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Prepping for the new mission

A 10-step plan for successful transition

by BARBARA ADAMS, CPRW, CEIP, CFRWC
 Contributing Editor

For those who are exiting the military, the thought of starting a new life "outside" the service can be more than a little intimidating. Whether you've served 8 or 28 years, suddenly you're faced with trying to translate the extent and value of your highly technical, sensitive and/or classified military experience into civilian terms — without acronyms or military jargon — to a civilian employer who wants your experience condensed into 10 words or less with emphasis on what you can do for them. As you attempt to turn the blank stares of civilian hiring managers into offers from enthusiastic and interested employers, one word dominates all others in your mind: HELP!

The good news is your transition out of the military doesn't have to be nerve-racking if you realize that you have just as much, if not more, to offer the civilian workforce as you did the military. Put your fears to rest — there is help available, and with the assistance of an experienced and knowledgeable military transition specialist, you can devise a strategic plan that will streamline your post-military transition into the civilian job you desire.

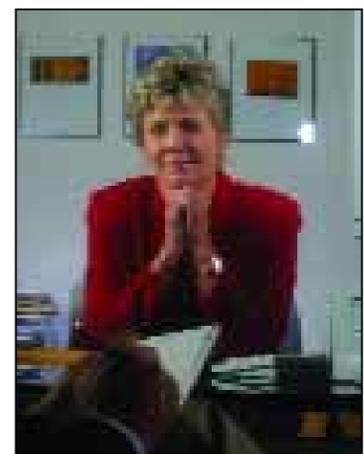
1. Decide where you want to live. Now that you are transitioning out of the military, you will have to decide where to call "home." Deciding where to settle doesn't have to be based solely on the type of job you're looking for. Whether your desire is to live close to family or start over fresh in a

new, exciting place, when making this life-defining decision, think back to the locations at which you were stationed during your military career. What did you like or dislike about each? Once you complete this simple exercise, you'll quickly be able to determine whether you're a country person at heart, prefer the bright lights of the big city, or want to spend some time as a globe-trotting adventurer.

2. Choose a career direction. This might be one of the most confusing issues for transitioning personnel because upon enlistment, you underwent a series of aptitude tests which helped determine the most suitable military job for you. However, when you leave the service, the sky is the limit! You are not limited to the job you performed in the military.

One of the best things about the military is the emphasis placed on multi-disciplinary training. Even if you spent the majority of your career in a highly technical, specialized area, chances are that you were exposed to multiple functions related to management, operations, personnel administration, logistics, financial and/or budget management, administration and more as you progressed through your military career. Every facet of your military experience can be transitioned and expanded upon in your post-military career.

3. Inventory your skills and qualifications. Make a complete list of your career accomplishments. If this seems like too daunting a task, or you can't actually think of specific examples on demand, refer to



Think of your transition as your next mission, and apply the same skills that you used in the military to your civilian job search. Plan your strategy, prepare your resources, and practice your interview to turn civilian hiring managers into enthusiastic employers.

your performance evaluations or the text that accompanied your awards and commendations. Military evaluators list, in great detail, specific contributions and quantitative achievements in terms of financial management or even better, your direct impact on fiscal savings to the unit and/or government agency. However, when determining

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Gut-check: Are you making the right decisions?

by JANET FARLEY

He wasn't sure what to do about the job offer. On the surface, it seemed like a good deal. The proposed salary was competitive. Coupled with his forthcoming retirement pay, life would be easier than ever before.

The company had an excellent industry reputation. He knew how to do the job offered to him and already enjoyed a well-developed relationship with many of its employees. He had even worked with many of them of them at some point in his military career.

The benefits seemed on scale with what should be offered by a

company of its size and stature. There was medical, dental and vision insurance, tuition assistance, 401(k), and a small host of other perks.

Of course, there would be another move involved. Surely his family was used to that by now. Besides, it would most likely be the last move for some time. And the area where they would be moving to was one full of employment and educational opportunities for his family members. He'd heard that the school system was the best in the state.

And yet, he still wasn't sure if this offer of employment was the right one for him. Somewhere

deep inside of his gut, there seemed to be a tiny voice urging him to reconsider.

Nobody said that making major career decisions would be easy. They aren't easy in uniform and they don't get any easier when you are transitioning out of the military. An opportunity may appear on the surface to be perfect, but that doesn't necessarily make it so.

It takes great personal fortitude and courage to sort through the mind chatter and the well-intended advice of others, the pros and the cons, to arrive at a decision that is truly the right one for you and yours.

Should you rely on your gut

instincts alone? Some would argue yes, others no. One thing is sure, though: your forever-true gut feeling shouldn't be neglected. It will serve you well, regardless of whether you are evaluating a job offer or trying to decide whether or not to drop your exit papers in the first place.

When you find yourself second-guessing your decisions in your transition process, try the following "F.O.G." approach to help you see things a bit more clearly.

First, gather the *Facts*. The issue might be whether to get

continues page 10

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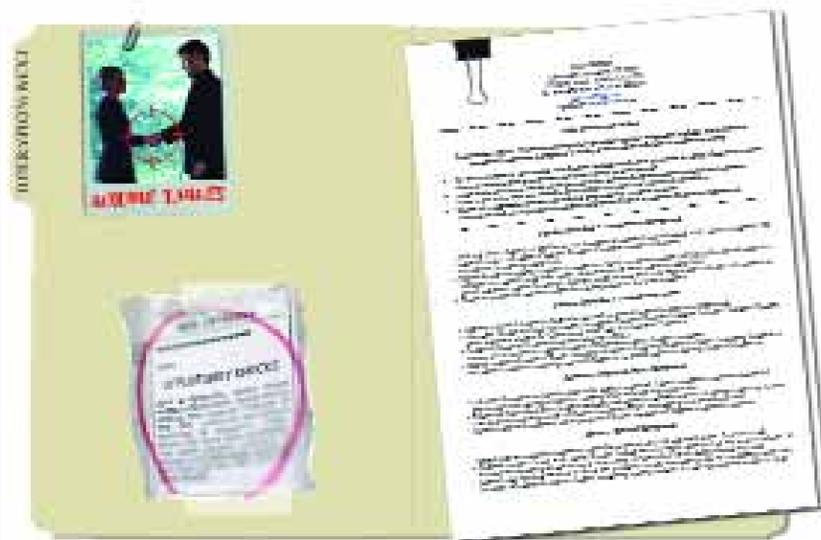
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Bon Secours cares for patients and employees

When Lisa Baltimore, USAR, Maj., Ret., a surgical services RN, was activated for 18 months as part of Operation Enduring Freedom, her employer, Bon Secours Richmond Health System, regularly sent her care packages and newsletters, and her family continued to have medical and dental benefits close to home. "The military-friendly support that Bon Secours provided to my family and myself during my past activation was outstanding," said Baltimore.

HCM Gary V. Alston, USNR (FMF), a 12-year employee of Bon Secours, has spent over 2,200 man-hours on active duty as well as drill time in the last year alone. "The support structure I have here at Bon Secours was totally understanding and supportive in each instance. It is this support that has enabled me to fulfill my commitment to my country in helping to fight the war on terrorism," said Alston.

Bon Secours recognizes that military candidates are flexible, adaptable, career-focused leaders with an unsurpassed work ethic.

Located in beautiful central Virginia, just 30 minutes from the mountains and one hour from the beach, Bon Secours Richmond Health System prides itself in both the quality of care provided to the community and its work environment. It has been named one of the "100 Best Companies for Working Mothers" by *Working Mother* magazine each year since

1999, and been recognized with the Greater Richmond Employer of Choice Award as a workplace that embodies a set of principles that are honored, a well-defined culture, and satisfied employees.

EMPLOYER PROFILE

A Healing Ministry

It takes a special healthcare professional to administer to those in need, especially those who are suffering. The Sisters of Bon Secours have been caring for the sick and dying since 1824 and now serve people on three continents. Their mission is to provide compassionate, quality health care to people in need, including the poor and dying, for the purpose of alleviating human suffering and bringing people to wholeness in the midst of pain and loss. Recognizing the dignity of all persons, Bon Secours healthcare professionals provide compassionate health care services that contribute to the physical, social and spiritual well-being of those they serve.

Bon Secours Richmond Health System offers four award-winning hospitals — St. Mary's Hospital, Richmond Community Hospital, Memorial Regional Medical Center, and St. Francis Medical Center —

and also operates Home Care and Hospice divisions, and Ironbridge Assisted Living Center, as well as Virginia HealthSource, a network of physician practices.

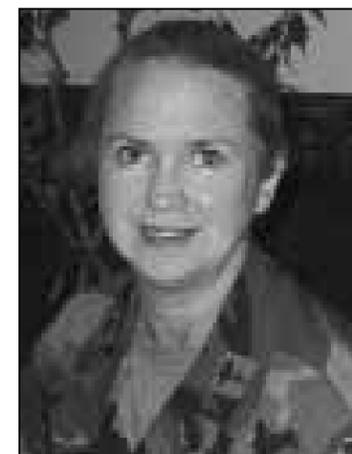
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The Bon Secours philosophy is to promote a healthy balance between career and family and to reward hard work and dedication. Employees enjoy many work/life benefits including: health, dental and vision insurance; paid time off; long-term disability and life insurance; tuition assistance; tax-deferred retirement savings and pension plans; on-site child care; sick child care and elder care resources; award-winning wellness programs; and flexible work schedules.

And Bon Secours Richmond's commitment to the community does not stop with outreach. It has also made it a priority to provide specialized training and a work environment that supports its employees' career development.

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Those who work in the field of healthcare do so because they enjoy making a difference in others' lives. They also want to work with the best caregivers and state-of-the-art equipment as part of a



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Bon Secours Richmond Health System provides more than the usual job benefits for employees like Army Reservist Lisa Baltimore and other veterans in the healthcare profession.

team that ensures the highest quality care. Bon Secours welcomes a candidate's commitment to supporting the welfare of patients.

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For the readers, by the readers

Dear Readers,

I am truly excited to bring to you this new publication, *Civilian Job News*. Our mission is to provide a practical guide to assist military members with their transition from the military to the civilian world. We will focus on the career change as well as other aspects of that transition, bringing you articles that address the whole process, a forum to answer questions about the transition, and introductions to companies that see value in what the men and women of the military bring to their organizations.

I also want to hear from you!



PUBLISHER'S LETTER

Job seekers: Bring us your questions, your opinions on previous questions we have responded to, your stories about your own transition from the military to the civilian work force, and other issues you are facing.

Employers: Give us your answers to questions posed, your advice on winning the job, feedback concerning military members making an impact on your organization, and suggestions that will benefit our readers.

Career Counselors and Transition Assistance Professionals: Offer your opinions on our content, your answers to questions from our readers, and success stories of military members and families you have assisted

or mentored during their transitions.

Send your questions, comments, concerns, ideas, whatever, to info@civilianjobnews.com. *Civilian Job News* will successfully meet its mission if you are all involved with us.

We are looking forward to a long and rewarding run. Initially, we will publish a new issue every other month — a total of six planned for 2006. *Civilian Job News* will be sent to all career resource centers on every military base worldwide, as well as distributed at numerous job fairs held on or near military installations throughout the US. You can also receive a copy of *Civilian Job News* mailed directly to your home or work address. To learn more, visit us at www.civilianjobnews.com.

— GEORGE R. BERNLOEHR, JR.

George Bernloehr is a former naval aviation maintenance duty officer who dedicated 20 years to the US Navy. He launched his naval career as an avionics technician and was promoted through the rank of Chief Petty Officer, receiving a commission via the Navy's Limited Duty Officer Program. He earned a Bachelor of Science degree in electrical engineering technology in 1993 from the University of the State of New York.

George got his start as a military placement specialist when he joined Bradley-Morris, Inc., in 1999 and has served as a candidate recruiter, branch manager and regional operations manager. He was recognized as BMI's top recruiter in 2002 and 2003. In February 2005, he moved into the director of operations role at MilitaryResumes.com.

George enjoys golf, mountain biking, and boating. He resides in Acworth, Georgia, near Atlanta, with his wife and two daughters.

CIVILIAN **job** NEWS

Publisher	George Bernloehr
Managing Editor	Kate Siegel
Contributing Editors	Barbara Adams Tom Wolfe
Associate Editor	Anthony Morris
Director of Technology	Don Nowak
Director of Marketing	Bill Scott
Senior Account Executive	Shelley Conklin
Account Executives	Matt Greene Aileen Kolb John Kurchena

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We all have a right to be happy —

Is owning a franchise the route for you?

by DENNIS SCHOOLEY

When you think of becoming a businessperson by making the transition from employee to franchisee, you don't generally think in terms of emotional fulfillment. However, the evaluation of emotional factors should actually play a significant role in making that final decision whether to join the world of the capitalist or to remain in the realm of the worker.

Of course, every analysis should include the standard of comparing risk to return. It should include income projections and cash flows. It should include the analysis of financing avenues, site selection alternatives, and many other objective criteria to lead to a final decision about becoming an entrepreneur. The course of due diligence should be driven by a systematic approach to each of these items.

In the end though, assuming the objective criteria have been ticked off your list in a satisfactory fashion, it should boil down to emotional fulfillment. After all, we all have a right to be happy.

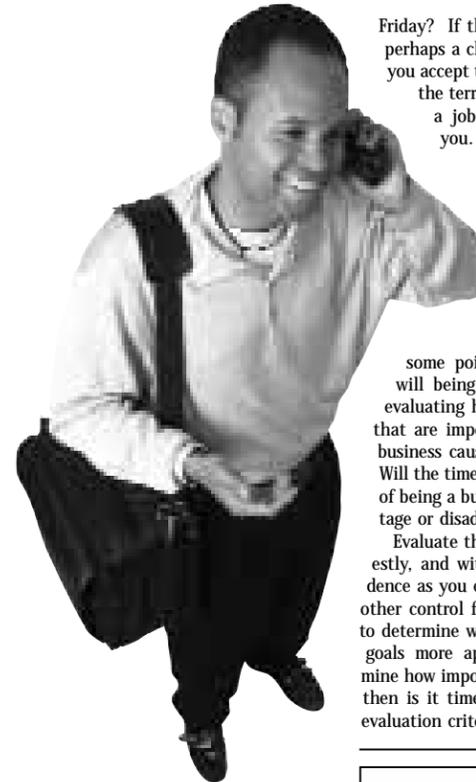
That particular statement — I have a right to be happy — has changed the course of my life on several occasions. It was one of those things that was passed on casually by an acquaintance over dinner one evening and ignored by everyone at the table ... except that it hit me right in the heart. It stuck to me like red on a stop sign. As a result, I have made many important life decisions based on emotional criteria in addition to objective criteria. If it doesn't pass muster on both fronts, then I look for a better course.

There are many employment situations that can meet your emotional needs, wants and desires. And there are also many that do not, and cannot. A full examination of emotional criteria should include the analysis of several factors, with the ultimate goal of determining whether your needs can be met by a job, or whether it is more likely they can be met by your own business.

Controlling your own destiny

The degree of priority that this particular criterion holds for an individual is probably the single most important factor to consider before making the decision to strike out on your own: just how important is it that you control day-to-day decisions about what you do and where you do it? How important is it to you to know that you have ultimate control over whether you stay or whether you go at some point?

The reality is that it's not really possible to control your own destiny with a job. Even the most important CEOs must answer to their board of directors. In more traditional employment circumstances, when and where you travel, when you get promoted, how much you earn, and how long you keep your job are circumstances that are simply not in your control. The boss, and his boss, and her



Friday? If things like this eat at you, perhaps a change in course is due. If you accept that this is what goes with the territory of employment, then a job may be a better fit for you.

As you progress up the ladder of promotion, you gain some additional autonomy in this area, but you must try to determine if that next rung also carries an additional risk of termination at some point. On the other hand, will being in the business you are evaluating help to solve the problems that are important to you? Will your business cause the same travel issues? Will the time demands or strange hours of being a businessperson be an advantage or disadvantage?

Evaluate these emotional issues honestly, and with as much empirical evidence as you can gather, along with the other control factors that matter to you to determine which situation meets your goals more appropriately. And determine how important that is to you. Only then is it time to move on to the next evaluation criteria.

Your bottom line

When you use the "I deserve to be happy" test to determine which scenario is most likely to get you closest to your goal, then you will know which column to tick. Executing this exercise in a systematic fashion, along with a systematic evaluation of the objective criteria, will help provide clarity for you in the decision-making process.

Repeat the "happy" exercise for a whole host of other emotional factors such as financial independence, day-to-day motivation, building an asset of value, appreciation for efforts, fair remuneration for results generated, free time for family and friends, community respect, recognition of achievements, and so on.

The bottom line is that you've got to look at ROI, cash flow, the system of support, the value of building a brand, the marketplace, and all of the other objective criteria needed to make a proper business decision. And you also need to examine what you want out of life, and whether a franchise will help you get there.

What's next for you?

Dennis Schooley heads a franchising company and writes frequent articles about the advantages of business ownership.

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The what, why & how of hiring conferences

by CRAIG GRIFFIN and WES REEL

If you are an active duty service member within six months of transitioning from the military into the civilian workforce, then you have no doubt run across the term "hiring conference." These types of events (the terminology may vary slightly) have been around for decades and have become the prime method that most military-to-civilian recruiting companies utilize when exposing you, the service member, to various career opportunities within the corporate sector. While other avenues for placement do exist, many of these recruiting firms see 70 to 80% of their placements as a direct product of these events. So, if you are preparing for a transition, you need to consider including a hiring conference (or two!) in your plan of attack.

A hiring conference is an event that is hosted by a full-service military-to-civilian recruiting firm that brings together candidates (service members looking for opportunities) and clients (corporations looking for employees) in order to facilitate face-to-face interviews between the two. These events are held in a variety of cities throughout the continental United States and, in some cases, even overseas.

Most conferences are between two and three days in length, with a portion of that time being dedicated to preparation and the remainder for the actual interviews. These events are generally held at upscale hotels.

There is a fairly large discrepancy among the military-to-civilian recruiting firms in the number of hiring conference locations offered and the frequency of these events. Some agencies offer 8 to 10 events per year in one particular city, while others may offer in excess of 80 events per year in a wide variety of different cities. Regardless of the agency you choose to work with, you should never have to pay any type of registration fee to attend one of these events as a candidate. The events are typically "by invitation only," and the only expenses that should be incurred are travel, meals and lodging.

In order to determine if a hiring conference is a good use of your time and resources, you generally need to consider four factors.

Availability. Most recruiting firms will recommend that you attend one of these events between 60 and 90 days prior to the day that you would be available to start work in your "new" job.

There is a definite compromise here, as the two parties involved in the hiring process (candidate and client) often have two very different agendas. Candidates looking for opportunities within the corporate sector would normally love to begin interviewing much earlier than 90 days. This would allow ample time to explore multiple opportunities and then make detailed plans to facilitate the transition into the new career.

Unfortunately, clients are generally on the opposite end of the spectrum. Most clients would love to interview a candidate one day and have him/her start the next; the positions that are being sourced are real-time needs and do not allow companies the luxury of having them go unfilled for long periods of time. Ninety days is normally about as far out as a client is willing to entertain a candidate.

Geographic flexibility is perhaps the most influential factor in determining how productive a hiring conference can be for a military candidate. Why? Because geographic flexibility correlates directly to the number of opportunities with which the typical candidate will be presented.

There is a simple explanation: The largest military-to-civilian recruiting firms have the most clients and thereby run the largest conferences — the larger the conference, the more opportunities there will be from a wide variety of companies and locations. And the more of those locations that you, as a candidate, are willing to entertain, the more job opportunities will be available for you.

Any candidate with a geographic preference in only one or two cities or locales will automatically be reducing the number of hiring conference job opportunities of which they are able to take advantage. Being open to a wider variety of locations may be the difference between interviewing with one company or ten companies.

Salary expectations are perhaps the easiest area of "fit" to qualify. Talking with a military recruiting specialist to go over your background and skills can easily provide you with a salary range for the jobs that you would be qualified to interview for. The range will vary depending on several factors, including education, years of experience and geography.

What about different types of jobs? This area of the job search is often the most difficult for military candidates preparing for transition. The primary reason for the difficulty is simply the lack of knowledge about what types of positions are available to candidates separating from the service.

Your skill set will obviously play a big role in determining which jobs you are qualified for, but there will often be many different types of positions available. Unless you know exactly what type of position you want in corporate America,

Partial listing of jobs from Q4 2005
Bradley-Morris Hiring Conferences

Job Description	Salary Range
Account Manager	55-60K
Applications Engineer	55-62K
Area Manager	55-60K
Assembly Supervisor	38-45K
Black Belt Trainee	55-65K
Branch Manager	60-70K
Buyer	40-55K
Case Cart Technician	34-36K
Construction Superintendent	60-70K
Consultant	40-65K
Customer Quality Manager	65-70K
Development Support Tech.	34-46K
Diesel Technician	34-40K
Distribution Supervisor	40-50K
Distribution Supervisor	50-60K
Driver Manager	35-45K
Electrical Engineer	60-65K
Electrical Engineer	70-80K
Electronics Technician	36-41K
Electronics Test Technician	38-44K
Field Manager	45-50K
Field Service Engineer	32-50K
Field Service Technician	40-55K
Field Technician	30-40K
Foreman	50-55K
Group Leader	55-70K
Heavy Equipment Technician	36-50K
Industrial Electrician	40-42K
Industrial Engineer	63-68K
Laser Service Engineer	36-50K
Leadership Developmt. Program	45-60K
Line Mechanic	30-36K
Maintenance Supervisor	60-80K
Maintenance Technician	36-40K
Manufacturing Engineer	50-70K
Mechanic	36-40K
Mechanical Assembler	32-46K
Mechanical Inspector	30-35K
Mobile Service Supervisor	40-50K
Operations Manager	70-78K
Parts & Service Representative	40-60K
Pipeline Technician	34-42K
Plant Engineer	70-90K
Power Generation Technician	34-44K
Product Engineer	52-57K
Product Liaison Engineer	55-65K
Product Support Coord.	32-37K
Production Team Leader	58-60K
Production Test Technician	26-32K
Project Engineer	60-70K
Project Manager	50-65K
Purchasing Agent	50-75K
Quality Analyst	55-58K
Quality Manager	50-65K
Refrigeration Maint. Specialist	30-36K
Regional Service Manager	60-80K
Road Technician	32-34K
Route Manager	50-52K
Safety Director	70-85K
Sales Engineer	55-70K
Service Manager	50-55K
Service Technician	42-45K
Service Technician	40-50K
Shift Supervisor	55-61K
Shop Foreman	45-50K
Shop Supervisor	40-50K
Shop Technician	28-32K
Structural Engineer	65-81K
Systems Engineer	70-75K
Technical Advisor	45-60K
Technical Support Specialist	40-45K
Test Director	62-71K
Test Technician	36-38K
Tools & Calibration Manager	50-70K
Training Manager	50-70K
Turbine Mechanic	40-44K
Warehouse Manager	55-65K

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10-step plan for successful transition

continued from page 1

what can be transitioned over to your chosen civilian line of work, leave behind military-specific jargon and tasks which are not necessarily staples of civilian work.

4. Take advantage of training opportunities. The military encourages professional and personal development, not just in terms of mandatory training but also in elective courses. If you have the opportunity to take some electives (leadership, computers, time management, etc.) between now and your scheduled discharge date, go for it! Every course will help in post-military life and can increase your competitive edge over the thousands of other professionals who have their eye on the same position you desire.

5. Network! Network! Network! It's never too early to start your post-military job search. However, don't rely solely on the internet and the classified ads to find a job. Because — and this might shock you — less than ten percent of the available jobs are advertised (and that ten percent usually consists of the lower paying administrative positions which, while perfect for someone new to the workforce, probably won't be as challenging to a 10-, 15- or 20-year military veteran. So the best way to tap into the hidden desirable job market is to establish a strong network of previously exited or retired military personnel, friends, family, and colleagues — anyone who might have a lead to the job you want.

6. Write your resume. Regardless of where you're hoping to work — federal government or private sector — you'll need an exceptional resume which, among other things, is going to consist of a powerfully written 30-second "qualifications" statement which describes your value and will persuade a prospective employer as to why you are the best candidate for their position.

You'll also want to include a strong work history which personalizes your resume. In other words, don't merely regurgitate past job descriptions from your performance evaluations; focus on your specific contributions and accomplishments (direct and indirect) in terms that will translate into productivity, quality and profit for your prospective employer.

7. Distribute your resume again ... and again! Visibility is the key to your success! Be persistent and present your resume to as many decision managers as possible. Go to job fairs. Conduct blind mailings. Distribute copies to your network contacts. Just when you think you've hit everyone possible, go back and repeat the process all over again.

Why? A lot of times, you might send a resume to a company which doesn't have an opening matching your background at that particular time. So they either bury your resume under a pile they'll never touch again, or, worse yet, toss it into the circular file.

By following up every four to six weeks,

you improve your chances of getting called in for an interview. There's no guarantee that there will be an opening when you send your resume in the first time, but if you keep sending your resume, you might hit the jackpot and be called in for an opening which just became available.

8. Practice your interviewing skills. What you say — or don't say — in an interview can affect your chances of getting hired. So it's never too early to start practicing this important skill, even if you don't have an interview lined up. Practice with family and friends. Rehearse in front of a mirror. Use a tape recorder. Videotape yourself. Read books on interviewing. The more preparation you invest into the process, the more comfortable you'll be when you have to go "live."

9. Do your homework. Once you have targeted a specific company/agency/industry for which you'd like to work, you'll want to learn as much about it as you can so you can converse intelligently with your future boss(es). To do this, get your hands on industry trade journals. Watch the news. Talk to others already in the industry. Research the company or industry by visiting the internet. If it's a company, contact its investor relations or public relations department for more information. And once you've absorbed all of this data, just watch how impressive you'll sound on your interviews (see step number 8).

10. Determine your fair market value. One of the big "make or break" topics during an interview is salary expectations. Employers ask this question to eliminate people who are out of their ballpark. If you want to remain in contention, know your value. A good place to start this delicate research is at www.salary.com, where you can not only get a good understanding of the job descriptions as they are written for the civilian world, but you can also see the high, low and average salary range for that position within the pre-determined geographic area. If the subject of salary does come up (and, by the way, you probably shouldn't discuss salary until you receive an offer), you will know not only your self-worth but also where you fit in the pay scale for professionals in your industry and in your area.

It's never too early to start planning for life after the military. Finding the career of your choice doesn't happen overnight. Like any other challenge, a little preparation will go a long way toward yielding the results you desire.

Barbara Adams, president and CEO of www.CareerProPlus.com, has been a member of the careers community for 16 years and served as an industry expert for Military Transition and Federal Resumes. She holds three certifications: Certified Professional Resume Writer, Certified Employment Interview Professional, and Certified Federal Resume Writer and Coach. E-mail your comments to badams@careerprocenter.net



SunSource, headquartered in Addison, Illinois (a suburb of Chicago), has been a leader in industrial and mobile fluid power distribution for the past 70 years. As a national parts and equipment distributor with local presence, SunSource has a unique and dominant position as a full-service resource for the industrial and mobile, OEM and MRO industries. We distribute a broad range of components representing over 250 quality manufacturers. Along with high quality products, we provide a commitment to high quality customer service and technically sound, cost-effective solutions, which include system design and application engineering, technical training, engineered fabrication, repair service, contract maintenance and on-site services management. SunSource has over 50 locations across the United States and Canada with major operations in a number of states including Alabama, Colorado, Georgia, Illinois, Michigan, Minnesota, Ohio, and Texas.

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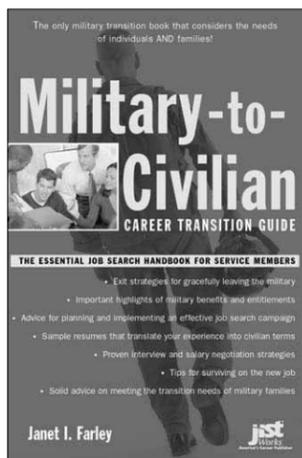
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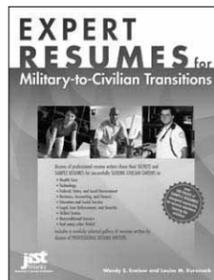
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Understanding the job profiling process

by TOM WOLFE
Contributing Editor

Every journey begins with a first step. Your journey from military service member to civilian employee is no different. What is that first step? There are several choices, but maybe the best place to start is to develop an understanding of how civilian companies go about picking the right people for their jobs.



3 CAREER COACH'S CORNER

Organizations tend to profile each of their openings before they begin the recruiting and interviewing process. Each opening will have three associated profiles: academic, professional, and personality. The first two are either preferred or required; the third one is always required. We will begin by taking a look at each of these three and conclude with "the fourth profile" (my apologies to Robert Ludlum if he was considering that title for his next novel), which is arguably the most important of the four.

The Academic Profile

The academic profile is more often than not the first one considered by a potential employer. For most organizations, your academic training has to meet certain minimum requirements before you can be considered for the opening. These may include courses of study in college, degrees conferred, degree equivalency, military technical or trade schools completed, and other classroom or academic

oriented certifications. Academic performance and test scores might also be relevant.

Extracurricular involvement in campus leadership, athletics, service organizations, clubs, and volunteerism are also part of your academic profile. The circumstances under which you attained your academic qualifications will also receive scrutiny. Did you self-finance your education? Receive academic or athletic scholarships? Work part- or full-time while completing your education? Were you deployed at the time or on remote assignment? Holding down a job and supporting a family? Serving your country? Accomplishments and achievements associated with your academic endeavors are important in that they are indicators of your potential for success and growth in the organization. As you can see, there is much more to your academic profile than the framed certificate or diploma hanging in your den.

The Professional Profile

Once your training and academics has passed muster, many organizations will then task their staffing personnel and recruiters to keep in mind a specific professional and experience profile for each of their openings. They use historical data to predict the profile most likely to succeed in that company. Through the process of resume screening, application forms, and performance evaluation review, they are able to identify candidates who appear to have the right professional skill set for each position.

What is this skill set? There is no one single answer. It varies from company to company and from job to job. Some companies prefer one branch of service to the

others. Some have a preference for junior versus senior personnel, although they are unlikely to admit it. That preference will often be disguised in "years of experience" or pay grade terminology. They may focus on line or staff. Sometimes a specialization within a given branch is a requirement for the job. Frequently companies look for a particular sequence of assignments or duty stations. Specific designations, certifications or qualifications may be important.

In addition to specific qualifications or experience, the level of performance or degree of success is also scrutinized. An individual with an excellent track record of success will almost always be selected ahead of someone with average performance. For many companies, what you have done is not nearly as important as how well you have done. Previous success is an excellent indicator of potential success, even if the goals of the new organization differ from those of the former one.

The Personality Profile

Assuming safe passage through the first two profiles, the third profile, personality, becomes very important and, unlike the first two, it is a requirement, not a preference.

The personality profile required for each position also differs from the first two profiles in another significant way — it is almost purely subjective. Academic and professional profiles can be appraised through an objective review of paperwork (resumes, performance evaluations, application forms, test results, etc.), but an individual's ability to match up to the personality profile of a particular position can only be determined through face-to-face meetings. Although some companies will utilize telephone interviews and/or testing services during the early stages of the interview process to get a feel for the candidate's interpersonal skills, it is only through direct personal interviewing that they are truly able to determine the personality profile.

Getting to the personal interview stage is a good sign. You normally only get to this step if the first two profiles, academic and professional, meet or exceed the interviewer's expectations. With this pre-screening already accomplished, it is the

responsibility of the interviewer to see first-hand if your interpersonal skills match the personality profile of the position. Although every company has its own set of standards, you can expect an appraisal of traits such as communication skills, impact, eye contact, body language, self-confidence, sense of humor, warmth, empathy, energy, integrity, honesty, friendliness, positive attitude, social skills, humility, work ethic, etc.

The Fourth Profile

Assuming this appraisal is positive, you now match up nicely against the three profiles for this position. Congratulations! An offer is on its way! Your search is over! Right? Not necessarily. There is a fourth profile and, depending on the individual, it can be more important than the first three combined — does the opportunity match the requirements of the candidate?

Every job seeker needs to develop a set of decision criteria with which he or she will evaluate an opportunity. Once these criteria have been determined and prioritized, the candidate can evaluate how well the opportunity matches up against these criteria. Although each individual determines his or her own set, issues such as job satisfaction, growth potential, compensation, location, and quality of life tend to appear on most lists. If the job offer matches up well with these criteria, either initially or potentially, then the fourth profile has been satisfied and the offer will probably be accepted.

Hopefully this discussion of the four profiles has given you some insight into the job search process, from the perspective of both the company and the candidate. In summary, the job search can be viewed as a balancing act between the application of the first three profiles by the organization and the fourth profile by the individual. When the balance between the two is stabilized, each party should be able to satisfy the needs of the other and the stage is set for a mutually beneficial relationship, both initially and in the future.

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But honey, I'm in what they call "transition"

by KENNETH A. MARKS
Captain, US Navy, Retired

I don't know. I guess the wife and I should talk more. She never really embraced the Navy as I did, so I made a point of not telling her a whole lot about it. But I think I made a mistake when I retired without technically telling her I was going to.

I always said I didn't want a ceremony. When the time came, I would just get up one morning and not go to work. So the day actually arrived, and I slipped seamlessly into a retirement mode knowing full-well Julie would sooner or later catch on.

Then just last night, out of the clear blue, she said, "You've been hanging around the house for quite a while now. What gives? Are you getting ready to deploy, or what?"

"Heck, no ... I'm out!"
"Out of what? Razor blades?"
"The Navy," I replied. "I'm retired now."
"Quit kidding around," she said. "You're just burning up excess leave, right?"
"No, seriously," I said. "I'm done. Finished. Kaput. It's somebody else's turn."

"Well, that's just great! When did this happen?"

"A couple months ago. I'm sure we discussed it."

"In a pig's eye!"
"No, really, I'm quite certain we did. Remember that night when we were talking?"

"We never talk," she said.
"Sure we do," I countered. "It was last

spring, I think."

"Vaguely," she replied. "I seem to recall a day in May when you were being overly nice to me. I thought you were just working up to your usual request. Then you started babbling about the Navy again and ruined the whole moment."

"Well, I told you I was contemplating retirement. I asked you what you thought, and you said you didn't care what I did!"

"Oh, for crying out loud! I thought you said you were contemplating suicide!"

(This was going well.)

"Well, you really did it this time, mister," she said, "and if you think you can just sit around watching Ricki Lake all day you've got another think coming!"

"I haven't just been sitting around. I've been considering my future ... working on ideas for a resume ... thinking about networking ... that sort of thing. I'm in what they call 'transition'," I told her.

"Baloney! You've been in first gear your entire life. Now you're over 50 and slowing down. What makes you think you can suddenly shift into fourth?"

"Look, I may be over 50, but like that vitamin commercial says, I haven't lost my edge."

"You never lose things," she said. "You just forget where you put them!"

"Come on Julie. Give me a little credit here."



POLICE OFFICER RECRUITMENT

Marietta Police Department

Starting salary*:

- *\$1,262 annually (not certified)
- *\$2,030 annually (Georgia certified)

Additional pay, if qualified:

- Hazardous Duty pay (50¢ or \$1.00 per hour)
- Master Patrol Officer pay (3 categories)
- Field Training Officer pay (75¢ per hour)
- On-Call for Court pay (1.14 hours per day)

MINIMUM QUALIFICATIONS:

- At least 20½ years of age at time of written exam
- Fluent in English language (reading, writing and speaking)
- High School graduate or GED
- Valid driver's license and satisfactory 7-year driving history
- Free of any felony or domestic violence convictions or sufficient misdemeanor convictions to evidence a pattern
- Ability to meet physical and mental demands of the position
- Successful completion of written exam and background check (including criminal & credit histories) and oral exams
- Proof of US citizenship
- Basic computer skills
- One-year working test period

The City of Marietta is accepting applications for Police Officer candidates.

Officers are paid weekly. MPD provides all uniforms (5 summer, 5 winter) and equipment including primary firearm with tactical light, backup pistol, 800MHz radio, duty gear, baton, OC, flashlight, handcuffs, badges, body armor, rain gear, gloves, boots, jackets, pager, and a \$450 per year uniform voucher.

Low-cost health insurance available.

Tours and ride-alongs are available. Contact the Training/Recruitment Unit Officer Nick Costos, 770-794-5347, or Officer Brian Marshall, 770-794-5370.

Applications can be obtained from City Hall or on-line. Submit with a copy of driver's license.

Once the application is on file, contact the Police Department to schedule an appointment to take the entrance exam, which is offered several times each week.

City of Marietta Personnel Department
205 Lawrence Street, 3rd Floor
Marietta, Georgia 30061
www.mariettaga.gov/police
24-hour Information: 770-794-5571

*The City of Marietta does not participate in Social Security.

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New online job board helps military searching for civilian jobs

MilitaryResumes.com, Inc., is a new company launched to improve the use of a job board as a valuable career resource for military and former military members conducting an employment search. Although the MilitaryResumes.com site is new, the staff behind it are experienced in helping military members transition to the civilian workforce and know from first-hand experience the value and marketability of your skills. With more than a decade of military recruiting experience, they can help you to both transition from the military and to change careers.



The objective of MilitaryResumes.com is to provide candidates with military backgrounds an easy and effective way for their experience and skills to be presented to potential employers. A customized system lets users post resumes, search for jobs, and apply directly online. All candidate profiles are screened to ensure that skills match preferred jobs. When an employment opportunity is added that meets two or more preferences, the system notifies registered candidates through the Auto Job-Alert process. (Auto Job-Alert only sends messages to job seekers that are within 60 days, or in some cases 90 days, of their availability date.)

This free service, designed exclusively for military members, is more than just a place to post a resume then wait and see what happens. The Career Center offers information and resources for transitioning military, as well as for veterans that have been out of the service for a while. For example, the site has links to other sources related to careers, job searching, relocation, and transition assistance. Candidates who indicate specific skills and who may benefit from a recruiting specialist handling their transition or career change, MilitaryResumes.com may offer referral to employer affiliates. Their Career Advice Page, one of the most detailed and informative advice pages on any internet job board, was fine-tuned with employers' input — career guidance and direction from the very people you want to reach.

MilitaryResumes.com started posting jobs in July 2005 and by November had over 100 employers participating, with more registering daily. Because the group has been placing prior-military candidates for so many years, they know what employers are looking for and how your unique skills translate to their needs. This is where employers come to find quality military candidates.

The company prides itself on having a human presence that provides more than the typical job board offers, standing by to assist you in all aspects of your job search. Phone calls are welcome. They promise all candidates unequalled customer service to transition your career, your family, and your life.

Visit MilitaryResumes.com or call 866-801-4418.

A sample of opportunities available through MilitaryResumes.com:

Company	Position	Location
Accu-Tech Corporation	Account Executive	Atlanta GA
All-Star Automotive Group	Sales Representative	Baton Rouge LA
AM General	Design Engineer—Armor Integration	Detroit MI
AMDG	Conductor Job Training	AL, GA, IL, IN, MA, MD, NJ, NY, OH, PA, TN, VA
Americast	Maintenance Technician, Production Supervisor	Richmond VA
Arbill Safety Products	Sales Executive	IL
Armellini Express Lines	Over-the-Road Truck Driver	CA, FL, TX
AT Systems	Fleet Mechanic	CA, DE, GA, MA, SC, WA
BBL Construction	Construction Superintendent, Project Manager, Senior Project Manager	Albany NY
Bon Secours Richmond Health System	numerous healthcare positions	Richmond VA
C.H. Fenstermaker & Associates, Inc.	Road Construction	LA
Calamos Investments	Web Developer, Accountant, Analyst	Chicago IL
Callison	Design Specialist, IT Specialist, Accounts Receivable Coordinator	Seattle WA
Capstone Turbine	Technicians, Technical Support Representative	Los Angeles CA
Carus Chemical Co.	Chemical Process Engineer	IL
Cintas	Production Supervisor	Boston MA
City of Marietta	EMT, Police Officer, Firefighter	Atlanta GA
Coastal Dental Service	Associate Dentist	Jacksonville FL & VA
Communications & Entertainment, Inc.	Design Engineer (RF, comm.)	Atlanta GA
Con-Way Express	Manager	CA, MI, TX
D&B Tile Distributors	B-2-B Sales	Ft Lauderdale FL
Dowty Propellers – Americas	Mechanic	Richmond VA
Enterprise Electronics Corporation	HVPS Design Engineer, Tech. Publications Writer	AL
FBI	Special Agent, Professional Support Staff	multiple locations
FMC Technologies	Maintenance Technician	Orlando FL
Globecomm Systems, Inc.	Program Manager	Long Island NY
Hydrochem Industrial Services	Supervisor, Manager	AL, GA, LA
International Yacht Master Training	multiple training positions – yachts	FL, overseas
Intuitive Surgical	Field Service Engineer	multiple locations
Kaiser Permanente	Staff Nurse	San Francisco CA
Kiewit Western Co.	Construction Surveyor, Mechanic, Welder, Supervisor, more	CO
Lanier Environmental Consultants, Inc.	Environmental Engineer	AL
Lear Corporation	Team Coach	Montgomery AL
Lifestar Response of Alabama	Paramedic	AL
Louisiana Machinery Company, LLC	Mechanic	LA
Oakgrove Technologies	multiple	Iraq
Outokumpu Copper Nippert, Inc.	Machine Operator, Technician, more	OH
Pediatric Services of America	RN, LPN, more	CA, CO, FL, GA, IL, LA, NC, NJ, NY, PA, TX, VA
Pratt & Whitney	Manager	CT
PrimeLending, A PlainsCapital Company	Mortgage Loan Consultant	Austin TX
PrimeNet, Inc.	Field Technician	MD
RAM AIR	Mechanic	CA, MD
Rummel, Klepper, & Kahl, LLP	Construction Project Manager	VA
Ryan's Restaurant Group	Restaurant Manager	NC
Safeway	Warehouse Supervisor	San Francisco CA
Serta Mattress Company	Warehouse Manager, Driver, more	AL, CO, FL, GA, NY, OH
Shoppa's Farm Supply	Technician	Houston TX
Southern Pump & Tank Co.	Technicians	Charlotte NC
SunSource	Customer Service Rep, Technician	Atlanta GA & MD
UMASS Medical School	Chief Nurse Officer	Boston MA
Universal Computer Systems, Inc.	Technician	TX
USG Interiors, Inc	Maintenance Mechanic & Electrical	WI
Van Dyne Crotty, Inc	Account Exec, CSR, Technician	IN, NC
Wackenhut Services	Armed Security	TN

FBI

Hiring conferences

continued from page 6

often the best course of action is to interview for the majority of positions for which you are qualified. By using the interviews as educational tools, you may be able to help yourself discover exactly the type of job that would be the best fit.

At the end of the day, it is always beneficial to remember that domestic and global markets are always changing. Certain industries or sectors that may not be hiring one quarter may be hiring the next — the only constant is the state of flux in the job market. Therefore, don't hyper-focus on working for one particular company or you might miss other opportunities. In other words, never place all your eggs in one basket. What is important is doing research on the companies, industries and cities you are interested

in, and then deciding if hiring conferences are a good strategy for your job search plan.

Craig Griffin and Wes Reel are Principals/VPs at Bradley-Morris, Inc. (BMI), the largest military-focused placement firm in the US. Griffin, a graduate of Furman University and a former United States Army officer and aviator in the 101st Airborne, runs officer programs for BMI. He can be reached at Officers@Bradley-Morris.com. Reel, in charge of BMI's enlisted programs, is a graduate of Georgia State University and is a former Navy aviator and Admiral's aide. He can be reached at Enlisted@Bradley-Morris.com.

In the next issue: Hiring conference preparation, attendance and post-event follow-up activity.

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