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JULY + AUGUST 2014 VOLUME VII ■ ISSUE 4

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Search & Employ* magazine is published by RecruitMilitary,
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A note from Peter

EXACTLY A YEAR AGO in this column, I introduced myself as CEO and president of RecruitMilitary. I said that I relished the opportunity to grow this company as we seek even more opportunities to connect superior military-experienced talent with leading companies. And grown we have. For example:

- In the past year, the number of registrants in our database of job candidates who have military backgrounds – at www.recruitmilitary.com – has expanded by one-third.
 - To our readers who are veterans but have not registered, let me say this: Corporate recruiters are constantly searching the database, registration is free, and the process does not take long.
 - We increased the number of All Veteran Career Fairs that we produce from coast to coast from 67 in 2013 to 75 in 2014; and we will produce more than 100 events in 2015.
 - The magazine that you are reading is the largest issue we have ever published.
- All of this growth means more connections, more job opportunities, for veterans.

IN THIS ISSUE

As a Marine field artillery officer, we often distilled our mission to the phrase “shoot, move and communicate.” The shooting part finds less application in the civilian world; a civilian version might be cast as “make, move, and communicate,” for those are the verbs upon which our global economy runs.

Veterans lead the way wherever companies need to make and move physical goods or information. Understanding process and operations is instinctive for high-quality veterans, and smart companies know this. It is no leap of faith at all for a company to grasp the very intangible skills that military-experienced candidates will bring to the party.

Articles in this issue's two editorial packages – Manufacturing and Transportation/Logistics – tell the stories of veterans who have found success as employees of companies that make and move goods. As you read these articles, I think you will recognize that the basic characteristics that led to their success – including leadership, initiative, self-discipline, and a great work ethic – can bring success in other fields as well.

VETERAN HIRING LEADERS

In other news, employer and candidate readers will have a new series in this magazine to enjoy, starting with the next issue. We decided at RecruitMilitary that we need to do more to celebrate the success of certain veteran hiring leaders in our communities. So we have created a series of special sections in *Search & Employ** to highlight veteran hiring leaders who make a difference.

This is not an exercise in vanity or flattery. On the contrary, we seek to draw attention to those individuals who get beyond “Rose Garden Recruiting” target announcements, and really accomplish the frontline work of making sure that America's leading companies take advantage of the opportunity to hire high-quality veteran talent. In the first issue of this series, we will look at large company leaders, and in subsequent issues we will look at smaller company leaders and educators.

I hope you will look forward to this coming series even as you devour this month's *Search & Employ**.

All the best,
Peter A. Gudmundsson
CEO and president, RecruitMilitary
peter@recruitmilitary.com

ABOUT RECRUITMILITARY

RecruitMilitary, the publisher of *Search & Employ*®, is a full-service military-to-civilian recruitment firm that connects job seekers who have military backgrounds with employers, franchisors, and educational institutions.

Our hiring services are free to men and women of all ranks/rates and all branches of the service who are transitioning from active duty to civilian life, veterans who already have civilian work experience, members of the National Guard and reserves, and military spouses and other family members.

In addition to publishing *Search & Employ*®, we produce Veteran Opportunity Expos throughout the United States, operate a job board and a database of more than 690,000 registered job seekers at www.recruitmilitary.com, email a monthly jobs newsletter called The VetTen, maintain a website that carries links to employers' sites and careers pages, and conduct direct recruiting with our own staff of recruiters.

All of RecruitMilitary's officers and most of our other employees have served in the armed forces. RecruitMilitary was founded in 1998 by Drew Myers, formerly a captain in the United States Marine Corps.

In 2011, RecruitMilitary received the First Annual Lee Anderson Small Business Veteran and Military Spouse Employment Award from the U.S. Chamber of Commerce Foundation's Hiring our Heroes program. The program recognized RecruitMilitary as a specific business that has "gone above and beyond to honor the sacrifices our military families make in their service to our nation."

In 2012, RecruitMilitary received the first annual One More Way Award from The Sierra Group Foundation. The foundation established the award to recognize people or companies whose support results in awareness of, and job opportunities for people with disabilities. The Sierra Group Foundation (www.thesierragroup.com/foundation.htm) is a non-profit organization whose mission is "to drive up employment for people with disabilities, including veterans."

In 2013, RecruitMilitary's website won a User's Choice Award from Weddle's (www.weddles.com), a publisher of guides and directories that focus on the employment-related area of the Internet. The awards are a result of a year-long annual survey conducted by Weddle's to recognize "the elite of the online employment industry." The judges are recruiters and job seekers who have used the sites.

In 2013, RecruitMilitary was a finalist for the Capital One Award for Small Business Veteran and Military Spouse Employment – an award bestowed by the U.S. Chamber of Commerce Foundation's Hiring Our Heroes program.

In 2014, RecruitMilitary's website again won a User's Choice Award from Weddle's.

In 2014, Mashable named RecruitMilitary to the "Sweet Sixteen" in its Most Social Small Business Contest. Mashable (<http://mashable.com>) is an independent online news site dedicated to covering digital culture, social media, and technology. Mashable vetted all entrants by dissecting their social presences, consumer engagement, short responses, company size, and revenue numbers.

RecruitMilitary is a member of the International Association of Employment Web Sites, and is accredited by the Better Business Bureau. Company headquarters are in Loveland, Ohio (Greater Cincinnati).



OPPORTUNITIES in MANUFACTURING

Still Huge in the U.S. – and GROWING

IF THE WORD "MANUFACTURING" makes you think of giant factories full of grimy, noisy machines tended by multitudes of workers in overalls and hard hats, you need to update your thinking. Yes, there are still some plants like that in the United States, but they are becoming rarer and rarer as technology and specialized training take over the factory floor. There are fewer workers on the floor these days, and the factories of tomorrow will have even fewer.

But manufacturing jobs are not vanishing – they are just changing. Opportunities are increasing in support occupations – marketing, information technology, delivery, etc. Educational requirements are changing as well. It will take at least a two-year degree – and probably soon, a four-year degree – to work on tomorrow's high-tech factory floors. As a result, salaries will be higher.

What is behind all this change? The continuing challenge for manufacturing companies to create processes and equipment to help them produce goods more efficiently than their competitors.

Despite this change – or perhaps because of it – 9 percent of all jobs in the United States are tied to manufacturing, according to the National Association of Manufacturers (NAM). Even more impressive: Manufacturing represents 67 percent of private-sector research and development (R&D) spending as well as 30 percent of the country's productivity growth.

In 2013, manufacturers contributed \$2.08 trillion to the economy, up from \$2.03 trillion in 2012. This was 12.5 percent of GDP, according to the NAM. For every \$1 spent in manufacturing, another \$1.32 is added to the economy, the highest multiplier effect of any economic sector. Taken alone, manufacturing in the United States would be the eighth-largest economy in the world.

And we should continue to be in great

shape, at least in the near future. Since the recession, U.S. manufacturing growth has outpaced that of other advanced nations. Over the last four years, more than 650,000 manufacturing jobs have been created in our country. One contributing factor is energy – U.S. manufacturing companies continue to have access to cheaper energy than those overseas.

Manufacturing jobs usually pay well and provide good benefits, as shown in a report released in May 2012 by the Economic and Statistics Administration (ESA), a part of the U.S. Department of Commerce. The report, *The Benefits of Manufacturing Jobs*, said that, on average, hourly wages and salaries for manufacturing jobs are \$29.75 an hour, compared with \$27.47 an hour for non-manufacturing jobs. Total hourly compensation, which includes employer-provided benefits, is \$38.27 for workers in manufacturing jobs and \$32.84 for workers in non-manufacturing jobs. That report has not been updated yet, but the NAM said that in 2013, the average manufacturing worker in the United States earned \$77,505 annually, including pay and benefits. The average worker in all industries earned \$62,063.

In late 2013, the ESA analyzed the earnings of new hires relative to incumbent workers in both manufacturing and non-manufacturing. The agency found that new hires in the manufacturing sector earn more than new

hires in other industries and have done particularly well since the recession began. At the end of 2011, the manufacturing earnings premium for new hires stood at about 38 percent. Since the recession began, real average earnings for new hires in manufacturing grew 3.5 percent, while earnings of incumbents in manufacturing grew about 2.4 percent. Over the same time, real earnings for hires in other industries were flat, and earnings for incumbents in other industries declined.

Some Americans will be surprised by this good news; they have become accustomed to seeing manufacturing jobs go overseas. But in recent years, some key American manufacturers have either brought jobs back from Asia and Latin America or have decided not to export the jobs in the first place.

Manufacturers have discovered the value of bringing production closer to the point of sale, where their employees can engage more directly with customers and adapt quickly to changes in the market. Other factors include rising salaries in China; new labor, environmental, and safety regulations abroad; and the higher cost of energy required to ship products halfway around the world.

But the jobs that are returning will not look much like the jobs that left. The old assembly line is mostly gone. Manufacturing workers will need to be smarter and better trained to get the best jobs in the industry.

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The future for manufacturing careers is bright, and Ingersoll Rand is hiring. The company's greatest needs are in engineering, finance, procurement, and HVAC tech service. The company's talent needs fit well with many military occupations, including HVAC tech, operations, logistics and supply chain, engineering, and technical sales.

Ingersoll Rand has opportunities throughout the United States, so veterans can choose whether they want to return to their home of record, stay near a recent military duty station, or explore living somewhere new.

The core values of the military directly align with Ingersoll Rand's values — integrity, respect, teamwork, innovation, and courage. Ingersoll Rand is a good fit for veterans because:

- the company's leaders recognize the value that veterans can bring to the organization
- veterans have opportunities to thrive in many geographies and disciplines
- the company offers veteran networking, mentoring, and volunteer opportunities through its Veterans Employee Resource Group, which currently has more than 400 members
- the benefits package includes accommodations for reservists, flexible work options, and emergency back-up care

In 2011, Ingersoll Rand established a centralized talent acquisition (recruiting) organization. This group conducts an internal training program called Boot Camp with human resources and recruiting colleagues.

The program provides information on how and where to recruit veterans, how to interpret a military resume, how the military branches are structured, how military culture works, and more. The program has enabled the recruiters to work more proactively to find military talent and to articulate better to the hiring department a veteran candidate's fit for a particular role.

● ● ●
JEREMY DEGNAN / TALENT RECRUITER

Jeremy Degnan, a veteran of the United States Army, began his corporate career as a project manager in Ingersoll Rand's global program management organization, supporting multiple business streams on strategic initiatives and projects. After spending a year and a half with this group, he became aware of an opportunity in the company's talent acquisition department. The opportunity involved the support of technician hiring in the newly established Sales and Service Center of Excellence.

"I felt this opportunity evaluating talent and assisting with the company's veteran hiring initiatives, given my previous experience managing teams in the Army's technician career field, would make it a great fit," Degnan said.

He now recruits technicians up and down the East Coast. "My current role entails recruiting HVAC field technicians and controls technicians to support our Trane Commercial HVAC," he said, "as well as recruiting compressed air technicians for our compressed air business all along the Eastern Seaboard from New England to Florida."

Degnan held several jobs during his six years in the Army. "I earned my commission as a second lieutenant in the Ordnance Corps at North Carolina State University, and was assigned to the First Cavalry Division out of Fort Hood," he said. "My first responsibility was as a maintenance platoon leader leading 110 soldiers."

His duties quickly grew. "Following that, I assumed responsibility of the support platoon, with responsibilities for fueling and transporting a 900-soldier battalion," Degnan said. "While serving as the support platoon leader, our unit deployed

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JEREMY DEGNAN



WARREN W. MICHELSEN

to Camp Taji, Iraq, where we were responsible for the heavy task of route clearance. This involved identifying and clearing improvised explosive devices (IED's), and supporting five patrol bases with our standard fueling and transportation missions. My unit was extended to a 15-month deployment in April of 2007."

Degnan was also promoted. "In October of 2007, I assumed the role of executive officer for my company," he said. "Upon returning home from the deployment, I was named company commander of a 223-soldier company — the largest company in the First Cavalry Division at the time — as a first lieutenant. I only held this job for a short time, before receiving orders to attend the Logistics Captains Careers Course in Fort Lee. During this time, I was promoted to captain."

He then went back to Iraq. "While at the Captains Career Course, I received orders to join a military transition team," he said. "As a member of this 10-person team, we deployed to Baghdad to support the training of Iraqi police. Upon graduation from the Captains Career Course, I moved to Fort Riley, joining the 10-person team assigned to the 1st Infantry Division. We trained as a team for 90 days prior to deploying to Iraq in 2009. It was during my second deployment that I decided to transition out of the Army. Upon returning home in 2010, I was honorably discharged."

He credits his military experience for his success in the civilian sector. "The intangibles developed throughout the course of a military career are irreplaceable," he said. "For me, it began with ROTC at NC State. I was trained very early in my career to problem-solve, manage people and emotions while focusing on the task at hand in incredibly stressful environments — all while working cross-functionally as part of a team to complete the mission. All of these skills facilitated a smooth transition to the civilian work force, where I continue to use them."

● ● ●
WARREN W. MICHELSEN / DISTRICT GENERAL MANAGER

Warren W. Michelsen, a veteran of the United States Air Force, is general manager of Trane's Northwest-Hawaii District. He graduated from Virginia Military Institute with a bachelor of science degree in mechanical engineering in 1987. He was commissioned in the Air Force, and served for four years as an aircraft maintenance officer with the 92nd Bombardment Wing in Spokane. After attaining the rank of captain, he joined Trane in 1992 and attended its Graduate Training Program.

"Following graduation from Trane's Early Talent Technical Sales Program, I took the role of marketing engineer in Trane's Lexington, Kentucky, facility," he said. "I was soon promoted to the west territory regional sales engineer responsible for the sales of commercial air handlers. In 1995, I moved to Trane's Pueblo, Colorado, location as a marketing engineer responsible for supporting sales of rotary-screw chillers. And a year later, I was promoted to national operations manager responsible for the Trane Rental Services business — and, later, product manager."

"In 1999, I was promoted to equipment sales manager at the Arizona commercial sales office; and six years later, I became the sales director of the west region responsible for equipment and controls sales. In 2007, I became the Albuquerque/El Paso area manager responsible for transitioning the franchise office to company-owned. The following year, I was promoted to district general manager of the Northwest-Hawaii district."

Michelsen is responsible for leading 175 associates while managing a \$110 million-plus enterprise comprised of equipment sales and service as well as controls and energy contracting businesses. The district has offices in Anchorage, Honolulu; and Bellevue, Washington. Michelsen also supports five parts outlets in the three cities.

Michelsen's military experience included aircraft support. "After completing the Aircraft Maintenance Officers course, I was assigned to the Field Maintenance Squadron (FMS) of the 92nd Bombardment Wing, where I was responsible for managing various maintenance branches in support of the flight line maintenance teams. Following my FMS assignment, I was transferred to the Organizational Maintenance Squadron (OMS) responsible for supporting the flight maintenance required for the B-52 bomber and KC-135 tanker wings."

He said that his leadership roles really made a difference. "In all of my roles in the military, I was always a people leader responsible for leading and managing different maintenance teams with various missions," he said. "I worked with all ranks from airman to colonel on a daily basis, and became very comfortable communicating with people at every level."

"The military helped me develop my leadership skills, teaching me how to effectively manage diverse and large groups of people early in my career. As a lieutenant, the military allowed me to experiment with different leadership styles and helped me develop managerial maturity — which still helps me in my role at Ingersoll Rand."

"My military experience also prepared me to be flexible with my varied roles at Ingersoll Rand," said Michelsen. "My USAF and Ingersoll Rand assignments have taught me that leadership is about motivating, compelling, and engaging others to be responsible and accountable for the roles they are assigned so that managers can focus on managing the business. My job, as a leader, is to blend leadership and management together to drive incremental growth for the business, while at the

same time cultivating a positive and rewarding environment for my team."

Michelsen advises veterans who are seeking employment to focus on finding the right company and not worry about titles. "It is vital to find a company that values your experiences and has a culture where you can thrive," he said. "And you should not be afraid to take a role which you perceive as involving less responsibility than your military role. If it is a good fit, you can always be promoted through demonstrated performance in the future."

He said it is also crucial to leave some of the military culture behind. "While military protocol is good, in the corporate arena it is okay for you to speak up when things don't seem or feel right — as long as you follow corporate protocol," he said. "For example, in some situations, 'yes sir' and 'no sir' can be perceived as too formal and leave people with the impression that a person has not fully assimilated into the business world and is not ready for increased responsibility."

What about applying for a job at Ingersoll Rand? Michelsen said that a veteran needs to articulate how his or her military experience is relevant to that particular job. "For example, when I was applying for the Trane Rental Services national operations manager role, I drew a correlation between maintaining and preparing aircraft for their next mission with maintaining and preparing HVAC equipment for their next rental."

"It is up to the candidate to explain how their previous military roles can be relevant," said Michelsen. "If the candidate is applying for a leadership role, he or she should provide three to five key leadership and management examples that can be applied to the business world, such as year-over-year metric improvements and size/scope of leadership responsibility for each military role. After all, both military and civilian organizations have similar deadlines, personnel issues, accountability, budgets, and responsibility measures. Do not assume that the interviewers can translate your experiences to the role for which they are hiring. It is your responsibility to connect the dots."

● ● ●
JORDAN NOWLIN / TECH APPRENTICE

Jordan Nowlin, a veteran of the United States Marine Corps, is an HVAC field technician apprentice with Trane in Nashville. He shadows and learns from the other technicians to build his knowledge of the service work.

Nowlin joined the Marine Corps in May 2009. He served as an aircraft mechanic for three years, and was a mobile maintenance facility technician for two years. He was honorably discharged as a

corporal in November 2013, and joined Ingersoll Rand the next month.

While in the military, Nowlin took advantage of an education experience — and it is paying off now. "I had the opportunity to complete an HVAC course and obtain my HVAC certification," he said. "Both the course and certification were key pieces that set me up for success after my military service was over."

"I realized that I needed skills that would be easily transferrable once I was ready for civilian life, and am thankful I took advantage of these offerings. As far as regret, I wish I would have started school as soon as I had the opportunity instead of waiting to begin."

Nowlin encourages veterans to think through what they want to do after the military, and then obtain the necessary skills and education as soon as they can. "Research the necessary skills required for your desired job, and identify what degrees and/or certifications are needed to gain employment in that specific field," he said.

Being positive and professional will help a veteran find the right post-military career, according to Nowlin. "To get a job at a company like Ingersoll Rand, a positive attitude and a professional mindset and appearance are a must," he said. "The transition to the private sector can be tough, but having the correct skills and training will help make that transition easier and more rewarding."

Nowlin also encourages veterans to be patient and to expect there to be challenges when they begin job hunting. "My advice would be to have patience in yourself and the process, and to be confident in your abilities," he said. "Additionally, do not underestimate the challenges and differences of the civilian workforce versus those in the military. There are big differences between the environments of combat and corporate offices. For me, it is the little things that can be difficult to process — for example, language, rank and structure, and attitude. These subtle differences can be surprisingly difficult to adjust to, and it will take time to be comfortable. Put yourself in a position where you can leverage your personal and unique strengths. You will have a shorter learning curve and will feel like you are adding value to your company sooner."

Nowlin said that Ingersoll Rand understands that veterans have a lot to offer. "Keep a positive and professional approach in your daily work efforts, and it will enable you to build relationships," he said. "At Ingersoll Rand, we know the value a veteran can bring to the table, and we enjoy putting people in positions where we know they will succeed. Don't be shy or timid about reaching out to connect with people, and be confident that your skills will translate to a successful career." ♦



JORDAN NOWLIN



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AK Steel	www.aksteel.com/careers/career_opportunities.aspx
Ball Corporation	www.ball.com/careers/
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Beam Global Spirits & Wine, Inc.	www.beamglobal.com/careers/career-opportunities
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Brunswick Corporation	www.brunswick.com/careers
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EFJohnson Technologies	www.efjohnsontechnologies.com/about/careers
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Flaw Tech, Inc.	www.flawtech.com/
Georgia-Pacific LLC	www.gp.com/careers/index.html
Hillshire Brands	www.hillshirebrands.com/en/Careers.aspx
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JT Posey Company	www.posey.com/careers.aspx
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Kimberly Clark	www.careersatkc.com
Koch Industries, Inc.	www.kochcareers.com
Krauss Maffei Corporation	www.kraussmaffei.com/en/career.html
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L'Oreal Usa, Inc.	www.lorealusa.com/en_us/html/careers/welcome.aspx
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Mazak Corporation	https://www.mazakusa.com/about-mazak/careers/
McCormick & Company, Inc.	www.mccormickcorporation.com/Career-Center.aspx
Merck	www.merck.com/careers/home.html
Mettler-Toledo AutoChem, Inc.	http://us.mt.com/us/en/home/site_content/hr/career_start.html
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YOUR GUIDE TO INDUSTRIAL AND OCCUPATIONAL EMPLOYMENT STATISTICS

by LISA MILLER



VETERAN HIRING LEADERS strongly advise job seekers to do a lot of research before applying for employment. One aspect of job research is employer-specific – check employers' websites, search the Internet for comments on the employers, talk to people who work for them, etc.

Another aspect is field-specific. What is the employment situation in the field that interests you? What are the prospects for employment? Is the field growing? Is the pay good, and will it get better?

You can think of "the field" in either of two ways – as an occupation or as an industry. So, if someone says that he or she is interested in "a job in energy," that could mean (1) working in an energy-specific occupation such as a gas measurement analyst for the gas and oil company Chesapeake Energy, or (2) working in another kind of occupation for a company that is in the energy industry – for example, as a financial analyst for the oilfield services company Schlumberger.

In my view, most job seekers should research both the occupations and the industries that interest them. And when the research turns to statistics, job seekers need to understand how certain terms and numerical codes are used.

Search & Employ® cites occupational and industrial employment statistics compiled by the Bureau of Labor Statistics (BLS), a part of the United States Department of Labor. For occupational statistics, the BLS uses a system of names and numerical codes called the Standard Occupational Classification and Coding Structure (SOC). For industrial statistics, the BLS uses the North American Industry Classification System (NAICS).

OCCUPATIONS

The SOC lists 23 "major groups" of occupations. The major groups are divided into 97 "minor groups"; which, in turn, are divided into 461 "broad groups." The latter consist of 840 "detailed occupations." In the following discussion, I use transportation and material moving occupations as examples.

The groups and occupations have six-digit codes. The highest-level codes consist of two digits other than zero, followed by four zeroes. In the next level down, a non-zero digit replaces the first zero. This pattern continues, with successive digits other than zero representing successively narrower classifications.

■ **First two digits: major groups**, which include Transportation and Material Moving Occupations, SOC 53-0000.

■ **Third digit: minor groups**. SOC 53-0000 consists of seven minor groups: SOC 53-1000, Supervisors of Transportation and Material Moving Workers; SOC 53-2000, Air Transportation Workers; SOC 53-3000, Motor Vehicle Operators; SOC 53-4000, Rail Transportation Workers; SOC 53-5000, Water Transportation Workers; SOC 53-6000, Other Transportation Workers; and SOC 53-7000, Material Moving Workers.

■ **Fourth and fifth digits: broad groups**. SOC 53-3000 consists of five broad groups: SOC 53-3010, Ambulance Drivers and Attendants, Except Emergency Medical Technicians; SOC 53-3020, Bus Drivers; SOC 53-3030, Driver/Sales Workers and Truck Drivers; SOC 53-3040, Taxi Drivers and Chauffeurs; and SOC 53-3090, Miscellaneous Motor Vehicle Operators.

■ **Sixth digit: detailed occupations**. SOC 53-3030 consists of three detailed occupations: SOC 53-3031, Driver/Sales Workers; SOC 53-3032, Heavy and Tractor-Trailer Truck Drivers; and SOC 53-3033, Light Truck or Delivery Services Drivers.

PDF of SOC structure, prepared by the BLS: http://www.bls.gov/soc/soc_structure_2010.pdf

INDUSTRIES

NAICS is a 2- through 6-digit hierarchical classification system, offering five levels of detail. Each digit in the code is part of a series of progressively narrower categories, and the more digits in the code signify greater classification detail. The first two digits designate the economic sector, the third digit designates the subsector, the fourth digit designates the industry group, the fifth digit designates the NAICS industry, and the sixth digit designates the national industry. The 6-digit level allows for the three countries participating in NAICS – the United States, Canada, and Mexico – each to have country-specific detail.

In the discussion below, I use transportation and warehousing categories as examples.

■ The Transportation and Warehousing sector has NAICS codes 48 and 49. This sector consists of 11 subsectors: (1) NAICS 481, Air Transportation; (2) NAICS 482, Rail Transportation; (3) NAICS 483, Water Transportation; (4) NAICS 484, Truck Transportation; (5) NAICS 485, Transit and Ground Passenger Transportation; (6) NAICS 486, Pipeline Transportation; (7) NAICS 487, Scenic and Sightseeing Transportation; (8) NAICS 488, Support Activities for Transportation; (9) NAICS 491, Postal Service; (10) NAICS 492, Couriers and Messengers; and (11) NAICS 493, Warehousing and Storage.

■ The Truck Transportation subsector consists of two industry groups: (1) NAICS 4841, General Freight Trucking; and (2) NAICS 4842, Specialized Freight Trucking.

■ The General Freight Trucking industry group consists of two NAICS industries: (1) NAICS 48411, General Freight Trucking, Local; and (2) NAICS 48412, General Freight Trucking, Long-Distance.

■ That NAICS industry General Freight Trucking, Long-Distance, consists of two United States industries: (1) NAICS 484121, General Freight Trucking, Long-Distance, Truckload; and (2) 484122, General Freight Trucking, Long Distance, Less Than Truckload.

For a detailed list of NAICS categories and codes, visit the following site of the Bureau of the Census, a part of the U.S. Department of Commerce: www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2012

Lisa Miller is a national account executive at RecruitMilitary. Contact her at lmiller@recruitmilitary.com.



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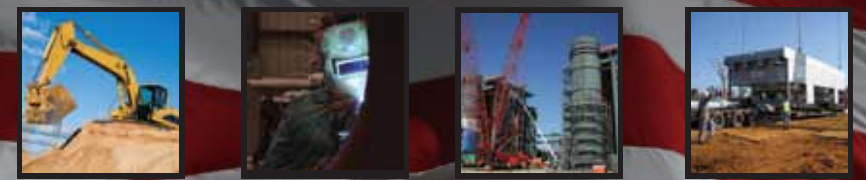
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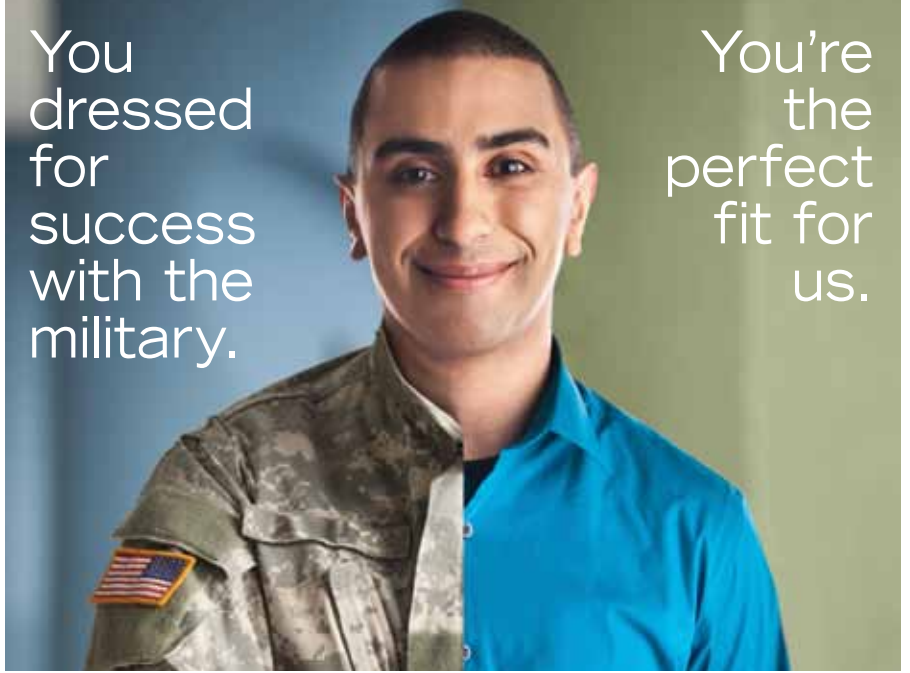
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EF JOHNSON is a 90-year-old land mobile radio (LMR) company that manufactures portable and mobile radios and their operating infrastructures. It is one of only three companies in the LMR industry that have developed a full line of systems built to Project 25 (P25) interoperability standards for digital radio communications – rather than integrating other firms' products. The company's corporate headquarters are in Irving, Texas, and it has satellite offices in Waseca, Minnesota, and Lincoln, Nebraska. Its parent company is JVCENWOOD Corporation, which is headquartered in Japan.

EF Johnson's customers include first responders in public safety and public service – in federal, state, and local government agencies, and in the military. The company's products are used throughout all of North America and Latin America, with military deployments expanding usage to Europe and Asia.

The company's primary human resources needs are in sales. And that is where veterans come in. Because one of company's customer segments is the military, veterans can closely identify with those customers' needs. Many veterans used EF Johnson's radios while serving in the military.

EF Johnson currently employs a number of veterans and will continue to reach out directly to them with employment opportunities. And the company does more for veterans: One of the organizations that EF-Johnson regularly supports is the Wounded Warrior program.

A Veteran Success ✦ BRUCE ROSS

Bruce Ross served in the United States Navy for 22 years, retiring as a chief operations specialist. He had a lot of duties, most of them centered on keeping things efficient.

"These varied as I went up in rank," he said, "but primarily all duties were associated with the efficient performance of the ship's combat information center and the command structure generally."

Ross is now a mechanical engineer with EF Johnson. He oversees the design and development of the mechanics of new radio products, and supports the Warranty and Customer Service group. He joined the company in 2004.

He has passed a lot of milestones with EF Johnson. "A couple that come to mind are the release of a new portable radio that has been very well received by first responders," he said, "and the reaching of a 10-year anniversary with the company."

Ross can point to the exact work he did in the military that helped him find civilian employment. "The work I did during ship refits," he said. "Discussing work space layouts and the equipment that was to go in helped me develop an interest in engineering."

He said that getting as much training as possible in the military is a key to success. "It is not possible to get too much training," he said. "Just about any training I received in the military can be applied in some form to civilian life."

Another key factor is mission orientation. "There is no direct rating skills tie-in from the Navy," he said. "But the dedication to a mission, the ability to see past the noise and get to the real issues has been a great tool set."

Teamwork also translates well into the civilian world – "the understanding that I am a member of a team, and that when that team is functioning properly that there is nothing we can't accomplish. Perseverance and forward-thinking have been of inestimable value to see projects through to completion."

When it comes to job hunting, Ross said that goal-setting and flexibility are keys to success. "Hold fast to your goals and objectives," he said. "Just as no mission ever goes entirely as planned, so it goes when looking for and getting career opportunities in the civilian world. Set your objective, and work the mission plan."

Veterans who want to work at EF Johnson should never give up that goal. "If working at EFJohnson is your objective, then stick with it," Ross said. "The company is a great place to work, with lots of good people and a real can-do attitude. We are developing good, quality radio equipment to support the first responders – and there is nothing better than helping these people who others depend on."



PHOTO CREDIT: MIKE WATSON / THINKSTOCK

LEADERSHIP AND CONFIDENCE
NESTLÉ PURINA PETCARE COMPANY
www.purina.com
www.nestlepurinacareers.com

NESTLÉ PURINA PETCARE COMPANY, based in St. Louis, is the nation's leading pet care company in U.S. sales, volume, and market share. As of December 2012, the company had achieved nine consecutive years of improved sales growth and profit, realizing more than \$7.8 billion in sales in 2012.

Community involvement and pet welfare are as important to the company as the 40 brands in its portfolio. Purina is also closely affiliated with public-service programs, including Pets for People, Purina Pro Plan Rally to Rescue, and the Purina ONE Shelter Pet Program. Through these programs, the company has distributed more than \$13 million worth of pet food and litter to help dogs and cats across the United States.

More than 7,000 full-time associates make up the Purina family in North America, 2,040 of whom reside in the St. Louis community. The company has factories and sales offices in cities across the country.

Nestlé Purina maintains a strong recruiting program for all career levels and in functional areas that include finance/accounting, audit, engineering, customer service/order man-



PHOTO CREDIT: GLOBAL P / THINKSTOCK

agement, marketing, sales, supply chain, and manufacturing.

Numerous veterans have transitioned from military assignments to lifelong careers at Purina – and have brought with them leadership skills, discipline, a strong work ethic, and a high level of maturity. Purina has partnered with various organizations to provide military members with interview training and resume-writing guidance. Some of its factory locations have utilized recruitment firms to help military members find careers within in the company.

A Veteran Success ✦ STEPHEN DEGNAN

Stephen Degnan, chief human resources officer at Nestlé Purina, spent four years on active duty and four years on inactive reserve in the United States Army, separating as a captain. He served as an ordnance officer in a forward maintenance unit, which was part of a Pershing II Nuclear Missile taskforce in southern Germany. Now, he celebrates more than 23 years and counting with Nestlé.

"My responsibilities include strategy and execution for a wide variety of activities such as labor relations, recruiting, organization development and training, and culture," Degnan said. "I joined Nestlé immediately after leaving the military, and obtained job roles in manufacturing and logistics prior to joining HR – across a number of locations in the U.S. My logistics and operating experience in the military was most directly applicable in manufacturing and logistics. However, the military taught me so many other great things about leadership and forming good habits that have stayed with me to this day."

Degnan advises military members to have confidence that they will be fine when they decide to leave the military, and to be prepared for a much bigger change than they expect. "I underestimated the difference between the culture of a civilian company and the Army as I departed," he said, "and I

missed the military much more than I thought I would. I think you bring a certain discipline and ability to ensure hardships and duress from the military. We now study something called 'learning agility' in the HR world. It has to do with the ability to turn hardships you endure into learning and wisdom. I think the military experience helps a great deal in that regard."

Veterans will appreciate the culture at Nestlé Purina, according to Degnan. "We are a strong, successful business with a long track record," he said. "We have a great culture built on values like integrity, passion, expertise, performance, and creativity – that veterans would be very familiar with."

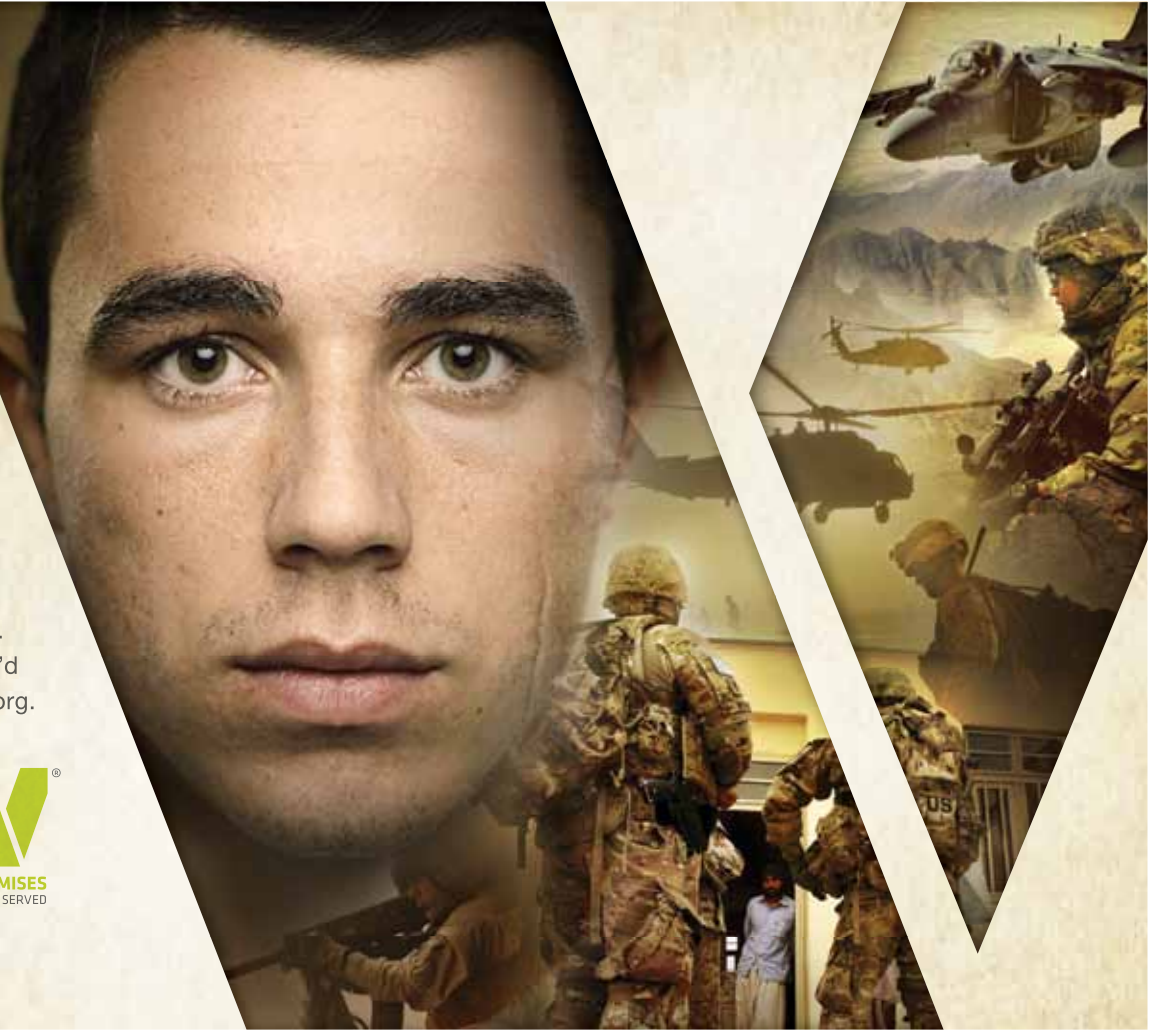
Degnan said that flexibility, research, and networking are keys to finding post-military careers. "Be patient. Have a plan. Take the time to become comfortable using social media to maneuver the job search. Take the time to translate your military career into terminology that civilians can understand when you draft a resume or a LinkedIn profile. The more flexible you are in terms of location, the more opportunities you will have. Research the companies you apply to, and be able to talk about why you want to work there. Network and read about the best ways to conduct a job search. Approach the problem like any other you solved on the job – with rigor and discipline – and you will find the answer."

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CAMARADERIE**
HORMEL FOODS CORPORATION
www.hormelfoods.com

HORMEL FOODS CORPORATION, based in Austin, Minnesota, is a multinational manufacturer and marketer of consumer-branded food and meat products. The company is a member of the Standard & Poor's (S&P) 500 Index, was named the 2013 Sustainable Supply Chain of the Year by *Refrigerated & Frozen Foods* magazine, and made the "The 100 Best Corporate Citizens" list of *Corporate Responsibility Magazine* six years in a row. Hormel Foods is an \$8.8 billion company with more than 19,800 employees.

The company actively partners with military recruitment organizations to hire qualified veterans, and it supports its veteran employees and their families. The company's employee resource groups (ERG's) include one for veterans, the Hormel Military Veterans Engagement Team (HMVET). Its mission is to recognize, appreciate, and support former and current military members and their families. HMVET helps those employees and their families as they integrate into the company culture, and it provides a platform for continued camaraderie throughout the employees' careers.

A Veteran Success ✨ **SCOTT C. HAYNES**

Scott C. Haynes served for four years as an armor crewman in the United States Army, and he has been a Hormel Foods employee for 23 years. He is currently corporate manager of human resources; he oversees recruitment, relocation, policy development, and implementation; and he coaches managers on all aspects of HR.

"As a production supervisor for Hormel Foods, I used the leadership and management skills I developed in the Army, along with the concepts and principles I learned in school," he said. "The education I received in the military has carried on throughout my career with Hormel Foods. My involvement in both organizations has taught me more, and prepared me for a successful career."

Working with people is something he has enjoyed at Hormel Foods. "By nature, HR is a service function helping others, and I have always found that aspect to be very rewarding," he said. "The thing that I enjoy the most is the people I've met around the company – from the great team I work with at our corporate headquarters to my friends in the plants and sales offices."

Haynes said that there are a lot of similarities between Hormel Foods

and the military. "Hormel Foods is filled with truly great people doing amazing work. I actually see many similarities between these connections and those in the military. Both focus on careers and reward tenure."

He recommends that veterans be patient when they start to look for post-military employment. He also said they should reach out to HR departments. "Being both a veteran and a hiring manager, I believe it's important for veterans to understand that transition is a process, and it takes time and effort to make the change," he said. "My advice is to listen, ask questions, then listen some more and reach out to HR – because they can help connect you with people who can answer your questions."



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BRUNSWICK CORPORATION manufactures recreational products, including bowling and billiards equipment, fitness equipment, recreational boats, and boat engines. The company is headquartered in Lake Forest, Illinois, and has locations in 30 countries on six continents – including business offices and manufacturing facilities throughout the United States. The company employs nearly 16,000 people globally, and has annual revenues of approximately \$4 billion.

Brunswick recognizes that veteran talent brings an exclusive and marketable set of skills such as leadership, dedication, and teamwork. The company currently employs twice as many veterans as the national average. Veterans can find opportunities in engineering, technical occupations, manufacturing, supply chain, information technology, business development, and other fields.

CONTINUED ON PAGE 18 →

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← CONTINUED FROM PAGE 16

A Veteran Success ✨ **MARCEA WEISS**

Marcea Weiss is the LSS (Lean Six Sigma) director at Brunswick. She served 10 years on active duty in the United States Army before separating as a major, and is now a warrant officer in the National Guard. Her main responsibilities in the military include leading teams to fix helicopters (UH-60 Blackhawk, AH-64 Apache, and OH-58 Scout), managing maintenance production, and test-flying aircraft after maintenance.

She also managed a 46-person team in Germany, maintaining aircraft systems for 67 helicopters worth \$600 million within the 1st Infantry Division (Big Red One). In addition, she led a 25-person team managing 250 aviation personnel in support of a 14,000-person mechanized infantry division in Germany. And as a member of the Army's World Class Athlete program, she trained and participated in national and international rowing competitions.

Weiss joined Brunswick in 2013. She leads a global team of Lean Six Sigma Black Belts and Master Blackbelts to promote change and continuous improvement in the eyes of the company's customers. She also leads the company and senior management team in identifying, prioritizing, and resourcing global LSS projects. In addition, she is charge of a central team of seven change managers who



ARMY VETERAN MARCEA WEISS.
PHOTO COURTESY OF BRUNSWICK CORPORATION

are tasked to deliver sustained improvement to critical manufacturing and transactional processes.

In the military, Weiss realized that she enjoyed being a leader. "I realized how much I enjoyed leading teams, working in a service environment where no two days are the same, and how important it is to me to be doing work that matters and has meaning," she said. "My experience leading teams was great and valuable to my employer. Once I figured

out who my 'customers' were in the military, I was able to build the connection and better communicate my military work experience to civilian employers. I also spent time on the Army's World Class Athlete program in rowing, training for the Olympics. This taught me about how athletic performance parallels with professional performance, the importance of applying myself every day, but understanding that results are not always linear."

Weiss realized that there were some things that she would have done differently when she transitioned from the military to the corporate world. "I wrote a book on the topic to make it easier for others who come after me: *Leaving the Military: Your Deployment Guide to Corporate America*," she said.

The military taught Weiss to look constantly for ways to improve. "Leadership is number one," she said. "I learned how to lead a team during tough, challenging times, to help them to set a goal and be disciplined in reaching it, to not get complacent, but always think about how we can improve, to develop my team to be challenged and to grow, and also to be ready to take my job one day."

Being exposed to a lot of different people in the military has also paid dividends in the corporate world. "I learned to like and respect people from all walks of life in the military," said Weiss. "This helps me daily with my work at Mercury/ Brunswick. Everyone has some-

thing to offer, and it is my job as a leader to draw this out and get them involved."

Brunswick definitely appreciates veterans. "We value your service," said Weiss. "We kicked off a military veteran affinity group last year, and a training program to help support our new veteran hires, to make them feel at home earlier in the on-boarding experience. We need good leaders and offer a growth path and upward mobility, which is important to most veterans. No one is hired into the military to do the same job forever. Veterans are always thinking about how to grow and advance their team. These are skills that are highly valued at Brunswick/ Mercury."

Weiss said that, when servicemembers and veterans are ready for civilian employment, preparation is important. "Prepare and network," she said. "Reach out to veterans within the organization. Find out about the work being done at the company. Think about how, or if, it is something that will connect with you – that you will enjoy."

As for finding a career at Brunswick, Weiss recommends that veterans learn how to translate their military experiences into civilian job qualifications. "Make the connection with how the work that you did in the military will be useful for you in your new role, based on the requirements outlined in the job description," she said. "Apply online and continue to network."



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TI is headquartered in Dallas, and has several other locations across the United States. Overseas sites include China, India, Germany, the Philippines, and Malaysia. The company often recruits for technicians and engineers, and has found that military experience equips employees with a commitment to excellence, dedication to their work, and leadership skills. TI uses RecruitMilitary as an element of its multi-pronged approach to reach veterans and active military.

A Veteran Success ★ **STEVE LYLE**
Steve Lyle, director of TI's Engineering Workforce Development and University Pro-



A TI EMPLOYEE WORKS IN A FABRICATION PLANT. PHOTO COURTESY OF TEXAS INSTRUMENTS

gram, served in the United States Army for 11 years. He separated as a major after earning a Bronze Star during the first Gulf War. As a tactical and strategic intelligence officer (35A), he commanded a forward POW camp as part of the 413th Civil Affairs unit attached to the 1st Cavalry Division. He also served as a squadron intelligence officer in the 3rd Armored Cavalry Regiment at Fort Bliss before his time in the Army Reserve. "All of the experiences and responsibilities I had in the military prepared me well for greater and greater levels of responsibility, how to deal with various levels of management, and how to navigate difficult situations," he said.

At TI, Lyle is responsible for worldwide university collaboration. He is also on the board of directors of the Texas Instruments Political Action Committee (PAC).



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He said that his military training has paid off at TI. "The managerial and leadership training and experience I received in the Army gave me the skills and confidence to build a rewarding career," he stated.

Lyle recommends that active duty service-members and veterans looking for careers focus on networking with the professional/business community and conducting research on the companies that interest them. "During my active-duty time in the military, I stayed connected to TI and several TI employees," he said. "I had been hired in as a college student, and then left TI after a year to go on military leave of absence. Staying connected was very important, and made a huge difference when I came off of active duty and went into the Reserve. When I returned to TI, it felt like I had never really left the company."

Lyle also said that veterans should be able to articulate how skills learned in the military translate to the civilian environment. "Be confident in how your skills and abilities translate into what an employer needs," he said. "Do your homework about various companies and what type of roles they offer. If necessary, take a few courses at a community college that might help you brush up on some things like business finance, accounting, business law, etc. Also, present yourself as a business person, not a military person. Learn quickly the language of business, as it

is somewhat different than the military."

Lyle holds degrees from Western Kentucky University in information technology and of-
fice administration. He is a graduate of the Human Resources Strategic Leadership course at the University of Michigan and the Strategic Negotiations course at Harvard University.

When Lyle reflects on being called back to active duty for the Gulf War, he tells the story of how TI never let him forget he was part of the company. His boss told him that no one would sit in his chair until he returned home from the war. To signify that, a teddy bear complete with army uniform and dog tags was placed in his chair. When Lyle returned to TI, the bear was still sitting there.

"That, and the countless cards, letters, and packages I received while in the Gulf from TI employees made a huge difference and allowed me to better focus on the job I had to do in the Gulf," he said. "I knew my company cared about me and was awaiting my return. Knowing that gave me strength." ♦



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by **JASEN WILLIAMS**



ENCOURAGE JOB SEEKERS to use this guide to learn about job opportunities in manufacturing. You can access each URL below through our *Search & Employ*® online PDF, which is an exact duplicate of the print magazine, and contains live links: <http://recruitmilitary.com/search-and-employ>.

The National Association of Manufacturers has a wealth of information at its site, www.nam.org. For information on job openings, you can access thousands of company websites via a list of more than 225 industry associations that are in that organization's Council of Manufacturing Associations. That list is linked to the associations' sites. Most of those sites contain links to the manufacturing companies that are members of the associations. And most of the company websites contain "jobs" or "careers" pages. To access the list of associations, start at www.nam.org, then navigate: Get Involved > Council of Manufacturing Associations > Council of Manufacturing Associations Member Sites.

The Bureau of Labor Statistics (BLS), a part of the United States Department of Labor, has published projections on employment and output for the manufacturing sector of the economy for the years from 2012 through 2022; visit www.bls.gov/emp/ep_table_207.htm. That sector includes 21 subsectors: and, on an "Industries at a Glance" page for each subsector, the BLS describes the nature of the subsector; provides workforce statistics – employment and layoffs, extended mass layoffs, employment by occupation, projections, earnings, and earnings by occupation – presents data on work-related fatalities, injuries, and illnesses; provides industry-specific pricing information; and discusses workplace trends in terms of numbers of establishments and productivity. The subsectors and the URL's of their pages are:

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| 1. Food Manufacturing: | www.bls.gov/iag/tgs/iag311.htm |
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| 14. Primary Metal Manufacturing | www.bls.gov/iag/tgs/iag331.htm |
| 15. Fabricated Metal Product Manufacturing | www.bls.gov/iag/tgs/iag332.htm |
| 16. Machinery Manufacturing | www.bls.gov/iag/tgs/iag333.htm |
| 17. Computer and Electronic Product Manufacturing | www.bls.gov/iag/tgs/iag334.htm |
| 18. Electrical Equipment, Appliance, and Component Manufacturing | www.bls.gov/iag/tgs/iag335.htm |
| 19. Transportation Equipment Manufacturing | www.bls.gov/iag/tgs/iag336.htm |
| 20. Furniture and Related Product Manufacturing | www.bls.gov/iag/tgs/iag337.htm |
| 21. Miscellaneous Manufacturing | www.bls.gov/iag/tgs/iag339.htm |

Another BLS publication, the *Occupational Outlook Handbook, 2014-2015 Edition*, has chapters on production occupations. Each chapter covers the nature of the work, work environment, how to qualify for the occupation, pay, job outlook, and similar occupations. The URL's of the chapters include:

- www.bls.gov/ooh/production/assemblers-and-fabricators.htm
www.bls.gov/ooh/production/bakers.htm
www.bls.gov/ooh/production/food-and-tobacco-processing-workers.htm
www.bls.gov/ooh/production/machinists-and-tool-and-die-makers.htm
www.bls.gov/ooh/production/metal-and-plastic-machine-workers.htm
www.bls.gov/ooh/production/painting-and-coating-workers.htm
www.bls.gov/ooh/production/printing-workers.htm
www.bls.gov/ooh/production/quality-control-inspectors.htm
www.bls.gov/ooh/production/semiconductor-processors.htm
www.bls.gov/ooh/production/slaughters-and-meat-packers-and-meat-poultry-and-fish-cutters-and-trimmers.htm
www.bls.gov/ooh/production/welders-cutters-solderers-and-brazers.htm
www.bls.gov/ooh/production/woodworkers.htm

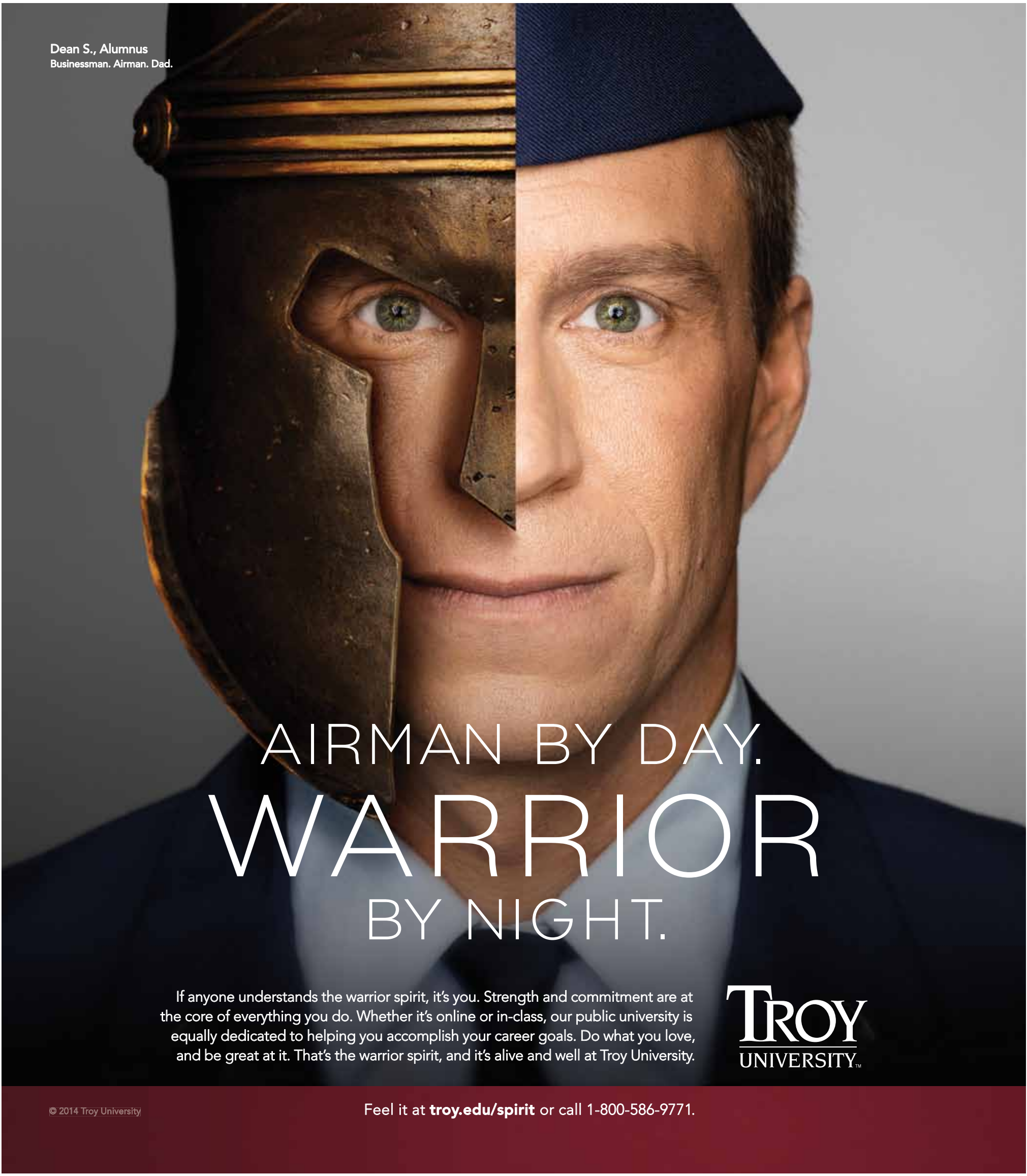
To learn about the issues, the major players, and the general buzz in manufacturing, I suggest that you read magazines on the subject. Several such publications are available both in print and online.

Advantage Business Media maintains the following manufacturing news sites:

- Food Manufacturing** www.foodmanufacturing.com/
Manufacturing Business Technology www.mbtmag.com/
Manufacturing.net www.manufacturing.net/
BNP Media publishes *Assembly Magazine* <http://www.assemblymag.com/>
and *Quality Magazine* <http://www.qualitymag.com/>
Crain Communications Inc., publishes *Plastics News* www.plasticsnews.com
FMA Communications, Inc., publishes *The Fabricator* www.thefabricator.com
Grand View Media Group publishes *Flow Control* <http://www.flowcontrolnetwork.com/>
Penton Media, Inc., publishes *Industry Week* www.industryweek.com/
Society of Manufacturing Engineers publishes *Manufacturing Engineering* www.sme.org/manufacturingengineering/
White Digital Media publishes *Manufacturing Digital* <http://www.manufacturingdigital.com/>


Jasen Williams is vice president of agency relations at RecruitMilitary and a veteran of the United States Marine Corps.

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H&E EQUIPMENT SERVICES, founded in 1961, services, rents, and sells heavy equipment – and distributes parts for the equipment. In 2012, H&E ranked eighth in *Rental Equipment Register* magazine's Top 100 Equipment Rental Companies in the United States. In March 2014, the company scored one of the highest rankings within its class in *Forbes* magazine's list of America's 100 Most Trustworthy Companies.

H&E is headquartered Baton Rouge, and has facilities in the Southeast, Southwest, Intermountain, Mid-Atlantic, and West Coast regions. H&E is an authorized dealer for brands that include Bobcat®, Doosan®, Gehl®, Genie®, Grove®, JLG®, Komatsu®, and Manitowoc®.

The company provides veterans with nationwide employment opportunities. Of the positions available at H&E, the most predominant are heavy equipment mechanic, salesperson, and CDL driver.

A VETERAN SUCCESS ■ SANTOS GARCIA

In November 2004, Santos Garcia retired from the Air Force Reserve – as a member of the 433rd Airlift Wing in San Antonio. He had served for 33 years. During that time, he

worked as a pile support system mechanic for the Civil Service and an aerospace ground equipment mechanic for the Air Force Reserve. He was deployed for Operation Desert Storm, Operation Enduring Freedom, and Operation Iraqi Freedom.

After retirement, Garcia wanted to get back to industrial work. He hoped to use his military training to find a job he enjoyed, and which would enable him to continue his education. "I stayed home for a week and a half, and told myself no, this is not for me," he said. "With new types of heavy equipment being made, there was always something new to learn, and that inspired me to go to H&E."

In December 2004, Garcia became an H&E employee, working in San Antonio as a Level III Technician. He services a variety of equipment, including excavators, boom lifts, scissor lifts, and dirt compactors.

"Santos is a wonderful part of our team here in San Antonio," said Ed Allan, branch manager. "His positive attitude, strong work ethic, and ability to share his knowledge with co-workers make us wish we could clone him."

When asked if he had any advice for military personnel transitioning to civilian life, Garcia said, "They should use the same attitude they had while in the military toward their activities within the civilian field. It would not only help to better themselves, but help them to better their community." ♦

HANDS-ON LEARNING

**THOMPSON & JOHNSON
EQUIPMENT CO., INC.**

● www.thompsonandjohnson.com

Founded by Lawrence Thompson and George Johnson in 1954, this second generation, family-owned company serves the material handling industry with Toyota, Crown, and Clark forklifts; Hawker industrial batteries and chargers; and Advance sweepers and scrubbers. It also provides Bobcat products for customers engaged in agriculture, equipment rental, and construction.

By the 1970's, the company was operating out of a 19,000-square-foot facility on 10 acres of land in East Syracuse, New York. Today, the main facility stands at 45,000 square feet, with a 12,000-square-foot warehouse. In addition, the company has branches in Elmira, Binghamton, and Albany, New York, expanding its reach into eastern New York, western Vermont and Massachusetts, and northeastern Pennsylvania. The company has 126 employees; their average tenure is 12 years.

Thompson & Johnson has more than 1,000 customers, primarily in warehousing, distribution, and manufacturing. The company is approaching \$40 million in annual revenue.

The company recognizes the importance of military service: Employees on military leave retain and accrue company-sponsored ben-



PHOTO CREDIT: THINKSTOCK

efits and are allowed to continue participation in the medical insurance plan.

A VETERAN SUCCESS ■ ROGER LACEY

Roger Lacey served three years in the United States Army as a mechanic-tank retriever, separating as a specialist. He joined Thompson & Johnson Equipment Co. in 1977. He works as a shop mechanic, repairing material handling equipment. Lacey credits the training on diesel engines he got in the Army for helping him land his job and being successful.

He also said that his military training helped him back when he was searching for a post-military job. He enjoys working for the company for many reasons, including the fact that it respects those who have served. "Thompson & Johnson Equipment Co. honors all veterans respectfully by giving Veterans Day off with pay," he said.

As for those with military experience who are looking for post-military careers, Lacey encourages them to keep all options open – and to keep an eye on the real world. "Use more hands-on learning instead of book smarts," he said. ♦

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MALIN Integrated Handling Solutions & Design provides material handling equipment, systems, and servicing. The company is headquartered in Addison, Texas, and has service centers in Addison, Fort Worth, Houston, San Antonio, El Paso, and McAllen, Texas; and in New Orleans.

The company has grown rapidly over the past 40 years, and is part of a multi-billion dollar organization that regionally employs more than 450 people. Malin offers opportunities in sales, equipment servicing, facilities maintenance, shipping and receiving, and professional support positions.

One of Malin's current goals is to ramp up staffing to keep up with the company's rapid growth. Malin attends military recruiting events, and considers veterans to be very strong candidates, particularly for technical positions.

The company employs many veterans, and values their technical skills, professionalism, leadership skills, and teamwork. Malin believes that these qualities are a direct result of the amount and type of training that they received in the military.

A VETERAN SUCCESS ■ JARED RYCKMAN

Jared Ryckman served in the United States

Army for four years before separating as a specialist. As a generator technician, his primary responsibilities were to ensure uninterrupted power to critical equipment and to maintain system operations during field exercises.

At Malin, he is a CAD (computer-aided design) specialist. He designs and drafts rack and conveyor layouts for distribution centers.

Ryckman joined Malin in March 2011. He began as a field service technician, then went to work on-site at the Addison facility. There, he worked in maintenance, as a shop technician, and in warehouse operations. The company's HR department had noted that Ryckman held a degree in CAD. So, when a position in that area opened up, Malin promoted him to CAD designer.

"After the military, I got my first civilian job which was directly related to my military job, so that made the transition definitely easier," Ryckman said. "My advice to anyone in the military is to take advantage of the GI Bill and go to school immediately following your discharge to help your civilian life in the future. While my military training and technical skills certainly helped me get the position I was initially hired for at Malin, my skills as a draftsman were obtained through school."

He understands that what he learned in the Army has helped in the civilian workplace. "The Army taught me the need for discipline and attention to detail, and how to respect others," he said.



ABOVE / TECHNICIANS PREPARING A NEW FORK LIFT FOR CUSTOMER DELIVERY. RIGHT / ELECTRONIC TECHNICIAN TESTING ELECTRONIC SYSTEMS OF LIFT TRUCKS. PHOTO COURTESY OF MALIN



Malin appreciates what veterans bring to the table, according to Ryckman. "I believe Malin is a good place for veterans because it is a company that offers many avenues and job roles for a variety of skill sets — and Malin values a professional attitude," he said.

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THREE CAREER TRACKS

SUNDEK DECORATIVE CONCRETE

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SUNDEK manufactures, markets, distributes, and installs decorative concrete overlay materials. Each year, the company installs more than 18 million square feet of commercial and residential coatings. Sundek was founded in 1970 by three brothers in Southern California. It now has more than 40 dealerships, and operates in 19 states as well as Central and South America. Company headquarters are in Arlington, Texas. The company offers entrepreneurial opportunities – dealerships with exclusive territories – as well as opportunities working for dealers, and jobs at company headquarters.

The company is veteran-owned and veteran-led. Sundek welcomes veterans' experience, discipline, and strength of character to the organization. The company offers three career tracks: sales, production (installation), and admin. The tracks are flexible. People can move up or across tracks as they gain skills.

● The sales track offers exposure to residential and commercial customers in a specific territory. Individuals starting on this track can grow into sales managers, national account managers, and potentially run their own Sundek dealerships.

● The production track begins hands-on with the product – or, as Sundek calls it, “in the



MIKE FOREMAN AWARDED THE SUNDEK 2014 DEALER OF THE YEAR IN HARRISBURG, PENNSYLVANIA. PHOTO COURTESY OF SUNDEK

bucket.” The employee learns how to install each type of overlay in the product portfolio. This experience is critical to growing into a crew leader, a field service manager, and a production manager.

● The admin track is the backbone of the company. Roles include customer care, finance, marketing, and operations, providing the support infrastructure for Sundek dealers. Often, individuals working for dealers will rotate through a support role within the admin track as they round out their skills.

A VETERAN SUCCESS ■ MIKE FOREMAN

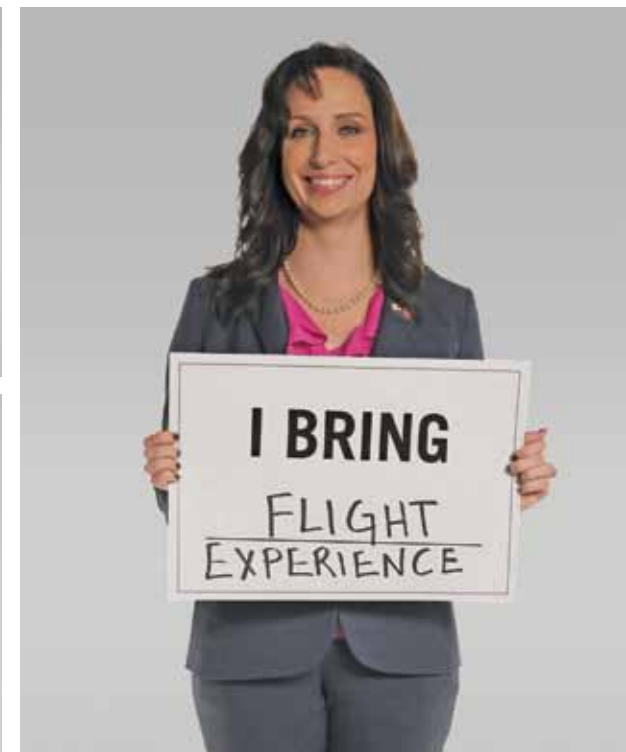
Mike Foreman served as an Army Airborne medic, then went to work selling Caterpillar heavy equipment for Ransome CAT, a dealer serving parts of Pennsylvania, New Jersey, and Delaware. He worked there for six years. Then, in 2002, he took a leap of faith into an entrepreneurial venture, starting a Sundek dealership. His business, Sundek of Pennsylvania, now has two locations in Pennsylvania and one in New Jersey.

Qualities that Foreman developed before joining the military served him well both in the Army and at Sundek. “Even before joining the military, I was a highly regimented and competitive person,” he said. “Serving in the military further honed my perseverance and work ethic. Together, all of these critical characteristics keep sales flowing in my dealership. Being highly disciplined and putting in the time and effort to grow your business is critical to dealer success.” He is quick to note, however, that he was like many other servicemembers. “Keep one thing in mind here,” he said, “I was no superhero soldier. Just a regular soldier that did a good job.”

Foreman came to Sundek in an unusual way. He found out about the company when his father-in-law had a Sundek decorative concrete coating installed at his home. Foreman was amazed at the transformation of the space simply by adding a coating to the top of existing concrete. He wanted to know more, so contacted the dealership in Washington, D.C., that had done the work. “Watch for opportunities that may be around you,” he said. “What draws your attention may attract attention from others and could lead to a business opportunity. Sundek caught my attention 12 years ago, and now my Sundek business is booming.” Things are going so well for Foreman that he won the Sundek 2104 Dealer of the Year Award, presented at the International Sundek Convention in February.

His daughter, Riley Foreman, is continuing the family's service to the military. She is attending college at West Virginia University, and is a ROTC student and a member of the West Virginia National Guard. After college, she will enter Officer Candidate School. ♦

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TL CARRIER AND LTL CARRIER
WHAT'S THE DIFFERENCE?

Descriptions of jobs in the trucking industry often use the terms "TL carrier" and "LTL carrier." The Truck Writers of North America explains the difference at <https://drivingcommunications.org/glossary.pdf> : A **TL** (truckload) carrier is a trucking company that dedicates trailers to a single shipper's cargo, as opposed to an **LTL** (less than truckload) carrier, which transports the consolidated cargo of several shippers and makes multiple deliveries.

VETERANS ARE IN THE DRIVER'S SEAT WHEN IT COMES TO TRANSPORTATION AND LOGISTICS. ALTHOUGH THE ECONOMY OF THE UNITED STATES MIGHT NOT BE HUMMING ALONG LIKE A FINELY TUNED TURBO ENGINE, MOST OF IT IS AT LEAST HEADED IN THE RIGHT DIRECTION. THE RESULTING GROWTH IS CREATING A BIG NEED ACROSS THE ENTIRE INDUSTRY TO FILL STAFFING VACANCIES – TO GET THINGS BACK TO WHERE THEY WERE BEFORE THE 2008 RECESSION.

There are now more trucks on the highways, more trains on the track, more ships and boats on the waterways, and more planes and helicopters in the air. All of that means, of course, more jobs. Another factor also creating jobs: In many areas, the current workforce is nearing retirement. There will be a fair-sized exodus from the rail industry over the next decade, for example. Many truck drivers are also reaching retirement age.

TRUCK TRANSPORTATION

In this industry, businesses contract with trucking and warehousing companies to pick up, transport, store, and deliver a variety of goods. The industry includes general freight trucking, specialized freight trucking, and warehousing and storage.

Technology is changing how the industry is working. Truckers can communicate with companies in real time. Drivers receive point-of-sale data to ensure that their customers keep their inventories up. This information also helps truckers use the space in their trucks very efficiently. And customers can track and trace their shipments, receive shipment-delay alerts, and receive invoices electronically.

Although the trucking industry lost 150,000 jobs when the 2008 recession hit, the demand for drivers has increased every year since then. The industry is looking to fill 200,000 jobs yearly and 1 million positions by 2025.

The Bureau of Labor Statistics (BLS), a part of the United States Department of Labor, expects employment in heavy

and tractor-trailer truck driving occupations (Standard Occupational Code 53-3032; see "Your Guide to Industrial and Occupational Employment Statistics" on page 12 of this magazine) to increase 11 percent from 2012 to 2022, about as fast as most occupations. As the economy grows, the demand for goods will increase, and more truck drivers will be needed to keep supply chains moving. The BLS predicts there will be 192,600 job openings in this occupation between 2012 and 2022; see http://www.bls.gov/emp/ep_table_102.htm.

Many people leave the profession because of the lengthy periods away from home and the long hours of driving, so there are always openings. In addition, the industry needs new drivers each year to replace those who retire. Drivers tend to be older than the average American worker, with only 17 percent of today's drivers 34 years old or younger. Nearly 51 percent are 45 or older. Another factor is the introduction of regulations that make it harder for some drivers

CONTINUED ON PAGE 36

TRANSPORTATION BRIEFING / AMERICAN BUS ASSOCIATION (ABA) / www.buses.org

In 2012, the motorcoach, travel, and group travel tourism industry provided nearly 640 million passenger trips and a wide variety of services for passengers. Among them: scheduled service, commuter runs, charters, tours, and student travel. About 35 percent of the trips were provided by large companies that operate 100 or more motorcoaches; 25 percent by mid-sized companies, with 25-99 coaches; and 41 percent by small companies, with 24 or fewer coaches.

The industry moved individual passengers a total of 75.7 billion miles in 2012. Motorcoach companies move on average more than 1.7 million people a day.

Motorcoach companies offer a wide variety of services. About 97 percent provide charter services, 45 percent offer tour services, 21 percent are designated for sightseeing, 25 percent are for airport shuttle services, 23 percent are scheduled service, 15 percent are special operations, and 10 percent provide commuter services. Charter service accounts for nearly 48 percent of motorcoach service mileage, followed by scheduled service at 31 percent.

In 2012, the motorcoach industry provided jobs

to nearly 133,000 people. Of those, 72,000 were full-time, and 61,000 were part-time. On average, each motorcoach company provided 33.6 jobs, or 3.4 jobs per motorcoach. Motorcoach-based tourism generates as many as 1,389,670 jobs in communities across the United States, paying almost \$55.7 billion in wages and benefits.

ABA, founded in 1926, represents the motorcoach, travel, and tourism industry. The organization serves charter and group bus operators, and tour operators that do frequent business with the motorcoach industry. It also works closely with destinations, conventions and visitors bureaus, equipment manufacturers, and other businesses that interact daily with the motorcoach industry.

The motorcoach, travel and tourism industry offers a wide variety of employment opportunities. Jobs can range from a receptionist in the office to the head of a company's IT department, a person who handles dispatching, a maintenance worker or mechanic, a driver, a bus washer and cleaner, a marketing director, or a tour guide.

The industry is expanding. So a veteran who has a desire to work hard, learn, and work well with colleagues can find a very good career in the industry.

The industry is always looking for good drivers. Driving a motorcoach – on a charter or tour, or as part of scheduled service – requires many skills. A driver must have an uncompromising attitude when it comes to safety and following government and company rules and regulations. Military people understand this, due to their experience with a chain of command and their respect for authority. Good jobs are also available for mechanics, especially people who have worked on heavy diesel-powered equipment.

Tour planners as well as management and marketing personnel must have leadership skills – another strong suit among veterans.

Several states, including North Carolina, Virginia, and Texas, are making it easier for veterans to secure commercial driver's licenses with passenger endorsement (CDL-P's) – for example, for a veteran who had been a convoy driver in Iraq or Afghanistan and therefore has experience driving large, complex vehicles.

GLOSSARY OF LOGISTICS TERMS

From a glossary published by the Council of Supply Chain management Professionals at http://cscmp.org/sites/default/files/user_uploads/resources/downloads/glossary-2013.pdf.

Inbound Logistics

The movement of materials from suppliers and vendors into production processes or storage facilities.

Intermodal Transportation

Transporting freight by using two or more transportation modes such as (a) truck and rail or (b) truck and oceangoing vessel.

Logistics

The process of planning, implementing, and controlling procedures for the efficient and effective forward and reverse flow and storage of goods, services, and related information from the point of origin to the point of consumption to meet customers' requirements. This definition includes inbound, outbound, internal, and external movements.

Outbound Logistics

The process related to the movement and storage of products from the end of the production line to the end user.

Reverse Logistics

A specialized segment of logistics focusing on the movement and management of products and resources after the sale and after delivery to the customer. Includes product returns for repair and/or credit.

Supply Chain

The material and informational interchanges in the logistical process, stretching from acquisition of raw materials to delivery of finished products to the end user. All vendors, service providers, and customers are links in the supply chain.

Third-Party Logistics Provider

A firm that provides multiple logistics services for use by customers. Preferably, these services are integrated, or "bundled" together by the provider. These firms facilitate the movement of parts and materials from suppliers to manufacturers, and finished products from manufacturers to distributors and retailers. Among the services which they provide are transportation, warehousing, cross-docking, inventory management, and freight forwarding.

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The transportation and logistics companies and agencies listed below have demonstrated their commitment to recruiting veterans by using RecruitMilitary products and services. We encourage men and women with military backgrounds who are interested in careers in transportation and/or logistics to consider these organizations. Readers do not have to type the URL's listed below in their address bars. <i>Search & Employ®</i> exists as a PDF as well as a print magazine. A PDF with live links is at http://recruitmilitary.com/search-and-employ .	
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to get the credentials they need to drive particular cargo. All of this should sound like opportunity to veteran job seekers.

Opportunities for diesel service technicians and mechanics also look good, especially for applicants who have formal post-secondary training. And growth in truck transportation and warehousing should lead to added employment in office and administrative support. Trucking companies will need more dispatchers, stock clerks, and shipping, receiving, and traffic clerks. Opportunities for people who have information technology skills should be excellent.

RAIL TRANSPORTATION

Things are picking up on the rails, too. The year 2013 was good, with companies gaining due to the bigger need for container transport.

The rail industry is expecting more business in intermodal freight, in large part because the use of electric-powered cranes has led to more efficient handling at the terminals. Freight railroads have made major investments in intermodal equipment, facilities, and infrastructure. Those investments include \$25.5 billion spent in 2012. Meanwhile, intermodal volume increased from 3.1 million containers and trailers in 1980 to 12.3 million units in 2012.

There are three types of railroads: freight, passenger, and urban transit (subway and light rail). Freight railroads transport billions of tons of goods to destinations within the United States and to ports to be shipped abroad. Passenger railroads deliver millions of passengers and long-

distance commuters to destinations throughout the country. Subways and light-rail systems move passengers within metropolitan areas and their surrounding suburbs. All of these modes of rail transportation require employees to operate, oversee, and assist in rail operations – including workers in yards where railcars are inspected, repaired, coupled, and uncoupled.

The BLS expects employment in most rail-transportation occupations to decline 3 percent from 2012 through 2022. Although the demand for rail transportation will rise, increased productivity could stifle job growth. However, actual job openings will be higher due to an older workforce that is nearing retirement age.

Salaries vary by job in the railroad industry. Salaries for conductors or yardmasters average \$52,400, according to the BLS.

WATER TRANSPORTATION

The movement of huge amounts of cargo and passengers over U.S. waters and the oceans depends on water-transportation workers known as merchant mariners. Those workers operate and maintain civilian-owned deep-sea merchant ships, tugboats, towboats, ferries, barges, offshore supply vessels, cruise ships, and other waterborne craft on the oceans, the Great Lakes, rivers, canals, and other waterways, as well as in harbors.

The BLS projects that employment in water transportation will grow by

13 percent over the 2012-2022 period. This is about as fast as average for other occupations. Job growth will stem from increasing tourism and a rise in offshore oil and gas production. Employment will also grow in and around major port cities due to increasing international trade.

Excellent job opportunities are anticipated over the next decade as the need to replace workers, particularly officers, will generate many job openings. High turnover, retirements, and growth in the level of trade occurring worldwide will cause more jobs to be created than there will be people interested in filling them. Also, the number of graduates from maritime academies has not kept up with the demand for ship officers.

AIR TRANSPORTATION

Commercial airlines fly millions of people across the country for business and pleasure. Air transportation also represents the fastest way to ship most types of cargo over long distances. There is a consistent demand for air-service careers because the air-transportation industry tends to be stable.

The BLS expects jobs for airline and commer-

cial pilots to stay nearly flat between 2012 and 2022. Low-cost regional airlines and nonscheduled aviation services will provide the most job opportunities. Pilots seeking jobs at the major airlines will face strong competition.

Jobs for flight attendants will decline 7 percent during that time, according to the BLS. Also, college degrees are becoming expected of candidates for jobs as flight attendants.

The BLS expects opportunities for pilots and flight engineers to be the best among regional and low-cost carriers. College graduates and former military pilots can expect to have the best job prospects. Opportunities will continue to exist for pilots who work for air-cargo carriers because of the increase in global freight demand.

The outlook is also favorable for aircraft and avionics equipment mechanics and service technicians, reflecting the likelihood of fewer entrants from the military and a large number of retirements. However, mechanics and technicians will face more competition for jobs with large airlines, because the high wages and travel benefits that these jobs offer generally attract more qualified applicants than there are openings.

TRANSPORTATION BRIEFING / NATIONAL SCHOOL TRANSPORTATION ASSOCIATION (NSTA) / www.yellowbuses.org

NSTA is the membership organization for school bus companies engaged primarily in transporting students to and from school as well as school-related activities under contract to public school districts. About one-third of the nation's school bus fleet is currently contracted.

The organization's members offer a range of services – from full turn-key service to management operations and specialized transportation. NSTA members range from small family businesses serving one district to large corporations operating thousands of buses across many states. The organization's members are located throughout the country.

Jobs within the industry include school bus drivers and mechanics as well as a wide range of administrative and management positions. NSTA's members manage their own hiring needs and requirements, but there is currently a significant school-bus driver shortage across the country. There is also always a need for technicians and managers to support those drivers. Several NSTA members have been actively but independently involved with veteran hiring initiatives.

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DYNCORP INTERNATIONAL provides commercial, government and military customers with aviation, logistics, training, intelligence, and operational solutions. The company reported \$3.3 billion in revenue in its most recent fiscal year. Corporate headquarters are in McLean, Virginia.

The company recognizes the experience and dedication that veterans contribute to its business as employees, business partners, and suppliers. DynCorp International has more than 20,000 employees and teammates in 35 countries, and more than 60 percent of its employees are veterans.

The company partners with military transition offices, supports the Service Academy Career Conferences (SACC's), and participates in U.S. Chamber of Commerce Hiring our Heroes employment events. DynCorp has found that a military background tracks well with the experience needed in many of the company's programs; and the values that veterans carried with them throughout their military careers help reinforce the company's values-based culture.



ARMY VETERAN TRACY FOSTER.
PHOTO COURTESY OF DYNCORP INTERNATIONAL

A VETERAN SUCCESS ■ TRACY FOSTER

Tracy Foster spent 24 years in the United States Air Force, retiring as a chief master sergeant. As a contracting squadron superintendent, she was responsible for leading a 97-member squadron managing a \$1 billion contract portfolio in support of the mission of Joint Base Langley-Eustis.

Foster is now a senior contracts administrator at DynCorp International. Since earlier this year, she has been supporting the company's War Reserve Materiel (WRM) Program Management Office. That office is responsible for maintaining pre-positioned WRM to support deployed forces in the Air Force's Central Command Area of Responsibility (USAFCENT; <http://www.afcent.af.mil/library/factsheets/factsheet.asp?id=10049>).

Foster's responsibilities include proposal-pricing model development, cost input, and proposal preparation. She also performs contract-administration functions, coordinates with field personnel, and helps with contract negotiations.

Her military experience made her a great fit for her current role. "During my first 10 years in the Air Force, I worked in logistics, and the last 14

years in contracting," she said. "My experience working in both career fields gave me skills that are the perfect fit for working on the WRM program. Also, my understanding of the Air Force and the USAF CENT Area of Responsibility made it easier for me to assimilate into the program."

Foster is happy with how her military career ended up. "I don't know that I would do anything differently, because I had a great military career and I accomplished all the goals I set for myself – but I can offer some advice," she said. "Always put forward your absolute best effort into anything you want to achieve, and you will be successful. Continued education is a must – military members should maximize use of tuition assistance, so when leaving the military you have the highest level of education possible. Never underestimate how important your military training is. Whether it's technical, leadership, or quality-type training, civilian employers value those skills."

How does her military experience help her at DynCorp? "Everything I learned in the military helps me with my new job," she said. "I spent 24 years striving to improve my technical knowledge, computer abilities, leadership, and teamwork skills. All the training, education, and life skills I gained while in the Air Force helped me make a smooth transition to DynCorp International."

Companies want what veterans offer, according to Foster. "In the Air Force, you learn the importance of communication, teamwork, commitment, and mission accomplishment," she said. "Those skills easily translate to work outside of the military, and civilian employers value them."

Foster sees a lot of what she liked about the Air Force in her current company. "DynCorp International is a great place for veterans to work, because the culture is one of professionalism and integrity," she said. "The company has a Code of Ethics and Business Conduct to help guide behaviors and business practices. These company values remind me of the Air Force's Core Values, and I am glad to be working for a company that places emphasis on these high standards. Additionally, DynCorp International recognizes the proven valuable skills former military members bring to the company."

Foster advises active-duty personnel to start their civilian job searches early. "I advise attending a Department of Defense Transition GPS (goals, plans, and success) class at least one year in advance of leaving the military," she said. "Not waiting until the last minute to attend will give you time to crosswalk your military skills to civilian skills, create a master resume, build your civilian wardrobe, network on sites such as LinkedIn, and polish your interviewing skills – while you still have a full military income. Additionally, you should be aware that civilian companies focus on business strategies, customer satisfaction, and profit and loss, versus primarily mission accomplishment as the military does. To prepare for this shift in focus, you should research companies you want to work for, understand their business objectives, and develop your business skills to better contribute to your future employer's success."

She advises that veterans looking for careers at DynCorp International target their search. "I recommend visiting our careers overview link," she said. "Once you find a job you are qualified for and interested in, update your resume accordingly, and write a personalized cover letter to highlight how your talents can contribute to the success of the company."

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IT HAS BEEN SAID, "Fail to plan, plan to fail."

Not a way of life for Joe McCain.

"The military taught me how to do self-evaluations that made me realize I needed to have a marketable skill to gain an opportunity in the civilian arena," said McCain, who separated as a master sergeant. "The military also taught me how to be honest with myself, and if I didn't like where I was, then I had to make changes."

Change is not new to McCain. He rose through the ranks during his many years in the Air Force. He served from 1984 to 2004; his main occupation was long-range radar operator, with NORAD.

"The military made me grow up," he said. "It taught me the meaning of honor, integrity, and teamwork. It showed me how to approach situations and the careful selection of words to get my message across. That can help change a person's performance." Upon being discharged, McCain attended the Transportation Dispatch Specialist Program through MIAT — then, The

Michigan Institute of Aviation and Technology, and now known as MIAT College of Technology. MIAT has campuses in Canton, Michigan, and in Houston. It offers technical programs in aviation, energy, wind, logistics, and HVACR. It has been graduating students since 1969.

After graduation from MIAT, McCain worked for four years with a cargo airline. He has since become an instructor at MIAT.

Education, he said, is the key to success. "I would advise a person in the military to take advantage of the opportunity to advance your education and ensure that, when you walk away from the military career, you can walk into a civilian one. Have a marketable skill, be true to your employer — and, most importantly, stay true to yourself."

McCain enjoys his work. "MIAT allows me the freedom to express my experiences on to the students, so maybe they can learn from what I've been through," he said. "With marketability, faithfulness, and integrity, what employer wouldn't want that?"

McCain has influenced people throughout his career in the military and in the workforce. Now he is doing the same thing in the classroom at MIAT — one student at a time. "Only one life has to be changed to make a difference," he said.



ARMY VETERAN RONNA JACKSON.
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CSX CORPORATION, together with its subsidiaries based in Jacksonville, Florida, provides rail-based transportation services, including traditional rail service and the transport of intermodal containers and trailers. The CSX Transportation network encompasses about 21,000 route-miles of track in 23 states, the District of Columbia, Ontario, and Quebec. The network serves some of the largest population centers in the nation; nearly two-thirds of Americans live within CSX's service territory.

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ocean, river, and lake port terminals along the Atlantic and Gulf Coasts, the Mississippi River, the Great Lakes, and the St. Lawrence Seaway. The company also has access to Pacific ports through alliances with western railroads.

CSX has a long history in recruiting and hiring veterans. Approximately one in five current CSX employees are veterans. The company has a dedicated military recruiter, supported by 17 other recruiters, 10 staffing specialists, a sourcing/branding manager in the talent acquisition department, and a military inclusion group within the company. CSX is the only company nationwide to be recognized twice by the Department of Defense and Employer Support for the Guard and Reserve with the Freedom Award. CSX partners with a variety of military organizations and attends many recruiting events.

CSX values veterans' skills and experience as well as their personal traits such as a concern for safety, a positive attitude, trainability, dedication, motivation, a focus on details, a high ethical standard, and self-discipline. The company also values veterans' intangible skills that reflect the values of CSX — for example, understanding that actions and behaviors reflect on the organization, cross-cultural skills, innovation, presentation skills, quick thinking, preparedness and flexibility, insight into how their actions impact other people, and commitment to the greater good.

A VETERAN SUCCESS ■ RONNA JACKSON

Ronna Jackson spent nearly nine years in the Army National Guard and the Army Reserve,

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CONTINUED FROM PAGE 40

separating as a staff sergeant. Her positions included Financial Liability Investigation of Property Loss Program coordinator, unit supply sergeant, logistics NCO for Major Support Command, battalion S-4 NCO, Command Supply Discipline Program coordinator, and Government Purchase Card holder. Now, Jackson is a management trainee with CSX Transportation, currently in the Procurement and Supply Chain Leadership Development Program. She works with business partners to analyze procurement and contract implementation. She is also involved with contract optimization, which includes monitoring of suppliers and key contract performance metrics.

In addition, she helps make value-added business decisions regarding procurement projects in fuel supply and transportation agreements. She provides analytical support and coordination of market research, regional analysis, and transactional opportunities for strategy development. And she reports to management on financial and operational performance.

To find the right career, Jackson reached out for help. “I had a great counselor who assisted me with not only encouragement but also career advice, resume writing tips, what employers are looking for, etc.,” she said.

Jackson believes that an education is important, but that job hunters should not rely on education alone. “The best advice anyone gave me was to work on my skills and then my education,” she stated. “That being said, I do not put down any education; I hold a degree myself. However, I do believe that education alone will not gain you a dream career in the civilian sector. Focus on a particular skill in the military, perfect it, get an education, and then start the process.”

She gives the military credit with helping her focus on what needs to get done. “My best attribute from the military is my discipline and my work ethic,” she said.

What else did Jackson learn from her military experience? “The military places a great deal of emphasis on military bearing, appearance, and professionalism,” she said. “Over the years, I have adapted these characteristics and attributes to my everyday life. I bring with me in this new position a sense of pride not only in my outward appearance, but also in my work ethic and how I present myself to others. I feel that I am an intelligent individual; however that intelligence may be overlooked based on my presentation. Using the professional soldier attitude with my new position, I have felt that individuals are more open to having discussions with me – and these discussions have assisted in my training program, translating directly over to the CSX culture.”

CSX is a great fit for those with military experience, according to Jackson. “CSX is very supportive of veterans,” she said. “Recently, I attended a recruiting event for veterans. Individuals who had never served donated their time to assist with resume reviews, counseling, and generally pointing servicemembers in the right direction for their potential careers with the company. “In my department, too, I have met numerous veterans who have all expressed the ease of transitioning from active service to CSX and the helpfulness of the company, especially those still serving in the Guard or reserves. CSX also has a Military Affinity Group (MAG) I have found extremely useful for myself. The additional support

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The nation's freight rail network spans the continental United States and Alaska, and employs more than 180,000 men and women. The seven large Class I railroads – including two Canadian railways – working in cooperation with hundreds of smaller railroads and tens of thousands of rail customers, deliver economic growth, support job creation, and provide environmental benefits such as reduced highway gridlock and cleaner air.

Almost entirely privately owned and operated, America's freight railroads in recent years have been reinvesting more than ever before – including a record \$26 billion of their own funds planned for their nearly 140,000-mile network in 2014.

Freight railroads serve nearly every industrial, wholesale, retail, and resource-based sector of our economy. More than 560 freight railroads operate in the United States. The seven Class I railroads account for 69 percent of freight rail mileage, 90 percent of employees, and 94 percent of revenue.

Class I railroads typically operate in many different states over thousands of miles of track. Non-Class I railroads – also known as short line and regional railroads – range in size from tiny operations handling a few carloads a month to multi-state operators not far from Class I size.

AAR is the standard-setting organization for North America's railroads, focused on improving the safety and productivity of rail transportation. AAR helps advance these goals through its two subsidiaries, the Transportation Technology Center, Inc. (TTCI), and the Railinc Corporation. TTCI is a research, development, and testing facility that develops next-generation advancements in safety and efficiency. Railinc is a resource for rail data, information technology, and information services; it uses one of the world's largest data networks to track customer shipments.

Railroads provide more than 180,000 jobs, and they support over 1 million more jobs in industries as diverse as manufacturing, agriculture, and technology. America's freight railroads are hiring – and in 2014 expect to hire more than 12,000 people. The jobs pay well, they are located all across the country, and they often lead to long careers in railroading. Freight rail employee compensation, including benefits, averages \$108,900 per year – with jobs ranging from engineers and dispatchers to law enforcement, information technology, and industrial development.

The nation's freight railroads continue to hire veterans at a robust pace. Between 20 percent and 25 percent of current employees – and one in five of the more than 11,000 new employees freight railroads hired in 2013 – have served in our nation's military. Railroads value the attitude and skill set of servicemen and servicewomen. Veterans have a disciplined background, with special capabilities and qualities that help them keep freight railroads efficient and safe.

From experience working with machinery, to a dedication and focus on safety of operations, to conducting shifts in changing conditions, veterans are suited for long and successful careers in the railroad industry. Experience gained while on military duty relates directly to virtually all kinds of jobs at railroads.

Freight railroads are consistently honored for their military recruiting efforts and enhanced benefit programs for employees called to active duty. AAR, in collaboration with the nation's major freight, intercity passenger, and commuter railroads, as well as rail supply companies, is part of the White House Joining Forces initiative, a nationwide effort to recognize, honor, and support veterans and military families.

America's Class I freight railroads have been recognized by the Employer Support of the Guard and Reserve (ESGR) for their long-standing commitment to support and hire guardsmen and women and reservists. In June 2012, AAR signed an official Statement of Support for the Guard and Reserve on behalf of the association and freight rail industry, and pledged to continue the industry's tradition of extending veterans and servicemembers competitive wage and benefit packages.

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GENERAL RICHARD B. MYERS VETERANS BIOMEDICAL EQUIPMENT TECHNOLOGY PROGRAM

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at the RecruitMilitary All Veterans Job Fair
in Dallas on July 17.

OPPORTUNITIES IN TRANSPORTATION AND LOGISTICS

CONTINUED FROM PAGE 42

with transitioning, general fears of starting something new, a complete 180-degree turn from your previous life, how to conform to the corporate world, the MAG, and my team with P&SCM (Procurement and Supply Chain Management) have all been a great benefit and extremely supportive."

Her job-hunting advice is that veterans should be patient, attend recruiting events, and make sure to market themselves. "Do not settle for less than you feel you deserve, and keep pushing through the doors," she said. "It was a long

GET IT DONE AND GET HOME SAFE

CON-WAY TRUCKLOAD

www.true2blue.com

Con-way Truckload, the long-haul shipping subsidiary of Con-way, Inc., provides expedited, time-definite, full-truckload transportation services throughout the United States and in Mexico and Canada. Con-way Truckload employs more than 3,000 drivers with a fleet of over 2,700 tractors and 8,000 trailers. Company headquarters are in Joplin, Missouri. Con-way has been in business for more than 50 years.

The company is actively recruiting experienced, qualified drivers, teams, and owner-operators for over-the-road truck driving positions. The company also offers a tuition assistance program for those who do not currently hold a commercial driver's license (CDL).

Con-way Truckload believes that personal values learned in the military match the company's core values. The company's leadership sees a high level of discipline, commitment, and work ethic from Con-way Truckload's veteran employees. They are mission-oriented – and most have the mindset of "100 percent mission success." The company has more than 650 veterans currently employed, and is dedicated to supporting former military personnel by providing lifelong careers.

The Con-way Truckload Military Assistance Program enables veterans who choose to start truck-driving careers with Con-way Truckload to use their GI Bill benefits to supplement their income in their first year of employment.

Con-way is looking for the skills that a service-member may have learned as a motor transport operator. Experienced military drivers have the potential to earn more per mile after they receive their CDLs.

A VETERAN SUCCESS ■ BOYD NUTT

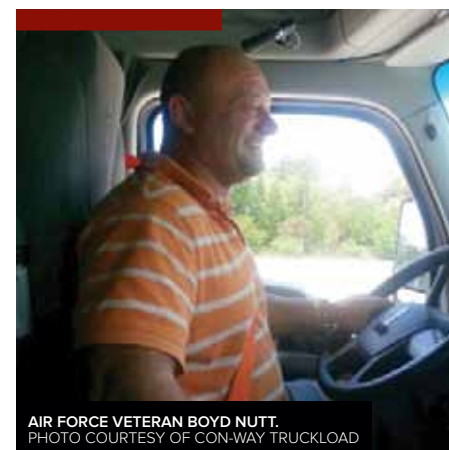
Boyd Nutt served in the United States Air Force for 21 years, retiring as a technical sergeant. His main responsibilities were security and the K-9 unit, and he eventually transitioned to traffic-accident investigation. Currently, he is a professional driver with Con-way Truckload, where he does long-haul driving. He started working at Con-way Truckload in 2013.

Nutt always wanted a driving career. His father was a mechanic, and he had a lifetime love of big trucks. He knew that, after serving in the Air Force, truck-driving school would be next. One of the skills Nutt picked up in the military included earning a government CDL. He drove for Tops in Blue, the Air Force's premier entertainment group; that work involved transporting performers and equipment.

"I went through the military's transition program

process for me, but it paid off in the end."

Finding a way to turn military speak into plain English is also a good idea. "Work with a program to translate your military experience into civilian language and presenting yourself as a professional," Jackson said. "Many times, hiring managers are not familiar with military language and will not take the extra step to understand it. You want to make your skills as relevant to the job you apply for as possible. Work with a resume writer to achieve this. And there are many free services for transitioning veterans that will help with the language and presentation of your military career."



AIR FORCE VETERAN BOYD NUTT.
PHOTO COURTESY OF CON-WAY TRUCKLOAD

to help soldiers return to civilian life, but I found that just having a plan was the most helpful part about leaving the military," he said. "You need to have a plan, multiple plans to be safe, before going back to civilian life. If I was giving advice, I'd also say finish your degree while you're in the military. It can only help your career options."

After retiring from the military, Nutt landed with Con-way Truckload. "They offered me a position through their Driver Apprenticeship Program," he said. "It's a specific program for veterans, allowing them to earn extra money during their first year through their GI Bill benefits, which is great because you can make a better living while still in training."

Nutt said there are a lot of similarities between driving for Con-way Truckload and life in the military, noting the similar attitudes toward efficiency and safety. "Like service missions, it's all about getting it done and getting home safe," he said.

He also noted the care that Con-way Truckload has for its drivers, especially with regard to family matters. "Con-way Truckload will bend over backwards to get me home if I have a family emergency," he said. "It's like when you're deployed or stationed away from home, if something happens and you need to get to your family, the military will make it happen. Same thing at Con-way Truckload."

Culturally, professional driving tends to be a positive career path for returning military. Many drivers who have served note the mental transition to this civilian career is easier due to the freedom of the open road and the trust their company gives them to operate efficiently and safely. Nutt has been driving successfully with Con-way Truckload for more than a year, and he is already on a path to become an owner-operator – allowing him to maintain his relationship with Con-way Truckload while also operating more independently and in his own truck.

Nutt's advice for landing a successful driving career? "Keep your nose clean, and just be honest."



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www.legion-logistics.com/veterans-hiring

LEGION LOGISTICS, LLC, is a service-disabled veteran-owned third party logistics provider — the company finds carriers to haul freight for customers. All of its employees are located in Florence, Kentucky, and it has customers and carriers across the United States and in Canada and Mexico. Legion Logistics has 40 employees, and had \$15.2 million in sales in 2013.

The company is comprised mostly of freight brokers, so they are always looking for inside sales people. The organization also occasionally has administrative or accounting positions available. About one-quarter of the Legion Logistics staff are either veterans or military spouses.

Logistics is a fast-paced business that requires the company's employees to think on their feet — very similar to what servicemembers experience. And in the military, the proper supplies have to be brought to the right place on the right equipment — which is logistics.

A VETERAN SUCCESS

■ ANTHONY COUTSOFTIDES

Anthony Coutsoftides, CEO and co-owner of Legion Logistics, spent 10 years in the United States Army, separating as a captain. His main responsibility was as a field artillery officer. He joined Legion Logistics in 2010.

"My tour as a liaison officer in Korea between



PHOTO COURTESY OF LEGION LOGISTICS

the U.S. and Korean forces probably helped me the most in finding my first civilian job," he said. "The skills I learned throughout my military career have helped me to be more focused and be a self-starter. 'When everyone thinks they have reached their limits, we continue on' is an attitude that I acquired in the military that continues to serve me in my civilian career."

Coutsoftides said that veterans should keep their options open when they look for post-military employment. "Legion Logistics' atmosphere of understanding, compassion, and camaraderie makes it a great place for veterans," he said. "I would recommend that people try out a few civilian positions when they leave the military. It took me some time to find the right fit."

As for working at Legion Logistics, Coutsoftides said that veterans should have big aspirations. "My advice for veterans that want to work at Legion Logistics is to be open and honest, and come ready to take on the world," he said.

GENERAL FREIGHT TRUCKING AND SPECIALIZED FREIGHT TRUCKING WHAT'S THE DIFFERENCE?

Descriptions of companies in the trucking industry, and statistical reports on that industry, commonly use the terms "general freight trucking" and "specialized freight trucking." The following definitions are based on the North American Industrial Classification System (NAICS; www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2012), which is used by the United States Census Bureau.

GENERAL FREIGHT TRUCKING Establishments that handle a wide variety of commodities, generally palletized, and transported in a container or van trailer.

SPECIALIZED FREIGHT TRUCKING Establishments that are primarily engaged in the transportation of freight which, because of size, weight, shape, or other inherent characteristics, requires specialized equipment, such as flatbeds, tankers, or refrigerated trailers.

NETWORKING IS ALWAYS A KEY TO SUCCESS

UNITED ROAD

www.unitedroad.com

www.unitedroad.com/employment.htm

United Road is a vehicle-logistics provider. Each year, coast-to-coast and across the borders, the company orchestrates the transport and delivery of more than 1.8 million vehicles. United Road's auto-transport clients include the major global car manufacturers, vehicle re-marketers, financial institutions, car auctions, car dealers, and retail single-unit sellers, as well as individual owners of cars, trucks, and other vehicles.

The company's divisions include:

- United Road (www.unitedroad.com) for original equipment (OE) vehicle logistics
- Vehicle Transport USA (www.vehicletransportusa.com) for eBay Motors, car dealers, and private parties
- Autolog (www.autolog.net) for snowbird relocation from the Northeast to all points across the country;
- Pilot Transport (www.pilottransport.com) for research-and-development, show, prototype, and high-end personally owned vehicles
- Alaska Vehicle Transport (www.alaskavehicletransport.com) for the difficult-to-reach Northwest United States and Alaska.

United Road's headquarters are in Romulus, Michigan. The company has about 75 terminals from coast to coast. They currently employ around 2,100 drivers and many more support staff.

United Road is currently recruiting for Class A CDL drivers, and heavy wheel mechanics in many locations. The company will hire a candidate directly out of Class A CDL school in Marysville, Ohio; Baltimore; Newark; and a few other locations.

United Road considers veterans to be great job candidates because attention to detail, accountability, and integrity are important to the company's day-to-day operations. United Road's drivers are required to conduct safety checks before, during, and after their movement.

A VETERAN SUCCESS ■ ROB ASHMAN

In February 2012, United Road hired Rob Ashman, a veteran officer, to head its military recruiting efforts. Ashman has many years of recruiting experience and continues to travel nationwide to work with military veterans and provide mentorship. He spent 19 years in the military. He served in various roles, including as an Army National Guard logistics officer and Ohio Army National Guard recruiter in charge of military placement.

He credits his time in the military for his civilian success. "Leadership, discipline, and attention to detail all make my job easier, and have helped me secure this opportunity with United Road," he said. "As a recruiter, a positive attitude goes a long way, as you have your ups and downs on a constant basis. Working in a human-resource world, the deal is never done until the candidate has started working and has learned the fundamentals of the job."

There are a lot of options at the company, according to Ashman. "United Road provides an opportunity for veterans to earn a great living,

achieve a very successful career with minimum obstacles holding them back — coupled with some awesome benefits," he said.

Talking to veterans within an organization is a great way to get a foot in the door. "I always suggest to candidates that networking with veterans within an organization is always a key to success," said Ashman.

Once a veteran joins a company, he should find a mentor. "I always enjoy mentoring candidates that are searching for career advice," said Ashman. "Learn as much as you can about the organization, the culture that exists, and find a mentor within the organization to help you grow."



ARMY VETERAN ROB ASHMAN
PHOTO COURTESY OF UNITED ROAD

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Union Pacific's rail network includes 32,000 route-miles linking Pacific Coast and Gulf Coast ports with Midwest and eastern United States gateways. The company was founded in 1862, and is headquartered in Omaha. Union Pacific has more than 46,000 employees.

Some of the company's biggest hiring challenges are finding qualified applicants to fill operations management trainee (OMT), diesel mechanic, and diesel electrician positions.

Union Pacific takes the initiative when it comes

to hiring veterans, and veterans comprise about 20 percent of the company's workforce. In 2013, Union Pacific hired more than 800 veterans, including 95 disabled veterans. The company attended 34 U.S. Chamber Hiring Our Heroes career fairs in 2013, participated in 11 military virtual career fairs, and attended 54 other military career fairs or events.

Union Pacific has learned that the military culture of teamwork, 24X7 lifestyle, extensive training, and outdoor and shift work fits in well with the work environment at Union Pacific. The company recently implemented a program that assigns veteran mentors to new military hires.

Union Pacific also helps transitioning and veteran military with their education needs and civilian careers. In addition, the railroad compensates all employees who are called to military duty with any difference between military and company pay, and continues to provide health plan benefits for dependents when employees are deployed.

A VETERAN SUCCESS ■ AMBER MCDANIEL

Amber McDaniel spent six years in the Army National Guard and seven years in the Air Force, most recently as an acquisitions officer and captain. At Union Pacific, she is a senior manager, operating services; she manages the development of safety software systems.

McDaniel started working at Union Pacific in May 2012. She was hired at the senior manager level to lead teams in software development. In March 2013, she was elected Mentoring Committee Chair for the UPVets Employee Resource

Group. In January 2014, she started a company-wide veteran new-hire mentoring program.

"My training while in the Air Force was instrumental in providing education coupled with experience for the civilian work force," McDaniel said. "In the acquisition career field, you cover many different disciplines – from contract management to vendor sourcing, fair business practices, and program management. My procurement and program management experience ranged from assets such as intercontinental ballistic missiles (ICBM's) to command-and-control software systems, the latter years being in management of software development."

McDaniel did her research when looking for an employer. "As I began my search for future employment, I looked for a company with a heritage of prosperity and a reputation of a good employer," she said. "My research directed me to Union Pacific. My software management skills translated perfectly into the company. I was offered a job to lead teams, as I had done in the service, to develop state-of-the-art software systems within the Safety Department."

Because of her military experience, McDaniel brought a lot to her new company. "I was able to bring different perspectives to the software-development lifecycle, which aids in the success of our programs," she said. "Not only did my technical skills learned while in the Air Force serve me well, but so did my leadership training. The ability to successfully lead people is a strong trait the services focus on with their members. The leadership skills I brought to Union Pacific have afforded me success in achieving customer satisfaction with our products, and ensures the company meets regulatory reporting requirements."

McDaniel said that it is important for servicemembers to remember the values learned in the military. "My advice to those transitioning into civilian industry is to focus on the core values that have been instilled in you and the technical and leadership skills you acquired," she said. "Those skills are invaluable whether you're serving your country as a soldier or serving your company as leader."

She feels that her company does a good job in finding the right veterans for the right positions. "Union Pacific takes great strides in recruiting military veterans, reservists, or guardsman," she said. "It hosts several annual military career fairs, multiple military leadership hiring programs dedicated to selected individuals, along with a skills translator on their employment website to assist you in identifying opportunities that fit your skill set."

"I express to every veteran I meet and at recruiting events that I could not have made a better decision. The company is dedicated to taking care of its people – veteran or otherwise – and your hard work and dedication are recognized."◆



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RESEARCH GUIDE

YOUR RESEARCH GUIDE TO A CAREER IN
TRANSPORTATION OR LOGISTICS

by MIKE FRANCOMB



ENCOURAGE JOB SEEKERS to use this guide to learn about the transportation and logistics segments of the economy and job opportunities in those segments. You can easily access each URL below through our *Search & Employ* online PDF, which is an exact duplicate of our print magazine, and contains live links: <http://recruitmilitary.com/search-and-employ>.

The Bureau of Labor Statistics (BLS), a part of the United States Department of Labor, has published projections on employment and output for the Transportation and Warehousing sector of the economy for the years from 2012 through 2022; visit www.bls.gov/emplep_table_207.htm. That sector includes 11 subsectors: and, on an "Industries at a Glance" page for each subsector, the BLS describes the nature of the subsector; provides workforce statistics – employment and layoffs, extended mass layoffs, employment by occupation, projections, earnings, and earnings by occupation – presents data on work-related fatalities, injuries, and illnesses; provides industry-specific pricing information; and discusses workplace trends in terms of numbers of establishments and productivity. The subsectors and the URL's of their pages are:

- (1) Air Transportation www.bls.gov/iag/tgs/iag481.htm
- (2) Rail Transportation www.bls.gov/iag/tgs/iag482.htm
- (3) Water Transportation www.bls.gov/iag/tgs/iag483.htm
- (4) Truck Transportation www.bls.gov/iag/tgs/iag484.htm
- (5) Transit and Ground Passenger Transportation www.bls.gov/iag/tgs/iag485.htm
- (6) Pipeline Transportation www.bls.gov/iag/tgs/iag486.htm
- (7) Scenic and Sightseeing Transportation www.bls.gov/iag/tgs/iag487.htm
- (8) Support Activities for Transportation www.bls.gov/iag/tgs/iag488.htm
- (9) Postal Service www.bls.gov/iag/tgs/iag491.htm
- (10) Couriers and Messengers www.bls.gov/iag/tgs/iag492.htm
- (11) Warehousing and Storage www.bls.gov/iag/tgs/iag493.htm

Another BLS publication, the *Occupational Outlook Handbook, 2014-2015 Edition*, has 11 chapters on Transportation and Material Moving Occupations. Each chapter covers the nature of the work, work environment, how to qualify for the occupation, pay, job outlook, and similar occupations. Links to the chapters are at: www.bls.gov/oooh/transportation-and-material-moving/.

Industry associations are an excellent source of jobs information. Most of the websites listed below have linked lists of their corporate members, and most of the members' websites have "jobs" or "careers" pages. Many of those pages list job openings.

- American Association of Port Authorities www.aapa-ports.org/About/CorporateMembers.cfm
- American Bus Association www.buses.org/For-Travelers/Find-ABA-Members
- American Moving and Storage Association www.moving.org/promovers_az.asp
- American Short Line and Regional Railroad Association www.aslra.org/our_members/Railroad_Members/
- American Trucking Associations works through a federation of state associations. To search for a state association, visit: www.truckline.com/Sites.aspx
- The American Waterways Operators <http://americanwaterways.com/about/awo-member-companies>
- Association of American Railroads www.aar.org/aboutus/Pages/Our-Members.aspx
- Coalition for America's Gateways and Trade Corridors www.tradecorridors.org/about
- Driver Employer Council of America www.decausa.org/gde_directory.shtml
- Global Cold Chain Alliance [https://gcca.connext.io/#/](http://gcca.connext.io/#/)
- Institute of International Container Lessors www.iicl.org/about/members.cfm
- International Warehouse Logistics Association www.iwla.com/members/roster.aspx
- Material Handling Industry of America www.mhi.org/members
- National Customs Brokers and Forwarders Association. of America, Inc. www.ncbfaa.org/Scripts/4Disapi.dll/4DCG/directory/Member/index.html?MenuKey=members

National Defense Transportation Association, corporate members:

- National Tank Truck Carriers www.ndtahq.com/membership_corp_members.htm
- Supply Chain Council www.tanktruck.org/about/membership/carriers-member-directory
- United Motorcoach Association, operator members in the United States: <https://netforum.avestra.com/eweb/DynamicPage.aspx?Site=UMA&WebCode=OrgResult&FromSearchControl=Yes&FromSearchControl=Yes>
- To learn about the issues, the major players, and the general buzz in transportation and logistics, I suggest that you read magazines and newspapers on those subjects. Most such publications are available both in print and online, and have their own websites.
- Air Transport World* <http://atwonline.com/>
- American Trucker* <http://trucker.com/magazine/issue>
- Aviationpros.com* www.aviationpros.com/
- Commercial Carrier Journal* <http://read.dnmtmag.com/t/27141>
- Food Logistics* www.foodlogistics.com/publication/index.jsp?publd=1
- Heavy Duty Trucking* www.truckinginfo.com
- Inbound Logistics* www.inboundlogistics.com/cms/index.php
- Logistics Management* www.logisticsmgmt.com/
- Marine Log* www.marinelog.com/
- Material Handling & Logistics* <http://read.dnmtmag.com/t/27142>
- Metro* <http://metromag.epubxp.com/t/31307>
- Overdrive* <http://read.dnmtmag.com/t/27142>
- Reverse Logistics Magazine* www.rlmagazine.com/
- School Transportation News* <http://stnonline.com>
- Supply Chain Digest* www.scdigest.com/
- The Trucker* www.thetrucker.com/
- Transport Topics* www.ttnews.com/index.aspx

Mike Francomb is senior vice president, marketing, at RecruitMilitary and a former captain in the United States Army.

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FRANCHISE FINANCING FOR VETERANS: FACTS AND FALLACIES

by DAVID E. OMHOLT



When it comes to franchise financing for veterans, it is easy to get lost in an endless field of information and misinformation – and, worst of all, not know what to believe or where to start.

Needless to say, a military veteran's transition to civilian life should be as simple and stress-free as possible. That is why it is important to separate the sound from the fuzz – the facts from the fallacies – to determine the best course of action on the mission to obtain a small-business loan, and then to become a franchise entrepreneur.

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GETTING STARTED

Once a veteran has made the life-changing decision to become a franchise entrepreneur, the first question that may come to mind is, "How am I going to afford this?" One can embark on many paths to finance a business – home equity, retirement savings, and crowdfunding – but the most common is a Small Business Association (SBA) Veterans Advantage loan.

SBA loans between \$150,001 and \$350,000 have had an up-front guarantee of 3%, but the new Veterans Advantage program for qualified veterans reduces the up-front fee from 3% to 0%. SBA has offered this fee since January 1, 2014, and will continue it until at least September 30, 2014.

To qualify for Veterans Advantage, a business must be 51% or more owned and controlled by an individual or individuals who qualify as members of the following groups:

- veterans – not including dishonorably discharged
- service-disabled veterans
- active duty military servicemembers in the Transition Assistance Program (TAP)
- reservists and National Guard members
- spouses of veterans, active-duty servicemembers, and reservists or National Guard members
- widowed spouses of servicemembers who died while serving or from service-related disabilities

COMMON FALLACIES

There is a common misconception that getting financing for an SBA Veterans Advantage loan takes too much time. This could not be further from the truth, because regulations require

SBA's approval and funding within 48 hours of their confirming your acceptance.

Next, to achieve financing, one might think that there are pages upon pages of paperwork to complete. In actual fact, the SBA does not require any additional paperwork to be completed – just the paperwork completed through your lending institution.

In addition, some people may think that you are going to the SBA for financing as a last resort. But the SBA encourages veterans to approach them first, because the SBA limits how much interest can be charged and offers longer financing terms.

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DIGGING DEEPER

However, SBA Veterans Advantage loans do involve more detail than appears at first glance. Most notably, the SBA does not actually loan money to veterans; lending institutions such as banks and credit unions make the loans, while the federal government guarantees them.

Collateral can also come into play. If you are seeking a loan of less than \$25,000, you do not need to have collateral. However, if your loan is between \$25,000 and \$350,000, the lending institution can invoke its existing collateral policy, which usually starts at a minimum of 25%.

Lending institutions require that you have some capital invested, to ensure you take great personal responsibility with your own finances on the line, leading to lower default rates. In addition, lenders will also require liquefiable collateral for the loan, along with a realistic cash-flow projection showing how the loan will be repaid.

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CREDIT AND BANKRUPTCY

Before you can get a loan approved by the SBA, you will need to get a credit check. In particular, the SBA will look at your credit-paying history back seven to ten years, the current status of your accounts, the number of accounts, the quality of the accounts, how long you have had the accounts, matters of public record, and how high your credit card balances are.

However, even if you have bad credit, the fact that the SBA is backing the loan – guaranteeing up to 50% of the loan in the event of default, thereby reducing the risk for the bank – significantly increases your chance of getting approved.

In addition, while some lenders will not lend money to veterans who have gone through bankruptcy, others will. In these cases, they usually require you to conclude the bankruptcy, wait approximately six to eight months after that

manner to ensure that you pay your loan back within the designated time period.

● You can also take other paths to add to your funding. An online crowdfunding campaign could be highly successful; your community would respect you for applying your strong leadership and teamwork skills to the task of building a business.

In fiscal year 2013 alone, the SBA supported \$1.86 billion in loans for 3,094 veteran-owned small businesses. Needless to say, veterans are exceptionally good fits to be franchise entrepreneurs because they have the skills, drive, and discipline needed to run a business – the same key attributes they used to succeed in the line of duty.

Owning a franchise after military service is not just a dream – it is an easily attainable reality. ☺

David E. Omholt is chief executive officer of eAuth.com, The Entrepreneur Authority (TEA) – a RecruitMilitary strategic partner. His company offers a free service to veterans looking to learn more about the franchise buying process and options in the market. Omholt is a Certified Franchise Executive (CFE) and a frequent speaker on the subject of franchising on talk shows, at industry conferences, and on college campuses. He has been both a franchise licensor and a franchise licensee. Omholt is available at 866-246-2884 or domholt@eAuth.com

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to re-establish credit, and then show that you are paying your bills on time.

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OTHER CONSIDERATIONS

● It is important to have a business plan in place, so that the SBA and your lender feel more comfortable in trusting you to succeed.

● When the time comes, read the details of your loan agreement so that you understand the terms of payment and repayment. These can vary from one lending institution to the next, and may also depend on your credit history and your available assets.

● Above all, when your business is up and running, you must manage it in a financially prudent

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“USE YOUR COMMON SENSE AND TRAINING”

by KATIE BECKER



The path that led Luzette Watkins to a career in the Navy and then to her current role as a detective with the Baytown, Texas, Police Department was anything but traditional. A 20-year veteran of the City of New York Police Department (NYPD), she was a first responder on 9/11. Soon after that tragic event, she decided to join the Navy. “I had always wanted to join coming out of high school,” she said, “but after being part of 9/11, I decided to do it.” She went on to serve as an intelligence specialist from 2002 until she retired in 2010.

After leaving the Navy, Watkins migrated to Katy, Texas, to be near family. Her first inclination was to remain in retirement, but she said, “I kept my options open, and thought if the right thing came along, I’d consider it.”

Because Watkins was a registered job candidate in RecruitMilitary’s database at www.recruitmilitary.com, she received an email telling her about a career fair in nearby

Houston. There were several law enforcement agencies at the event, and she struck up a conversation with Corporal Ken Terry of the Baytown Police Department. The conversation proved to be a fruitful one. Within months, Watkins had completed the necessary written and physical agility tests, and was hired by Baytown PD in early 2011.

Since joining the force, she has quickly ascended the ladder of success. She now serves as a detective in the Investigations Division, working primarily on cases involving crimes committed against children.

What are the best skills the military teaches, according to Watkins? Leadership skills and the ability to execute a mission with limited instruction. “You must use your common sense and training,” she said. “Especially in combat situations, there’s no time for questions or to repeat directions. You must grasp concepts right away.”

She also values the fact that military training gives all personnel common ground. “I don’t need to know everyone in the military, because we all have the same foundation,” Watkins notes. “We all want to help, and we’re all customer-service oriented. Because of that, we’re career-driven. We don’t stop. The military also forces you to excel, and to look



CORPORAL KEN TERRY AND NAVY VETERAN LUZETTE WATKINS OF THE BAYTOWN, TEXAS, POLICE DEPARTMENT. PHOTOS COURTESY OF BAYTOWN POLICE DEPARTMENT

within yourself and develop other skills.”

Watkins cautions transitioning veterans to be patient, and to think three-dimensionally. She relates that when she first explored careers in the Navy, she had to work around the assumption that her previous police experience meant she wished to continue in that field. Knowing she had other skills and talents to put to use, Watkins did her

homework. She researched the intelligence specialist field in the Navy, applied for it, and gained a whole new set of abilities.

Veterans should also keep their options open, according to Watkins. “Look inside yourself and see what else you have to offer. I had an open attitude. I didn’t want to do something I’d already done,” she says.

She encourages veterans to practice telling prospective employers about the jobs they held in the service, and about other acquired traits such as leadership and organization that are part of the military experience. Veterans should also practice translating military jargon into civilian terms, and rehearse potential interview conversations with family members. “A thesaurus never hurts, either,” she said. ☺

Katie Becker is the staff writer at RecruitMilitary.



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BY KATIE BECKER

A LEADER IN INDUSTRIAL SUPPLY, LOGISTICS, WAREHOUSING, AND DISTRIBUTION. PITTSBURGH-BASED WESCO INTERNATIONAL IS A FORTUNE 500 COMPANY WITH MORE THAN 9,000 EMPLOYEES AROUND THE WORLD. IT OPERATES EIGHT FULLY AUTOMATED DISTRIBUTION CENTERS, AND SERVES CUSTOMERS FROM APPROXIMATELY 475 BRANCHES AND SERVICE LOCATIONS IN NORTH AMERICA AND GLOBALLY. THE COMPANY IS ALSO AN ENTHUSIASTIC USER OF RECRUITMILITARY CAREER FAIRS.

WESCO's director of talent acquisition Michelle Rochon oversees the company's veteran hiring program. She was introduced to RecruitMilitary career fairs in 2012, when WESCO attended its first event in Pittsburgh. "We were just delighted with how it turned out," she said. "Everything from the event orchestration to the quality and quantity of the applicants was just great. We were sold."

After the event, Rochon created a strategy focused on recruiting veterans using RecruitMilitary career fairs — targeting events that coincide with locations where the company has openings. WESCO has logged 14 career fairs to date, with plans to attend more in 2014.

Rochon's strategy has been well received. In fact, one hiring manager, an Air Force veteran, was so pleased with the results from the three events he attended that he sent a letter of endorsement to his colleagues encouraging them to attend other RecruitMilitary career fairs near them.

Rochon cites many reasons why veteran hiring is the right choice for WESCO. Among a veteran's many intangible qualities, leadership, work ethic, and discipline are key. "Many veterans also have subject-matter expertise in supply chain," she said. "They understand how it works, and are quickly able to climb and master the learning curve. Furthermore, we are an



WESCO STAFF AT A RECRUITMILITARY CAREER FAIR, LEFT TO RIGHT, VETERAN ADAM GUBITOSI, VETERAN JASON TUNCIL, VETERAN RICHARD MALINOWSKI, RECRUITING SPECIALIST DOROTA GRAJEWSKI, SENIOR TALENT ACQUISITION SPECIALIST MARSHA SHANTA, AND FINANCE MANAGER CHRIS DEMKO. PHOTOS COURTESY OF BAYTOWN POLICE DEPARTMENT

international company, and many veterans have had broad exposure to other parts of the world."

The number of veterans hired by WESCO has grown each year since 2011. Now WESCO

recruits veterans for its year-long sales-development training program as well. During their training, program participants are assigned to a company branch in the United States or Canada.

They receive onsite training, computer training, and sales training without the pressure of meeting budgets or quotas. Graduates of the program then move into sales roles.

The enthusiasm for putting veterans to work at WESCO has bubbled to the top. "Our CEO, John Engel, is very engaged and interested in hiring veterans," Rochon said. "Our efforts to engage military are presented at each board meeting. We are doing a much better job at reaching out to let veterans know who we are, and that we welcome them."

WESCO tries hard to create an environment where veterans can thrive. Their efforts appear to be paying off. The company's veteran retention rate is 98%. "Veterans have a team-work mentality, and at WESCO we like to think of ourselves as a team. It's just the right pipeline for us," said Rochon.

The company has created a veteran section on its career page, as well as a brochure aimed at veterans that is distributed at career fairs. It includes testimonials from veterans explaining why working at WESCO is the right fit for them and the skills they obtained in the service.

• • •

A VETERAN SUCCESS / MARTIN OLVERA

Although his career in the Marine Corps taught him many things, learning to work successfully with all types of people is a skill that serves Martin Olvera well today. Olvera served for 23 years, retiring as a master sergeant in April 2013. As an administrative chief, he set up organizations and processes, managed and trained people, oversaw inventory and ordering of supplies, met stringent deadlines, and prepared statistics.

"One of the best assets I had coming out of the Marines was the ability to work with people from diverse backgrounds all across the United States, and understand what triggers them," he related. The Corps took him across the country — including Hawaii, where he helped install a personnel center for 8,000 people. His duties there included arranging for dental and medical coverage, payment processes, and overall administration.

Olvera began working at WESCO on Veterans Day, November 11, 2013. He now serves as a warehouse manager, leading a team of eight employees. He works alongside five other veterans warehousing commercial and residential electrical supplies and electronic equipment.

He is currently studying business administration at Ashford University in San Diego, and is about halfway done with his degree. In a few months, he will be eligible to apply for tuition assistance from WESCO.

What helped Olvera make a smooth transition? "You have to be open-minded," he said. "It's going to be different. Prepare yourself to use different terminology. But it's been a very good experience for me. I've been very fortunate."

Olvera believes veterans make great hires for many reasons. "Veterans know what it takes to accomplish the mission," he said.



MARINE CORPS VETERAN MARTIN OLVERA. PHOTO COURTESY OF MARTIN OLVERA

"They have extreme loyalty to their organization. They have a tremendous work ethic and get satisfaction from a job well done. They take initiative to solve problems and have great leadership skills."

Olvera shared a few steps veterans can take to be proactive in their search:

- Be patient and prepared. Before applying at WESCO, Olvera did his research. "I looked up the company history and what kind of footprint they had in the economy," he said. "It's also important to know what the potential for advancement is and whether or not you can move up."
- Tailor your resume. Olvera estimates that at one point he was submitting up to six resumes per day, tailoring each to reflect how his skills meshed with the job description. He thinks it helped him land his job at WESCO. "As an administrative chief, I dealt with all kinds of inventory, from furniture to equipment, and I had to order supplies. Because I also worked with data, accuracy was important. I highlighted those skills in my resume for WESCO."
- Highlight your strengths in the interview. Olvera believes it's key to display both body and language confidence in an interview. "Dress in business attire, and talk about how you would be an asset to the company. Show them you're a team player and can help them be more productive."
- Go to job fairs. "It's important to see what's out there and learn about the companies that are willing to hire veterans who have served their country. I think it's awesome that these companies are making the commitment to bring veterans into their work force."

Olvera himself has made a full-circle transition, and now seeks veteran talent when he attends RecruitMilitary hiring events.

Katie Becker is the staff writer at RecruitMilitary.

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OPPORTUNITY EXPOS

by ROBERT WALKER



HOW TO WORK A RECRUITMILITARY OPPORTUNITY EXPO

There are opportunities all over the room at RecruitMilitary Opportunity Expos—job opportunities with employers, opportunities to go into business for yourself with franchisors who value your ability to get the job done, and opportunities to advance your education via online and on-campus learning.

How do you find the opportunities that are best for you? Below are some tips on interviewing with recruiters at a military-to-civilian job fair.

DRESS FOR THE PART. If you are on active duty or you are attending the event on a reserve or National Guard drill day, wearing your uniform is great. In all other cases, you should wear the same civilian outfit that you would wear at a one-on-one interview at an employer's place of business. And that should be a business suit or, at the very least, a business casual outfit, complete with jacket.

STAY ENTHUSIASTIC if a recruiter asks you to email your resume to his/her company. The recruiter will not be brushing you off. In fact, being asked for the email will be a good sign. Many companies require their recruiters to gather resumes by email: (1) to obtain HR information as required by law; and (2) so they can direct desirable job seekers to different departments.



TRY TO GET TO ALL OF THE BOOTHS, even those that may not seem as if they have any opportunities for you. An employer's name or its primary industry does not necessarily indicate what openings the company is trying to fill. For example, a drugstore chain may be recruiting for positions in transportation/distribution or accounting.

Even if you are not going to the event to discuss continuing your education, talk with the recruiters at the booths for educational institutions. Today's institutions deliver learning opportunities in many ways other

than traditional, full-time, daytime classes on a campus. A few minutes of conversation may lead to an unexpected continuing-education solution that is right for you.

Another factor to consider: Most of the educational institutions at our events are always on the lookout for people to go to work for them. If you have a high level of knowledge on almost any subject and you think you might have a talent for teaching and/or designing courses, talk with the recruiters.

I have similar advice for job seekers who have not been thinking of going into business for themselves. Franchise opportunities are available in a tremendous variety of fields. Arranging for financing may be easier than you think, with surprising discounts available to veterans. Stop by the franchisors' booths—one of them may very well have a plan that matches your interests and your situation.

MEMORIZE YOUR STORY. Before you go to employers' booths, create some talking points. Put together a 30-to-60-second "story" about yourself that includes some of your successes and areas of interest. Be ready to discuss how your military experience relates to the civilian workplace. You should also prepare yourself for a long, detailed interview—employers have hired people on the spot at our events.

Robert Walker is vice president of sales at RecruitMilitary and a veteran of the United States Army.

The Overall Scene

WHO WILL BE THERE?

Your first stop at a RecruitMilitary Opportunity Expo will be a registration desk where you will fill out a brief form (unless you have pre-registered) and receive a list of the organizations—called "exhibitors"—that have booths at the event.

When you enter the actual Opportunity Expo area, you will see many closely spaced exhibitor "booths"—tables and various displays. At the booths, recruiters who represent the exhibitors will talk with you.

WHO WILL BE THE EXHIBITORS?

A wide variety of exhibitors attend our events—corporate employers, law-enforcement agencies and other government employers, franchisors, and both campus-based and online educational institutions.

The corporate employers are engaged in construction, defense contracting, energy production, manufacturing, security,

transportation and logistics, engineering, healthcare, finance, insurance, information technology, retail, and home services, to name just a few industries.

Their recruiters interview for all kinds of jobs: salaried, hourly, and part-time; professional and technical.

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WILL THE LINES BE LONG?

At most booths, at most events, no. The events run for four hours—from 11:00 a.m. until 3:00 p.m.—and average about 8½ job seekers per exhibitor. Lines are usually longest immediately after an event opens at 11:00 a.m., and they taper off significantly by around 1:00. But I need to tell you this: Sometimes, a long line forms at one or two booths when an event opens, and the lines are still there when the event officially closes. This is often the case for large, high-profile defense contractors that are hiring. But the recruiters almost always stay over and talk with everybody in line. So it comes down to: Who wants the jobs?

DO I HAVE TO PRE-REGISTER?

↓ No, but I recommend that you do so—for three reasons:

1 HELP YOUR BUDDIES Pre-registering prevents the lines at our registration desk from building up, especially during the early hours of the events.

2 HELP US Pre-registering helps us evaluate the effectiveness of our event marketing—which, in turn, helps us boost the turnout of veteran job seekers—which, in turn, makes our events more attractive to employers—which means more job openings to discuss at the events.

3 HELP YOURSELF When you pre-register, you immediately join our database of 690,000+ veteran job seekers, which is continually being searched by employers.

TO PRE-REGISTER, go to www.recruitmilitary.com and use the "Upcoming Job Fairs" map to select a city. Clicking on that city will take you to a registration page for the next event there.

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EXPO INFO

JULY 2014

10 Indianapolis
10 St. Louis
17 Dallas
24 Columbus
24 Philadelphia

AUGUST 2014

7 Houston
7 Minneapolis
14 Nashville
14 San Diego
21 Richmond
28 Raleigh
28 Tampa

SEPTEMBER 2014

4 Boston
4 Oklahoma City
11 Denver
11 San Antonio
18 New Orleans
18 New York
25 Birmingham
25 Kansas City

OCTOBER 2014

2 Baltimore
2 Cincinnati
9 Chicago
9 Oakland
16 Phoenix
16 Pittsburgh

22 Dallas
23 Portland
30 Atlanta
30 Austin

NOVEMBER 2014

6 Jacksonville
6 Philadelphia
6 St. Louis
11 Washington
13 Charlotte
13 Los Angeles
20 Norfolk
20 Seattle

DECEMBER 2014

4 Houston
4 Indianapolis
4 San Diego
11 Las Vegas
11 Orlando

JANUARY 2015

15 San Antonio
15 Tampa
22 Oklahoma City
29 Atlanta

FEBRUARY 2015

5 New Orleans
12 Miami
19 Phoenix
26 Dallas
26 San Diego

MARCH 2015

5 Philadelphia
12 Louisville
19 Raleigh
26 Jacksonville
26 Houston

APRIL 2015

2 Chicago
9 Boston
9 Orlando
16 Denver
16 Austin
23 Nashville

MAY 2015

7 Oakland
7 San Antonio
14 Norfolk
21 New York
28 Baltimore
28 Cincinnati

JUNE 2015

4 Charlotte
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11 Oklahoma City
18 Los Angeles
25 Washington
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SPECIAL SECTION for VETERAN HIRING LEADERS

EDITORIAL themes

2014	
SEP OCT	Healthcare Retail
NOV DEC	Law Enforcement IT & Telecom
2015	
JAN FEB	Defense & Aerospace Financial Services
MAR APR	Government Franchising
MAY JUN	Energy & Utilities Education Opportunities
JUL AUG	Transportation & Logistics Manufacturing

Contact your RecruitMilitary Account Executive about advertising in *Search & Employ*.

DATABASE SNAPSHOT

Database of registered job seekers at www.recruitmilitary.com on **May 28, 2014**

629,659 / Registered searchable candidates

RANK

91.8% / Enlisted personnel
7.3% / Commissioned Officers
0.9% / Warrant Officers

ETHNICITY

60.4% / Caucasian
22.9% / African-American
9.6% / Hispanic
2.2% / Asian
1.1% / Native American
3.9% / Other

GENDER

83.6% / Men
16.4% / Women

ACTIVE SECURITY CLEARANCES

58,007 / Secret
3,407 / Top Secret
10,624 / Top Secret/SCI *Individual has a Top Secret Clearance and is cleared to access Sensitive Compartmentalized Information (SCI)*
126 / L-DOE Clearance granted by the United States Department of Energy
188 / Q-DOE Clearance granted by the United States Department of Energy; more difficult to obtain than L-DOE
74 / ISSA Industrial Security Staff Approval

HIGHEST EDUCATION LEVEL

22.3% / High School
25.8% / Beyond High School
7.9% / Professional Certificate
13.6% / Associate's Degree
21.5% / Bachelor's Degree
8.7% / Master's Degree
0.4% / Doctor's Degree

SERVICE BRANCH

46.3% / Army
21.5% / Navy
16.6% / Air Force
14.4% / Marines
1.2% / Coast Guard

RecruitMilitary and DAV Join Forces to Promote Jobs for Veterans

by MIKE FRANCOMB



I AM PLEASED to report the following development, which was announced in late April. The report is based on a press release composed by the two organizations involved.

RecruitMilitary, the nation's leading full-service veteran recruitment com-

pany, and DAV, Disabled American Veterans, the country's longest-established veterans advocacy group, have formed a partnership to promote the hiring of veterans.

"All of us at RecruitMilitary are delighted to have the opportunity to work with the fine organization that is DAV," said Peter A. Gudmundsson, president and CEO of RecruitMilitary and a former officer in the United States Marine Corps. "This partnership brings together two organizations that are leading the way in veteran services. DAV is well known for its strong advocacy of veterans' causes. RecruitMilitary helps employers excel by attracting, hiring, appreciating, and retaining America's best talent – its veterans."

"As our nation winds down from more than 12 years of war, more veterans will be looking for employment as they make the all-important transition out of uniform," said Barry Jesinoski, executive director of DAV National Headquarters. "These highly and technically trained men and women come to the table with a huge range of qualifications and a rock-solid work ethic, and we're excited to join forces with RecruitMilitary to empower our nation's veterans to find jobs. Hiring veterans is the right thing to do for businesses and America's heroes. This partnership will provide hiring opportunities for thousands of

veterans, in addition to making them aware of other benefits and free services we offer."

RecruitMilitary and DAV are joining forces to make a positive impact on veteran hiring:

- More than 65 DAV RecruitMilitary All Veteran Career Fairs will take place in over 35 cities annually to help all those who have served and their spouses. RecruitMilitary has been producing military-to-civilian career fairs since 2006. By the end of 2015, it will have produced over 670 events in over 50 cities.
- RecruitMilitary will make its job board at www.recruitmilitary.com available on DAV's website. More than 750,000 jobs are posted on the board; over 690,000 veterans are registered as job seekers in its database.

- The two organizations will share information to help men and women who are transitioning from active duty to civilian life find employment in Corporate America.

- The partners will have a presence in each other's bimonthly print publications. *DAV Magazine* is sent to member-subscribers. RecruitMilitary circulates more than 58,000 copies of *Search & Employ* to military installations throughout the world, National Guard and reserve units, men and women who attend its job fairs, and military-to-civilian recruiters nationwide.

Both RecruitMilitary and DAV are headquartered in the Cincinnati tri-state region, which consists of parts of Ohio, Kentucky, and Indi-



About DAV

Founded by World War I veterans in Cincinnati in 1920 and chartered by the United States Congress in 1932, DAV empowers veterans to lead high-quality lives with respect and dignity. It is dedicated to a single purpose: fulfilling our promises to the men and women who served. DAV does this by ensuring that veterans and their families can access the full range of benefits available to them; fighting for the interests of America's injured heroes on Capitol Hill; and educating the public about the great sacrifices and needs of veterans transitioning back to civilian life. DAV (www.dav.org) is a non-profit organization with 1.2 million members.

Mike Francomb is senior vice president of marketing – candidate services – at RecruitMilitary and a former captain in the United States Army. He is available at mike@recruitmilitary.com.

RECORD ADVERTISING

We are pleased to announce that this issue of *Search & Employ* has broken our advertising record, with 43¼ pages of paid ads. This issue is the second consecutive record-breaker: Our May-June 2014 issue carried 40 pages of paid ads. The present issue, with 64 pages including the covers, is also the thickest ever – breaking the last issue's record of 60 pages. We would like to thank all of the advertisers in this issue and all previous issues for helping *Search & Employ* help transitioning and veteran military, members of the National Guard and reserves, and their spouses find outstanding civilian jobs, business-ownership opportunities, and continuing-education programs.

- There were 959 exhibitors at the 20 events, an average of 48.0 per event.
- The exhibitors included 756 employers, an average of 37.8 per event.
- There were 7,534 candidates at the events, an average of 7.9 per exhibitor, 10.0 per employer, and 377 per event.
- The employers that responded to the surveys expected to conduct from 4,065 to 6,755 interviews as a result of exhibiting, an average of 5.4 to 8.9 per employer and 203 to 338 per event.
- 51.7% of the candidates who responded said that they expected to secure interviews as a result of their attendance.
- The responding employers expected to extend 2,149 job offers, an average of 2.8 per employer and 107 per event.

Other exhibitor results, in terms of "percent favorable":

- overall event experience 97.0%
- return on investment 94.8%
- likelihood to participate in a future event 94.8%
- quality of candidates 94.8%
- number of candidates 91.5%
- pre-event communications 98.8%
- on-site support 97.5%

We have been producing military-to-civilian recruitment events since 2006. By the end of 2015, we will have produced more than 670 events in over 50 cities. Our schedule through June 2015 is on page 57 of this magazine.

Mary Beth Miller is market research coordinator at RecruitMilitary. Contact her at marybeth@recruitmilitary.com.

WWW.RECRUITMILITARY.COM

SPECIAL SECTION for VETERAN HIRING LEADERS

by LARRY SLAGEL



resides at www.recruitmilitary.com, consists of men and women who are transitioning from active duty to civilian life, veterans who already have civilian work experience, members of the National Guard and reserves, and military spouses and other family members.

As the database has grown, certain industry-specific segments of it have become so large that we can think of them almost as databases unto themselves. The 11 segments listed in the table below are the largest. The numbers of registrants represent the candidates who, when they registered, selected one or more of the future work interests in the respective rows. So, for example, a candidate who selected "Accounting/Auditing" and "Banking/Financial Services" counts as one registrant in the "Financial Services/Insurance" segment.

For military-to-civilian database search, employers doing business in the 11 segments need go no further than www.recruitmilitary.com. For example, the "Manufacturing" segment is one of the smallest listed; but for an industry that is constantly trying to find good workers – even in times of high unemployment – 37,090 candidates with military backgrounds constitute a treasure of talent.

STATISTICAL DETAILS

For clarity, let me "get down in the weeds" with some background on the selection process: When candidates register, we ask them – but do not require them – to select their future work interests from a list of 127 industries and occupations. Not all candidates select an interest, but each candidate may select up to 10 of them. On average, they make roughly 3.5 selections – but a candidate is highly likely to select related interests in a given segment.

11 INDUSTRY-SPECIFIC DATABASES OF VETERAN CANDIDATES

The 11 segments listed in the table consist of 62 of the 127 available interests. Many of the remaining 65, even when combined with related interests, do not have enough registrants to displace any of the 11 segments in the table.

Other interests not listed in the table have large numbers of registrants, but are not industry-specific. For example, Management/Supervision" has 78,697 registrants, and "Administrative/Clerical/Support" has 56,901.

We finished compiling the table on May 21, 2014, when there were 628,021 searchable candidates in the database.

COMMERCIAL VALUE

The 34.5% growth of the database is obviously good news for employers that bought 12-month search licenses – database subscriptions – last year, because those clients are now getting much more for their money. Clients that bought their licenses more recently will continue to get more value for their invest-

ment, because the growth shows no sign of declining.

And here is good news for clients that are due to renew their 12-month licenses: We do not plan to increase our fee amidst all this growth.

Employers can also use our database for targeted marketing: We can send out emails advertising an employer's job openings, inviting candidates to an employer's booth at a RecruitMilitary All Veteran Job Fair, inviting candidates to an employer's own hiring event, etc.

In addition, the continuing growth of our database provides us with a large, steady stream of fresh candidates to invite to our job fairs – and to receive our monthly jobs newsletter, *The VetTen*.

Larry Slagel is senior vice president of sales at RecruitMilitary and a former captain in the United States Marine Corps. Contact him at larry@recruitmilitary.com.

Segments of the Database of Job Candidates at www.recruitmilitary.com		
SEGMENT	NUMBER OF REGISTRANTS	FUTURE WORK INTERESTS
Aerospace / Defense	50,696	Aerospace/Defense, Aviation, Aviation Maintenance, Avionics
Construction	42,906	Construction, Engineering - Civil, General Labor, HVAC, Landscaping, Plumbing, Skilled Labor/Trades
Education	52,010	Education, Training/Instruction
Energy / Utilities	34,505	Energy/Utilities, Environmental, Mining
Financial Services / Insurance	38,975	Accounting/Auditing, Banking/Financial Services, Finance, Insurance
Healthcare	42,104	Biotech/Biomed, Health Care, Medical/Healthcare, Nurse, Pharmaceutical, Sales - Medical
Hospitality	43,616	Food Service, Hospitality/Food/Leisure, Restaurant, Sports/Recreation
Information Technology / Telecommunications	93,345	Electronics Technician, Geospatial, IT, IT - Databases, IT - Executive Management, IT - Hardware, IT - Network/LAN/WAN, IT - Other, IT - Project Management, IT - Sales, IT - Security, IT - Software, IT - System Administration, IT - Systems Analysis, IT - Systems Engineer, IT - Testing Q/A, IT - Web Development, Satellite, Security - Network Management, Telecommunications
Law Enforcement	67,387	Law Enforcement
Manufacturing	37,090	Engineering - Industrial, Engineering - Quality, Manufacturing
Transportation / Logistics	91,375	Distribution/Shipping, Inventory, Logistics - Supply, Logistics - Transportation, Merchant Marine/Maritime, Supply Chain, Transportation, Warehouse

Alvarez to Strengthen Veteran Hiring in San Diego

by PETER GUDMUNDSSON

I AM PLEASED TO ANNOUNCE that United States Navy veteran Angel Alvarez has joined RecruitMilitary as a national account executive overseeing the San Diego area. Alvarez hails from

Oxnard, California, and currently resides in San Diego. He holds a bachelor's degree in business administration, with a concentration in human resources, from American Intercontinental University; and he will receive his masters in human resource management (MHRM) from DeVry University's Keller Graduate School of Management in September 2014.

Alvarez served in the Navy from 1994 to 2008, where he worked as an aircraft mechanic, and later as a recruiter in the San Diego area.

Alvarez brings to his new role a history of building relationships and business development. During a graduate school interview with Keller Graduate School of Management, Alvarez so impressed his interviewer that he went to work as DeVry's military education liaison for San Diego. In this business development and networking role, Alvarez had the opportunity to attend numerous RecruitMilitary hiring events on behalf of DeVry and, later, for The Art Institutes.

We are delighted to have a Navy veteran of Angel's quality on board. As a former client of RecruitMilitary, he can speak from personal experience about the strength and effectiveness of our services. San Diego is an important market for RecruitMilitary. We have hosted the area's leading all veteran career fairs since 2006, and our clients throughout Southern California have long appreciated the benefits of hiring and retaining high-quality veteran talent.

Alvarez's wife, Jackie, is an active-duty Navy sailor, and they are the parents of two girls. ♦

Peter Gudmundsson is CEO and president of RecruitMilitary and a former officer in the United States Marine Corps. He is available at peter@recruitmilitary.com.



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45	Capital One	www.capitalonemilitary.com
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49	CH2M Hill	www.CH2MHILL.jobs/milRM
37	Chesapeake Oilfield Services	www.performancetech.com
33	Comcar Industries	http://joincomcar.com/military
35	Con-way Truckload	http://true2blue.com/rm
15	DAV	www.DAV.org
5	DeVry University	www.military.devry.edu
59	DeVry University	www.military.devry.edu
11	Eaton Corporation	www.eaton.com/MilitaryCareers
7	Embry-Riddle Aeronautical University	http://worldwide.erau.edu/military/
45	Enterprise Products	http://careers.enterpriseproducts.com
20	Florida Army National Guard	www.nationalguard.com/
28	Florida Hospital Waterman	www.fhwat.org/
28	GE Oil & Gas	www.ge.com/veterans
56	General Electric	www.ge.com/veterans
3	Goodyear Tire & Rubber	www.goodyear.com/careers/
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4	Heavy Equipment Colleges of America	www.HeavyEquipmentCollegesofAmerica.com
25	Humphrey & Associates, Inc.	www.teamhumphrey.com
Cover, 8-9	Ingersoll Rand Company	http://careers.ingersollrand.com
6	Jones International University	www.jiu.edu/military
5	Keller Center for Corporate Learning	www.military.devry.edu
9	Kitchen Craft Cookware	www.cookingshowhost.com
16	Kroger	www.kroger.com/Careers
55	Lowe's	http://Lowe's.com/Careers
47	Mastec Network Solutions	www.mastecnetworksolutions.com/
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27	MDRC	www.mdrc.org
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55	Starbucks Coffee Company	www.starbucks.com/careers
25	SunTrust Bank	http://jobs.suntrust.com/content/military/
14	Systems Contracting Corporation	www.tsg.bz/systems-contracting/employment
49	T A Travel Centers of America	www.tatravelcenters.com
20	Texas Instruments	http://careers.ti.com/techop
39	The Art Institutes	http://artinstitutes.edu/
42	The Geo Group	www.geogroup.com/hiringheroes
Inside Back Cover	The Home Depot	www.work4homdepot.com/searchandemploy
38	The Ocean Corporation	www.oceancorp.com
52	Thomson Reuters	http://careers.thomsonreuters.com/
23	Troy University	http://troy.edu/spirit
36	TTX Company	www.ttx.com
57	United States Secret Service	www.secretservice.gov/join
17	USAA	http://usaa.com/recruitmilitarycc
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40	Venezia Inc.	www.runforv.com
50	Veteran Franchise Centers	www.veteranfranchisecenters.com
19	Walmart	www.walmartcareerswithamission.com
53	Washington National Insurance Company	http://PMAUSAinc.com
22	West Virginia Army National Guard	www.wv.ngb.army.mil/
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