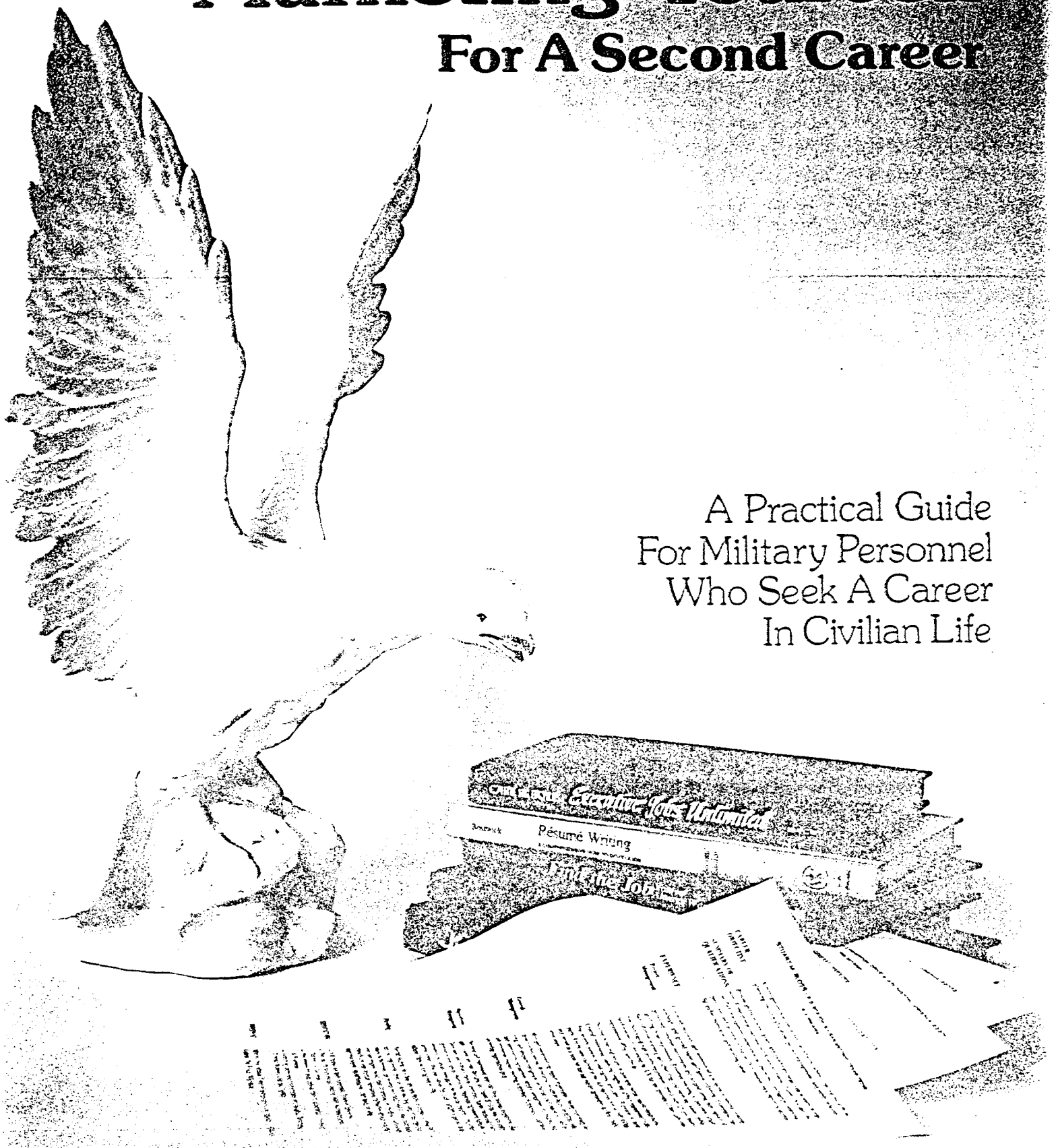
Marketing Yourself
For A Second Career

A Practical Guide
For Military Personnel
Who Seek A Career
In Civilian Life



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INTRODUCTION

Marketing Yourself For A Second Career was written specifically for persons leaving the service who know little or nothing about seeking a new job in civilian life. We cannot guarantee that you will be successful in your job search if you read this publication from cover to cover and follow all our recommendations. However, you will be well ahead of the individual who enters the job search and does not seek help.

This guide only scratches the surface of marketing yourself for a second career and is not intended to be all encompassing. We have attempted to whet your appetite to the extent that you will extensively broaden your research and study in order to select a plan that will be a success for you.

This booklet reflects the wealth of experience and accumulated knowledge of the TOPS professional staff members. (TOPS is The Officer Placement Service which is operated by The Retired Officers Association as a service for its members.) It also reflects the contributions of hundreds of our members, employers, and other professional people with whom the TOPS staff has worked over the years. In its capsulated form, this success-oriented publication will get you started in the right direction and it will eliminate many pitfalls for you.

If you will use the information in this publication, your job search will be made much easier.

Best wishes for a successful, prosperous, and satisfying second career.

Work is the grand cure of all the maladies and miseries of mankind.

—Thomas Carlyle

What is refreshing to body and soul on weekends or vacations—golf, tennis, reading, travel—can quickly become boring when pursued on a daily basis. Such activities do not provide the mental stimulation and satisfaction, let alone the monetary rewards, that most people seek. As Carlyle suggests, people are most alive and happiest when responding to the challenge of a satisfying job. But first of all, you have to find that job.

You will face a real challenge in finding the job that is just right for you in the civilian marketplace. TOPS is dedicated to helping you meet this challenge.

An Important Question

If you are not facing mandatory retirement but are thinking of doing so voluntarily, ask yourself, "Why?" If your decision is based on a vague feeling of discontent with your job or status, or on the assumption that monetary rewards are greater in the civilian sector, we suggest you thoroughly reevaluate your qualifications and situation. The pay, benefits, security, and job opportunities offered by the military are hard to beat in the civilian marketplace. If your primary reason for leaving the service is to make more money than you are currently earning, it is not likely to happen in the majority of cases. In addition, the opportunity to gain high-level command or staff experience will make you more marketable at some future date. Conversely, a few skills may be more easily marketable at a younger age when growth potential in the private sector is greater.

From talking with numerous persons in counseling sessions, we know that many individuals retire in a "knee jerk" reaction to a situation that exists at the moment, before carefully examining all their options and before discussing them with personnel counselors or even their own families. It is a major decision. In the end, only you can make it. If, after reevaluation, your decision is to retire early, prepare yourself for your second career job search before you actually have the papers in hand. Once you have made your decision, do not look back. This subject is discussed in detail later.

What Do You Have To Offer A Civilian Employer?

Every year thousands of people retire or leave the military service. Many retire with 20 or more years of service. Regardless of the number of years you served, there are several important points to be made.

- You are a well trained/educated person or the military service would not have retained you to retirement.
- Your years of service reflect top line management and leadership experience, initiative, integrity, loyalty, problem solving and numerous other traits and skills required for success in the civilian world.
- You can rely on much of your military service and experience to successfully compete for top civilian positions if you market yourself properly.

Does all this mean that civilian employers are waiting for you with open arms and a high paying position just as soon as you change to civilian clothes? Unfortunately, it does not!

Think Civilian

As a retired or former military person you are faced with a major problem. Much of your military experience may not be considered applicable to industry. You may also be considered overqualified for many executive positions because of the size and magnitude of the organizations you have commanded or managed. The military system of organization and operating procedures is not always compatible with industry. Many accomplishments in which you take pride may not interest a civilian employer at all, but the fact that you speak German fluently and have expertise in C^3 equipment from hands-on experience may be of great interest.

The profit motive in industry is something you must understand and respect. Some employers think that since there is no profit motive in the military, it invites inefficiency, waste and cost overruns. Therefore, an employer may look at your experience as being of little value to his firm. Obviously, these attitudes are incompatible for your finding a good executive job in industry. The answer is to bridge the credibility of this military-industrial gap by orienting your military accomplishments toward what industry is seeking. This is accomplished through extensive research and talking with people associated with the particular industry of your interest. You must then "civilianize" your resume, using the denominators of efficiency and effectiveness common to both the military and civilian sectors, and target yourself to the specific job. Both of these subjects are addressed later.

The Hard, Cold Facts

Even though you are highly qualified and experienced in one or more fields, the process of finding a rewarding, succesful second career may well be one of the most difficult tasks you have ever faced. Remember the words "rewarding, second successful career." They are the key. Although unemployment rates have been high during the past few years, a determined individual can find a job.

Decide not rashly. The decision made can never be recalled.

—Longfellow

Although every major newspaper has full "help wanted" columns, these may not be the type of jobs the average person is seeking. Even so, experience shows that some people take jobs for which they are overqualified and underpaid. There are several reasons why. They are outlined below.

Security

A military career has a tendency to make one feel secure. After all, over the past years, Uncle Sam has been a sound and dependable employer. However, once you leave this blanket of security, there is a tendency to feel very insecure. Spouses also get this feeling of insecurity and in many cases bring pressure upon their mates to take a job—any job—which will produce a monthly income. The result is often unhappiness and dissatisfaction.

Rejection Shock

In other cases the job searcher will get what is commonly called "rejection shock," due to the large number of job openings that have been responded to versus the number, if any, of positive responses received. Rejection shock is characterized by depression, apathy, desperation, an erosion of self-confidence and the inward conviction that something is wrong. The result is to accept the first job that comes along, not taking into consideration that it is the wrong career field or the wrong job. In addition, you may be underpaid and underemployed! Rejection shock can usually be avoided if you prepare yourself properly for the job search. Many fail to do this and the result is sometimes serious and may require medical help.

Degree of Success = Self Sacrifice

Many fail to prepare themselves properly for the job search. They tend to be overconfident in their ability to find a rewarding successful second career. As stated previously, this may be the most difficult task you have ever undertaken but there is light at the end of the tunnel if—if—you are willing to work 60–80 hours a week for several months. Basically it comes down to this—Are you prepared to work as many hours a week for as many months in a row as is required to prepare yourself for a rewarding and successful career? If the answer is no, then be prepared to find yourself in the same boat with those individuals who have acquired rejection shock, insecurity, and a quick succession of unrewarding job changes.

You—Your Best Asset

You are the best asset you could have. You are a highly skilled, highly trained person who has had a good, solid, professional background in military service where adversity and obstacles are met head-on everyday. You are a person who is accustomed to producing quality work under stress and strain. You have you—YOU—a highly competitive person who is your own best marketing manager and salesperson. You can be a tremendous success if you are willing to work at it.

If you follow the basic steps offered in this and other recommended publications, many of the problems discussed previously can be avoided or minimized. Condition yourself to the realization that you must face and overcome some tough obstacles in the days and months ahead.

The average person makes a minimal effort at intelligently marketing his or her skills when it comes to the job search. It may be because the job search is a competitive situation where you never see your competitors. But the competition is real. You must approach your job search with a maximum amount of drive and creativity. Do not dwell on past accomplishments. Instead, think always of the future and what you have to offer a prospective employer by virtue of education and experience. You may believe that you are locked into a certain industry because you are specialized. Or, you may have the notion that there are few opportunities because you are a generalist. The truth is that the skills of a specialist are more transferable than generally understood, and experienced generalists are necessary and needed in almost every industry and firm. Once you convince yourself that the best management positions at all levels are won by those who devote their time and energy to an active job search and who market themselves intelligently, then you are off to a good solid start.

How Do I Launch My Second Career?

Military operations are generally conducted with a plan of attack. A civilian job search re-

quires similar planning. Once this plan is formulated you have a direction and course to follow. Many excellent books have been written on this subject and, from practical experience of working with personnel over the past years, the following course of action is detailed for you.

Early Preparation

Prepare for retirement. It appears that many military persons do not prepare for the future. The retirement papers are already in hand and little or no effort has been made toward seeking a second career. A great mjority are so dedicated to their duties and responsibilities that they view the job search as an "outside" responsibility. Not so!

Do not procrastinate! Reading and research can take place after duty hours or while on leave. College courses can be taken at nights and on weekends. Begin this basic preparation early enough so that at least six months prior to retirement, and sooner if possible, you can initiate the next step in your campaign: the active job search. Personnel who are able to step out of a military career right into a civilian job seem to adjust more readily to their new environment.

Anxieties You Can Expect

Prepare to face numerous anxieties as retirement draws near. Remember, it is normal and natural to be disturbed about the unknown, and civilian life certainly falls into this category.

Anxieties about leaving a career which has been satisfying are common. The feeling you are losing something very important may begin as early as two or three years before the final day of duty. Some people feel confused about who they are and what they are going to do in civilian life. It is not unusual for others to be more serviceman than a civilian for several years after retirement. Many enjoy the upward climb, the competition, and the rewards of satisfactory service that carry them to the top of their profession. It is not always easy to start a new career, losing much of what they have earned in the way of status, respect, and self-satisfaction.

Many retire each year as a result of not being selected for advancement or for having received less than top performance ratings in recent years. These are shocking events. Confidence is marred at precisely the time more confidence is needed.

Married personnel may have additional problems as they face retirement. The spouse will have many views on the conversion to civilian life: where to live, lifestyle, what kind of home to have, and what kind of income will be required. The children, in many cases, will be in their adolescent years, creating even more pressure on the retiree.

Confidence is that feeling by which the mind embarks in great and remarkable courses with a sure hope and trust in itself.

—Cicero

On approaching retirement, some individuals experience all of these pressures and more; few experience none of them. Your own situation may fall somewhere between these two extremes. Whatever your personal problems, they are bound to have some effect on your approach to retirement. It has been estimated by Professor Stanley Hyman of Catholic University in Washington, D.C., that approximately 17 percent of those leaving the service need professional counseling and attention prior to actively embarking on the job search and transition to civilian life. Do not rule out the possibility that some few of you might need medical help to carry you over the rough spots. It is normal—repeat, normal—to have these anxieties. Remember, you have solved many difficult problems of great magnitude and this is another task facing you. The big difference is that this problem is totally new to you. The person who prepares for these anxieties and meets them head on with a logical and commonsense approach will be successful in keeping his life and future career on track.

Locks You Must Open

Richard Nelson Bolles in his book, "What Color is Your Parachute?," lists three steps which he says are the "creative minority's prescription" for success in the job hunt. These three steps are called Keys, number one, two, and three. More appropriately, they should be listed as Locks, number one, two, and three, since you are not going to be successful in a satisfying second career until you can unlock the answers to the following:

- Lock No. 1: You must decide exactly what you want to do.
- Lock No. 2: You must decide where you want to do it, through your own research and personal survey.
- Lock No. 3: You must research the organizations that interest you at great length and then approach the one individual in each organization who has the power to hire you for the job you have decided you want to do.

All you have to do now is to find the key to open these locks!! Sorry to say, this is a lot of hard, hard work involving numerous hours of burning the midnight oil. Some professionals say the hardest work you will ever have to do is the job of getting a job. It can also be one of the most traumatic events in your life, regardless of your background.

You Are The Key To Your Success

You are probably saying at this point, "HELP!" And you are correct—you have to be organized. Why not form you own corporation and appoint yourself as chairman of the board, president, senior vice president, chief operating officer, and senior marketing manager? Excellent idea, except all you really need to be is the marketing manager and you, believe it or not, are the best one you could have chosen. You are the person best suited to run your show. You must believe this. If you do not accept this challenge of being the best live bait you can place on the hook, then you are not going to catch the big fish.

You can do it? YES YOU CAN!

Pitfalls

There are some pitfalls that you should be aware of as you proceed. It is crucial that you find the keys to open the three locks if you want more than "just a job." Beware of impatience. The higher the level of job you are seeking, the longer it may take you to get it. Several Washington, D.C. employment agencies have estimated that it will take them one week of search for every thousand dollars of salary you are seeking—$40,000 equals 40 weeks—and still they cannot guarantee you a job. Concerted effort, patience, perseverance, and commitment to the goal of finding the three keys will enable you to help yourself more than any marketing manager you can hire. The irony of all this is that it may take just as long to get a poor job as it takes to get an excellent one. There are no shortcuts.

Research Study and Professional Help

Most public or Armed Forces libraries have much of the research material and professional reading you will need in your quest for a second career. Use these libraries. By doing your own research you will find that the knowledge you acquire becomes more meaningful and lasting.

There are numerous books, manuals, research materials, and printed matter available on the subject of the job search and a second career. Many of these are listed in appendix A for your convenience. Any one or a combination of these publications may have the answers to open the three locks. Knowing how to logically approach the job markets is essential. Proceeding without any knowledge of this subject can be costly and disastrous. Avoiding the most common pitfalls requires an extensive knowledge of job hunting strategy and technique.

There is also a wealth of free professional help available to you from: civilian business and professional persons, librarians, college professors, certain executive search firms and employment agencies, chambers of commerce, and other civic organizations. It will be profitable to talk to a cross-section of the types of personnel and organizations listed above to give you a better insight toward the job search and a second career.

Professional College Courses

Another source of help which you should consider prior to retirement is enrollment in college courses specifically aimed at persons in a career transition. Many colleges and universities offer such courses. In Washington, D.C., for example, Catholic University offers a course specifically targeted to military persons called "Strategy in Career Transition." The course is offered five times each year and runs for seven weeks, two nights per week and three hours per night. It also includes seven hours of testing and individual counseling. Over 10,000 military members have attended the course and the greatest majority critique it as being an excellent aid to career transition since it covers the full spectrum of the job search. Courses of this nature from an accredited college or university can be taken using the GI Bill.

A word of caution on some courses and seminars. You cannot learn everything there is to know about career transition in a two-day seminar. Yet, there are some advertisements that say you can and for the low cost of $150–$300! Your time will be better spent in the local library researching and reading than wasting your money in one of these "quick fix" seminars.

Professional Career Counselors

Vocational testing, which is offered by most schools, is another form of help you can acquire if other forms of research have failed to convince you of exactly what you want to do in a new career. Professional career counselors are also available for a fee. Remember, you are your best marketing manager and professional counselors may be helpful to you only after you have exhausted all of your research resources and are bogged down to the point that you have stopped moving

forward. Move cautiously in this area, however, and thoroughly check out a counselor before you sign anything. Many so-called "professionals" are both insincere and inept. Many horror stories have been heard in counseling offices about "professional counselors" who "took me to the cleaners," or "I paid $3,800 to this counseling firm and six months later, all I had to show for it was a lousy resume." Beware if a "counselor," for a fee, says he will guarantee you the type of job you desire at the salary you require. Odds are that you are in the company of a charlatan.

Determine Your Skills

Various books written on the subject of job search/second careers provide exercises which will help you determine, or at least narrow down, the number of skills you possess and the ones you enjoy the most and do the best. It is not unusual for you to be interested in several vocational fields, but these should normally be closely/related. If you have decided that the two jobs you desire above all others are forest ranger or city manager, you should go back to the drawing board. Your choices are extremely diverse. If, however, both jobs will employ you in nearly the same working environment, salary range, degree of responsibility, and level of competence, and will use skills you possess, then you are still in the ballpark and have done your homework well.

Determine Where You Want To Work

Deciding where you want to work in a second career should be relatively easy since your military career enabled you to travel and live in various parts of the country and the world. To some, the proximity of a military installation where there are medical, commissary, and exchange benefits is important. Costs of living and housing are certainly important. The desires of other family members, location of colleges in the selected vicinity, economic future of the area, and even climate are additional factors to be considered.

If you decide that you can be happy working anywhere in your desired career field and are willing to relocate, your chances of getting a job are, of course, much greater. On the other hand, if you decide you want to live only in a specific community, the chances of getting a job in your chosen career field may range from limited to zero. The best advice is to choose several locations or sections of the country where you would enjoy living and that come close to satisfying the majority of your needs and desires. Don't compromise by accepting a job that sounds ideal, or succumb to the lure of a high salary offer, if it requires that you live in an area that does not include any of the prerequisites you have established. Remember, salary and social status should not take precedence over happiness, but a lack of both of these factors can, to a certain degree, also cause unhappiness.

Determine Who Has The Power To Hire You

It will probably take more time and effort to find the key for the third lock than either of the other two locks combined. The first step in your research is to find out more about the organization than you will ever need and then clearly define your qualifications for presentation to the person who has the power to hire you. It is imperative for you to research and know what an organization's problems are and how your education and experience qualifies you to help solve them. It is also essential that you present your skills to solve the problems as the employer perceives them. No executive will appreciate your telling him or her what his or her company's problems are as you perceive them unless you want to gamble, and the odds are stacked against you in this game. You must sell yourself to the person whose job it is to solve the problem you have identified, and this is normally not the personnel department of an organization. Top executives and persons above the entry level are rarely hired by them. They may do some resume screening and initial interviewing but executive positions are normally filled by the executives themselves and even by committee selection in some firms.

Use your imagination, innovation, and creativity to meet this individual and get an appointment keeping in mind that kooky gimmicks, forceful ideas, and being too forward usually fail. Possession of an intelligent and persuasive pen capable of transcribing your talents and skills to the individual by letter is one of many ways to make contact. Obtaining information such as a biography from the individual's secretary will be very helpful. Find out as much about the individual as you possibly can prior to a meeting. Standard and Poor's Register, Dun and Bradstreet, Who's Who in America, professional magazines, and a host of other trade publications can provide you with additional information.

Can you do it? YES YOU CAN!

Resume, What Is It?

Resume is a French word meaning "a summing up, a summary, or a short history." In the world of business, it has acquired many nicknames. It

has been called a "passport" because it is the document that causes an employer to grant you an interview. It is a "catalog" since it pictures you as a commodity that some employer is seeking to buy. In effect, it is your "silent salesperson" who is attempting to market you. See appendix B for examples of resumes.

Ninety Percent Fail

One author estimated, after analyzing thousands of resumes, that 78 percent fail to do justice to the person they describe. The bulk of the remaining 22 percent only rarely do an adequate job. First-cut resumes written by military personnel exceed the above percentage since they run as high as a 90 percent fail rate. This is not considered abnormal since career personnel have little, if any, experience writing resumes. It does emphasize the need to follow established guidelines, such as those set forth in this publication, and to have your resume critiqued.

The more you say, the less people remember; the fewer words, the greater profit.

—Fenelon

Resumes written in accordance with guidelines established in this pamphlet will not fall into the "90 percent fail" category. Those who ignore these suggestions and who do not have their resumes critiqued will normally have a substandard product.

Remember, a resume that has the quality to get you an interview is very difficult to write. You will be an exception if you can write a good competitive resume in less than one week. You must put many years of experience on a maximum of two sheets of paper—preferably only one—so be prepared to expend a number of hours writing and rewriting your first one.

Experience shows that the "first cut" resume which is not critiqued ends up in the obituary files along with immediate hopes of a self-satisfying new career.

What Makes a Resume Competitive and Marketable?

There are numerous answers to this question but the most concrete one can be found in how much research, thought, and effort you devote to your resume. You have been required to research and write numerous papers in the performance of your military duties. These papers had to be correct, concise, clear, convincing, and complete and your resume is no different. It must be good enough to sell YOU. Therefore, it should be the most polished and perfect one or two pages you have ever written. Trying to summarize a 20 or 30 year career on one or two pages sounds impossible, and especially so if you have never written a resume. It can be difficult, but YOU CAN DO IT.

The wisdom of having someone else write your resume for a fee is questionable at best. You know yourself, your skills and your qualifications better than anyone and that is what you have to sell. The following paragraphs are dedicated to giving you other suggestions which will contribute to your resume's success.

Job Descriptions Do Not Sell

The majority of people write a job description on their first attempt and this is exactly what you do not want to do. It may also be said that the reason 78 percent of all resumes fail to do justice to the individual described is because the majority of them are purely job descriptions. A corporate executive can always ask his personnel manager for the job description for a certain position if this is what he is looking for. What you must do is put in writing the qualifications you possess to fill a particular job description. To do this simply write your accomplishments and give the results of those accomplishments.

A good example: "Formulated and implemented new policies for the chief operating officer which resulted in a 10 percent reduction in manpower and cost savings of $210,000 a year. Efficiency and production were increased at the same time by streamlining work schedules and establishing motivational personnel policies." These two sentences show action which, coupled with similar sentences throughout the resume, will describe you as a capable person who has the ability to accomplish outstanding results.

Now read the same sentences in the form of a job description and you will see a remarkable difference. "Responsible for writing and implementing personnel and manpower policies. Continually monitor the number of personnel in the organization and recommend reductions when appropriate." If you were the employer, would this excite you or give you reason to want to inquire more about the individual? Probably not, but "a 10 percent reduction of manpower and cost savings of $210,000" would get the attention of most employers.

Repeat, do not write a job description for a resume. Job description resumes do not account for your occupational or professional growth. They rarely, if ever, illuminate your qualifications and, more often than not, hide your ability. Re-

member, you are judged by the quality of your resume.

Most resumes completely ignore the fact that the hiring executive is not buying history; he's buying capabilities, and your accomplishments, plus the results of them, will provide a good sales document of your worth and value. Listing positions held tells nothing of how you performed in those jobs. Reciting years of experience in various posts is almost as meaningless. A resume that tells of your achievements and the results of them may not get you an interview, but you have more assurance that it will be read than the resume which reflects only a job description. Approach the writing of a resume with the idea that you are not seeking a job but rather selling a highly valued product. Your market is the individual who has the power to hire you. You can't sell a $30,000 product with a bad resume.

Functional Resume

Functional resume? What is that? Glad you asked, because this is the type resume that is going to launch your second career by getting you interviews. The functional resume is designed to show action by putting your qualifications on a billboard and painting you as the exceptional person you really are. If written properly, your functional resume will put you in the driver's seat ahead of countless other persons who are seeking the same position. In appendix C you will find a list of action verbs, some standard phrases that support active participation and experience, and some ideas of civilian titles which can be used in place of military ones. At this point you are saying that someone can be hired to write your resume for you. Right?—Wrong!! Who is your best marketing manager? You are!! You and only you can put your career on one or two pages with accuracy and meaning.

Painting Yourself

Before you can use some of the crutches provided to help you write a functional resume, there are several more points to be made. First you must not attempt to include everything you have done in the service for the last 15 or 20 years. Develop facts from the highlights of your accomplishments that spotlight you as a professional in your field and which are demonstrative of a successful career pattern. At the same time you should have an outline which projects a progressive upward spiral of your service occupational development that will support the job you are seeking. There are probably very few things that you did in your early career that are significant enough to place in your resume. If your resume misses the mark it is normally because you failed to distinguish yourself from all the other applicants.

Be objective, not subjective, when you begin to develop your facts. Take credit for what you have accomplished and the accomplishments of the personnel who worked for you and followed your directions. This may sound odd and you may desire to resist this important point. However, turn back the clock a few years and remember when someone who worked for you "screwed up." Who took the blame? Who did your boss point his finger at? YOU! As a commander or supervisor, you delegated your authority but you did not delegate your responsibility. So take credit for those accomplishments where credit is due. Above all, be honest.

A word of caution: While telling of your outstanding accomplishments and the results of those accomplishments, avoid words of self-evaluation. Do not use quotes from efficiency and fitness reports. Let your references make comments of this nature.

Make yourself look like the top executive you are, an individual who is motivated, efficient, successful, and effective. An employer will hire a person who fits the above description since good executives enhance a firm's ability to make a profit. Do not paint yourself as being meek, humble, or unassuming.

Keep the facts believable. In some cases it is easier to overqualify yourself for a job than it is to underqualify.

Use of Service Jargon

This brings us to another very important point. Do not use service jargon and titles. Convert military terminology to understandable nonservice jargon that a lay person can read and digest. You are probably now thinking that you are being told to conceal your military service. Not true. We are only suggesting that you use terminology and titles that equate to the civilian sector. Titles and terms have to be converted to their civilian counterparts to make sense to the person reading your resume. There are few functions performed in the military that are not also performed in the civilian sector. This may be hard for some to realize initially, and especially for those who do not know exactly what they want to do in a second career.

When presented properly, your military experience is an asset. That sentence is important enough to repeat. When presented properly, your military experience is an asset.

Why Some Resumes Flunk

Unfortunately, many military persons present their experience as tasks performed instead of results produced. This is an unacceptable substitute for a good resume.

Use a past tense "telegraphic" style when composing your sentences instead of first person. It is more pleasing to read. By eliminating "I," it may be easier to give yourself proper credit without feeling boastful or going on an ego trip. Flamboyant resumes flunk, and this also applies to writing style.

Few men are lacking in capacity; they fail because they are lacking in application.

—Calvin Coolidge

Your functional resume will reflect your ability. It is the best avenue to promote and advertise yourself in an ethical way to the person who has the power to hire you. Content is much more important than appearance, and eye-catching action verbs create interest and enthusiasm. Don't ever forget that you are promoting YOU with this resume and there is no room for error.

Be especially careful not to write anything in your resume that will cause it to be placed in the "round file." Age is a very good example. Being less than 30 years old or over 40 can be a discriminatory factor that could eliminate you from an interview opportunity. If you insist on telling your age then put it in the form of your date of birth instead of age. Would you say that you are "skinny" or "fat?" Certainly you would not—so why place any vital statistics such as "six feet two inches tall, weight 110 pounds." Your salary requirements may be $40,000 and you may get that amount with an impressive interview, but the $40,000 requirement placed on your resume may be the one thing that relegates it to the round file. Talk salary only at the end of the interview, or when a firm job offer has been made.

Don't Place Your Resume In Concrete

Writing and rewriting your resume is an excellent opportunity for you to find out the following three important things about yourself.

"Who Am I?"
"What Do I Do Well?"
"What Do I Want To Do?"

There is a good probability that you did a good job on your resume if you can answer these questions objectively after completing it. A good resume can always be improved, and unless you are willing to approach rewriting it with this philosophy there will always be someone with a better one. Good resumes circulate, and jobs are filled through a "grapevine" that produces this circulation. Employers look for people who are recommended by other businesses, professional associations, and friends. Your goal should be to have a quality resume that will sell you in these circles, which is commonly referred to as the "hidden job market."

An excellent resume will not guarantee you a job. However, you can be confident that your chances for success will be far greater than the individual who has a poor resume. Many employers use the hidden job market and are specifically looking for a person with military knowledge to fill a position. Your ability and desire to write a resume which will create interest and circulate will make you a winner.

YOU CAN DO IT.

Resume Controversy

Hopefully, as has been suggested you will do a great amount of second career research prior to retiring from the service. If you have done so it should be evident there are no two books or authors in total agreement as to resume content and format. About the only item that all agree to is to use good standard 8½- by 11-inch paper and black print. Below are some of the conflicts in opinion:

- "Resumes should never be more than one to one and one-half pages in length."
- "The maximum length of the resume should be four pages."
- "If you don't use dates in your resume, the employer will think you are hiding something."
- "There is age discrimination in employment and listing your birth date and other dates is self-destructive."
- "The objective is the heart and soul of your resume."
- "No one reads an objective, so why place it in the resume?"
- "Most employers are unimpressed by a list of references."
- "References are a necessary part of the resume and should be included."

This list could and does go on and on. The advice provided in this pamphlet on resume writing was compiled from years of experience of working with employers. The advice given is sound, logical, and has proven successful. You, on the other hand, must take these suggestions under advisement and come up with "the" resume best suited for you.

Resume Format

There is no one resume format that has proven to be more successful than others. The format that follows contains the items most useful for the average military person and also presents the employer with the information required to get you an interview. You may add to or delete from it, remembering that simplicity makes easier reading and quick review possible.

The basic format is as follows:

- Identification.
- Objective or title.
- Professional qualifications, career history or summary (choose one of the three).
- Experience.
- Educational and Academic Honors.
- Personal data.

Include the following items only if they are supportive.

- Professional licenses.
- Publications you authored.
- Membership in professional organizations.

Since there is no magic "formula" for format, and no format has produced better results than all others, you have the option of being flexible. Common sense and good judgment will dictate some changes. If you have graduate degrees supportive of a management position, you should probably list them right under your identification. For example:

Ph.D. in Management—Harvard University.
M.B.A.—Stanford University.
B.A.—Davidson College.

On the other hand, if your education is not recent or impressive, and if you have no advanced degrees, it should be played down and appear near the end of the resume, or not shown at all.

Everyone has his or her own style and your resume should be tailored to you. Now let's take a look at each part or item in detail.

Identification. This should include your name, complete address, and phone numbers. Normally, a home phone and business phone number are listed and this is recommended. Many persons, however, do not want their present employer to know that they are seeking another job, and direct all communications to their home address. If you desire to do this, a statement to this effect should be in your cover letter. Good taste dictates that you do not use nicknames in your identification. Use your given name and save your nickname or preferred name for the interview.

Many people move from one place to another and forget to update their resume address. You can forget about employment if you don't have a current address on your resume. Few employers will take the time to track you down when they have other qualified candidates for the same job.

Objective or Title. There is a great deal of controversy concerning the use of an objective versus a job title. Both are acceptable, but the objective appears to be more useful from an employer's point of view. One author describes the "objective" as the "soul" of a resume and says it should be given first and foremost attention. A good objective must be clear and concise. It must be written in such a way that the reader feels compelled to read more of our resume . . . with interest. If you have a definite idea about the specific type of job for which you are best equipped by reason of your temperament, personal preferences, capabilities and experience, then state that in your objective. This is especially important if you are writing a resume for one particular job with one organization. You sell a product successfully when you are specific about its advantages to the buyer.

If you are not aiming at a specific job in a specific field, make your objective broad and exciting and let your accompanying cover letter be more specific. This approach will allow you to use the same resume for a variety of jobs within a field, giving you more flexibility. No matter which approach you decide to use, your objective must entice the reader to want to continue reading. Your objective must also be written so it supports and receives support from your qualifications and experience.

There have been many instances where individuals have been asked their objective during a job interview and they could not remember what they wrote in their resume! This should be a lesson for the wise.

Professional Qualifications or Career History. In this portion of the resume state the qualifications you possess which are supportive of your objective and that, in turn, support your functional areas of experience and expertise. In most cases, you should begin with a statement which reveals the number of years of executive/technical/practical experience you have acquired in a given field. Relate this information to positions you have held in the past which correspond to the position you are seeking. Normally, this will equate to 10 to 15 years of executive experience for a 30-year career. Keep this portion brief and include only the most pertinent facts. Above all, do not over or underqualify yourself for a particular job. This portion of the resume is your "track

record" and demonstrates your achievements. If you can express yourself in such a manner that you come across as a winner in the past, you will appear to be an achiever for the future.

Employ your time in improving yourself by other men's writings, so that you shall come easily by what others have labored hard for.

—Socrates

Experience. If the objective is the "soul" of a resume, the experience has to be the "heart." This part is probably going to be the most difficult to write since this is where you must convince a prospective employer that your talents and expertise are worthy of exploring further by inviting you to an interview. We suggest the following "basic method" of writing a resume. It is a relatively painless method of providing you with an excellent resume, but do not expect to crank it out in one evening.

The first step is to determine what functional areas of expertise you possess by reason of experience, education, and training. It is best to first select a number of these areas. You should write each one down on a separate sheet of paper. As an example, let us say you select Administrative Management, Personnel Administration, and Management Information Systems (MIS), remembering that these areas should be supportive of your objective and vice versa. Place the three sheets of paper in front of you in separate stacks.

Next, turn to the list of action verbs in appendix C. The word "implemented" jumps out. Search back over your career and experience for a sentence you could write using this word. Aha . . . Remember? "Implemented a completely new Management Information System as the senior executive for a large organization which improved efficiency and communications to the extent that manpower was reduced by 10 percent and savings of $250,000 were realized after one year of operation." That is a super sentence. It tells what you did and the results or final product of your endeavor. It also gives you a civilian title for the position you held: "senior executive."

You are now off to a great start. Next, you must decide under which functional area this sentence belongs. That is no problem. Merely take the sentence and physically place it under the sheet labeled MIS Management. You now have a clean sheet of paper in front of you to start your second sentence. The next word on your list is "introduced." Do you recall when you were working for the comptroller in NATO headquarters? You bet you do. "Introduced financial and budget procedures for a multinational corporation which ensured that corporate objectives were met through timely and accurate reporting to top level executives for the first time since the formation of the organization." This is an excellent sentence but it does not fit under any of the three functional areas you have selected. What do you do now?? That's an easy one also—you simply select a fourth functional area and label it Financial Management. You may have discovered that this is an area of expertise that you excelled in and as you recall it may also help you answer the questions—"Who am I?," "What do I do well?," and "What do I want to do?"

Bear in mind that any new functional area which you develop in this manner must support your objective. If it does not, you may desire to rewrite your objective to include it. As you continue to write sentences using action verbs, the functional stacks will grow and soon you will find that as the list of verbs is exhausted you have too many sentences for a one or two page resume. That's a terrific position to be in. You also may have written about too many functional areas. This is also an advantageous position to be in. The only task left is to scrub down each functional area by selecting the most meaningful and effective sentences and deleting the others. You can now select the functional areas that support your objective and your resume is well on the road to completion.

Do not hesitate to use two or three action verbs to start a sentence but do not use the same verb twice. You may notice that the verbs "commanded," "managed," and "supervised" are not on the list at appendix C. These are the most worn out and overexpressed words found in resumes. If you cannot write a sentence using a particular verb, go on to the next one but always come back to the one you skipped and try again.

This entire procedure may sound too basic and elementary, but we challenge you to provide a more effective and organized method which will produce the same successful results.

Our opportunities to do good are our talents.

—Cotton Mather

Educational and Academic Honors. Place your highest degree or the degree which is most supportive of the position you are seeking at the top of your list. Listing the most senior service schools is appropriate if you can explain on one line or so what the curriculum included. For example:

"Industrial College of the Armed Forces—10 months of intensive executive development—equivalent to a master's degree."

Intermediate service schools and special courses you have attended are not normally included. Show only courses that are nationally prominent or which are well known in a particular career field or industry. Courses that do not support your objective should not be included. You cannot afford to waste resume space with trivia.

Personal Data. Primarily, this part of your resume should be limited to one to three lines and include information that will give an employer some idea about your personal life. Example, "Married—Two children—Excellent health—Will Relocate—Completing service with the Army in the rank of Master Sergeant."

Be especially careful not to put anything in this section that might knock you out of an interview. You may not be willing to relocate for a $20,000 salary but for $45,000 you may well change your mind. If you put "Unwilling to relocate" in this section, you will never get the chance to change your mind. It is also preferable to use the word "Single" instead of "Divorced" in this part of your resume. Again, if you are ever in doubt, leave it out.

If your resume is getting rather long, this section can very easily be eliminated. However, you should mention your service career and rank somewhere in your resume. Do not use the word "retired," since this has a negative connotation. You are actually changing careers and looking for new challenges and horizons to conquer.

Professional Licenses, Publications You Have Authored and Membership in Professional Organizations. In these sections you only include those items which are supportive of the job you are seeking. Belonging to a long list of professional organizations may convince an employer that you are simply a "joiner." If you are a pilot, and are seeking a job in aviation, it is appropriate and important to list your licenses and ratings. Good common sense should dictate whether the information is necessary and essential.

If you have written your resume in accordance with the guidance provided, you are now ready to send it out and get your first invitation to an interview.

To Whom Do I Send My Resume

Many authors will tell you not to send your resume to a prospective employer, citing what is called "the numbers game." These figures vary from book to book but essentially on an average you can expect to get four to six positive responses out of every 100 resumes submitted in competition for a given job. However, if you have an excellent resume and have targeted it for a specific job, your chances of improving the odds are excellent.

Receiving a higher positive response from employers is possible if you comply with the three "ifs." That is, if you have an excellent resume tailored to a specific job; a hard-hitting cover letter for maximum impact on your prospective employer, and you possess the majority of the qualifications required for the job. It will be expensive and time consuming to tailor your resume to each specific job, but certainly you do not want to send one that paints you as a computer programmer for a job requiring an administrative manager. The best solution is to have a resume for each particular employment objective and to take up any slack by spelling out specific qualifications and areas of expertise in a cover letter to each employer.

An individual cover letter normally has to be written for each job you apply for. You can have the best resume in the world, but if your cover letter turns the employer off, it will never be read. For this reason, you need a letter that will get attention.

The third requirement for a successful response to your resumes is to make certain you meet the majority of the qualification requirements for the job. You are barking up a tree if you believe the service philosophy that a "military person can do anything." Not so! You will be hard pressed to get a job as a city manager unless you are a civil engineer, or have an advanced degree in public administration, with additional qualifying experience such as installation commander.

You may never fill all of the qualifications an employer is seeking, but your chances of getting an interview increases with the number of prerequisites that you do fulfill. Many employers will waive some qualifications if they get the impression that you have the personality, initiative, and desire to be associated with their organization.

Rejection shock is normally a result of what you have done improperly or what you failed to do. You can control rejection shock if you adhere to the three "ifs" mentioned earlier. You should feel confident in responding to any job advertisement if you have fulfilled these three prerequisites. Quality of the product is the cornerstone for confidence and confidence breeds success. Whether you send out resumes or broadcast (sales) letters,

the quality of the product will determine your chances of getting an interview. Examples of broadcast/sales letters are at appendix D.

The Cover Letter

The resume cover letter is very similar to the broadcast or personal sales letter discussed in the next section except it contains fewer details. It is used to create an immediate interest in you and your qualifications through creative and dynamic writing that will impact favorably on the prospective employer.

Your unique introduction should be an opening paragraph based on either an accomplishment or a topical subject with the former generally being the easiest to expand on. It must get the reader's interest and create a desire to read more.

Not that the story need be long, but it will take a long while to make it short.

—Thoreau

Your second paragraph should tell the reader that you have something to offer that the employer needs. A word of caution: direct your paragraph to the employer's needs, not your desires.

In the third paragraph, you supplement the information in your resume by zeroing in on the specific job being offered and show why the employer should be interested in you. Citing several specific goals you have achieved, or accomplishments associated with the job for which you are applying, is an excellent way to stimulate interest in what you have to offer.

In closing, state that you desire to be interviewed in order to present your qualifications in detail and respond directly to questions concerning your resume.

Many authors recommend that the resume should not be presented to the employer prior to an interview and propose broadcast letters instead of the resume and cover letter. However, these same authors do not tell you that most resumes are substandard and that many people apply for jobs for which they are unqualified. The system of responding to jobs you are qualified for with quality resumes and cover letters is successful and you are encouraged to use it. Most employers will expect a resume and cover letter from you.

The Broadcast or Personal Sales Letter

The broadcast or personal sales letter, like a resume, should describe your accomplishments in such a manner that an employer is convinced you are an excellent candidate for a job. It should be addressed to the individual who has the power to hire you. Normally this is not the personnel officer, unless you are interested in going to work at an entry level.

Many believe that broadcast or personal sales letters are the best method of generating interviews that lead to job offers. The fact is that only 10 to 15 percent of all jobs at the management level are advertised. With the broadcast letter you are seeking out the remaining 85 to 90 percent of the openings that are not advertised. From experience, a good mixture of sending out broadcast letters and resumes has the best chance of positive results and success. There is a time and place for both. For example, if the job you desire has already been advertised, then the resume with a cover letter is appropriate. On the other hand, if you desire to work for a particular organization and no job openings are advertised, then the personal sales letter is more appropriate and possibly more effective.

Obviously, a prospective employer is not waiting for your broadcast letter to arrive, so why is this a successful technique? The answer is that at any given time a certain number of employers, for a variety of reasons, will have job openings they plan to fill immediately or in the near future. Openings occur continually in large organizations, so the recipients of your letters have a problem which is the exact opposite of yours. A certain percentage of them will need someone with the skills and experience you possess. Therefore, the success of your sales letter is in direct proportion to how well you describe your abilities to fill an employer's needs. It must demonstrate that you can solve problems, improve efficiency, and maximize the use of personnel and resources, among other things. Always keep in mind that the broadcast or sales letter has the same basic function as the resume—to get an interview.

The book, "Executive's Guide to Finding a Superior Job," by William A. Cohen, has an excellent chapter on personal sales letters. It is not only commended highly for this particular chapter but is recommended reading for anyone looking for a second career. Cohen's formula for writing a successful sales letter* is as follows:

Opening/attention getter + explanation = motivation + credibility + call to action = Superior sales letter

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* Adapted from his book, 'The Executive Guide to Finding a Superior Job," (1978), published by AMACOM, a division of the American Management Assn., 135 West 50th St., New York, NY 10020.

Here is a brief explanation for each part of the formula:

- *Opening/attention getter*—The objective here is to get your reader's attention and interest. You can employ news, intrigue, shock, or any kind of unusual information as long as you can relate it to your basic purpose: getting a job interview.
- *Explanation*—If you have succeeded with a good opening the next question in the reader's mind is, "Why is this person writing me?" To answer this you must clearly state that you have certain qualifications which the organization needs or may need. Address only the specific type of job in which you are interested. Do not "shotgun." Concentrate on a single objective.
- *Motivation*—Here your objective is to create a strong desire by the employer to obtain your services. There are two approaches that you can take to do this. One is to state what you have accomplished in the functional area which you have decided upon as your objective. This is very similar to the functional resume where you list your accomplishments and their results. The second approach is to list similar functions, all of which support the job you are seeking. Start your sentences with action verbs but make them concise.
- *Credibility*—In most cases, it will be impossible for an employer to check on such things as costs savings and percentages stated in your letter. In order to establish conviction in the mind of the employer, state facts that he is able to check such as education and early promotions. State that references can be provided at the conclusion of an interview.
- *Call to Action*—This is a simple statement at the end of the letter which tells the prospective employer to invite you to an interview at the employer's convenience.

Since many employers prefer to schedule interviews by telephone, include in your letter a phone number where you can be reached during normal office hours.

A current issue of Dun and Bradstreet or Standard and Poor's Register should provide you with a mailing list for your letters. If your net success is three interviews for every 100 sales letters mailed, Cohen insists that you have been very successful. If your rate is less than 2 percent, you should consider revising your letter since you are probably turning some employers off by something you have said or possibly something you have not said. Those individuals with unique qualifications that are in demand can expect a higher rate of return.

Interview Strategy

Everything you have done so far in your job search is going to be wasted if you cannot convert your interviews into a firm job offer. During the first few minutes you are going to make an impression that will normally carry over to the last five minutes of the interview. How do you create a favorable impression? Some of the most obvious and commonsense things you can do are as follows:

- Prepare yourself well in advance of the interview by research and study to the point where you have an excellent knowledge of the job you are seeking and of the organization, itself. If you are well prepared, you will find that most interviews are pleasant and stimulating. If you are not, you may find that the process can leave you shell-shocked. Once you get a green light to interview, it's time to do some fast research. Knowledge of the company's annual report, long term objective and strategy, growth rate, profit trends, key executives, and where its problems lie can be gleaned from the Wall Street Journal, Business Week, Forbes, and other such publications.
- Dress properly and be well groomed. The conservative well-groomed person will normally have a large advantage over the person who overdresses with too much flash and flair. The Queen of England wrote to the Prince of Wales: "Dress . . . gives one the outward sign from which people can and often do, judge the inward state-of-mind and feelings of a person; for this they can see; while the other they cannot see."
- Be on time for interviews. There is no excuse for being late and normally arriving early may provide you with some information which will be helpful in the interview. Be on time.
- Demonstrate courtesy and warmth when the introduction takes place with the in-

terviewer. You can condition that person to be well-disposed toward you by making honest, genuine comments about how pleased you are for the opportunity. Remember that people mirror their emotions. Attitudes are reciprocated. Positive feelings are returned for positive feelings and negative feelings are returned for negative.

- Try to avert the superior to subordinate attitude that prevails in many interviews. This can be done by asking questions about the firm and the position you are being interviewed for, thus having the interviewer talk more than you.
- The importance of responsive, intelligent listening cannot be over-emphasized. If you do not understand something the interviewer says do not hesitate to question the remark. A word unsaid never has to be corrected.

Neither sign a paper without reading it nor drink water without seeing it.

—Spanish Proverb

Listening and zeroing in on problems and weak areas related to you by the interviewer will enable you to eventually state your areas of expertise and explain how you can help solve the probems mentioned. Some sources recommend that you never take notes in an interview. Instead, they say, you should write down any key points you failed to make immediately after the interview and address them in your letter of appreciation.

- Project enthusiasm, confidence, and ambition, in that order. You will need to control your confidence and ambition in line with your estimation of each given situation, but your enthusiasm should have no bounds.
- Maintain your professionalism at all times. Underplay your needs for a new job and use a soft-sell approach.
- Attempt to present yourself in all facets of the interview in such a manner that the interviewer will want to buy you and you do not have to sell yourself. Let your past performances and accomplishments do the selling for you. Don't appear to be over-relaxed, flip, or nonchalant.
- Think before you answer any questions. You are going to be faced with some very difficult questions and you want your answers to be factual, honest, and concise. Do not hesitate to ask for a moment to review your thoughts before answering a question. If you don't know the answer to a question, do not try to bluff your way through. To make an impression, pay attention and respond frankly, honestly, and briefly. When you convey sincerity in what you say, employers listen. Avoid name dropping. Avoid arguments. Since the interviewer is the judge and jury, you will lose every time.
- Maintain good eye contact. You are going to be nervous to some extent, but the more confidence you can demonstrate with good eye contact the more this will tend to overshadow your nervousness.
- Protect the confidence of your present or former employers. Any breach in this area will more than likely diminish your chances of getting the job since your potential employers will assume that someday you will do the same thing to them. Loyalty is a trademark that will carry you a long way with any employer.
- During the interview, seek opportunities to interject good impressions of the organization and its management. Flattery won't get you a job, but honest admiration will certainly help.
- Prepare a list of important questions that you need to have answered at the one or more job interviews, such as: What is the level of responsibility? How many people will I supervise? What is the starting salary? What are the benefits and prerequisites associated with the job? When can I expect to be notified of the results of my interview? It is important to know the answers to such questions prior to accepting a position. Having these questions written down prior to the interview will preclude your forgetting them.
- At the conclusion of the interview, repeat your appreciation for the courtesies you have been shown and repeat your desire to work for the organization.

Followup Letter

A short letter to a prospective employer after an interview is appropriate. If the position is one

in which you are definitely interested, review the most important qualifications you have for the job and any additional points you may have forgotten to make during the interview. Above all, reiterate your interest and enthusiasm in the firm, and stress your confidence in your ability to do the job.

You may even consider writing a note to some of the other people you met during the interview who were courteous and helpful, such as the secretary. People like being remembered.

If, after the interview, you are informed that another individual has been accepted for the position, express your appreciation for being considered for the job. It could pay off with a later offer for another position. Prospective employers remember nice people.

Salary

One of the most common questions heard is: "How much should I expect to make?" The answer generally depends on how well you can market your skills and qualifications. You will face difficulty in finding a civilian job if you initially shoot for a position equal in pay and responsibility to that you had in the military. It can be done, but only by those who are patient and willing to work 60 to 80 hours per week during their job search.

Many firms know the amount of your retired pay and some will attempt to hire you at a salary lower than you desire. If you were already in a civilian job, regardless of your skills and talents, employers would normally estimate your potential salary in terms of your present salary. Unfortunately, this is not so in the transition from a military to a civilian career. It is a fact of life.

The majority of firms will hire a retiree at a salary somewhere between the entry and senior levels for the position to be filled. You may desire to "sell" yourself at a salary less than you initially set if you see that there is an exceptional opportunity for upward mobility based on performance and merit. An exceptional individual can go to work for $25,000 and a year later be making $35,000.

Major subjects you may wish to cover during salary negotiations:

Salary and salary review.
Bonus and commissions.
Profit sharing.
Expense account and company car.
Club memberships.
Stock options.
Deferred compensation.
Pension plan.
Sick pay.
Disability income.
Insurance (life, medical, and disability).
Legal and financial planning assistance.
Vacations.
Severance pay and outplacement.
Short term loans and educational allowances.

Reimbursement of the following should be discussed:

Moving expenses.
Mortgage rate differential.
Closing costs.
Lodging fees while in transient status.
Real estate brokerage fees.

Many variables will enter as factors for your individual needs but you will do well to determine these variables prior to salary negotiations. As an example, promotion opportunity and/or job satisfaction may be the prime factors for accepting a job rather than salary. Too often a person will accept a high paying job with little promise of longevity instead of one which starts with a moderate salary, has upward mobility based on merit and that offers security.

Below are some cautions which you should consider in salary negotiations:

- Don't discuss salary or give salary requirements prior to the interview.
- If employed, include in your current total earnings such things as bonus, commission, stock options, or other benefits.
- Don't start a salary negotiation unless you are certain an offer is going to be extended.
- Don't be too quick to accept or compromise a salary quotation. If you are currently employed you have more leverage, and selling quality is always better than selling a lower price.
- If you cannot accept the salary offered to you, ask for a day or so to think it over.
- If a firm is not willing to raise its first salary offer, you may negotiate for an earlier than normal salary review, or for stock options, profit sharing, or bonuses, if applicable.
- Do not sell yourself cheaply!

Remember, if a firm sincerely wants you to come to work and you are the right person for the job, invariably they can find a way to meet a reasonable salary demand. Conversely, if you are

positive you want a certain job and it offers you the full potential of a second career, then you should be flexible.

References

Having a strong list of references is essential, but this list must be protected from employers and executive search firms. You will find that your references will tire if they are called or asked to write letters of recommendation too often. A good rule of thumb is to release the names, phone numbers, and addresses of your references only after you have had a highly successful interview for a job you are greatly interested in. Then release them only to the person who has the power to hire you. You should certainly ask each person in advance if he or she is willing to be a reference. It is always courteous to let them know when and who will be contacting them.

Care should be exercised in selecting your references. Beware of the "friend" who might suddenly develop a case of "professional jealousy" when asked if you would be suited for a responsible position in a major corporation. If there is any doubt in your mind about how a reference will support you, you are better off eliminating that person from your list. Consider having more than one list. This will prevent overworking any one group, and will allow flexibility when supplying references for any particular job. Also be prepared to give a prospective employer a list of references to include a former superior, contemporary, and subordinate. It is helpful if you get some feedback about the performance of your references. If you are not selected for a position, the individual who interviewed you may be willing to give you an indication of the strength of their recommendations. At the same time, you might ask for a critique of your interview performance. Try to find out where the dead spots are and eliminate them.

Executive Search Firms

These firms are known as executive recruiters, executive recruitment consultants, management consultants, and executive development specialists. The most common nicknames for them are headhunters, talent scouts, body snatchers, and flesh peddlers. These types of agencies, as mentioned earlier, are so numerous that it may be difficult to find the ones that are honest, sincere, and skilled in finding you a job.

You should never go to an agency where you pay a fee for services rendered. Most of the competent and successful agencies receive their fees from the firms that employ their clients. Read the fine print before you sign a contract. Experience shows that many job seekers pay exorbitant fees to such agencies for few, if any, services. There are very few executive search firms that will take a personal interest in you. Remember, no one will market you as well as you can.

If you decide to use an executive search firm that charges a fee, you should, as a minimum, do the following:

- Check out three to five firms with the local Chamber of Commerce and Better Business Bureau prior to deciding on one. Some of the better known firms are found in the book, Moving Up Quickly, by Thomas L. Weck. Also, the Directory of Executive Recruiters, published by Consultants News, Templeton Road, Fitzwilliam, NH 03447, lists hundreds of firms that are compensated by management to locate executives. Firms which belong to the Association of Executive Recruiting Consultants, Inc., conform to established standards of ethical practice for their profession.
- Determine the method of operation and the type of companies with which they deal. Beware of exotic programs and gimmicks.
- Determine if you will have a single marketing manager, or if your file will be passed from person to person.
- Ask for the firm's success rate. Don't accept unsubstantiated figures. Try to talk to people who have previously used the firm.
- Determine the approximate length of time it has taken the firm to find a position for other clients.
- Establish exactly what the firm wants from you and determine what specifically is offered. Resume preparation advice and critique? Professional counseling? Research material for your use?
- Check out any contract with a lawyer prior to signing it.
- Before signing, ask yourself "who is my best marketing manager? Who will look out for my interest in the best way possible? Who will try their best to get me a job?"

If the answer to these questions happens to be "you," then you are better off to tear up the con-

tract and start a concerted effort on your own using all the tools available to you.

YOU CAN DO IT!

Employment Agencies

The same cautions apply to employment agencies that were mentioned about executive search firms. There are good ones and bad ones and you must be the judge as to whether you have selected a reputable one.

It is estimated that there are at least 8,000 employment agencies throughout the country. The majority deal with clientele such as secretaries, office clerks, stenographers, and business machine operators, and depend on volume and turnover for their success. According to Action Guide, by Uris, about 600 of the total agencies specialize in finding executive jobs.

Most employment agencies have their fees paid by the employer; however, there are some that require you to pay the fee, which is tax deductible. Fees vary from state to state. In New York, for example, the fee cannot exceed 60 percent of one month's salary. If your salary is $24,000 a year, you would pay the agency $1,200 for finding you the job (60 percent of $2,000).

If you decide to use an employment agency, you should contact agencies that are members of the National Association of Personnel Consultants whose members subscribe to a set code of ethics. You can purchase a listing of member agencies in a particular career field by writing directly to—

National Association of Personnel
Consultants
1012 14th Street, N.W.
Washington, DC 20005

They have approximately 2,400 members and there are 40 state associations within the national organization.

Expenses Involved In The Job Search

You should be prepared to spend a moderate amount of money during your job search. The costs for typing, printing, and postage can mount quickly, especially if the search is a long one.

There might also be some travel involved during your search. Before traveling to a distant city for an interview, make certain you know who is going to cover the costs. Generally, the larger firms interested in your qualifications will pay the expenses, but this is not always true. In some instances it may be profitable for you to pay your fare in order to get an interview.

Telephone expenses are another item which must be considered. The more information you can get by telephone the better you will be prepared for an interview. You might also want to consider using a telephone answering service during this period of your job search. This is an especially good idea if you have made a mass mailing of resumes and broadcast letters and are not always able to be at an office or home phone during normal business hours.

Don't pinch pennies, particularly when considering the purchase of stationery and the printing of a resume.

Your personal appearance and wardrobe should be of vital concern to you. Don't balk at spending money in this area since it is a wise investment. If you don't have some conservative clothes that are in style, it is recommended that you buy some.

Keep a record of your expenses. The IRS allows a deduction for the expenses for looking for a civilian job in the same line of work you did in the service, whether or not a new job is found. This includes costs such as those for typing and printing resumes, postage for mailing resumes, travel expenses for a job interview in a distant city, and employment agency fees. Such expenses are not deductible if you are looking for a job outside the line of work you did in the service. See a current issue of IRS Publication 17 for details.

POST-RETIREMENT RESTRICTIONS

The surest way not to fail is to determine to succeed.
—Sheridan

This section is intended to alert the retiree and the prospective retiree to certain provisions of law and regulations which may limit their activities in the selection of a "second career." It is not intended to provide definitive advice in specific cases or to substitute for a careful consideration of the statutes, regulations, and court or agency decisions in the field. If you have questions concerning your particular situation, you should consult your local staff Judge Advocate, your service finance and accounting center, or the Judge Advocate General.

Private Sector Employment

No Federal law or regulation precludes retired military personnel from employment by a domestic corporation or concern, even one doing busi-

ness with, or rendering services to, the United States Government. For the most part, general professional knowledge acquired while on active duty may be used in connection with that employment. There are certain limitations on selling or representational activity. These include—

Three-year restriction on selling. Section 801(c) of Title 37, United States Code, prohibits the payment of retired pay to a retired regular officer for that period within 3 years after retirement during which he is engaged (for himself or others) in selling, or contracting, or negotiating for the sale of supplies or war materials to any agency of the seven Uniformed Services.

Lifetime prohibition on selling. Section 281 of Title 18, United States Code, a criminal statute, prohibits all retired regular officers from selling anything to the government through the department in which they have a retired status. The Department of Justice has indicated that it has questions as to whether this is a valid statute and has stated that it would not be inclined to prosecute a person under it except in an unusually aggravated case.

There are involved restrictions on representing another person as an agent or attorney in matters in which a person participated personally and substantially or in which he had an official responsibility. There are additional restrictions on the activities of "senior employees," generally, lieutenant general or above who held an executive level position after July 1, 1979.

Statements of Employment. Every retired regular officer is required to file a Statement of Employment (DD Form 1357) within 30 days after retirement. When the information within that statement is no longer accurate, a new statement must be filed within 30 days of the change with the service finance center handling his records. Certain officers (major and above) employed by prime defense contractors must also file a Report of DOD and Defense Related Employment (DD Form 1787).

Foreign Employment

A constitutional provision prohibits employment of ALL retired personnel by a foreign government unless congressional consent is first granted. Public Law 95–105, Section 509, has authorized the service secretary concerned, in conjunction with the Secretary of State, to act on these requests. There are no restrictions on employment by a private foreign enterprise but the organization will be scrutinized to ensure that it is not in fact controlled by the foreign government.

Federal Employment: The Dual Compensation Act

Retired military personnel are not precluded from holding civilian positions with the United States Government or its instrumentalities and will receive the full salary of the civilian office.

Retired regular officers ordinarily will have their retired pay reduced to an annual rate equal to a specified amount ($5,999.44 as of March 1, 1981) of such pay, plus half the remainder. The specified amount is increased in direct proportion to cost-of-living increases in military retired pay.

The Civil Service Reform Act of 1978 has imposed a further limitation on military personnel who first received retired or retainer pay after January 11, 1979, and became employed in a Federal civilian position after that date. While they are entitled to the full salary of the civilian position, if the amount of the salary when combined with military retired pay exceeds the rate of pay for Executive Level V ($57,500 as of date of publication), a reduction of the military retirement is required to reduce the aggregate pay down to Level V. The only exception relates to civilian medical positions.

If retired pay is based on disability resulting from injury or disease received in line of duty as a direct result of armed conflict or caused by an instrumentality of war during a period of war, it will not be subject to reduction.

Appendix A: Publications

The most successful men and women are those who have learned how to make the best use of the talents and knowledge acquired throughout life.

—Harold Sherman

This appendix contains a listing of books, research documents and publications that provide jobs. It is by no means complete or all encompassing. This part of *Marketing Yourself* contains some of the best-known publications. It should be used only as a stepping stone to more in-depth reading and research which will provide you with a broader knowledge of how to conduct a successful job search.

Books

What Color is Your Parachute?, Bolles, Richard N. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94704. 1980.

Executive Guide to Finding a Superior Job, Cohen, William A. AMACOM, 135 West 50th Street, New York, NY 10020. 1978.

Executive Jobs Unlimited, Boll, Carl R. The Macmillan Company, 866 3rd Avenue, New York, NY 10022. 1965.

The Ambitious Woman's Guide To A Successful Career, Higginson, Margaret V. & Quick, Thomas L. AMACOM, 135 West 50th Street, New York, NY 10020. 1980.

Career Strategies, Planning For Personal Achievement, Souerwine, Andrew H. AMACOM, 135 West 50th Street, New York, NY 10020. 1978.

One On One, Winning The Hiring Decision, Pierson, Newall W. Focus Press Inc., Box 895, Ansonia Station, New York, NY 10023.

International Jobs, Where They Are—How To Get Them, Kocher, Eric. Council for Intercultural Studies and Programs, 60 East 42nd Street, New York, NY 10017. 1979.

Moving Up Quickly, How To Use Executive Job Hunting Techniques To Land A Better Job, Weck, Thomas L. John Wiley & Sons, New York.

Go Hire Yourself an Employer, Irish, Richard K. New York, Anchor Press, Doubleday, 245 Park Avenue, New York, NY 10017. 1978.

How To Make A Habit of Success, Haldane, Bernard. Warner Books, Inc., 75 Rockefeller Plaza, New York, NY 10019.

Dress For Success, Malloy, John T. Warner Books, P.O. Box 690, New York, NY 10019. 1975.

How to Get a Better Job Quicker, Payne, Richard A. The Taplinger Publishing Company, 200 Park Ave. S., New York, NY 10023. 1972.

How to Market Yourself—Yourself, Moses, Bruce E. Pro-Search, Inc., Olympia Fields, IL. 1979.

Moving Up: How to Get High-Salaried Jobs, Djeddah, Eli. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94704. 1978.

Who's Hiring Who, Lathrop, Richard. Ten Speed Press, P.O. Box 7123, Berkeley, CA 94707. 1977.

The Woman's Dress for Success Book, Malloy, John T. Warner Books, Inc., 75 Rockefeller Plaza, New York, NY 10019. 1975.

Job Search, The Complete Manual for Jobseekers. Rust, H. Lee. AMACOM, 135 West 50th Street, NY, NY 10020.

How To Find The Job You've Always Wanted 2nd edition, Bostwick, Burdette E. John Wiley and Sons, New York, Chichester, Brisbane, Toronto.

The Professional Job Changing System, World's Fastest Way To Get A Better Job, Gerberg, Robert Jameson. May 15, 1980. Performance Dynamics, 400 Lanidex Plaza, Parsippany, NJ 07054.

Research Documents

American Bank Directory. McFadden Business Publications, 6364 Warren Drive, Norcross, GA 30093.

College Placement Annual. College Placement Council, Inc., P.O. Box 2263, Bethlehem, PA 18801. (Published each year. Distributed by college and university placement offices, the armed forces and The Retired Officers Association.)

Consultants and Consulting Organizations Directory. Gale Research Co., Book Tower, Detroit, MI 48226.

Directory of Executive Recruiters. Consultant News, Templeton Road, Fitzwilliam, NH 03447.

Directory of American Firms Operating in Foreign Countries. World Trade Academy Press Publication, Simon & Schuster, Inc., 1 West 39th Street, New York, NY 10018.

Directory of Franchising Organizations. Pilot Industries, Inc., 347 Fifth Ave., New York, NY 10016.

Dun & Bradstreet Middle Market Directory. Dun & Bradstreet, 99 Church St., New York, NY 10007.

Dun & Bradstreet Million Dollar Directory. Dun & Bradstreet, 99 Church St., New York, NY 10007.

Education Directory. U.S. Department of Health, Education and Welfare. Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

Encyclopedia of Associations. Gale Research Company, Book Tower, Detroit, MI 48226. (Vol. I and Vol. II)

Encyclopedia of Business Information Sources Third Ed., Wasserman, Paul. Gale Research Company, Book Tower, Detroit, MI 48226. 1976.

Occupational Outlook Handbook. U.S. Government Printing Office, Washington, DC 20402. Annual.

Standard and Poor's Register of Corporations, Directors and Executives. Standard and Poor's Corporation, 25 Broadway, New York, NY 10004.

Public Relations Register. Public Relations Society of America, 845 Third Ave., New York, NY 10022.

Research Centers Directory, Gale Research Co., Book Tower, Detroit, MI 48226.

Superintendent of Documents, U.S. Government Printing Office, Washington, DC 20402.

State Administrative Officials Classified Functions. The Council of State Governments, Iron Works Pike, Lexington, KY 40511. (Published annually)

Success is to be measured not by wealth, power or fame, but by the ratio between what a man is and what he might be.

—H. G. Wells

Thomas' Register. Thomas Publishing Company, 461 Eighth Ave., New York, NY 10001.

World Aviation Directory—Aviation's Standard Reference—Aviation/Aerospace Companies and Officials in The U.S. and 165 other Countries—Ziff Davis Publishing Company, One Park Ave., New York, NY 10016.

Retired Military Almanac, Uniformed Services Almanac Inc., P.O. Box 76, Dept. M, Washington, DC 20044.

Management Handbook. Operating Guidelines, Techniques and Practices, 1981. Mali, Paul, Editor-in-Chief, John Wiley and Sons, NY.

Careers Encyclopedia, Norbeck, Craig, Editor, 1980. Dow Jones-Irwin, Homewood, IL 60430.

Job Descriptions in Manufacturing Industries, Ulery, John D., 1981. AMACOM, 135 W. 50th Street, New York, NY 10020.

Publications with Job Listings

Ad Search. The National Want-Ad Newspaper, P.O. Box 2083, Milwaukee, WI 53201.

Association Management. American Society of Association Executives, 1575 Eye St., N.W., Washington, DC 20005.

Engineering News-Record, P.O. Box 430, Hightstown, NJ 08520.

ICMA Newsletter. The International City Management Association, 1140 Connecticut Ave., N.W., Washington, DC 20036.

The Job Finder. Western Governmental Research Association, 109 Moses Hall, University of California, Berkeley, CA 94720.

Jobs Available. P.O. Box 1040, Modesto, CA 95353.

Job Vacancy Bulletin. Legal Services Corporation, 733 15th St., N.W., Washington, DC 20005.

The Chronicle of Higher Education. 1333 New Hampshire Ave., N.W., Washington, DC 20036.

Placement Newsletter. Federal Bar Association, 1815 H Street, N.W., Washington, DC 20006.

Public Administration Times. American Society for Public Administration, 1225 Connecticut Ave., N.W., Washington, DC 20036.

Transport Topics. American Trucking Associations, Inc., 1616 P St., N.W., Washington, DC 20036.

The Wall Street Journal National Business Employment Weekly—A Weekly Compilation of Career-Advancement positions from The Four Regional editions of The Wall Street Journal—Published each Sunday $2.50/copy, Box 300, Dept. W., Princeton, NJ 08540.

Federal Career Opportunities—A Complete Report of all Federal Career Opportunities, P.O. Box 1059, Vienna, VA 22180.

Career Opportunity Index—Employment Opportunities Made by Employers At The Time of Publication—A Six Month Projection of Anticipated Openings, P.O. Box 1878, Huntington Beach, CA 92647.

Appendix B: Sample Resumes

Give me a fish and I will eat for today; teach me to fish and I will eat for the rest of my life.

—Ancient Proverb

The resumes in this appendix were selected to illustrate the style, content, format and organization which have been successful in generating interviews and good jobs. You will note there are variations from the guidelines in this pamphlet, but the differences are more in form than substance. Note also that the same fictitious name, address and phone number have been used for all the resumes.

If you write your resume as well as these are written, you will be more competitive and marketable in your job search.

David E. Hendrickson, 7812 Carrleigh Parkway, Arlington, Virginia 22202
Phone (202) 971-0655 - office (301) 451-3909 - home

Objective

A responsible logistics management position with a technical progressive organization.

Summary

A career of decision-making, problem-solving positions at all levels of management. First-hand knowledge of directing a large organization. Pioneered test programs. Well-qualified in controlling multimillion dollar budgets. In-depth understanding of logistical organizations. Educational background enhances job experience.

Logistics

Spearheaded the conversion of 747 aircraft to airborne command posts. Integrated the efforts of aerospace contractors, military personnel and civil service employees. Authored the contractual criteria and negotiated for maintenance of this aircraft. Supervised an orderly transition from the development phase to an operational posture. Guided numerous cost trade-off studies to determine most economical means of support.

Controlled overall management of logistical engineering for the B-1 aircraft. Personally defined the level of effort, scope and relative priorities for engineering projects. Well-versed in analyzing life cycle costs.

General Management

Solely responsible for all aspects of missile maintenance from organizational to limited depot repair. Actively managed 800 plus technicians in maintaining 220 facilities from missiles valued in excess of $1 billion. Accounted for an operating fund of $3 million. Integrated multimillion dollar modifications into daily schedule. Achieved the highest annual in-commission rate ever while effecting a savings of $300,000.

Financial Management

The senior executive for missile test and evaluation in the Strategic Air Command. Directly supervised the planning, budgeting and funding. Established requirements, developed procedures and directed analysis for the testing of three major weapon systems. Consistently streamlined procedures to make results more cost effective-savings of over $5 million in four years. Frequently chaired high level, technical interchange meetings.

R & D

Directed experimental space launches. Managed over 300 engineers and technicians from numerous aerospace companies. Had special security clearances for national defense programs. Each launch, valued at $25 million, was on time, within cost, and under the highest success criteria.

Shirt-sleeve experience in test and evaluation during the development of the *Minuteman*. Orchestrated the efforts of engineers from numerous disciplines to meet highly time-sensitive schedules. Restructured test objectives to demonstrate fulfillment of system requirements at minimum cost.

Education

—Master of Business Administration—University of Missouri
—Training with Industry (A year long middle management on-the-job training program)—General Electric Corporation
—Bachelor of Science in Engineering—U.S. Naval Academy
—Industrial College of the Armed Forces—10 Months of top level executive management experience equivalent to a master's degree

Personal Data

Excellent health. Married. 3 children. Completing 23 years in the Army with the rank of colonel.

DAVID E. HENDRICKSON • 7812 CARRLEIGH PARKWAY • ARLINGTON, VIRGINIA 22202
(703) 451-3909

OBJECTIVE

To be the Administrative/Personnel Director for a corporation where both of these responsibilities are the function of one executive.

CAREER HISTORY

Over fifteen years experience in increasingly demanding positions in diverse organizations. Hands on, in-depth experience in administrative and personnel services, conference planning, EEO, resources management, and training. Consistently demonstrated resourcefulness, organizational ability, foresight, and understanding of people.

ACCOMPLISHMENTS

Management and Administration

Currently Director of Administration for a nonprofit conservation organization in Washington, D.C. Responsible for all office administrative services, personnel manager and financial manager.

Director of Personnel and Administration for a Washington, D.C. professional organization. Upgraded word processing and central dictation system and saved over $20,000 the first year, and set up a property accountability system which reduced inventory costs by $13,000.

For three years directed an administrative services staff of 120 for a major retail business. Wrote an administrative and office procedures manual; cut office copying costs by $10,000; achieved a cost avoidance of $25,000 by consolidating several reports; and established an intensive records management program.

Managed an office staff of 35 employees. Revised document flow and instituted work measurement, eliminated overtime cost of $9,000 annually, and increased productivity by 12%.

Personnel Management Training and EEO

Advised top management on all aspects of employee development, performance, recruitment, grievances and EEO. Developed Affirmative Action plan for the organization; established upward mobility program; increased minority and women representation by 10%; and reduced grievances by 40%.

Conceived, planned, designed and directed the presentation of management workshops for 200 employees. Set up career development plans for 600 employees. Developed performance test models which assured 100% accuracy in assessing level of employee learning.

Cut vacancy rate from 10% to less than 5% in six months while directing recruitment and placement program.

Financial Management

Achieved savings in excess of $150,000 over a period of three years while managing a budget of $2 million; through innovative controls of office supplies, telephones, and printing.

Planned and implemented company-wide cost reduction program which resulted in savings of $1.6 million.

EDUCATION

Graduate Certificate in Public Relations from American University, and BA in Business Administration from Claremont Men's College, California.

PERSONAL

Married, 2 children, completed military service as a sergeant major.

DAVID E. HENDRICKSON
7812 Carrleigh Parkway
Arlington, VA 22202
Home (703) 451-3909 Office (202) 971-0655

OBJECTIVE

City Manager for a community where creativity, innovativeness, and sound management can be utilized to encourage growth, modernization, and pride.

CAREER HISTORY

Sixteen years of increasing experience in community planning, public works, administration, human resource/personnel, financial and executive level management.

PUBLIC WORKS

Assistant City Manager/Public Works Director for a 30,000 person community. With staff of 140, developed and executed $35 million annual budget. In 9 months published first 7-year masterplan including $585 million in new construction and urban renewal.

Maintained 3000 public buildings, water distribution and sewage disposal plants; 125 miles of roads. In first six months cut $1/4 million in unnecessary overtime. In 9 months computerized the work schedule cutting scheduling time 6%, a $85,000 saving. Planned and constructed 2 schools, 200 bed hospital, 300 community grant apartments and $14 million cultural center.

FINANCIAL MANAGEMENT

Developed a cost control system. Cut first year expenses by $129,000 at a dispersed campus of 29 vocational/trade schools. Reduced costs 7% while student loads increased 12%.

With staff of 35 prepared and defended large operating budget before OMB/Congress. In 9 months reduced budget target variance from 30% to less than 5% actual by ADP supported benchmark reviews.

ADMINISTRATION

Chief of Staff of 18,000 person complex organization. Directed fast track professional staff of 150. Established MBO system in first 8 months.

As executive VP for Administration of Behavioral Research Institute directed personnel, ADP/financial activities. Cut costs 4% while increasing productivity 7%.

Reduced turnover 9% from annual 28% high as Director of Personnel of 3,000 person organization. Recruited, set wages, negotiated with unions. Developed an EEO/AAP in compliance with Title 7. First year reduced complaints by 12%. None referred to litigation.

Directed law enforcement activities. In 14 months serious crime (robbery, rape, burglary) reduced 11%.

MIS-EDP

Planned, cost justified and installed word processing center. First year cost avoidance, $90,000. As Division Head installed network of 53 CRT/minicomputers with 5-year cost avoidance of $1.2 million.

EDUCATION

Masters in Public Administration. BA in Business. Working toward advanced degree in Urban Planning.

PERSONAL

Married. Willing to relocate. Completed Army service with the rank of colonel.

DAVID E. HENDRICKSON **7812 Carrleigh Parkway** **Arlington, Virginia 22202**
(703) 451-3909

Objective

Human Resource Manager for a diversified corporation requiring strong executive management traits to cope with changing day to day personnel requirements due to operations and growth.

Career History

Thirteen years of results-oriented success in professional management positions in highly competitive, diversified organizations. Accelerated advancement to top level management. Extensive hands-on experience in personnel management, administration, compensation systems, manpower and organization planning, systems analysis, computer systems; experience/background in finance, accounting, economics, budgets, management information systems.

Executive Management

Currently, director of highly successful multifaceted department employing 95 people involved in management/operations analysis, internal consulting, administration, personnel management, planning, and research and development for large, multinational organization. Report directly to corporate head, but work independently and deal directly with other top level managers.

Management Analysis

Directed numerous studies to assess cost and effectiveness of alternative management strategies in areas such as hiring, training, promotions, pay and retirement systems, and equal opportunity programs, which consistently produced increased productivity and reduced costs.

Compensation Systems

Redesigned retirement system resulting in almost $1 million annual savings and designed and implemented new accrual accounting system required by Employee Retirement Income Security Act. Developed computer model to simulate various pay raise and promotion systems to determine impact on payroll and retirement costs. Totally revised relocation policies and designed relocation payment system which cut costs by 10 percent.

Performance Evaluation Systems

Developed employee performance evaluation system which met all management needs while correcting substantial worker dissatisfaction with previous system. Designed and implemented performance evaluation forms which can be read by optical scanner—$70,000 annual savings.

Management Information Systems

Completely redesigned management information system resulting in 12 percent reduction in overhead costs and significantly enhanced management participation and control.

Computer Systems

Four years' hands-on experience as computer programmer and senior systems analyst in design and development of extensive, computerized personnel data system and supporting software.

Operations Management

Successfully managed construction related company with annual sales of $1 million for two years. Innovative approach to maintenance, equipment utilization, cost control, and cash flow resulted in business showing first profit in four years.

Education

Ph.D. and M.S. in Mathematics, North Carolina State University. B.S. in Business Administration, Syracuse University, Magna Cum Laude. Working towards MBA at St. Mary's University, San Antonio.

DAVID E. HENDRICKSON

7812 Carrleigh Parkway, Arlington, Virginia 22202 Tel. Home (703) 451-3909

OBJECTIVE

MANAGEMENT OF INFORMATION SYSTEMS DEVELOPMENT—Implementing the latest **data processing and telecommunications technologies** to achieve cost effective and technically superior results—Managing technical staff for higher productivity.

EDUCATION

MASTER OF SCIENCE IN COMPUTER SCIENCE, Honor student, 1972 . . . **PROFESSIONAL ELECTRICAL ENGINEER,** 1966 . . . **Bachelor of Science in Electrical Engineering,** Dean's List, 1965 . . . Member IEEE honor fraternity ETA KAPPA NU.

COMPUTER SYSTEMS MANAGEMENT

As **Assistant Division Head** formulated and negotiated capital investment policies for a network of 542 computers and associated communications. Reviewed proposals and contracts for compliance and technical accuracy. Always alert to reduce costs. Initiated contractual modifications which saved $350,000 and accelerated deliveries by four months.

NETWORK ENGINEERING AND AUTOMATION

Performed **telecommunications network analysis and design.** Integrated voice, message, data and graphic information services. Engineered network interfaces, protocols and standards for analog and digital systems. Maximized systems interoperability. Improved link utilization by 70% . . . Conducted study to identify information processing functions which could be profitably automated. Evaluated and selected intelligent source data automation terminals. Reduced average message processing time from two hours to eight minutes with 40% fewer operators.

PROGRAM MANAGEMENT

As **Program Manager** planned, organized, budgeted and executed the R&D activities for a hand-held interactive display terminal. Employed the latest LSI, display and microprocessor technologies to achieve a 60 fold reduction in transmission times. Raised productivity of development team by 14%. Completed project three months ahead of schedule, saving $93,000. Exceeded all technical expectations. (1976 to 1978)

MIS DEVELOPMENT

Designed a nationwide distributed **Management Information System.** Used structured programming and HIPO techniques. Wrote 32 application programs in COBOL. Implemented procedures for statistical analysis of local data bases to predict potential problems. Provided management with exception reports. Reduced number of monthly reports from 42 to 17, saving $830/mo. on paper alone. Received promotion for outstanding performance. (1973 to 1976)

EARLIER EXPERIENCE

Scientific analysis and programming using FORTRAN, ALGOL and GPSS. Supervisor of communications operations. Managed staff of 26 electronics technicians. Field engineer for radars, radios and missile components.

PERSONAL

Excellent health. Proficient in German language. Member ACMAFCEA, IEEE. Completed military service as an officer. Top secret, SBI clearance.

David E. Hendrickson, 7812 Carrleigh Parkway, Arlington, Virginia 22202 (703) 451-3909

Objective	To be the Administrative Manager for a results-oriented corporation where my background, experience, and education will further organizational goals and where upward mobility is based on accomplishments.
Background	More than 15 years experience in managerial positions of ever-increasing scope and responsibility. A consistent track record of success in administration, training, budgeting, facilities management, support services, information handling and related areas of management.
Office Services	Directed a staff of 18 which provided for all the administrative needs of an organization of 43 professional and 87 non-exempt employees. Heavily involved in all aspects of financial management. Also included were related clerical and secretarial services, professional library services, and transportation. During a four-year period, staffing requirements were reduced by 21% (from 23 to 18) with an estimated dollar saving of $63,000 per annum.
Purchasing	Over a three-year period, successfully negotiated contracts that reduced average costs of office rental equipment by 8%, security services by 25%, and computer services by 37%. These and other innovations assisted in reducing budgetary requirements for goods and services by more than $23,000.
Budgeting and Financial Management	Conceived more realistic budget procedures. The prior method produced swings of plus or minus 15% between the estimated and actual expenditures. Through the development of a running review, reduced the margin to less than 5% annually.
EDP	Currently utilize four computer programs to manage a document indexing and circulation system. These programs have enabled a 22% increase in through-put with 38% fewer operators compared to five years ago. A modernization program is in development with a goal of a 37% increase in capacity with no increase in employees.
Personnel Administration	Devised and implemented a program to utilize technical assistants for routine procedures formerly performed by professional people. The net annual benefit was estimated at $28.000.
Training and Employee Development	Developed a training program keyed to specific levels of expected competence. During a four-year period, turnover of non-exempt employees dropped an average of 7% at an estimated annual saving of $11,000.
Information Handling	Organized a word processing unit to support 24 professional and 3 managerial persons. It previously required six stenographers to complete 9,000 investigative reports annually with an average processing time of 4.5 days. Within one year, reduced the staff to five (three stenographers and two typists). Moreover, the average processing time dropped to 3.1 days. The annual saving was in excess of $20,000.
Education	A bachelor's degree with graduate work in occupation related subjects. Currently matriculating toward an advanced degree in behavioral science mangement.
Personal	Married. Two children. Willing to relocate. Completed Army service with the rank of master sergeant.

DAVID E. HENDRICKSON • 7812 CARRLEIGH PARKWAY • ARLINGTON, VIRGINIA 22202
TELEPHONE (703) 451-3909

EXECUTIVE MANAGEMENT

CAREER HISTORY	Twenty-five years of progressive management experience with a hands-on grasp of the delicate balance between employee social demands and management's productivity goals. Have steadily progressed from junior to senior executive levels in diversified organizations by consistently producing bottom line growth.
EDUCATION	Graduated with a Bachelor of Science Degree in Business Management from the University of Science and Arts of Oklahoma. Currently working toward an advanced degree in Behavioral Science.
DATA PROCESSING/ SYSTEMS ANALYSIS	Conceived, developed and implemented airspace utilization methodology for computer adaptation which demonstrated the economic utility of consolidating ten operating facilities into seven while increasing productivity by 7%. Plan adopted by chief executive at an annual cost saving of $342,000.
ACCOUNTING/ BUDGETING	As executive officer supervising 37 operations representatives dispersed at 16 locations throughout the world, I implemented zero based budgeting to improve management of annual travel funds which has resulted in an average net 6.2% decrease in expenditures over the last two years while meeting or exceeding productivity goals during a recessionary period.
MANAGEMENT/ ADMINISTRATION	Decisively directed middle management's use of a "decision making matrix" as an aid to complex problem solving which uses quantifiable values to compare alternative choices with common criteria and results in clearly articulated cost-benefit analysis.
SENIOR NEGOTIATOR	Appointed as principal member of seven US Delegations from 1976 to 1979 that developed a mathematical model to accurately analyze midair collision risk and then successfully persuaded international authorities to accept it as the first and only world-wide standard. It now serves as a basis to substantially reduce trans-oceanic air commerce operating costs while assuring passenger safety.
TRAINING PROGRAMMER	Reorganized a large technical training program employing a fixed staff of 172 by consolidating on hand resources, installing a self-help multi-media learning center and redefining course training standards which resulted in a 33% increase in student load, a 6% improvement in graduate performance and a reduction in undergraduate attrition to 1.2%.
MANAGEMENT CONSULTANT	On special assignment as chief negotiator for cabinet level federal agency in 1979, reached successful agreement with the 149 member nations of International Civil Aviation Organization to implement sophisticated navigation performance specifications for commercial air carriers transiting North Atlantic which will result in amortizing capital investment of required equipment in three years and thereafter reduce operating costs by 13% at current fuel prices.
PERSONAL	Married. 3 children. Completed Army service as a lieutenant colonel.

Appendix C: Action Verbs

What is more mortifying than to feel that you have missed the plum for want of courage to shake the tree?
—Logan Pearsall Smith

This list of action verbs is a crutch for you to start in writing your resume. Use these, or a list of your own, and start the majority of your sentences with one or a combination of them. You are cautioned again not to write a job description.

implemented	documented	decreased
introduced	synthesized	projected
inspected	standardized	convinced
maintained	succeeded	reorganized
approved	increased	demonstrated
improved	articulated	controlled
facilitated	employed	reduced
justified	monitored	applied
planned	created	personalized
established	modified	converted
prioritized	systematized	activated
initiated	defined	provided
prepared	focused	educated
executed	combined	communicated
organized	accomplished	challenged
analyzed	formulated	specified
taught	chaired	validated
decentralized	negotiated	capitalized
conducted	allocated	restructured
conceived	spearheaded	orchestrated
designed	streamlined	transformed
achieved	vitalized	conferred
optimized	recognized	authored
rejuvenated	guided	automated
integrated	promulgated	strengthened
rehabilitated	devised	sparked
budgeted	promoted	pioneered
instituted	composed	

Phrases That Support Active Participation and Experience

The following phrases indicate that you have worked, or managed, at the level where the action is. Develop some of your own and use them in one or two places in your resume.

"Know the nuts and bolts. . . ."
"Actively managed. . . ."
"Directly involved in. . . ."
"Shirt-sleeve experience. . . ."
"Hands-on experience. . . ."
"Consistently produced. . . ."
"Directly supervised. . . ."
"Everyday contact with. . . ."
"Capable of performing all facets of. . . ."
"Educated by personal experience. . . ."
"Intimate knowledge of. . . ."
"Essential member of. . . ."
"Originated and guided to completion. . . ."

Civilian Title to Use in Place of Military Titles

These titles will help you civilianize your resume. Use the ones that best describe your military titles. You should also research the firm from which you are seeking employment for additional titles that will equate to your military experience. Do not over- or underqualify yourself by using an inappropriate title.

Chief Operating Officer (COO)
Chief Executive Officer (CEO)
Senior Vice President
Executive Vice President
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

Warning—The Military Resume

Most military persons write their first resume in a chronological style and format with the use of service jargon, titles, and acronyms. Resumes written like this may be of interest to a firm which is mainly interested in DOD contracts, but seldom will produce an interview for you in the pure civilian market.

Appendix D: Broadcast/Sales Letters

Except ye utter by the tongue words easy to be understood, how shall it be known what is spoken? for ye shall speak into the air.

—I Corinthians 14:9

The following examples of broadcast/sales letters should be of considerable assistance to you prior to writing some of your own. You should tailor these letters to a specific firm as a solicitation for a position or in answer to an ad when your resume does not exactly fulfill all the requirements or qualifications desired by the employer. Since these letters epitomize the resume, they are much easier to write after you have prepared an effective resume. Always keep in mind that your letter must address the needs of the employer and not your own.

(Date)

Mr. L. W. Lilley
Vice President for Research Development and Testing
American Aviation Corporation
San Antonio, TX 12345

Dear Mr. Lilley:

Congratulations to you and American Aviation on your award of contract to build the advanced medium range, air-to-air missile (AMRAAM) for the Navy and Air Force as announced by *Aerospace Daily* yesterday.

As an Air Force lieutenant colonel with 25 years of active service, I recently made the decision to return to civilian life where my past experience and education can be directed solely toward aerospace research and development. My past operational and testing experience with the current radar-guided, medium-range missile, the AIM-7 *Sparrow* and the heat-seeking AIM-9 *Sidewinder* should interest you for these reasons:

I flew the operational test and evaluations on the AIM-9 *Sidewinder* for 15 months at Eglin Air Force Base and contributed substantive changes to the missile guidance system and firing parameters which are documented with the Armament Division of the Air Force Systems Command. I flew the same tests with AIM-4 missile for 12 months and three of my operational recommendations were accepted.

I taught the academic courses and instructed the flying phase of both missiles as the director of the Fighter Weapons School at Nellis Air Force Base for two years with experience in launching both from the F-4E aircraft.

I have combat experience launching the AIM-4 and AIM-7 against enemy aircraft in Southeast Asia.

I have four years of staff experience at Air Force Systems Command and the Pentagon in research and development and systems acquisition of the AIM-4, AIM-7 and the AMRAAM.

I wrote my thesis at the Industrial College of the Armed Forces in 1974 on the subject, "The Need for a New and Modern Medium-Range, Air-to-Air Missile for NATO Forces to Maintain Air Superiority in Europe." It was published in the Air University Review in 1975.

I have a Bachelor of Science Degree in Electrical Engineering from Purdue University and a Master's Degree in Aeronautical Engineering with emphasis on guidance systems from the University of Michigan.

I desire to use the above qualifications and experiences on your staff in a capacity which will be of mutual benefit. I am prepared to discuss additional facts concerning my background in a face-to-face interview.

Sincerely,

(Phone-Home
Office)

(Date)

Mayor Robert Q. Johnston
1234 Holiday Lane
Springfield, VA 22032

Dear Mayor Johnston:

As the chief of police for two large communities during the past eight years, I have had extensive experience in planning, training, budgeting and operating police services for communities as large as 25,000 people.

A recent article in the *Washington Post* and *Time* magazine indicates that police corruption, low morale and poor EEO practices have had a decimating effect on your force and that the chief of police has been relieved of his duties.

Some of my accomplishments listed below may be what you need to rebuild a first-class police force in your city. I have:

Recruited, developed and trained an auxiliary police force at Ft. Benning, Ga., which was responsible for cutting the major crime rate by 60 percent and minor criminal offenses by 75 percent in a two-year period. At the same time, respect and confidence toward police officers showed a remarkable improvement.

Instituted training programs, seminars and in-depth management training programs for police recruits and senior supervisors, which resulted in better shift scheduling, more free time, higher morale and an increase in retention of new officers by 15 percent.

Developed positive community, state and federal support, and improved open communications, responsiveness and comprehensive information programs between these agencies.

Personally and consistently worked in community projects on crime prevention, drug and alcohol abuse, spouse abuse, rape crisis and problem youths in the community. Also provided support by addressing large audiences on these subjects and initiated rap sessions with smaller groups chaired by outstanding officers on my force.

I have a Bachelor of Laws Degree from the University of Virginia, a Bachelor of Science Degree in Criminal Justice from George Mason University and am a graduate of the FBI National Academy.

I am enthusiastic about this job and confident that I can provide the leadership motivation and positive management your city needs to build a police force which is second to none.

I will make myself available for an interview at your convenience.

Sincerely,

(Phone-Home
Office)

(Date)

Mr. James J. Jones
Senior Vice President for Corporate Personnel
Booz, Allen and Hamilton, Inc.
145 Park Avenue
New York, NY 10017

Dear Mr. Jones:

I have recently completed a tour of duty in the United States Air Force where 15 of my total years of service were in senior and middle administrative management positions. I am aware that your firm has numerous business offices all over the country and overseas. After you review my accomplishments, you may have a need for me in one of your locations as a Director of Administration.

Listed below are a few of my accomplishments and the results of them:

Initiated, introduced and implemented as the Chief of Staff of a major headquarters, administrative and personnel policies which reduced workloads by 20 percent and manpower by 9 percent that realized savings of over $500,000 the first year.

As the senior administrative assistant to the chief operating officer of a large organization, I chaired an ad hoc committee which was successful in negotiating labor union demands for increased pay and more flexible work shifts. These actions averted a strike of 2,000 civilian employees at one installation and a total of 12,000 throughout the country.

Formulated, planned and allocated multi-million dollar budgets to the satisfaction of nine senior directors in an aviation organization. Restructuring and centralizing cost centers under five managers instead of 10 resulted in reducing the yearly budget by $275,000 even with inflation.

Directly supervised and have "hands-on" experience with ADP operations which involved budget, payroll, personnel resources, inventories and systems analyses.

Streamlined and spearheaded a new management information system which provided real-time information to top executives of an organization operating worldwide.

Introduced the latest word processing equipment to a major organization which increased efficiency and quality of work. Quantity of work was increased and two manpower spaces were deleted.

I am optimistic and enthusiastic about filling a need for Booz-Allen and Hamilton. I am eager to expand on my accomplishments and request an interview at your earliest convenience.

Sincerely,

(Phone-Home
Office)

Two Fascinating Letters

These two letters (*following*) that were actually used in applying for jobs were taken from the book, *International Jobs,* by Erick Kocher. The first was written by Franz Schubert when he applied for the post of Assistant Conductor at the Imperial Court of Vienna in 1826. The second letter is a petition from Leonardo da Vinci to the Duke of Milan, written in 1482, for a job that seems to have been a combination of chief engineer, Minister of Defense, and artist in residence.

As you might suspect, Leonardo, with his emphasis on achievements and his eye on the Duke's needs, got the job. Schubert's letter—bland and unexciting—was not even acknowledged by his most gracious Emperor.

The other three letters follow the style of Leonardo da Vinci and should give you a good idea of how you can also write excellent letters of this type.

Your Majesty!

Most gracious Emperor!

With the deepest submission the undersigned humbly begs Your Majesty graciously to bestow upon him the vacant position of Vice-Kapellmeister to the Court, and supports his application with the following qualifications:

1) The undersigned was born in Vienna, is the son of a school teacher, and is 29 years of age.

2) He enjoyed the privilege of being for five years a Court Chorister at the Imperial and Royal College School.

3) He received a complete course of instruction in composition from the late Chief Kapellmeister to the Court, Herr Anton Salieri, and is fully qualified, therefore, to fill any post as Kapellmeister.

4) His name is well known, not only in Vienna but throughout Germany, as a composer of songs and instrumental music.

5) He has also written and arranged five Masses for both smaller and larger orchestras, and these have already been performed in various churches in Vienna.

6) Finally, he is at the present time without employment, and hopes in the security of a permanent position to be able to realize at least those high musical aspirations which he has ever kept before him.

Should Your Majesty be graciously pleased to grant this request, the undersigned would strive to the utmost to give full satisfaction. Your Majesty's most obedient humble servant.

Having, most illustrious lord, seen and considered the experiments of all those who pose as masters in the art of inventing instruments of war, and finding that their inventions differ in no way from those in common use, I am emboldened, without prejudice to anyone, to solicit an appointment of acquainting your Excellency with certain of my secrets.

1. I can construct bridges which are very light and strong and very portable, with which to pursue and defeat the enemy; and others more solid, which resist fire or assault, yet are easily removed and placed in position; and I can also burn and destroy those of the enemy.
2. In case of a siege I can cut off water from the trenches and make pontoons and scaling ladders and other similar contrivances.
3. If by reason of the elevation or the strength of its position a place cannot be bombarded, I can demolish every fortress if its foundations have not been set on stone.
4. I can also make a kind of cannon which is light and easy of transport, with which to hurl small stones like hail, and of which the smoke causes great terror to the enemy, so that they will suffer heavy loss and confusion.
5. I can noiselessly construct to any prescribed point subterranean passages either straight or winding, passing if necessary underneath trenches or a river.
6. I can make armoured wagons carrying artillery, which shall break through the most serried ranks of the enemy, and so open a safe passage for his infantry.
7. If occasion should arise, I can construct cannon and mortars and light ordinance in shape both ornamental and useful and different from those in common use.
8. When it is impossible to use cannon I can supply in their stead catapults, mangonels, trabocchi, and other instruments of admirable efficiency not in general use—In short, as the occasion required I can supply infinite means of attack and defense.
9. And if the fight should take place upon the sea, I can construct many engines most suitable either for attack or defense and ships which can resist the fire of the heaviest cannon, and powders or weapons.
10. In time of peace, I believe that I can give you as complete satisfaction as anyone else in the construction of buildings both public and private, and in conducting water from one place to another.

I can further execute sculpture in marble, bronze, clay, also in painting I can do as much as anyone else, whoever he may be.

Moreover, I would undertake the commission of the bronze horse, which shall endue with immortal glory and eternal honour the auspicious memory of your father and of the illustrious house of Slorza.

And if any of the aforesaid things should seem to anyone impossible or impracticable, I offer myself as ready to make trial of them in your park or in whatever place shall please your Excellency, to whom I commend myself with all possible humility.

It does not take much strength to do things, but it requires great strength to decide on what to do.

—Elbert Hubbard

The proponent agency of this pamphlet is The Adjutant General's Office. Users are invited to send comments and suggested improvements on DA Form 2028 (Recommended Changes to Publications and Blank Forms) direct to HQDA(DAAG–PSR), 2461 Eisenhower Ave., Alexandria, VA 22331.

By Order of the Secretary of the Army:

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ROBERT M. JOYCE
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