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SEPTEMBER + OCTOBER 2014 VOLUME VII ■ ISSUE 5

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Opportunities in Retail

Veteran Hiring Leaders

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"I FOUND A CAREER WHILE LOOKING FOR A JOB" / 30
Don Davis Auto Group

PHOTO COURTESY OF DON DAVIS AUTO GROUP

Contents / SEPTEMBER + OCTOBER 2014 VOLUME VII ISSUE 5

2 / **OPPORTUNITIES IN HEALTHCARE**
Increasing Demand for Healthcare Means More Jobs

4 / **EDUCATOR OUTREACH DIRECTORY**

6 / **FULFILLING ITS VETERAN HIRING PLEDGE**
Goodyear Auto Service Center

7 / **MINDING THE STORE – AND THE PLATOON**

8 / **HEALTHCARE DIRECTORY**

14 / **SHOWCASE YOUR MILITARY EXPERIENCE**
EF Johnson Technologies, Inc.

16 / **YOUR RESEARCH GUIDE TO A CAREER IN HEALTHCARE**

18 / **YOUR GUIDE TO INDUSTRIAL AND OCCUPATIONAL EMPLOYMENT STATISTICS**

20 / **CHECK OUT THE OPPORTUNITIES IN RETAIL**

20 / **"ONE OF THE MOST TEAM-ORIENTED INDIVIDUALS"**
Room & Board

22 / **RETAIL DIRECTORY**

27 / **"PLAN AHEAD, VERY FAR AHEAD"**
Bell Fork Lift, LLC

28 / **"I WANTED TO DO SOMETHING I ENJOYED"**
CarMax, Inc.

32 / **"THERE IS NO END TO WHAT YOU CAN DO"**
84 Lumber Company

36 / **YOUR RESEARCH GUIDE TO A CAREER IN RETAIL**

38 / **DO IT RIGHT OR NOT AT ALL**
Davey Tree

40 / **BASIC TRAINING: BECOMING A "MILIPRENEUR"**

44 / **RECRUITMILITARY SCHEDULES 101 OPPORTUNITY EXPOS FOR 2015**

46 / **OPPORTUNITY EXPO CALENDAR**

48 / **VETERAN HIRING LEADERS WHO MAKE A DIFFERENCE**
RecruitMilitary Launches Recognition Program
- Linda Clark
- John DiPiero / Bill Edmundson
- Simeon Garrett / Evan Guzman
- Katie Killius / Avery King
- Shannon Noel Mullins / Gary M. Profit
- Chris Rieben / David A. Smith
- Kris Urbauer / Joe Wallis
- John H. Wesley, III / Abraham Zambrano

66 / **SPECIAL SECTION FOR VETERAN HIRING LEADERS**
- RecruitMilitary Wins Social Media Award
- *Search & Employ®* Also Available As Digital Magazine
- Record Advertising
- The Surveys Say: Our Career Fairs Work!
- Ryan Johns to Grow Veteran Hiring in Atlanta Area

68 / **ADVERTISERS INDEX**

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A note from Peter

Employer, educator, and veteran candidate readers will have a new series of articles to enjoy, starting with this issue. In a special section, RecruitMilitary will highlight veteran hiring leaders who make a difference. In a nation that generates a lot of noise about veterans and employment, the leaders we will recognize are among those who propel their organizations to the front by actually hiring America's best.

Selection as a veteran hiring leader is an honor to be sure, and we know that our readers will understand and appreciate what our honorees have been doing. Their success helps all of us.

Readers should also view this issue as a "teachable moment" opportunity. Each of these executives can teach the rest of us an insight or a tool that helps them succeed.

MEDICINE AND MORE

In this issue, we also take a close look at two industries – healthcare and retail. Driven by demographics and technology, healthcare is an industry that should continue to grow throughout all of our careers. It is tempting to think that most of the career paths are for healthcare professions like nursing and medicine – what the Bureau of Labor Statistics (BLS) calls Healthcare Practitioners and Technical Occupations – but in fact there are hundreds of positions that do not require those types of degrees and certifications. For example, the vast category of Healthcare Technologists and Technicians includes dental technicians, paramedics, medical records technicians, and hearing aid specialists.

MORE OPPORTUNITIES IN RETAIL

Retail is a very different space, and another in which veterans thrive. Retail is about not only cashiers and stockers – the people you see in the store – but also the host of professional support people who help get the products we want to buy to the businesses that want to sell them. There is an insatiable demand for frontline leaders and logistical sophistication in the retail industry, and many of our RecruitMilitary clients have extensive training programs for veterans.

MORE JOB FAIRS, MORE INTERVIEWS

I am pleased to announce that we have finalized our schedule of job fairs for 2015. We will produce 101 Opportunity Expos in 49 cities coast-to-coast, up from 75 events in 2014. Our events are well worth attending: According to post-event surveys, more than half of the job seekers who attend expect to secure interviews as a result of their attendance. Check the schedule on page 46 of this issue.

We have been producing military-to-civilian job fairs since 2006, and we broke our single-event attendance record this year. On July 17, 109 exhibitors and 882 job seekers attended our Expo in Irving, Texas. I thank all of the companies and candidates who made this such a successful event.

And I thank the advertisers who have made this issue of *Search & Employ®* the largest ever.

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 715,000 registered job seekers at www.recruitmilitary.com, email a monthly jobs newsletter called *The Veteran*, maintain a website that carries links to employers' sites and careers pages, and conduct direct recruiting.

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.

In 2014, the online publication *Small Business Trends* (www.smallbiztrends.com) named RecruitMilitary one of "30 Businesses that Are Rocking Social Media." The publication selected our weekly Facebook feature "Find a Job Friday" for its approach to connecting veterans with jobs in real time.

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).

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INCREASING DEMAND FOR HEALTHCARE MEANS MORE JOBS

HEALTHCARE JOBS TEND TO BE SECURE IN JUST ABOUT ANY ECONOMY. WE ALL GET SICK FROM TIME TO TIME; WE WILL ALWAYS NEED DOCTORS, NURSES, AND THEIR SUPPORT STAFFS. THE HEALTHCARE INDUSTRY WAS A SHINING LIGHT OF EMPLOYMENT DURING THE RECENT RECESSION – AND THE GOOD NEWS IS THAT LIGHT IS GETTING BRIGHTER.

The news is good, but not perfect: Experts predict that reform, changes in reimbursement methods, government cuts, and hospital debt will shake up the healthcare world. Even now, some hospitals are cutting costs and shrinking their work forces. But that said, some fields – such as primary care and nursing – face significant staffing shortages. Other changes include advances in technology, such as the conversion to electronic health records.

To adapt to the changes, healthcare workers are becoming more accessible. They are working with patients in not only professional offices, professional clinics, and hospitals, but also schools, retail clinics, workplaces, and private homes. And care is increasingly focusing on prevention and wellness.

In addition, experts predict an increase in the use of mid-level providers such as nurse practitioners and physician assistants. That increase is likely, they say, because there could be a shortage of 92,000 doctors by 2020. The gap could be even bigger if the United States Congress funds more doctors for Department of Veterans Affairs (VA) hospitals.

But of all statistics pertaining to healthcare, transitioning and veteran job seekers should be most aware of one number: 4 million. That is the increase – per year! – in expected hospital visits between now and 2020. That will be a tremendous driver of demand.

HEALTHCARE OCCUPATIONS

Experts project rapid employment growth in occupations concentrated outside the inpatient hospital sector – for example, pharmacy technicians and personal and home care aides. Demand for dental care will rise due to greater retention of natural teeth by middle-aged and older persons, greater awareness of the importance of dental care, and an increased ability to pay for services. Dentists will use support personnel such as dental hygienists and assistants to help meet their increased workloads.

The median age of registered nurses is increasing, and not enough younger workers are replacing them in many areas. As a result, employers in some parts of the country are reporting difficulties in attracting and retaining nurses.

Healthcare workers at all levels of education and training will continue to be in demand. In many cases, it may be easier for jobseekers with health-specific training to obtain jobs and advance in their careers. Specialized clinical training is a requirement for many jobs in healthcare, and is an asset even for many administrative jobs that do not specifically require it.

The Bureau of Labor Statistics (BLS), a part of the Department of Labor, analyzes future demand for different types of goods and services, and then projects the employment necessary to produce and perform them. The BLS projects a 10.8 percent growth in employment between 2012 and 2022, and says that most of the growth will occur in service-providing industries. See www.bls.gov/emp/ep_table_102.htm.

The BLS expects four "major groups" of occupations to grow more than 20 percent - nearly double the overall growth - from 2012 to 2022. Leading the pack at 28.1 percent will be Healthcare Support Occupations, which has a Standard Occupational Code (SOC) of 31-0000; see "Your Guide to Industrial and Occupational Employment Statistics" on page 18 of this magazine.

The others will be Healthcare Practitioners and Technical Occupations (SOC 29-0000) at 21.5 percent, Construction and Extraction Occupations (SOC 47-0000) at 21.4 percent, and Personal Care and Service Occupations (SOC 39-0000) at 20.9 percent.

CONTINUED ON PAGE 10

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EDUCATOR OUTREACH DIRECTORY

The institutions listed below have demonstrated their commitment to recruiting veterans by using RecruitMilitary products and services. All of the URL's below are live links in the digital version of *Search & Employ®*. You can access the digital magazine as well as PDF's of this issue and back issues from http://recruitmilitary.com/search-and-employ

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JOHN PEER

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JOHN PEER IS THE VICE PRESIDENT OF GOODYEAR RETAIL, A UNIT OF THE GOODYEAR TIRE & RUBBER COMPANY, WHICH IS BASED IN AKRON, OHIO. HE IS DEDICATED TO THE OPERATION OF MORE THAN 600 COMPANY-OWNED TIRE AND AUTOMOTIVE SERVICE LOCATIONS IN THE UNITED STATES. HIS RESPONSIBILITIES INCLUDE SALES GROWTH, UNIT GROWTH, PROFITABILITY, AND PEOPLE DEVELOPMENT.

Peer started working for the company more than 40 years ago, and has held his present position for five years. "I started in 1971 as a retail trainee at Goodyear's Canton, Ohio, store," he said. "Since then, I've had increasing responsibility for retail and consumer sales and marketing in major markets from Akron to Cincinnati, Dallas, Minneapolis, Detroit, and ultimately nationwide."

As part of his current job, Peer oversees the organization's network of neighborhood Goodyear Auto Service Centers and Just Tires stores. "We sell Goodyear, Dunlop, and Kelly tires as well as offer complete automotive service such as wheel alignment, brake work, air conditioning, oil changes, preventive maintenance, and more," he said. "We have more than 5,500 associates in 40 states who service millions of cars and customers each year."

Looking back on his years with the company, Peer said, "I've been lucky to celebrate a number of successful moments in my career I would consider to be milestones. Leading the Goodyear Retail organization – the part of the company where I started my career – is certainly one of them."

Goodyear has a long history in retail. "Our first retail store opened its doors in Columbus, Ohio, in 1924," said Peer.

Goodyear Retail offers a great deal of opportunity. "We have management positions at each of our store locations, with increasing levels of scope and responsibility," said Peer. "Each location has a store manager, and many also have a service manager who focuses on the service-department operations. There are also sales positions focused on interacting with customers during tire and automotive services sales. Our service department opportunities range from an entry-level general service technician up to a Master ASE-Certified Automotive Technician." ASE certification is based on tests conducted by the National Institute for Automotive Service Excellence (www.ase.com) and relevant work experience.

The Goodyear Tire & Rubber Company delivers tires and related products and services to customers and consumers around the world. It employs about 69,000 people, and manufactures its products in 50 facilities in 22 countries. In addition, it operates Innovation Centers in Akron and in Colmar-Berg, Luxembourg. And Goodyear operates three of its famous airships – better known as the Goodyear Blimps – in North America. The airships are based in Akron; Carson, California; and Pompano Beach, Florida.

Peer said that Goodyear is committed to hiring veterans. "Goodyear is proud to be a military-friendly employer," he said. "In the past year, our Goodyear Retail organization alone has hired approximately 555 veterans. In 2012, the company overall committed to hiring 1,000 veterans over three years – and met that goal in just two years. The company has pledged to expand this military hiring initiative to hire another 1,000 veterans in the next year."

Veterans come ready to work and to lead, according to Peer. "In my experience, veterans make good associates because they are often highly detail- and process-driven as well as discipline-oriented, punctual, and reliable," he said. "They also possess leadership skills, which are important for growth."

Peer also believes that Goodyear Retail is a great place for veterans to land after leaving the military. "Our Goodyear Retail organization is committed to delivering an exceptional customer experience in every store, every day," he said. "When we have associates who share in that commitment and have a strong work ethic, they make it a priority to focus on the customer-service process and make every effort to be punctual and reliable. For associates like this, there are many opportunities for advancement in our organization. We have also found a positive correlation between veteran hires and increased retention rates. In addition to the technical skills needed for specific jobs at our Goodyear Retail stores, the top skills and traits we value in our associates – and find in our veteran hires – are the ability to build talent and teams, problem-solve, effectively communicate, make courageous decisions, and deliver results."

Goodyear has a long history of supporting the military. "Goodyear has remained committed to supporting our veterans as they make their transition from serving our country to civilian life," said Peer. "Our history with the United States military dates back to World War I, when the company produced truck tires, and even airships, for the war effort. Today, as the largest producer of military tires in the United States, Goodyear still plays an important part in keeping our armed forces rolling."

The company supports members of the U.S. armed forces and their families through its annual Goodyear Gives Back campaign. Since its inception in 2010, Goodyear Gives Back has generated more than $800,000 in donations for the Support Our Troops non-profit organization. Goodyear also has a Military Veteran Association that it leverages for recruiting advice and to assist with onboarding new military hires.

CEDRIC SAVAGE

CEDRIC SAVAGE PHOTOS COURTESY OF DANIELLE KRENZ, PHOTOGRAPHY BY DANIELLE

CEDRIC SAVAGE HAS SERVED in the Army Reserve for seven years. As a staff sergeant, he holds a platoon sergeant duty position – managing a platoon of soldiers to accomplish tasks such as weapons maintenance/inspection, vehicle inspection, and equipment repair.

At Goodyear, he is store manager of the Goodyear Auto Service Center in West Allis, Wisconsin. There, he leads a team of associates in the pursuit of their goals – customer satisfaction, safety, sales, and profit. Savage is their coach, leader, and director.

Savage can relate to the challenges his store associates face because, not long ago, he was in their shoes. "In 2008, I started out in our Goodyear Retail Stores as an automotive technician and worked my way up from general service to alignment tech, then to service manager," he said. "I then became an assistant store manager at a Goodyear Commercial Tire & Service Center before moving into my current role."

Savage's military experience led him to his career at Goodyear. "Being in maintenance in the Army is really what drew me to Goodyear," he said. "I wanted to work somewhere I could apply my newfound knowledge of vehicles and how to properly repair them."

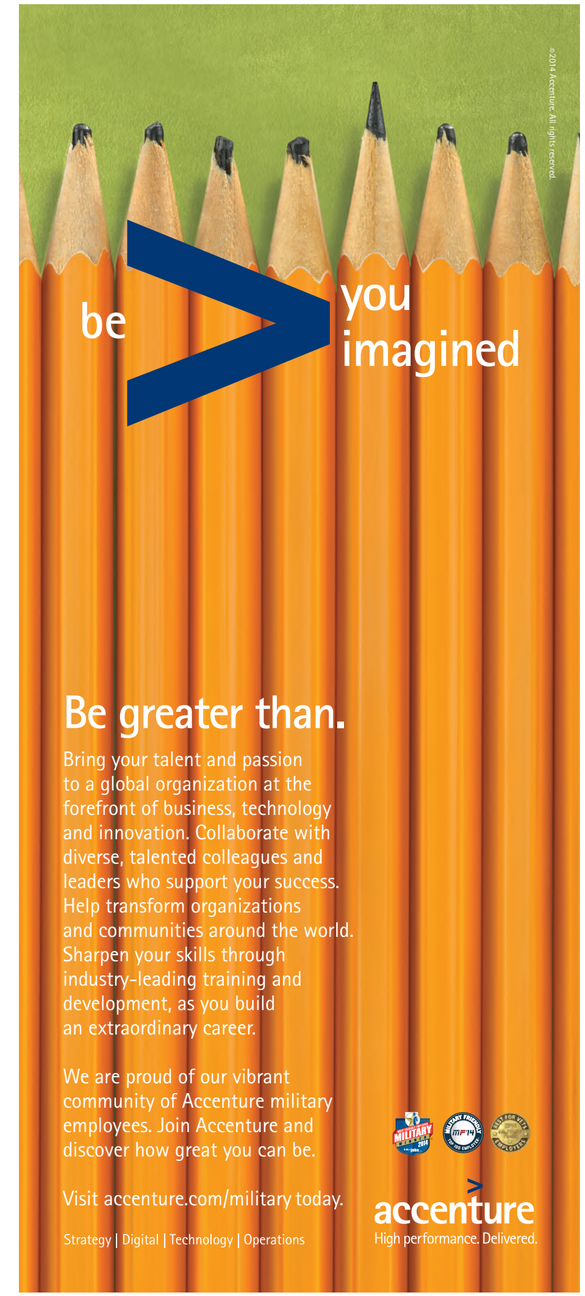
He views his involvement in the Army Reserve as a great way to hone his skills. "In the Army, I have access to technical materials, and I get plenty of hands-on time with vehicles," he said. "I can engross myself in the details of maintenance. It's a great way to keep my skills up, and helps me get to an accurate solution faster when I am on the job at our Goodyear retail store."

His military experience has also helped him manage his work and lead his team. "In the military, I deal with rapid changes in tasks, personnel, and behaviors several times in a day," he said. "I have to be willing to change how I handle each situation. This experience helps me control my emotions at work and stay focused on the tasks presented to me throughout my day. It also helps me multitask as needed."

Savage strongly recommends Goodyear to veterans and servicemembers who are looking for civilian employment. "Goodyear is very committed to hiring veterans," he said. "They are very flexible with scheduling and recognize potential when they see it."

He said that it is important for veterans to find a career they like and not just a place to earn a paycheck. "The rewards of doing what you enjoy will only become greater over time," he said.

As for landing a job at Goodyear, he encourages veterans to be genuine, and to make sure they mention how much they learned during their time in the military. "You need to be honest about the skills you have on your resume," he said. "Also, in your resume, mention how the military has taught you the importance of being on time for work, performing your work as instructed – quickly and accurately – and how to adapt to change in a positive manner."



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HEALTHCARE DIRECTORY

The healthcare organizations listed below have demonstrated their commitment to recruiting veterans by using RecruitMilitary products and services. We encourage all men and women with military backgrounds who are interested in careers in healthcare to consider these organizations. All of the URL's below are live links in the digital version of *Search & Employ®*. You can access the digital magazine as well as PDF's of this issue and back issues from http://recruitmilitary.com/search-and-employ.

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Boston Children's Hospital	www.childrenshospital.org/career-opportunities/careers-overview
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Healthcare Opportunities

CONTINUED FROM PAGE 2

Of the 30 "detailed occupations" projected to have the largest percentage increase between 2012 and 2022, 14 are related to healthcare. Within the Personal Care and Service Occupations major group (SOC 39-0000), Personal Care Aides (SOC 39-9021) are expected to grow the most percentage-wise. They are predicted to increase by 48.8 percent by 2022. Personal Care Aides had a median annual wage of $19,910 in 2012.

Home Health Aides (SOC 31-1011) are next, growing by 48.5 percent. They had a $20,820 median annual wage in 2012.

Diagnostic Medical Sonographers (SOC 29-2032) are expected to grow by 46 percent, Physical Therapy Assistants (SOC 31-2021) by 41 percent, Physical Therapy Aides (SOC 31-2022) by 40.1 percent, Physician Assistants (SOC 29-1071) by 38.4 percent, and Physical Therapists (SOC 29-1123) by 36.0 percent. Within the Office and Administrative Support Occupations major group (SOC 43-0000), Medical Secretaries (SOC 43-6013) are expected to grow by 36.0 percent.

Because percentages can be misleading, below is a list of detailed occupations in terms of predicted increases in individual jobs from 2012 to 2022.

- Personal Care Aides (SOC 39-9021) 580,800
- Registered Nurses (SOC 29-1141) 526,800
- Home Health Aides (SOC 31-1011) 424,200
- Nursing Assistants (SOC 31-1014) 312,2000
- Medical Secretaries (SOC 43-6013) 189,200
- Licensed Practical and Licensed Vocational Nurses (SOC 29-2061) 182,900

HEALTHCARE INDUSTRIES

The BLS expects the service-providing sectors of the economy to account for more than 90 percent of the jobs that will be added from 2012 to 2022; see www.bls.gov/emp/ep_table_207.htm. The Health Care and Social Assistance sector, which was largely unaffected by the most recent recession, will experience the largest and fastest employment gains among all sectors. That sector has a North American Industry Classification System (NAICS) code of 62; see "Your Guide to Industrial and Occupational Employment Statistics" on page 18 of this magazine. The BLS projects that NAICS 62 will add almost 5 million jobs, a 2.6-percent-per-year increase, between 2012 and 2022.

Changing demographics will drive much of this growth, because older people require more healthcare services. The BLS expects the number of people 65 years and older to increase from 41.9 million (13.3 percent of the total population) in 2012 to 58.6 million (17.3 percent) in 2022.

In addition, increasing cost pressures will shift demand from higher-cost hospitals and inpatient physician services to lower-cost home healthcare services, outpatient physician services, and clinical services. A part of the NAICS 62 sector and the Ambulatory Health Care Services "subsector" (NAICS 621), the Home Health Care Services "industry group" (NAICS 6216), will add 715,700 jobs, at an annual growth rate of 4.8 percent, reaching a level of more than 1.9 million jobs by 2022. This industry provides in-home care such as nursing and physical therapy,

The BLS expects the industry groups called Offices of Health Practitioners (NAICS 6211, 6212, 6213) – including offices of physicians, dentists, and other health practitioners such as chiropractors and optometrists – to add the largest number of jobs among the service-providing industry groups. The number of jobs in Offices of Health Practitioners will increase from almost 4 million in 2012 to 5.2 million in 2022, a gain of more than 1.2 million jobs, at an annual growth rate of 2.7 percent.

A part of the Social Assistance subsector (NAICS 624), the Individual and Family Services industry group (NAICS 6241) will register the second-fastest growth in employment. The group will add 711,500 jobs, at an annual rate of 4.4 percent, to reach a level of just over 2.0 million jobs in 2022. Individual and Family Services organizations provide a variety of social services to children, elderly people, people with disabilities, and others.

The Hospitals subsector (NAICS 622) will add 814,800 jobs between 2012 and 2022, according to the BLS, reaching more than 5.6 million. But because hospitals already employ a great number of people, the annual rate of growth will be just 1.6 percent.

Due to cost-reduction measures, the Outpatient, Laboratory, and Other Ambulatory Care industry groups (NAICS 6214, 6215, 6219) will be among the largest and fastest growing. Employment will to grow from just under 1.2 million in 2012 to just under 1.7 million in 2022, an annual growth rate of 3.8 percent.

The Nursing and Residential Care Facilities subsector (NAICS 623) provides assisted-living services, including nursing, rehabilitation, and other related personal care, to those who need continuous care but do not require hospital services. The BLS expects this industry to become one of the largest and fastest growing due to the shift to more outpatient services, the increasing population of elderly people seeking to maintain some level of independence, and improvements in technology allowing younger patients shorter rehabilitation stays. According to the BLS, the number of jobs in nursing and residential care facilities will grow by 760,700, from almost 3.2 million in 2012 to almost 4 million in 2022, an annual rate of increase of 2.2 percent.

GET SMART

Most of the expected influx of healthcare jobs will require post-secondary education and/or training. Even nursing candidates, who in years past could begin their careers with just associate's degrees, should consider advanced degrees. In 2013, 55 percent of all nurses had a four-year degree or better. That number used to hover around 20 percent. The nursing industry is pushing hard to get the number of nurses with four-year degrees or better to 80 percent.

Health technologists and technicians work in many fast-growing occupations, such as medical records and health information technicians, diagnostic medical sonographers, radiologic technologists and technicians, and dental hygienists.

CONTINUED ON PAGE 12

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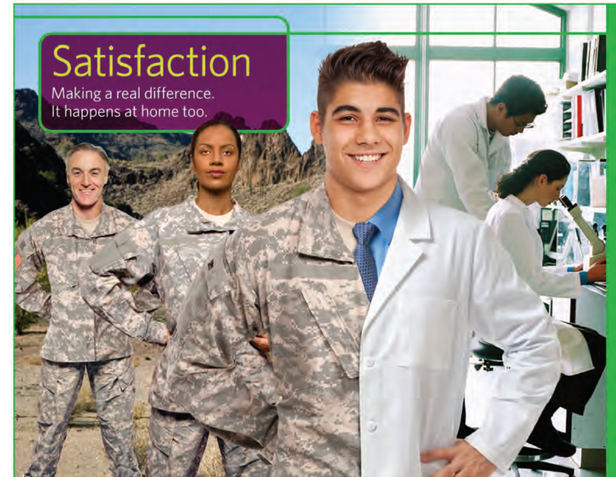

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CONTINUED FROM PAGE 10

These workers may operate medical equipment and assist health diagnosing and treating practitioners. The workers are typically graduates of one-year or two-year postsecondary training programs.

Service occupations attract many workers with little or no specialized education or training. They include nursing aides, home health aides, building cleaning workers, dental assistants, medical assistants, and personal and home care aides. Nursing and home health aides provide health-related services for ill, injured, disabled, elderly, or infirm individuals either in institutions or in their homes.

Most healthcare workers have jobs that require less than four years of college education. However, education does lead to higher salaries. Registered nurses have an annual average salary greater than $67,000. But personal care aides and home health aides have average annual salaries closer to $20,000.

Anyone considering a career in healthcare should have a strong desire to help others, genuine concern for the welfare of patients and clients, and an ability to deal with people of diverse backgrounds in stressful situations. Many of the healthcare jobs that are regulated by state licensure require healthcare professionals to complete continuing education at regular intervals to maintain valid licensure.

PAY

Average earnings of nonsupervisory healthcare workers are higher than the average for all private industry. Hospital workers earn considerably more than the average. Workers in nursing and residential care facilities earn less, as do people who provide home care.

Average earnings often are higher in hospitals because the percentage of jobs requiring higher levels of education and training is greater. Those segments of the industry with lower earnings employ large numbers of part-time service workers.

As in most other industries, professionals and managers working in healthcare typically earn more than other workers in the industry. Wages in individual healthcare occupations vary as widely as the duties, level of education and training, and amount of responsibility required by the occupations.

Some establishments offer tuition reimbursement, paid training, child day care services, and flexible work hours. Healthcare establishments that must be staffed around the clock to care for patients and handle emergencies often pay premiums for overtime and weekend work, holidays, late shifts, and time spent on call.

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FEDERAL PROGRAM HELPS VETERANS BECOME NURSES

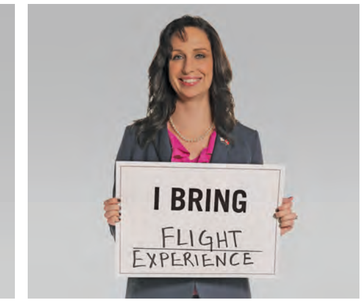
VETERANS ARE IN HIGH DEMAND in the healthcare industry – and in response the Health Resources and Services Administration (HRSA), a part of the U.S. Department of Health and Human Services, has created a program to help veterans become nurses; see www.hrsa.gov.

Many Iraq and Afghanistan veterans have come home from their deployments with medical training and experience that does not qualify for academic credit. To help these veterans enhance their healthcare skills, in 2013, HRSA funded nine schools of nursing through the Veterans' Bachelor of Science Degree in Nursing (VBSN) program. The schools are within the following institutions:

- University of Alabama at Birmingham
- Jacksonville University
- Florida International University
- University of South Florida
- Davenport University, Grand Rapids, Michigan
- State University of New York, Stony Brook
- University of Texas at Arlington
- Hampton University, Hampton, Virginia
- Shenandoah University, Winchester, Virginia

The schools will build on the healthcare knowledge, skills, and abilities acquired by veterans during their military experience by awarding academic credit for prior healthcare training and other nursing-related learning experiences. The schools offer traditional four-year programs, campus-based programs, online models, and hybrid projects. Accelerated one-year to two-year programs are also available for veterans who have completed pre-nursing course requirements or have healthcare experience as emergency medical technicians, corpsmen, medics, licensed vocational nurses, associates, or diploma-degreed nurses. In addition, the schools will offer clinical training experiences at community-based clinics, hospitals, and other organizations.

Veterans who complete the VBSN program will receive assistance with National Council Licensure Examination for Registered Nurses (NCLEX-RN) test preparation, career planning guidance, and transition into civilian professional registered nurses.



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HSS employs veterans at all levels, from entry-level security officers to the most senior ranks within the organization, including divisional vice presidents and even president/CEO.

ARMY RESERVE SOLDIER ★ MIKE SIEDZICK

Mike Siedzick has served in the United States Army Reserve for 26 years, reaching the rank of lieutenant colonel. At HSS, he is now director of operations for the Central Region.

He was already a member of the Army Reserve when he joined HSS in 1994. He began working for them as a security officer during the five years he was attending college. After six months of service with HSS, he was deployed for Operation Desert Shield. Upon returning from his deployment, he returned to HSS and was quickly promoted to shift supervisor, supporting the St. Joe's Medical Center.

About a year later, he was promoted to manager of crime prevention. In this position, he created a training department now known as iLead. He developed and implemented training standards for New Security Officer Orientation and TEAM certifications.

In 1998, HSS promoted Siedzick to assistant director of administrative services, and he simultaneously carried out site-leadership responsibilities.

In January 2003, he was deployed for Operation Enduring Freedom. Upon returning two years later, he became assistant director of operations. In 2011, HSS promoted him to his present position, regional operations director.

Siedzick credits his military experience with leading to success at HSS.

ARMY VETERAN ★ MIKE REILLY

"The standards of excellence, self-motivation, and work ethic I developed in my military service prepared me for the great opportunities I have experienced at HSS," said Mike Reilly, recruiting manager at HSS and a veteran of the United States Army.

He said that putting military experience into a civilian context is important for servicemembers looking for post-military careers. "Developing a strong understanding of how your military experience directly translates into the civilian world is critical. I would encourage others to identify career resources that can help translate your military experiences into civilian terms that are easily understandable."

Never giving up is also key. "The training that I received in the military built me into the type of person who can adapt and overcome a wide array of challenges," said Reilly. "The never-quit and always-succeed mentality that was ingrained in me as a soldier drives me in my civilian career every day."

Reilly said that veterans should not hesitate to showcase their military experience when applying at HSS. "Keep in mind where you have come from, and be sure to continue to demonstrate those same characteristics and uphold the same standards that you had in your military service," he said. "All of those are required to be a successful employee within the HSS organization."

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YOUR RESEARCH GUIDE TO A CAREER IN HEALTHCARE

by JASEN WILLIAMS

I ENCOURAGE JOB SEEKERS to use this guide to learn about the Health Care and Social Assistance sector of the economy and the job opportunities in that sector. All of the URL's below are live links in the digital version of ***Search & Employ®***. You can access the digital magazine as well as PDF's of this issue and back issues from 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 in the Health Care and Social Assistance sector for the years 2012 through 2022; visit www.bls.gov/emp/ep_table_207.htm. That sector has an NAICS (North American Industry Classification System) code of 62. For an explanation of NAICS codes, see "Your Guide to Industrial and Occupational Employment Statistics" in this magazine.

The Health Care and Social Assistance Sector has four subsectors. On an Industries at a Glance page for each subsector, the BLS describes the subsector and provides various statistics, including employment; employment by occupation; earning and hours; work-related fatalities, injuries, and illnesses; and numbers of establishments.

Ambulatory Health Care Services (NAICS 621)	www.bls.gov/iag/tgs/iag621.htm
Hospitals (NAICS 622)	www.bls.gov/iag/tgs/iag622.htm
Nursing and Residential Care Facilities (NAICS 623)	www.bls.gov/iag/tgs/iag623.htm
Social Assistance (NAICS 624)	www.bls.gov/iag/tgs/iag624.htm

Another BLS publication, the ***Occupational Outlook Handbook, 2014-2015 Edition***, has chapters on 47 healthcare occupations, including three in veterinary medicine. The chapters are accessible from www.bls.gov/ooh/healthcare/home.htm. Each chapter has sections on what people in the occupation do on the job, work environment, how to enter the occupation, pay, job outlook, similar occupations, and contacts for more information.

Chapters on eight Community and Social Service Occupations are accessible from www.bls.gov/ooh/community-and-social-service/home.htm.

Chapters on Epidemiologists, Medical Scientists, and Psychologists are accessible from www.bls.gov/ooh/life-physical-and-social-science/home.htm.

A chapter on Medical and Health Services Managers is accessible from www.bls.gov/ooh/management/home.htm.

Industry associations are another great source of information and job leads. The following associations' websites have links to their member and/or associate member companies' sites – and most of the company sites have "Careers" or "Jobs" or "Employment Opportunities" lists.

Advanced Medical Technology Association	http://advamed.org/page/33/members
American Health Care Association	www.ahcancal.org/about_ahca/ahca_membership/Pages/StateAffiliates.aspx
American Orthotic and Prosthetic Association	https://www.aopanetonline.org/membershipdirectory/
American Telemedical Association	www.americantelemed.org/members/ata-members#.U8_jgSx0Xjo
Association for Home Health Care and Hospice	www.nahcagencylocator.com/SearchResult.asp?Show=All
Consumer Healthcare Products Association	www.chpa.org/CHPAMembers.aspx
Contact Lens Manufacturers Association	www.gpli.info/labs/
Dental Trade Alliance	www.dentaltradealliance.org/Member-Directory/
Healthcare Information and Management Systems Society	http://apps.himss.org/HIMSSorg/corporateMembership_directory.asp?navItemNumber=12514
Healthcare Supply Chain Association	www.supplychainassociation.org/?page=MemberOrganizations
Hearing Industries Association	www.hearing.org/Content.aspx?id=50
LifeScience Alley, supporting biotechnology in Minnesota	https://www.lifesciencealley.org/component/sobipro/?sid=128:Membership&Itemid=449
Medical Device Manufacturers Association	www.medicaldevices.org/?MemberDirectory
Pharmaceutical Research and Manufacturers of America	www.phrma.org/about/member-companies
The Vision Council	www.thevisioncouncil.org/member-companies

Professional associations are an excellent source of information about healthcare and social assistance work, and instructions on entering the various professions. Members of these associations are men and women who work in the professions. The following associations have career information for students and/or prospective students on their websites:

Academy of Nutrition and Dietetics	www.eatright.org/BecomeanRDorDTR/content.aspx?id=8092
American Academy of Physician Assistants	www.aapa.org/navigatorlanding.aspx?id=337
American Association for Respiratory Care	www.aarc.org/career/be_an_rt/
American Association of Medical Assistants	www.aama-ntl.org/medical-assisting
American Association of Nurse Practitioners	www.aanp.org/education/student-resource-center/planning-your-np-education
American Dental Hygienists' Association	www.adha.org/dental-hygiene-programs
American Health Information Management Association	www.ahima.org/careers
American Industrial Hygiene Association	https://www.aiha.org/about-ih/IHCareers/Pages/default.aspx
American Medical Association	www.ama-assn.org/ama/pub/education-careers/becoming-physician.page?
American Nurses Association	www.nursingworld.org/EspeciallyForYou/What-is-Nursing
American Occupational Therapy Association, Inc.	www.aota.org/en/Education-Careers/Considering-OT-Career.aspx
American Physical Therapy Association	www.apta.org/Careers
American Society of Radiologic Technologists	www.asrt.org/main/careers/careers-in-radiologic-technology
American Speech-Language-Hearing Association	www.asha.org/students/
National Association of Emergency Medical Technicians	www.naemt.org/about_ems/emsCareers.aspx
National Association of Veterinary Technicians in America	www.navta.net/careers/careers-center
National Athletic Trainers' Association	www.nata.org/students/
Society of Diagnostic Medical Sonography	www.sdms.org/career/default.asp

The **Association of American Medical Colleges** has an "Aspiring Docs" page at https://www.aamc.org/students/aspiring/

Jasen Williams is vice president of agency relations at RecruitMilitary and a veteran of the United States Marine Corps. Contact him at jasen@recruitmilitary.com.

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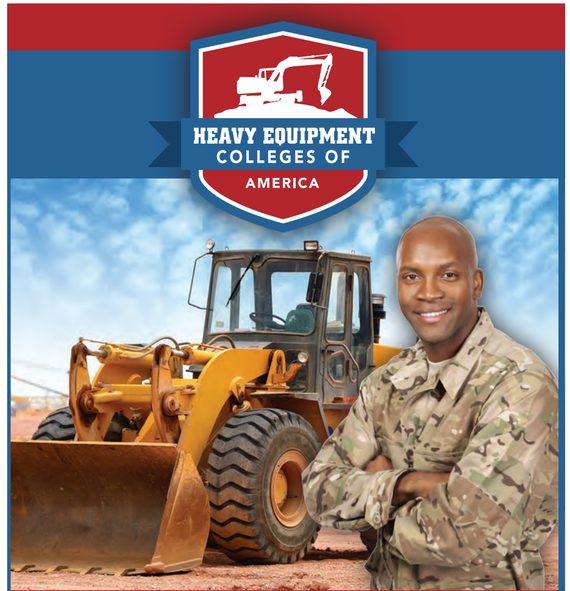

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YOUR GUIDE TO INDUSTRIAL AND OCCUPATIONAL EMPLOYMENT STATISTICS

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 healthcare," that could mean (1) working in an healthcare-specific occupation such as a medical technologist for St. Jude Children's Research Hospital, or (2) working in another kind of occupation for an establishment that is in the healthcare industry – for example, as a telecom engineer for Hospital Corporation of America.

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; www.bls.gov/soc/major_groups.htm). For industrial statistics, the BLS uses the North American Industry Classification System (NAICS; www.census.gov/cgi-bin/sssd/naics/naicsrch?chart=2012).

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 healthcare 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 Healthcare Practitioners and Technical Occupations, SOC 29-0000; and Healthcare Support Occupations, SOC 31-0000.
- **Third digit: minor groups.** SOC 29-0000 consists of three minor groups: SOC 29-1000, Health Diagnosing and Treating Practitioners; SOC 29-2000, Health Technologists and Technicians; and SOC 29-9000, Other Healthcare Practitioners and Technical Occupations.
- **Fourth and fifth digits: broad groups.** SOC 29-2000 consists of nine broad groups, which include SOC 29-2010, Clinical Laboratory Technologists and Technicians; SOC 29-2020, Dental Hygienists; and SOC 29-2030, Diagnostic Related Technologists and Technicians.
- **Sixth digit: detailed occupations.** SOC 29-2030 consists of five detailed occupations, which include SOC 29-2031, Cardiovascular Technologists and Technicians; SOC 29-2032, Diagnostic Medical Sonographers; and SOC 29-2033, Nuclear Medicine Technologists.

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 Health Care and Social Assistance categories as examples.

- **Two digits: sectors,** which include NAICS 62, Health Care and Social Assistance.
- **Three digits: subsectors.** NAICS 62 consists of four subsectors: NAICS 621, Ambulatory Health Care Services; NAICS 622, Hospitals; NAICS 623, Nursing and Residential Care Facilities; and NAICS 624, Social Assistance.
- **Four digits: industry groups.** NAICS 623 consists of four industry groups: NAICS 6231, Nursing Care Facilities (Skilled Nursing Facilities); NAICS 6232, Residential Intellectual and Developmental Disability, Mental Health, and Substance Abuse Facilities; NAICS 6233, Continuing Care Retirement Communities and Assisted Living Facilities for the Elderly; and NAICS 6239, Other Residential Care Facilities.
- **Five digits: NAICS industries.** NAICS 6233 consists of one NAICS industry of the same name and an NAICS code of 62331.
- **Six digits: United States industries.** NAICS 62331 consists of two United States industries: NAICS 623311, Continuing Care Retirement Communities; and NAICS 623312, Assisted Living Facilities for the Elderly.

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

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The retail industry is increasingly driven by high-end technology that requires advanced skills. Retail employers struggle to attract and retain the best and brightest employees because of the misperception that jobs are low-wage and lack growth potential. But today's retail trade careers also encompass information technology, marketing, communications, loss prevention, finance, and merchandise sourcing.

Sales and Related Occupations are found in nearly every industry, though almost two-thirds of the people employed in those occupations work in retail and wholesale trade. Sales and Related Occupations are the second largest "major group" of occupations, according to the Bureau of Labor Statistics (BLS), a part of the United States Department of Labor. The group has a Standard Occupational Classification (SOC) code of 41-0000; see "Your Guide to Industrial and Occupational Employment Statistics" on page 18 of this magazine.

Despite growing slower than the economy as a whole, the BLS expects those occupations to add more than 1 million new jobs between 2012 and 2022. Most employment opportunities will arise from the 4.5 million jobs that will open as workers change occupations or leave the labor force.

In 2012, SOC 41-0000 included four of the largest 20 "detailed occupations." Among the 20 were the two largest, Retail Salespersons (SOC 41-2031), with 4.4 million workers; and Cashiers (SOC 41-2011), with 3.3 million workers. For more information, see www.bls.gov/emp/ep_table_102.htm.

The other sales occupations among the 20 largest detailed occupations were First-Line Supervisors of Retail Sales Workers (SOC 41-1011), with 1.6 million workers; and Sales Representatives, Wholesale and Manufacturing, Except Technical and Scientific Products (SOC 41-4012), with 1.5 million workers.

The BLS expects those four detailed occupations to account for two-thirds of the jobs added in SOC 41-0000 from 2012 to 2022. Retail Salespersons occupations (SOC 41-2031) are projected to add 434,700 jobs, the third-most new jobs of any detailed occupation.

The largest number of new sales and related jobs will be in occupations that typically require less than a high school diploma. However, the sales occupations requiring less formal education are expected to grow more slowly than those needing more.

Retail sales in the first half of 2014 were more sluggish than expected, according to the National Retail Federation (NRF; www.nrf.com). That organization had been expecting 4.1 percent growth in 2014, but in July revised that number to 3.6 percent. Bad weather in the first quarter played a big role. However, the NRF expected sales to pick up in the second half of 2014, due to better employment numbers and rising consumer confidence.

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The company has opportunities in its retail and delivery/distribution locations across the country as well as technology roles at the central campus in Minneapolis. Over the years, Room & Board has hired several veterans for those locations – a number of them for leadership roles. The company attended RecruitMilitary career fairs in multiple locations over the past year, and had great success finding candidates there.

The veterans the company has hired have a strong work ethic and exceptional integrity; they are hardworking and passionate about what they do. Room & Board understands that veterans have an inherent sense of camaraderie, making them a great fit for the company's collaborative work environment.

***A VETERAN SUCCESS** / PAUL STONE*

Paul Stone spent six years in the United States Marine Corps, separating as a lance corporal. He was a combat engineer in the Marines, and he is now a repair associate for Room & Board's Minneapolis National

CONTINUED ON PAGE 26

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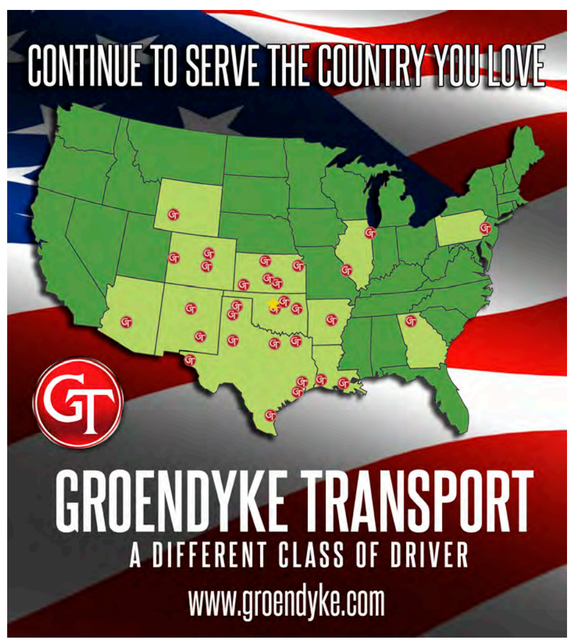

RETAIL DIRECTORY

The retail businesses listed below have demonstrated their commitment to recruiting veterans by using Recruit-Military products and services. We encourage all men and women with military backgrounds who are interested in careers in retail to consider these firms. All of the URL's below are live links in the digital version of *Search & Employ®*. You can access the digital magazine as well as PDF's of this issue and back issues from http://recruit-military.com/search-and-employ.

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Lowe's Companies, Inc.	**http://Lowes.com/Careers**
Ross Stores, Inc.	**http://rossstores.com/careers**
Safeway Inc.	**www.careersatsafeway.com/military**
Starbucks Coffee Company	**www.starbucks.com/careers**
The Home Depot	**www.careers.homedepot.com/**
The Kroger Company	**www.kroger.com/Careers**
Toys R Us	**www.toysrusinc.com/careers/military-hiring/**
Walgreens	**http://careers.walgreens.com/**
Walmart	**www.walmartcareerswithamission.com/**

AAFES	http://odin.aafes.com/employment/
Aaron's	http://jobs.aarons.com/
Aldi Foods	www.aldiuscareers.com/opportunities/
American Apparel	www.americanapparel.net/careers/
American Eagle Outfitters, Inc.	www.liveyourlifeloveyourjob.com/
America's Thrift Stores	www.americasthrift.com/careers.html
Apple, Inc.	www.apple.com/jobs/us/index.html
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Dollar General	http://jobs.dollargeneral.com/
Duane Reade	www.duanereade.com/Careers.aspx
Equipment Depot	http://eqdepot.com/index.php/careers
Fred Meyer	www.fredmeyer.com/company_information/careers/Pages/default.aspx
GameStop	http://gamestop.jobs/
Giant Food Inc.	www.giantofmaryland.com/about_us/employment
GNC	http://gnc.jobs/
Jewel-Osco	www.jewelosco.com/our-company/careers/
L'Oreal USA, Inc.	www.lorealusa.com/careers/careers-homepage.aspx
Love's Travel Stops	www.loves.com/careers.aspx
Luxottica	www.luxottica.com/en/company/careers
Mac Tools	www.mactools.com/AboutMacTools/CorporateCareers/tabid/105/Default.aspx
Navy Exchange Service Command	www.mynavyexchange.com/work4us/
Powerhouse Retail Services	http://powerhouseretailservices.com/careers/
Rite Aid	www.riteaid.com/about-us/careers
Rogue Fitness	www.roguefitness.com/jobs
Room & Board	www.roomandboard.com/careers
Rooms To Go	www.roomstogo.com/content/Customer-Service/Employment
Sam's Club	http://jobs.walmart.com/careers/sam's-club-jobs
Sears Holdings Corporation	www.searsholdings.com/careers/
Sherwin-Williams Company	http://careers.sherwin-williams.com/careers/
Speedway LLC	www.speedway.com/aboutus/pages/careers.aspx
Stripes Convenience Stores	www.stripesstores.com/careers
Sysco Corporation	www.Sysco.com/careers
Target	https://corporate.target.com/careers
Thirty-One Gifts	www.thirtyonegifts.com/corporate-careers/
Tire Kingdom	www.tirekingdom.com/tires/apply-for-job.j
TJX Companies, Inc.	www.tjx.com/military
T-Mobile USA, Inc.	http://tmobile.jobs/
Ulta	http://careers.ulta.com/
United Rentals Inc.	www.unitedrentals.com/en/our-company/careers/military-veterans
Verizon	www.verizon.com/jobs/workinghere_transitioningmilitary.html
Veteran Canteen Service	www.vacanteen.va.gov/CareerOpportunities.php
Yale Appliance	www.yaleappliance.com/careers.aspx

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Nine

CONTINUED FROM PAGE 20

Delivery Center. He is a skilled craftsman who works with hand tools, wood finishes, and color matches. He also shares product-quality issues with internal partners to change material selections or manufacturing processes.

He started in 1989 as a delivery associate at the Center. After three years, he transferred to inventory-returns associate. A year and a half later, he became an inventory associate in the company's outlet facility.

After nine months there, he moved into the repair associate role, where he stayed for 10 years. He then moved to merchandise quality for three years; and, two years ago, returned to the repair associate role.

Stone's favorite experience with Room & Board was opening a new store in Denver. He traveled with the CEO of the company, got to meet staff members from across the country, and set up the new store and back room.

His manager, Delivery Market Manager Paul Bartlett, gives Stone high marks. "Paul is one of the most team-oriented individuals I have worked alongside," he said. "In the eight years I have worked with him, he changed his role several times to meet the business demands and support his team – each time rolling up his sleeves and looking for the way he can best contribute to our overall success. He genuinely cares about people around him and treats his teammates like family. To know Paul is to know how much his family means to him. He is a truly caring individual and the sort of person you want to face challenges with side-by-side every day."

Stone feels that people respect other people who have a good attitude, and that's what helped him get the job. The Marines helped him learn how to build and measure things, and deliver quality work – something he enjoys in his current job.

He advises servicemembers to stay in the military and get their 20 years. "Get your pension and a job, and have something to fall back on," he said.

He believes that all 18-year-olds should go into the military for at least two years because the military teaches young adults qualities that will be helpful throughout the rest of their lives. "Basic training taught us that we're all the same," he said. "We learned to respect others. You do the job that you have to do. And if you don't have anything to do, you pick up a broom. It gives you a good look on life."

Stone also believes that anyone with a good attitude will succeed in life and at his company. "There are a lot of veterans at Room & Board," he said. "We all come with a good attitude. We have a job to do, and we do it. The main thing is to have a good attitude, and just be true to yourself. Find something you like, and stay with it. Get what you want, and love what you do."

As for getting a position at Room & Board, he recommends that veterans arrive prepared. "Set your goals," he said. "Come in and be honest."

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BELL FORK LIFT, a Toyota dealership, has been family-owned and -operated for over 40 years. The company is located in Clinton Township, in eastern Michigan. It services all of lower eastern Michigan, and it has accounts in Canada and Mexico. Bell employs more than 100 staff members in sales, service, maintenance, marketing, and customer service.

Bell has always had a positive experience when hiring veterans. The company has found that veterans hold themselves to a very high standard. Their work ethic and dedication cannot be matched. They always take pride in the work they have done and the contributions they have made to the company.

***A VETERAN SUCCESS** / MIKEL KETCHUM*

Mikel Ketchum is an eight-plus-year veteran of the United States Marine Corps. In the service, he was a heavy rifleman, combat equipment mechanic, marksmanship instructor, tool room NCO, modifications NCO, calibrations NCO, publications NCO, quality control NCO, and floor chief. He left the service as a sergeant.

At Bell, Ketchum is a forklift mechanic responsible for the repair and maintenance of forklifts, manlifts, and aerial lifts. He joined the company in 2013, and is currently enrolled in a Genie Lift training class.

"My experience in the military had a huge effect on getting a position at Bell Fork Lift," he said. "Being a tool room NCO taught me the importance of organization."

Ketchum learned more than technical skills in the Marines. "Being in the military also taught me the value of on-the-job proficiency and professionalism," he said, "and I learned leadership, confidence, and respect for my superiors."

He believes that veterans should consider Bell after leaving the military. "Bell is a good company to get a start in a career in mechanics," he said. "They encourage employee betterment by offering classes to improve and add to the skills you already have. Although I have government benefits, healthcare is still offered to me and my family. In addition, Toyota Materials Handling has a program to encourage the hiring of transitioning veterans. It is a great program to take advantage of."

Ketchum understands that people with military experience have a leg up on the rest of the working world. "I believe if the individual is willing to work hard at their job within the military and gather as much knowledge and experience within whatever field they choose, they will go far within the civilian world," he said.

He also said that servicemembers should always be looking to the future when it comes to post-military employment. "The advice I would give to a man or woman transitioning out of the military is to plan ahead, very far ahead," he said. "Begin your job search well before your separation from active duty."

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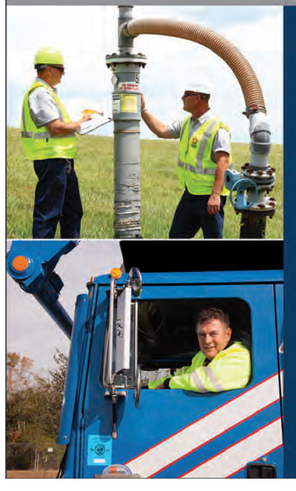

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CARMAX, INC., is the nation's largest retailer of used vehicles; the company pioneered the used-car superstore concept. In its last fiscal year, CarMax reached more than $12.5 billion in revenue, selling a combined 877,000 used, new, and wholesale vehicles. Since 1993, it has grown to more than 130 used-car superstores nationwide, including four locations with new-car franchises. CarMax plans to open 13 stores this fiscal year and 10 to 15 stores in each of the following two years. Between its stores, corporate home office in Richmond, and CarMax Auto Finance in Kennesaw, Georgia, the company has more than 20,000 associates.

"Developing associates remains our first priority as part of building a better CarMax," said President and CEO Tom Folliard. "This has always been a focus for us, but over the past few years, we have really put an increased emphasis on ensuring that we are doing everything possible to provide our associates with what they need to be successful."

Veterans have always been a valued part of CarMax's work force, and the company actively recruits veterans. It sees many synergies with the skills and leadership aptitude of the military.

JIMMY "SARGE" COX

JIMMY COX PHOTO COURTESY OF CARMAX

Partnerships with organizations like RecruitMilitary help CarMax find associates who reflect the company's core values – integrity, respect, and honesty. From a skill-set perspective, veterans have what CarMax is looking for: They are disciplined, results-focused, and will go above and beyond to get the job done and done right.

***A VETERAN SUCCESS** / JIMMY COX*

Jimmy "Sarge" Cox served in the United States Army for 27 years, progressing from the infantry ranks to managing 3,500 soldiers and civilians – and post operations – to being one of the top recruiters in the nation. He retired as a master sergeant in 2013, and looked to start a new career.

His wife, daughter, and father-in-law had bought cars at Dallas area CarMax stores, and had great experiences. He explored career opportunities at the Texas Stadium CarMax store in Irving – and the more he learned, the more he liked. He decided to apply for a sales consultant opportunity.

He joined CarMax in August 2013. He was promoted to senior sales consultant in February 2014, and is now one of the top 100 sales consultants in the company.

Cox credits his Army recruiting experience with helping him land his first post-retirement job at CarMax. "I love working with people, and I wanted to do something I enjoyed," he said. "I learned how to work with a diverse group of people, work hard, and be persistent."

He also credits extensive military training that focused on communications, leadership, and self-development. He advises people who are currently in the military – even those who will not be transitioning out soon – to take advantage of all the training that is offered.

He said that servicemembers who are applying for civilian jobs need to communicate the value they can bring to an organization. To be successful, most organizations need people who can work in a team to overcome obstacles and adversity, while maintaining a positive attitude. And, according to Cox, initiative and "doing what you need to do to make it happen" set veterans and servicemembers apart.

Cox's "can-do" attitude continues to add value to the store, his team, and CarMax. But he does not accept all of the credit. "We have a great team and great leaders at our store and in our region," he said. "CarMax cares about the people – associates, customers, families. They really make the effort, and that's one reason they've been recognized by *Fortune* magazine as one of the '100 Best Companies to Work For' 10 years in a row."

The best advice Cox has to offer transitioning and veteran job applicants is to provide specific examples of their military experiences, and to relate those experiences to the positions for which they are applying and interviewing. He suggests highlighting skills, training, experience, and capabilities.

RESUMES AND COVER LETTERS

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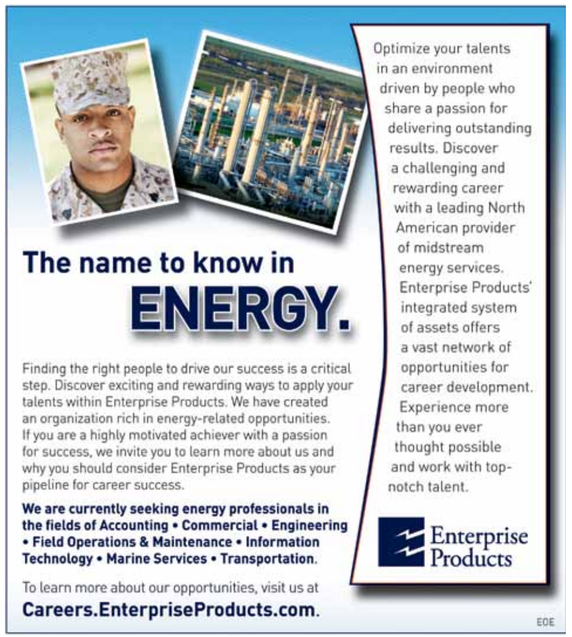

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DON DAVIS NISSAN / CLARK LEDOUX PHOTOS COURTESY OF DON DAVIS AUTO GROUP

"I found a career while looking for a job"

DON DAVIS AUTO GROUP

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From a single-point Oldsmobile store in 1979, Don Davis Auto Group has extended its new product line to include Chrysler, Dodge, Jeep, Ram, Ford, Lincoln, and Nissan sales at three locations in Arlington, Texas – in the middle of the Dallas-Fort Worth Metroplex – plus a large collision-repair facility. Company operations include the sale of new vehicles and all makes and models of pre-owned vehicles, financing and insurance for all vehicle sales, parts and service sales, and repair. Don Davis Auto Group employs 425 people, with annual sales over $360 million and an annual payroll of more than $23 million.

The company offers employment opportunities ranging from sales, service, and finance to accounting/administration and management, service and body shop, customer relations, call center, business development, and more. It provides its employees with training opportunities from manufacturer certification programs to off-site training in partnership with AFG Training Academy (http://caregardservices.com/afg-training-recruiting).

Don Davis Auto Group has good experiences in hiring veterans. The company has participated in all of the RecruitMilitary hiring fairs in the Dallas-Fort Worth area during the last four years.

The company finds that veterans generally have the maturity that is sometimes lacking in others. Veterans are very good at following directions, have the ability to stick with a task to completion, have a good attitude, and are motivated to succeed.

Don Davis Auto Group strives to promote from within. More than 80 percent of the company's managers were promoted from within the organization, including the general managers at all three of their dealerships.

A VETERAN SUCCESS */ CLARK LEDOUX*

Don Davis Auto Group hired Clark LeDoux fresh out of the United States Army in October 1998. He had been in the Army for three years, serving as a 13F Fire Support Specialist and a 19K Tanker Crewman. He was discharged as an E-4.

CLARK LEDOUX

LeDoux started his career at Don Davis Auto Group as a service advisor. As a result of his success, the company transferred him to auto sales in June 1999 as a sales consultant. In July 2000, he was transferred to the finance and insurance area as a producer. The company promoted him to finance director in December 2001 and to used car manager in April 2003.

In April 2008, LeDoux advanced to his present position, general manager at the Dodge Chrysler Jeep store. He is responsible for the overall operation of the dealership and the company's Collision Center. He directs 120 employees.

"I was lucky that I found a career while looking for a job," LeDoux said. "I had no experience in the car business, and the idea of being paid on commission was a little uneasy for me to get my head around. I chose to start in the service department, thinking I would see where it took me. Within a year, I asked to be moved to the sales department."

"The car industry is really just a people business. The military helped me feel comfortable about who I was – and confident dealing with all different types of people. That was my skill

CONTINUED ON PAGE 32

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CONTINUED FROM PAGE 30

set learned in basic training and throughout my brief military experience. You don't pick your bunk mate, but you learn to deal with them. In our business, you don't always pick your customer, but you help them solve problems."

LeDoux found a place to grow at Don Davis Auto Group. "I joined the Army when I was young and really grew a lot while I was in," he said. "I have been able to continue growing within the Don Davis Auto Group working many different job titles and at multiple stores."

LeDoux believes that the company is the right place for hard working veterans to succeed. "We have been in business 35 years and are proud of our culture," he said. "We prefer to be easy to do business with, and we are always looking for good people who believe in working hard and being rewarded for their efforts.

"The structure and culture of the organization made it real easy for me to assimilate. Most places say they promote from within; this company really does it. We offer training in every position and prefer someone without previous car business experience. The experience you have coming from the military is what we are looking for. You have life experience, people experience, and are a motivated person with a good attitude."

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84 Lumber Company is a privately held building materials and services supplier to professional contractors and build-it-yourselfers. The company owns and operates more than 257 stores, component plants, door shops, installation centers, and engineered-wood product shops in 30 states. The stores carry lumber, insulation, molding, siding, decking and railing, roofing, engineered-lumber doors and windows, plywood, trim, flooring, drywall, trusses and wall panels, skylights, and hardware.

The company was founded in 1956, and it employs more than 4,200 associates. Headquarters are in Eighty Four, Pennsylvania, near Pittsburgh.

The company prides itself on its veteran outreach programs. A large number of veterans work at the company. They say that the associates at every 84 Lumber location work like a military platoon. All work together toward the common goal of reaching their sales quota. Associates coming from the military enjoy that team atmosphere, and working with people in outdoor settings.

***A VETERAN SUCCESS** / MICHAEL GUTHERIE*

Michael Gutherie spent seven years in the Army before separating as a specialist. He worked mainly as a driver.

Now he is a lead of merchandising for 84 Lumber Company. Previously, he managed the store in Brookfield, Ohio, near Youngstown. He joined the company in 2006.

Gutherie's recipe for success is fairly simple. "Hard work and doing what is asked of me," he said.

He understands that the work ethic the military teaches can pay off in the civilian world. "If you work hard as you do in the military," he said, "there is no end to what you can do in civilian life."

Teamwork is also important. "I learned how to work better in a team with the military – and how to lead people," said Gutherie. "Everything you do in the military is in teams and together with others. The military showed me teamwork and hard work."

Gutherie's military career prepared him for working with diverse groups of people. "It taught me how to work well with many different types of people from many different types of backgrounds," he said. "I learned to interact with different people I would never have met without joining the military."

Veterans will find a lot of similarities at 84 Lumber. "It is very similar to the military atmosphere, with team and hard work in it every day," said Gutherie. "You made it in military life. Just work hard and you will have success at whatever you try in civilian life." ✪

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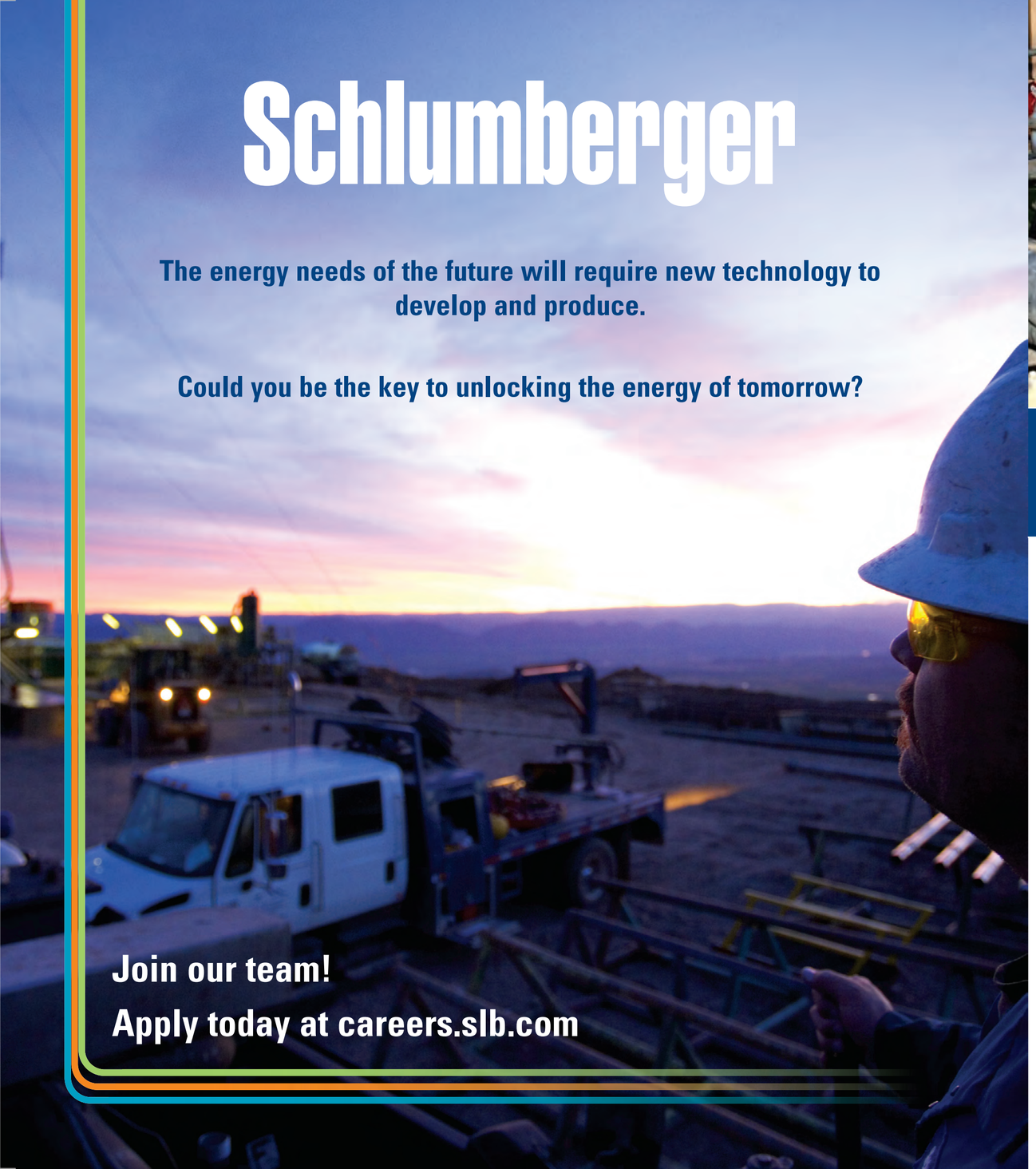

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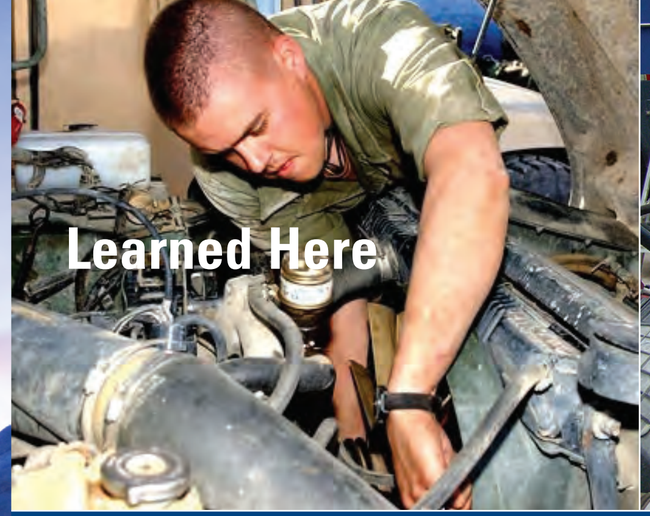

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YOUR RESEARCH GUIDE TO A CAREER IN RETAIL

by RICK JONES

I ENCOURAGE JOB SEEKERS TO USE THIS GUIDE to learn about the Retail Trade sector of the economy and the job opportunities in that sector. All of the URL's below are live links in the digital version of ***Search & Employ®***. You can access the digital magazine as well as PDF's of this issue and back issues from http://recruitmilitary.com/search-and-employ.

Industries at a Glance, an online publication of The Bureau of Labor Statistics (BLS), a part of the United States Department of Labor, describes the Retail Trade sector of the economy at http://www.bls.gov/iag/tgs/iag44-45.htm. That page provides various statistics, including employment, unemployment, and openings, hires, and separations; employment by occupation; earnings and hours; earnings by occupation; employer compensation costs; numbers of establishments; and productivity. The Retail Trade sector has NAICS (North American Industry Classification System) codes of 44 and 45. For an explanation of NAICS codes, see "Your Guide to Industrial and Occupational Employment Statistics" in this magazine. The sector has 12 subsectors, and ***Industries at a Glance*** has a page for each:

1. Motor Vehicle and Parts Dealers (NAICS 441)	www.bls.gov/iag/tgs/iag441.htm
2. Furniture and Home Furnishings Stores (NAICS 442)	www.bls.gov/iag/tgs/iag442.htm
3. Electronics and Appliance Stores (NAICS 443)	www.bls.gov/iag/tgs/iag443.htm
4. Building Material and Garden Equipment and Supplies Dealers (NAICS 444)	www.bls.gov/iag/tgs/iag444.htm
5. Food and Beverage Stores (NAICS 445)	www.bls.gov/iag/tgs/iag445.htm
6. Health and Personal Care Stores (NAICS 446)	www.bls.gov/iag/tgs/iag446.htm
7. Gasoline Stations (NAICS 447)	www.bls.gov/iag/tgs/iag447.htm
8. Clothing and Clothing Accessories Stores (NAICS 448)	www.bls.gov/iag/tgs/iag448.htm
9. Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	www.bls.gov/iag/tgs/iag451.htm
10. General Merchandise Stores (NAICS 452)	www.bls.gov/iag/tgs/iag452.htm
11. Miscellaneous Store Retailers (NAICS 453)	www.bls.gov/iag/tgs/iag453.htm
12. Nonstore Retailers (NAICS 454)	www.bls.gov/iag/tgs/iag454.htm

Another BLS publication, the ***Occupational Outlook Handbook, 2014-2015 Edition***, has a chapter on Retail Sales Workers at www.bls.gov/ooh/sales/retail-sales-workers.htm. The chapter has sections on what retail sales worker do on the job, the work environment, how to become a retail sales worker, pay, job outlook, similar occupations, and contacts for more information. The Handbook also has a chapter on Cashiers at www.bls.gov/ooh/sales/cashiers.htm.

Industry Associations are another great source of information on the Retail sector. Below is a sampling of association websites:

American Booksellers Association	www.bookweb.org
American Specialty Toy Retailing Association	www.astratoy.org
Council of State Retail Associations	www.councilsra.com/directory
Craft and Hobby Association	www.craftandhobby.org
Digital Retailers Association	www.digitalretailer.org
Direct Marketing Association	www.the-dma.org
Electronic Retailing Association	www.retailing.org
Entertainment Merchants Association	www.entmerch.org/
Music Business Association	www.musicbiz.org
National Association of College Stores	www.nacs.org
National Automobile Dealers Association	www.nada.org
National Grocers Association	www.nationalgrocers.org
National Home Furnishings Association	www.nhfa.org
National Lumber and Building Material Dealers Association	www.dealer.org
National Retail Federation	www.nrf.com
North American Retail Hardware Association	www.nrha.org
The Association for Convenience and Fuel Retailing	www.nacsonline.com
Vacuum and Sewing Dealers Trade Association	www.vdta.com

To learn about the issues, the players, and the general buzz in various categories of retailing, I suggest that you read trade magazines in those categories. Many such magazines have online versions that are available to the public. Here is a sampling that also includes digital-only publications:

Auto Dealer Monthly	www.autodealermonthly.com
Beverage World	www.beverageworld.com
Bicycle Retailer	www.bicycleretailer.com
CE Pro magazine; tech-related products for homeowners, homebuilders, business owners	www.cepro.com
Chain Store Age	www.chainstoreage.com
Convenience Store News	www.csnews.com
Drug Store News	www.drugstorenews.com
Furniture World Magazine	www.furninfo.com
Grocery Headquarters	www.groceryheadquarters.com
Home Channel News; for hardware stores, home centers, lumber/building materials dealers	www.homechannelnews.com
Internet Retailer	www.internetretailer.com
LBM Journal; for lumber/building material distributors	www.lbmjournal.com
Paint Dealer	www.paintdealer.com
Progressive Grocer	www.progressivegrocer.com
Retail Leader	www.retailleader.com
Retail Merchandiser	www.retail-merchandiser.com
Retail Wire	www.retailwire.com
Retailing Today, for high-volume retailers	www.retailingtoday.com
Specialty Retail Report; for the cart, kiosk, and temporary retail industry	www.specialtyretail.com
SportsOneSource	www.sportsonesource.com
Supermarket News	http://supermarketnews.com
Technology Integrator	www.technologyintegrator.net
The Gourmet Retailer	www.gourmetretailer.com
Wireless Dealer Magazine	www.wirelessdealermag.com
Yard & Garden Magazine	www.greenindustrypros.com

Rick Jones is vice president of sales at RecruitMilitary and a former master gunnery sergeant in the United States Marine Corps. He is available at rick@recruitmilitary.com.

RISE TO YOUR NEXT CHALLENGE: THE CLASSROOM

Army Logistics Officer John Thompson has more than 20 years of experience in managing large-scale military projects critical to the mission's success. To take the next step in his career, he enrolled in the **Executive MBA Worldwide program at the University of Pittsburgh's Joseph M. Katz Graduate School of Business.**

"Service to my country in the United States and Middle East has taught me a lot about leadership and performance under pressure. At Katz, I'm broadening my understanding of business so that I can be a more strategic leader and take advantage of new opportunities," Thompson says.

Established in 1972, the Katz EMBA Worldwide program is one of the world's oldest programs and is considered a Military Friendly School by *G.I. Jobs*. Students are part of a global class and study at program locations in Pittsburgh, São Paulo, and Prague.

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LEFT / GEOFFREY CLARK PREPARING FOR A C-5 UPLOAD IN BAGHDAD, IRAQ.
ABOVE / CLARK PERFORMING TREE REMOVAL SERVICE AT KENT STATE UNIVERSITY.

PHOTOS COURTESY OF DAVEY TREE

Do It Right **Or Not At All**

DAVEY TREE / www.davey.com

THE DAVEY TREE EXPERT COMPANY is a tree service and landscape company headquartered in Kent, Ohio. The company has offices throughout the United States and Canada, and employs more than 7,800 people. Its annual gross income is over $750 million. Davey is the largest service company on the National Center for Employee Ownership's 2014 Employee Ownership 100 list. The company was established by John Davey in 1880.

Davey needs help in everything from residential tree and lawn care to communication. Employees receive continual training. Every February at the Davey Institute of Tree Sciences, employees come from across the country and Canada for a month-long training session with focused, detailed curriculum both in the classroom and in the trees.

The Davey Tree Residential Service Line offers advice for homeowners regarding tree and shrub maintenance (pruning or removal), tree planting, insect and disease management, and lawn and landscape management. Davey also provides commercial tree care and ground maintenance services for corporate campuses, parks, cemeteries, hospitals, government and municipal sites, colleges and universities, and other property types.

Davey also provides utilities with vegetation management services, helping to keep utility lines clear from vegetation. The Davey Resource Group offers consulting solutions to local utilities to aid in both vegetation and asset management.

Davey understands that veterans make good employees because of their ability to learn new skills or concepts – often under adverse conditions. The company knows that veterans have integrity and great leadership qualities, an ability to work as a team or independently, and an ability to work in a fast-paced and ever-changing environment.

A RESERVE SOLDIER / GEOFFREY CLARK

Geoffrey Clark is a master sergeant in the United States Air Force Reserve with 18 years of service. He is a member of the 910th AW/76 APS in Youngstown, Ohio. His responsibilities include supervising passenger and cargo movement functions in accordance with current airlift policy, and overseeing the configuration of weight and balance factors that apply to cargo build-up, tie-down, and air-drop techniques. He also trains personnel on material handling equipment and other loading devices in the upload and download of pallets and rolling stock.

At Davey Tree, he is a sales arborist based in the Residential Service office in Akron. He joined the company in 1999. Since 2002, he has been a certified International Society of Arboriculture Arborist. He is licensed with the state of Ohio as a commercial applicator for pesticides. He holds an associate's degree in Applied Science as a Forest Technician from Paul Smith's College in New York.

Clark is responsible for all aspects of sales and customer service in specific residential areas. He is in charge of increasing sales and client volume, insect and disease diagnosis for both tree and lawn, and prescribing the proper treatment. He started work in residential tree care as a foreman, was then promoted to plant health care technician, and then promoted to his current position in 2012.

Clark recommends that servicemembers take advantage of every opportunity while still in the military. "Use the services provided – such as the GI Bill – through the military to get your formal education," he said.

Clark attributes much of his civilian success to his military background. "Attention to detail, leadership, teamwork, and integrity are all things I have acquired from the military and also help on the job," he said.

Having a plan is also important. "If an individual is in the process of transitioning to civilian life and looking for employment with Davey Tree or any other company, have a plan and stick to it," said Clark. "Give yourself time to adjust to civilian life," and during your job search, "if one door fails to open, do not get discouraged. Keep looking, sell yourself to prospective employers."

Clark feels that veterans are an ideal fit at Davey Tree. "Davey's motto, 'Do it Right or Not at All,' says it all. We are looking for people that will do what is asked the right way, the first time, even when nobody is watching. Military personnel fit the bill perfectly."❖

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BASIC TRAINING: BECOMING A "MILIPRENEUR"

by DAVID E. OMHOLT

LEAVING THE SECURITY AND FAMILIARITY OF THE MILITARY, NO MATTER HOW MUCH TIME YOU HAVE TO PREPARE, CAN BE A CHALLENGING JOURNEY. AND EVEN IF YOU ARE A VETERAN WITH YEARS OF MILITARY EXPERIENCE, BEGINNING A NEW CAREER AS AN ENTREPRENEUR CAN SEEM DAUNTING. SOME BASIC TRAINING MAY HELP YOU MAKE THE TRANSITION TO MILITARY ENTREPRENEUR, OR "MILIPRENEUR."

VETFRAN HELPS

A word of encouragement: If you go the franchise route, you will be in good company. Veterans own one out of every seven franchises. About 66,000 veteran-owned franchise businesses help provide more than 800,000 jobs for Americans.

As a starting point, you can turn to the International Franchise Association's (IFA; www.franchise.org) VetFran program. The IFA launched VetFran (www.vetfran.com) in 1991 as a strategic initiative to help Gulf War veterans access business ownership opportunities through franchising. Today, the program supports the hundreds of thousands of veterans returning from service in Iraq and Afghanistan.

WHITE HOUSE SUPPORT

VetFran was a part of the first and biggest private-sector commitment to the White House Joining Forces program in 2011 (http://www.whitehouse.gov/joiningforces). The IFA and its membership set a goal of hiring and recruiting 80,000 veterans, military spouses, and wounded warriors by the end of 2014 – with an all-time high of 630 franchise companies participating in VetFran.

OPPORTUNITIES AND INCENTIVES

Franchises are offering increased incentives to veterans because they believe that veterans are the best people to run their businesses: Veterans have a proven track record of following missions and implementing plans for success. They have all the tools necessary to thrive in the franchise business – a persevering attitude, excellent teamwork skills, and unparalleled leadership qualities. The incentives range from reduced franchise and royalty fees to discounted inventory rates and donations to veterans training.

VETERANS WITH DISABILITIES BOOTCAMP

Post-9/11 veterans with disabilities resulting from service can enroll in the Entrepreneurship Bootcamp for Veterans with Disabilities (EBV; http://vets.syr.edu/education/ebv/) to receive high-caliber, hands-on training in entrepreneurship and small business management. The program began at Syracuse University in 2007. It has expanded to include:

- Texas A&M University
- Purdue University
- University of California, Los Angeles (UCLA)
- University of Connecticut
- Louisiana State University
- Florida State University
- Cornell University

The EBV helps veterans hone their skills to succeed in small business. It also helps them utilize other programs and services related to veterans with disabilities – further helping them transition successfully to entrepreneurship.

THE RIGHT LOCATION

After tapping into the tremendous resources available to aspiring franchise entrepreneurs, you can begin to think more specifically about a future business and how to operate it. You were passionate about fighting for our country's freedom while in the service, so you should find a franchise that you are passionate about. If you do that, you will want to fight for your business's success each and

CONTINUED ON PAGE 42

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EEO/AA-M/F/disability/protected veteran status/Genetic Data

CONTINUED FROM PAGE 40

every day – with the same degree of drive and determination that you had in the military.

Once you select a franchise, you will need to make sure you have the right location for your business. This is, without a doubt, one of the toughest decisions for a franchisee to make: where to set up shop to ensure that customer traffic is maximized over the long run. By doing your due diligence on the geographic area, nearby competition, and other contributing factors, you will be able to present your proposed location to the franchisor with confidence of receiving approval.

TRUST YOUR MILITARY INSTINCTS

Next, as a franchisee, you will need to follow the tried-and-true guidelines that your particular franchise uses to maximize profit and success. You followed guidelines when you were in the military, so doing so in the civilian world should come as second nature.

Interesting to note: Many veterans think that they have to change completely to make the jump to entrepreneur and then go on to succeed. In fact, the exact opposite is true.

USE YOUR MILITARY-HONED SKILLS

These skills are engrained in veterans' minds, and it is important to use them to the fullest when becoming an entrepreneur.

- Use the quick thinking and leadership skills you developed in high-pressure situations in the military. By using these skills as a franchisee, you will be able to target problems quickly and effectively, allowing your business to stay on track to achieving its key mission objectives.
- You need to recognize that, while absolute success in the military was a must, there will be setbacks and failures in business. As a veteran, you will possess perseverance and evaluation skills that will help you learn from your mistakes and build for future success.
- Do not become a drill-sergeant boss. Instead, strike a balance when managing your employees. They will feel that they are responsible workers, increasing their self-confidence and driving your business's success.

PICK YOUR TEAM CAREFULLY

Last, but certainly not least, is to plan for success and pick the right team to complete your entrepreneurial mission. In business, as in the military, planning and teamwork are two crucial pillars. When assembling your team, keep this in mind: You and all members of your team should be able to help one another complete your individual daily missions while contributing to the overall growth and success of the franchise.

With the right franchise and the right people in the right location, you will be a "milipreneur" in no time.

David E. Omholt is a franchise advisor with Veteran Franchise Centers (VFC) – a Recruit-Military 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 david@veteranfranchisecenters.com.

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by ROBERT WALKER

RECRUITMILITARY SCHEDULES 101 OPPORTUNITY EXPOS FOR 2015

PHOTO CREDIT: FREEIMAGES.COM

I am pleased to announce that we have completed our schedule of RecruitMilitary Opportunity Expos for 2015. We will produce 101 events in 49 cities coast-to-coast, up from 75 events in 2014. New to the 2015 schedule are Detroit; Hartford; Milwaukee; Columbia, South Carolina; Cleveland and Dayton, Ohio; and Oxnard, Riverside, Sacramento, and San Jose, California. See page 46.

There are opportunities all over the room at our events – 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 on-campus and online 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. He is available at robert.walker@recruitmilitary.com.

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.

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?

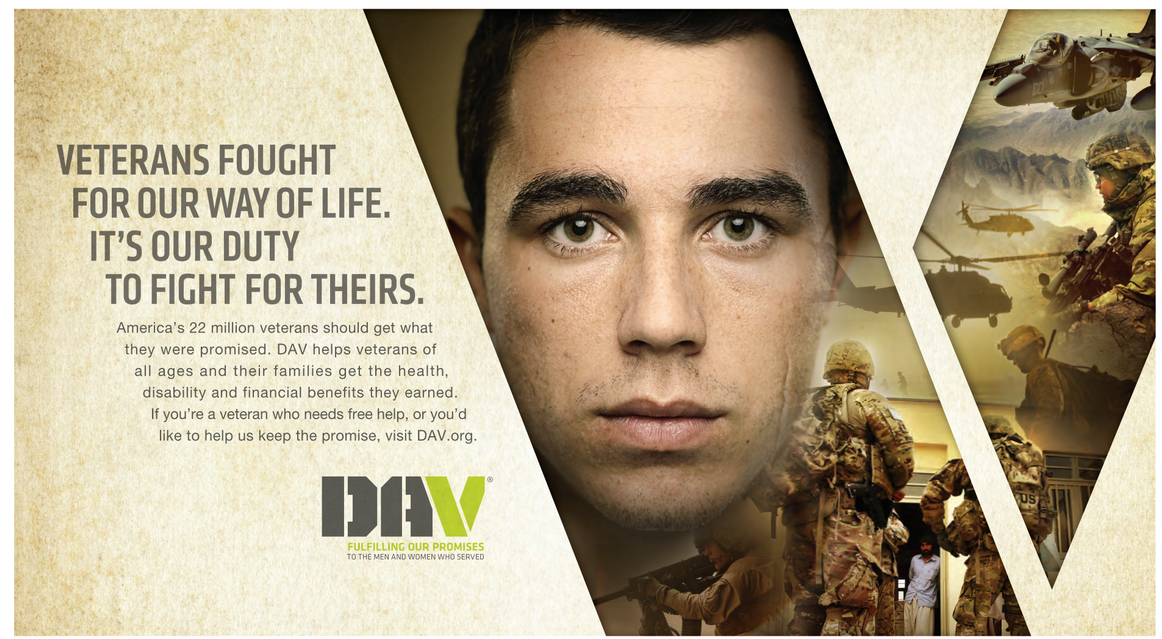
No, but I recommend that you do so – for three reasons:

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 715,000+ 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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RecruitMilitary VETERAN OPPORTUNITY EXPOS

SEPTEMBER 2014
4 Boston, MA
4 Oklahoma City, OK
11 Denver, CO
11 San Antonio, TX
18 New Orleans, LA
18 New York, NY
25 Birmingham, AL
25 Kansas City, MO

OCTOBER 2014
2 Baltimore, MD
2 Cincinnati, OH
9 Chicago, IL
9 Oakland, CA
16 Phoenix, AZ
16 Pittsburgh, PA
22 Dallas, TX
23 Portland, OR
30 Atlanta, GA
30 Austin, TX

NOVEMBER 2014
6 Jacksonville, FL
6 Philadelphia, PA
6 St. Louis, MO
11 Washington, DC
13 Charlotte, NC
13 Los Angeles, CA
20 Norfolk, VA
20 Seattle, WA

DECEMBER 2014
4 Houston, TX
4 Indianapolis, IN
4 San Diego, CA
11 Las Vegas, NV
11 Orlando, FL

JANUARY 2015
15 San Antonio, TX
15 Tampa, FL
22 Oklahoma City, OK
22 Sacramento, CA
29 Raleigh, NC
29 Phoenix, AZ

FEBRUARY 2015
5 Atlanta, GA
5 Riverside, CA
12 New Orleans, LA
12 Baltimore, MD
19 Dayton, OH
19 Richmond, VA
26 Dallas, TX
26 New York, NY

MARCH 2015
5 Kansas City, MO
5 Philadelphia, PA
12 Nashville, TN
12 Miami, FL
19 Austin, TX
19 Pittsburgh, PA
26 Houston, TX
26 Washington, DC
26 San Diego, CA

APRIL 2015
2 Louisville, KY
9 Boston, MA
9 Cleveland, OH
9 Jacksonville, FL
16 Denver, CO
23 Chicago, IL
23 Charlotte, NC
30 Oxnard, CA
30 Minneapolis, MN

MAY 2015
7 Oakland, CA
7 Orlando, FL
7 San Antonio, TX
14 Dallas, TX
14 Las Vegas, NV
14 Norfolk, VA
21 Milwaukee, WI
21 New York, NY
28 Cincinnati, OH

JUNE 2015
4 Baltimore, MD
4 Seattle, WA
11 Oklahoma City, OK
18 Detroit, MI
18 Los Angeles, CA
18 Washington, DC
25 Atlanta, GA
25 Houston, TX

JULY 2015
9 Indianapolis, IN
9 Hartford, CT
16 Portland, OR
16 St. Louis, MO
23 Sacramento, CA
23 Philadelphia, PA
30 Columbus, OH

AUGUST 2015
6 Raleigh, NC
6 San Diego, CA
13 New Orleans, LA
13 Tampa, FL
20 Louisville, KY
20 Richmond, VA
27 Dallas, TX
27 Birmingham, AL
27 Denver, CO

SEPTEMBER 2015
3 Boston, MA
3 Cleveland, OH
3 San Antonio, TX
10 Miami, FL
10 Houston, TX
17 New York, NY
17 Nashville, TN
17 Riverside, CA
24 Columbia, SC
24 Phoenix, AZ
24 Kansas City, MO

OCTOBER 2015
1 Baltimore, MD
1 Cincinnati, OH
8 Atlanta, GA
8 Chicago, IL
15 Austin, TX
15 Minneapolis, MN
22 Oklahoma City, OK
22 Pittsburgh, PA
29 Charlotte, NC
29 Milwaukee, WI
29 San Jose, CA

NOVEMBER 2015
5 Columbus, OH
5 Los Angeles, CA
5 Washington, DC
12 Norfolk, VA
12 St. Louis, MO
12 Seattle, WA
19 Dallas, TX
19 Philadelphia, PA

DECEMBER 2015
3 Houston, TX
3 Jacksonville, FL
3 San Diego, CA
10 Indianapolis, IN
10 Las Vegas, NV
10 Orlando, FL

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VA Benefits Approved

Thanks to the many options available through the VA Benefits program, Academy for Massage Therapy Training (AMTT) is able to offer enrollment to both veterans and their dependents. This amazing opportunity allows our nation's heroes to build new skills in order to heal those around them. Additionally, they can experience healing in their own bodies through the massage therapy they receive during class.

AMTT's owner, Esther Nail, has been dedicated to improving massage therapy since 1989, when she opened Advanced Neuromuscular Rehabilitation centers in San Antonio. She saw the need for advancing massage therapy beyond simply "spreading lotion", became an instructor in 1994, and decided to open the Academy for Massage Therapy Training in 1995. AMTT is now considered "the Harvard of massage schools" in Texas. AMTT has become Texas's largest, privately owned massage therapy school, with an elite group of approximately 200 graduates per year and over 10,000 square feet of educational, clinic, and beautiful day spa facilities.

Through the continued commitment of Mrs. Nail and her instructors, Academy for Massage has trained thousands of students into skilled massage therapists who are highly sought after because of the high quality training they receive. AMTT's in-depth curriculum, coupled with a relaxing learning environment, has proven to be particularly helpful to those suffering from past traumatic experiences, such as overseas deployment. Instructors and students alike are always amazed by the personal transformation that occurs in less than a year, between the first day of class and graduation day.

Benefits of Academy for Massage Therapy Training:

> *In less than 9 months of training, you can earn up to $40,000 a year.**

> *Classes are only 2 to 3 days or nights a week.**

> *A flexible schedule.*

> *Learn a life skill to help clients, friends and family--get rid of headaches, back pain, relieve stress, and prevent sports injuries.*

> *Students have fun and receive regular massages as part of class.*

> *Veterans and dependents may qualify to attend school for FREE.**

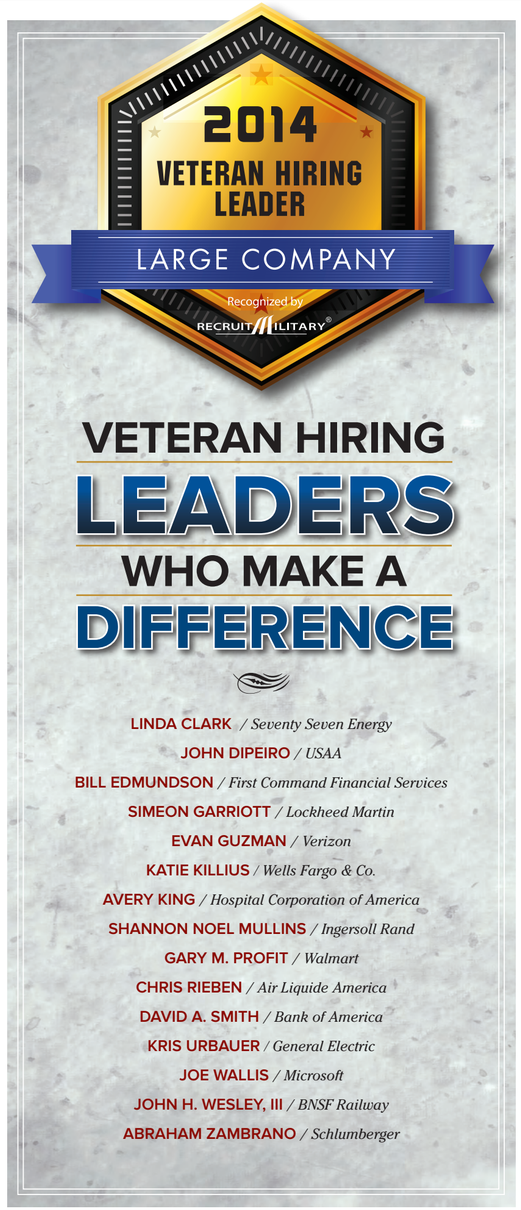
> *Complimentary tour and massage for veterans.*

> *Opportunity to receive a $520 massage table FREE**

**Ask for details*

If you or a loved one are interested in a job with unlimited opportunities and a lifetime of benefits, please contact our Student Enrollment department to discuss our flexible programs. **Or better yet, stop by the academy for a complimentary tour and massage.**

Academy for Massage Therapy Training
602 NW Loop 410, Suite 122, San Antonio, Texas 78216
(210) 375 – 2688 ext. 112 director@academyformassage.com



RecruitMilitary Launches RECOGNITION PROGRAM

by PETER A. GUDMUNDSSON
CEO and president, RecruitMilitary, and a former officer in the United States Marine Corps

THE PRIMARY MISSION of our company is twofold: To bring to the attention of employers the fact that our nation's veterans – including most of the readers of this magazine – constitute a great treasure of talent; and then to show the employers how we can help them attract, hire, appreciate, and retain that talent.

ALL OF OUR PRODUCTS ARE FREE to job seekers with military backgrounds – 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 military family members.

WE DERIVE OUR REVENUE from the employers – and franchisors, educational institutions, and other organizations – that contract with us to use our products. While we believe in "doing well by doing good" – helping men and women who have served our country find great jobs as a way of thanking them for their service – the commercial needs of employers drive our business. And we know the veteran hiring business from the inside: All of our company officers and almost all of our other employees have served in the armed forces of the United States.

So we are on the front line when it comes to veteran employment. That said, we are pleased to have developed working relationships with several of the many fine organizations that serve other needs of veterans and their families – including DAV (Disabled American Veterans), USAA, AMVETS, the U.S. Chamber of Commerce, and The Sierra Group Foundation.

A MAJOR OBSTACLE to the process of connecting great veteran talent with employers involves communications. This obstacle, like our mission, is twofold:

(1) Many transitioning and veteran military, especially those with little or no civilian work experience, do not market themselves well to employers. They find it difficult to translate their military education, training, and experience into qualifications for civilian jobs.

(2) Many of the men and women who perform the vital task of acquiring talent for employers have a corresponding problem in translating a veteran's resume and/or conversation – especially when it is heavily laden with military acronyms and jargon.

BUT SOME ARE CHAMPIONS when it comes to relating to veteran talent. Our own staff of veteran hiring consultants and account management personnel enjoy working with these professionals because they "get it."

Many of these superstars of veteran talent acquisition are veterans themselves, while others are members of military families or have several years of experience recruiting veterans. Each has his or her own distinct personality and blend of attributes; but as a group, they truly understand the value of veterans — and how to attract, hire, appreciate, and retain them.

THESE PROFESSIONALS DESERVE TO BE KNOWN among veteran job seekers as well as their peers, and so we are taking this occasion to recognize 15 of them – listed in alphabetical order on this page and described on the following pages.

These veteran hiring leaders have great stories to tell, and great advice to give; they could fill much more space than we have given them on these pages. But many of you – and now I am addressing the job seekers among the readers of *Search & Employ*® – will have an opportunity to converse with many of them or people who work for them as you go about the job of getting a job.

HELPING ME MAKE THE SELECTION were four of our own veteran hiring consultants. As far as veteran job seekers are concerned, our consultants work mostly behind the scenes. They appear as authors in this magazine and they can be seen at the job fairs that we produce. But otherwise, they work unknown to most of the job seekers they help. Let me introduce them on page 50.

2014 VETERAN HIRING LEADER
LARGE COMPANY

RecruitMilitary
VETERAN HIRING PRODUCTS

- a nationwide schedule of DAV / RecruitMilitary All Veterans Career Fairs – a current schedule is on page 46 of this magazine
- a job board, at www.recruitmilitary.com, with more than 750,000 job postings
- a database of veterans, at www.recruitmilitary.com, that employers search to fill their job openings
- the magazine you are reading
- a jobs newsletter sent via email
- advertising on our site, www.recruitmilitary.com
- email campaigns advertising job openings, directed to selected job seekers in our database

MIKE ROLLINS *is vice president of sales at RecruitMilitary. He joined the United States Navy in 1988 as a dental technician. His first duty station was USS Nimitz (CVN-68). He was deployed for Operation Desert Storm (1991) aboard Nimitz, and won sailor of the year during that time. After leaving Nimitz, he went to the Naval Dental Center in Bangor, Washington; then to Operating Room Technical School at the Naval School of Health Sciences in Portsmouth, Virginia. After graduation, he went to the Naval Hospital in Great Lakes, Illinois, as a maxillofacial surgery technician. Rollins left the Navy in 1998, and worked in medical sales. He joined RecruitMilitary in 2007.*

JASEN WILLIAMS *is vice president of agency relations at RecruitMilitary. He spent 10 years in the United States Marine Corps, where he specialized in automatic weapons and diplomatic security. After leaving the service, he joined his father in running their corporation of small businesses. Their company grew and was eventually sold. Since then, he has specialized in the development of revenue for industries that he feels passionate about — education and veteran hiring. He joined RecruitMilitary in 2007. Williams holds a bachelor of science degree, cum laude, in organizational management from the University of La Verne, California.*

RICK JONES *is vice president of sales at RecruitMilitary. He joined the Marine Corps after high school, and graduated from boot camp as a meritorious PFC. During his first tour at MCB Camp Lejeune, he was promoted to corporal and sergeant, meritoriously. He retired in 2006 as a master gunnery sergeant, after serving as an intelligence instructor, motor transport NCO, training NCO, intelligence analyst, recruiter, linguist, company gunny, first sergeant, and senior enlisted Marine. He joined Team Industrial Services, Houston, as an operations dispatcher. He came to RecruitMilitary in 2007. Jones holds an MBA in global economics from American Military University.*

ROBERT WALKER *is vice president of sales at RecruitMilitary. He served in the United States Army from 1991 to 1996 as an infantryman on a Bradley Fighting Vehicle. He was stationed in Germany, Colorado, and Georgia. After leaving the service, Walker was general manager for a wholesale fragrance business, owned his own wholesale fragrance business, and worked in the printing industry and in insurance sales. He then served as a technical coordinator in the information technology field, and he later held management positions in a healthcare recruiting company. Walker joined the RecruitMilitary sales staff in 2005.*

2014 VETERAN HIRING LEADER
LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

LINDA CLARK *Director - Human Resources Talent Management, Seventy Seven Energy*

COMPANY INFORMATION
Headquarters / Oklahoma City
URL / www.77nrg.com
Employee count / 5,500

HIRING LEADER'S INFORMATION
Headquarters / Oklahoma City
Years on the job / 3
Email / linda.clark@77nrg.com
Office phone / 405-935-2910
LinkedIn /
https://www.linkedin.com/in/77lindaclark

MILITARY BACKGROUND
I am a military spouse, married to a retired United States Marine.

VETERAN HIRING TIP
Reach out to your local veteran connections, and ask how you can support them in transition. We have found that offering to come onsite, attend fairs, answer questions, and simply provide a supportive ear to our local veterans has been recognized and accepted warmly.

ONE OF OUR BEST VETERAN HIRES
...came onboard into our Rig Crew Development Program. He was deployed shortly afterward and then returned. We were able to support him through his deployment, welcome him back, and honor his service. He has been an example of how dedicated, disciplined, and contributory our veterans are. It is our privilege to hear his updates and watch him grow in his career.

WHAT I LIKE BEST ABOUT MY JOB
As the director of talent management in a brand new oilfield services company, I have the opportunity to work with leaders and colleagues that are very committed to high levels of veteran hiring, and that understand our veteran experience and mission focus, and support successful transitions. I love the enthusiasm at every level when we discuss veteran interactions and opportunities to provide a path to oilfield services success.

About Seventy Seven Energy

At Seventy Seven Energy, we have veterans in every area of our organization, and actively work to provide career transition services to them as well as ongoing career development. We are a diversified oilfield services company that provides a wide range of wellsite services and equipment to U.S. land-based exploration and production customers operating in unconventional resource plays. Our operations are geographically diversified across many of the most active oil and natural gas plays in the onshore United States. Former service personnel are ideal candidates for fulfilling careers with SSE, and have qualities that serve the company well.

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USAA means United Services Automobile Association and its insurance, banking, investment and other companies. USAA products are available only in those jurisdictions where USAA is authorized to sell them.
[1] **Offer subject to approval.** As of 12/1/13, regular APRs on purchases, cash advances and balance transfers are 10.9% to 25.9%, depending on your credit history and other factors, and will vary with the market based on the Prime Rate. There is a transaction fee of 3% on cash advances ($200 maximum on each balance transfer and each convenience check) and 1% on foreign transactions. Rates and fees subject to change. Please contact us for the most current information. If based on your credit history and other factors, you qualify for a credit limit under $5,000, you will receive a Platinum Card with the same rates and fees. [2] Earn 1 point for every $1 in purchases. Rewards points terminate if account is closed or delinquent or if rewards program ends. Other restrictions apply. USAA Rewards Program terms and conditions will be provided with your card. Purchase of a bank product does not establish eligibility for or membership in USAA property and casualty insurance companies. RecruitMilitary receives financial support from USAA for this sponsorship.

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2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

JOHN DIPIERO *Military Advocacy, USAA*

COMPANY INFORMATION
Headquarters / San Antonio
URL / www.usaa.com
Employee count / 26,000+

HIRING LEADER'S INFORMATION
Headquarters / San Antonio
Years on the job / 11+
Email / John.dipiero@usaa.com
Office phone / 210-498-3294

MILITARY SERVICE
My passion for supporting veterans is built on a foundation starting with my father who served during World War II, Korea, and Vietnam – first in the Army Air Corps, and then in the Air Force. My career spanned 29 years in the Air Force as a pilot, staff officer, and commander at different levels. My first post-Air Force job was at a military prep school as the commandant of cadets.

VETERAN HIRING TIP
NETWORK! Build them, manage them, and refresh them. It's your most powerful tool, and is the one thing that can open more doors – better than the best-written resume.

WHAT I LIKE BEST ABOUT MY JOB
Helping other companies develop or improve their veteran/spouse hiring programs – a great force multiplier for getting more vets and spouses hired.

ONE OF MY BEST VETERAN HIRES
This came as a result of a USAA initiative to hire a wounded warrior recruiter. I had already met a great candidate working at the Wounded Warrior Project. When I was asked to find a candidate, I told my boss I already had one. We went through a typical recruiting process requiring interviewing multiple candidates, but my recommended candidate was selected. It was a great feeling, and we are close friends today.

About USAA
USAA recognizes that transitioning from the military is a major life event and therefore, supports this transition in a number of ways. We make it our priority to hire veterans, and our goal is 30% of all new hires will either be a veteran or the spouse of a veteran. We surpassed this goal in 2013, and are doing so again in 2014. Once hired, we have programs in place designed to train, develop, and mentor veterans and spouses as they embark on a promising new career. We also join with other organizations to help mobilize veteran and spouse hiring and spread best practices, including the U.S. Chamber of Commerce's Hiring Our Heroes Initiative and the White House's Joining Forces Program.

2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

BILL EDMUNDSON *Strategic Recruiting Consultant, Gulf Coast Division, First Command Financial Services*

COMPANY INFORMATION
Headquarters / Fort Worth
URL / www.WeHireLeaders.com
Employee count / 1,957

HIRING LEADER'S INFORMATION
Headquarters / Fort Worth
Years on the job / 3 ½
Email / WREdmundson@firstcommand.com
Cell phone / 817-694-6870
Office phone / 817-569-2722

MILITARY BACKGROUND
I'm proud to have grown up in a military family. My father is a retired United States Army command sergeant major, and I credit being a "military brat" for helping me become the recruiter I am today. After completing high school, I joined the Army and served as a specialist (SPC).

VETERAN HIRING TIP
The key to hiring a veteran is helping them translate their current military skills and expertise into a new role in the civilian world. Most of the veterans who come to me do not see themselves as financial planners; but after I share with them how their leadership and coaching skills can transfer into this career, they see themselves as qualified. First Command does an exceptional job of teaching them the technical aspects of financial planning. What we can't teach them is the passion they have for serving the military community. The esprit de corps that comes with military service is very similar to our business.

WHAT I LIKE BEST ABOUT MY JOB
For me, the thrill of recruiting has always been matching people with the right opportunity. Here at First Command, it goes a step further...I match people not only with the right opportunity for them, but also an opportunity that will lead to them helping military families get squared away financially.

A GREAT VETERAN HIRE
Recently, one of my recruits asked me to reach out to a fellow servicemember, Marvin Harris, who he believed had the potential to be a financial advisor. Marvin turned out to be a good fit for the career and is currently studying to earn his securities licenses.

About First Command Financial Services
First Command Financial Services was founded in 1958 by retired Air Force Lieutenant Colonel Carroll Payne with a commitment to hiring veterans and helping military families. Today, about 70% of our current advisor force has either served, is a military spouse, or is a military family member. First Command Financial Services, Inc., recently joined more than 30 philanthropic organizations and corporations in a new initiative called Joining Forces to support veterans and military families with pledges totaling more than $170 million over the next five years.

IF YOU'RE A VETERAN CONSIDERING A DRIVING CAREER, OUR ENTIRE COMPANY STANDS READY TO BE AS DEDICATED TO YOU AS YOU'VE BEEN TO YOUR COUNTRY.

Perseverance. Honesty. Loyalty. All values you'll find alive and well at Con-way Truckload. Along with a loyal team committed to your success, when you drive for us, you'll get fair pay, home time, and the respect you deserve. It starts with a comprehensive training program that gives you hands-on experience. To find out why so many stay True to Blue, and be part of a team focused on your success, speak with a Con-way Truckload recruiter at **877-538-7892** or visit **true2blue.com/rm**

Con-way TRUCKLOAD

We are proud to be an Equal Opportunity/Affirmative Action employer. Qualified applicants will receive consideration for employment without regard to race, sex, disability, veteran or other protected status.

2014 VETERAN HIRING LEADER LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

SIMEON GARRIOTT *Military Relations Manager, Western Region, Lockheed Martin*

COMPANY INFORMATION
Headquarters / Bethesda, Maryland
URL / www.lockheedmartin.com
Employee count / 130,000

HIRING LEADER'S INFORMATION
Headquarters / San Diego
Years on the job / 13; 9 in current role
Email / simeon.c.garriott@lmco.com

MILITARY BACKGROUND
I spent 27 years in the United States Navy, retiring as a captain in 2007. I served as a surface warfare officer aboard the USS Wichita, USS Cochrane, USS Gray, NR CARGRU 0387, and NR CARGRU 0787.

ONE OF OUR BEST HIRES
Last year, I had the opportunity to heavily influence one of our program's best veteran hires. We had an opening on the Military Relations Team, and our leader was interviewing. I spoke with a transitioning USMC Colonel, Charles Tulaney, who just seemed to be a perfect fit for the team. I convinced our team lead to interview Charles, although initially she was unsure "on paper" if the candidate would be an ideal fit. Upon meeting Charles it was a done deal. All parties now agree he is an outstanding and productive asset to our team.

WHAT I LIKE BEST ABOUT MY JOB
I'm able to work at a world-class company involved in technologies found nowhere else in the world. Lockheed Martin is driven by a sense of purpose and passion for innovation to shape the future and solve some of the world's most difficult challenges. To be a part of that process is nothing short of amazing. Although I'm not in the military anymore, knowing I'm able to help our nation's servicemembers is both personally and professionally gratifying. I also respect the company core values: Do what is right, respect others, and perform with excellence.

About Lockheed Martin
Lockheed Martin is a global security and aerospace company that is principally engaged in the research, design, development, manufacture, integration, and sustainment of advanced technology systems, products and services. Most of our business is with the U.S. Department of Defense and federal agencies, so military skills and dedication to mission are easily transferred to career opportunities here. Lockheed Martin has a superior legacy of enduring relationships with the military. In 2013, nearly 37% of our external hires were veterans, and 24% of our U.S. employees had served. Those numbers are remarkable in view of the corporation's size – 59th on the 2014 Fortune 500 list.

2014 VETERAN HIRING LEADER LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

EVAN GUZMAN *Head of Military Programs & Veteran Affairs, Verizon*

COMPANY INFORMATION
Headquarters / Basking Ridge, NJ
URL / www.Verizon.com
Employee count / 196,000

HIRING LEADER'S INFORMATION
Headquarters / Basking Ridge, NJ
Years on the job / 20
Email / Evan.Guzman@verizon.com
Office phone / 908-559-1932

VETERAN HIRING TIP
What I've learned as a professional recruiter is that the best employees are those who work well in teams. And there are no better qualified candidates in the world with experience in teamwork than our veterans. They are masters of teamwork! That alone is a strong business case for employers to consider hiring from this accomplished talent pool.

MY FIRST AND MOST MEMORABLE MILITARY HIRE
Matt was a Marine Sergeant seeking a job in private security. He immediately squared things away and put things into order. Three months later, he was promoted to supervisor, and was soon leading a team of 24. During five years of working together, we became good friends and he taught me a lot about Marine Corps values. In fact, I believe it's what fuels my passion to support those who serve. Matt and I parted ways in our careers, but stayed in touch. He became a New York City Firefighter, and was killed in the line of duty on 9/11. He made a lasting impression, and his teachings about honor, courage, and commitment are with me today.

WHAT I LIKE BEST ABOUT MY JOB
Speaking to leaders on the Veteran Value Proposition, working with my military team, and hearing great feedback from the hiring managers on their recent veteran hires. I have two decades of experience in veteran recruitment and strategic talent acquisition. My career is dedicated to supporting, engaging, recruiting, and retaining our veterans. My mission is to support all veteran and transitioning military, wounded warriors, and military spouses in finding meaningful careers.

About Verizon
Verizon is a great place to work for our veterans because we are the company that puts you in the frontlines of emerging technology. That's the kind of work we do. And you can be a part of it. We believe in the power of technology to solve just about anything. And we've put our sharpest minds to the task. Whatever your passion, whatever your role, you'll support groundbreaking innovations in areas from networked solutions to mobile data delivery to cloud computing. And create an inspiring career with the company that meets every day with one question: "What do we want to build next?"

CONNECT WITH A COMPANY THAT SHARES YOUR STANDARD OF EXCELLENCE

Comcar is honored to hire from the nation's best talent pool.

We're an old company with old values. Family owned and operated since 1953, we're driven by respect, integrity and an abiding commitment to the safety and wellness of our people. All of our transportation companies offer full benefits, paid vacation, guaranteed home time and great earning potential.

Whether you're new to the industry or a seasoned pro, we'll help you transition into your new career. If you don't have a Class A CDL we will sponsor your tuition, send you to an accredited truck driving school and provide you with on-the-job training – without using any of your GI Bill.

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CTL » Tank Truck
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$1,000 Sign On Bonus

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MCT » Refrigerated & Dry Van
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2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

KATIE KILLIUS *Enterprise Talent Acquisition Program Manager, Wells Fargo & Co.*

COMPANY INFORMATION
Headquarters / San Francisco
URL / www.wellsfargo.com/careers
Employee count / 270,000+

HIRING LEADER'S INFORMATION
Headquarters / Charlotte
Years on the job / 8
Email / katie.l.killius@wellsfargo.com
Office phone / 704-383-8397

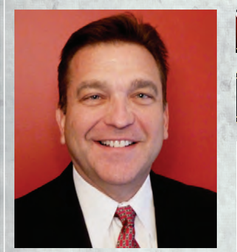
MILITARY BACKGROUND
I grew up in a family who served our country, and was raised to respect and be thankful for the everyday benefits we have as citizens of the United States.

WHAT I LIKE BEST ABOUT MY JOB
I have the privilege of focusing on initiatives that I am truly passionate about. Steve Jobs said it well: "Your work is going to fill a large part of your life, and the only way to be truly satisfied is to do what you believe is great work. And the only way to do great work is to love what you do."
At Wells Fargo, we believe that hiring veterans is a win-win. Veterans bring many skills to the table, including leadership, teamwork, responsibility, character, and discipline. Through our partnership with RecruitMilitary, we have experienced phenomenal candidate interaction and increased hires.

ONE OF OUR BEST VETERAN HIRES
Patrick Sullivan is a standout hire for our program – whom we happened to meet through our RecruitMilitary partnership. Our onsite recruiters quickly spotted Patrick's background and experiences as a great fit for Wells Fargo. Our recruiters and our Veteran Team Member Network reached out to Patrick and encouraged him to apply for a number of openings. He was interviewed for the Operations Associate Program and hired for the program in August 2012. He spent one year in the Wells Fargo Securities Operations Associate program, in which he rotated through the entire WFS Operations group learning the functions of all areas. He is now in a role supporting both the Contingent Credit Middle Office and Asset Backed Finance Middle Office.

About Wells Fargo

Wells Fargo is committed to hiring and retaining military veterans, veterans with disabilities, National Guard members, and reservists. The company supports veterans transitioning from military service with a variety of job options, confidential resources, educational information, and career guidance. At Wells Fargo, veterans will find a culture that is team-oriented, collaborative, structured, and challenging. Our Veterans' Team Member Network is made up of thousands who share an interest in veteran matters and promote greater awareness and job development within the veteran community. Wells Fargo & Company was ranked No. 29 on *Fortune's* 2014 rankings of America's largest corporations.



2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

AVERY KING *Lead Military Veteran Recruiter, HCA, Hospital Corporation of America*

COMPANY INFORMATION
Headquarters / Nashville
URL / www.hcahealthcare.com
Employee count / 205,000

HIRING LEADER'S INFORMATION
Headquarters / Nashville
Years on the job / 4
Email / Avery.king@hcahealthcare.com

MILITARY SERVICE
Served in The United States Air Force as a member of the Munitions Maintenance Squadron at Edwards Air Force Base.

VETERAN HIRING PROGRAM
HCA's mission is to provide care and improvement to human life. We take this mission and put it into action with our Military Veteran Hiring Program. When I first started talking to military veterans about employment at HCA, the common thread I heard was "I don't have clinical experience." I quickly determined as a company we needed to make veterans aware of our needs. HCA has multiple needs for clinical talent. However, we also have needs for others in support roles. These positions include accounting and finance, information technology, facilities maintenance, logistics, clerical and administrative, just to name a few. Hiring veterans is something we don't approach lightly. It is something we do because it aligns with our values; it is the right thing to do, and ultimately helps our company serve our patients.

WHAT I LIKE BEST ABOUT MY JOB
It was a privilege for me to serve and then make the transition to the civilian workforce. I want to help others make a smooth transition and find meaningful employment with a company that values their service. I am fortunate to have landed at HCA and want to help others land here as well.

About HCA

HCA is a leading provider of healthcare services, which includes 170 hospitals and 107 outpatient centers in 20 states and England. We strive to deliver high-quality, cost-effective healthcare in the communities we serve. In pursuit of our mission, we believe the following value statements are essential and timeless:

- We recognize and affirm the unique and intrinsic worth of each individual.
- We treat all those we serve with compassion and kindness.
- We act with absolute honesty, integrity, and fairness in the way we conduct our business and the way we live our lives. We trust our colleagues as valuable members of our healthcare team and pledge to treat one another with loyalty, respect, and dignity.

2014 VETERAN HIRING LEADER LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

SHANNON NOEL MULLINS *Talent Acquisition Manager, Ingersoll Rand*

COMPANY INFORMATION
Incorporated / Swords, Ireland
U.S. Headquarters / Davidson, North Carolina
URL / www.ingersollrand.com
Employee count / 42,000

HIRING LEADER'S INFORMATION
Headquarters / Davidson, North Carolina
Years on the job / 7
Email / Shannon_n_williams@irco.com

MILITARY BACKGROUND
"Go Navy – Beat Army" was the saying I grew up with as the daughter of a 32-year career naval officer. I earned my commission in 1990 as a second lieutenant from the University of Tampa Army ROTC program. I served as a logistics officer in the 2nd Infantry Division at Camp Casey, South Korea, and the 4th Infantry at Fort Carson, culminating in ROTC recruiting at Appalachian State University until 1998.

VETERAN HIRING TIP
Ask questions. It's not a sign of a weakness; rather it is a sign of strong intellectual curiosity and reflects a desire to learn. As you transition out into the business world, understand that you are not going to know everything about everything in their environment. Don't be shy in demonstrating your ability and, more importantly, your desire to learn.

WHAT I LIKE BEST ABOUT MY JOB, AND THE VETERAN WHO ALMOST GOT AWAY
The opportunity to provide the "ultimate pay it forward" experience gives me the greatest satisfaction. I realized this when we almost lost an incredibly talented Marine colonel. A recruiter recognized that this veteran candidate offered more than what the hiring manager saw on paper. I coached her to share with the candidate the core attributes that the hiring manager was seeking, and to ask the veteran candidate to help her understand how his military experience aligned with these attributes. The recruiter was then able to highlight them to her hiring manager, as well as coach the candidate on key connecting points. Today, we are very fortunate to have a solid logistics operations leader as part of our supply chain team.

About Ingersoll Rand
Ingersoll Rand is a great fit for veterans because our leaders recognize the value that veterans bring to our organization. We provide veterans the opportunity to succeed and have a thriving career in many different geographies and disciplines; and we offer networking, mentoring, and volunteer opportunities through our Ingersoll Rand Veterans Employee Resource Group. Ingersoll Rand also offers a generous benefits package that includes accommodations for reservists and flexible work options as well as emergency back-up care. Our organization's core values of respect, teamwork, and cross-collaboration align with the values of the various branches of service.

2014 VETERAN HIRING LEADER LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

GARY M. PROFIT *Senior Director of Military Programs, Walmart*

COMPANY INFORMATION
Headquarters / Bentonville, AR
URL / www.walmart.com
Employee count / 1.3 million U.S. associates

HIRING LEADER'S INFORMATION
Headquarters / Bentonville, AR
Years on the job / 5

MILITARY SERVICE
After more than 31 years of service in the United States Army, I retired as a brigadier general to implement programs that attract, recruit, hire, develop, and retain talent from military community constituencies for Walmart.

VETERAN HIRING TIP
Determine your career aspirations, understand your personal brand including your portfolio of experience, and network as much as possible.

WHAT I LIKE BEST ABOUT MY JOB
I have the unique opportunity to create positive business outcomes from the contributions of very talented people drawn from the military community. At the same time, I also get to follow my passion by giving back to those with whom I have had the pleasure of serving.

MY FAVORITE VETERAN HIRES
Since we launched our Welcome Home Commitment on Memorial Day of 2013, we have hired more than 42,000 veterans at all levels of the company. I am incredibly proud of all of them, but I am most proud of those new team members who have recognized the great opportunities at this company, achieved early success in their entry roles, and been promoted multiple times into positions of increasing responsibility.

About Walmart
At Walmart, we are grateful for the sacrifice our nation's veterans, military men and women, and their families have made in service to our country. It is not only our duty, but our honor to support our men and women in uniform not only when they are on the battlefield, but also when they return home and transition to civilian life. Through the Welcome Home Commitment, Walmart has pledged that no veteran will have to fight for a job when he or she separates from service. Launched on May 27, 2013, this commitment offers a job to veterans who have separated from active duty within the last 12 months.

2014 VETERAN HIRING LEADER LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

CHRIS RIEBEN *Talent Acquisition & Military Program Lead, Air Liquide America*

COMPANY INFORMATION
Headquarters / Houston
URL / www.us.airliquide.com/
Employee count / 5,000 U.S. / 50,000 globally

HIRING LEADER'S INFORMATION
Headquarters / Plumsteadville, PA
Years on the job / 2
Email / chris.rieben@airliquide.com
Office phone / 215-766-7407

MILITARY BACKGROUND
10 years as a non-commissioned officer in the United States Marine Corps. I served in the United States at NASJRB Willow Grove, Pennsylvania, with Marine Wing Support Squadron 474 until 2001. Retired as a sergeant in 2001.

VETERAN HIRING TIP
Tap into and utilize your company's existing veteran talent to help build, drive, and support your military hiring efforts. When I first came into my role, I quickly reached out to our existing veterans to share my vision and plans for increasing our military and veteran hiring efforts. I had an overwhelming level of support from folks across the organization at every level that were willing to help out and support its overall success.

WHAT I LIKE BEST ABOUT MY JOB
I really enjoy the challenge of finding and hiring great people, meeting new people every day, and connecting them with a great place to have a career.

ONE OF MY BEST VETERAN HIRES
...was for a new bio-gas plant that my employer purchased near Atlanta in 2013. The job requirement was for someone with the same type of skill set for which a Navy machinist mate would be perfectly qualified. I searched and searched, and was able to find a candidate that had just finished processing out of the Navy in Virginia and looking to relocate to the Atlanta area. The candidate was hired the day we completed the interview, and has been an outstanding contributor to the success of our plant operations. Thanks to RecruitMilitary for providing the leads to get me connected to fill this business-critical role!

About American Air Liquide
American Air Liquide offers industrial gases and related services to a variety of customers including those in large industry, industrial manufacturing, electronics, and healthcare marketplaces. Oxygen, nitrogen, and hydrogen have been at the core of the company's activities since its creation in 1902. Air Liquide relies on competitiveness in its operations, targeted investments, and the inventiveness of employees to create value over the long term.
- More than 200 U.S. locations, including more than 140 industrial gas plants
- 2,000+ miles of pipeline

2014 VETERAN HIRING LEADER LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

DAVID A. SMITH *Vice President, Staffing Manager – Military Veterans Recruiting Program, Bank of America*

COMPANY INFORMATION
Headquarters / Charlotte, NC
URL / http://about.bankofamerica.com
Employee count / 242,000

HIRING LEADER'S INFORMATION
Headquarters / Charlotte, NC
Years on the job / 9

MILITARY SERVICE
I served in the United States Army as an enlisted soldier during peacetime – 1975 to 1981 – so my experience was much different from those who have served after 9/11/01. I was an Army Bandsman stationed at Ft. Knox and Berlin during the Cold War, and you could say I had an ideal transition from the military to civilian life.

VETERAN HIRING TIP
I often tell veterans that "doing your homework" and leveraging your connections will help you find where you'll not only fit, but flourish. You're not alone. While you must take responsibility for your own success, there is everything to be gained by leaning on others and using your personal network. I tell employers to find the success stories that already exist in your company and tell the story widely. The veterans in your midst will help you in many ways.

FAVORITE PART OF MY JOB
Helping transitioning veterans discover that there is life after the military, and that it can be great. When I talk to ill or injured servicemembers, they're often rethinking their place in the world, so helping to facilitate that process is very fulfilling for me.

ONE OF MY MOST MEMORABLE HIRES
...was a young soldier who enlisted in the Army right after high school. After two tours in Afghanistan as a military policeman, he was physically and emotionally exhausted. At first, he wasn't sure he knew how to do much more than "kick down doors," but we worked to identify his strongest skills and character traits. He was hired into an operations role at Bank of America, and his wife now works at one of our banking centers.

About Bank of America
Support for the military has been a part of Bank of America's culture for more than 90 years, from hiring to philanthropy, volunteerism, and services for military customers. The bank employs nearly 7,000 veterans and reservists, and is committed to hiring 10,000 more over the next few years. Since 2009, Bank of America has provided more than $11 million to nonprofit partners who serve the military. It is in the midst of its third annual Express Your Thanks campaign. The campaign runs through Veterans Day and aims to donate $1 million to the Wounded Warrior Project and Welcome Back Veterans.

We honor and respect where you've been, and we're ready to help you get to where you want to go

Bank of America has created several Self-Study Guides and Quick Reference Cards in Personal Development, Corporate Communications and Business Skills which can help you no matter where your next steps take you.

Visit militarytransition.bankofamerica.com

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VFC Veteran Franchise Centers

2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

KRIS URBAUER *Program Manager, Military Initiatives and Junior Officer Leadership Program, General Electric*

COMPANY INFORMATION
Headquarters / Fairfield, Connecticut
URL / ge.com/veterans
Employee count / 307,000

HIRING LEADER'S INFORMATION
Headquarters / Chicago
Years on the job / 17; current role since January 2014
Email / kristine.urbauer@ge.com
Office phone / 312-441-6146

MILITARY BACKGROUND
I am a 1986 graduate of West Point, and was commissioned as a second lieutenant in the United States Army Corps of Engineers. I served for ten years in many interesting places, including an assignment in Sarajevo with the United Nations forces in 1994, and a year at Ground Zero post-9/11 in New York City.

VETERAN HIRING TIP
Look for a company that has a solid and established employee resource/affinity group for veterans. This will ensure you have coworkers that can help with the transition to civilian life and the company's culture. You always need someone you can ask the "silly questions," and a fellow veteran makes a perfect battle buddy as you learn the ropes.

SOME OF OUR GREAT VETERAN HIRES
GE has hired so many fantastic veterans, and they are now great leaders in the company. We have been hiring veterans for many years – and have had a real focus on it for over 18 years. The first real push was for junior officers in the mid 1990's, and GE has focused on all types of veterans, from every service, and every rank.

WHAT I LIKE BEST ABOUT MY JOB
As a veteran who has made the transition to a civilian career, nothing beats spending time with veterans, helping them with their transition skills and finding exciting careers with GE! It makes me feel like I am contributing to my company by finding great talent, and even more importantly, by having the opportunity to help deserving vets! I was one of the original leaders of the GE Veterans Network, which led to me being given the unique opportunity to drive the company's veteran/military initiatives in a full-time role.

About General Electric
At GE, we value the leadership, loyalty, integrity, and commitment to excellence instilled through participation in military service. That's why GE provides a variety of extraordinary career opportunities that make the most of vets' hard-earned talents, and maximizes their potential for success. Our 10,000 veterans at GE enhance their expertise through work that's powering, moving, curing, and building a better world. And we provide them with outstanding benefits and a support system that facilitates their transition to the workforce, every step of the way.

2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

JOE WALLIS *Senior Program Manager, Military Recruiting, Microsoft*

COMPANY INFORMATION
Headquarters / Redmond, WA
URL / www.microsoft.com
Employee count / 130,000

HIRING LEADER'S INFORMATION
Headquarters / Redmond, WA
Years on the job / 3 ½
Email / jowallis@microsoft.com
Office phone / 425-706-5466

MILITARY SERVICE
I'm a retired lieutenant colonel from the United States Marine Corps Reserve. Upon commissioning from the U.S. Naval Academy, I served almost six years on active duty as a communications officer and recruit training company commander in Okinawa and MCRD San Diego. Since 9/11/2001, I served more than five years on active duty in Quantico, Stuttgart, and Miami.

VETERAN HIRING TIP
Be prepared when you begin engaging with a potential employer. Research the company, know what interests you, and always be ready to state why you want to join this particular company. Be passionate about your interest. Be prepared to answer how your skills will make an impact on the position you are interviewing for.

ONE OF OUR VETERAN HIRING INITIATIVES BEST HIRES
He was an Army staff sergeant Special Forces sniper. Our Microsoft Software and Systems Academy 16-week program for transitioning active duty servicemembers prepares them for careers in technology while also giving them college credit. The staff sergeant was preparing for another deployment to Afghanistan when he heard about the program. He applied, and his command was amenable to allowing him to begin the program vice deploying. He became a strong leader in the course, supporting the rest of the students during the difficult program. He completed the course, and is now employed at Microsoft. He was a model student and leader for his fellow soldiers. He is now mentoring those who are currently in the course, supporting their successful transition.

About Microsoft
Microsoft is the largest software company in the world with over 100,000 employees. Microsoft was founded on the belief that technology creates opportunities for people and organizations to express and achieve their full potential. Our rich heritage and unique capability can harmonize the world's devices, apps, docs, data, and social networks so that people are at the center and empowered to do more and achieve more with what is becoming an increasingly scarce commodity – time!

If you are searching for a career with a company that values the training and experience that veterans bring, then Eaton is your ideal company. Military professionals at Eaton are part of an organization that focuses on providing power management solutions to global customers while doing business right.

Search and apply at www.eaton.com/MilitaryCareers

Eaton is a global power management company. We help customers manage power, so buildings, airplanes, trucks, cars, machinery and entire businesses can do more while consuming less energy. As an integrated global company, we are unified in our commitment to powering business worldwide.

Our products and the employees who design and build them are part of making a difference in the world every day. If you're ready to do something that matters, to do it well and to be encouraged and rewarded for doing it, then Eaton is the place for you.

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2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

JOHN H. WESLEY, III *Manager of Military Staffing, BNSF Railway*

COMPANY INFORMATION
Headquarters / Fort Worth
URL / www.bnsf.com
Employee count / 43,000

HIRING LEADER'S INFORMATION
Headquarters / Fort Worth
Years on the job / 7
Email / John.wesley2@bnsf.com

MILITARY SERVICE
Served 21 years in the United States Army as a combat engineer before retiring from the 4th Infantry Division in Fort Hood as an E-8 first sergeant in 2007. Stationed in various countries in Europe as well as Korea, and served nine combat tours of duty. Awarded two Bronze Star Medals, the fourth-highest combat award of the U.S. Armed Forces, for bravery, acts of merit, and meritorious service in Iraq during the War on Terrorism.

VETERAN HIRING TIP
If you are currently in the military, don't wait until you are on or have completed transition leave to apply. You should begin applying when you are 60-90 days out from your transition date.

WHAT I LIKE BEST ABOUT MY JOB
I get satisfaction out of being able to connect transitioning servicemembers with a life-long, quality career; recruiting the best of the best that our country has to offer; and finding top-notch, well-trained, diverse, and most of all, safety-minded candidates for BNSF.

OUR BEST VETERAN HIRES
Many of BNSF's best veteran hires come from those who may think their skills are not easily transferable in the civilian sector, such as combat arms military occupational specialties. Such skills are in fact highly sought after at BNSF. These candidates are accustomed to working around heavy equipment, in all types of weather conditions, and fast-paced environments while remaining safe and focused.

About BNSF
BNSF Railway is one of North America's leading freight transportation companies, operating on 32,500 route miles of track in 28 states and two Canadian provinces. BNSF is one of the top transporters of consumer goods, grain and agricultural products, low-sulfur coal, and industrial goods such as petroleum, chemicals, housing materials, food, and beverages. BNSF has a strong military recruiting program with a long tradition of hiring veterans. In 2013, more than 1,200, or 26 percent, of all new employees were veterans. Since 2005, BNSF has hired more than 6,500 veterans and currently employs more than 7,500 veterans – close to 17 percent of its total work force.

2014 VETERAN HIRING LEADER — LARGE COMPANY

A VETERAN HIRING LEADER WHO MAKES A DIFFERENCE

ABRAHAM ZAMBRANO *NAM Recruiting Manager, Schlumberger*

COMPANY INFORMATION
Headquarters / Houston
URL / http://careers.slb.com
Employee count / more than 126,000

HIRING LEADER'S INFORMATION
Headquarters / Houston
Years on the job / 14
Email / Azambrano2@slb.com

MILITARY BACKGROUND
Several members of my family are currently serving in the United States Marine Corps at MCB Camp Pendleton. I was born and grew up in California and still have strong connections to the state.

VETERAN HIRING TIP
I always recommend that veterans research the company, not just the job, but the culture and lifestyle of the organization. The culture of our company must work for you.

WHAT I LIKE BEST ABOUT MY JOB
Hiring veterans makes my job easier and safer. In my hiring experience, military people are a great fit for the oil-gas industry life style. We have a focus on safety and a culture of excellence to get things done right, first time, every time. I have been with Schlumberger for 14 years, and so far I have lived in eight different locations. This level of mobility is not the same for everyone, but understanding that the job should be done to the same quality is – no matter where you are. Our veteran hires do well, and their military experience often helps them to hit the ground running over other new hires that don't have the same disciplined background.

OUR BEST HIRES
Universally, those who do well with us have a dedication to learn from every opportunity, and a drive to be the best they can. This company is based on meritocracy, so those who work hard and are eager to learn do well.

About Schlumberger
Schlumberger is the world's largest oil and gas field service company. We supply technology, integrated project management, and information solutions to customers working in the oil and gas industry worldwide. Employing more than 126,000 people representing over 140 nationalities and working in approximately 85 countries, Schlumberger provides the industry's widest range of products and services from exploration through production.

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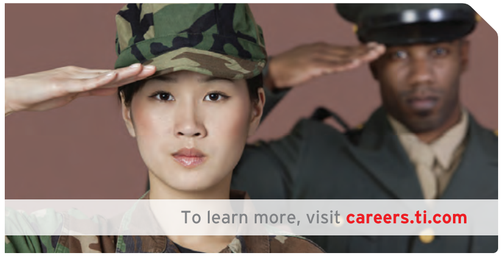

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RecruitMilitary Wins Social Media Award

by CHRISTINE RUBLE

The online publication ***Small Business Trends*** (www.smallbiztrends.com) has named RecruitMilitary one of "30 Businesses that Are Rocking Social Media" – along with businesses ranging from Morton's Steakhouse to Tweet-a-Beer and Tourism Australia. The publication, founded in 2003 for small-business owners and entrepreneurs, selected our weekly Facebook feature "Find a Job Friday" for its approach to connecting veterans with jobs in real time.

Every Friday from 12:00 p.m. until 1:00 p.m. Eastern Time on the "Find a Job Friday" Facebook post, veterans can post the kind of job they're interested in, plus the location where they want to work. Liz Wheeler, our social media messaging guru, then runs a search on our job board at www.recruitmilitary.com for those criteria and sends back a link to opportunities that match each request – all in real time. Wheeler usually receives from 65 to 150 inquiries, but has received as many as 300.

Small Business Trends called the feature "oh so clever" and noted, "Recruit Military works with veterans from all branches when making the transition back into civilian life. The company's Facebook page is the hub of all their social media activity. The engagement they get on the Facebook page is admirable, with each post getting an average of 10 or more comments."

Wheeler said that "the engagement and dialogue we have with veterans and companies on our social platforms allows us to hear what's important to them and share our resources and services to fit their needs. It's live, real-time communication, and it's fun too, because of the shared military background." Our company's Facebook audience has grown from 26,000 to 75,000 in the past 2½ years.

Christine Ruble is director of client marketing at RecruitMilitary and a veteran of the United States Air Force. Contact her at cruble@recruitmilitary.com.

Search & Employ® Also Available As Digital Magazine

by MIKE FRANCOMB

WE HAVE ENHANCED print *Search & Employ*® to add a digital version, or "flipbook." The digital magazine is accessible to job seekers from our web page at http://recruitmilitary.com/search-and-employ. We will also continue to make PDF's available for candidates who prefer that format. The advertising and editorial content of digital *Search & Employ*® are the same as in the print version and the PDF.

We have already inserted links to the digital magazine in our two monthly email newsletters for candidates – *The VetTen*, our jobs bulletin; and *Incoming!*, our informational bulletin – replacing links to the PDF. We send each newsletter to about 220,000 candidates. The digital version is accessible to employers from http://recruitmilitary.com/employers/search-and-employ.

We will not raise our advertising rates as a result of this digital enhancement, nor will we cut the distribution of print copies for candidates. That said, going digital opens up many possibilities involving ad and editorial content that would differ from what appears in print. But even if we were to publish a separate, "souped up" digital magazine, the print product would continue to stand on its own.

Stay tuned.

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.

RECORD ADVERTISING

WE ARE PLEASED TO ANNOUNCE that this issue of *Search & Employ*® has broken our advertising record, with 47½ pages of paid ads. This issue is the third consecutive record-breaker: Our May-June 2014 issue carried 40 pages of paid ads, and July-August 2014 carried 43¾ pages. The present issue, with 72 pages including the covers, is also the thickest ever – breaking the last issue's record of 64 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.

EDITORIAL themes / Contact your RecruitMilitary Account Executive about advertising in *Search & Employ*®.

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

DATABASE SNAPSHOT

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

643,723 / Registered searchable candidates

RANK
91.8% / Enlisted personnel
7.2% / Commissioned Officers
0.9% / Warrant Officers

ETHNICITY
60.2% / Caucasian
23.0% / African-American
9.6% / Hispanic
2.2% / Asian
1.1% / Native American
3.9% / Other

GENDER
83.5% / Men
16.5% / Women

ACTIVE SECURITY CLEARANCES
58,772 / Secret
3,402 / Top Secret
10,776 / Top Secret/SCI *Individual has a Top Secret Clearance and is cleared to access Sensitive Compartmentalized Information (SCI)*
125 / L-DOE *Clearance granted by the United States Department of Energy*
184 / Q-DOE *Clearance granted by the United States Department of Energy; more difficult to obtain than L-DOE*
89 / ISSA *Industrial Security Staff Approval*

HIGHEST EDUCATION LEVEL
22.4% / High School
25.7% / Beyond High School
7.9% / Professional Certificate
13.6% / Associate's Degree
21.5% / Bachelor's Degree
8.6% / Master's Degree
0.4% / Doctor's Degree

SERVICE BRANCH
46.4% / Army
21.4% / Navy
16.6% / Air Force
14.4% / Marines
1.2% / Coast Guard

Industry-Specific Segments of the Database of Job Candidates at www.recruitmilitary.com

SEGMENT	NUMBER OF REGISTRANTS	FUTURE WORK INTERESTS SELECTED
Aerospace / Defense	51,402	Aerospace/Defense, Aviation, Aviation Maintenance, Avionics
Construction	43,691	Construction, Engineering - Civil, General Labor, HVAC, Landscaping, Plumbing, Skilled Labor/Trades
Education	52,509	Education, Training/Instruction
Energy / Utilities	34,852	Energy/Utilities, Environmental, Mining
Financial Services / Insurance	39,461	Accounting/Auditing, Banking/Financial Services, Finance, Insurance
Healthcare	42,781	Biotech/Biomed, Health Care, Medical/Healthcare, Nurse, Pharmaceutical, Sales - Medical
Hospitality	44,073	Food Service, Hospitality/Food/Leisure, Restaurant, Sports/Recreation
Information Technology / Telecommunications	94,470	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	67,728	Law Enforcement
Manufacturing	37,315	Engineering - Industrial, Enginering - Quality, Manufacturing
Transportation / Logistics	92,951	Distribution/Shipping, Inventory, Logistics - Supply, Logistics - Transportation, Merchant Marine/Maritime, Supply Chain, Transportation, Warehouse

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. 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 – for example, Management/Supervision and Administrative/Clerical/Support – have large numbers of registrants, but are not industry-specific.

SPECIAL SECTION for VETERAN HIRING LEADERS

BIG DATABASE, BIG TARGETS

by LARRY SLAGEL

In our July/August 2014 issue, I pointed out that our database of registered and searchable job candidates at www.recruitmilitary.com has been growing spectacularly. I said that certain industry-specific segments of the database – segmented according to the work interests of the registrants – have become so large that we can think of them almost as databases unto themselves. We published a table of the largest 11 segments; an update is on page 66 of the magazine you are reading. For database search based on occupational preference, employers doing business in those segments need go no further than www.recruitmilitary.com.

The same is true for database search based on the location of the registrants – in other words, geographically targeted search. Because our database has become so huge, we can offer some great numbers to employers that want to reach veterans living within a certain radius of a given location. The table at the right shows the numbers of registrants living within various distances from 12 of the cities in which we produce military-to-civilian job fairs – specifically, within 50, 100, and 150 miles of the venues in those cities.

One of our database products is Local Candidate Database Search. As we say on our website, "Use our geographically-restricted search license to pinpoint candidates within 150 miles of your facility. For about 20% of our standard global search license, you can forget about relocation costs and long-distance interview processes – stay close to home and save money."

JOB CANDIDATES at www.recruitmilitary.com Within Various Distances of Career Fair Venues

	ZIP Code	50 miles	100 miles	150 miles
Atlanta	30313	19,413	25,563	36,454
Austin	78701	4,732	19,437	31,161
Baltimore	21230	19,960	39,211	53,462
Brimingham	35203	2,452	6,845	25,259
Boston	02035	7,232	12,407	17,763
Charlotte	28027	8,661	19,473	33,316
Chicago	60602	13,643	18,388	25,070
Cincinnati	45202	8,021	17,802	28,517
Indianapolis	46208	6,408	11,007	28,072
Jacksonville	32202	10,325	13,246	26,410
Kansas City	64129	5,711	6,703	9,611
Las Vegas	89115	5,200	5,430	6,295

The growth of our database has also made geographically targeted email marketing a more useful tool. We use that tool ourselves to market our Opportunity Expos to candidates.

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.

The Surveys Say: Our Career Fairs Work!

by MARY BETH MILLER

WE HAVE THE RESULTS of post-event surveys for the 32 Veteran Opportunity Expos that we produced from January through June 2014, and the numbers are great. After each event, we email two surveys – one to exhibitors and the other to the job candidates who attended.

Exhibitors at our events include corporate employers, law-enforcement agencies and other government employers, franchisors, and educational institutions. Candidates include 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.

- There were 1,681 exhibitors at the 32 events, an average of 52.5 per event.
- The exhibitors included 1,341 employers, an average of 41.9 per event.
- There were 13,043 candidates at the events, an average of 7.8 per exhibitor, 9.7 per employer, and 408 per event.
- The employers that responded to the surveys expected to conduct from 7,654 to 12,407 interviews as a result of exhibiting, an average of 5.7 to 9.3 per employer and 239 to 388 per event.
- 54.9% of the candidates who responded said that they expected to secure interviews as a result of their attendance.
- The responding employers expected to extend 3,860 job offers, an average of 2.9 per employer and 121 per event.

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

- overall event experience 96.3%
- return on investment 95.0%
- likelihood to participate in a future event 93.0%
- quality of candidates 93.7%
- number of candidates 92.5%
- pre-event communications 98.7%
- on-site support 97.8%

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.

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

Ryan Johns to Grow Veteran Hiring in Atlanta Area

by PETER GUDMUNDSSON

I AM PLEASED TO REPORT that United States Air Force veteran Ryan Johns has joined RecruitMilitary as a national account executive overseeing the Atlanta area. Johns hails from Danville, Virginia, and now resides in Lawrenceville, Georgia. He holds a bachelor's degree in business administration with a concentration in marketing, and is currently pursuing a master's degree in information technology.

Johns served in the Air Force from 1996 to 2000. He worked as an air crew life support technician at Laughlin Air Force Base in Del Rio, Texas.

Social media helped Johns secure his current role. His LinkedIn profile got him noticed at RecruitMilitary.

He brings to his new role a history of building relationships and business development. After moving to Georgia in 2004, he began a sales career as an area executive with Pitney Bowes. Over the past ten years, he has worked in business-to-business sales roles in the technology, financial market, and e-commerce sectors. He has consulted and sold within all business verticals, including state and local government.

As an Air Force veteran with deep selling experience, we look forward supporting Ryan as he develops the southeast for us. Atlanta is the key to our southeastern growth strategy in not only Georgia, but also the Carolinas and Florida.

"I am reaching out to all industry verticals," he said, "because veterans are highly skilled in a number of disciplines. Adding the right veteran talent enhances the culture, production, and efficiency of any organization. Hiring veterans goes far beyond fulfilling a patriotic duty. It improves a company's bottom line. In my 10+ years of consultative business sales experience, I have yet to encounter an organization in which improving ROI is not a top priority."

Johns and his wife Liz are the parents of five children.

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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