characteristics in your resume and during your interviews.

6. Job Responsibilities (What you will do in your role)

- This is your list of specified tasks. Review them and analyze your ability to perform them – to standard.
- (Note that this is where you identify your specified, implied and essential tasks.)
- In your resume and during your interview, you must be able to show competence in the tasks outlined in this section. To learn how to incorporate this into your resume properly, review the "Make it Relevant" section in this guide.

7. Education / Experience - You must meet or exceed the education or certification standards listed.

8. Qualifications

- Qualifications are often non-negotiable – you must meet them all. Sometimes exceptions can be made, or alternative qualifications will be acceptable.
- Review the section in this guide titled "The Application" to better appreciate the importance of these qualifications when applying.

9. APPLY BUTTON - Do not push this button until you have taken the Two-Step Test (See next page). This will prevent you from applying frivolously and help you develop a resume that highlights relevant competency. The first test confirms you are fully qualified, and the second test helps you assess whether you will be competitive in the selection process, given that others will also apply. This competitive assessment is often underestimated in value. You will be competing against the "standards" detailed in the job description, and you will be competing against the qualifications and experiences of other applicants.



JOSIAH

U.S. Air Force, 20 years

TWO-STEP TEST

STEP 1.

Review the Qualifications listed in the job description (Education and Experience) and ask yourself: "Do I meet 100 percent of the qualifications?"

A. If you do not, then you should start looking for another job.

B. If you do, move to Step 2.

STEP 2.

Review the Job Responsibilities (what you will do in the role). Then, ask yourself: "Do I have relevant skills and comparable experiences to do everything that is expected of me on a daily basis?"

A. If not, you may still apply, but chances are you won't get called for an interview.

B. If the answer is yes, you should get to work on writing a relevant resume.

THE APPLICATION

Applications are an important step in the official selection process, and your participation is absolutely required – no matter how badly a company desires your expertise.

YOUR OBJECTIVE: To officially announce your desire for employment in a specific open role.

THE BUSINESS' OBJECTIVE: To make a legally defensible listing of the applicant's employment history, educational background, degrees, qualifications, references and more. Almost all companies use online applications to streamline and simplify this data collection process.

POTENTIAL PITFALLS: Last year, nearly 30 percent of military job seekers were disqualified because they did not provide proper responses to pre-screening questions (they did not meet 100% of the qualifications).

To avoid falling into this pit, follow these simple rules of thumb:

- **Qualifications:** You must meet them all – 100%.

During the application process, you will be asked to identify whether you meet the qualifications listed in the job description. Do not apply if you do not meet every requirement exactly as stated in the question. If you do not meet just one of these critical requirements – if your answer to the qualifying question is "NO" – then your application will probably be rejected. At a minimum, your application will not be considered favorably. No one will review your file or resume, and no one will ever pick up the phone to speak with you.

- **Preferred Qualifications:** You can meet some or all.

You will also be asked to identify whether you meet the preferred qualifications listed in the job description. Apply, even if you don't meet them all. Though you might be competing at a disadvantage, you could get the opportunity to speak to someone and overcome any professional deficiency identified with your answer.

APPLICATION TIPS

1. Start applying for open positions three to five months prior to your availability date.
2. Keep in mind that some military and civilian job titles are similar, but the requirements will be vastly different.
3. Before you apply for a role, verify your qualifications by taking the Two-Step Test under the "Using the Job Description to Your Advantage" section in this guide.
4. Adjust your resume to emphasize your relevant skills and qualifications, and your comparable experiences that relate to the Job Responsibilities included in the job description.
5. Apply directly to that role.
6. You may apply for multiple roles, but it's best to apply for roles only within your specific areas of expertise.

BEFORE YOU APPLY



- Don't forget to thoroughly review your application, ensuring that you completed all required fields.
- Attach your most updated and customized resume. (Be smart about the filename you use for this critical document – the recruiter will see it.)
- Consider attaching additional documents: Transcripts, Certificates, Licenses, DD Form 214.
- Alert each of your references that you are applying, so they are prepared for any queries about you.

WRITE AN "UNCLASSIFIED" RESUME

A solid resume could score you an interview for the job of your dreams, so make sure yours is well prepared using the following tips and tools.

56 How to Write a Unique, Customized Resume for a Specific Job Description
58 How Your Resume is Typically Used
60 The Enemy's Weapon of Choice Strikes Again (ATS)
61 30 Seconds to Make an Impression
64 15 Resume Tips
65 Speak Their Language
67 Make it Relevant
68 Translate Your Military Skills
70 Failed Resume Writing Strategies

HOW TO WRITE A UNIQUE, CUSTOMIZED RESUME FOR A SPECIFIC JOB DESCRIPTION

The Job Description contains the unclassified treasure map that gives you the clues you need to find the gold – an offer for employment. Just follow the map!

For each job to which you apply, you must have a unique and customized resume. You must introduce only relevant and comparable skills and experiences to those presented in the job description. Then highlight the related outcomes and accomplishments. And, normally, you must eliminate practically everything else from your career experiences that are not pertinent to responsibilities or expectations in the job description.

A recruiter will not have a "top secret clearance" needed to read your "encrypted" or "classified" resume, so include only words and phrases that are common in your targeted career field(s) and that you learned during your informational interviews. In other words, do your best to eliminate military words -- titles, terms, noun and nomenclature of equipment, references to deployment or exercise names, military processes, ship names, etc.

An "unclassified," customized resume provides a relevant (to the basic qualifications) summary of your skills and comparable (to the responsibilities) experiences and abilities. It also emphasizes qualitative or quantitative outcomes (the "so what" of an accomplishment). And it focuses on the value you created while doing activities like those presented in the job description.

KEYS TO WRITING AN "UNCLASSIFIED" RESUME

1. Focus very narrowly on the job description.

2. NOTHING More.

- Understand how the resume is used, who reviews it and what they are looking for during their review.
- Study the job description; do a Mission Analysis-like review to identify what skills and experiences the company is looking for.
- Present ONLY your relevant skills and comparable experiences that the company is looking for in the job description.
- Eliminate the use of all military terms, titles, references, nomenclatures, exercise names, ship names, etc.
- Quantify ONLY the right things – the value that you created or what can be called the "so-what!"
- Include a "so-what" for every accomplishment or experience that you include in your professional summary; ALWAYS!

DON'T LOOK BACKWARDS

Let someone read your resume for 30 seconds, then take it away and ask them one question:

"WHAT CAREER FIELD AM I PURSUING?"

If they don't answer with your targeted career field, then you have *NOT* written an appropriate resume.



RICKI

U.S. Army Reserves, 2 years + U.S. Navy, 4 years



HOW YOUR RESUME IS TYPICALLY USED

In combat, it is crucial you understand your enemy and know how they apply their "weapons of war." Without this knowledge, you won't know how to beat them. In this transition war, it is critical you understand how your "enemy" – the recruiter or hiring manager – will use your resume. Otherwise, you will not win this conflict.

Only if all qualifications are met will anyone even access your resume.

1. Your resume is first touched by the recruiter, and most likely reviewed in under 30 seconds (The National average for this first review is 13 seconds):

- **Recruiter's Objective:** Identify which fully qualified candidates should undergo additional screening to confirm experience, and to also create the opportunity to do initial assessment of your character – is your character appropriate for the company culture?
- **How:** Recruiters do a crosswalk between your resume and the relevant skills, pertinent experiences and ability to fulfill responsibilities presented in the job description. Remember, they helped write the job description.
- **Result:** On average, about 1/3 of all applicants will receive additional screening.

2. If the recruiter determines you are a fully qualified candidate, and you possess relevant skills and comparable experience, your resume and the notes taken during the additional screening will be forwarded to the hiring manager for interview consideration.

   On average, less than 50% of those candidates who underwent additional screening will be recommended for interview consideration.

3. The hiring manager is the next to touch your resume and will most likely study your resume.

- **Hiring Manager's Objective:** Identify which fully qualified candidates should be invited to an interview.
- **How:** Hiring managers will complete a comprehensive review of your resume while studying the recruiter's notes developed from the additional screening.
- **Result:** On average, around 1/3 of those who underwent the additional screening (between 3 and 5% of all applicants) will be extended an invitation for an interview.

4. Everyone on the interview team will be given your resume to prepare for your interview.

- **Interviewer's Objective:** Confirm that your professed skills and experiences are truly relevant and comparable to those expected in the job; also, and usually more importantly, confirm your character is consistent with the company culture.
- **How:** Interviewer will study your resume to develop situational-based as well as direct questions related to your skills and experiences.
- **Result:** The company will deliver an offer to only one applicant.

5. After the hiring manager selects you for an offer, a compensation team will be given your resume. They confirm critical information to develop salary and bonus considerations.

- **Years of experience:** More experience justifies a higher salary within the pre-approved range.
- **Relevant skills and certifications:** Specialized or in-demand skills can influence salary premiums.
- **Education level:** Advanced degrees may bump the offer, especially in technical or leadership roles.
- **Career progression:** Demonstrated growth, promotion, or increasing responsibilities and advancement may support a higher compensation tier.
- **Industry background:** Experience in high-paying industries may be taken into consideration.

THE ENEMY'S WEAPON OF CHOICE STRIKES AGAIN – APPLICANT TRACKING SYSTEMS (ATS)

The ATS relies on specific formatting and keyword recognition. Understanding this should encourage you to avoid the hazardous effect of the ATS – and lead you to properly presenting ONLY the key facts (your relevant skills and comparable experiences) in a professional format.

KISS – Keeping your resume simple will allow the ATS, recruiters and hiring managers to quickly grasp why you are a good fit for their job. This will ensure you receive an invitation to an interview and can keep advancing towards a victory in your military-to-civilian transition.

- Use a simple and clean format.
- Present only relevant skills, credentials, degrees and only professional credentials – the job description will define what these are.
- Write with industry-specific terms, not military-specific titles, rank, references, jargon, etc.
- Label sections clearly.
- Do not use headers, footers, fancy fonts, columns and boxes.
- Do not try to "trick" the ATS by including keywords in white font or adding a section labeled "keywords."
- Avoid acronyms and abbreviations.
- Save your resume in a compatible file format – .docx or .pdf.

Here are ten (10) online resume writing tools you should consider for helping you defeat the most dangerous effects of the ATS:

- Zety.com
- LiveCareer.com
- ResumeGenius.com
- MyPerfectResume.com
- ResumeLab.com
- Resume-now.com
- EnhanceCV.com
- ResumeHelp.com
- ResumeNerd.com
- KickResume.com

30 SECONDS TO MAKE AN IMPRESSION

Recruiters review hundreds of resumes for each job opening they manage and often manage multiple requisitions simultaneously. On average, they spend much less than 30 seconds scanning each resume. They will not read long paragraphs. They will read clear, concise, bullet points.

YOUR RESUME OBJECTIVE

Present your relevant skills and comparable experiences so you get invited to an interview.

Recruiters (and hiring managers) quickly evaluate your professional skills, experiences, outcomes and accomplishments.

YOUR MISSION

Your mission is to make your resume:

- Easy for the recruiter to scan.
- Aligned to the job description.
- Focused on relevant outcomes.
- Written in civilian, not military language.

PROFESSIONAL SUMMARY:

- Open with a short, targeted summary that highlights what you will do, not everything you already did.
- Deliver a mission statement about who you are professionally (e.g., maintenance technician, supply chain professional, warehouse manager, engineer, help desk technician, etc.).
- Keep it 3 to 5 sentences or bullet points – concise and operationally relevant to the job description.
- Focus on capabilities and impact, not rank or military jargon.

PROFESSIONAL SUMMARY

- **TELL THEM WHO YOU ARE:** Lead with capabilities, not rank. (Employers hire for abilities, not hierarchy.)
- **TARGET THE OBJECTIVE:** Orient on the job description, not your history. (It is not a recap of your entire military career.)
- **SITUATIONAL UPDATE:** Discuss what you can do, what results you have delivered in critical related areas, and what value you will bring to the hiring manger.

COMPETENCIES:

- Identify six to eight skills that are essential to the mission the employer is asking you to perform.
- Ensure you can confidently perform each competency.
- Write them in civilian terms.
- Make sure they amplify the capabilities you highlighted in the professional summary.
- These skills must appear in the job description – explicitly or implicitly.

CORE COMPETENCIES - CHECKLIST

Ask yourself:

- Is it relevant to the job?
- Does it reinforce my Professional summary?
- Can I demonstrate it with experience?
- Is it written in “civilian” language?

PROFESSIONAL EXPERIENCES:

- Highlight only critical, relevant experiences that directly support the job description.
- Connect your skills and experiences to the specific outcomes the employer is asking for.
- Quantify the value you created — metrics are the strongest proof of impact.
- Include at least one bullet point per major task listed in the job description (more is fine).
- Prioritize your bullet points so the most impactful and relevant appear at the top.
- Use clear bullets, not paragraphs.
- Start each bullet with a strong past-tense action verb, followed by the outcome or result (led, managed, improved, coordinated, increased, reduced, produced, enabled).
- “More” is not better; “relevant” is.
- Be concise, direct and focused on impact.

BULLET POINT ORIENTATION

ACTION - What did you do?

SO WHAT? What was the impact?

- Write the task and present the outcome
- Write the activity and what it resulted in
- Write the experience and the difference it made
- Write the accomplishment and the value it created

QUALITATIVE OUTCOMES – WHY YOUR EXPERIENCE MATTERS

- Hiring managers will want to know:
  - Why is your experience important to them.
  - How your skills will help their team accomplish their goals.
  - The value you created in previous roles.
  - How your outcomes translate to the role they need.

- Prioritize your bullets relative to the Job Description.

OUTCOME AND ACCOMPLISHMENT CONSIDERATIONS:

- **Saved money**
- **Won contracts or bids**
- **Increased revenue generated**
- **Increased individual/team contributions**
- **Improved safety performance**
- **Increased sales or revenue**
- **Increased efficiency in performance or production**
- **Entrusted with (specify) high-value assets or responsibilities**
- **Enabled continuous operations**
- **Mitigated risk to operations**
- **Achieved benchmarks**
- **Earned recognition or awards**

NOTE: Use tools like O*NET Military Crosswalk, My Next Move for Veterans, Hiring Our Heroes Resume Engine, or your Local Veteran Employment Representative (LVER) to translate skills into civilian terms.



15 RESUME TIPS

Use one of our suggested term translators and these helpful tips to define your skills in terms a civilian recruiter will understand.

1. **Write to the job.** Every job description is unique, so each resume should also be unique.
2. **Eliminate the "objective" paragraph** to give the recruiter more time on the body of your resume. (Plus, your objective is clear when you submit the application, so there is absolutely no need to waste precious seconds of the recruiter's time on wasteful words.)
3. **Limit your core competencies (areas of expertise or strengths) to four to six.** Emphasize strengths suitable for the responsibilities presented in the job description. Anything more, and you'll be perceived as a "Jack of all trades, master of none!"
4. **Highlight any education, or practical application of leading teams** that you successfully led or managed to success.
5. **Know your audience.** Use words that are understood in the private sector, business or targeted career field(s) and that you learned during the informational interviews.
6. **Your resume should not look like an efficiency report or an awards citation.** Rather than listing previous duties and responsibilities, highlight qualitative outcomes and accomplishments – show how you added value to your organization.
7. **Never allow the recruiter to assume what skills you acquired through your experiences;** clearly state them.
8. **Write straightforward, active statements that showcase your relevant skills and experiences** aligned with the expectations presented in the job description.
9. **Don't oversell your abilities.** Just because you worked on a high-level staff does not mean you are an executive leader.
10. **Do include specific and relevant leadership and management experiences,** especially if you are applying for a leadership or management role.
11. **Other than job titles, remove military references** – ranks, organization names, titles, military school names, equipment titles, military jargon, exercise titles or names, etc.
12. **Highlight your risk management experiences** and concentration on safety, emphasizing compliance, including environmental compliance.
13. **Mention teamwork, cooperation and collaboration** – highlight the soft skills the business will most assuredly be looking for, including problem solving and analytical skills.
14. **Be concise.** Easy-to-read resumes get read. Reduce the amount of text on the page.
15. **Never use "I."**

Though this list is not all encompassing, it was gathered from the experiences of one military recruiter, and verified by numerous hiring managers and recruiters.

SPEAK THEIR LANGUAGE

A resume is your chance to highlight your relevant strengths and accomplishments. Use the following examples and helpful tips to define your skills in terms a civilian recruiter will understand.

Weak: Hold a top-secret security clearance.

Stronger: Integrity, trustworthiness and ability to manage information resulted in being given greater responsibilities, authority and access to sensitive data.

Weak: Prepared and disseminated daily activity reports to higher command.

Stronger: Enabled senior management to make timely decisions by increasing their awareness of the organization's overall performance by collecting relevant information, then drafting succinct reports.

Weak: Commendation Medal awarded by Major General _____, Commander of _____.

Stronger: Commended by the leadership team for enhancing operations and increasing the team's efficiency while performing under pressure, and by meeting the needs of every customer through personal diligence.

Weak: Maintains accounting system associated with supply management.

Stronger: Enhanced management of critical supply chains by ensuring the continuous flow of essential information through successful operation and maintenance of an enterprise-wide information technology system.

Weak: Successfully planned current and future military training exercises for an organization in excess of 1,000 personnel.

Stronger: Expert in analyzing operations and individual performance to identify organizational and individual training needs. Developed multiple training plans and inspections, which improved and sustained the team's effectiveness.

Weak: Named "Best Leader" in a Company of 150 personnel during a live-fire training exercise resulting in the second highest score in a unit of more than 1,000 personnel.

Stronger: Critical thinking skills, risk management and safety program experience and superb leadership led to being designated as a top leader in the organization.

Weak: Supervises or performs duties involving request, receipt, storage, issue, accountability and preservation of expendable supplies and equipment.

Stronger: Improved the efficiency of several supply chains servicing multiple customers by identifying their needs and establishing priorities of effort. (You could also be more specific by quantifying how many units or customers you served.)

LEAD VS MANAGE

You "lead" people but you "manage" processes.

- Use "lead" or "led" when pertaining to people.
- Use "manage" or "managed" when referring to processes or programs.

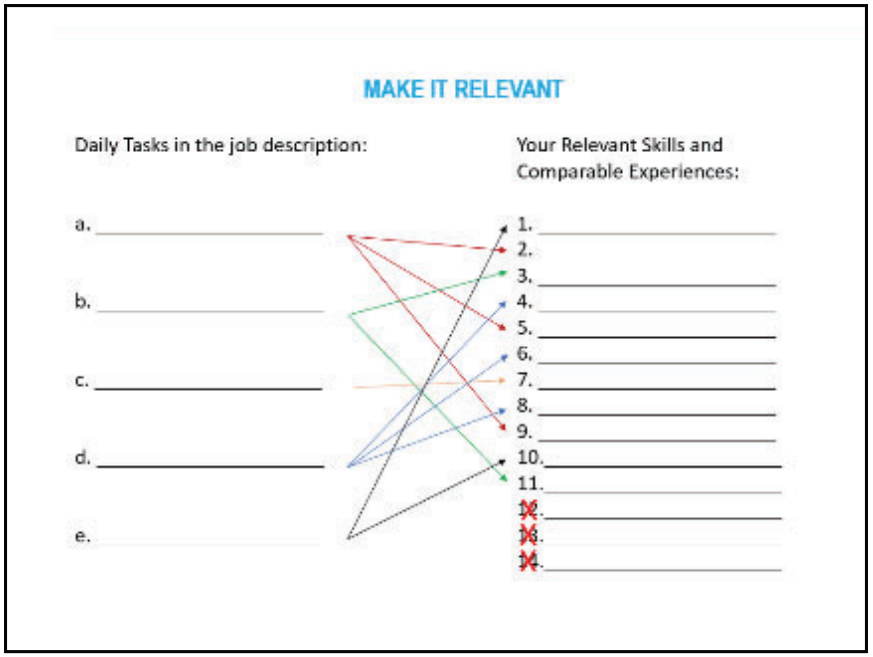
MAKE IT RELEVANT

Want your resume to reach the hiring manager? Customize it – for every role for which you apply. Then, double-check that your details are relevant to the job description using this easy exercise.

1. Make a photocopy of the worksheet to the right, or simply make your own version using a blank sheet of paper or spreadsheet.
2. On the left, list the specified, implied and essential daily tasks from your job description analysis. (Learn how to analyze a job description in the "Using the Job Description to Your Advantage" section in this guide.)
3. On the right side of the worksheet, list the experiences, skills and certifications you will detail in your resume.
4. Connect the daily tasks on the left to your qualifications and experiences listed on the right.
5. If something in the right list doesn't connect back to items on the left, you should probably remove it from your resume.
   Exceptions: Retain quality comments that can quantify the value you created in leadership, management, or risk management.

TAKEAWAY

- On a solid resume, the job's daily tasks on the left will connect to a skill or experience you've listed on the right. Remember that these skills and experiences came directly from your resume. If they don't match up, you might not be qualified for the job.
- There should be little or nothing in your resume that doesn't have a line going back to the List derived from your job description analysis. This ensures that you don't conceal your relevant strengths with a lot of unnecessary verbiage.



MAKE IT RELEVANT

Daily Task in the job description:

A. _____

B. _____

C. _____

D. _____

E. _____

F. _____

G. _____

Your Relevant Skills and Comparable Experiences

1. _____

2. _____

3. _____

4. _____

5. _____

6. _____

7. _____

8. _____

9. _____

10. _____

11. _____

12. _____

13. _____

14. _____



JOSH

U.S. Air Force, 22 years

TRANSLATE YOUR MILITARY SKILLS

Swap military jargon with universally understood words using this easy tool.



MILITARY	CIVILIAN BUSINESS
Commander	Director or Senior Manager
Executive Officer	Deputy Director
Field Grade Officer	Manager
Company Grade Officer	Operations Manager or Section Manager
Watch Captain	Supervisor
Warrant Officer	Technical Specialist or Department Manager
Action Officer	Senior Analyst
Senior NCO (Enlisted)	First-Line Supervisor
Branch or Division Chief	Executive or Manager
First Sergeant / Senior Enlisted Leader	Personnel Manager
Sergeant Major	Senior Advisor
Chief Master Sergeant	Senior Advisor
Commander	Director, Senior Manager, President
Executive Officer (XO)	Deputy Director, Assistant
Chief	Principal
Squad Leader / Lead Petty Officer	Team Leader
Enlisted or Assistant Crew Member	Assembler, specialist, team member, technician
Supply Sergeant /Logistics Specialist / Materiel Manager	Supply Manager or Logistics Manager
Operations NCO	Operations Supervisor / Operations Leader
NCOIC	Manager or Coordinator
Platoon Sergeant	Supervisor, instructor, trainer
Medic	Paramedic
Radio Operator	Communications Technician
Seabee	Construction Worker
Infantry	Security-Force
AI or ASI	Additionally Skilled In
Combat / War	Conflict / Hazardous conditions
Combat Arms	Security-Force

MILITARY	CIVILIAN BUSINESS
Company or squadron or wing	Company, department, or section
Medal	Award or commendation
Military personnel office	Human Resources
Mission	Task/function/objective
Operation	Continuous Operations
Military occupation specialty (MOS) / Specialty Code / Rating (AFRC)	Career Specialty or career field
Squad or platoon or flight	Team or section
Reconnaissance or ISR	Data collection and analysis
Regulations	Policy or Guidelines
Security clearance	Integrity and Ability to manage sensitive information
Service members	Employees
Subordinates	Direct Reports or Employees
Deployed	Temporarily assigned, traveled
TAD or TDY	Business Trip
PCS	Relocation
NCO Academy	Leadership or Management Training
OER / NCOER	Performance rating or Evaluation
Soldiers / Marines / Sailors / Airmen	Personnel, staff, employees, individuals, people
Uniform Code of Military Justice	Legal Action
ANCOC / BNCOC / PLDC	Advanced leadership development course
Officers Career Courses	Training Courses, Career Development Training
Battalion	Unit, organization, agency, team
Headquarters	Corporate offices
After Action Review	Performance Review, Debrief, Postmortem
Chain of Command	Organizational hierarchy
Commanded	Supervised or Directed
Field Exercises (FTX)	Training, Operations training

FAILED RESUME WRITING STRATEGIES

Recruiters routinely reject military community resumes primarily due to their irrelevance to the job description.

- Last year, more than 30% of military community applicants had their applications rejected because of their poorly aligned resumes; they were not customized to the job description.
- Rejected applicants often presented resumes that highlighted superb skills and experiences, but which had nothing to do with the skills and experiences presented in the job description.
- Rejected applicants often presented resumes that were full of military terms, titles, references, nomenclature, etc.
- Including quantitative data can be a difference-maker, but this is a common shortfall for military community resumes noted by recruiters because the military applicant tends to quantify information related to the task instead of quantifying the outcomes or accomplishments.

FOUR FAILING STRATEGIES

1. Providing something resembling more of a curriculum vitae – a comprehensive listing of one's entire professional experiences regardless of the desired skills and experiences presented in the Job Description.

2. Attempting to describe complexity by quantifying information related to the task instead of quantifying information related to the results or accomplishments.

3. Cutting/pasting accomplishments directly from military efficiency reports and award citations.

4. Including military terms, titles and references that turn the file into a "classified" document intended only for military audiences with a "need to know.".

WHAT TO AVOID

- One-size-fits-all approach – every Job Description is different; therefore, every resume is different.
- Listing "tasks" you were assigned or "responsibilities" in your previous jobs even when not relevant to the job.
- Copying expectations verbatim from the job description.
- Excluding how you added value – to every bullet.
- Including irrelevant experiences that have nothing to do with the job description.
- Quantifying your responsibilities instead of your outcomes and accomplishments.
- Forgetting to proofread.
- Creating an inappropriate file name for your resume

HOW TO PRESENT MILITARY DATA

Military members often quantify the wrong things. They often present military data to address size, scale and complexity of the challenge.

- Size of units and numbers of soldiers in a military organization does NOT equate to numbers of direct reports. E.g. a Platoon leader has 3 direct reports -- not 30. But military community resumes often present “led a platoon of 30.”
- Size of or dollar amounts of military budgets is not relatable to the private sector. Most private sector companies do not manage budgets as in the military; instead, they intend to MAKE a profit.
- Value of assigned military equipment is not comparable to the private sector. Most companies focus more on the ability to maintain equipment to enhance continuous operations.

Business leaders don’t understand the relevance of what military community applicants quantify.

- Business leaders often misunderstand the data because the information is not relevant to the business world.
- Business leaders often cannot appreciate how this data relates to their needs or to their team’s objective.

  – Remember 94% of the American population never served in the Armed Forces.

The value you created with an accomplishment is more important to business leaders.

- Business leaders want to know what value you created and see its relevance to job description responsibilities.
- They prefer to learn about the “so-what” of your outcomes and accomplishments.
- They want to know how your actions contributed to the success of the organization.
- More importantly, they want to know how you will add value to their team/company.

Recruiters and hiring managers will spend much less than 30 seconds on your resume.

- Numerous studies reveal that businesses will spend less than 30 seconds on a resume.
- It’s preferable to present information that quantifies the value created instead of focusing on quantitative data explaining the size, scale and complexity of the challenge.

It is important to realize that recruiters and hiring managers are not only investing money and resources when they select you to join their team. They are also putting their reputation on the line.

It is recommended that your resume is not focused on yourself or what you did in the past which you think defines you; instead, make it about the employer’s needs.