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A note from Peter

by PETER GUDMUNDSSON



It is not surprising that many veterans likewise feel a calling to protect and serve when they leave the military. Law enforcement, one of the editorial themes of this issue of *Search & Employ*, has long attracted interest from veterans. Likewise, police forces have benefited from high-quality veteran talent for centuries. Interestingly, the other theme of this issue, IT and Telecommunications, is another realm where the need for protection and services grows daily. Much effort and investment is dedicated today to the needs of IT staffs and software to protect against cyber attacks and other malicious activity on the Internet.

COMPETING FOR YOUR TALENT

At RecruitMilitary, we continue to experience growing demand for high-quality veteran talent. There is genuine competition for the best veterans, and your position to bargain continues to improve – if you know how to market yourself and articulate your value. To meet that growing demand, we have expanded our schedule of veteran career fairs. In 2015, we will be hosting 101 events, up from 77 in 2014. We have added dates in cities we visited in 2014, and we have added 10 cities: Detroit; Hartford; Milwaukee; Columbia, South Carolina; Cleveland and Dayton, Ohio; and Oxnard, Riverside, Sacramento, and San Jose, California. And employers continue to ask us to add even more dates and cities. Another indicator of growing demand for high-quality veteran talent is the number of

job postings on our site at [www.recruitmilitary.com](http://www.recruitmilitary.com). A year ago, *Search & Employ* reported a quantity of 550,000 postings. As I write this column in mid-October 2014, the number stands just north of 775,000. A third indicator is increased advertising for veteran talent in *Search & Employ*. The issue you are reading holds the record for pages of paid advertising, 48½, and the year 2014 is our best ever, with a total of 242¾ pages for the six issues of this bimonthly publication. That yearly total is up 43¾ pages, or 18 percent, from our previous best, in 2012. But there is a downside to the growing demand – in the form of increased competition for jobs from your fellow veterans. Last year, the number of veterans who had registered in our database of veteran job seekers was 550,000, and today it is more than 730,000. So how do you compete? There is a saying in sports, “You can’t score if you don’t shoot.” Shooting, in this case, means registering in our database and aggressively researching our job postings, attending all RecruitMilitary career fairs within driving distance, and responding to the advertisers that do business in fields that interest you.

LOOKING FORWARD

The New Year is almost upon us. Good luck in realizing your career goals; and, as always, look to RecruitMilitary to steer you to the best opportunities for your future.

All the best,  
Peter A. Gudmundsson  
CEO and president, RecruitMilitary  
[peter@recruitmilitary.com](mailto:peter@recruitmilitary.com)

— ABOUT —



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 730,000 registered job seekers at [www.recruitmilitary.com](http://www.recruitmilitary.com), email a monthly jobs newsletter called *The VetTen*, maintain a website that carries links to employers’ sites and careers pages, and conduct direct recruiting. All of RecruitMilitary’s senior 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](http://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](http://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](http://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).



Surf your way to a job with digital *Search & Employ*®

by MIKE FRANCOMB



*SEARCH & EMPLOY* IS AVAILABLE BOTH IN PRINT AND AS A DIGITAL REPLICA of the print magazine, and digital *S&E* can serve as a surfboard to a great job-finding adventure for veteran job seekers. You can access the digital version of this issue from <http://recruitmilitary.com/search-and-employ>. This is the third issue that we have digitized. In addition, the three digitized issues and all other issues going back to 2008 are accessible as PDF’s from the above link. We will continue to make PDF’s available for job seekers who prefer that format.

LIVE LINKS

All of the links that appear in the ads, articles, research guides, and listings of the print version are live in digital *S&E*. So you can surf straight from digital *S&E* to the linked corporate and government websites, documents, etc. The listings in *S&E* include the advertisers index, research guides, and directories. Some special detail about the directories: We select the employers, franchisors, and educational institutions that we list very carefully. Our selection criterion is strictly commercial. We list organizations that have done a large amount of business with us recently. This criterion benefits veteran job seekers, because the fact that the listed organizations have done business with us is proof positive that they are interested in doing business with veteran job seekers. Transition counselors, veteran employment representatives, and recruiters for all kinds of organizations are almost universal in advising job seekers to conduct research on industries, occupations, and specific companies that interest them. By compiling and publishing research guides and directories, we help veteran job seekers get started with this essential work.

ARTICLES ON OTHER SUBJECTS

Each issue of *Search & Employ* has two editorial themes, or topics, that are the subjects of articles, research guides, and directories in that issue. So the six yearly issues of this bimonthly publication have a total of 12 themes. The themes of the issue that you are reading are **Law Enforcement** and **Information Technology/Telecommunications**. But what if your work interests lie elsewhere? Thanks to digital technology, you can surf to issues that have other themes, then take off from there.

The themes of the previous issue, September-October 2014, were **Healthcare** and **Retail**. A shortened link to that issue is <http://rmvets.com/1mpgLTc> Shortened links to the pages that carry its research guides and directories are:  
Healthcare Directory <http://rmvets.com/1sWNUqT>  
Healthcare Research Guide <http://rmvets.com/1ppMyQo>  
Retail Directory <http://rmvets.com/1tCs1iN>  
Retail Research Guide <http://rmvets.com/1sZCIKq>

The themes for the July-August 2014 issue were **Manufacturing** and **Transportation/Logistics**. A shortened link to that issue is <http://rmvets.com/SE-Flip> Shortened links to the pages that carry its research guides and directories are:  
Manufacturing Directory <http://rmvets.com/1ppMSPj>  
Manufacturing Research Guide <http://rmvets.com/1rkZBT5>  
Transportation/Logistics Directory <http://rmvets.com/1CEboSx>  
Transportation/Logistics Research Guide <http://rmvets.com/1sZCTVX>

The themes and shortened links to the PDF’s of the previous three 2014 issues are:  
May-June **Energy/Utilities and Education** <http://rmvets.com/1rkZJ4Q>  
March-April **Government and Franchising** <http://rmvets.com/1zgwJVN>  
January-February **Defense/Aerospace and Financial Services** <http://rmvets.com/1nv772g>

KEYWORD-SEARCHABLE ARTICLES

In addition, keyword-searchable articles going back several years – and content that has not appeared in print/digital *S&E* – are accessible at <http://search-and-employ.com>. For example, here is a link to a law-enforcement article that appeared in the November-December 2013 issue: <http://search-and-employ.com/a-veteran-success-james-d-browning/> You can also search our job board from <http://search-and-employ.com>, and you can use that site to find RecruitMilitary Job Fairs near you. Best of luck in your job search, and thank you for serving in the armed forces of the United States.

Mike Francomb is senior vice president of marketing – candidate services – at RecruitMilitary and a former captain in the United States Army. Contact him at [mike@recruitmilitary.com](mailto:mike@recruitmilitary.com).

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EDUCATOR OUTREACH DIRECTORY


The institutions listed below have demonstrated their commitment to the education of veterans by using RecruitMilitary products and services. All of the URL's below are live links in the digital replica 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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OPPORTUNITIES IN LAW ENFORCEMENT

# CONTINUE THE MISSION



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## SUCCESSFUL VETERANS SAY THAT JOINING THE MILITARY WAS A CALLING.

IT WAS NOT ABOUT A REGULAR PAYCHECK OR SEEING THE WORLD.

It was about protecting the American way of life. They put on their uniforms every day because they felt it was their duty, and they saw the military as an opportunity to do something that matters.

The good news is that with a quick uniform swap, their noble mission continues all over America. Whether they become police officers, correctional officers, or employees of federal agencies such as the U.S. Marshals Service, they continue to keep us safe.

Recruiters for police departments, correctional organizations, and security firms throughout the United States know that their best applicants are the men and women who have put on a military uniform year after year – people who have faced down their fears in places such as Iraq and Afghanistan – people with such qualities as leadership, initiative, self-discipline, and a great work ethic.

**FAMILIAR TERRITORY.** Former servicemembers will find a lot that's familiar when they join a law-enforcement agency. The organizational structure of most agencies resembles that of the armed forces. Many of the jobs involve irregular hours, multiple responsibilities, and personal danger. Plus, one key to success involves building community relationships – as the military discovered long ago on its international missions.

**THE EMPLOYERS.** There are three main kinds of employers in law enforcement and security: state and local agencies, federal agencies, and private businesses. State and local agencies include the police departments of towns, cities, and counties; county sheriff's offices; and state police.

The largest federal agencies with law-enforcement missions include: U.S. Customs and Border Protection, the Federal Bureau of Prisons, the Federal Bureau of Investigation (FBI), and U.S. Immigration and Customs Enforcement. The small-

er agencies include the U.S. Marshals Service, U.S. Postal Inspection Service, U.S. Capitol Police, and even the Veterans Health Administration.

Private businesses in law enforcement and security include private detective and investigation companies, correctional organizations, and security guard and gaming surveillance firms. Private security firms provide security for private individuals and for private, corporate, and government property.

al-employment-projections-to-2022.htm.

Protective Service Occupations are expected to add 263,000 jobs between 2012 and 2022 and increase 7.9 percent. That's about as fast as the average occupation. The largest employers are local government (1,402,000) and investigation and security services (647,800).

According to the BLS, all but one occupation in SOC 33-0000, Parking Enforcement Workers (SOC 33-3041), are projected to grow from 2012 to 2022. An overall concern for security and public safety are the reasons for the growth. Also, jobs will be added as the demand increases for emergency responders to meet the needs of an aging population.

The fastest-growing detailed occupation in

**WHAT'S THE DIFFERENCE? SWORN & NON-SWORN**

Descriptions of jobs in law enforcement refer to "sworn personnel," also known as "sworn officers;" and to "non-sworn personnel," or "civilian employees." There are many definitions of "sworn personnel." Commonly cited factors include:

**THEY HAVE TAKEN AN OATH OF OFFICE. THEY HAVE THE POWER OF ARREST. THEY ARE AUTHORIZED TO CARRY FIREARMS. THEY WEAR OR CARRY A BADGE.**

Most sworn personnel are uniformed police officers and plain-clothes detectives. Most non-sworn personnel are correctional officers, probation officers, and members of office staffs and other support staffs.

**THE JOBS.** The Bureau of Labor Statistics (BLS), a part of the U.S. Department of labor, classifies law-enforcement and security jobs as Protective Service Occupations (SOC 33-0000; see "Your Guide to Industrial and Occupational Employment Statistics" in this magazine). The BLS analyzes future demand for different types of goods and services, and then projects the employment necessary to produce them. Most of the 10.8 percent employment growth between 2012 and 2022 is projected to be in service-providing industries. For details, visit [www.bls.gov/emp/ep\\_table\\_102.htm](http://www.bls.gov/emp/ep_table_102.htm) and read the BLS article, "Occupational Employment Projections to 2022," at [www.bls.gov/opub/mlr/2013/article/occupation-](http://www.bls.gov/opub/mlr/2013/article/occupation-)

SOC 33-0000 is Security Guards (SOC 33-9032). This category is projected to grow 12.1 percent and increase by 129,600 positions, nearly half the new jobs in SOC 33-0000. Local government and investigation and security services are projected to account for 65.2 percent of new security guard jobs.

About 9 out of 10 jobs created in protective services will be found in occupations that typically require a high school diploma or equivalent. Two detailed occupations in SOC 33-000 require a postsecondary education: Firefighters (SOC 33-2011) and First-Line Supervisors of Fire

CONTINUED ON PAGE 16

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# A NEW CHAPTER IN LIFE

**I JOINED FIRST COMMAND AS A FINANCIAL ADVISOR** after 22 years in the Army. After moving around and being deployed for so many years, I was enthusiastic about having a stable, local job. I was an Airborne Ranger prior to joining First Command, a job that requires success in whatever mission you're given. My background as a Ranger has helped me immensely in this job, because to succeed as a Financial Advisor, you must have the right mentality, and discipline is key. I always felt I would be successful with whatever I did. I'm a decision-maker, and that's an important quality to have as a Financial Advisor.

As a former servicemember, I can express to young clients that "I sat in your seat 18 years ago." The credibility is there. They know you served, you speak their language, you know the terminology. First Command competitors rarely speak the military language, which gives us an edge in this market. The language part is the biggest thing that helps.

Work ethic is the #1 priority a Financial Advisor candidate needs, followed by trainability. With this job, you don't have to reinvent the wheel. You take the company's ideas and do them well. When I first started the job, I used my military network and my wife's professional colleagues to develop prospects. I learned this from First Command training; they taught us about referrals. I simply went with the company plan and executed it.

You must have the drive to succeed and the desire to achieve personal goals. You must also hold yourself accountable.

I always wanted to have a separate chapter in my life. I have deep gratitude for First Command. They got me started in this position and have kept me engaged.

**John DeBusk**  
First Command Financial Advisor





**JOHN DeBUSK**

FIRST COMMAND LOGO AND JOHN DeBUSK PHOTO COURTESY OF FIRST COMMAND FINANCIAL SERVICES

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# CREATE YOUR CAREER AT THE ART INSTITUTES

www.artinstitutes.edu ■ <http://new.artinstitutes.edu/admissions/details/militaryveterans>

**THE ART INSTITUTES** system of schools specializes in creative education, with an industry-driven curriculum and a focus on student achievement. The schools offer courses in four areas of study: media arts, design, fashion, and culinary. The faculty members, many of whom work in the industries they teach, bring their real-world experience to both traditional and virtual classrooms. Students also benefit from

the colleges' small class sizes, and they use equipment that their counterparts in the industry use at work. As a result, The Art Institutes' grads are effectively prepared for entry-level jobs in their fields of study.

The Art Institutes schools are located in 51 cities across the United States and Canada and online. The schools have 66,860 students and 8,700 faculty and staff.

"We provide a quality education to students in creative fields about which they are passionate, and which we believe have good job prospects," said Barb O'Reilly, The Art Institutes' director, military and veteran affairs, and a retired United States Army lieutenant colonel. O'Reilly started in her position at The Art Institutes earlier in 2014; she is in charge of outreach and the support of veteran and military programs on campus.

"Additionally," said O'Reilly, "each of the schools included in The Art Institutes system has a dedicated career services office and staff who help students navigate the job market both before and after graduation by offering leads on job prospects, coaching students on crafting resumes, and preparing them for interviews with employers. The faculty is committed to teaching the latest trends and technologies, equipping students with the skills they need to succeed in the creative industries of the future. The organization also provides numerous opportunities and events for students to showcase their work, including portfolio shows where graduating students present their work to potential employers."

Military students attending The Art Institutes are eligible for financial assistance. "The majority of the programs at The Art Institutes are approved for VA educational benefits," said O'Reilly, "and we participate in the Yellow Ribbon program, which makes additional funds available to eligible veterans. Additionally, all campus locations have signed the *Memorandum of Understanding Between Department of Defense and Department of Education*, which offers the opportunity for military members to



The ribbon-cutting ceremony for The Art Institute of Atlanta's Military Resource Center. Left to right, Sara Fisher, associate registrar; Senator Ed Harbison of Georgia's District 15; Alexander Kelly-Meade, Art Institute of Atlanta student and veteran; President Newton Myvett; Genavous Bell, Art Institute of Atlanta student and veteran; Barb O'Reilly, director of military and veteran affairs; Senator Gail Davenport of Georgia's District 44; and Tonya Kelley, faculty and veteran.

attend our campuses using the Tuition Assistance Program." See [www.defense.gov/news/d20080625doddoe1.pdf](http://www.defense.gov/news/d20080625doddoe1.pdf).

The school offers a lot of flexibility to its students. "Military and veteran students tend to be attracted to programs and curricula The Art Institutes offers," said O'Reilly. "The ability to take classes either online or in a traditional classroom environment creates flexibility. Having start dates throughout the year also means that they don't have to wait to begin classes. In the military, we often hear the phrase 'hurry up and wait,' but at The Art Institutes veterans can begin their transition from military to civilian on a flexible schedule."

The way students learn at The Art Institutes should appeal to veterans, but may also challenge them. "At The Art Institutes schools, the programs tend to be very 'hands on,' which is a learning style that immediately engages veteran students," said O'Reilly. "Some of the most popular programs for military and veteran students include media arts, fashion, and culinary. Success in these programs requires characteristics such as personal discipline and a good work ethic, which are honed in the military. At the same time, the programs foster creativity and personal expression."



BARB O'REILLY

the veteran students. The 'mission' within the kitchen requires the opportunity to lead as well as the ability to participate as a team player."

O'Reilly also believes that veterans make good employees and entrepreneurs. "Veterans bring a strong work ethic, leadership, teamwork, and the ability to work in diverse and challenging environments to a company," she said. "Many veterans are also drawn to entrepreneur opportunities, and they attend The Art Institutes to improve their career skills."

The Art Institutes recently signed a Statement of Support for the "8 Keys to Veterans' Success," a voluntary initiative of the departments of Education, Veterans Affairs, and Defense ([www.ed.gov/veterans-and-military-families/8-keys-success-sites](http://www.ed.gov/veterans-and-military-families/8-keys-success-sites)). The organization also adheres to the Principles of Excellence established by an executive order of President Obama ([www.whitehouse.gov/the-press-office/2012/04/27/executive-order-establishing-principles-excellence-educational-instituti](http://www.whitehouse.gov/the-press-office/2012/04/27/executive-order-establishing-principles-excellence-educational-instituti)), and is developing programs for military and veteran students at each campus.

## EVERYTHING YOU NEED TO SUCCEED

**BRIAN TOWNSEND** is a graduate of The Art Institute of California-San Diego, a campus of Argosy University. He received a bachelor of science degree in media arts and animation in 2010.

He had been a combat engineer in the United States Army for four years. He spent one year in Korea, one year in Baghdad, and two years at Fort Hood, Texas. He separated in 2006 as an E-4.

His career took a different turn after he left the military. "I've spent most of my career in

the product visualization field," he said. "First, I worked at a company that developed software which enabled product designers and engineers to easily create photo-real imagery of their designs before they physically existed. Now, I work on the production side of things at Microsoft – helping the surface design team do exactly that. I work with product designers to help pitch ideas internally to the executive team as well as create content to help marketing teams sell the products worldwide.



BRIAN TOWNSEND

"In the most simple description possible, I'm a product photographer and animator. Most of the time, all the images I create are 100 percent CG (computer generated) – some are a hybrid of photography with CG elements combined, but most people can't tell that the imagery is CG at all. Those that can are usually in the field or exposed to this content on a day-to-day basis."

The formal education that Townsend received at The Art Institute got him started. "Before I had formal training, I had rough ideas about how CG production worked," he said. "The formal education and experience gained through an internship helped me shape those ideas into a more solid foundation. From there, I was able to define my own, repeatable process. Without a repeatable process, success on a project can come down to a matter of luck. A process ensures you can repeat that success from job to job."

Why did Townsend pick The Art Institute? "First, the training offered there was exactly what I wanted to do," he said. "It was an added bonus that the school happened to be in San Diego. I always wanted to live by the beach, so it was a no-brainer for me."

Townsend believes that The Art Institute is a great fit for veterans. "Here they have everything you need to succeed," he said. "It's not easy, because nothing worthwhile in life ever is. Hard work and tenacity are required for success. Veterans tend to be very proactive and persistent; and with that attitude, they can certainly be successful here."

Veterans will find success at the school because they have the desire and are willing to work hard. "A student may or may not be the smartest or most talented in the class, but I don't think that matters at all," Townsend said. "If a student is willing to work harder, and want it more than those around them, they'll shoot to the top. No matter how difficult a situation was in school, none of them compared to the stresses experienced in the military. My life was never in danger. I was never freezing cold or burning hot. I was plenty tired at times, but that's nothing I hadn't learned to cope with in the military. This kind of perspec-

tive helps a student take things in stride."

What is the most valuable trait acquired in the military? "I would have to say work ethic," said Townsend. "Many skills can be taught, but the type of work ethic a veteran will have coming out of the military is pretty intense, and is learned over years of relentless training – physical and mental."

The Art Institute helped Townsend find success. "I can honestly say I would not be here if it wasn't for that experience," he said. "It gave me the base level skills I needed to get an internship. The internship gave me the foot in the door to the industry. From there, everything fell into place one small step at a time."

The school helps veterans succeed, even if they need help in certain academic areas. "There was a tutoring program staffed by students, as well as peer-mentor program which helped new students adjust to school," said Townsend. "I did use the tutoring program to help out in areas where I needed improvement. I was a peer mentor, so I helped others adjust to school life."

Townsend began his search for a school early. "I was proactive in searching for a degree program and got everything in order before I left the service," he said. "This ensured I kept all the momentum moving and didn't get too comfortable upon exiting the service. I can't say I would do anything differently. Even the mistakes I made were important because they brought me to where I am today. Sometimes making mistakes are some of the most important and beneficial learning experiences someone can have."

Townsend advises servicemembers who are leaving the military to find something they are passionate about. "Do what you love," he said. "Don't do what you think someone else wants you to do, or do something purely based off the idea that one can make a lot of money in a certain field. If you're not happy with what you do day-to-day, a huge paycheck may seem like it would make up for it – and it may, temporarily. The fact is we spend most of our lives working, so make sure you settle into something that you love. If you do what you love every day, you'll never work a day in your life." ♦

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# DEDICATED TO HIRING MORE AND MORE VETERANS



**THE HOME DEPOT** is the world's largest home improvement specialty retailer, with 2,264 retail stores in all 50 states, the District of Columbia, Puerto Rico, the U.S. Virgin Islands, Guam, all 10 Canadian provinces, and Mexico. In fiscal year 2013, The Home Depot had sales of \$78.8 billion and earnings of \$5.4 billion. The company employs more than 300,000 associates.

[www.homedepotmilitary.com](http://www.homedepotmilitary.com) ★ <http://careers.homedepot.com/military>

Eric Schelling is the director of talent acquisition, responsible for the development and execution of all recruitment strategies for the enterprise, including Store Support Center, Supply Chain, and Retail Stores in the United States, Puerto Rico, U.S. Virgin Islands, and Guam. He also is responsible for system workflows, metrics, and measurement; candidate experience; military recruitment; college and university relations; employment marketing and brand; social media; contingent labor; background checks; and diversity recruitment.

Schelling joined The Home Depot in May 2010. Before that, he was director of talent acquisition for Georgia Institute of Technology and director of talent acquisition for COX Auto-trader.com. His retail career began at Best Buy Stores, where he spent seven years in recruiting and selection; his final role was head of talent acquisition for global retail staffing.

He said that The Home Depot has a lot of job opportunities for veterans: "Those opportunities are available across the board, from the store level to the corporate level, from cashiers and sales associates to store managers, district managers, and supply chain. Additionally, we're continuously looking for associates with hard-to-find skill sets in technology."

The company is dedicated to hiring more and more veterans. "Over the years, we've found that the leadership, service-mindedness, and problem-solving skills learned in the military often translate well on the job at The Home Depot," said Schelling. "To that end, every year, The Home Depot partners with RecruitMilitary, the Department of Labor, and the Department of Veterans Affairs and participates in more than 100 veteran job fairs to meet potential candidates. We've made a commitment to increase our hiring of military and veterans by 10 percent each year over the next five years, thereby committing to hire approximately 55,000 veterans over five years."

The company understands that former servicemembers know how important good customer

service can be. "Our customers want associates who are knowledgeable, hard-working, and solution-oriented," said Schelling. "Our experience has been that associates with military experience typically have these skills and attributes. We also strive to hire a work force that reflects our communities, and the military has a strong presence in communities where we conduct business."

Veterans will find a welcoming community among fellow employees at The Home Depot. "With more than 35,000 veteran associates and 1,500 associates serving on military leave at any given time, supporting our military and veterans is very personal to us," said Schelling.

The company also works to improve the lives of veterans beyond its employees. "The Home Depot Foundation, the philanthropic arm of our company, is dedicated to improving the homes of U.S. military veterans through financial and volunteer resources," said Schelling. "The Foundation has committed \$80 million to these efforts over five years."

When servicemembers are ready to start the process of leaving the military, Schelling recommends that they utilize the tools available to them. "Arm yourselves with the knowledge and resources needed to successfully transition into the civilian workforce," he said. "Visit the career transition office at the military base, and get all the information necessary to succeed in the civilian world. Connect with your peers and build a good network in person and through online professional social network tools. Visit our website and find a career that is right for you."

It is also important to find a way to put military experience into civilian terms. "We would encourage veteran applicants to focus primarily on an accurate translation of their skills on their resume with as few military acronyms as possible," said Schelling. "We also want them to utilize our Military Skills Translator and join The Home Depot Community (<https://www.homedepotcommunity.com/>) to connect with their peers and career recruiters who can help them identify what positions may be the best fit for them."



NATTASHA KEFAUVER

## MULTITASKING AND LEADING

UNTIL A FEW MONTHS AGO, NATTASHA KEFAUVER WAS A FIRST LIEUTENANT IN THE UNITED STATES MARINE CORPS. SHE SERVED AS A COMMUNICATIONS OFFICER - 0602, HER MILITARY OCCUPATIONAL SPECIALTY FOR ABOUT SIX YEARS. "I SERVED IN A NUMBER OF CAPACITIES," SHE SAID, "INCLUDING TELECOMMUNICATIONS PLATOON COMMANDER,

support company executive/operations officer, and battalion training officer; and as an assistant operations officer for Marine Expeditionary Force Headquarters Group."

She had a lot of responsibility. "I was in charge of anywhere from 15 to 250 Marines," she said. "I learned how to multitask, delegate, lead, and take initiative to ensure mission success.

"I was in charge of 14 separate programs while serving as the 9th Communication Battalion Training Officer. I ensured that we received a 100 percent readiness grade for all but one of those areas during a Commanding General Readiness Inspection. As a result, I received a Navy and Marine Corps Achievement Medal and a Letter of Appreciation from the Marine

Expeditionary Force Commanding General. I also prepared the regiment for its upcoming deployment, and I coordinated multiple unit deployments."

Kefauver now spends her working hours multitasking and leading at The Home Depot. "I was selected out of a number of candidates for a supervisor position in the fluid area of the Rapid Distribution Center," she said. "I work as a central point of contact for the fluid receiving department. I manage personnel, tracking performance, utilization, and effectiveness of general warehouse associates. I coordinate with the inbound operations manager and other department leadership on the plan for the day to ensure maximum throughput. I also coordinate with outbound to ensure they know what merchandise is coming to pallet build and the other departments of the distribution center – so they know how to flex their personnel in the most effective ways."

Kefauver said that The Home Depot does a lot more for veterans than simply hire them. "I have a number of fellow supervisors, managers, and hourly associates who are also veterans," she said. "The Home Depot supports the efforts of our military not only through hiring them, but also by conducting volunteer events and supporting our beloved deployed active-duty military by sending them care packages and letters of support."

She understands that veterans bring a lot to any employer. "We learn a number of invaluable skills in the military that transfer quite well to the civilian world," she said. "Leadership, dedication, initiative, and technical skills make us invaluable to businesses looking for a strong foundation they can rely on. We are strong and independent, and want the organization we work for to succeed. We also have a strong feeling of loyalty, and we think of our fellow associates and those who work for us as family – and we will do anything in our power to help that develop and grow."

Kefauver said that The Home Depot has a culture similar to that of the Marine Corps. "Veterans do not get as much of a culture shock here as they might at other organizations. There are still challenges and ways that we have to develop ourselves to become better, but The Home Depot truly feels like a family and brother/sisterhood – which I miss from the Marine Corps."

"The Home Depot is a true supporter of veterans and sees the value that we bring to the table. Not only that, but they truly care about their associates, and ensure that

those who deserve it are recognized and rewarded whenever possible. They also have a strict set of core values that date back to the beginning of the company. Those values strengthen our bond – and, in my opinion, that is why so many associates retire from here or transfer into this wonderful company."

Kefauver took advantage of the options available when she was transitioning from the military. "I attended the classes provided by the Marine Corps for transitioning veterans," she said. "They helped me develop my resume and get invaluable interviewing skills that I will always have in my tool belt, as well as learning about all the programs the military offers for those getting out – including health benefits, educational opportunities, and support."

"If I could do anything differently, I would have started the process of finding a job



sooner. Having a plan is imperative, and you don't want to take a chance with your future. Ensure you are signing up for the classes offered by the military at least six months before your transition, and don't wait for people to hand you the answers. Go out and seek them yourself. You can get all kinds of support. Ask for it."

She said that servicemembers who work hard and take advantage of all the military offers while in the service will enter the civilian workplace poised to succeed. "Take advantage of all the programs and opportunities that the military has developed for your transition," she said. "Take the time to do your research and ensure that you and your family will be well taken care of when you go into the civilian world."

Veterans who are interested in working at The Home Depot need to make sure their people skills are in good shape. "You need to be confident and know how to work with people," said Kefauver. "At The Home Depot, we provide the highest level of customer service at all times – and that applies to everybody from the general warehouse associate to the corporate level. We all play our part to help the company develop as the best in home improvement specialty retailing." ♦

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## EDUCATION IS THE DOORWAY

**"EDUCATION IS THE DOORWAY TO POST-MILITARY SUCCESS,"**

according to Philip F. Johndrow, Trident University International's national director of military relations and a 33-year veteran of the United States Army. Johndrow joined Trident in February 2012 after retiring as a command sergeant major.

Trident is an online university that is regionally accredited by the Western Association of Schools and Colleges. Its growing student population is made up of a diverse set of adult learners. Roughly two-thirds of them are current members of the active-duty military, National Guard, and reserves – in addition to those students who are veterans. Trident ([www.trident4military.com](http://www.trident4military.com)) and its nearly 250 faculty and staff offer degrees at the bachelor's, master's, and doctorate levels. Presently, approximately 12,000 students attend the university, and there are 25,000 alumni. Trident was founded in 1998.

Attaining skills for civilian employability is a key concern for people who are thinking about separating from the service. The Trident Learning Model (TLM) addresses this concern. TLM involves case-based learning, problem-solving, and practical application – emphasizing critical thinking skills relevant to real-world situations.

In addition to having veterans as students and alumni, the university has several veterans among its staff, management, and faculty. Finding quality talent that is a cultural fit is a challenge for all organizations, and many of the qualities exhibited by military veterans meet Trident's hiring needs. The entire organization benefits from such qualities as goal-orientation and leadership skills.

Johndrow earned both an undergraduate and a master's degree at the university – balancing schoolwork with his military duties while serving in Iraq.

As a command sergeant major, he was near the very top in the profession of arms; for enlisted soldiers, the only higher rank is sergeant major of the army. Serving in a role like this requires a sharp mind and top-notch leadership skills, as evidenced by one of Johndrow's last positions in the service: He was a senior enlisted advisor to a three-star

general officer; he gave advice and counsel to the general officer and the staff.

"My position as the national director of military relations has been one that builds relationships with all of the services," he said. "I have been working primarily with the United States Army, due to my vast connections throughout that organization. I have worked over the last year to increase my contacts with the senior enlisted leaders – and to help educate and influence servicemembers to seek enrollment in college and begin their educational journey. I have also branched out into the corporate world, giving presentations on leader development."

Johndrow is most interested in servicemembers' finding success after their careers in the military. "Our servicemembers have many of the traits that employers are looking for in their organizations," he said. "My goal is to help servicemembers understand the importance of education – and to prepare them to transfer from the military into Corporate America. I want to ensure they are successful both in and out of uniform, and education is the key."

"I would advise servicemembers to finish their education," he said. "They need to have at least a bachelor's degree, but preferably a master's degree, before they make their transition. Many of the skills they learned in the military are exactly what they will need in the corporate world. They need to learn from the past, live in the present, and focus on the future."

A trait that Johndrow picked up in the military, staying cool under fire, also helps him in the civilian workplace. "The experience I gained while in the Army, especially the 42 months I was deployed into combat, has helped me to be able to look at situations without being overwhelmed," he said. "I systematically look for solutions and try to remain the calming



**PHILIP F. JOHNDROW**

force in the organization. The military developed my ability to look inside a team, identify our developmental areas, and address them to become a much more efficient organization."

He believes that Trident serves veterans well. "Our university clearly cares for veterans," he said. "We strive to help our veterans become better prepared so they can be successful in fulfilling their dreams. Everyone at our university feels that, by helping veterans obtain their education, we help them make their lives better. They all know that you do not have to wear a uniform to be a patriot; they support our veterans in so many other ways. You can see it at our graduation ceremonies – the number of employees who volunteer to help make it a memorable experience for our veterans and all of our graduates."

In addition to having a high-quality education for life after the military, he also believes that networking is important: "I would say number one is finish your education, and number two is start working on your resume and network within your community. Find out what are your priorities, what are your interests, where you want to live, and what type of employment you want."

For anyone looking for employment at Trident, Johndrow said that 100 percent dedication is critical. "My advice is that you need to be committed to this university," he said. "This university is not a job. It is a way of life. You need to be motivated in order to collaborate and communicate with our students, and be proud that you are helping to develop their critical thinking skills so they can be even more productive within their organizations."



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The law enforcement agencies and security firms 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 law enforcement or security to consider these organizations. All of the URL's below are live links in the digital replica 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>.

Chesterfield County, VA, Police Department	<a href="http://www.chesterfieldpd.com">www.chesterfieldpd.com</a>
G4S Secure Solutions (USA)	<a href="http://www.usajobs.g4s.com">www.usajobs.g4s.com</a>
Harris County, TX, Sheriff's Office	<a href="http://www.hcsajobs.com/recruitment2/employmentaa.aspx">www.hcsajobs.com/recruitment2/employmentaa.aspx</a>
Houston Police Department	<a href="http://www.hpdcareer.com/">www.hpdcareer.com/</a>
New Orleans Police Department	<a href="http://www.nola.gov/nopd/">www.nola.gov/nopd/</a>
New York City Police Department (NYPD)	<a href="http://www.nypdrecruit.com">www.nypdrecruit.com</a>
San Diego Police Department	<a href="http://www.JoinSDPDNow.com">www.JoinSDPDNow.com</a>
The GEO Group, Inc.	<a href="http://www.geogroup.com/hiringheroes">www.geogroup.com/hiringheroes</a>
U.S. Security Associates, Inc.	<a href="http://www.ussecurityassociates.com">www.ussecurityassociates.com</a>
Wheat Ridge, CO, Police Department	<a href="http://www.ci.wheatridge.co.us/447/Recruitment">www.ci.wheatridge.co.us/447/Recruitment</a>

Aegis, LLC	<a href="http://www.aegisworld.us/careers/">www.aegisworld.us/careers/</a>
Allied Barton Security Services	<a href="http://www.alliedbarton.com/AboutUs/HireOurHeroes.aspx">www.alliedbarton.com/AboutUs/HireOurHeroes.aspx</a>
Amtrak Police Department	<a href="http://police.amtrak.com">http://police.amtrak.com</a>
Apollo Security, Inc.	<a href="http://www.apollointernational.com/contact/employment/">www.apollointernational.com/contact/employment/</a>
Arizona Department of Public Safety	<a href="http://www.azdps.gov/Careers/">www.azdps.gov/Careers/</a>
Armortech Security	<a href="http://www.armortechinc.com">www.armortechinc.com</a>
Baytown, TX, Police Department	<a href="http://www.baytown.org/police">www.baytown.org/police</a>
California Highway Patrol - Border Division	<a href="http://www.chp.ca.gov/recruiting/html/advantage.html">www.chp.ca.gov/recruiting/html/advantage.html</a>
Central Intelligence Agency (CIA)	<a href="https://www.cia.gov/careers">https://www.cia.gov/careers</a>
Central Oklahoma Juvenile Center	<a href="http://www.ok.gov/oja/COJC/Careers/">www.ok.gov/oja/COJC/Careers/</a>
Cincinnati Police Department	<a href="http://www.cincinnati-oh.gov/police/about-police/employment-internships/">www.cincinnati-oh.gov/police/about-police/employment-internships/</a>
Colorado Springs Police Department	<a href="http://www.crimestop.net">www.crimestop.net</a>
Columbus, OH, Division of Police	<a href="http://www.columbuspolice.org">www.columbuspolice.org</a>
Concentric Security	<a href="http://www.concentricsecurity.com">www.concentricsecurity.com</a>
Cook County, IL, Sheriff's Merit Board	<a href="http://www.cookcountysheriff.org/index.html">www.cookcountysheriff.org/index.html</a>
District of Columbia Department of Corrections	<a href="http://doc.dc.gov/page/career-opportunities">http://doc.dc.gov/page/career-opportunities</a>
Everett, WA, Police Department	<a href="http://www.ci.everett.wa.us/default.aspx?ID=53">www.ci.everett.wa.us/default.aspx?ID=53</a>
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Federal Bureau of Prisons	<a href="http://www.bop.gov">www.bop.gov</a>
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HighCom Security Services	<a href="http://www.highcomsecurityservices.com/Careers.php">www.highcomsecurityservices.com/Careers.php</a>
Iron Protection Group	<a href="http://www.ironprotectiongroup.org/#/careers/c1b8a">www.ironprotectiongroup.org/#/careers/c1b8a</a>
Long Beach, CA, Police Department	<a href="http://www.longbeach.gov/police/">www.longbeach.gov/police/</a>
Louisville Metro Police Department	<a href="http://www.louisvilleky.gov/LMPD/Recruiting/">www.louisvilleky.gov/LMPD/Recruiting/</a>
Maryland Department of Public Safety and Correctional Services	<a href="http://www.dpscs.state.md.us/employment/">www.dpscs.state.md.us/employment/</a>
Metropolitan, DC, Police Department Recruiting Division	<a href="http://mpdc.dc.gov/page/join-metropolitan-police-department">http://mpdc.dc.gov/page/join-metropolitan-police-department</a>
Minneapolis Police Department	<a href="http://www.minneapolismn.gov/police/recruiting/index.htm">www.minneapolismn.gov/police/recruiting/index.htm</a>
Missouri Department of Corrections	<a href="http://doc.mo.gov/DHS/Recruit.php">http://doc.mo.gov/DHS/Recruit.php</a>
Missouri State Highway Patrol	<a href="http://www.mshp.dps.mo.gov/">www.mshp.dps.mo.gov/</a>
Monroe County, NY, Sheriff's Office	<a href="http://www2.monroecounty.gov/sheriff-jobs">http://www2.monroecounty.gov/sheriff-jobs</a>
Morpho Detection	<a href="http://www.morpho.com/detection">www.morpho.com/detection</a>
Nevada Department of Public Safety Personnel	<a href="http://dps.nv.gov/HR/All/Employment/">http://dps.nv.gov/HR/All/Employment/</a>
New Castle County, DE, Police Department	<a href="http://www.ncde.org/260/Police-Careers">www.ncde.org/260/Police-Careers</a>
Oakland Police Department	<a href="http://www.opdjobs.com/">www.opdjobs.com/</a>
Orange County, FL, Corrections	<a href="http://www.orangecountyfl.net/?tabid=502">www.orangecountyfl.net/?tabid=502</a>
Orleans Parish, LA, Sheriff's Office	<a href="http://www.opcsa.org">www.opcsa.org</a>
Raleigh, NC, Police Department	<a href="http://www.joinraleighpd.org/">www.joinraleighpd.org/</a>
Regions Security Services	<a href="http://www.regionssecurity.us">www.regionssecurity.us</a>
Rhode Island Department of Corrections	<a href="http://www.doc.ri.gov/administration/humanresources/positions.php">www.doc.ri.gov/administration/humanresources/positions.php</a>
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Texas Department of Public Safety	<a href="http://www.txdps.state.tx.us">www.txdps.state.tx.us</a>
The ADT Corporation	<a href="http://jobsatadt.com/">http://jobsatadt.com/</a>
Toledo Police Department	<a href="http://www.toledopolice.com/recruitment.html">www.toledopolice.com/recruitment.html</a>
Transportation Security Administration (TSA)	<a href="http://www.tsajobs.tsa.dhs.gov/tsajobs/">www.tsajobs.tsa.dhs.gov/tsajobs/</a>
Triple Canopy, Inc.	<a href="http://www.triplecanopy.com/careers/">www.triplecanopy.com/careers/</a>
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U.S. Department of Homeland Security	<a href="http://www.dhs.gov/careers">www.dhs.gov/careers</a>
U.S. Drug Enforcement Administration	<a href="http://www.justice.gov/dea/careers/occupations.shtml">www.justice.gov/dea/careers/occupations.shtml</a>
U.S. Secret Service	<a href="http://www.secretservice.gov/opportunities.shtml">www.secretservice.gov/opportunities.shtml</a>
Universal Protection Service	<a href="http://www.universalpro.com/UPS_index.html">www.universalpro.com/UPS_index.html</a>
University of Connecticut Police Department	<a href="http://police.uconn.edu/">http://police.uconn.edu/</a>
Vector Security, Inc.	<a href="http://www.vectorsecurity.com/Careers/">www.vectorsecurity.com/Careers/</a>
Washington State Patrol	<a href="http://www.wsp.wa.gov/employment/employment.htm">www.wsp.wa.gov/employment/employment.htm</a>
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LAW ENFORCEMENT Opportunities

CONTINUED FROM PAGE 6

Fighting and Prevention Workers (SOC 33-1021).

Among Protective Services Occupations, 16 of 22 had median annual wages above that for all wage and salary workers – \$34,750 in May 2012. The highest median wage was for First-Line Supervisors of Police and Detectives (SOC 33-1012), \$78,270; while the lowest was for Lifeguards, Ski Patrol, and other Recreational Protective Service Workers (SOC 33-9092), \$18,950.

**POLICE AND DETECTIVES** pursue and apprehend individuals who break the law, and then issue citations or give warnings. They spend a large proportion of their time writing reports and maintaining records of incidents they encounter. Most police officers patrol their jurisdictions and investigate any suspicious activity they notice. Sheriffs and deputy sheriffs enforce the law on the county level. Sheriffs usually are elected to their posts and perform duties similar to those of a local or county police chief.

State police officers, sometimes called state troopers or highway patrol officers, arrest criminals statewide and patrol highways to enforce motor-vehicle laws and regulations. State police officers often issue traffic citations to motorists. At the scene of an accident, an officer may direct traffic, give first aid, and call for emergency equipment.

State highway patrols operate in every state except Hawaii. Most full-time sworn personnel are uniformed officers who regularly patrol and respond to calls for service. Others work as investi-

gators, perform court-related duties, or carry out administrative or other assignments.

According to the BLS, about 780,000 people work as police and detectives. Police Officers (SOC 33-3050) protect lives and property. Detectives and Criminal Investigators (SOC 33-3021), who are sometimes called agents or special agents, gather facts and collect evidence of possible crimes.

Education requirements range from a high school diploma to a college, or higher, degree. Most police and detectives must graduate from their agency's training academy before completing a period of on-the-job training. Candidates must be United States citizens, usually at least 21 years old, and able to meet rigorous physical and personal qualifications.

Local agencies employ about 80 percent of police and detectives; state police agencies, about 12 percent; and federal agencies, about 6 percent. Most of them work in cities with more than 25,000 inhabitants. The BLS expects the employment in the occupation to grow 5 percent between 2012 and 2022, slower than the average for all occupations.

Job opportunities in most local police departments will be favorable for qualified individuals, while competition is expected for jobs in state and federal agencies, according to the BLS. Population growth is the main source of demand for police services. Bilingual applicants with college training in police science or with military police experience will have the best opportunities.

WHAT'S THE DIFFERENCE?

PROBATION & PAROLE

**PROBATION** is a court-ordered period of correctional supervision in the community, generally as an alternative to incarceration.

In some cases, probation can be a combined sentence of incarceration followed by a period of community supervision.

**PAROLE** is a period of conditional supervised release in the community following a prison term. It includes parolees released through discretionary or mandatory supervised release from prison, those released through other types of post-custody conditional supervision, and those sentenced to a term of supervised release.

The number of job opportunities can vary from year to year and from place to place, depending in large part on the level of government spending. Layoffs are unusual because most staffing cuts can be handled through attrition due to retirements. Trained law enforcement officers who lose their jobs because of budget cuts usually have little difficulty finding jobs with other agencies.

**CORRECTIONAL OFFICERS AND JAILERS** (SOC 33-3012) guard individuals who have been arrested and are awaiting trial or who are serving time in a jail, reformatory, or prison. There are nearly 500,000 such employees, with the number expected to grow by 5 percent between 2012 and 2022. About 60 percent work in state institutions, including prisons, prison camps, and youth correctional facilities. Most of the remainder work in city and county jails. In recent years, private organizations have taken over a lot of the staffing of prisons.

Support staff personnel include dispatchers, records technicians, animal-control officers, evidence and investigative technicians, parking enforcement officers, financial clerks, office managers, and administrative assistants.

**ON THE JOB.** Police and detective work can be very dangerous and stressful. Police officers and detectives have one of the highest rates of on-the-job injury and illness. In addition to the obvious dangers of confrontations with criminals, police officers and detectives need to be constantly alert and ready to deal appropriately with a number of other threatening situations. Many law enforcement officers witness death and suffering resulting from accidents and criminal behavior. A career in law enforcement may take a toll on their private lives.

Uniformed officers, detectives, agents, and inspectors usually are scheduled to work 40-hour weeks, but paid overtime is common. Shift work is necessary because protection must be provided around the clock. Junior officers frequently work weekends, holidays, and nights. Police officers and detectives may work long hours during investigations. Officers in most jurisdictions, whether on or off duty, are expected to be armed and to exercise their authority whenever necessary.

The jobs of some federal agents, such as those in the Secret Service and the Drug Enforcement Administration (DEA), require extensive travel, often on short notice. These agents may relocate a number of times over the course of their careers. Some special agents, such as those in the Border Patrol, may work outdoors in rugged terrain and all kinds of weather.

**EDUCATION AND TRAINING.** State and local agencies encourage applicants to take courses

or training related to law enforcement after high school. Many entry-level applicants for police jobs have completed some formal postsecondary education, and a significant number are college graduates.

Many junior colleges, colleges, and universities offer programs in law enforcement or administration of justice. Many agencies pay all or part of the tuition for officers to work toward degrees in criminal justice, police science, administration of justice, or public administration – and pay higher salaries to those who earn one of those degrees.

Before their first assignments, officers usually go through a period of training. Recruits at state and large local police departments get training in their agency's police academy, often for 12 to 14 weeks. Recruits at small agencies often attend a regional or state academy.

Training includes classroom instruction in constitutional law and civil rights, state laws and local ordinances, and accident investigation. Recruits also receive training and supervised experience in patrol, traffic control, use of firearms, self-defense, first aid, and emergency response.

Federal agencies require a bachelor's degree, related work experience, or a combination of the two. Federal law-enforcement agents undergo extensive training, usually at the Marine Corps base in Quantico, Virginia, or the Federal Law Enforcement Training Center in Glynco, Georgia.

Candidates should enjoy working with people and meeting the public. Personal characteristics such as honesty, sound judgment, integrity, and a sense of responsibility are especially important in law enforcement, so candidates are interviewed by senior officers, and their character traits and backgrounds are investigated. In some agencies, a psychiatrist interviews candidates, or the candidates get a personality test. Most applicants receive polygraph (lie detector) exams and drug testing. Some agencies subject sworn personnel to random drug testing as a condition of continuing employment.

The requirements for federal agents are generally more stringent, and the background checks are more thorough. There are polygraph tests as well as interviews with references. Jobs that require security clearances have additional requirements.

**PROMOTION AND PAY.** Police officers usually become eligible for promotion after a probationary period ranging from six months to three years. In large departments, an officer may advance to detective or be assigned a specialty such as working with juveniles. Agencies usually promote officers to the ranks of corporal, sergeant, lieutenant, and captain according to their positions. Those positions depend on scores on written examinations as well as on-the-job performance.

The median annual wage for police and detectives was \$58,980 in 2012. Federal agents are on the General Schedule (GS) pay scale of the United States Office of Personnel Management – for details, see <http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/2014/general-schedule/>. Most begin at the GS-5 or GS-7 level. As agents meet time-in-grade and knowledge and skills requirements, they move up the scale. Most agents at and above GS-13 are in managerial positions.

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The City of San Diego is California’s second largest city in population with over 1 million inhabitants. The city has a mild climate with access to beaches, lakes, mountain ranges, and deserts. The San Diego Police Department needs to hire 700 officers in the next five years. The department runs four police academies a year, with about 50 recruits attending each. The de-

partment offers more than 40 job assignments, specialized positions, and opportunities to advance careers. The men and women of the department know that it takes an exceptional type of individual to put personal interests on hold and serve the nation abroad. They understand that individuals who serve in the military abide by the guiding principles of honor, integrity, loyalty,

trust, respect, and justice. To serve in the military, one must have determination, resilience, a strong work ethic, and uncompromised commitment. Veterans and active duty military personnel, by and large, already have the high moral character and strong work ethic that are critical for the effective and just enforcement of the city’s laws. The San Diego Police Department actively tests at Camp Pendleton and Naval Base San Diego. The department has also attended career fairs at Camp Pendleton, Naval Base San Diego, Marine Corps Recruit Depot San Diego, Marine Corps Air Station Miramar, Naval Base Coronado, Marine Corps Combat Air Ground Combat Center Twentynine Palms, Fort Irwin, and Marine Corps Air Station Yuma.

**A VETERAN SUCCESS / TAERANCE OH**  
Officer Taerance Oh served in the United States Marine Corps from 1997 to 2001, most recently as a sergeant. His main responsibilities in the military were as an anti-tank assault man. Now Oh is a Police Officer II, and works as a Police Academy training officer. He started working at the San Diego Police Department in 2003. During his police career, he has worked on the Central Division Patrol, Central Division Neighborhood Resource Team, Vice Unit, Gang Unit, and SWAT. Oh understands that his military career helped him get his job with the SDPD. “My service in

the Marines made me a more viable candidate,” he said. “The basic skills as I learned as Marine helped me get through the Police Academy physically and mentally.” Oh found a lot of similarities between the military and a big city police department. “The San Diego Police Department is a paramilitary organization,” he said. “There are several veterans and active reservists on our department. Like the military, there is strong brother/sisterhood. The camaraderie is great, and we always strive to work as a team. Having military experience makes it an easy transition to the San Diego Police Department.” He said that servicemembers and veterans should never get discouraged. “Don’t give up,” Oh said. “There is something out there for you. Whatever career you follow, always strive to be the best and lead by example.” College degrees also help, so Oh encourages servicemembers and veterans to take advantage of any schooling opportunities. “Continue with your education,” he said. “Within two years of working as a police officer, you will be paid more for having your college degree. Also, having a degree will make you a more viable candidate for promotion to sergeant, lieutenant, captain, and more. “This career is very rewarding. If you want to continue to serve our beloved country and genuinely help others, then being a police officer is the best career for you.”



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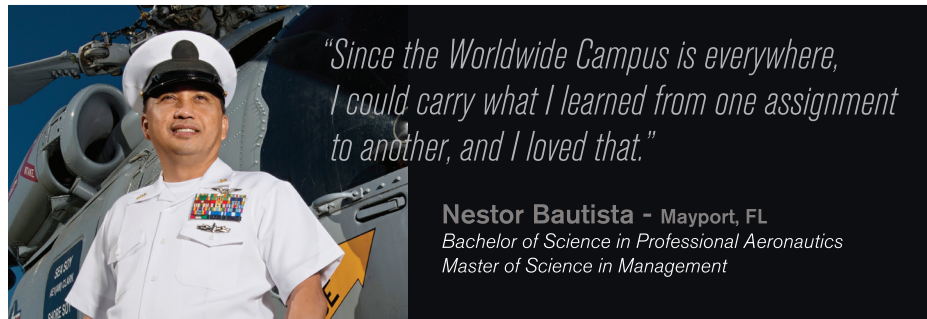
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### RESEARCH GUIDE

## YOUR RESEARCH GUIDE TO A CAREER IN LAW ENFORCEMENT

by RICK JONES



**ENCOURAGE JOB SEEKERS** to use this guide to learn about law enforcement and the job opportunities in those fields. All of the URL's below are live links in the digital replica 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 Justice Statistics, a part of the Office of Justice Programs (OJP) branch of the United States Department of Justice, publishes descriptive and statistical information on various kinds of law enforcement agencies. The most recent publications include:

Local Police Departments, 2007, published in December 2010 [www.bjs.gov/content/pub/pdf/lpd07.pdf](http://www.bjs.gov/content/pub/pdf/lpd07.pdf)  
Sheriffs' Offices, 2007 – Statistical Tables, published in December 2012 [www.bjs.gov/content/pub/pdf/so07st.pdf](http://www.bjs.gov/content/pub/pdf/so07st.pdf)  
Hiring and Retention of State and Local Law Enforcement Officers, 2008 – Statistical Tables, published in October 2012 [www.bjs.gov/content/pub/pdf/hrleo08st.pdf](http://www.bjs.gov/content/pub/pdf/hrleo08st.pdf)  
Federal Law Enforcement Officers, 2008, published in June 2012 [www.bjs.gov/content/pub/pdf/leo08.pdf](http://www.bjs.gov/content/pub/pdf/leo08.pdf)  
Census of Publicly Funded Forensic Crime Laboratories, 2009, published in August 2012

[www.bjs.gov/content/pub/pdf/cpfic09.pdf](http://www.bjs.gov/content/pub/pdf/cpfic09.pdf)  
Probation and Parole in the United States, 2012, revised in April 2014 [www.bjs.gov/content/pub/pdf/ppus12.pdf](http://www.bjs.gov/content/pub/pdf/ppus12.pdf)

Information on private companies is available from the Bureau of Labor Statistics (BLS), a part of the United States Department of Labor. The BLS has published projections on employment in an "industry group" called Investigation and Security Services at [www.bls.gov/emp/ep\\_table\\_207.htm](http://www.bls.gov/emp/ep_table_207.htm). That group has an NAICS (North American Industrial Classification System) code of 5616; see "Your Guide to Industrial and Occupational Employment Statistics" in this magazine.

Another BLS publication, *the Occupational Outlook Handbook, 2014-2015 Edition*, has six chapters on Protective Service Occupations. Each chapter covers the nature of the work, the work environment, qualifications, pay, job outlook, similar occupations, and contacts for more information.

[www.bls.gov/ooh/protective-service/correctional-officers.htm](http://www.bls.gov/ooh/protective-service/correctional-officers.htm)  
[www.bls.gov/ooh/protective-service/fire-inspectors-and-investigators.htm](http://www.bls.gov/ooh/protective-service/fire-inspectors-and-investigators.htm)  
[www.bls.gov/ooh/protective-service/firefighters.htm](http://www.bls.gov/ooh/protective-service/firefighters.htm)  
[www.bls.gov/ooh/protective-service/police-and-detectives.htm](http://www.bls.gov/ooh/protective-service/police-and-detectives.htm)  
[www.bls.gov/ooh/protective-service/private-detectives-and-investigators.htm](http://www.bls.gov/ooh/protective-service/private-detectives-and-investigators.htm)  
[www.bls.gov/ooh/protective-service/security-guards.htm](http://www.bls.gov/ooh/protective-service/security-guards.htm)

Chapters on Community and Social Service Occupations include:  
[www.bls.gov/ooh/community-and-social-service/probation-officers-and-correctional-treatment-specialists.htm](http://www.bls.gov/ooh/community-and-social-service/probation-officers-and-correctional-treatment-specialists.htm)  
[www.bls.gov/ooh/community-and-social-service/substance-abuse-and-behavioral-disorder-counselors.htm](http://www.bls.gov/ooh/community-and-social-service/substance-abuse-and-behavioral-disorder-counselors.htm)

Federal websites include:  
Bureau of Alcohol, Tobacco, Firearms and Explosives [www.atf.gov/](http://www.atf.gov/)  
Drug Enforcement Administration [www.justice.gov/dea/index.shtml](http://www.justice.gov/dea/index.shtml)  
Federal Bureau of Investigation [www.fbi.gov](http://www.fbi.gov)  
National Security Agency [www.nsa.gov](http://www.nsa.gov)  
National Security Division [www.justice.gov/insd](http://www.justice.gov/insd)  
U.S. Marshals Service [www.justice.gov/marshals/](http://www.justice.gov/marshals/)  
United States Secret Service [www.secretservice.gov](http://www.secretservice.gov)

A non-government website, "The Official Directory of State Patrol & State Police" ([www.statetroopersdirectory.com/#Menu](http://www.statetroopersdirectory.com/#Menu)) contains links to the official sites of all such agencies.

Many police academies have produced videos on academy life. Links to videos on the Virginia State Police Video Channel on YouTube are on: [www.vsp.state.va.us/Employment\\_Trooper\\_Recruitment.shtm](http://www.vsp.state.va.us/Employment_Trooper_Recruitment.shtm).  
A link to "The Academy Challenge 2011," a video of the St. Louis County and Municipal Police Academy, is on: [www.stlouisco.com/LawandPublicSafety/PoliceAcademy/BasicTraining/AcademyIntroVideo](http://www.stlouisco.com/LawandPublicSafety/PoliceAcademy/BasicTraining/AcademyIntroVideo)

Independent magazines and media websites are also excellent sources of information. Here is a sampling:  
American COP <http://americancopmagazine.com/>  
American Police Beat [www.apbweb.com](http://www.apbweb.com)  
Campus Safety Magazine [www.campusafetymagazine.com](http://www.campusafetymagazine.com)  
Connections.com [www.corrections.com](http://www.corrections.com)  
Law and Order [www.hendonpub.com/law\\_and\\_order](http://www.hendonpub.com/law_and_order)  
Law Enforcement Product News [www.officer.com/magazine/epn/issue/2014/sep](http://www.officer.com/magazine/epn/issue/2014/sep)  
Law Enforcement Technology [www.officer.com/magazine/let/issue/2014/sep](http://www.officer.com/magazine/let/issue/2014/sep)  
Law Officer [www.lawofficer.com](http://www.lawofficer.com)  
Officer.com [www.officer.com](http://www.officer.com)  
Police [www.policemag.com](http://www.policemag.com)  
Police and Security News <http://policeandsecuritynews.com/>  
Police Fleet Manager [www.hendonpub.com/police\\_fleet\\_manager](http://www.hendonpub.com/police_fleet_manager)  
Police K-9 Magazine [www.policek-9magazine.com/](http://www.policek-9magazine.com/)  
Police News Magazine [www.policenews-magazine.com](http://www.policenews-magazine.com)  
PoliceOne.com [www.policene.com](http://www.policene.com)  
Security Dealer & Integrator [www.securityinfowatch.com/magazine/secuissue/2014/sep](http://www.securityinfowatch.com/magazine/secuissue/2014/sep)  
Security Management [www.securitymanagement.com](http://www.securitymanagement.com)  
Security Sales & Integration [www.securitysales.com](http://www.securitysales.com)  
Security Technology Executive [www.securityinfowatch.com/magazine/stec/issue/2014/sep](http://www.securityinfowatch.com/magazine/stec/issue/2014/sep)  
SWAT Digest [www.swatdigest.com](http://www.swatdigest.com)  
Tactical Response [www.hendonpub.com/tactical\\_response](http://www.hendonpub.com/tactical_response)

Rick Jones is vice president of sales at RecruitMilitary and a former master gunnery sergeant in the United States Marine Corps.

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### INFORMATION TECHNOLOGY + OPPORTUNITIES

## YOUR GUIDE TO INDUSTRIAL AND OCCUPATIONAL EMPLOYMENT STATISTICS

by LISA MILLER



**V**eteran 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 those 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?

### WHAT IS THE FIELD?

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 information technology," that could mean (1) working in an IT-specific occupation such as software engineer, or (2) working for a company that is in the IT industry – such as Microsoft. And, in the latter case, the occupation could be IT-specific or not – for example, a financial analyst at Microsoft works in the IT industry, but not in an IT-specific occupation.

### TERMS AND CODES

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](http://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](http://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 computer-related 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 Computer and Mathematical Occupations, SOC 15-0000.

■ **Third digit: minor groups**. SOC 15-0000 consists of two minor groups: SOC 15-1100, Computer Occupations; and SOC 15-2000, Mathematical Science Occupations. NOTE: SOC 15-1100 has an extra non-zero digit because that occupation was changed from "Computer Specialists," which had an SOC code of 15-1000.

■ **Fourth and fifth digits: broad groups**. SOC 15-1100 consists of six broad groups: SOC 15-1110, Computer and Information Research Scientists; SOC 15-1120, Computer and Information Analysts; SOC 15-1130, Software Developers and Programmers; SOC 15-1140, Database Administrators and Network Architects; SOC 15-1150, Computer Support Specialists; and SOC 15-1190, Miscellaneous Computer Occupations.

■ **Sixth digit: detailed occupations**. SOC 15-1150 consists of two detailed occupations: SOC 15-1151, Computer User Support Specialists; and SOC 15-1152, Computer Network Support Specialists.

### 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 Information categories as examples.

■ **Two digits: sectors**, which include NAICS 51, Information.

■ **Three digits: subsectors**. NAICS 51 consists of six subsectors: NAICS 511, Publishing Industries (except Internet); NAICS 512, Motion Picture and Sound Recording Industries; NAICS 515, Broadcasting (except Internet); NAICS 517, Telecommunications; NAICS 518, Data Processing, Hosting, and Related Services; and NAICS 519, Other Information Services.

■ **Four digits: industry groups**. NAICS 517 consists of four industry groups: NAICS 5171, Wired Telecommunications Carriers; NAICS 5172, Wireless Communications Carriers (except Satellite); NAICS 5174, Satellite Telecommunications; and NAICS 5179, Other Telecommunications.

■ **Five digits: NAICS industries**. NAICS 5179 consists of one NAICS industry of the same name and an NAICS code of 51791.

■ **Six digits: United States industries**. NAICS 51791 consists of two United States industries: NAICS 517911, Telecommunications Resellers; and NAICS 517919, All Other Telecommunications.

Lisa Miller is a national account executive at RecruitMilitary. Contact her at [lmiller@recruitmilitary.com](mailto:lmiller@recruitmilitary.com).

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## JOBS IN INFORMATION TECHNOLOGY

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Information technology (IT) professionals are connected to almost everything that gets done in the business world. They are as important as any other department in most companies when it comes to strategizing, planning, and creating revenue – and not just as supporters of the other departments.

All that computer hardware and software requires an IT staff behind the scenes to keep everything humming and useful. But IT pros are not just the help desk guys. They are also the masterminds behind massive computer networks and security programs.

#### JOB NUMBERS

The Bureau of Labor Statistics (BLS), a part of the United States Department of Labor, classifies IT jobs as Computer and Mathematical Occupations (SOC 15-0000; see “Your Guide to Industrial and Occupational Employment Statistics” in this magazine). Employment in this major occupational group stood at 3,814,700 in 2012. And here is excellent news: The BLS expects 18 percent growth between 2012 and 2022, much faster than average for a major group. The BLS projects that the group will add 685,800 jobs by 2022.

There will be 1,308,500 job openings in Computer and Mathematical Occupations over that period, because some positions are expected to be listed multiple times. For details, visit [www.bls.gov/emp/ep\\_table\\_102.htm](http://www.bls.gov/emp/ep_table_102.htm) and read

the BLS article, “Occupational Employment Projections to 2022,” at [www.bls.gov/opus/mlr/2013/article/occupational-employment-projections-to-2022.htm](http://www.bls.gov/opus/mlr/2013/article/occupational-employment-projections-to-2022.htm). As in other fields, job openings will result from employment growth and a need to replace workers who transfer to other occupations or leave the labor force.

The broad occupational group Software Developers and Programmers (SOC 15-1130) is expected to add 279,500 jobs by 2022, accounting for about 4 out of 10 new jobs in SOC 15-0000. The projected growth for the detailed occupation Information Security Analysts (SOC 15-1122), at 27,400 new jobs, is relatively small. However its rate of growth, 36.5 percent, makes it the fastest-growing of all groups and occupations within SOC 15-0000. Demand in SOC 15-1130 and SOC 15-1122 will stem from a number of factors, including an increase in demand for cyber security, the implementation of electronic medical records, and an increase in the use of mobile technology.

#### GOOD NEWS

It’s shouldn’t surprise anyone that more and

## INFORMATION TECHNOLOGY Opportunities

more people have been trying to land IT positions. After all, those jobs are relatively secure, and they have growth potential. So there is a lot of competition, but once those jobs are landed the employees tend to stick around. The unemployment rate for SOC 15-0000 was only 2.8 percent in September 2014. By contrast, the overall unemployment rate for September 2014 was 5.7 percent. Qualified IT candidates will be fine, and those with military backgrounds will be in even better shape.

The median annual wage for Computer and Mathematical Occupations in May 2012 was \$76,270, more than twice that for all wage and salary workers, \$34,750, and the second-highest of any major occupational group. All of the occupations in this group pay above the median wage for all occupations. The detailed occupations Computer and Information Research Scientists (SOC 15-1111) and Mathematicians (SOC 15-2021) had median wages of more than \$100,000 per year.

#### EDUCATION

A bachelor’s degree in a computer-related field is almost required for management positions in IT, but many employers will take military experience into account. Some employers require a graduate degree for their higher-level managers, especially an MBA with technology as a core component. Through 2022, more than 3 in 4 new jobs occurring in this group are

projected to be in occupations that typically require at least a bachelor’s degree, with the fastest projected growth among occupations that need a master’s degree.

#### OCCUPATIONS

Computer and Information Systems Managers (SOC 11-3021) play a vital role in the implementation and administration of technology within their organizations. They plan, coordinate, and direct research on the computer-related activities of firms. They help determine the goals of an organization and then implement technology to meet those goals. They oversee all technical aspects of an organization, such as software development, network security, and Internet operations.

Other IT professionals include Systems Software Developers (SOC 15-1133), Computer Programmers (SOC 15-1131), Computer Systems Analysts (SOC 15-1121), and Computer Support Specialists (SOC 15-1150). These professionals plan and coordinate activities such as installing and upgrading hardware and software, programming and systems design, the implementation of computer networks, and the development of Internet and intranet sites.

They are increasingly involved with the upkeep, maintenance, and security of networks. They analyze the computer and information needs of their organizations from an operational

CONTINUED ON PAGE 24

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CONTINUED FROM PAGE 23

and strategic perspective, and determine immediate and long-range personnel and equipment requirements.

SKILLS

IT professionals need a broad range of skills. Employers look for individuals who can demonstrate an understanding of the specific software or technology used on the job. Generally, this knowledge is gained through years of experience working with that particular product. Another way to demonstrate this trait is with professional certification. Although not required for most computer and information system positions, certification demonstrates an area of expertise, and can increase an applicant's chances of employment.

PROSPECTS

The recent recession may have dulled prospects for employment in IT for a short time, but new applications of technology in the workplace will continue to drive demand for workers, fueling the need for more managers. To remain competitive, firms will continue to install sophisticated computer networks and set up more complex intranets and websites.

Also, because so much business is carried out over computer networks, security will continue to be an important issue for businesses and other organizations, and will lead to strong growth for computer managers. Firms will increasingly hire security experts to fill key leadership roles in their IT departments because the integrity of their computing environments is of utmost importance.

So prospects for qualified computer and information systems personnel are excellent. Workers with specialized technical knowledge and strong communications and business skills, as well as those with an MBA with a concentration in information systems, will have the best prospects.

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- directory services, involving directories of residential and business listings
- television services, including access to digital television channels featuring movies, sports, news, music, and high-definition TV programming
- wireless data services

Frontier Communications is headquartered in Stamford, Connecticut. The company operates in 27 states and has approximately 13,900 employees.

As part of the 100,000 Jobs Mission, Frontier has pledged to raise the visibility of the many career opportunities available, and to increase the hiring of veterans. The discipline, dedication and accountability it takes to serve the United States

armed forces are some of the very skills that can make veterans successful members of the Frontier team.

A VETERAN SUCCESS / KARLIAN BROWN

Karliian Brown was a second class petty officer in the United States Navy, and she is now a recruiting coordinator at Frontier. She handles day-to-day recruiting activities such as onboarding and employee relations, and she helps implement corporate-wide recruiting initiatives. Earlier in 2014, Brown was hired from an internship to a full-time position at Frontier.

Setting goals and being flexible have helped Brown find success in the military and civilian worlds. “Being able to adapt to different situations and having time-management skills have come in very handy,” she said. “Focusing on a goal and learning to work with different individuals is an asset in corporate life.”

Brown believes that Frontier puts veterans at the top of the list when it has job openings. “Our company has a strong military hiring initiative,” she said. “We are also a corporate sponsor of ‘Honor and Remember, a National Campaign of Remembrance.’” See [www.honorandremember.org/](http://www.honorandremember.org/).

She advises job seekers to translate their military skills and experience for their civilian resumes. “When you decide to leave the military, one of the major factors is to show that your skills are transferable,” she said. “Link your military skills to the job position you’re looking into, and state it on your resume.”

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## INFORMATION TECHNOLOGY DIRECTORY

The information technology firms and agencies 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 information technology to consider these organizations. All of the URL's below are live links in the digital replica 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>.

Accenture	<a href="http://www.accenture.com/military">www.accenture.com/military</a>
Adobe Systems Incorporated	<a href="http://www.adobe.com/careers">www.adobe.com/careers</a>
Apple, Inc.	<a href="http://www.apple.com/jobs/us/index.html">www.apple.com/jobs/us/index.html</a>
First Data Corporation	<a href="http://www.firstdata.com/en_us/about-first-data/careers-home/commitment-to-our-veterans.html">www.firstdata.com/en_us/about-first-data/careers-home/commitment-to-our-veterans.html</a>
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Oracle Corporation	<a href="http://www.oracle.com/us/corporate/careers/diversity/veterans-programs/overview/index.html">www.oracle.com/us/corporate/careers/diversity/veterans-programs/overview/index.html</a>
Planned Systems International, Inc.	<a href="http://www.plan-sys.com/careers/index.cfm">www.plan-sys.com/careers/index.cfm</a>
Symantec Corporation	<a href="http://www.symantec.com/">www.symantec.com/</a>
Texas Instruments	<a href="http://careers.ti.com/">http://careers.ti.com/</a>

Agilex Technologies	<a href="http://www.agilex.com">www.agilex.com</a>
Akamai Technologies Inc.	<a href="http://www.akamai.com">www.akamai.com</a>
Alapko, Incorporated	<a href="http://www.alapko.com/careers/">www.alapko.com/careers/</a>
Apex Systems	<a href="http://www.apexcareers.com/">www.apexcareers.com/</a>
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## INFORMATION TECHNOLOGY DIRECTORY

### TELECOMMUNICATIONS DIRECTORY

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Bowlin Group LLC	<a href="http://www.bowlingroup.com">www.bowlingroup.com</a>
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DirectTV	<a href="http://directv-veterans.jobs/">http://directv-veterans.jobs/</a>
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**THE REYNOLDS AND REYNOLDS COMPANY** develops software and computer solutions that help automobile dealerships manage their businesses. The company also supplies business forms and consulting services to dealerships.

The company is headquartered in Dayton, Ohio, and has major operations in Celina, Ohio; and Houston and College Station, Texas. Worldwide, Reynolds employs more than 4,300 associates.

Employment opportunities in Dayton, Houston, and College Station range from customer service and product support to marketing, sales, IT, software development, and recruiting. Reynolds also has sales and consulting positions available nationwide.

The company has actively recruited veterans for more than 30 years. Many positions at Reynolds fit the skills and experience veterans acquired during their service in the military. In the company's experience, people who have served their country demonstrate high levels of professionalism and a commitment to excellence.

Reynolds' corporate culture, built on strong leadership and a strong work ethic, often appeals to veterans seeking civilian employment opportunities. The company has a recruiter on staff who is focused on recruiting and hiring veterans into civilian work. Reynolds shares

open positions with Transition GPS (Goals, Plans, Success – formerly TAP) contacts at military bases across the country, posts open positions on military-specific job boards, and attends military career fairs throughout the year.

### A VETERAN SUCCESS / RYAN ZWERNEMAN

Ryan Zwerneman was a staff sergeant in the United States Air Force. He enlisted on September 13, 2001 – two days after 9/11 – and served until 2007. He worked as an MQ-1 Predator Sensor Operator in the 15th Reconnaissance Squadron from 2001 until 2005, and held the same position his last two years as part of the branch's Special Operations unit. In 2006, he received the USAF's Airman of the Year award. He logged approximately 2,800 flying hours, including 300 in Iraq and Afghanistan.

Zwerneman started working for Reynolds' dealership marketing services division in November 2011. He earned the Rookie of the Year award at the Houston location for his work as a marketing analyst on the Managed Marketing team. In November 2013, Reynolds promoted him to supervisor of the Managed Advertising team. In June 2014, he was promoted to manager, Business Operations. Shortly after this latest promotion, he relocated from Houston to Dayton; he now oversees a team responsible for product research and support.

PHOTO COURTESY OF THE REYNOLDS AND REYNOLDS COMPANY

RYAN ZWERNEMAN

When seeking civilian employment opportunities, Zwerneman said he wanted to find a company that had a history much like that of the USAF. The USAF was founded in 1907 as a division of the Army Signal Corps, and became a separate branch of the armed forces in 1947. Reynolds was founded in 1866 as a printer of business forms and now also provides computer solutions and professional services for automotive retailers.

Zwerneman said the USAF's Airman Leadership School – where he received the school's leadership award – prepared him for his role at Reynolds. "The Airman Leadership School taught me so much about how to manage different people, how to write effective performance reviews, and how to be a leader," he said.

He is a graduate of Oklahoma State University; and he urges all members of the military to further their education while enlisted or after their service is complete. He also said networking with others helps veterans find opportunities.

Zwerneman handled high-pressure situations and detail-oriented tasks while in the USAF. He said that experience helped prepare him for civilian life. "You definitely learn how to prioritize your time in the military," he said. "That's beneficial now."

His approach to civilian work aligns with the way he worked in the USAF – detail-oriented and no-nonsense. "Things are more important to me than they probably need to be," he said.

"I take work too seriously sometimes. But that's what the military teaches you. In the military, people can get hurt. Lives are on the line every day. The military also teaches you to trust people and let go of things. You can't control everything, and having the trust that others will perform their duties is something military life teaches you."

Military life also taught Zwerneman to keep his options open. "Find what you really want to do, and find a couple other things you'd be OK doing, and then go for it," he said. "Find something that piques your interest like the military did. You'd be surprised how the skills you gain in the military are applicable to a lot of different organizations."

His advice for men and women who are interested in working at Reynolds: "When you're ready to go for it, reach out to our recruiters," he said. "They are great, and very supportive of veterans transitioning. They're willing to answer your questions about positions at Reynolds and help you through the job search process." ♦



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Headquartered near Denver, employee-owned CH2M HILL provides consulting, design, design-build, operations, and program management for government, civil, industrial, and energy clients. The company's work is concentrated in the areas of water,

transportation, environment and nuclear, energy, and facilities and urban environments. The company has employees across six continents; its annual revenue is \$6.6 billion. In 2012, CH2MHILL won a Global Water Award as Water Company of the Year; see <http://www.globalwaterawards.com/>.

In 2014, the company received for the second time the J.W. Morris Sustaining Member Award from the Society of American Military Engineers (SAME); [www.same.org](http://www.same.org). In addition, CH2M WG Idaho received the Department of Defense's Employer

Support Freedom Award, an honor for employers of members of the National Guard and reserve forces; [www.freedomaward.mil](http://www.freedomaward.mil).

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- science
- skilled trades - electricians, carpenters, pipe welders and pipefitters, equipment operators/drivers, maintenance technicians
- administrative and technical work

The company's greatest needs are for engineers in all disciplines, and workers in project control, project management, and skilled trades.

CH2M HILL's recruitment outreach to service-members has included job postings listed with state workforce centers, participation in career fairs, a military-specific page on its careers site, and media advertising. And over the past year, the company launched a comprehensive recruitment program, adding staff resources such as a dedicated sourcing specialist for diversity candidates – with a particular emphasis on military personnel, veterans, and people with disabilities. The company is building a talent pipeline with these candidates by conducting phone conversations and keeping them engaged on a regular basis and as opportunities matching their skill sets arise.

CONTINUED ON PAGE 36



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## INFORMATION TECHNOLOGY Opportunities

CONTINUED FROM PAGE 32

The recruiting team has two certified veteran recruiters, and the company has trained the entire team on the recruitment of servicemembers.

In addition, the company has installed a more robust MOS translator on its careers site. And it has incorporated the military community into its social media program with regular posts on its jobs channels and a new military-specific tab on its Facebook jobs page. The company also supports its servicemember employees, their spouses, and other family members with a veteran network that they use to engage with mentors/peers and receive support and resource information.

Working with local partners in 2014, the company completed a program that resulted in the hiring of 15 veterans and one dependent of a veteran for craft positions on the ExxonMobil Point Thomson project and other oil and gas projects in Alaska.



A VETERAN SUCCESS / JOHN MOGGE

John Mogge retired from the United States Air Force as a colonel after more than 26 years of service. He was a civil engineer responsible for planning and designing small and large construction projects; managing contractors on construction projects for the USAF; and leading base operations, maintenance, and support functions and various levels of civil engineer and environmental organizations. Before joining CH2M HILL, he was the Air Force Reserve Command Civil Engineer, responsible for infrastructure and facility programs at 13 bases.

At CH2M HILL, Mogge is an environment and nuclear technology practice and design director. “My role is to develop and lead the development of cutting-edge capabilities to solve the world’s toughest environmental and nuclear challenges,” he said.

His military experience had him ready for a civilian career. “My experiences in the USAF fully prepared me for the development and leadership aspects of this role,” he said. “Without question, my military experience as a

leader has been critical to my job. I was initially faced with an underperforming business unit and was able to use my situational leadership skills to understand how best to rebuild a high-performance team that transformed the unit’s financial performance quickly.”

“My military skills have helped me on the job by having a disciplined approach and working hard every day – many times 60-70 hour weeks,” Mogge said. “Also focus on results – results that matter to our clients and the firm. People – no one is an island, and collaboration and teamwork are essential. Treat everyone with respect, have a transparent view to all aspects of diversity, being ethical and fair. No games, just a total and complete focus on meeting or exceeding clients’ expectations – the mission.”

Mogge currently serves in a volunteer role as president of SAME. “I’m honored and humbled by this opportunity to serve once more, and CH2M HILL fully endorsed this opportunity for me,” he said.

Networking, Mogge said, is the key to finding a career after the military. “I would advise someone doing the same thing I did in the military to build a deep and meaningful professional network and give back more than you take,” he said. “Update your skills, and do the heavy lifting to get or maintain your professional credentials.”

Mogge shopped his services around before deciding that CH2M HILL was the best place for him. “After I left the service, I had the good fortune to interview with several of our top competitors,” he said, “but CH2M HILL was absolutely the best cultural fit for me and my family in terms of opportunity to use my technical and leadership skills and create long-term financial security.CH2M HILL has provided me opportunities as a manager, business leader, business developer, innovator, and technology leader, while staying true to the same core values embedded in the oath I took in the military and still hold today.”

Mogge has great advice for transitioning servicemembers and veterans. “Think carefully about what you want to do, and work hard to find the right match of that,” he said. “Be very specific about this match. Then learn about each firm’s values and approach to business and follow your instincts – the tough love lessons you learned in the military still apply. Regularly renew your knowledge, skills and abilities – for me, it was a life-long plan at the end of my military service to go back to college and update my engineering and planning core competencies. Enhance your transition with a focus on serving others as a volunteer – get involved in STEM outreach, be a mentor, or whatever works; but if it’s only about work, you will miss out on the best part of a second career.”

As for getting hired at CH2M HILL, he said to make sure it’s the right fit. “Decide what you want to do – make sure it is also what you do best, and then search the firm’s needs until you find an opportunity that matches both your desire and your highest competency,” he said. “And don’t be ZIP Code-impaired.” ♦

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Infosys provides consulting, technology, and outsourcing solutions in areas such as mobility, sustainability, big data, and cloud computing. The company has clients in more than 30 countries, and 60,000-plus employees. Its revenues in fiscal year 2014 were \$8.25 billion. Infosys has partnered with RecruitMilitary, local

state organizations, and The Wounded Warriors Project to help recruit military and veteran talent. Veterans who work for Infosys have the opportunity to expand their experiences in IT/IS from a military role to a civilian role. Infosys has more than 30 veterans working in its consulting services practices. Their titles range from partner to principal consultant to analyst.

**A VETERAN SUCCESS / TREVOR LEEDS**

Trevor Leeds, a veteran of the United States Air Force, appreciates how the core values of Infosys help men and women make a military-to-civilian transition. “I think this is understated by many of us as we progress in our civilian careers,” said Leeds, who is senior principal, management consulting services, at Infosys. “However, upon reflection, it is clear that the origin of our most valuable skills have a foundation in our military service. Our C-LIFE values (client value, leadership by example, integrity and transparency, fairness, and excellence) are a mirror of our military value system – dedication, teamwork, leadership, sacrifice, and perseverance. I would also note that many of my military family possessed these traits as children or young adults which drove them towards their service. At the end of the day, almost everything I learned or honed as part of my service translates directly to my professional civilian life.” Leeds said that many of his military traits are being put to good use in the civilian workplace. “The most important are patience and determination in accomplishing the mission under less-than-favorable conditions,” he said. “On more than a few occasions, while deployed, we had to wait for or create the right set of circumstances to execute our orders in order to meet our objectives.” He said that connections are a great way to find new employment opportunities. “We are all indi-

viduals,” he said, “but working with your friends and family can provide opportunities to connect with people. Expand your social and professional circle, learn to introduce yourself to everyone, and find a way to express your interest in a career path to everyone you have an opportunity to. Try lines like, ‘I’m thinking about a civilian career in with ABC company, what do you think about them?’ I got connected to my first civilian opportunity through a close friend; I had not told my friend directly about my desire to work in telecommunications after the Air Force.” The can-do attitude of the military will also take veterans places. “Beyond technical or domain acumen, it’s about values and the way you treat and interact with your colleagues and clients that contribute to your success,” said Leeds. “The can-do attitude of the U.S. military is unstoppable. Even when circumstances are difficult, I know both myself and my team will be successful because there really is no alternative.” Leeds believes his company is a perfect place for veterans to have successful careers. “Infosys, specifically management consulting services, is a tremendous place for veterans as we allow personal/professional growth to occur organically,” he said. “We coach and mentor our consultants to become the very best they can be, for their clients, their firm, and themselves. There are leadership opportunities available at

CONTINUED ON PAGE 40

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INFORMATION TECHNOLOGY Opportunities

CONTINUED FROM PAGE 38

every turn, including thought leadership, project management, engagement leadership, and coaching and mentoring of junior consultants. There are both personal and professional satisfactions in each and every program you are a part of. Every engagement, internal or external, demands that you leave your personal mark."

He recommends that veterans get out of their comfort zones when looking for employment. "Persevere," he said. "These are not easy times, and the search for your new career may take time and more effort than expected. Don't be afraid to try something uncomfortable; as you know, we grow the fastest out of necessity."

As for landing a career at Infosys, Leeds recommends that veterans do a lot of research on the company and themselves. "Spend time reflecting and doing research to effectively communicate your skills into civilian terms to help your prospective employer recognize your value," he said. "For example, if you led or were part of a team under significant duress and still successfully reached your objectives, this can easily translate into a good conversation about dealing with — or leading through — adversity, and successfully completing a mission/project or engagement. Read about consulting to understand the breadth of the work in order to prepare for conversations about how your military career has prepared you

for this role. Don't ignore your core values; they are the same as ours."

A VETERAN SUCCESS / TIM FLEMING

Tim Fleming, a former sergeant in the Air Force, also said that his military experience is playing a big role in his civilian career success. He said that his detailed knowledge of certain DoD software applications, domain knowledge, programming experience, job performance, and the fact that he received the Joint Service Commendation Medal helped him land his first civilian position.

He said that veterans need to consider their budgets and monetary needs when choosing a post-military career. "When determining what your

salary needs to be after separation from the military, be sure to take into account that parts of your military income — e.g., Basic Allowance for Subsistence and Basic Allowance for Housing — are tax-free," he said. "So you will need to calculate your pre-tax income requirements accordingly so that it results in the same or better net pay in civilian life."

Because military jobs frequently do not have direct civilian counterparts, servicemembers should take full advantage of their opportunities. "Many of the specific jobs that the military trains us for are not readily applicable in civilian life," Fleming said. "That is why it is important to take advantage of assignment and training opportunities to broaden your horizons. This was my experience — I was not initial-training in the IT field. By taking on additional duties, taking optional training courses, and keeping my performance at the top, opportunities opened up for me that set the stage for my IT career."

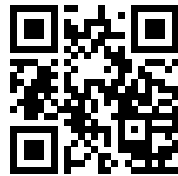
Discipline and a sense of duty are valuable everywhere, according to Fleming. "The disciplined way of life stays with you for the rest of your life," he said. "I remember coming home from boot camp and my mother commenting that the Air Force had been able to get me to do things in six weeks that she couldn't get me to do in 18 years."

"Second is a sense of duty that drives one to go anywhere, at any time, for any duration, to accomplish the mission. In the military, your service comes first. I am fortunate that my wife was in the Navy, so she also understands this sense of duty, and has been able to handle the business-travel tempo that most of my IT career has required. I think because of these two factors, military veterans are ideal candidates for companies like Infosys."

Fleming finds the environment at Infosys to his liking. "I find the complexities of the Infosys organization, policies, and processes; the feel of a strong command structure; and the global reach of this company make it a comfortable fit for veterans," he said.

He also said that a veteran should learn to explain the depth and complexity of his or her military career to civilian employers. "Seek the help of professionals that can help you view your military experience, skills, attitudes, personal characteristics, etc., through the eyes of the civilian world," he said, "so that you can position your strengths in a way that will be appreciated and valued by civilian organizations."

"Many times, I think they believe all we did was shoot guns. Those that appreciate the complexities and demands of the military life — the discipline and sacrifice that it takes — seek to hire veterans. Unfortunately, the military and the civilian world speak different languages. Getting help from the right professionals will have a positive impact on your employability and your career trajectory."



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RESEARCH GUIDE

YOUR RESEARCH GUIDE TO A CAREER IN  
INFORMATION TECHNOLOGY  
OR TELECOMMUNICATIONS

by JASEN WILLIAMS



**ENCOURAGE JOB SEEKERS** to use this guide to learn about information technology and telecommunications and the job opportunities in those fields. All of the URL's below are live links in the digital replica 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 Information sector of the economy for the years 2012 through 2022; visit [www.bls.gov/emplep-table\\_207.htm](http://www.bls.gov/emplep-table_207.htm). That sector has an NAICS (North American Industry Classification System) code of 51. For an explanation of NAICS codes, see "Your Guide to Industrial and Occupational Employment Statistics" in this magazine.

Industries at a Glance, an online publication of the BLS, describes the Information sector at [www.bls.gov/iag/tgs/iag51.htm](http://www.bls.gov/iag/tgs/iag51.htm). That page provides various statistics, including employment, unemployment, and openings, hires, and separations; employment by occupation; earnings and hours; earnings by occupation; and numbers of establishments.

The Information sector has six subsectors, and Industries at a Glance has a page for each. They include:

Telecommunications (NAICS 517) [www.bls.gov/iag/tgs/iag517.htm](http://www.bls.gov/iag/tgs/iag517.htm)  
Data Processing, Hosting, and Related Services (NAICS 518) [www.bls.gov/iag/tgs/iag518.htm](http://www.bls.gov/iag/tgs/iag518.htm)

The Manufacturing sector includes:

Computer and Electronic Product Manufacturing (NAICS 334) [www.bls.gov/iag/tgs/iag334.htm](http://www.bls.gov/iag/tgs/iag334.htm)

Another BLS publication, *the Occupational Outlook Handbook, 2014-2015 Edition*, has 10 chapters on Computer and Information Technology Occupations. Each chapter covers the nature of the work, the work environment, qualifications, pay, job outlook, similar occupations, and contacts for more information.

(1) [www.bls.gov/ooh/computer-and-information-technology/computer-and-information-research-scientists.htm](http://www.bls.gov/ooh/computer-and-information-technology/computer-and-information-research-scientists.htm)  
(2) [www.bls.gov/ooh/computer-and-information-technology/computer-network-architects.htm](http://www.bls.gov/ooh/computer-and-information-technology/computer-network-architects.htm)  
(3) [www.bls.gov/ooh/computer-and-information-technology/computer-programmers.htm](http://www.bls.gov/ooh/computer-and-information-technology/computer-programmers.htm)  
(4) [www.bls.gov/ooh/computer-and-information-technology/computer-support-specialists.htm](http://www.bls.gov/ooh/computer-and-information-technology/computer-support-specialists.htm)  
(5) [www.bls.gov/ooh/computer-and-information-technology/computer-systems-analysts.htm](http://www.bls.gov/ooh/computer-and-information-technology/computer-systems-analysts.htm)  
(6) [www.bls.gov/ooh/computer-and-information-technology/database-administrators.htm](http://www.bls.gov/ooh/computer-and-information-technology/database-administrators.htm)  
(7) [www.bls.gov/ooh/computer-and-information-technology/information-security-analysts.htm](http://www.bls.gov/ooh/computer-and-information-technology/information-security-analysts.htm)  
(8) [www.bls.gov/ooh/computer-and-information-technology/network-and-computer-systems-administrators.htm](http://www.bls.gov/ooh/computer-and-information-technology/network-and-computer-systems-administrators.htm)  
(9) [www.bls.gov/ooh/computer-and-information-technology/software-developers.htm](http://www.bls.gov/ooh/computer-and-information-technology/software-developers.htm)  
(10) [www.bls.gov/ooh/computer-and-information-technology/web-developers.htm](http://www.bls.gov/ooh/computer-and-information-technology/web-developers.htm)

The *Handbook* also has chapters on related occupations:

[www.bls.gov/ooh/management/computer-and-information-systems-managers.htm](http://www.bls.gov/ooh/management/computer-and-information-systems-managers.htm)  
[www.bls.gov/ooh/office-and-administrative-support/desktop-publishers.htm](http://www.bls.gov/ooh/office-and-administrative-support/desktop-publishers.htm)  
[www.bls.gov/ooh/installation-maintenance-and-repair/computer-atm-and-office-machine-repairers.htm](http://www.bls.gov/ooh/installation-maintenance-and-repair/computer-atm-and-office-machine-repairers.htm)  
[www.bls.gov/ooh/installation-maintenance-and-repair/telecommunications-equipment-installers-and-repairers-except-line-installers.htm](http://www.bls.gov/ooh/installation-maintenance-and-repair/telecommunications-equipment-installers-and-repairers-except-line-installers.htm)  
[www.bls.gov/ooh/architecture-and-engineering/computer-hardware-engineers.htm](http://www.bls.gov/ooh/architecture-and-engineering/computer-hardware-engineers.htm)

The April 2013 issue of the BLS online publication *Beyond the Numbers* contains an article "Careers in the Growing Field of Information Technology Services": [www.bls.gov/oppub/btn/volume-2/careers-in-growing-field-of-information-technology-services.htm](http://www.bls.gov/oppub/btn/volume-2/careers-in-growing-field-of-information-technology-services.htm)

The Accreditation Board for Engineering and Technology (ABET; [www.abet.org](http://www.abet.org)) accredits more than 3,300 programs in applied science, computing, engineering, and technology at over 675 colleges and universities worldwide. To find programs in your state, click on "Accredited Program Search."

The "Why Choose CSE (Computer Science and Engineering)?" page of the CSE Department at the University of Washington, [www.cs.washington.edu/prospective\\_students/undergrad/whychoose](http://www.cs.washington.edu/prospective_students/undergrad/whychoose) has links to videos called "Power to Change the World," "Pathways in Computer Science," "Making a Difference in the Developing World," and "A Day in the Life."

Other sources of information include professional associations such as:

The Association for Computing Machinery ([www.acm.org](http://www.acm.org)), an educational and scientific society that provides a digital library and serves its members via publications, conferences, and career resources.

The Computer Society of the Institute of Electrical and Electronics Engineers (IEEE), [www.computer.org/portal/web/guest/home](http://www.computer.org/portal/web/guest/home). IEEE members have free access to more than 3,500 online courses.

The websites of the following industry associations contain lists of links to their members' sites:

Semiconductor Industry Association [www.semiconductors.org/about\\_us/member\\_directory/](http://www.semiconductors.org/about_us/member_directory/)  
The Information Technology Industry Council [www.itic.org/about/member-companies.dot](http://www.itic.org/about/member-companies.dot)  
Software and Information Industry Association [www.sila.net/index.php?option=com\\_wrapper&view=wrapper&Itemid=43](http://www.sila.net/index.php?option=com_wrapper&view=wrapper&Itemid=43)  
Telecommunications Industry Association [www.tiaonline.org/about/member-list](http://www.tiaonline.org/about/member-list)

To learn about the issues, the major players, and the general buzz in IT and telecommunications, I suggest that you read magazines and media websites on the subjects. Here is a sampling:

**INFORMATION TECHNOLOGY**


CIO [www.cio.com](http://www.cio.com) for chief information officers  
CITEWorld [www.citeworld.com](http://www.citeworld.com) about consumerization of information technology in the enterprise  
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Jasen Williams is vice president of agency relations at RecruitMilitary and a veteran of the United States Marine Corps.

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Father, Veteran, TTX Employee.

Jose is an avid runner of charity races, which he enjoys as a way to give back to the community. He's a fan of football, basketball, baseball and hockey, and spends time coaching athletic youths ages 5 – 11. Jose's favorite thing about working for TTX is the appreciative, family-like environment that makes him feel at home.

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VETERAN FRANCHISING



POST-TRAUMATIC GROWTH:  
**STARTING  
OVER  
THROUGH  
FRANCHISING**

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by DAVID E. OMHOLT



**E**XPERIENCING the traumatic events of war is a horrific, unfathomable nightmare that no person should have to go through. But for veterans having to relive these thoughts day after day, haunted by their memories and robbed of their ability to

live, it is perhaps an even greater cruelty.

Post-Traumatic Stress (PTS) afflicts between 11 percent and 20 percent of all combat veterans who served in Afghanistan or Iraq, along with

more than 30 percent from Vietnam and 10 percent from the Gulf War, according to the United States Department of Veterans Affairs (VA); see the following article in the *New Hampshire Union Leader*: [www.unionleader.com/article/20130131/NEWS18/130139858](http://www.unionleader.com/article/20130131/NEWS18/130139858).

Such veterans face many challenges when returning to civilian life. Some medical professionals maintain that, to aid recovery, veterans with PTS need civilian careers that are tailored to their skills and experience.

I respectfully suggest that, when the time comes, they consider the profession I know best — my own profession, franchising. This profession enables veterans to follow structure and processes as they did in the military, while also

helping them build a new life and a new career, and renew their confidence.

**PTS OCCURS WHEN “FIGHT-OR-FLIGHT” BECOMES STUCK**

VA notes four key symptoms associated with PTS: (1) reliving the traumatic event (2) avoiding situations that force recollections (3) feeling numbness (4) experiencing periods of hyper-arousal.

This hyper-arousal is equivalent to your mind being an engine always stuck in the highest gear. Psychiatrist Dr. Craig Coldwell, a mental health director for VA hospitals in the New England area, told the *Union Leader* that PTS comes from the brain’s “fight-or-flight” mentality — a normally healthy level of anxiety that occurs in the brain when dangerous or threatening situations arise. Coldwell said that PTS occurs when the brain cannot bring itself down from the heightened state of anxiety, and is instead much more likely to be re-programmed with recurring traumatic experiences.

When this occurs, a veteran (and anyone else with PTS) will repeatedly think about the trauma, be constantly on alert or on guard, or avoid all reminders of the event. As part of these anxious thoughts and haunting reminders, PTS can also manifest itself into panic attacks, sickness or pain, feelings of mistrust, substance abuse, relationship problems, depression, and even suicidal thoughts, according to Mental Health America;

[www.mentalhealthamerica.net/conditions/post-traumatic-stress-disorder](http://www.mentalhealthamerica.net/conditions/post-traumatic-stress-disorder).

**MOVING ON IS POSSIBLE, EVEN IN THE DARKEST OF TIMES**

Despite feeling that the symptoms of PTS will never go away, there is always hope — and treatment and support are critical to recovery. In the beginning, it is important to find help as quickly as possible. Through psychotherapy, medicine, and self-help, a veteran suffering from PTS can begin to chart the course to recovery. It is important for the veteran to come to terms slowly with the symptoms he or she is facing, find ways to feel safe when triggers occur, and take the time to rest and restore the body’s inner balance.

**OVERCOMING ANXIETY BY FOCUSING ON THE ROAD AHEAD**

Some studies show a link between poor mental health and unemployment during the working years. So it is important to transition back to work to help tackle anxiety associated with PTS. And it is crucial to find not just a civilian job that helps the veteran get by — he or she needs something that will promote healing, contribute to growth, and maintain focus on building a new life without the constant triggers of PTS.

That is where I believe franchising can come in to help. A veteran’s return-to-work plan “must take into account the individual,” according to the article, “Mission Critical: Getting Vets with PTS Back

VETERAN FRANCHISING

to Work,” published in *Medscape* on March 29, 2013. Because each person possesses a unique set of behaviors and transferable skills as well as an individual work history, a person’s civilian work should be tailored to his or her past experiences.

**FRANCHISING IS SUITED TO VETERANS’ KEY SKILLS AND EXPERIENCE**

In particular, “a return to civilian work from active service is often uncharted territory for veterans,” because “the military offered structured work assignments, access to training, transportation to worksites, and frequent supervision. The expectations were clear and consistent from one work assignment to another,” according to the authors, Dr. Barbara J. Meade of the Department of Family Medicine at West Virginia University; Dr. Margaret K. Glenn, associate professor, counseling, rehabilitation counseling, and counseling psychology at West Virginia University; and Dr. Oliver Wirth, a research psychologist at the National Institute for Occupational Safety and Health, Morgantown, West Virginia.

While civilian life can be much less structured and difficult to adjust to, as the authors note, franchising provides veterans with perhaps the closest resemblance to the structure they had during their military careers. Franchising enables veterans to receive training and direction from franchisors on how to operate their own businesses — just as they received orders and missions in the military — and provides a structured outline of proven business processes for follow-through.

Most important, however, it enables veterans to keep focused on specific tasks and away from their anxiety, minimizing the time their minds have to wander to reminders of their stressful memories. As time goes on, veteran franchisees will reap the rewards of making positive contributions to their communities as business leaders, while gaining self-confidence in supportive careers where they are a part of a larger family of other franchisees. They will be their own bosses, pick and choose their own hours, and follow the franchise formula for operating their businesses that will help make them successful.

It takes a brave person to fight for his or her country, and an even braver one to continue to move on and start a new life after experiencing a horrific event. When the time is right, franchising will be there to support all veterans on their next missions in life. ♦

*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](mailto:david@veteranfranchisecenters.com).*

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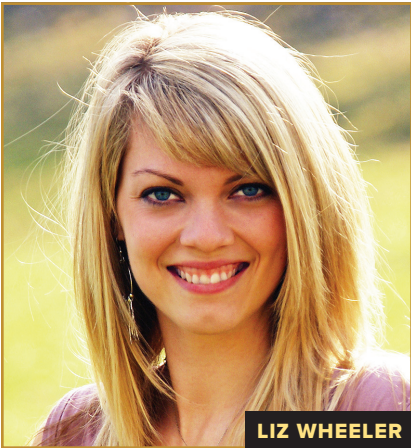
by KATIE BECKER



**G**RAB A SEAT AND BE READY TO TAKE NOTES ON HOW TO LAND THAT CIVILIAN JOB. BELOW IS A Q&A WITH RECRUITMILITARY'S SOCIAL MEDIA GURU LIZ WHEELER ON THE COMPANY'S LATEST OFFERING – WEBINARS LOADED WITH ADVICE ON TRANSITIONING TO A NEW CAREER.

What job-seeking advice will veterans receive?

The topics all pertain to veteran job seekers, primarily advice and expertise on how to find a civilian job. We cover everything from how to work a job fair, to secrets of LinkedIn networking, to general advice on how to navigate the transition from the military to the civilian work force.



How has the turnout been?

It's been great! We've had solid audiences for each of our webinars so far, and they grow larger each time. One of the best things is the level of audience participation. We always have a live Q&A at the end of each webinar, and the veterans who tune in are always prepared and ready to participate and make the most of the experience.

Any positive feedback or results?

We've heard from several veterans already telling us that their confidence levels at job fairs vastly improved after attending "7 Tips for Military Veterans to Get a Job Through a Career Fair." We hear through our surveys after each webinar that the majority of veterans who attend are glad they did. We have also received emails and Facebook posts thanking us for hosting, and sharing the information via this new medium, so we are looking forward to continuing and expanding this series of webinars.

How does one register for the next webinar?

You can register via the links we share on social media (Facebook, Twitter, LinkedIn, etc.). Those links take you directly to a webpage with more information about the webinar and a Go2Meeting registration form. All you have to do to register is give your name and email address so we can email you the link to the live stream on the day of the webinar.

What does RecruitMilitary hope to accomplish with the webinars?

Our goal for the entire webinar series is to share our expertise in military-to-civilian recruitment to help veterans find the civilian careers that are best for them. We have been in this business since 1998. We have hosted hundreds of job fairs, helped thousands of veterans find jobs, and worked with an enormous variety of companies that want to hire veterans.

We have seen it all, and we love what we do. Now we want to be able to share our know-how with the people we serve – the veterans who are seeking jobs in the civilian work force.

Which past webinars can be viewed on YouTube?

- "7 Tips for Military Veterans to Get a Job Through a Career Fair"  
<https://www.youtube.com/watch?v=w6w9sAzqlcw&list=UU7eGZCOltPChSk1MQV9aiFw>
- "6 Do's and Don'ts for Writing Your Resume As a Military Veteran"  
<https://www.youtube.com/watch?v=YgSfEBaMd4A&list=UU7eGZCOltPChSk1MQV9aiFw>
- "5 LinkedIn Secrets for Veteran Job Seekers"  
<https://www.youtube.com/watch?v=e3l5Acx6w4&list=UU7eGZCOltPChSk1MQV9aiFw>
- "3 Tactics for Finding a Job As a Military Veteran"  
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- "5 Reasons You Can't Get a Job and How to Fix That, with Jay Martin"  
<https://www.youtube.com/watch?v=hmrRlvN4vHg&list=UU7eGZCOltPChSk1MQV9aiFw>
- "Developing Your Social Capital As a Military Veteran, with Bill McGowan"  
<https://www.youtube.com/watch?v=vyzBTDxjMsg&list=UU7eGZCOltPChSk1MQV9aiFw>

How do you decide what topics to cover?

We are always adding to our queue based on feedback from our audience and new topics we know would be helpful. And we are always looking for great material, so please submit any topics you would like covered on our Facebook or via an email to me at [lwheeler@recruitmilitary.com](mailto:lwheeler@recruitmilitary.com).

Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).

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## TIPS FROM A RECRUITER AND FINANCIAL ADVISOR

BY KATIE BECKER

Gene Browning may hold a speed record for performance at a RecruitMilitary career fair – it took him only 90 minutes to land five interview requests at an event in his hometown of Dallas. And one of those meetings led to a job. Browning spent 22 years in the United States

Army and the Army National Guard. He worked in fire protection and telecommunications, and spent his last seven years as a recruiter. When he retired as a sergeant first class in May 2013, he became a licensed financial advisor. Browning believes his background in recruiting made him comfortable selling himself and his skills. "It's a direct correlation between re-

cruiting and sales," he said.

Browning had put financial companies at the top of his list of booths to visit. When he spoke to one of them, he learned that the company was hiring for all types of positions – personal bankers, business account managers, mortgage bankers, tellers – everything but financial advisors. Nevertheless, he gave his resume to their recruiter.

One month later, she called him. She had been holding his resume, waiting for a spot in his field to open up. He began training for his new role as a financial solutions advisor shortly thereafter.

According to Browning, education is the key to success. "I preached education as a recruiter constantly," he said. "I knew I needed a degree, and I got it for free because of the military." Browning earned his bachelor's degree at Columbia College while on active duty.

He also thinks his military background gave him credibility in a new workplace. "I live in a very patriotic area, so I would hear things like 'thank you for your service' all the time," he related.

He believes the intangible qualities that are part of the military experience eased his transition and helped pave the way. "I felt like they knew me already, and were able to just cut to the chase immediately."

What does Browning think other veterans can do to further their job searches?

- Make sure the shoe fits before you buy it. That means researching in many forms. "Get-

ting a job is only half the battle. Do your due diligence and make sure that the company is the right fit for you." Not only did Browning get on company websites, he also logged in on message boards to get feedback from others. He read about the company's history, looked at detailed job descriptions on the website, and even visited a local bank branch to get a feel for the culture there.

- Don't go it alone. Browning advocates using the many resources and tools available. "Don't try to reinvent the wheel and do it your way. There are tons of resources out there," he said.

- Get help with your resume. "I made A's on lots of my college papers, but writing a resume is a whole other animal," he noted. His transition office provided a contact who wrote and formatted his resume for him, and he sent it to others to proofread.

- Project confidence. There are many ways to do this, according to Browning. It can be through eye contact and a firm handshake. "Remember, you are selling yourself and you've got to close the deal. Ask for the job. Inquire what your next step should be. Employers want to see that you have confidence."

- Listen to your dad. "Wear a suit," he said. "I always try to dress better than the CEO of the company." ♦

Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).

## THERE'S ALWAYS SOMEONE WHO CAN HELP YOU

BY KATIE BECKER

**JAMES CASTILLO DID NOT HAVE IT EASY GROWING UP, BUT HE CREDITS THE UNITED STATES ARMY AND A WISE JUDGE FOR CHANGING HIS FUTURE.**

Castillo was raised in New York City in what he calls a "rough neighborhood and a rough public school." He was admittedly headed down the wrong path, and the judge suggested he join the service. "He said, 'Go to work for Uncle Sam and learn how to be responsible,'" Castillo recalled.

The result? "It made me a better man." Three years later, Castillo visited the judge to thank him.

Over the years, Castillo advanced to staff sergeant and became responsible for his own platoon. "It gave me everything. I learned how to lead people," he said.

He logged 16 years in the Army, spending the last 10 in security and police work. He completed tours in Italy and Germany, and was also stationed at Fort Bragg and Fort Hood.

After separating from the Army, Castillo spent time overseas working in Italy as both a chauffeur and a bodyguard. "I drove around the rich and the famous," he says, "including the owners of both Ferrari and Fiat." He returned to the United States in 2006, and continued to work in the security industry.

After relocating to Seattle, he connected with the veteran service organization WorkSource and learned about a RecruitMilitary career fair

at Safeco Field. With his primary career interests in law enforcement/security and transportation, Castillo found many companies at the event that met his needs. Having previously worked for the security company G4S, he related his experience to their recruiter, and secured an interview. He was hired shortly thereafter in a temporary role. He is currently working on his weapons qualification with G4S so that he can advance within the company.

### VETERAN HIRING TIP USE THE RESOURCES AVAILABLE TO YOU.

For Castillo, WorkSource served as a great resource, directing him to job fairs in his area and helping him build his resume. And speaking of resumes, Castillo says it's all about keywords. "I learned to put those keywords at the top of my resume so they could be seen by recruiters."

He also encourages veterans seeking work to keep their spirits up. "It can be hard to get a job, but there's always someone who can help you."

Castillo has found the silver lining in the often rainy Seattle weather. "Now I'm happy," he said "I've found a job with a great company that has lots of locations and opportunity. I just have to work hard and prove myself." ♦

Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).



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# Stop at Every Table

BY KATIE BECKER

**M**ICHAEL LYNCH is a regular fixture at RecruitMilitary career fairs. The senior military recruiter in the Service to Semis Program of the refrigerated trucking company C.R. England estimates he has hired approximately 50 veterans from RecruitMilitary events. “They take good care of us,” he said.

Lynch helped set up the Service to Semis program, which was officially launched in May 2012. This program enables veterans to attend a C.R. England partner Premier truck driving school for zero tuition and a six-month employment commitment. England guarantees students employment with their company upon successful completion of the school and meeting the hiring criteria.

C.R. England added Lynch to its team as a military-specific recruiter to help hire more veterans than ever before. And Lynch is excited about helping veterans as part of his second career.

He retired from the Army as a command sergeant major after 30 years. He served in the artillery and in aviation, and spent his last 21 years in Army Recruiting Command.

“Veterans are disciplined and dedicated to the task at hand, and are good candidates for the type of opportunities we have,” he said. “They are not afraid to go from Point A to Point B and get there on time. Their skills translate well. They

are used to driving all-terrain vehicles, and they can quickly pick up the necessary skills for driving large commercial vehicles.”

Lynch’s #1 piece of advice for veterans: “If you attend a career fair, stop at every table. A banner does not tell you all there is about that company, and what they are hiring for. They may have a position that’s just right for you, but you’ll never know it if you pass them by.” Lynch frequently goes out of his way to stop veterans at events, asking them what they types of positions they are looking for, and urging them to visit every booth.

“There are a lot more than just driving opportunities at C.R. England,” he pointed out. “Logistics, operations, supply, safety management – that all comes into play in transportation.”

Lynch encourages veterans to do their homework and research companies that interest them. That worked for him. He found his current position by conducting an online job search. Luckily, the job location happened to be in his hometown of Salt Lake City, and a mere ten minutes down the road from where he lives.

“Network with everyone you’ve ever served with,” he recommends. “Some positions may start at a lower pay range than you want, but be ready to prove yourself to move up the ladder.”

Lynch said that C.R. England drivers do not have to relocate. Once training is completed, a company truck is assigned, and drivers can op-



erate from where they live. “It’s a great fit for veterans who are getting out and may want some solitude with no one over their shoulder. Plus, you get to see the country while you work.”

#### CDL SKILLS TEST WAIVER

As more troops return home from active duty, the United States Department of Transportation and its Federal Motor Carrier Safety Administration (FMCSA) have joined with the departments of Defense, Labor, and Veterans Affairs to help ease the transition. States can help veterans and active-duty personnel via a Skills Test Waiver. State Driver Licensing Agencies (SDLA’s) may substitute two years of safe-driving experience in the military equivalent of a commercial motor

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For details, visit <http://www.fmcsa.dot.gov/registration-licensing/cdl/Military-CDL-Waiver.aspx>

Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).



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KEITH SOLOMON

BY KATIE BECKER



PHOTOS COURTESY  
OF KEITH SOLOMON

## A ROAD TO A JOB

WITH A BUSY WORKLOAD, THE GEORGIA DEPARTMENT OF TRANSPORTATION (GDOT) IS ALWAYS LOOKING FOR GREAT EMPLOYEES. THE NEED TO FILL THEIR TALENT PIPELINE LED THEM TO ATTEND A RECRUITMILITARY ALL VETERANS CAREER FAIR IN ATLANTA FOR THE FIRST TIME IN 2013.

GDOT employs nearly 4,300 personnel who plan, construct, and maintain Georgia's state and federal highways. They are also involved in bridge, waterway, public transit, rail, general aviation, and bike and pedestrian programs. And they help local governments maintain their roads.

Dana Kilpatrick, the human resources section manager at GDOT, attended the hiring event in Atlanta. She found a plethora of quality candidates there. "The applicants came from various areas of the state, and were very prepared for the event. They were professionally dressed and possessed resumes detailing their background and experience. We conducted on-the-spot interviews and provided contingent job offers for candidates possessing extensive knowledge, skills, and abilities for the positions."

At the top of the hiring list were highway emergency response operators (HERO's). GDOT was also looking for equipment operators responsible for repairing and maintaining all types of equipment in the field.

As a result of attending just that one event, GDOT hired five HERO's and seven maintenance labor temporaries. "We are certainly proud to participate in special recruitment events for our veterans," said Monica Ivey, director of human resources. "Out of more than 30 live interviews from just one event that lasted four hours, the hiring rate was about 50% — a pretty good cost-per-hire."

Kilpatrick said that one key thing for applicants to remember about working for a government agency is "it's important to exemplify strong work ethic and excellent customer service skills. Veterans understand the importance of having these skills."

She also noted that many veterans face a com-

munications challenge: "Most veterans possess the skills and abilities to do the job," she said, "but they sometimes find it difficult to relate their military experience to civilian experience on their resume or during interviews. Candidates are often screened out because their experience is not reflected well on their resume or application."

Kilpatrick encourages veteran job seekers to take advantage of any available resume writing resources. And, when they write their resumes, they should focus on comparing what they did in the military with the qualifications listed for the job.

#### A VETERAN SUCCESS / KEITH SOLOMON

Keith Solomon was one of the veterans hired by the Georgia DOT, and he gives the military a lot of credit for his success. He served as a hull technician in the United States Navy for four years and then spent another four in the Navy Reserve. "I joined the Navy to travel and see the world," he said. "I wanted to get out of Miami to avoid getting into trouble and to better myself. I also wanted to serve my country while allowing the military to pay for my college education."

As a hull technician, Solomon's duties were varied. He trained his shipmates, learned how to fight and control fires, managed personnel, and assigned schedules and tasks. Doing all of that work turned him into a leader. "The Navy taught me discipline, motivation, pride, and strength," he said.

He thinks veterans make a good fit just about anywhere in the civilian world. "Veterans are highly skilled, and trained to multitask. They go above and beyond to get the job done. They are dedicated and show pride in doing their job."

Solomon worked diligently to land the right po-

sition after getting out of the Navy. "I was often overqualified for a job," he related. Nevertheless, he networked, researched companies that interested him, and used government websites such as the U.S. Department of Labor site www.dol.gov.

When he arrived at the RecruitMilitary event in Atlanta career fair, he noticed lots of activity. "The job fair had more than 40 employers with recruiters and HR representatives on the spot," he said. "They were giving out lots of material and information for job leads and openings. Overall, it was very successful for me, because I got immediate feedback from the Georgia DOT. I was interviewed and shortly afterwards I was offered a job as an equipment operator. I'm very grateful."

Solomon has some advice for veterans seeking new careers:

1. Have faith and a positive attitude. Believe that you will get the job.
2. Try a booth with fewer people. This will allow you more time with the recruiters, as opposed to the most popular companies at the job fair.
3. Develop a list and a strategy for what companies are high on your list, but speak to everyone.
4. Network and do lots of research. Learn a company's history.
5. Don't be afraid to take jobs with temp/staffing agencies while trying to get the job you really want.
6. Never give up, keep trying until you get the job! ♦

Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).

## FROM DROPOUT TO MAJOR

BY KATIE BECKER

Jeffrey Lyons was a high school dropout looking to escape the gangs of Chicago when he joined the Army in 1991. He earned his GED while in basic training at Fort Bliss, Texas, and served as a pharmacy technician and a mechanized infantryman.

After completing his four-year enlistment, Lyons went to college and earned a bachelor's degree. He enlisted in the Army once again and reported to Fort Benning, Georgia, to attend combat and airborne training. He was selected for Officer Candidate School while still at Fort Benning, and was commissioned as a second lieutenant three months later. He went on to lead a successful career as an armor officer that took him to Korea, Kuwait, and across the United States. He retired as a Major in 2012.

Lyons said that the teamwork and organizational, problem-solving, and people-management skills that he picked up in the Army proved invaluable when it came time to find a position in the civilian world. "Veterans are

great team players," he said. "They are disciplined and can be counted on in tough situations. They are also used to change and are willing to learn something new. That's why they make great employees."

Lyons' biggest challenge in looking for a civilian job was learning how to write a resume. He found that the Army Career and Alumni Program (ACAP) helped prepare him for the job world. Every military service has some variation of this program to aid military members in their transition to civilian life. But Lyons warned, "You get out of the program what you put into it."

Lyons decided to attend a RecruitMilitary career fair in Philadelphia when a flyer for the event was distributed at his office while he was still in the Army. When he visited the booth of the Defense Contract Management Agency (DCMA; a part of the United States Department of Defense), the recruiters encouraged him to apply for a position. Today, Lyons is happily employed at DCMA in Manassas, Virginia, managing U.S. government contracts in the Washington, D.C., area.

Skills he gained while in the Army still serve him well in his new role. "My military background gives me the discipline to deal with any situation calmly and systematically. I am more organized and goal-oriented," he said.

Lyons encourages veterans to start applying early for jobs with the federal government. "I



JEFFREY LYONS



PHOTOS COURTESY OF JEFFREY LYONS

started applying one year out from my retirement date. The government hiring process is slow, and all of my job offers were willing to wait until my actual retirement date before I started working for them." ♦

Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).



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SURE-FIRE RESUME AND INTERVIEW TIPS

BY KATIE BECKER

**BRIAN EKERMAN** knows what to look for in hiring veterans because he is a veteran himself. Ekerman is a recruiter at Gate Gourmet, part of gategroup company, the world's largest independent provider of catering and provisioning services for the airline industry. For the past 70 years, the company has served over 250 carriers in more than 30 countries. Gate Gourmet provides about 250 million meals a year at about 120 airport locations.

Ekerman spent six years in the United States Army Reserve, serving as a horizontal construction engineer as part of the Army Corps of Engineers. He left as a sergeant in 2011, and has had a varied career ever since. He founded and operated a dance studio and entertainment company from 2004 until 2011, and worked in multiple facets of business and marketing.

From event marketing to search engine optimization, ecommerce, recruiting, and media/public relations, he noted, "At some point in my career, if it has to do with marketing, I've worked on it, and fancy myself a jack-of-all trades marketer." He is also a frequent guest lecturer on search engine marketing for the interactive advertising course at Columbia College in Chicago.

"My training in the military helped me hone my operations management skills, and stay disciplined while running my business," he said. He believes hiring veterans, especially newly-transitioned ones, makes good business sense



because it can save money. He finds that candidates who come straight from the military tend to have higher pass rates on drug tests and background checks than their civilian counterparts. Core traits such as discipline and focus also come into play. "A veteran can pretty much do anything. They don't say no, and they find a way to get the job done," he said.

**RESUME TIPS**

**Secure the basics.** Although he acknowledges that there is no one "right" way to write a resume, it should not be over two pages long, and the spelling and grammar should be correct.

**Use bullets.** Ekerman looks at thousands of resumes in his line of work, and is drawn more to the ones with visual appeal. He believes a re-

sume that includes white space and bullets will get more attention than one that says the same thing, except in paragraph form.

**Quantify.** "Companies want numbers and want to know about your efforts: how much money you saved, or by what percentage you increased productivity or efficiency," he said.

**Blind test.** Even if you know what you meant when writing your resume, someone else may not. Therefore, you may think you are communicating your skills and experience better than you really are. Ekerman advises "blind testing" the resume by giving it to a stranger to see whether he or she understands what you are trying to say. "Friends and family may be able to spot errors, but they also may not want to hurt your feelings," he said.

**INTERVIEW ADVICE**

**Do your homework.** A resume may be the first step in outlining your skills, but interviews are where you sell yourself. Ekerman encourages candidates to find out all they can about a company first, and not simply visit the company's own website. "That's just where they put all the good stuff," he noted. "Check other sources and news feeds as well to learn more."

**Plan ahead and know your audience.** Ekerman

advises tapping the same skills used to plan a military mission when preparing for an interview. This includes researching whom you'll be talking to. Are they on LinkedIn? Look at their background and see what they have done. "A key part of any military leadership training is knowing your audience," he pointed out. "You'll have a better chance of success if you speak their language."

**Don't disqualify yourself.** When Ekerman asks candidates to describe their retail experience, he often hears, "Well, I've never worked in a store." "First of all, that's not the question I asked," he said. "I explain that doesn't mean they don't have retail experience. If you supervised, did inventory control, security, or placed orders, you have retail experience. It may not have been in a store environment, but the skill sets are the same."

**Follow up.** In a world of email, voicemail, and texting, Ekerman believes a good, old-fashioned snail mail thank-you note, mailed promptly, helps anyone stand out. "Have your own stationery. Ask for a business card in the interview. Have the note pre-written and stamped, then address it and drop it in the mail on your way home," he said.

*Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).*

TIPS FOR JOB-SEEKING VETERANS



**by MIKE ROLLINS**

**THE CIVILIAN JOB** market can be very challenging for transitioning and veteran military. Here are a few suggestions to get you started on the right path.

**Make a plan.**

- In what role do you see yourself in your next career?
- For what company or companies do you see yourself working?
- Write a personal mission statement.
- Define your goals realistically.
- Establish a timeline for where you see your career in the next one, five, and ten years.

**Get networked.**

- After identifying where you want to work, use LinkedIn to establish working relationships with talent acquisition directors and recruiters.
- Ask for help. Recruiters get pitches all the time from hopeful candidates. Asking for their help will increase the likelihood of a response.

**Identify the decision-makers.**

- Who in your network knows the HR teams, recruiters, and global talent managers? Get an introduction.
- Once you have an introduction, you will need to mold and polish a 15-to-60-second elevator pitch.

**Brush up that old resume.**

- A Mil-Spec resume with military nomenclature, MOS's, strategic titles, and training informa-

tion will not always translate well for recruiters.

- Consider using a trusted, reputable resume-writing service that specializes in translating military resumes to civilian terms.
- Show your value to the potential employer. What would make you a great asset to the team? Tell the employer on your resume.
- Add a concise cover letter. Personalize it for the decision-maker in the company.
- Extra points for you for congratulating the company on a recent success or a contract it just won! Preemptive research can help you win the job.

**Brand yourself as an expert.**

- If you already have civilian work experience, and if you have a flair for writing, write articles about your area of specialization. The articles can be short and simple, like the article you are reading. Where do you send them? Your local newspaper or business magazine, alumni publications, club or lodge bulletins, etc. A lot of small publications are hungry for content.
- If you have little or no civilian work experience, explain how certain of your military experiences apply to current business struggles.
- Start a blog to brand yourself and display your expertise.

**Use RecruitMilitary resources.**

- Job fairs: <https://events.recruitmilitary.com/>
- Job board: [https://board.recruitmilitary.com/sign\\_up](https://board.recruitmilitary.com/sign_up)
- Website job links: [www.recruitmilitary.com](http://www.recruitmilitary.com)
- Resume-writing service: <http://recruitmilitary.com/resume-writing>

*Mike Rollins is vice president of sales at RecruitMilitary and a veteran of the United States Navy. Contact him at [mike.rollins@recruitmilitary.com](mailto:mike.rollins@recruitmilitary.com).*



Veteran Joins Rock Pioneer

**HEIL SOUND** has earned a solid place in rock and roll history. Its founder is Bob Heil, a sound and radio engineer who created touring sound systems for rock bands, including The Grateful Dead and The Who. In 1973, he also invented the Heil Talk Box, often used by Peter Frampton, Joe Walsh, and Richie Sambora. Heil Sound was the first manufacturer to be invited to exhibit at the Rock and Roll Hall

of Fame, and was among the first American companies to create and install home theaters. The company manufactures microphones and other sound equipment for professional and amateur radio.

Now, Heil Sound is also a veteran hiring leader – having added Marine Corps veteran Derek Goodman to its ranks. One Saturday, the company's president, Sarah Heil, was surfing the web for a new employee to work in the company warehouse. She came across the RecruitMilitary site. "There are many organizations out there, but some of their sites are very complicated," she said. "RecruitMilitary's was both enlightening and user-friendly. And the follow-up phone call I received on Monday was very friendly and helpful."

Heil sent a targeted email message aimed at select veterans in RecruitMilitary's database of 680,000 registered candidates. Goodman responded to the email, and described his military and post-military experience. "We invited him to interview, and the rest is history," said Heil.

Why was Heil seeking a veteran candidate? "Veterans are disciplined and well-rounded," she said. "The military has given them the ability to think on their feet and to be problem-solvers. Also, because we are an international company with dealers all over the world, it helps that many veterans are well-traveled. Veterans have done so much to protect our freedoms, and have made so many sacrifices. Deciding to look to the military for our hiring needs is our way of giving back."

**ACING THE INTERVIEW**

"Derek had it together," said Heil. "He came to his interview dressed to the nines, on time, and with additional copies of his resume. All three of those things are on our watch list in determining interest in a candidate. He was interesting to talk to and spoke about his music interests, which is a great fit for what happens at Heil Sound.

"It was clear from the start that Derek had been

travels took him to Okinawa, Australia, Korea, Indonesia, and the Philippines before he finished his career at Camp Pendleton in Southern California.

Goodman has had several careers since the Marines, but music has been a lifelong passion. He began singing, playing the drums, and playing the guitar when he was six.

Goodman records and produces music, and he has owned recording studios over the years. He earned an associate's degree in recording engineering. He is now using his GI Bill benefits to pursue his bachelor's degree in business management.

Skills learned in the Marines have paid off in all of his civilian roles: attention to detail, work ethic, and punctuality. "I always arrive for everything 15 minutes early. It's become a source of amusement for my new boss. I'm always in the parking lot waiting for the building to open. The Marines taught me, 'If you're not early, you're late.'"

**LANDING THE JOB**

Landing his job at Heil Sound was "the easiest thing ever," said Goodman. Shortly after posting his resume in RecruitMilitary's database of veteran job seekers, he received a targeted email describing a job in warehouse operations at Heil Sound. He applied.

Two days later, he got a call requesting an interview. He did his homework. "I had heard of Heil Sound," he said, "and I own a talk box. I looked more closely at it, and realized it was made by Heil Sound – and so were some of my

microphones. I mentioned that in my interview, and they got a kick out of it."

Two hours after his interview, he landed the job. "It cannot be this easy," he thought. But it was.

**WHAT HE DOES**

Goodman puts the finishing touches on microphones after their preliminary build, and then packs and ships them. The recipients of his packages include some of the world's most renowned popular musicians. "I just sent some microphones to Pharrell Williams and Slayer," he said.

The work ethic he learned in the Marines is still with him, and so is his attention to detail. "Before I send something out, I want to make sure it's all squared away. It has to be perfect for the customer."

**A VETERAN'S ADVICE FOR VETERANS**

"It's pretty basic," said Goodman. "Just do what the military teaches you." That includes:

- having your resume updated and ready to go
- presenting a clean appearance
- being on time
- dressing the part
- being yourself

"I just posted my resume; RecruitMilitary did the rest," he said.

What was originally a part-time position has morphed into a full-time gig. "Heil Sound has made me feel like part of the family," said Goodman.

*Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).*

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# FROM RECRUIT TO RECRUITER

BY KATIE BECKER

**TOM BANKER**, DIRECTOR OF PUBLIC SAFETY COMMUNICATIONS FOR EAGLE COUNTY (TOWN OF VAIL), COLORADO, AND AN AIR FORCE VETERAN, HAS SOME ADVICE FOR FELLOW VETERANS SEEKING EMPLOYMENT:

● **Finding a job or a new career is a tough job.** “You’d be surprised how much work you have to do to be competitive,” he said. “It’s not enough to simply write your resume and post it. You have to put yourself out there – making cold calls, following up, learning about companies, and meeting people face-to-face. I worked as hard trying to find a job as I did in my last

position in the Air Force.”

● **Gain skills outside the military.** Banker already had a college degree, so he leveraged his GI Bill benefits to obtain Project Manager Professional (PMP)® and Lean Six Sigma certifications – which are prized in the civilian world. “You can’t just hang your hat on what you did in the military.”

● **De-construct acronyms, emphasize successes.** Banker is the first to admit that compiling his resume took a lot of effort. But the process of translating and de-militarizing his duties to showcase what an employer would want to see made for good talking points later in his interviews. “It’s one thing to state that you were a director of operations, but an employer won’t know what that means,” he said. Instead, emphasize successes that will resonate with civilians: savings, improved efficiencies, and process improvements.

● **Jump on civilian-friendly opportunities.** Banker took on certain tasks in the Air Force solely because of their potential to translate well in the civilian sector. He acknowledged, “Yes, it’s great to tell employers that you’ve deployed and have completed 49 combat missions. It’s impressive. But that doesn’t mean an employer necessarily understands it. Get experience in things like budgeting, money management, operations, process improvements, runway construction – anything that could give you an edge later.”

● **Jump on civilian-friendly opportunities.** Banker took on certain tasks in the Air Force solely because of their potential to translate well in the civilian sector. He acknowledged, “Yes, it’s great to tell employers that you’ve deployed and have completed 49 combat missions. It’s impressive. But that doesn’t mean an employer necessarily understands it. Get experience in things like budgeting, money management, operations, process improvements, runway construction – anything that could give you an edge later.”

## MILITARY BACKGROUND

Banker was an Air Force “brat” who moved around before coming to rest in Colorado and deciding to follow in his father’s footsteps. Upon graduation from Colorado State University, Banker was commissioned as an Air Force second lieutenant and headed to Texas for pilot training on the KC-135 Stratotanker, a refueling craft. His 12 years in the service included seven deployments in support of Operations Iraqi Freedom and Enduring Freedom; screening candidates for flight training as part of the 306th Flight Training Group in Pueblo, Colorado; and serving as the director of staff for the 18th Operations Support Squadron (OSS) at Kadena Air Base in Okinawa.

## JOB SEARCH

Banker got out of the Air Force in August 2012 and decided to settle his family in Colorado.

Having gone from school directly into the service, making the decision to move into the civilian world was “a leap of faith,” he said. Banker continues to serve in the Air Force Reserve.

He had an aggressive plan in place for his civilian job search. “I went at it pretty hot and heavy starting about six months before leaving the Air Force,” he said. He networked continuously, researched companies, scoured websites, posted his resume, and registered as a candidate on a number of job boards, including RecruitMilitary’s. “I even flew to the states on my own steam to secure interviews.”

Banker’s plan was working, and he was in the process of interviewing for project management-related roles in a variety of industries. Then a posting for a director of public safety communications for Eagle County (Town of Vail), Colorado, caught his eye.

“They needed someone with leadership strengths who could manage multi-lateral relationships with stakeholders countywide,” he said. “I acquired small group leadership skills right off the bat as a second lieutenant, and commanded up to 60 student pilots as a captain. In my final active duty assignment, I was in charge of more than 240 personnel.” So he applied for the spot.

Shortly thereafter, he noticed that in September 2012 Vail/Eagle County would be one of the exhibitors at a RecruitMilitary Career Fair in Denver. “I was already in the pipeline,” he said, “but I wanted a chance to get in front of them again. I had a chance to visit their booth and speak with their recruiters, but I also visited a lot of the other booths. I got several interviews on the spot for project management roles with some well-known companies.”

## FULL CIRCLE

Banker’s plan and persistence paid off. He began working for the Town of Vail in November of 2012, and directs a 24-member team of 911 dispatchers. And in a twist of fate, Banker is now doing the hiring. He has brought several veterans onto his team, and hopes to hire more. “I know what you get from a military candidate, in terms of how they think, their training, and expectations,” he said.

His transition journey has come full circle – in April 2014, he attended a RecruitMilitary career fair in Denver in hope of hiring more veterans. ♦

*Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).*

BY KATIE BECKER

# “GO TO JOB FAIRS!”

**CATHY TATE SERVED IN THE UNITED STATES ARMY FOR SEVEN YEARS. SHE SEPARATED IN 2013 AS A SERGEANT, AFTER COMPLETING DEPLOYMENTS TO IRAQ AND AFGHANISTAN. “I WAS ALWAYS INTERESTED IN THE MILITARY,” SHE SAID, “AND I WAS AT THE POINT IN LIFE WHERE IF I WAS GOING TO JOIN, I SHOULD NOT WAIT ANY LONGER.”**

She served as a human resources specialist, but is quick to point out: “First and foremost, I was a soldier.” Tate said the military taught her a willingness to learn anything, and credited the Army with teaching her to jump from one task to the next without hesitation.

One of the aspects of serving that she liked best was the variety of people she encountered – that, and seeing hardworking, deserving soldiers get promoted. “You meet people from all over the U.S. and the world,” she said. “They become your friends and family. You can go awhile without talking, but when you need something, they are always there at the drop of a hat.”

When it came time for Tate to leave the Army and pursue a career in the civilian world, she checked out a RecruitMilitary Career Fair in the Boston area. From that experience, she landed a position as administrative assistant for the PCA (Personal Care Attendant Program) that Boston Senior Home Care operates through MassHealth. In her current role, she handles lots of paperwork, including processing referrals, preparing intake documents, and solving customer inquiries.

One piece of advice from her Army service stuck with Tate, and serves her well today. “My

first non-commissioned officer-in-charge always told us to treat paperwork as if it were your own,” she said. “You would want your requests processed efficiently and in a timely matter, so do the same for everyone else.”

What can transitioning veterans do to ease their way? “Pay attention when you are in your Transition GPS (Goals, Plans, Success) classes,” she said. “Understand that you deserve the benefits that are offered to us.”

Most importantly, she urged, “Go to job fairs! The biggest mistake that I made is not attending career fairs earlier in my job search. You can make a lasting impression when you are able to inquire about a job or the company in person.”

When the time comes for a company to choose a new employee, Tate said, “Why wouldn’t you want to hire a veteran? Veterans are some of the hardest working individuals there are. We are dependable and punctual. We get the job done in a timely and efficient manner. We are also the most selfless group of individuals you’ll ever meet.” ♦

*Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).*



PHOTOS COURTESY OF CATHY TATE

CATHY TATE


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EEO AA M/F/Vet/Disability

Shelli Dowst, a veteran of the United States Army, wants female veterans to know that their presence is requested in technical fields. “Those fields are full of opportunities for women, especially veterans,” she said.

BY KATIE BECKER

## Opportunities for Women **IN TECH FIELDS**



PHOTO COURTESY OF SHELLI DOWST

Dowst recently joined a technical firm herself, as military liaison with RWM Fiber Optics, Inc. (www.rwmfiber.com), in Carson, California. The company offers telecommunications technician training, specializing in satellite, fiber optics, copper, telephone, home alarm, and home theater. RWM maintains relationships with more than 125 employers throughout Southern California to ensure placement for its students.

In the Army, Dowst served as a heavy construction equipment operator. In the civilian world, she worked in the security, retail, and transportation industries.

She connected with her current employer at a RecruitMilitary All Veterans Career Fair in Los Angeles. “The event was great,” she said. “It was huge and very diverse, with lots of companies and schools.” There, she made a connection at the RWM Fiber booth that would change the course of her career.

Dowst still draws upon many of the lessons

the Army taught her. “There is a higher sense of urgency when it comes to completing tasks, and there are no excuses,” she said. “There is more respect for individuals, and yet it takes teamwork to help the company.”

The military also prepared her to work with different types of people with different expectations. She recalls working with three very different sergeants during her basic training. One of them required a 100% team effort, or everyone failed. “That teaches you to take care of one another,” she said. “It’s not all about you.”

It is important to Dowst to be able to speak knowledgeably about the programs and certifications offered at RWM, so she is currently earning her certification in all eight disciplines offered there — which will take her nine months. So these days, Dowst is attending classes four days a week. She spends the rest of her time networking to encourage female veterans to earn technical certifications and enter a work

force that eagerly awaits them.

Her advice to veterans making career transitions:

- When it comes to social media, “Be professional and respectful. If you’re not, it can disqualify you, and you won’t even know it.”
- Take on additional tasks, and get any certifications that you can to advance your knowledge and know-how.
- Further your education, but don’t make the decision lightly. Take the time to make a choice that will fit you. Think about setting a career path for yourself that is more than just a job and a paycheck.
- Stay in touch with other veterans. “It’s a huge plus,” she says. “Make friends and contacts with members of all ranks.”
- Find and work with your local VA representative or veteran service organization when you leave the service.
- Get a good resume together.

She also noted that many female veterans may also be eligible for state-approved scholarships, like she secured after having applied her GI Bill benefits toward a bachelor’s degree in business.

“Female technicians are needed in this field,” she said, “and companies really want female veterans.” She hopes to help rectify this shortage by recruiting female veterans wherever she can — at bases, posts, through local government, social media, veteran events for women, and even roller derby, one of her hobbies. ♦

Katie Becker is the staff writer at RecruitMilitary. Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).



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## VETERAN LEADERSHIP Award



Joshua Pederson, a former sergeant in the United States Marine Corps, has received RecruitMilitary's first Veteran Leadership Award. To enter, veterans uploaded to our Facebook page 150-word descriptions of how they embody leadership. The contest ran for five weeks,

ending on September 1, 2014. More than 100 people entered, and over 20,000 votes were cast. Adobe sponsored the contest and awarded prizes ranging from an Apple MacBook Air loaded with a suite of Adobe products, to career counseling and resume services for veterans.

Pederson said, "I feel honored to accept this award, and am humbled at the amount of support I received. However, I know my story is

just one of many in the greater veteran population — and there are thousands of other veterans just as deserving of such an honor that are leading the charge and doing great things in communities across the nation."

Pederson served in the Marine Corps from 2000 until 2004. He was an engineer equipment operator, and took part in the first wave of the Iraq invasion.

After leaving the service, he worked for a construction company, eventually rising to a management position. When the economy took a turn for the worse, Pederson put his GI Bill benefits to use at San Diego State University (SDSU), earning bachelor's degrees in financial services and economics in 2013. He also became involved in the campus's veteran community.

The time-management and multi-tasking skills Pederson learned in the Marines enable him to wear many hats in the civilian world. "Prioritizing and delegation get to be second nature in the military," he said.

CONTINUED ON PAGE 62

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VETERAN LEADERSHIP Award

CONTINUED FROM PAGE 60

“You learn to plan with the end in mind and hit certain benchmarks along the way to measure your progress.” He is currently:

- a Mission Continues Fellow and veteran liaison for the West Coast office of the Travis Manion Foundation; [www.travismanion.org](http://www.travismanion.org). He helps fellow transitioning veterans in the foundation’s mentorship and advocacy program.

- Professional Development Committee Chairman of the Veteran Alumni Organization at SDSU.

- assistant house manager of the Veteran House on SDSU’s campus.

- enrolled in SDSU’s master’s degree program. He plans to earn a degree in financial and tax planning.

Focus, discipline, confidence, and self-reliance are a few more traits that Pederson feels came from his service, and at times distinguish veteran students from their contemporaries who have not served. “The Marines taught me a lot about not giving up, and how to devote more time to something if it’s not working the way you want it to.”

As assistant house manager, Pederson supervises eight work-study students. His work includes scheduling and delegating tasks to keep the house operating smoothly – kind of like running a platoon, he noted.

He also oversees VIP and social events for

the house, which is situated near veteran-occupied rooms. The house serves as a rallying point for veterans to network and study. “We try to create an atmosphere of belonging,” he said. “We want other student-veterans to walk in and feel like they are in a safe place with others who share a common bond of service, like a brotherhood or a sisterhood.”

Pederson offers a few takeaways for student veterans or those seeking a new career: “Don’t become isolated. Don’t just go to class and then drive home. Get involved and find something engaging that interests you – even beyond the veteran network. The more engaged and involved you are on campus, the more support you’ll have, as well as a sense of belonging.”

Pederson acknowledges that it can be hard for veterans to point out their accomplishments in light of the team environment in which they were trained to work. However, he believes they should learn to do that. “So many people join the service in such formative years – right after high school,” he said. “The service and the team environment become all they know. But don’t forget that your individual efforts are part of what makes the larger whole possible.” He even helps other veterans by giving them mock interviews to help draw out their accomplishments.

Pederson wants other veterans to learn how to be their own best advocates. “Learn how to tell your story and articulate your value,” he

said. “Remember, no one else can tell it like you. If you were in your uniform, I would know a lot of things about you – your branch of service, your name, your rank, awards you’ve won. But if you’re dressed in civilian clothes, I don’t know all the cool stuff you’ve done – so you’re going to have to learn how to tell me.”

Adobe values the contributions of veterans – both the contributions they made in service to our country and the contributions they bring to the business. Cam McCluskey, ERC compliance consultant for Adobe, stressed that the importance of commonly held values is a key reason for Adobe’s hiring of veterans. “The exceptional technology training gained in the military, combined with the strong values veterans bring to the table make for a great fit with Adobe,” he said. “The military values translate well to the values at Adobe – genuine, exceptional, innovative, and involved. Military experience instills an attitude of going above and beyond, leading from the front, and stepping up to opportunity.”

Founded in 1982, Adobe is a global leader in digital marketing and digital media solutions. The company is headquartered in San Jose, California, and has more than 11,000 employees worldwide. Adobe has offices in the San Francisco Bay area; Lehi, Utah; Washington D.C., New York, Boston; Seattle; and locations in Germany, Japan, and elsewhere throughout the world.



PHOTO COURTESY OF ANN MARIA ROBINS

ANN MARIA ROBINS IS FIRST RUNNER-UP

Former United States Air Force Sergeant Ann Maria Robins won the first runner-up spot in the Veteran Leadership Award contest. She received a plaque recognizing her achievement, as well as complimentary resume services. “Everyone that I had the privilege of being in this contest with is an amazing individual, and deserving. I am grateful to my family, friends, and fellow veterans for allowing me to accept this wonderful honor and opportunity,” she said. Robins served the Air Force for 14 years, on active duty and as a reservist.

She is currently:

- Grande Voiture du Virginie Forty & Eight di-

VETERAN LEADERSHIP Award

rector of child welfare.

- Chef de Gare (commander), Voiture Locale 53.
- president, American Legion Auxiliary Unit 186, Midlothian, Virginia (Greater Richmond). She is also a member of the Executive Board and the Veterans Affairs and Rehabilitation Committee.

- district secretary, American Legion Auxiliary District 11.

- a candidate for a master’s degree in public safety at Capella University; she is on the president’s list.

Robins joined the military because she wanted to make a difference for her country and her family. “It was the best decision I have ever made,” she said. She initially served as a flight training coordinator with the 80th Flight Training Wing, Sheppard Air Force Base, Texas.

She then joined the Euro-NATO Joint Jet Pilot Training program, where she trained NATO pilots from 13 countries. “It was a unique experience that I could not get anywhere else,” she said. “Working with international students taught me lessons in teamwork and working with other cultures. The technical information gave me an appreciation for words and attention to detail.”

Robins later transitioned into human resources as part of the 21st Medical Group at Peterson Air Force Base in Colorado Springs. She became the non-commissioned officer in charge (NCOIC) of the medical administration team.

“My favorite part of being in the military was the sense of esprit de corps and family,” she said.

“We all looked after each other in good times and bad. The sense of dedication and loyalty is something that becomes a natural fit in your life, and you never let go of it.”

Robins believes strongly in veteran hiring, noting, “Veterans absolutely make the best employees. Their work ethic is unparalleled, and their sense of dedication to the job is unwavering. You will find they can work both independently and in teams with flexibility and confidence. They are able to work in high stress, critical environments and complete the task until the end.”

She said the adjustment to civilian employment was a culture shock at first. “In the military, you help each other, work together, and push your physical and mental limits in intense situations,” she said. “The growth potential is endless, and your goal is for the good of the country. At first, it was a difficult challenge to overcome, but I had a great supervisor who mentored me to take the strengths of my military service and adapt them to civilian standards. It gave me the confidence to excel and expand my skills.”

She encourages fellow veterans not to forget who they are and what they have accomplished. “Even though you don’t wear the uniform anymore, you are still a member of an elite group of dedicated and experienced personnel that can be counted on in any situation,” she said. ♦

Katie Becker is the staff writer at [RecruitMilitary.com](http://RecruitMilitary.com). Contact her at [katie@recruitmilitary.com](mailto:katie@recruitmilitary.com).

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OPPORTUNITY EXPOS

HOW TO WORK A RECRUITMILITARY OPPORTUNITY EXPO

by ROBERT WALKER



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

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

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

**STAY ENTHUSIASTIC** if a recruiter asks you to email your resume to his/her company. The recruiter will not be brushing you off. In fact, being asked for the email will be a good sign. Many companies require their recruiters to gather resumes by email:

(1) to obtain HR information as required by law; and (2) so they can direct desirable job seekers to different departments.

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

Even if you are not going to the event to discuss continuing your education, talk with the recruiters at the booths for educational institutions. Today's institutions deliver learning opportunities in many ways other than traditional, full-time, daytime classes on a campus. A few minutes of conversation may lead to an unexpected continuing-education solution that is right for you.

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

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

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

Robert Walker is vice president of sales at RecruitMilitary and a veteran of the United States Army. He is available at robert.walker@recruitmilitary.com.



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RecruitMilitary VETERAN OPPORTUNITY EXPOS

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

FEBRUARY 2015

5 Atlanta, GA  
5 Riverside, CA  
12 New Orleans, LA  
12 Baltimore, MD  
19 Dayton, OH  
19 Phoenix, AZ  
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



EXPO INFO

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 735,000+ veteran job seekers, which is continually being searched by employers.

TO PRE-REGISTER, go to [www.recruit-military.com](http://www.recruit-military.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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# SPECIAL SECTION for VETERAN HIRING LEADERS

by PETER GUDMUNDSSON

## RecruitMilitary Adds Three National Account Executives



I am pleased to report that we have added three national account executives – all veterans – to our staff. I have assigned **Derrick Jackson**, a veteran of the United States Air Force, to our western region. He brings 14+ years of corporates sales and recruitment experience to our team. He got his start in corporate recruitment as a member of the

University of Phoenix Northern California Business Development Team from 2005 to 2007. He then joined the Corporate Development team of DeVry University's Keller Center for Corporate Learning. From 2009 to 2014, he served as the regional director of corporate accounts and regional manager of military affairs for DeVry University California.

Jackson retired from the Air Force as a master sergeant in September 2005, after 24 years of active duty-service. His duty assignments included intelligence operator, senior aircrew member, and Air Force Reserve recruiter. He completed over 500 worldwide flying missions, accumulating over 4,000 flight hours in five craft – RC-135, KC-135, MC-130, EP3, and E-3 AWACS. He completed of three combat tours in Southwest Asia during Operation Desert Storm and the Bosnia conflict. Jackson resides in Sacramento with his wife, Deborah, and two of their three daughters.

**Thom Creekmore** will also work in the western region. He served in the Navy for six years as an interior communication electrician. He has worked in sales since 1996. He has sold for Gallo Wine Company, Yellow Pages, The User Friendly Phone Book, and a couple other businesses. He lives in Redlands, California, with his wife, Jody, and their son and daughter.

**Joe Langella** will retire in December 2014 as a Marine Corps gunnery sergeant, and will go to work for us in the eastern region.

He joined the Corps in 1994, after graduating from high school. He has been a Marine Corps Career Recruiter for 10 years with the 1<sup>st</sup> Marine Corps District, which covers areas of Maine, New Hampshire, Massachusetts, Vermont, Pennsylvania, New York, and New Jersey. Langella lives in Berwick, Maine, about an hour north of Boston, with his wife, Andrea, and son.

*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](mailto:peter@recruitmilitary.com).*



DERRICK JACKSON



THOM CREEKMORE



JOE LANGELLA

## THE SURVEYS SAY: OUR CAREER FAIRS WORK!

by MARY BETH MILLER

**WE HAVE THE RESULTS** of post-event surveys for the 48 Veteran Opportunity Expos that we produced from January 9 through September 11, 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 2,646 exhibitors at the

48 events, an average of 55.1 per event.

- The exhibitors included 2,136 employers, an average of 44.5 per event.
- There were 20,122 candidates at the events, an average of 7.6 per exhibitor, 9.4 per employer, and 419 per event.
- The employers that responded to the surveys expected to conduct from 12,590 to 20,197 interviews as a result of exhibiting, an average of 5.9 to 9.5 per employer and 262 to 421 per event.
- 55.5% of the candidates who responded said that they expected to secure interviews as a result of their attendance.
- The responding employers expected to extend 6,257 job offers, an average of 2.9 per employer and 130 per event.

Other exhibitor results, in terms of “percent favorable”:

- overall event experience 96.1%
- return on investment 94.5%
- likelihood to participate in a future event 92.5%
- quality of candidates 93.4%
- number of candidates 93.3%
- pre-event communications 98.2%
- on-site support 97.7%

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](mailto:marybeth@recruitmilitary.com).*

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

#### Database of registered job seekers at [www.recruitmilitary.com](http://www.recruitmilitary.com) on September 27, 2014

**656,848** / Registered searchable candidates

**RANK**  
**91.9%** / Enlisted personnel  
**7.2%** / Commissioned Officers  
**1.0%** / Warrant Officers

**ETHNICITY**  
**60.1%** / Caucasian  
**23.1%** / African-American  
**9.6%** / Hispanic  
**2.2%** / Asian  
**1.1%** / Native American  
**4.0%** / Other

**GENDER**  
**83.5%** / Men  
**16.5%** / Women

#### ACTIVE SECURITY CLEARANCES

**59,496** / Secret  
**3,397** / Top Secret  
**11,010** / Top Secret/SCI Individual has a Top Secret Clearance and is cleared to access

*Sensitive Compartmentalized Information (SCI)*  
**139** / L-DOE Clearance granted by the United States Department of Energy  
**200** / Q-DOE Clearance granted by the United States Department of Energy; more difficult to obtain than L-DOE  
**107** / ISSA Industrial Security Staff Approval

**HIGHEST EDUCATION LEVEL**  
**22.5%** / High School  
**25.6%** / Beyond High School  
**7.9%** / Professional Certificate  
**13.7%** / 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](http://www.recruitmilitary.com)

SEGMENT	NUMBER OF REGISTRANTS	FUTURE WORK INTERESTS SELECTED
Aerospace / Defense	51,881	Aerospace/Defense, Aviation, Aviation Maintenance, Avionics
Construction	44,291	Construction, Engineering - Civil, General Labor, HVAC, Landscaping, Plumbing, Skilled Labor/Trades
Education	52,874	Education, Training/Instruction
Energy / Utilities	35,033	Energy/Utilities, Environmental, Mining
Financial Services / Insurance	39,823	Accounting/Auditing, Banking/Financial Services, Finance, Insurance
Healthcare	43,245	Biotech/Biomed, Health Care, Medical/Healthcare, Nurse, Pharmaceutical, Sales - Medical
Hospitality	44,450	Food Service, Hospitality/Food/Leisure, Restaurant, Sports/Recreation
Information Technology / Telecommunications	95,088	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	67,993	Law Enforcement
Manufacturing	37,390	Engineering - Industrial, Engineering - Quality, Manufacturing
Transportation / Logistics	94,153	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

by LARRY SLAGEL



## VA Publishes Veteran Profiles

**IN SEPTEMBER 2014**, the National Center for Veterans Analysis and Statistics, a part of the United States Department of Veterans Affairs, published three reports that can help

veteran recruiters do their jobs:

- Profile of Veterans: 2012*
- 2012 Minority Veterans Report*
- Profile of Women Veterans: 2012*

All three reports are loaded with bar graphs showing various demographic data. For example, *Profile of Veterans: 2012* includes graphs on:

- age distribution of veterans and non-veterans
- occupations of veterans and non-veterans

- median earnings of veterans and non-veterans
- period of military service
- educational attainment of veterans
- college enrollment of veterans
- insurance coverage of veterans and non-veterans

The graphs and their accompanying explanations are easy to understand. Their value to a given recruiter will depend, of course,

on the nature of the organization for which he or she works. For example, the graph below would interest recruiters for educational institutions.

Taken as a group, I believe that the reports reinforce the case for recruiting the men and women who have served in the armed forces of the United States. They show clearly what our company has been saying since its foundation in 1998 – that veterans are a talented, dedicated, hard-working bunch.

You can access the reports from <http://www.va.gov/VETDATA/Report.asp>.

*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](mailto:larry@recruitmilitary.com).*

## RECORD ADVERTISING

### WE ARE PLEASED TO ANNOUNCE

that this issue of *Search & Employ*® has broken our advertising record, with 48½ pages of paid ads. This issue is the fourth consecutive record-breaker: Our May-June 2014 issue carried 40 pages of paid ads; July-August 2014, 43¾ pages; and September-October 2014, 47½ pages. The present issue, with 72 total pages including the covers, tied the September 2014 issue as the thickest ever.

In addition, calendar year 2014 was our best ever for paid advertising, at 242¾ pages. This broke the old record of 199 pages, set in 2012.

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