Marketing Yourself for a Second Career
Marketing Yourself for a Second Career: Advice and Insight for Every Stage of Your Career

Changing jobs can be stressful and challenging — especially when it’s a transition from the military to the private sector. MOAA wants to help make the job-search process easier for you. We hope you find this guide a valuable resource. For additional career-transition information, visit www.moaa.org/career.
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Chapter 1
Getting Started

MAKING THE TRANSITION
Changing jobs is an intricate process that affects every member of your family. In addition to trying to find the right niche for your professional life, you must consider whether you are willing to relocate, disrupt your spouse’s career and your children’s schooling, and change your lifestyle to accommodate a potentially lower salary. Unlike military relocations, in which the stress of frequent moves is mitigated by sponsor programs and a supportive network on both ends of the move, this time you might be on your own.

For senior officers who have reached retirement eligibility, the most common reasons to consider a career transition include a desire to support your spouse’s career, developing geographic stability for your family, reaching statutory retirement, or a missed promotion. Additionally, many senior officers would rather not end their careers as staff commandos, far removed from duty in operational units.

Younger officers, by contrast, have less invested emotionally and financially in a military career and often are more receptive to change. Their most frequent reasons for leaving military service include visions of higher pay and greater responsibility in
the private sector and a preference for less family separation, more geographic stability, and a more flexible career path.

Regardless of the reasons that brought you to this crossroads, it’s important to realize all military officers have a wide variety of skills, experiences, and passions to offer the private sector. And because you do many things well, you might find it difficult to assess what is right for you at this crossroads. For example:

• Should I seek a position that uses my transferable military skills or embark on a radically new course?
• Should I go to a Fortune 500 company or seek a more freewheeling, entrepreneurial firm?
• Is now the time to buy a business, become a consultant, head to graduate school, or enter public service?
• Would an international opportunity be a career-catapulting move at this time?
• Is this a time to seek outlets for aspects of my personality that haven’t been previously expressed?

Often in midlife, parts of the self that have been neglected begin to bubble up. Accordingly, this might be the time to do something you always have wanted to do.

Finally, as you ponder these infinite possibilities, ask yourself how much risk you are prepared to tolerate. Robert Rubin, President Bill Clinton’s second secretary of the Treasury, always reminded his staff that “even the best decisions are probabilistic and run a real risk of failure.”

As you prepare to make the leap, remember MOAA has assisted thousands of officers in making the transition from military service to civilian career success. We offer a full suite of career-transition tools, including résumé-development assistance, online video interview preparation tools, a nationwide job bank, focused career-transition seminars, and experienced career-management consultants to help guide and monitor your progress. However, the odds of the perfect job opportunity landing in your lap are about as great as winning the Triple Crown. Successful career transitions require making cold calls, tracking a multitude of details, being receptive to new ideas, and generating at least one new networking contact every day.

EMOTIONAL CHALLENGES

As a successful military officer, you are accustomed to some degree of responsibility, success, status, and respect. Consequently, as you separate from military service, you might experience a sense of loss, lowered self-esteem, isolation, and negative feelings such as shock, anger, disbelief, and confusion. At the very least, you might feel out of focus at the thought of being on a path without a known destination for the first time in many years.

Although no two people react exactly the same way, most deal with a variety of conflicting
feelings as they move through the different stages of transition. (See the Stages of Transition graphic on the facing page.)

It also might be difficult for you to separate yourself from the organization, respected colleagues, and the structure that defines military service. Officers who have served for 20, 30, or more years often have a very difficult time letting go. This is an understandable, but necessary, part of the process.

PERSONAL FACTORS TO CONSIDER
Understanding who you are and what you would like to become for the second half of your professional life requires much introspection and consultation with people you trust and respect and who have successfully made the transition into a new career.

The following checklist might be helpful as you plot the way ahead in your professional life.

- Consider the model for professional success outlined by Jim Collins in his book *Good to Great* that has enabled many good companies to make the leap to great, best-in-class companies:
  - Seek a balance between your skills/experience, your passion, and a desired/reasonable economic motivator for the goods and services you provide.
  - Avoid a dollar-driven decision.
  - Consider that the employer offering a lower salary could be the best fit for your skills and experience and your long-term goals.

Moreover, it might be the place where you ultimately will attain your greatest monetary and nonmonetary rewards.

- Determine whether the job or geographic location has priority before you begin active research and networking.
- Assess your financial needs and the income level needed within the household to handle

Check out MOAA’s Military-to-Civilian Financial Calculators at www.moaa.org/calculators to help you determine how much civilian pay you’ll need to match your existing military pay.
family expenses, including children's education, unforeseen medical expenses, retirement savings, long term care, etcetera.

- Evaluate your own energy level and consider the level of stress/typical work hours that are acceptable to you.
- How do you feel about a job that requires travel? What percentage of travel time feels right to you?
- Are social needs — such as major sports teams, cultural attractions, or a long outdoor activity season — a factor in your selection of location?
- What aspects of your recent work have you enjoyed doing?
- What parts of your job would you prefer to avoid in your new career?

Other factors that might influence your choices include stability for your children; proximity to extended family members who might require assistance with daily living; your spouse's career requirements; and tax-planning considerations. (See www.moaa.org/statereport.)

**ANALYZING THE CHOICES**

Speaking with former colleagues, getting insight from mentors, and availing yourself of career-assessment tools such as the Birkman Occupational Interest Assessment or the Hogan Personality Inventory can help you think through what might be the best career path for you. There are many options, and these are just a few you

### JOB-SECTOR CHARACTERISTICS

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<th>GOVERNMENT</th>
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<th>NONPROFIT</th>
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<tbody>
<tr>
<td>CHARACTERISTICS</td>
<td>Important to build cross-functional relationships</td>
<td>Employees wear multiple hats</td>
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#### ADVANTAGES

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<tr>
<td>Geographic stability</td>
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<td>Working with passionate people</td>
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<td>Defined path</td>
<td>Prestige</td>
<td>Some work/life balance</td>
</tr>
<tr>
<td>Greater work-life balance</td>
<td>Entrepreneurial environment with greater opportunity for creativity and upward mobility at some companies</td>
<td>Meaningful work</td>
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<tr>
<td>Job security</td>
<td></td>
<td>Some job security</td>
</tr>
<tr>
<td>Defined benefit retirement</td>
<td></td>
<td>Potential for greater impact</td>
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<tr>
<td>Culturally closer to military</td>
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<td>Telecommuting opportunity</td>
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#### DISADVANTAGES

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<td>Less work/life balance</td>
<td>Lower pay</td>
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<tr>
<td>Slower pace</td>
<td>Difficulty breaking out of military-type pecking-order</td>
<td>Limited upward mobility</td>
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<tr>
<td>Entrenched bureaucracy</td>
<td>Minimal job security</td>
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<td></td>
<td>Mentoring challenges posed by remote reporting relationships</td>
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might want to consider. (See the Characteristics Table on the facing page.)

• **Public sector** (federal, state, or local government): What types of agencies/work would be of greatest interest to you? Are jobs plentiful in those fields?

• **Private sector**: Are you interested in becoming an employee of a large, medium, or small company? Which industries are of particular interest to you? Are you up on current trends within each of those industries? Do you bring skills and talents that can help companies within those industries save or make more money?

• **Nonprofit sector**: Are passion and a meaningful mission more important to you than financial compensation? Is there a cause especially near to your heart that could readily become your full-time focus/occupation?

• **Entrepreneurship**: Are you interested in starting your own business? Are you a risk-taker? Do you have the financial wherewithal or the investors you will need to get your business off the ground and growing? Is owning a franchise of interest to you? If so, what kind of franchise has the greatest appeal? Do you prefer an owner-run model or a manager-run model?

• **Academia**: Are you interested in teaching? If so, at what level? Do you need additional degrees or certifications to be competitive for those opportunities? Are you prepared to go to school at night? Can you afford to lose the income of a full-time job to focus on earning the additional degree or credential?

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**VETERANS OWN 9% OF ALL U.S. BUSINESSES.**

- **5.8 million** people employed by veteran-owned businesses.
- **$1.2 trillion** in receipts are generated by veteran-owned businesses.

U.S. CENSUS BUREAU, A SNAPSHOT OF OUR NATION’S VETERANS, 2010
A job that might seem appealing at first glance could have hidden downsides not readily apparent to those outside the field. It’s important to do your research and talk to contacts in each field so you understand the unique characteristics of various employment sectors.

**UNDERSTANDING WHAT YOU CAN CONTRIBUTE TO AN ORGANIZATION**

Recognize every organization, whether public, private, or nonprofit, transitions through a series of four cycles as it navigates changes in leadership, in the macroeconomic environment, in the competitive landscape, and in the regulatory environment.

The broad types of organizational life cycles include:
- start-up;
- turnaround;
- realignment, transformation, and change implementation; and
- sustaining success.

Reflecting back on your career, in which of these cycles do you have experience? Are there employment opportunities where your organizational life-cycle experiences could be particularly helpful?

For example, many of the skills needed to commission a newly constructed warship or lead a newly activated battalion are the same skills required in a civilian start-up organization, including a broad knowledge across the enterprise, the ability to wear many hats, and the capacity to excel when stretched outside of your comfort zone.

In the majority of cases, your next employer will hire you because of your ability to make or save money. Focus on what specific skills you possess that can help your next employer make or save money or help achieve organizational goals and objectives.

As you review employment opportunities, also try to determine whether the organization is considering both internal and external candidates. In most cases, if a search has started, the company
might not like its internal talent. As an external candidate competing with internal talent, it becomes even more important to generate networking connections inside the firm to identify challenges and opportunities that might be known only to insiders. The greatest enemy of the internal candidate is complacency. The greatest challenge for the external candidate is understanding the informal organizational structure and identifying the opportunities where your skills, experience, passion, and education can help the organization make or save money.

TRADE-OFFS TO CONSIDER
As you evaluate competing opportunities, it’s important to consider the trade-offs of each.

For example:
- trading a higher salary for a less well-compensated job where you feel more passion;
- trading a title or an organizational position for a role with more responsibility or one that might be a better match for your skills and experience;
- trading a higher-power role for one with more work-life balance; and
- trading a role in a larger, more recognized organization for a position in a smaller organization with greater responsibility, authority, opportunity for growth, or the chance to learn all phases of the business (see Pros and Cons of Big Versus Small Companies above).

THE WAY AHEAD
This chapter is intended to provide a broad overview of the self-assessment and research you should complete as you prepare to leave military service. In the chapters that follow, you will be introduced to all of the essential steps in a successful career transition.

If all of this seems a little overwhelming, you might want to begin by focusing on these six essential steps for a successful career transition:
- priorities (money, location, work/life balance, impact, and family needs)
- résumé, biography, business cards
- LinkedIn profile development
- network expansion
- Survivor Benefit Plan and insurance transition
- video interview prep
Chapter 2
Self-Marketing Essentials

RÉSUMÉS
Your résumé is you on paper. It is a reflection of your capabilities, experience, and accomplishments. Everything in and on the résumé counts. Style, format, and accuracy are sometimes as important as content. Often, the first personal contact you have in the transition process is with your résumé. For many, writing the initial résumé is an intimidating and uncomfortable experience. This process is challenging, but a successful and effective résumé is one that generates an interview.

The two cardinal rules for résumés are 1) focus on the needs of the employer and 2) cite your accomplishments. Your résumé is not a biography. Every entry should support your objective and emphasize skill sets the employer is seeking. Use the job announcement and key words as sources for the employer's needs. Adding specific results, impacts, and accomplishments is a way to prove you can add value to an organization. See sample résumés in Appendix A.
Résumé types and styles
When it comes to résumés, one size does not fit all. Different kinds and styles are used in different situations and designed to generate slightly different results. There are two general types of résumés:

Networking
- provided to those in your network, never to a potential employer for a specific job
- usually a broad-based document
- written in language any reader can understand

Job-specific
- focuses on the needs of an employer and is tailored to reflect desired skills
- lists an objective (usually the title of desired position)
- summarizes your career history in three to five lines
- includes an experience section full of specific accomplishments — results and impact of your work

Next consider the style you want to use. There are three styles of résumés:

Chronological
- starts with the most recent job and works backward through the career history, covering the past 10 to 12 years
- can be used when past experiences and accomplishments match or are directly related to the type of job you are seeking
- should show a track record of progressively more responsible assignments; avoid unexplained gaps in work history
- use when applying to federal government jobs

Functional
- showcases a wide variety of skills and experiences that fully support your job and career objectives
- cites experiences and accomplishments in specific functional areas for skills that are critical to a specific job or industry
- used when you are contemplating a major career change and want to highlight relevant skills but downplay previous position titles or employers
- used when seeking to return to a function or skill set you employed early in your career, experience that would be lost in a chronological format

Hybrid/Combination
- This style combines aspects of both the chronological and the functional style résumés.
- lists specific accomplishments and where they were achieved on the first page of the résumé, immediately preceding the employment history
- first two-thirds is written in the functional style and the last one-third includes a short chronology of the professional work experience, starting with the most recent position and working backward, emphasizing the past 10 to 12 years

Some industries and career fair sponsors prefer one-page résumés. Check with your networking contacts.
Basic parts of résumé

Every résumé should contain these basic parts:

- Identification (name, address, email, phone number, LinkedIn Public Profile URL)
- Objective (mandatory on a job-specific résumé, optional on a networking résumé)
- Summary of Qualifications (professional qualifications or brief career history)
- Clearance Level (for federal résumés or defense-related positions)
- Professional Experience
- Education and Professional Development
- Certifications and Licenses

Curriculum vitae (CV)

Résumés and CVs generally contain the same information, but CVs are longer in length, much more detailed, and include information about research performed, articles and books written or published, presentations made, and honors and awards received. CVs commonly are used in academia, particularly by those seeking or holding faculty positions, as well as the medical profession and other unique or specialized professions. Consult your network for best practices in your targeted area. See Appendix A for a sample CV.

The federal résumé

The federal job-selection process is governed by the Office of Personnel Management. The most common way to access federal employment is via the USAJOBS.gov portal (www.usajobs.gov).

When seeking federal employment, have a targeted position in mind as well as a job-specific, tailored résumé. Use the résumé builder on USAJOBS.gov to ensure your résumé is in
the proper federal format. Keep in mind, federal résumés might be several pages in length as opposed to the preferred one or two pages by the private sector. Use a chronological style, and include your supervisor’s name and contact information and your salary history, which is very important because it demonstrates you have the right level of experience and grade.

The federal job-search process can be complex. MOAA routinely provides seminars to guide its members through the federal job-search process, and most military installations also offer classes on the process.

**COVER LETTERS**

There is no standard style for a cover letter, but it usually has three parts:

- **opening paragraph** — tells the person why you are sending the letter and résumé and how you learned about the position
- **body of the letter** — should gain the attention of the reader and connect your skills, experiences, education, and passion to the job requirements
- **closing paragraph** — thanks the reader for his or her consideration, states you are looking forward to interviewing with the organization, and provides your contact information

For federal jobs, do not send a cover letter unless the job announcement asks for one.

See Appendix C for a sample cover letter.

**BIOGRAPHY**

A biography is an excellent way to paint a coherent picture of yourself to someone other than a potential employer. While a résumé might scream, “I’m looking for a job,” a biography is a softer sell that can be used to introduce yourself to a networking contact or as a read-ahead for a meeting or an engagement with someone you might not know well. What you choose to include depends on what you want to accentuate and how you want to be perceived by those who are reading it.

Biographies are not used during the federal job application process. But if you’re selected for the position, you might be asked to provide a biography that can be used to introduce you to the organization.
**Biography best practices**

- Do not include a photo.
- Do not try to hide your military experience by using civilian job titles (e.g., CEO, COO, etcetera).
- Do not burden your reader with lengthy sentences of personal information unless it applies directly to the subject for which the biography has been prepared.
- Avoid excessive acronyms and military jargon.
- Consider what you want to emphasize and how you want to be perceived.
- Write in third-person voice, and use a conversational tone.

**Biography format**

- First paragraph: Connect with your reader or audience by highlighting a major career achievement. Include your name and former military title.
- Second paragraph: Describe some of your proudest accomplishments from throughout your work history.
- Third paragraph: Emphasize special skills and strategic connections that could have significance to the reader.
- Fourth paragraph: Validate your achievement by citing educational credentials and business-related honors.

See Appendix A for a sample biography.

**REFERENCES**

References are an important part of the job-search process and, because they are needed at the end of the interview cycle, can sometimes be an afterthought until requested by an employer. To avoid this situation, consider the following tips to help manage your references:

- Carefully select four to six professional references.
- As a professional courtesy, ensure you obtain permission to use them as references.
- Ask for résumé feedback.
- Prepare your references to best represent you.
- Keep them informed of your job-search progress.
- Have your reference list ready to present when requested.
- Always keep contact information updated.
- Don't list references on your résumé.

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**RÉSUMÉ BEST PRACTICES**

It is critical to keep the potential employer’s needs foremost in mind as you prepare your résumé. Consider the following tips.

**DO**

- keep private-sector résumés to no more than two pages
- eliminate pronouns (e.g., I, me, my, our, etcetera)
- write in the past tense, except for your current or most recent position
- keep it simple, and avoid fancy fonts or symbols
- use industry-specific key words found in the job announcement
- focus on accomplishment-based bullets versus job descriptions
- include only the past 10 to 12 years of your professional work history or experience

**DON’T**

- italicize words or use special texts or elaborate fonts
- use a font size smaller than 11 or 12 points
- use graphics or art
- include references with your résumé
- pay anyone to prepare your résumé. You have the ability to do it and you must be able to defend the contents in an interview.
Networking is about relationships and is the main source of information, job leads, and interviews. It is conservatively estimated that 80 to 85 percent of all jobs come from networking. You should ensure everyone you know — friends, family, professional colleagues, casual acquaintances — is aware you are transitioning and has an idea of what you might be interested in. To help, people in your network need to know you need assistance — they will be glad for the opportunity to support your transition.

DEVELOPING CONTACTS
Order personal business cards to hand out when you network. They will provide the recipient with a tangible reminder of your interaction with them. Include your name, your email address, a reliable phone number, and your LinkedIn URL. You also may include a target position type or industry if you know what you want to pursue. Refrain from using your official work business cards because they essentially have an expiration date; once you leave the military or your current employment, the contact information on them no longer will be accurate.

Consider all of the following when developing your networking contacts:

- professional associations
- career fairs
- alumni events
- references
- friends and family
- religious organizations
- community and volunteer groups
- airports and traveling
- sports
Make an effort and take every opportunity to meet new people and establish new relationships. Each person represents a potential job opportunity. Your best chance at a dream job won’t necessarily be through relatives, close friends, or former colleagues.

One key to effective networking: Be sure to maintain an enthusiastic, confident, and optimistic attitude. Practice makes perfect, so give yourself plenty of opportunities to do so.

**Networking groups and membership organizations**

Various formal and informal groups exist to support job seekers — alumni organizations and professional organizations are two excellent places to start.

While few colleges and universities provide placement services dedicated to alumni, many do offer career services that might lead to job opportunities, transition events, and networking contacts. Contact your director of alumni services at your undergraduate and graduate alma maters, as well as any colleges and universities in your local area, to see what services they provide.

Consider joining professional membership organizations, which often offer a number of services, not to mention excellent networking opportunities. Examples include the National Society of Professional Engineers, the Society for Human Resource Management, the American Society of Association Executives, and the Project Management Institute.

Almost every industry has a business organization to advance its goals and objectives. These industries can range from travel, health care, social sciences, sales, and utilities.

Some organizations, like MOAA, provide assistance in seeking employment through career

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**TIPS FOR DEALING WITH NETWORKING CONTACTS**

- **Don’t delay in contacting a referral you have received.**
- **Ask questions based on your research.**
- **Thoroughly research the organization and the individual with whom you plan to meet.**
- **Listen, take notes, evaluate, and act on the information collected.**
- **Keep a contact meeting system to track the value of the contact, activity, and any follow-up action required.**
- **Ask for new referrals every time you make a contact.**

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MOAA offers a variety of job-search tools and resources. Visit www.moaa.org/career for more information.
counseling, résumé postings, job postings, interview preparation, job fairs, and networking contacts. Organizations with local chapters are a great way to connect with people who have similar interests.

THE 30-SECOND COMMERCIAL
Also known as an “elevator speech,” the 30-second commercial provides you with a practiced and polished response to the question, “What are you going to do when you transition?” But be sure to keep it short! No one wants to be trapped by a person talking endlessly about himself or herself.

Elements of the 30-second commercial:
• your name;
• what you are looking for;
• most recent assignment/position;
• your major responsibilities;
• your proudest accomplishments; and
• relevant educational background.

Introduce yourself using your 30-second commercial whenever possible to gain practice and become very comfortable in relating your skills and talents to potential employers.

INFORMATIONAL INTERVIEW
The informational interview provides the opportunity to get an “inside look” at career fields that interest you. Request an informational interview from people with whom you network who are in the types of job or industries you desire. People want to help you in your transition — you just have to give them the opportunity to do so. Don’t be shy — ask. Start with someone you already know if it is easier for you.

You might want to consider providing a brief biography (see Chapter 2) in advance of your meeting so details about your background, skills, education, and experience are readily available. Don’t forget to formally thank the person who grants you an informational interview. And before leaving, ask whether he or she can refer you to someone else in the field.

Typical questions to ask
• How can I get into this field?
• What skills, functions, or certifications are required for this type of work?
• What professional organizations are worth joining?
• What does a typical career path look like in this field?
• What is the general salary range for someone with my background and skills?
• What should I emphasize in my résumé?
• What best practices would you recommend I follow?
• What major problems or opportunities does the industry (or organization) face?

Tips for dealing with your networking contacts
• Don’t delay in contacting a referral you have received.
• Thoroughly research the organization and the individual with whom you plan to meet.
• Ask questions based on your research.
• Listen, take notes, evaluate, and act on the information collected.
• Keep a contact meeting system to track the value of the contact, activity, and any follow-up action required.
• Respect each contact’s time.
• Ask for new referrals every time you make a contact.
• Give thanks, and show appreciation.
• Keep confidences.
• Never use a contact as a reference to another contact without permission.
TIME FOR A NEW START
Recruiters

Recruiters are another tool in your networking toolkit. Companies pay recruiters to help them fill vacancies with available talent. They can be effective in connecting you with a company that would be a good fit for you. It is important to keep a couple of key points in mind when working with recruiters. First, never pay a recruiter. Recruiters and recruiting firms are paid by the companies who hire them, not by you, so their allegiance and best interests lie with who is paying them. You are viewed as a commodity passing through their system and are treated accordingly.

When recruiters need someone with your background, education, and experience to fill a vacancy at a company they represent, they will be able to accommodate you. If they do not have a requirement for the skills you possess, they will feel little need to devote much time to you and likely will not be overly responsive when you contact them.

However, if you feel like you are spinning your wheels in your job search, then seeking the services of a recruiting firm might be a way to jump-start your efforts.

Chapter 4
Expanding Your Job Search
Types of recruiters

Contingency
- receive fee upon placement
- typically handle salaries up to $125,000
- job opportunities usually are not exclusive
- normally have a “bench” of many candidates they present for each position

Retained
- paid as “in-house” recruiters by the employer
- typically handle salaries above $125,000
- usually market-exclusive job opportunities
- present a smaller, more targeted number of candidates for a given position (approximately three to seven)

Tips for working with recruiters
- Maintain control of your résumé. Your agreement should state that the contingency recruiter or firm cannot send your résumé anywhere without your permission.
- Determine the recruiter’s relationship with the client organization. If the relationship isn’t good, that might affect how the company looks at you as a desirable candidate.
- Get to know your recruiter. The better you know your recruiter in a personal relationship, the better he or she will present you as a candidate to a prospective company.

Electronic job boards can play a significant role in a successful job search. You might choose to have a presence on job boards, though industry-specific boards often are the most effective.

A great resource for job boards and career sites is the Guide to Internet Job Searching by Margaret Riley Dikel. This book provides a comprehensive list of industry-specific job board resources, including the following:

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<td>medical community</td>
<td>career-transition information</td>
<td>IT jobs</td>
<td>veteran job seekers and employers</td>
<td>career professionals</td>
<td>human resources jobs</td>
<td>association and nonprofit jobs</td>
</tr>
</tbody>
</table>
Chapter 5
Career Fairs

Career fairs and networking events are an important aspect of your transition process. They provide you opportunities to expand your network of contacts, as well as practice interacting with potential employers. They also allow you to collect additional information and research about your chosen career or industry. For more information about career fairs, go to www.moaa.org/career.

PREPARING FOR A CAREER FAIR
Be sure to research your target employers before attending career fairs. Start with those that are your top choices, and develop a list of questions to ask, including:

- What types of positions are you looking to fill?
- Can you describe your ideal candidate?
- How would you describe your corporate culture?
- What do you like best about working here?
- What are the hiring manager’s expectations for the first six months?
- What competitors most concern you?
HOW TO WORK A CAREER FAIR

- Identify target employers. Before you attend a career fair, look online to see which ones will be there. Sort through the employers, and identify the ones of most interest to you.
- Research desired employers. Use the Internet and traditional publications to find out what each entity does, where it is located, and its mission and satellite businesses.
- Review posted career opportunities and apply for positions that are a potential match.
- Come prepared. Treat this like a formal interview and brush up on interview techniques.
- Use your 30-second commercial to start the conversation.
- Maintain eye contact; present your résumé without a cover letter; and ask for a business card.
- Don’t ignore less well-known or privately held employers.
- Tailor your résumé with key words and phrases specific to the employer and the job sector.
- Strive for balanced conversation.

General tips

- Talk to everyone, if time permits.
- Be prepared to ask questions.
- Focus on the employer’s needs.
- Smile a lot.
- Remember to thank them.
- Give the job candidate ahead of you the courtesy of a private conversation with the recruiter.

VIRTUAL CAREER FAIRS

Virtual career fairs are becoming increasingly common, as employers look for ways to reduce travel and other overhead costs associated with finding talent. They are a great way to get started on a job search from anywhere in the world, even while deployed. Another advantage virtual career fairs provide is the chance to connect virtually with multiple and varied recruiters.

CONNECT WITH MILITARY-FRIENDLY EMPLOYERS

Connect with military-friendly employers at MOAA-sponsored career fairs. Learn more at www.moaa.org/hire.
Creating Your Social Media Image
LinkedIn
Facebook
What Employers Frown Upon
Twitter

Chapter 6
Social Media Savvy

Social media sites such as LinkedIn, Facebook, and Twitter dramatically and significantly have changed the way job searches are conducted today. To be effective, you must have a digital persona online that readily can be seen by a prospective employer.

Social media allows you to find people and for people to find you. As Scott Monty, global head of social media at Ford Motor Co., said: “LinkedIn is like a board meeting. Facebook is like the water cooler. And Twitter is like a cocktail party.”

More and more companies are using social media channels to find and hire talent. They also post positions on popular sites, and to capitalize on this, you should be following your target companies.

According to the online marketing blog Top Rank, more than 90 percent of companies use social media networks to find talent and potential employees to hire. Additionally, 7 out of 10 employers have successfully hired a candidate through social media.

CREATING YOUR SOCIAL MEDIA IMAGE
Always be cognizant of your professional appearance. Before posting a picture or comment, ask yourself, “Would I want a potential employer to see this?”

Refrain from anything that doesn’t portray you in a positive light, including — but not limited to — excessive partying, overly strong political views, negative experiences, and complaining rants.
Also be vigilant about being tagged on Facebook. If you are tagged in a photo, it means there is a photo of you with your name on it and anyone who looks at the photo will see your name. This can be problematic if the photo reflects unprofessional (or illegal) activities or language, even if you were not directly involved.

Instead, show aspects about who you are that help you stand out in a positive way in a prospective employer’s mind, such as membership in professional organizations and affiliations, social groups, alumni networks, and appropriate community interests.

Check your digital footprint! See what comes up when you Google yourself. Your prospective employer will Google you, and you should know what they likely are to see. If it’s negative information, try to remove it or have it removed. If it can’t be removed, be prepared to defend it. Alternatively, if nothing about you comes up, you know you have some work to do to increase your online presence.

LINKEDIN
LinkedIn is the most popular business/professional networking site in the world. With more than 225 million professionals in more than 150 industries worldwide, it has facilitated millions of business introductions. Employers increasingly are looking solely to LinkedIn to find the talent they need. Because of the impact it has had on the job-search landscape, a robust LinkedIn profile is imperative.

LinkedIn is not
• a replacement for face-to-face interaction;
• something you can ignore;
• Facebook — be professional in the content of your profile; or
• a substitute contact-management system.

Ensure your LinkedIn profile is optimized for communicating your talents, abilities, and skill set. A good reference is Jason Alba’s book *I'm On LinkedIn — Now What??* Alba discusses ways to ensure your profile is structured correctly and leave the reader with an accurate overall impression of you and what you have to offer. This is your “personal brand,” and your LinkedIn content is a very effective way of conveying it to visitors who are perusing your profile. Make sure to include your customized LinkedIn Public Profile URL with the other contact information on your résumé.

**Tips to enhance your LinkedIn profile**
- Change your public profile URL to your name to optimize search engine visibility. For example: www.linkedin.com/in/jacarman.
- Ensure key words, achievements, core skills, and industry experience are detailed in the summary and specialties areas of your headline box.
- Ensure you have a professional picture; snapping a photo of yourself and uploading it is preferable to having no photo at all.
- Personalize connection requests by initiating a request from the dialogue box on the contact’s profile page, and include a line or two about why you want to connect to them, such as shared background, schooling, or professional interests.
- Join groups to increase the reach of your network and to connect with current, former, and potential future colleagues.
- Note the alternatives when responding to a connection request:
  - accept
  - reply (don’t accept yet) in the drop-down menu
  - ignore

Seek a wide array of connections in a variety of industries and management levels to maximize the usefulness of your LinkedIn profile.

FACEBOOK
Facebook is an online social networking site that increasingly is being used for business purposes. Companies use the site to promote their brand, reach customers, and locate and recruit talent.

**WHAT EMPLOYERS FROWN UPON**
If you are a job seeker pursuing employment, take note on the ways your digital persona can hinder — or outright derail — your progress. List are the percentage of employers who frown upon the following:

<table>
<thead>
<tr>
<th>Percentage</th>
<th>What Employers Frown Upon</th>
</tr>
</thead>
<tbody>
<tr>
<td>78%</td>
<td>posts and tweets about doing illegal drugs</td>
</tr>
<tr>
<td>66%</td>
<td>sexual posts and tweets</td>
</tr>
<tr>
<td>61%</td>
<td>profanity in posts and tweets</td>
</tr>
<tr>
<td>54%</td>
<td>grammatical errors</td>
</tr>
<tr>
<td>47%</td>
<td>pictures of you drinking</td>
</tr>
</tbody>
</table>
Establishing a Facebook account can be part of a multidirectional approach to your job search. It can help a job seeker appear well-rounded by showing, for example, community outreach photos and other information that reflect a “nonbusiness” side to the individual. Companies often ask current employees to contact Facebook friends who they think would be good candidates for open positions, then reward the employees who bring in new talent.

Facebook has a job board with more than 2 million posted jobs and the option to search for veteran-friendly jobs. Facebook also provides access to an app for USAJOBS.gov.

The power of Facebook is the number of people it reaches. Developing a robust networking contact list is important to job-search success, and Facebook can help facilitate increasing the quantity and quality of your networking contacts.

When you click “Like” or “Follow” on a Facebook page, you are making a connection. If you click on the “like” link beneath a company, it will be noted on the page that you liked it, and your own Facebook page will reflect the same thing. The company also will get a notification that you liked it. This will enable you to receive updates and stay informed about the company. Companies you like also can post jobs directly to your newsfeed. In addition to available jobs they may have, they also might post information on career fairs, community events, and company information. If you already have had or are preparing for an interview with a company, following the company’s Facebook activity is a smart way to both stay connected and do your homework.

**TWITTER**

Twitter is an online social networking site that enables users to send and receive communications limited to 140 characters. Tweets represent credible information transmitted in a timely manner but in a creative, engaging way.

Do you need a Twitter account? Employers increasingly are using Twitter to facilitate a corporate presence on the site. They use Twitter to recruit employees, highlight events or activities in which the company is engaged, and alert followers to significant (or at least interesting) changes.

Following a company allows you to see whether it is posting open job positions. Search by the company name to find it.

You also should use Twitter as part of your overall marketing strategy. Follow companies and individuals you are interested in to keep current on your target industry. Market yourself effectively, and people will start to follow you, too. This grows your digital persona and increases your presence so you are more visible to employers and recruiters who are seeking your particular skills. Once you get going on Twitter, spending just a little time each day can grow your presence exponentially.

When you log into your Twitter account, you’ll land on the Tweets timeline view of your homepage. This home timeline is a long stream showing all tweets from those you have chosen to follow on Twitter. Clicking anywhere on a tweet in your timeline expands the tweet so you can see photos, videos, and other information related to that tweet. If your account is private, others will not be able to see your tweets unless they are allowed to follow you — and you decide who can follow you. If your account is public, all tweets can be seen and anyone can follow you. If you’re in the market for a new job and are looking to make new connections, a public profile might be your best bet. Just remember, be mindful of what you post.

One of the changes becoming more prevalent today is the decreasing use of job boards by companies to advertise positions. Many are using their own websites and LinkedIn, as well as limiting recruiting to within their own industry or to local job sites.

A good resource for locating jobs at specific companies is LinkUp.com, a job search engine that touts itself as being a direct route to employment opportunities that match your particular skill set. LinkUp.com allows you conduct searches by company name, keyword, and geographic location. You also can use advanced search options to search by industry and position.
Chapter 7
Acing Your Interviews

The interview is a critical step toward achieving your goal of employment. A job is won or lost at the interview. The best test of any job search is the number of interviews you are offered. If you consistently are being interviewed, you should expect job offers. If you are not earning interviews, you need to reevaluate your job-search strategy.

An important fact to remember is if you get the interview, you are qualified for the job. Employers have determined you made the cut — now they want to know if you are a good fit and match for the organization.

Federal interviews are much like private-sector interviews except they tend to be more formal and structured to help ensure impartiality in the selection process. Read about performance-based interviewing, a common federal interview technique, at www.va.gov/pbi/index.asp.

PREPARE FOR AN INTERVIEW
Preparation is key to a successful interview. Begin by doing your homework, including gathering all the information and documents you might need for the interview. Research the company using its website and LinkedIn and Facebook pages. Also review details of the job description and why you are a great fit for the job, and ensure you match your qualifications to the requirements of the job.
Look for background on the interviewer (via LinkedIn) and make sure you review the route and check traffic and parking availability. Arrive no more than 10 minutes before the scheduled interview. Early arrivals can be as annoying as late arrivals. Most of all, keep a positive attitude!

PHONE INTERVIEWS
Phone interviews can be challenging. You don’t have the luxury of face-to-face connections nor can you see the body language of the interviewer. However, phone interviews are becoming one of the most prevalent types of interview at all levels. Here are some tips to assist in the preparation and process of a phone interview.

Preparation
• Optimize voice quality. Posture affects voice clarity and quality. It might be a good idea to stand at your desk during a phone interview.
• Have a copy of your résumé, your application, and company information on hand. Also have a calendar for scheduling a follow-up in-person interview.
• Be in business mode — dress the part.
• Check the company via Google, LinkedIn, YouTube, Facebook, and Twitter for background information.
• Listen intently without interrupting. Be sure to answer the question that is asked.
• Prepare several questions to ask the interviewer that are not readily answerable in the public domain and that can help you better understand the employer’s needs.

During the call
• Use a landline, if possible.
• Keep answers to less than two minutes.
• Don’t rush your words.
• Be alert for multiple people on the call. Sometimes strangers jump in and join the conversation. It can be somewhat disorienting if you’re not expecting it.

As the conversation closes
• Ensure you understand the next step in the process.
• Suggest a face-to-face meeting.
• Try to get contact information so you can send a thank-you card or email.

IN-PERSON INTERVIEWS
First impressions are formed when the interviewer first sees and greets you, so you should look your
best when you go to a job interview. You only get one chance to make a first impression, so you need to make it a good one. Look professional, confident, and competent.

Chemistry and rapport also are crucial factors in interviewing and are much easier to establish in person. Make a positive first impression incorporating the following:

• Offer a firm, warm handshake. Note the difference between the weak, “limp fish” versus “bone crusher” handshakes.
• Make eye contact with the interviewer. Many interviewers use eye contact to look for enthusiasm and sincerity.
• Remember names and operational details.
• Watch your posture while sitting and standing. Good posture will help you listen and makes you look interested.
• Strive more for conversation and less for testimony. Be prepared to give examples of your past achievements that are applicable to the organization.

PANEL INTERVIEWS
A group or panel interview, with a small number of employees firing questions in rapid succession, can intimidate even the most seasoned interviewer.

In addition to the obvious challenges of remembering the names and positions of the interviewers, you must accommodate a range of personalities and agendas. However, group interviews also present an opportunity to build alliances and connections with several panel members who later could be decisive in overcoming resistance from other panel members regarding your candidacy.

During initial introductions, it might be helpful to diagram the names of interviewers around the table in the order in which they are seated. Maintain eye contact with panel members, and direct your answers to the entire group. Don’t assume organizational roles and authority based on age, gender, or race. In most group interviews, no single panel member can get you hired. However, a no vote from any panel member can eliminate you from further consideration.

QUESTIONS YOU SHOULD ASK
You should have a few questions of your own to ask at the close of the interview. This demonstrates a strong interest in the company and is an opportunity for you to evaluate them as well.

Example questions include:
• How do you like working here?
• What are the outcomes you are looking for from the successful candidate in the first six months?
• What are the opportunities for growth over the next two to three years?
• Where has this department or division been the most successful or the most challenged?
• What competitors most concern you?
• What is the next step in the process? May I stay in touch?

AFTER AN INTERVIEW
After the interview, it is imperative to send a thank-you letter promptly. Even if you don’t think the interview went well or you have doubts about the culture of the company, a well-written thank-you note will help preserve future options with the company. It is recommended you email a thank-you note the same day and then mail a handwritten letter.

The thank-you letter serves several purposes:
• It expresses your appreciation for the opportunity to interview.
• It can reinforce any points or clarify important issues that surfaced during the interview.
• It reinforces your interest in the position.
(See a sample thank-you letter in Appendix C.)
Unfortunately, rejection is part of the job-search process. Expect it to happen, and learn from it. Most of all, don't take it personally. Keep persevering, and you will be successful. An unsuccessful job interview can be a tremendous learning experience, but it might be difficult to obtain useful feedback. Many recruiters feel it is not their job to tell candidates why they were not successful, and there might have been other factors influencing the selection process besides the strength of your résumé and the quality of your interview, such as an internal candidate or a strong networking connection. Nevertheless, here are a few tactics to help you rebound from an interview setback.

- Write a thoughtful “turn-down” letter to the employer thanking them for the opportunity to interview and expressing disappointment about not being selected for the position. You also can reaffirm your interest and ask permission to stay in touch.
- Be advised that because of legal constraints, a company is unlikely to share details about the reasons you were not selected. Instead, focus on being as prepared as possible for your next interview and ask mentors, friends, and colleagues for their advice and feedback. You also can utilize MOAA’s Interview Practice tool (www.moaa.org/interviewpractice) to practice your interview skills and see exactly how you come across during an interview.
- Recognize many hiring managers are looking for an extremely close fit between the skills and experience on a résumé and what is called for in the job description.
- Continue to tailor your résumé so it closely matches job descriptions.

The bottom line is stay focused and remain positive. If for whatever reason you do not get a job, move on to the next interview with enthusiasm.
In the realm of negotiating salary and benefits, knowledge is power. Do your salary homework before going to the negotiation table. You should have a general idea of the salary range for a position before starting to negotiate. This will prevent you from asking for too much or too little, both of which might remove you from consideration.

**SALARY**

Where do you find salary information? Use resources from your installation’s transition office where you can access and read the Occupational Outlook Handbook, trade and professional journals, *The American Almanac of Jobs and Salaries*, and the *Jobs Rated Almanac*.

Talk to friends and colleagues, network, and schedule informational interviews. An informational interview in particular is a great opportunity to ask, for example, how much a person with your particular skills and background could command in your desired industry.

Assume almost everything is negotiable, and, if possible, try to have a written job offer in hand before talking salary specifics.
A wealth of information is available on the Internet. The following sites provide a wide range of salary and other information about jobs in various industries:

- America’s Career InfoNet
- U.S. Bureau of Labor Statistics
- Salary.com
- Glassdoor.com
- NACEweb.org

If the salary question is introduced early in your discussions with a company, the best ways to respond include:

- Defer: “I’d be more comfortable discussing salary once I have a better understanding of the position.”
- Toss back: “My range is probably more flexible than yours. What is the range you are considering for this position?”
- Respond with market information: “Based on my research, I understand salaries are between $X and $Y for similar positions. Is this consistent with your salary range?”

Another option is to negotiate for an early performance review and to be considered for a pay increase if your work performance justifies it. A six-month period is typical, but ask for longer if you have significant initial training up front. Use this option carefully, and make sure you fully understand your job responsibilities beforehand and can meet expectations prior to your initial performance review.

**EVALUATING AN OFFER**

When an offer is extended to you during the negotiation process, make sure you understand, evaluate, and negotiate (if necessary) the offer.

When you are operating at the executive level, things can get complicated quickly when discussing offers. The onus is on you to ensure you understand the details of any offer you receive. This should be part of your preparation for the job-search process.
Some questions you might want to consider:

- Where will this put you in terms of your overall career strategy?
- What is the position title?
- What are the principal responsibilities?
- What are the key things you will be expected to accomplish?
- What resources will you have to do the job (people, money, material, time)?
- Where is the job located?
- To whom will you report?
- What is that person’s management style?
- How and when will your performance be evaluated?
- Where is this position within the organizational hierarchy?
- Who are your peers?
- How much travel is involved?
- With whom will you principally interact inside and outside of the organization?
- What skills are necessary to succeed in this position?

BENEFITS

Don’t focus solely on salary when negotiating for a position. Benefits are an important component of the overall compensation package. There can be a considerable difference between the benefits and entitlements you have now and what a company will offer you. Educate yourself on the differences, and ensure you are prepared to negotiate in a manner that best meets the needs of you and your family.

Almost anything is negotiable. You should identify one or two areas most important for you and discuss them with the employer during the negotiation phase.

Among what you want to be thinking about as you enter negotiations are medical benefits, retirement plans, 401(k) plan availability and employer match, life insurance, vacation and sick leave, and perks and incidentals.

Keep in mind, your offer letter normally won’t contain any of the following negotiable items:

- moving expenses
- work schedule
- housing allowance
- telephone
- office parking
- start date
- computers
- office space
- commissions
- gym membership
- education
- entertainment
- frequent flyer miles
- hiring bonuses
- transportation
- maternity/paternity leave
- wardrobe
- association fees
- reporting relationships
- job title

It is up to you to determine one or two areas most important for you, then effectively convey them to the employer during the negotiation phase. Be advised that smaller companies typically have more flexibility in what they can offer than larger companies. Also, successful negotiation most often results from an in-person discussion with the recruiter or hiring manager.

EVALUATING THE COMPENSATION PACKAGE

The salary negotiation process is not an adversarial one. Unlike other formal negotiating you might have done, such as with cars or homes, this relationship will continue over the course of your time with the company. Moreover, your conduct during the negotiation process will directly affect your relationship with your future employer. The employer wants you to be happy, but it is up to you to articulate effectively the things that will give you the greatest job (and personal) satisfaction.

Some pointers to consider:

- Take time to evaluate the offer. Never accept an offer the same day it is presented. You owe it to yourself to consider the offer in a calm, neutral environment.
- Discuss benefits with your family and spouse to ensure your needs will be met.
- Look for opportunities to convert taxable income and expenses to pre-tax or tax-deferred dollars, such as with a flexible spending account or asking for a personal computer in lieu of a $2,500 signing bonus.
- Upon receiving the offer, your options will be to accept, decline, or negotiate. The initial offer normally won’t specify benefits and perks. Employers expect you to renegotiate, so do so wisely, using information from your research and not from unverified sources.
Chapter 10
The New Job

WINNING THE FIRST 90 DAYS
Congratulations, you got the job! Now what? What’s your plan for the first 90 days? Making a positive first impression is especially important in this situation. Here are a few things to consider when starting your new post-military position:

• Observe and listen. There might be similarities when comparing your new company with the military, but there will be some big differences, too. Try to keep in mind you are stepping into a new organization and culture, so it is important for you to figure out how to fit in. Don’t expect them to change to fit with you.
• Keep an open mind, and observe how business is done in the company. Take notes, and ask questions.
• Manage expectations. It is very important to meet with your boss and understand his or her expectations. Identify one to two promising opportunities and focus on relentlessly translating them into wins. Ask questions, and be sure you have a firm handle on those expectations.
• Communication. Determine how your boss prefers to communicate (i.e., email, phone, face-to-face). Seek more frequent and informal feedback. Practice active listening, and avoid jumping in with your opinion or giving unsolicited advice.
• Colleagues/coworkers. Begin building relationships with seniors, juniors, peers, and key external constituents at your new company to help facilitate your assimilation into the company and the team.
• Show enthusiasm for your new job and company. Pitch in where you can, even if it is not a part of your job description. Pay it forward — help someone today, and they will help you later.

CLOSING OUT THE SEARCH
• Send thank-you notes.
• Organize records, and update contact information.
• Update your LinkedIn profile.
• Address personal transition decisions (e.g., life insurance, 401(k)/Thrift Savings Plan transfer, and health insurance).

PLANNING FOR THE FUTURE
• Work at fitting in by being true to yourself.
• Keep your résumé current; periodically connect with members of your extended network.
• Maintain professional associations, certifications, and affiliations.
• Seek regular formal and informal feedback.
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www.linkedin.com/in/jjsmith  
410-279-0001  
Top Secret Clearance  
JJSmith@gmail.com

MARITIME SAFETY / SECURITY PROFESSIONAL / INSTALLATION MANAGER

Operations manager and project leader with extensive experience in enforcement and application of federal laws, vessel inspections, port security regulations, environmental clean-up, emergency response coordination, sub-contractor management, internal reorganization and installation management. Successfully led cross-functional teams of up to 150 and headquarters staffs of up to 2,000 to meet or exceed objectives and targets and executed annual budgets of up to $24 million. Influential communicator and relationship builder at all organizational levels and with Congressional Staffs.

SELECTED CAREER ACCOMPLISHMENTS

• Orchestrated production of a detailed and comprehensive report on Coast Guard Port Security Mission Capabilities with a contract value of $1.1 million. Interviewed subject matter experts in Washington D.C., California, Washington and Alaska; high-level clients rated report as best in class.
• Initiated and directed a major internal headquarters reorganization and reallocation of resources following the September 11th attacks; results led to establishment of a new Homeland Security Branch, which added 30 new personnel, a regional small boat station and a new patrol boat capability valued at $1.5 million.
• As incident commander, directed the response to the largest underwater oil recovery operation in the Great Lakes; selected contractor and supervised 60 personnel that removed 340,000 gallons of oil without spills or injuries.
• Organized 20 member Potomac River Task Force to resolve and prevent conflicts on busy multi-use waterway in the aftermath of an accident between a 600-foot ship and recreational boats.

PROFESSIONAL EXPERIENCE

ABS Consulting, Inc, Arlington, VA  
Program Manager  
2011 - Present
• Led a 9-person team that researched, wrote and delivered a range of projects to senior Coast Guard leadership and Congressional oversight committees.

Potomac Management Group, Alexandria, VA  
Director, Coast Guard Operations  
2010 - 2011
• Responsible for the productive efforts of 150 employees and sub-contractors and annual revenue of $11 million.
• Delivered high-level contact coordination, contract-project management guidance and maritime consulting services, as well as hiring and project management services.

Anteon Corporation, Washington, D.C.  
Technical Director  
2008 - 2010
• Acted as senior consultant providing support to Coast Guard Headquarters Port Security Directorate.
• Served as lead member of a 12-person staff assisting the Coast Guard in fulfilling the security mandates related to implementation and enforcement of the Maritime Transportation Security Act (MTSA).

United States Coast Guard (USCG)  
14th Coast Guard District Office, Seattle, WA  
Chief of Staff and Chief of Marine Safety and Environmental Protection  
2006 - 2008
• Initially charged with directing a staff of 20 people, plus three regional field offices, with responsibility for marine safety, security and environmental policy, along with Maritime Domain Awareness; later as Chief of Staff, directed headquarters operations involving over 2,000 people with an annual budget of $24 million and extensive coordination with military reserve components.

Commanding Officer, Marine Safety Office, New Orleans, LA  
2004 - 2006
• Directed Federal law enforcement operations and maritime safety activities on Lake Erie; COO of a homeport facility serving a Coast Guard Icebreaker and small boat station.

Various positions of increasing responsibility and authority in the U.S. Coast Guard  
2004 and Prior

EDUCATION

Master’s Equivalent, American Waterways Operators on Rivers  
Bachelor of Science, Economics and Management, U.S. Coast Guard Academy, New London, CT
CHRONOLOGICAL RÉSUMÉ #1

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SUMMARY OF QUALIFICATIONS

Over 20 years of senior decision-making experience in transportation management, training, resource management, operations planning and financial management. Experience in allocating and managing revenue-generating resources and materiel distribution networks and marine and air cargo. Demonstrated organizational ability, cost savings and productive working relationship with all wage and salary levels. Exceptional organizational, analytical, project management and leadership talent. Active Top Secret clearance. Areas of expertise include:

- Ocean Terminal Management
- Traffic Management
- Facilities Management
- Port Operations
- Inventory Control
- Lean Six Sigma
- Motor Fleet Management
- Customer Service
- Training and Leadership Development

PROFESSIONAL EXPERIENCE

Transportation Officer, Naval Base San Diego, San Diego, CA 2012 - Present
Senior Transportation Director responsible for 8,000 personnel and $20M operating budget. Manages the day-to-day logistics and transportation requirements spanning a four-state region. Reports directly to the top senior executive on all maritime and port operations.

- Produced $92M cost avoidance in port operations over a two-year period
- Saved $1.1M through in-house development of inventory controls
- Improved cargo manifest accuracy by 18% and time loss of submission by 10%
- Implemented automated documentation system that improved office productivity by 17% and saved $2.1M annually in transportation costs

Logistics Deputy Division Chief, Joint Staff (J4), Pentagon, Washington, DC 2009 - 2012
Analyzed and coordinated logistical functions supporting a major military organization. Responsible for planning, training and allocation of organizational supply requirements. Recommended the most efficient means of transportation and logistics needs.

- Flawlessly maintained and accounted for over $75M worth of military equipment. Served as the principle advisor for logistical planning and execution of international support operations resulting in a 40% improvement in Foreign Military Sales
- Designed and initiated a comprehensive 4-year plan to reduce manpower by 20%; achieved 33% of that goal within the first year
Directed $100M Logistics Support contract for 6 major military installations and 26 geographically separated units resulting in a 30% decrease in travel expenditures and overall operating budget costs

Graduate Student, Naval Postgraduate School, Monterey, CA
An aggressive 18-month curriculum in Material Logistics Support that emphasized all aspects of providing integrated logistics support for military systems. Study culminated in a Master of Business Administration degree in Material Logistics Support after successful completion of thesis, “Strategic Distribution Management for Littoral Combat Ships in Middle East Conflict Periods: A Proposed Concept of Operations.”

Liaison Officer, Dry Cargo Project Office, Military Sealift Command, Washington, DC
Responsible for effectively communicating liaison requirements between the headquarters and dry cargo ship subordinate commands. Received significant award recognition for efforts that resulted in effective fleet underway replenishment capability at the lowest life cycle costs achieved in the past two decades.

Various Leadership and Management Positions of Increasing Responsibility and Authority

EDUCATION

Master of Business Administration, Material Logistics Support, Naval Postgraduate School, Monterey, CA
Master of Transportation and Distribution, Michigan State University, East Lansing, MI
Bachelor of Arts, Political Science, Miami University, Miami, FL
JOSEPH Z. JONES

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Garfield Heights, OH 44125

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Material Manager / Operations / Supply Chain Support

SUMMARY OF QUALIFICATIONS

Management professional with over 19 years of progressive experience in mid- to senior-level executive positions. Background offers a unique mix of skills in material/inventory management, operations and supply chain support and human resources administration. Defense Acquisition Workforce – Level II Certification. Green Belt Six Sigma. Current TOP SECRET security clearance.

- Inventory Planning and Control
- Materials Management, Logistics Support
- Expenditure Projections
- Customer Service
- Audit Controls

- Purchasing/Contracting (FAR)
- Executive Liaison, Union Relations
- Human Resource Management
- Resource Planning and Allocation
- Budget Preparation and Execution

PROFESSIONAL EXPERIENCE

Director – Central Processing
Defense Finance and Accounting Service, Cleveland, OH 2012 - Present
Guides daily operations of three direct report managers supervising 125 processing technicians to provide data input and technical support in the maintenance of 400,000 U.S. Navy pay accounts. Charged with analyzing process production and initiating corrective actions.

- Developed backlog tracking reports that resulted in 33% improvement in transaction completion times two months ahead of schedule and reduced backlogs by 25%
- Improved customer satisfaction by 10% by establishing/guiding key POCs at servicing regions
- Initiated development of “electronic storefront.” Improved customer access, decreased transaction input times

Material Ordering Division Head
Pearl Harbor Naval Shipyard, Pearl Harbor, HI 2010 - 2012
Directed and coordinated all activities of 35 material specialists engaged in ordering, buying and distributing materials and supplies in support of production and repair operations.

- Directed the material support for multi-unit repair and production facility that encompassed an annual parts requirement of 50,000 line items valued in excess of $70M
- Initiated improvements in tracking material requirements that increased materials availability at project execution by 7% and reduced excess material at project completion by 3%
- Developed skills matrix to determine critical skills required by functions and accelerated identification of divisional training requirements
Contracting Officer
Joint Contracting Command, Baghdad, Iraq 2009
Coordinated efforts of 8 contracting personnel to analyze and award small and large purchases in support of Coalition Forces and Iraqi Armed Forces and Police. Directed and managed the award of more than 700 contracts involving security, transportation and construction valued at over $100M.
- Lead in implementing DoD Standard Procurement System. Benefits included streamlined end-to-end acquisitions, disciplined data management and paperless processing
- Managed use of Quick Response Funds that facilitated rapid contract awards to support time-critical requirements. Procurement Action Lead time improved by 33%

Readiness Officer
Naval Air Forces Atlantic Fleet, Norfolk, VA 2006 - 2008
Analyzed material support for multi-unit military command. Ensured material mix was set to optimal range and depth levels to support assigned aircraft during deployed operations. Tracked the requisition, order fulfillment and shipment to receipt of high-priority parts to overseas units.
- Developed tracking program to identify high-priority parts usage and repair. Ensured units had optimal parts support prior to departing for overseas taskings
- Developed and executed surge strategy to apportion critical material to balance and sustain readiness of multiple aircraft carrier operations
- Initiated “repair and return” program, critical weapons systems readiness improved by 10%

Logistics Officer
USS Theodore Roosevelt, Norfolk, VA 2003 - 2006
Directed five division managers, 150 personnel in providing material ordering, warehousing and financial management of $27M. Material control of over 70,000 items valued in excess of $250M.
- Raised inventory validity level by 15%, location validity level by 21%
- Identified slow moving items, inventory reduced by 12K line items, saving over $5M

Previous Assignments 2003 and Prior
Variety of staff and operational logistics positions of increasing responsibility as a commissioned naval officer

EDUCATION
Master of Business Administration, Operations and Logistics, Ohio State University, Columbus, OH
Bachelor of Science, Business and Health Care Administration, Alfred University, Alfred, NY

PROFESSIONAL AFFILIATIONS
- Institute for Supply Management
- Association for Operations Management Professionals
JANELLEN DOE, PMP
1770 Water Garden Blvd          (Cell) (555) 555-1234
San Mateo, CA 94401                   janellendoe@gmail.com
www.linkedin/pub/janellendoepmp

Current TOP SECRET/SCI Security Clearance (with Polygraph)

SUMMARY OF QUALIFICATIONS

• Transformational Program Management Professional with 20+ years of successful management experience in diverse organizations
• Core competencies include managing programs in: personnel, strategic planning, and training
• Highly effective communicator, facilitator, and collaborator. Results-oriented problem solver
• Responsive customer service provider to internal and external stakeholders

PROFESSIONAL ACCOMPLISHMENTS

PROGRAM MANAGEMENT

• Led turnaround in both quality and timeliness of Inspector General (IG) investigations. Resulted in DoD recognizing Air Force as most responsive service in resolving complaint issues
• Implemented innovative procedures in resolution process. Four-year backlog eliminated
• Developed and delivered training for senior leaders at worldwide IG conference. Over 300 inspectors trained and certified, critical shortage relieved
• Inherited problematic complaints resolution organization. Developed controls and revamped the program. All previous discrepancies eliminated in less than 90 days
• Architect of distribution quotas for advanced degrees program for Air Force officers. Resulted in $90M in funding
• Member, Program Management Institute

STRATEGIC ANALYSIS, PLANNING, AND IMPLEMENTATION

• Directed a division that applied policy and resolved complaints made to the Secretary and Chief of Staff of the Air Force. Over 600 cases successfully resolved in two years
• Key player in implementing Air Force Chief of Staff-directed Force Development Construct. Revolutionized Professional Military Education. Realistic solution for focused education of Air Force officers identified for further advancement
• Headed successful defense of Secretary of the Air Force initiative to fund advanced academic degrees. Resulted in $80M funding
• Directed Air Force’s Professional Continuing Education program. Persuaded Air Force Board to approve $9M in annual program funding
FINANCIAL MANAGEMENT

- Managed $16M civilian personnel, $1.2M operations and maintenance, and $631K tuition assistance accounts. All programs implemented error-free, with no schedule slips.
- Implemented training program, account audits, and staff accountability that led New York Military Entrance and Processing Station out of six-year budget insolvency.

PERSONNEL MANAGEMENT

- Earned first-ever “Outstanding” rating on higher headquarters operational readiness inspection. Included four “Best Practices” and two professional teams awards.
- Delivered essential employment and personnel services, military and civilian education and training, and family support programs. Successfully serviced 3,700 military, 500 civilian employees, 10,000 family members, and 7,000 military retirees.
- Directed the New York Military Entrance and Processing Station, a joint-Service organization reporting to the Deputy Assistant Secretary of Defense. Processed over 500,000 applicants annually for all five branches of the military.

CUSTOMER SERVICE

- Implemented a successful DoD wage survey for wage-grade employees in Montana and three counties in Wyoming. Compelling research and data findings resulted in pay increase for all areas.
- Successful management of civilian hiring process at Malmstrom Air Force Base, MT. Efforts resulted in 99% “fill rate” for the installation.
- Created quality control procedures for accountability of trainees’ identification cards prior to discharge from the Air Force. Resulted in 100% accountability, increased installation security.
- Developed personnel transaction database to identify and track error trends. Facilitated necessary process adjustments. Errors reduced by 65% in first year of implementation.
- Developed policy and procedures for preparation and submission of performance reports and awards. On-time rate for each increased by 40%.

CONTRACT AND GENERAL ADMINISTRATION

- Managed coordination of transportation contract requirements for over 12,000 applicants to basic training installations. Zero delay rate, accident-free record.
- Negotiated and managed $900K hotel contract. Improved applicant occupancy rate at hotel from 40% to 90%.

EDUCATION

Master of Public Administration, Notre Dame de Namur University, San Mateo, CA
Master of Arts in Management, Webster University, St. Louis, MO
Bachelor of Arts in Psychology, North Carolina Central University, Durham, NC
Thomas F. Jones  
Managing Principal, The Jones Group  
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Arlington, VA 22213  
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**The Jones Group**: Provides broad strategic and operational advice and counsel on intelligence, maritime security, crisis management, law enforcement, incident response, and interagency coordination to senior government, corporate and non-governmental organization officials based on over 20 years of proven results in local, regional, national and global positions supporting the White House National Security Staff, Department of Homeland Security, U.S. Coast Guard, Department of Defense, U.S. Navy, and Federal Emergency Management Agency. **TS/SCI Security Clearance**.

**Accomplishments:**

**Operations Management**: As the Special Assistant to the President, activated and led the newly created Trans-border Security Policy Directorate within the White House National Security Council and Homeland Security Council. Led the inter-agency community crafting the strategic policy direction for the Obama Administration on anti-piracy, transportation security, surface transportation security, aviation security, and maritime security while working closely with private industry and industry associations.

**Strategy Development**: While Special Assistant to the prospective Commandant, developed the strategic vision and concept for the Coast Guard Deployable Operations Group that consolidated Coast Guard Deployable Specialized Forces resulting in greater operational efficiency, improved training, standardized tactics, and enhanced internal Coast Guard and external inter-agency interoperability.

**Crisis Management**: In the immediate aftermath of Hurricanes Katrina and Rita, directly supported the Principal Federal Official in leading the federal response in New Orleans to the largest disaster in the nation’s recent history while serving as the go-between and primary interface with Cabinet officials, governors, mayors, CEOs, and NGO leaders in providing new guidance, resolving issues, and mobilizing the response and recovery operations.

**Team Building**: Partnered with key departments and agencies that conduct security operations and served a key leadership role in the nation’s first inter-agency steering committee coordinating operational responsibilities and tactical doctrine for the President approved Maritime Operational Threat Response (MOTR) plan that improved unity of effort and inter-agency interoperability.

**Resource Management**: Substantially revised the Coast Guard Intelligence business planning process to improve alignment of strategic objectives with prioritized requirements, and guidance for budget development execution in the resource cycle. Additionally, instituted the first Intelligence Officer career progression and initiated the development of enlisted and civilian professional development to improve work force management.
Thomas F. Jones

Operational Planning: Conceived and led development of the Maritime Operational Coordination Plan that improved operational coordination, information sharing, and response at the operational and tactical level across the DHS operational components.

Professional Experience:

Managing Principal, The Jones Group 2012 – Present
Provides high-level strategic advice and counsel to corporate, non-governmental, and government leaders on a broad range of intelligence, maritime security, crisis management, incident response, and interagency coordination.

U.S. Coast Guard Assignment Highlights:

Assistant Commandant for Intelligence 2011 – 2012
Directed the Coast Guard Intelligence enterprise, National Intelligence Element and Law Enforcement Intelligence Element, comprised of more than 1,200 personnel and budget of $170M; provides strategy, doctrine, policy and oversight of full service multi-disciplined intelligence, criminal investigations, cyber security, and counter intelligence enterprise supporting National Security, Homeland Security, and Coast Guard missions globally.

Led development and oversight of strategy, doctrine, and policy for Coast Guard operations and coordinated national maritime policy with federal partners and industry organizations.

Special Assistant to the President 2009 – 2010
Senior Director for Trans-border Security on the White House National Security Staff; provided policy direction and advice on aviation security; surface transportation security; maritime security; border security; immigration and visa security; transnational law enforcement coordination; and global supply chain security.

Commander, Deployable Operations Group 2007 – 2009
First Commander for all Coast Guard deployable specialized forces; supported worldwide operations ranging from hazardous material and oil spill response to counterterrorism.

Previous work experience includes senior leadership assignments with the Federal Emergency Management Agency, Coast Guard, Office of the Secretary of Defense, and the Chief of Naval Operations advancing strategic, operational and tactical objectives across a spectrum of national and homeland security challenges.

Education:
Master of Science in Management Science, University of Miami, Miami, FL
Bachelor of Science in Mathematical Sciences, U. S. Coast Guard Academy, New London, CT
Persephone M. Caplin

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SUMMARY

Over 20 years of extensive leadership and operational staff experience in large organizations providing single-channel, multichannel, transmission and local/wide area telecommunications networks. Special emphasis on analyzing requirements to solve complex problems and develop mobile solutions. Extensive overseas experience; German (Proficient), Italian (Basic Conversational). Current TS/SCI security clearance.

PROFESSIONAL ACHIEVEMENTS

Project and Program Management

• Directed $3.5M, five-month design, acquisition, and operation of single/multichannel equipment and network connectivity for U.S. Army’s first true mobile command and control platform. Result: Most reliable command post in the field, combining military and commercial technologies, during combat operations in Iraq.

• Managed voice and data networks of three largest command posts and 14 subordinate units. Result: Uninterrupted voice and data connectivity.

• Fulfilled vital morale communications needs by fielding $19M in Segovia systems. Result: More than 145 widely dispersed sites in Iraq had email and voice capabilities via IP.

• Identified shortfalls in extended, over-the-horizon communications capabilities. Championed effort to provide single channel TACSAT and HF equipment valued at over $12M. Result: Seamless operational connectivity for U.S. units in Iraq.

• Organized effort to research and demonstrate collaborative, voice over IP, and integration of commercial and legacy information systems. Result: Upgraded transport layers for customers, modernization of command and control capabilities.

Communications Requirements Development

• Planned, coordinated and supervised all aspects of the Presidential Inauguration planning process. Result: Flawless plan incorporating detailed “branch and sequel” analysis.

• Authored and staffed headquarters’ operational and urgent needs statements. Result: Won funding for 75% of needs — phones, crypto equipment, radios, commercial bandwidth and additional C4ISR equipment.

• Served as Headquarters’ C4ISR advisor. Result: Successfully incorporated legacy systems into coherent “system of systems” that spanned entire joint Services community during combat operations in Iraq.
Persephone M. Caplin

- Organized communications and information exchange needs of largest deployed military troop formation during combat operations in Iraq. **Result:** Successful integration of single channel, multichannel, teleconferencing and collaboration over classified and unclassified networks. Unprecedented 400+ router mobile network.

**Spectrum Management**
- Fully documented requirements and forcefully advocated within joint U.S. headquarters for additional satellite spectrum. **Result:** Garnered sufficient C2 single channel satellite resources for Iraq combat operations.
- Primary liaison between U.S. and German spectrum managers. Successfully negotiated protection of key spectrum resources. **Result:** Sustained use of existing resources and special access to conduct airborne frequency hopping critical to rotary wing operations.

**EMPLOYMENT CHRONOLOGY**

Chief, Capitol Hill Division, Armed Forces  
Inaugural Committee, Washington, DC  
2010 - Present

Primary Communications Staff Officer  
V (US) Corps, Heidelberg, GE  
2008 - 2010

Executive Officer and Chief of Staff  
HQ US European Command, Stuttgart, GE  
2006 - 2008

Chief, Command Frequency Spectrum Coordination Office  
HQ US European Command, Stuttgart, GE  
2004 - 2006

Primary Communications-Electronics Logistics Officer  
Fort Bragg, NC  
2002 - 2004

Primary Communications Officer  
V (US) Corps Artillery, Wiesbaden, GE  
1999 - 2002

**EDUCATION**

MS, Telecommunications Management, Golden Gate University, San Francisco, CA  
MS, Military Art and Science, US Army Command and General Staff College, Fort Leavenworth, KS  
BS, Mechanical Engineering, Norwich University, Norwich, VT
XAVIER P. VINNEY

Virginia / DC Metro  571-643-9031  Xavier_Vinney@gmail.com
www.linkedin/pub/xpvinney

Profile
Results-driven Senior Executive and Technologist. Translates core business vision into concrete action plans for workforce. Innovative professional — draws on broad knowledge base to drive program success. Drives continued service improvement by leveraging latest technology trends and advancements. Strong leader who applies diverse skill sets to enable process improvements. Establishes effective networks and develops centers of influence to encourage partnering and teaming activities. Certified CISSAP-ISSAP, ISSMP, NSA-IAM, PMP. Current TOP SECRET clearance.

Selected Accomplishments
• Oversees all operational and administrative functions for Cargill Technology Division. Implements the CEO’s strategy for provision of superior-quality services to customers; leads initiatives for customer program support and responsible for the delivery of quality results on a continuous basis. Responsible for effective organization, operations, and execution of business engagements.
• One-year win rates at Pragmatics Inc: 40% overall of all proposals; 100% of all IDIQs; 100% of all option renewal; and 60% of all subcontractor proposals
• Recent wins of contracts with Government Services Administration (GSA) Veterans Government Wide Acquisition Contract (VETS GWAC) (2nd term of a $5 billion vehicle), Federal Aviation Administration (FAA) EFAST MOA, Veterans Administration (VA) Financial Services Center (FSC) (a $70 million ceiling IDIQ) and GAS Information Technology Services Schedule 70
• Advanced process improvement initiatives under Carnegie Mellon Software Engineering Institute’s (SEI) Capability Maturity Model Integrated (CMMI) Level 4 and ISO 9001:2008
• Joined ASI as a company of approximately $4M annual revenues from subcontractor staffing efforts, with a workforce of 25. ASI required expertise that could handle the challenges of government contracting that were overwhelming the resources of a small company. Invoicing was six months in arrears, accounts receivable lagged at nearly 10% of annual revenues. Implemented a successful turnaround.
• Quickly became central figure in 200% ($4M-$8M) revenue growth over four years despite severe economic and industry setbacks. Achieved $500K in annual software and hardware sales, attaining current 99% Prime Contract work, reducing to 1% the work as a subcontractor. Recovered overdue accounts and introduced controls to manage accounts receivable and payable timeliness.
Professional Experience

Chief Operating Officer, Advanced Systems, Inc., Fairfax, VA 2008 - Present
Provides IT services to DoD and Federal agency customers nationwide

Director of Information Assurance, Pragmatics, Inc., Salt Lake City, UT 2006 - 2008
Provided IT services to DoD and federal agency customers in Washington, DC metro area

Provided Foreign Disclosure and Intelligence Support to the Defense Intelligence Agency and IT services to the federal government

Naval Officer – United States Navy 2003 and Prior
Various leadership and management positions of increasing responsibility and authority

Education

Master of Science, Computer Information Systems, University of Phoenix, Phoenix, AZ
Bachelor of Science, Biology, University of the State of New York, Buffalo, NY
EMILY S. SMITH  
Dodge College of Film and Media Arts  
Chapman University  
One University Dr., Orange, CA 92866  
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essmith@chapman.edu

EDUCATION:
Ph.D. UCLA, 2008, Cinema and Media Studies, Department of Film, Television, Digital Media
M.A. UCLA, 2003, Critical Studies, Department of Film, Television, Digital Media
B.A. University of Florida, 2001, Major: English, Minor: Women’s Studies, with high honors

ACADEMIC POSITIONS:
• Assistant Professor, Dodge College of Film and Media Arts, Chapman University, 2010-present
• Visiting Faculty, Art History, Otis College of Art and Design, 2009-10
• Visiting Faculty, Film and Media Studies, University of California, Santa Barbara, 2009
• Teaching Fellow, Writing Programs, UCLA, 2006-08

ARCHIVAL AND CURATORIAL POSITIONS:
• Curator, Warner Bros. Archive, USC School of Cinematic Arts, 2007-08
• Assistant Film Programmer, UCLA Film and Television Archive, 2005-07
• Assistant Archivist, Academy Film Archive, 2001-05
• Intern, L’Immagine Ritrovata, Cineteca di Bologna, Italy, 2003
• Research Assistant, UCLA Archival Research and Study Center, 2001-02

PUBLICATIONS:
Books:
• Independent Stardom: Freelance Women in the Hollywood Studio System, under contract and in review at University of Florida Press, Florida Film and Media Studies Series.
• Hollywood and the Law (co-editor), under contract to West Coast University Press.

Articles:
• “Mapping the Body: Female Film Stars and the Reconstruction of National Identity in Postwar Italy,” Quarterly Review of Film and Video, forthcoming 2014.
• “Women Rule Hollywood: Freelance Stardom and Aging in the Studio System” in Back in the Spotlight: Female Celebrity and Aging for Routledge, publication date TBA.
Smith


Book Reviews:
- “Groove Tube” (Book Review). Film Quarterly 57.1 (Fall 2003): 53-54.

Work in Progress:
- “Hard Bargainer: Constance Bennett’s Multi-Faceted Hollywood Career.” Journal article for Film History special edition about the relatively unknown trend of freelance female stars-turned-producers in the studio system using Constance Bennett as a case study. The article investigates her trajectory towards independence in Hollywood by unearthing her freelance acting, entrepreneurial projects, and finally her producing careers.

- “The Star Contract and Film Historiography: Onscreen Legend and Off-screen Industrial Practice in Robert Aldrich’s The Big Knife (1955).” Journal article that explores questions of film historiography using Aldrich’s fictionalized Hollywood industry insider noir as case study and archival resources, including Aldrich’s personal papers at the AFI library

- “A Return to the Studio System?: A Second Look at First Look Deals in Conglomerate Hollywood.” Project that highlights the connections between studio system industrial practice and media conglomerate Hollywood that examines the “voluntary” return to the studio system mode of production for key stars with “first look deals,” in which they negotiate for a two-three picture deal to be distributed by a media conglomerate.

Invited Presentations:
- “Film Persona as Creative Capital: Celebrity in the Studio System,” for USC Annenberg School of Communication, Professor Christopher Smith’s Entertainment Media: Content, Theory, and Industry Practices Course, October 27, 2011.


- “Independent Stardom: Uncovering Female Agency in Film History,” Film and Media Studies Colloquium, UCSB, October 2, 2009

- “Now, Voyager and Melodrama,” Introduction to Palm Springs Film Society’s screening series, Drama Queens, July 9, 2008

Invited Course Lectures:
- “Primary Source Research and the Warner Bros. Archive,” for Archives PhD seminar, Professor Ross Melnick, UCSB Film and Media Studies, January 2013.

- “Researching and Using Primary Sources in Los Angeles Film Archives and Libraries,” for required MA Research and Bibliographic Methods seminar, Professor Janet Bergstrom, UCLA Cinema and Media Studies, October 2012
• “Los Angeles Motion Picture Documents Archives and Film History,” for required PhD Historiography seminar, Prof. Vivian Sobchack, UCLA Cinema and Media Studies, January 11, 2008

• “The Practice of Teaching Film and Television,” Graduate panel, UCLA Cinema and Media Studies, November 2005-07

• “The Stories of Temple Drake and Helen Jones: A Case Study on Hollywood Motion Picture Censorship and the Fallen Woman Film in the 1930s,” for American Film History MA seminar, Professor Rob King, UCLA Cinema and Media Studies, May 10, 2007

• “Neorealism and Film Noir: Between a Movement and a Style,” for Stylistic Studies of the Moving Image, UCLA Cinema and Media Studies, November 4, 2005

• “New German Cinema and Rainer Werner Fassbinder’s The Marriage of Maria Braun,” for History of Postwar European Film, Professor Steven Ricci, UCLA Department of Film, TV and Digital Media, February 14, 2005

CONFERENCE PRESENTATIONS:


FELLOWSHIPS, GRANTS, AND AWARDS:

• Grants: Chapman Scholarly/Creative Faculty Grant, 2011-12

• National Awards: Third Prize, Society for Cinema and Media Studies Graduate Student Essay Award, 2004

• Dissertation Awards: George Eliot CSW Dissertation Merit Award, 2008-09; UCLA Dissertation Year Fellowship (full fellowship: tuition, fees, stipend), Paula Stone UCLA Center for the Study of Women Dissertation Fellowship, 2007-08


• UCLA University Awards: California Regents Stipend (tuition and fees) 2002-06, UCLA Summer Graduate Research Mentorship Fellowship 2004, UCLA Center for the Study of Women Research Travel Grant 2006, Center for European and Eurasian Studies Grant-in-Aid Fellowship 2003, Florida Bright Futures Scholarship (tuition paid), 1997-2001

CURIATRAL WORK:

• Programmer for Film Studies Screening Series, Dodge College, Chapman University, 2010-present

• Assistant Curator for A Lady to Talk About: Barbara Stanwyck Centennial Retrospective, UCLA Film and Television Archive, 2007

• Assisted in planning public exhibits in USC Doheny Library, Operas without Singing: the Film Music of Erich Wolfgang Korngold, 2007 and The Art of Adaptation, 2008

COMMITTEE AND SERVICE:

• Dodge College Senator, Chapman Faculty Senate, starting Fall 2013

• Chapman Undergraduate Research Grant Evaluation Committee, Spring 2013

• Dodge College Undergraduate Curriculum committee, Film Division, Chapman University, 2011-present

• Dodge/Chapman International Program faculty participant, creator of travel class to Il Cinema Ritrovato Film Festival in Bologna, Italy, 2012-13

• Dodge College Library Committee, Film Division, Chapman University, 2011-present

• Co-author of annual Student Learning Assessment Report for Film Studies B.A. and M.A. programs, 2010-present, Chapman University
• M.A. Thesis Chair and Committee Reader (for six M.A. theses 2011-12; for three M.A. theses 2012-13)
• Admissions committee for BA and MA Film Studies Program, Dodge College, Chapman University, 2011-present
• Founding member of the SCMS Media Industries Scholarly Interest Group, 2011-12
• Faculty Student Representative, Cinema and Media Studies Program, UCLA, 2003-2004

COURSE HISTORY:
Chapman University
• Film Noir, History of Film I (1894-1945) and II (1946-Present), Survey of American Cinema (graduate seminar), Special Topics in Film Studies: Pre-Code Hollywood and Censorship, Film Historiography (graduate seminar), American Auteurs, Screwball Comedy, The Studio System, Structure of a Film Festival: II Cinema Ritrovato
Otis College of Art and Design
• Film Noir, Film Authors, Hollywood on Hollywood
UCSB
• History of European Cinema
Santa Barbara City College
• American Cinema to the 1960s, Documentary Film, Gender and Sexuality in American Film, Film Genres
Antioch University
• The Language of Film

EDITORIAL EXPERIENCE:
Editorial Assistant for Empires of Entertainment, UCSB, 2009
• Editorial assistant to Professor Jennifer Holt of the Film and Media Studies Department on her forthcoming book from Rutgers University Press, Empires of Entertainment: Deregulation and the Media Industries, 1980-1996

CONFERENCE PLANNING:
• Thinking Gender Conference Coordinator, UCLA, 2006-2007
• Screening Media Co-founder and Coordinator, UCLA, October 20, 2007

RESEARCH EXPERIENCE:
Research Assistant, W.C. Fields Project, 2008-2009
• Assistant historian and scholar Arthur Wertheim on his book project on the persona of actor W.C. Fields using the W.C. Fields Collection at the Margaret Herrick Library, Universal Collection at USC Cinematic Arts Library, and microform materials at the UCLA Research Library
Freelance Researcher, 2004-present
• Researcher and proxy for various scholarly projects using Los Angeles archives and libraries, including: MPAA Production Code Files at the Margaret Herrick Library, UCLA Arts Special
Collections Twentieth Century-Fox Collection, Warner Bros. Archive studio files, USC Cinematic Arts Special Collections

Graduate Research Assistant, UCLA Center for the Study of Women, 2005 and 2007
- Archived the UCLA Center for the Study of Women’s historical documents and assisted its director on select research projects

Film History Consultant, Sparkhill Productions, February 2005
- Interviewed for the documentary William Powell: A True Gentleman for the Warner Bros. release of The Thin Man series on DVD

Reference Assistant, Smathers Library, University of Florida, 1999-2001
- Worked as a microform assistant and researcher and as a reference assistant in the Humanities and Social Sciences library

Professional Memberships:
- Society for Cinema and Media Studies (SCMS)
- Association of Moving Image Archivists (AMIA)
- University Film and Video Association (UFVA)
Sample Biography

Biography of John R. Smith

John Smith served in the Navy for more than twenty-eight years and attained the rank of captain in November 2005. His operational experience as a submarine officer includes command of an attack submarine based in New London, Conn., with deployments to northern Europe and the Mediterranean, and command of an attack submarine squadron based in San Diego with units deployed throughout the Pacific Rim, Indian Ocean, and Persian Gulf in support of United States national security policy.

His service in Washington, D.C., includes three years in the Executive Office of the President, where he was assigned to the National Security Council Staff and participated in numerous senior-level working groups formulating economic and national security policy with counterparts in Canada and the European Union. In addition to his Washington, D.C., assignments, John served as defense and naval attaché to the United Kingdom, where he reported directly to the United States Ambassador in London and built strong bilateral relationships with his British and allied counterparts. His most recent assignment before leaving active duty was commanding officer of the NROTC unit at George Washington University in Washington, D.C., where he served as Professor of Naval Science and directed undergraduate officer commissioning programs across five local universities and taught graduate-level seminars on national security policy, and leadership and professional ethics.

After leaving active duty, John initially served as a career and talent management consultant with Blue Water Consulting, the world’s leading global provider of integrated human resources consulting solutions. He also led a career management consulting practice based in Washington, D.C., where he mentored hundreds of clients through career transition. He joined the Military Officers Association of America in 2013 and now serves as Director of MOAA’s Print and Digital Media Department, where he is responsible for the editorial content of MOAA’s flagship publication – Military Officer – as well as several online publications. In addition, he serves as a director and business development advisor with several growing media companies.

John has also earned graduate degrees in national security studies and journalism and completed the Leadership Seminar at Harvard University’s John F. Kennedy School of Government.

Contact information:
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- 703-838-8107
- www.linkedin.com/in/johnrsmith
# Action Verbs

This list of verbs may be helpful in writing résumés and letters. Use these powerful, positive verbs to describe your job functions in your résumé.

| Achieved | Acquired | Adopted | Adjusted | Administered | Advised | Alerted | Allocated | Analyzed | Appraised | Assessed | Assisted | Attained | Authored | Budgeted | Chaired | Changed | Channeled | Clarified | Communicated | Conceived | Conducted | Conserved | Constructed | Contributed | Convened | Converted | Coordinated | Corrected | Created | Defined | Demonstrated | Designed | Detected | Developed | Devised | Directed | Enlisted | Ensured | Established | Evaluated | Exhibited | Expanded | Expedited | Facilitated | Formulated | Generated | Guided | Hired | Identified | Implemented | Improved | Increased | Initiated | Instilled | Instructed | Introduced | Invented | Investigated | Led | Maintained | Managed | Mastered | Mediated | Modified | Molded | Monitored | Moved | Negotiated | Operated | Organized | Participated | Perfected | Performed | Persuaded | Planned | Prepared | Presented | Prevented | Produced | Programmed | Projected | Protected | Published | Qualified | Quantified | Raised | Recognized | Recommended | Reconciled | Recovered | Reduced | Regulated | Relocated | Reorganized | Replaced | Resolved | Reviewed | Revisited | Revitalized | Saved | Selected | Sensitized | Simplified | Specified | Stimulated | Structured | Summarized | Supervised | Targeted | Taught | Trained | Transformed | Transformed | Upheld | Verified | Wrote |

# Active Phrases

The following phrases indicate you have worked or managed at the level where the action is. Develop some of your own key phrases that support active participation and experience and use them in your résumés and letters.

- Actively managed
- Everyday contact with
- Performed all facets of
- Educated by personal experience
- Intimate knowledge of
- Essential member of
- Originated and guided to completion
- Performed in a crisis

# Titles

These titles will help you “civilianize” your résumé to use in place of military titles. Use the ones that best describe your military titles. You also should research the organizations where you are seeking employment for additional titles that will equate to your military experience. Do not over- or under-qualify yourself by using an inappropriate title.

- General manager
- Director
- Senior line executive
- Operating executive
- Senior administrative assistant
- Senior executive officer
- Deputy
- Administrator
- Executive assistant

- Department chief or head
- Senior executive
- Chief of staff
- Direct supervisor
- Coordinator
- Superintendent
- Plant manager
- Operations officer
- Personnel manager
Johnathan D. Doe  
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jonathandoe@gmail.com  

24 March 2014  

Human Resources Department  
USO World Headquarters  
2111 Wilson Blvd. Suite 1200  
Arlington, VA 22201

Dear Ms. Andrieson:

I was pleased to see your advertisement for the position Vice President, U.S. Operations on your website since it is a direct match with my experience and qualifications. In addition to reviewing the enclosed resume, I hope you will read on and consider the value I can bring to the USO.

Developing and implementing operational, best practice, mission-focused, and cost-efficient programs is what I do best. In my more than 20 years of top-level military leadership experience, I have earned a track record of success in executing the missions of complex and diverse organizations. Further, I have years of experience working side-by-side with colleagues with various backgrounds, experiences, and nationalities. As shown below, I believe my qualifications are a great fit for your needs in this position.

<table>
<thead>
<tr>
<th>Your Needs</th>
<th>My Qualifications</th>
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</thead>
<tbody>
<tr>
<td>Proven Manager</td>
<td>Extensive leadership experience managing significant aspects in large (500+) organizations requiring strategic planning, resource allocation, and program execution skills.</td>
</tr>
<tr>
<td>Multidiscipline, community services</td>
<td>Established and maintained strong, cooperative relationships with representatives of community, industry-related, and business interest groups as senior executive for two military installations.</td>
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<tr>
<td>Communications Skills</td>
<td>Broad experience in briefing and writing for senior U.S. and foreign government audiences and participating in television, radio, and print media interviews on wide-ranging public interest issues</td>
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</tbody>
</table>

I am confident in my ability to meet and exceed your expectations for vice president, U.S. Operations, and will contact your office next week to schedule a personal interview. Thank you for your consideration.

Sincerely,

John D. Doe
September 30, 2014

Mr. Josiah P. O’Neal
President
ABC Dynamics, Inc
123 Antheon St.
Sacramento, CA 91999

Dear Mr. O’Neal:

I am writing at the recommendation of a mutual friend, Sylvester Foxton, who advised me that you are looking for a seasoned director of administration.

I have extensive administrative experience and offer the following to your company:

- More than 10 years of administrative management experience with one of the nation’s largest employers.
- Strong financial management skills and background. I have planned, managed, and executed budgets varying in size from $250,000 to $7 million and have been on or under budget every time.
- Unique communications skills, which serve to motivate staff to rally around and support team and organizational goals.
- Creative and innovative approaches and solutions to problems.
- Exceptional leadership and management ability, based on sensitivity to employees and clients, tough decision-making, and common sense.
- Experienced in the latest information systems technology. I directed the installation of office-wide computer systems in three organizations and completed each of those tasks ahead of schedule and under budget.

I look forward to the opportunity to interview with you to discuss how my experience and background can most effectively support your company’s goals and growth. I will call you Tuesday, December 28 to discuss an appointment. My résumé is enclosed for your review.

Sincerely,

Joseph Z. Jones
Claire Smith  
201 N. Washington Blvd.  
Tucson, AZ 85750  
(505) 123-4567; csmith@gmail.com  

December 27, 2014  

Ms. Mary Stevens  
Manager  
ABC Company  
15 South Parkway  
Deer Park, NY 11727  

Dear Ms. Stevens:  

I would like to take this opportunity to thank you for the interview on Wednesday morning. I was very impressed with the department and company and I am enthusiastic about the prospect of joining your team.  

I am confident that my capabilities would allow me to quickly integrate myself into your team and be productive right from the start. Some of the skills that would enable me to contribute positively to achievement of your goals include:  

- Over six years of professional experience providing high level operational and supervisory expertise in both large and small organizations  
- Proven ability to plan and prioritize tasks to efficiently manage complex deadline-driven assignments  
- Skilled in the collection, analysis and integration of information  
- Comprehensive working knowledge of all relevant computer applications  
- A reputation as a self-directed worker who uses initiative to get the job done in a fast-paced work environment  

I remain most interested in this job opportunity and look forward to discussing my candidacy with you soon. Thank you again for the opportunity to interview.  

Sincerely,  

Claire Smith
CAREER-RELATED RESOURCES

APPEARANCE

CAREER PATH
• We Got Fired! ... and It’s the Best Thing That Ever Happened to Us. By Harvey MacKay. Ballentine Books, 2004.

ENTREPRENEURSHIP AND FRANCHISING
• www.activedutyyentrepreneur.com
• www.franchise.org
• www.vetfran.com

FEDERAL GOVERNMENT
• www.federaljobresults.com.
• www.fedshirevets.gov (specifically designed for veterans who might be searching for a federal job)
• www.moaa.org/federaljobs
• www.opm.gov
• www.usajobs.gov

NETWORKING
• www.facebook.com
• www.linkedin.com and MOAA’s LinkedIn Career Networking Group
• www.twitter.com
## RESUMÉS, INTERVIEWING, AND NEGOTIATING

- **Black Belt Negotiating: Become a Master Negotiator Using Powerful Lessons From the Martial Arts.** By Michael Soon Lee and Sensei Grant Tabuchi. AMACOM, 2007.


- **Knock 'em Dead.** By Martin Yate. Adams Media, 2012.


## SELF-MARKETING


- [www.seniormilitaryintransition.com](http://www.seniormilitaryintransition.com).

## NONPROFIT RESOURCES

To help refine your objective of working in a nonprofit, the following list of nonprofit resources will be very useful for your continuing research:

### AMERICAN SOCIETY OF ASSOCIATION EXECUTIVES

(www.asaecenter.org) — excellent resource on association leadership and more than 10,000 associations across the country (www.careerhq.org is their nationwide job bank)

### BRIDGESTAR

(www.bridgespan.org) — a nonprofit executive search firm that also advises philanthropies and provides a leadership development program for nonprofit executives

### THE CHRONICLE OF PHILANTHROPY

(www.philanthropy.com) — provides excellent background information, advice, and perspective on the nonprofit sector

### CEO UPDATE

— a local journal that lists CEO positions (and one or two levels below) for nonprofits

### COMMONGOOD CAREERS

(www.cgcareers.org) — a nonprofit search firm that works with 200 organizations in 29 states

### ENCORE CAREERS

(www.encore.org/work/joblistings) — a good source of job opportunities for people pursuing new career paths later in life, specifically in the nonprofit sector

### GUIDESTAR

(www.guidestar.org) — a great resource to find information about IRS-registered nonprofits

### IDEALIST

(www.idealist.org) — a great resource for both paid and volunteer opportunities in your community and around the world in the nonprofit sector

### NONPROFIT CAREER NETWORK

(www.nonprofitcareer.com) — offers a directory of nonprofit organizations and job and volunteer opportunities
SHOULD YOU ENROLL IN THE SURVIVOR BENEFIT PLAN (SBP)?

As with any financial product, there is no completely right or wrong answer and there’s no completely good or bad product. The following will define some of the issues to help you make a clearer choice for you and your family.

Understand the basics of SBP. SBP provides a survivor a benefit of 55 percent of your base amount. The base amount is how much of your retired pay will be covered by SBP insurance coverage. The 55 percent is constant; the amount of retired pay covered can vary.

Most servicemembers select the entire retirement paycheck as their base amount, but you have a choice. You are allowed to select, with the approval of your spouse, a base amount of coverage between $300 a month up to the full amount of your retirement check.

Your premium is 6.5 percent of your base amount. As your retired pay increases with COLAs each year, so does your SBP premium because the premium is a percentage of your pay.

For example, your retirement check is $2,500 a month. You cover the full amount under SBP; this becomes your base amount. Your premium will be $162.50 (6.5 percent of base amount). Upon your death, your spouse gets $1,375 a month for life with annual COLAs. If you cover less than your full retired pay, say $1,000 a month, your premium (6.5 percent) and benefit amount (55 percent) will be based on $1,000 a month, as $1,000 is your base amount.

SBP is the only program that offers you the opportunity to continue your retired pay after your death.

The choice isn’t SBP or life insurance.

For most people, the choice is SBP and life insurance. You’re probably going to need life insurance regardless of SBP. Chances are, 55 percent of your retirement pay is not close to your family’s current standard of living. If you plan to work after military retirement, you should plan to replace your two incomes — your civilian salary and military retired pay. Projecting into the future when you are fully retired, you will be replacing income from military retired pay, a piece of Social Security, and possibly a part-time job. That means you will need life insurance to supplement the SBP payments. The extra life insurance will cover debts and/or provide an investment that can generate an additional income. Does your spouse earn a paycheck? If so, that probably minimizes the need for either SBP or some life insurance.

SBP is dirt simple; life insurance isn’t.

It’s tough to put a price on simplicity, but it is definitely valuable. When a servicemember dies, his or her survivor notifies the proper pay agent and the payments begin. Payments keep rolling in every month and receive COLAs annually. These regular and consistent payments are a source of supreme comfort to a survivor. Life insurance is complex and requires projections that might or might not come true, such as:

How much insurance do you need now? What about in 10, 15, or 20 years? If you buy more later, it will cost you. If you have to buy more later, will you even qualify based on the health check? Bad things happen as we age. What type of insurance best serves your needs? After you die, what becomes of the huge lump sum? Is your spouse ready and able to manage a huge portfolio and make it last for decades? Will your beneficiary use an immediate annuity to create a lifetime income with the life insurance proceeds? Who can you trust to manage the money for your family after you’re gone?

Should you lower your base amount to decrease the premium? You can do this. However, it’s not about you and your premiums. It’s about your survivors and the amount you leave them. At some point, lowering the base amount to save on the premium makes the survivor benefit virtually worthless. A base amount of $500 gets the survivor $275 a month. The survivor benefit — not the premium — should drive the base-amount decision. Keep in mind, the premium comes out of your gross pay, pretaxed, so the take-home pay is not impacted $1 for $1 due to the premium amount. The SBP premium reduces your tax burden, so a 20-percent income tax rate is like getting SBP at a 20-percent premium discount.

Social Security might or might not be available. Social Security survivor benefits aren’t automatic for every survivor. A survivor with dependent children can collect benefits for the...
kids until they turn 16. If there are no children, the survivor has to wait until age 60 to start survivor benefits. A survivor could start receiving benefits because of young children, then stop receiving payments once the children age out of the program. The survivor will go without benefits after the children age out of the program until the survivor turns 60. At age 60, the Social Security survivor benefit is reduced because of early application. This hole in Social Security coverage might cause a significant gap in your financial plan.

**You earned that military retired pay.**
Without SBP, the military retired pay you risked your future for stops at death. This alone might cause some of you to get SBP just to ensure your service continues to pay your survivor when you are gone. Your spouse also had to pay for your military service. There’s a lot to be said for the philosophy the pay should continue because two people earned it.

**Life insurance is more complicated.**
Generally, speaking, do you want coverage for only your debts, for short-term income, or for long-term income needs? There could be possible estate-tax issues for some of you.

- If you want your family to be debt-free at your death, add up your debts — credit cards, loans, a mortgage, college funds — to get a total amount for life insurance purposes, money to move, burial costs, etcetera. How might this figure change over the years?

- Income for a short-term? Short term might be $40,000 a year for three years. Just do the math.

- Lifetime income? Suppose you want $40,000 a year with an annual COLA into the distant future. While oversimplified, figure annual income at 4 percent of a lump-sum investment. A $40,000 annual income would require a $1 million portfolio. The tricky part is this investment potentially will need to last a long, long time. It must be properly and carefully managed. Who are you going to trust? Another lifetime income option is to use the life insurance proceeds to purchase an “immediate annuity” from an insurance company. Using the Immediate Annuity calculator at www.moaa.org/calculators, you can determine how much of a lump-sum deposit it would take to create a specific amount of income.

**How long will you need life insurance?**
The default answer is until you have enough in other assets to meet or exceed your family’s living standard. Then the life insurance is no longer needed, theoretically. How long will that be? How much do you have in assets now? What’s your game plan for reaching the magic amount of assets? How’s that game plan working so far with the economy and the markets? What happens if you lose your job for a while? The last thing you want is to have your insurance run out and your investment game plan fails to work out. Can you buy more insurance later (health issues might disqualify you), and at what cost?

**Life insurance is cheaper than SBP.** That might be true on the surface, but dig a little deeper. We started with an SBP example of $2,500 military retired pay creating a $1,375 benefit check — a benefit of $16,500 a year with an annual COLA increase. Assuming the worst case (you die early and your insurance proceeds have to last for decades), $16,500 annually lasting for 30 years could require an investment portfolio (from insurance proceeds) of up to $400,000 — assuming it is managed properly and with favorable investment winds. A COLA increase is iffy.

You probably can find $400,000 in life insurance for less than the cost of $163 a month in SBP premiums ($2,500 x 6.5 percent). But it isn’t only SBP benefits you are replacing; it’s the earnings a family will require to maintain their standard of living. If you need to replace $150,000 a year in income (military retired pay plus second-career income), you might be looking at $3.75 million in insurance.

Now does the cost of SBP with its guaranteed lifetime COLA-adjusted benefits and a smaller amount of life insurance make better sense? Insurance all depends on your age, health, type of insurance, and length of insurance coverage — and lots of planning, predictions, and investment help. Run your own numbers using the Immediate Annuity Calculator at www.moaa.org/calculators. Keep in mind, even the best plans to build assets and wealth can go astray, and it takes decades to build real substantial wealth.
SGLI, VGLI, OR SOMETHING ELSE?

As a servicemember, when you leave the military, you are given a chance to convert your Servicemembers' Group Life Insurance (SGLI) coverage over to the Veterans' Group Life Insurance (VGLI) program. SGLI is coverage while you serve, and VGLI is coverage after the service. The maximum amount of coverage you are allowed under VGLI is whatever amount of coverage you have in force of SGLI at the time of your separation. The maximum amount of coverage under either policy is $400,000.

Chances are, after separation from the service, you still will need life insurance coverage. Life insurance is required to provide financial support for your family when your income is gone due to your death. A spouse with a career and personal assets can minimize your life insurance needs.

You are given 240 days from separation/retirement to convert from SGLI to VGLI without completing the otherwise required health check-up. Depending on your physical condition and health after your service time, this "no health check-up" feature could be an important benefit to you. Commercial insurance companies and policies will require a health check-up.

VGLI is not cheap. Technically, VGLI is a form of annual renewable term insurance. This means the premium amount goes up as you age. VGLI premiums increase every five years (for current rates, visit http://benefits.va.gov/insurance/vgli_rates_new.asp).

Generally, if your health allows you to buy commercial life insurance, do it. You can buy more commercial coverage for less cost.

JOB SEARCHING AND TAX BREAKS

Are you starting or in the middle of a job search? Save your receipts.

*IRS Publication 529 explains the tax deductions available to those searching for new employment. The rules are relatively simple.*

**The Limitations**
- You have to be searching for a job in your current occupation. There are no tax breaks for looking for a job in a new occupation.
- Your job-search deductions fall under the “Miscellaneous Itemized Deductions” category. This means only expenses above 2 percent of your adjusted gross income can be deducted. Make sure you maintain all of your receipts to help get above the 2-percent threshold.
- There is no tax break if you have been unemployed for a substantial (not defined by the IRS) period before looking for a job now.
- The costs you incur cannot be reimbursed by an employer.
- There are no tax breaks for searching for your first job.
- If someone else pays for the services, such as an employer, you can’t deduct the costs. You personally have to pay the costs for them to be deductible.

**The Allowable Deductions**
- Deductions are useable even if you don’t get the jobs you apply for.
- The fees you pay an employment or outplacement agency.
- Résumé-preparation services and mailing costs.
- Travel and travel expenses. Keep records on the costs to travel to and from the location (the business mileage rate, if traveling by car) and expenses you accumulate while in the area searching for a job. If mixing business with pleasure, be careful. The pleasure parts of the trip are not deductible.

It’s better to be safe than sorry. Pretend you will be audited, and maintain records that are beyond reproach.

For more information, visit www.irs.gov/pub/irs-pdf/p529.pdf
After you leave the military, you have options to consider regarding your Thrift Savings Plan (TSP). As with most financial situations, there is no right or wrong option, just the option that makes the most sense for your life.

An important consideration should be keeping the number of your retirement accounts limited to as few as possible over your working lifetime. This can help hold down costs, simplify your financial situation, and maintain a workable span of control for managing your accounts.

**Option 1: Leave your TSP where it is.**
You don't have to do anything with it. You can't contribute to it from a paycheck because you aren't an employee. But you can hold your investment in it. As a former servicemember or a retiree, the TSP allows you to manage the funds by moving your money among the fund choices. Though you can't contribute to your TSP after you leave the service, you can roll money from other retirement accounts back into the TSP.

Reasons to keep your TSP include:
• Cost. The TSP is the cheapest investment account you'll ever own.
• Simplicity. You have six investment options.
• Using the TSP as your base retirement account. Roll money from other retirement accounts (future ex-employers’ 401(k)s for example) into the TSP to keep your retirement investments consolidated.

**Option 2: Roll your TSP over into another retirement account.**
The other retirement account would be an Individual Retirement Account (IRA) or a future employer’s 401(k) account. This will close your TSP account for good (unless you roll over a partial amount of your TSP account, which is also an option). Should you ever go back to work for the federal government, you’ll open a new TSP account.

Good reasons to roll your TSP funds over and close the account include:
• To maintain only active accounts. Keep the accounts that you actually contribute to. Drop accounts that are out-of-sight and out-of-mind. This helps simplify your retirement account management. This assumes you don’t use your TSP as your “base camp” for retirement assets.
• Better/more investment options. You won't be limited to the six TSP options.
• Fewer accounts. You’ll essentially own only two retirement accounts: your active IRA and your current employer’s account. Your IRA serves two purposes: repository for dead employer accounts as you change jobs and a place to contribute extra money for your future after maxing out contributions to your employer’s account.

**Option 3: Withdraw your money from your TSP to use it now.** This is a big mistake. The only time this option makes sense is when you have severe financial hardships and you need money now to handle the problems. To use this retirement account early, prior to age 59½, you must pay both regular income taxes on the amount withdrawn and a 10-percent tax penalty (plus possible state income taxes). What’s worse is you rob your future of the assets you could have after compounding the investment over the decades. This option is a last resort.
The details behind the Post-9/11 GI Bill can be challenging. Visit www.gibill.va.gov for general information and valuable insight on participating schools, comparisons among various VA educational programs, calculators, and the value of the separate benefits.

Here are explanations for some common Post-9/11 GI Bill issues:

**Eligibility for Service Academy and ROTC Scholarship Graduates**
Yes, you are eligible for the Post-9/11 GI Bill, however, your service time used to qualify for it does not start accumulating until you finish serving your initial commissioning service commitment.

**Transfer Issues**
Of all the issues surrounding the Post-9/11 GI Bill, the most common questions relate to the transfer option. This is a very valuable benefit for a servicemember with higher education costs on the horizon for dependents. It can make the difference between huge education debts or not for most members.

The service commitment. The transfer option is under the control of DoD by law. DoD has decided to use the transfer option as a retention tool — to keep you in the military. If you are no longer serving, you can’t transfer the benefit.

Transfer at least one month of benefits to your dependents as soon as possible to start the service-commitment countdown on your four-year commitment. You are levied with only one service commitment that starts with the transfer to the first dependent.

Managing the benefit. Once benefits are transferred, you can manage the benefits as you need to meet your personal plans. You can add months for the established beneficiaries, move months to someone else who already is identified as a beneficiary, or subtract months from beneficiaries. As long as you are still serving, you can add new beneficiaries. After military separation, no new dependents can be added to the transfer of benefits.

The servicemember owns the benefit. The servicemember maintains total control over the benefits — who uses them and how much they use. Post-9/11 GI Bill benefits are not subject to the division of property or benefits as the result of divorce, unlike military retired pay or the Survivor Benefit Plan.

**Loss of Other VA Educational Benefits.**
The transfer of Post-9/11 GI Bill benefits to a dependent revokes your ability to use other VA educational benefits. During the online transfer process, you are told you will lose your other educational benefits. This could be a reason not to transfer your GI bill benefits, if you determine your other educational program offers you better benefits you intend to use yourself.

**Months of benefit.** Before you transfer benefits, note how many months of benefit you have under your old VA education plan. This is critical because the number of months you have under your old plan will become the number of months you are limited to under the Post-9/11 GI Bill after benefits are transferred. If you’ve used benefits from your old plan, you need to be careful with your transfer option.

Educational benefits are limited to 36 months’ total benefit, with a few exceptions. If you’ve used 12 months of the Montgomery GI Bill, upon transfer to the Post-9/11 GI Bill, you will have 24 months of remaining Post-9/11 GI Bill eligibility. So if you have seven months remaining on your Montgomery GI Bill, you have to determine if you want only seven months of Post-9/11 GI Bill. One of the exceptions to the 36-month limit is if you have used all 36 months of your old educational entitlement, you can receive an additional 12 months of Post-9/11 GI Bill eligibility upon transfer.

**The Benefit Amount**
The benefit amount is determined by the tuition and fees charged at the in-state level per the program being pursued. If your child goes to school out-of-state, benefits are capped at that school’s in-state tuition and fee rate. Get
ready to pay the difference — unless the school participates in and you qualify for the Yellow Ribbon program (see below).

The good news on the benefit amount is the rate paid is per the program being pursued. This means the Post-9/11 GI Bill will pay the going in-state rate for university work at the undergraduate, graduate, or professional level.

Finally, the Post-9/11 GI Bill pays the net amount for in-state tuition and fees. The net amount is defined as:

U.S. public schools: The actual net cost for in-state tuition and fees after the application of any waiver, scholarship, aid, or assistance (other than loans and funds under section 401(b) of the Higher Education Act of 1965), provided directly to the institution and specifically designated for the sole purpose of defraying tuition and fees.

Private and foreign schools: The lesser of the actual net cost for tuition and fees after the application of any waiver, scholarship, aid, or assistance (other than loans and funds under section 401(b) of the Higher Education Act of 1965), provided directly to the institution and specifically designated for the sole purpose of defraying tuition and fees, or the tuition cap amount for the Post-9/11 GI Bill for the academic year. (See www.gibill.va.gov for the latest tuition cap.)

Law and the VA define the term “net cost” as any financial assistance received that is paid directly to the school to specifically pay for tuition and fees. These forms of financial aid are subtracted from the school’s gross tuition and fees, and the Post-9/11 GI Bill pays the remainder. Do not subtract from the gross tuition and fee charges loans, Pell Grants, or other financial assistance that is paid to the student and can be used for any cost associated with attending school (e.g., a general scholarship from an organization that goes to the student where the money is not designated specifically for tuition and fees or 529-plan money).

**The Yellow Ribbon Program**

When a school participates in the Yellow Ribbon Program it means you can exceed the tuition and fee limitations normally established at most public and private universities. The program is a contract between the school and the VA that states the school and the VA will split the tuition and fee costs that exceed the Post-9/11 GI Bill’s normal tuition and fee caps. This exceeded amount usually occurs when the student attends a public school as an out-of-state student or when a private school charges more than the currently allowed amount under normal Post-9/11 GI Bill rules. (See www.gibill.va.gov for the latest tuition cap.)

Some program catches include:

- The school as a whole or the specific program you are enrolled in must be designated as a Yellow Ribbon participant.
- Each school limits the number of Yellow Ribbon participants, and getting a position is first-come, first-served.
- Active duty servicemembers and their spouses are not eligible for the program. However, children of active duty servicemembers are eligible.
- For retired servicemembers and their spouses and children to be eligible, the servicemember must qualify for the Post-9/11 GI Bill at the 100-percent rate due to the amount of qualified service years.

Visit www.gibill.va.gov for a list of participating schools and programs. Call the school to verify its program status.

**DEERS Enrollment**

To transfer benefits to your dependents, they must be in the Defense Enrollment Eligibility Reporting System (DEERS) system.

Given the chance of mistakes when dependents age out of the DEERS system, make doubly sure they will stay in the system as they go into school. Start reviewing and confirming DEERS enrollment when your children turn 17.

A child’s subsequent marriage will not affect his or her eligibility to receive the Post-9/11 GI Bill educational benefit.
MAKE THE MOST OF YOUR MOAA MEMBERSHIP

Experience MOAA's powerful array of resources and member benefits designed to help you through every aspect of life.

Legislative advocacy — Your membership helps support MOAA’s critical advocacy efforts for better pay, health care, family support, and retirement benefits for military officers and their families.

Expert advice on issues important to you — Take advantage of Premium and Life members-only programs designed to help you advance your career, secure your financial future, and make the most of your hard-earned military benefits.

Affordable insurance products — Now you can get affordable member rates on life, health, and long term care insurance plans that supplement your military entitlements.

Financial services — Access powerful online tools as you make decisions about debt management, college savings, mortgage comparisons, retirement planning, and more.

Military Officer — Look at today’s issues from a military officer’s perspective, get updates on your earned benefits, and read about what MOAA is doing for you.

Money-saving discounts — Enjoy exclusive members-only discounts on Dell and Apple computers, hotels, car rentals, vacation packages, and more.

Scholarships and grants — MOAA offers scholarships and grants for military children seeking undergraduate degrees.

For more information about MOAA member benefits and services, please visit us at www.moaa.org/products.
For more than 80 years, MOAA has been fighting for the interests of military members and their families. We understand the challenges you face because we’re officers just like you and we’re ready to share our expertise and experience. The MOAA Info Exchange® provides guides and reference tools to help you navigate the challenges that arise at each stage of life.

Estate Planning

Financial Planning

The MOAA Investors’ Manual

Officer’s Guide

Transition Guide

FOR MORE INFORMATION ABOUT PUBLICATIONS AVAILABLE THROUGH THE MOAA INFO EXCHANGE®, CALL (800) 234-MOAA (6622) OR VISIT US ONLINE AT WWW.MOAA.ORG.