

Marine Corps Senior Level Executive Transition Seminar

2012 Participant Self-Paced Workbook

Introduction

On behalf of the Commandant and Headquarters, U.S. Marine Corps, we welcome the officers and spouses who are attending the 2012 Marine Corps Senior Level Executive Transition Seminar. This seminar is tailored specifically for officers of your rank and experience, as well as spouses of these officers, and focuses on managing both personal and professional change. This comprehensive approach is designed to relay practical information that speeds and eases the transition from the Marine Corps into the civilian labor market.

It is common practice in today's corporate environment for companies to provide outplacement services as a benefit for senior managers and executives. Senior-level jobs require intense personal commitment coupled with professional and organizational risks, and transitioning from one area to another can be a complicated and sensitive process for corporate officers. The Commandant recognizes these risks exist for senior-level personnel transitioning from our Corps. Being a Marine officer means there are added dynamics that must be factored into a successful executive transition seminar – ones that must be customized to the needs of transitioning senior-level Marine Corps officers and their families. Senior-level career changers have unique transition factors to be considered, and we strongly encourage both the transitioning officer *and* spouse to attend and actively participate in all facets of the upcoming seminar. The goal of this seminar is to ensure that when the time comes, you, as well as your families, enter the job market prepared in every way.

This self-paced workbook begins your transition process. Please read through it, think carefully about the contents, and complete the exercises. You'll find this prep time will pay significant dividends during the actual seminar.

We look forward to hosting you!

Foreword

The purpose of this self-paced workbook is to help senior Marine officers and spouses prepare for retirement and transition to civilian life. The very thought of transition can be strange and worrisome. Many retiring Marine officers have held no other job during their adult lives and have never been unemployed. Many Marine families have lived for most of their careers on base, socialized principally with other Marines and their spouses, gone to base chapels, and their children may have attended schools on base. The first goal of a career transition program is to remove some of the mystery of civilian life. Thousands of Marines have transitioned very successfully to the civilian sector and you can too!

Within the next few months, you and your spouse will have the opportunity to attend a week-long transition seminar where the ideas and information in this workbook will be explored in depth and where you will have the opportunity to interact with employers and officers who have preceded you into retirement. To make the most of that opportunity, we suggest you and your spouse take a measured approach to the workbook. Follow the process below as best you can. You'll especially want to focus on activities in the weeks prior to the seminar, when workbook recommendations are fresh in your mind.

From this workbook, first complete the "What Are Your Features and Benefits" (page 7), "Who Am I?" (page 8), "Career Catalog" (page 11), and "Source Document" (page 13) exercises. Make sure you are comfortable with your answers. Keep redoing until you know they sound like you.

Next: Do the "Organization Research" (page 22) exercises.

Third, a *critical component*: Prepare a draft resume (page 31) and cover letter (page 36), whether you are the transitioning officer OR spouse – both instances will be discussed during the seminar, and individual review your resume will be available upon request. Tailor the resume and cover letter to a real job vacancy you found in your organization research. Schedule an Informational Interview (page 45) with a selected company.

Finally, rewrite your resume in a generic chronological format. Complete the "What Are You Worth?" (page 27) and "Benefits and Compensation" (page 28) exercises. Draft two versions of the "30 Second Commercial" (page 39). Then, a week before the seminar, review the workbook and exercises you've already completed. Be sure to bring all your work with you!

We look forward to seeing you in person!

The Workbook: How to Get Started

Skim the whole workbook before starting.

Select a date to complete each task...and then do it.

Make a task checklist.

Share the results of your activities with another person, such as a spouse. Often, talking out ideas and exercise responses will give you another perspective to think about, and another person may ask a question or provide insight that leads to new information.

Mark your checklist when you finish each activity. This shows your progress and provides a great sense of accomplishment.

After working through the exercises and activities in this workbook, you'll find that each activity will be reinforced in the Marine Corps Senior Level Executive Transition Seminar. Write down any questions you might have so they can be answered when you attend.

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An Introduction to the Marketplace

Welcome to the beginning of your career transition. To begin, understand that you are the CEO of "My Company, Inc." (MYCO, Inc). You are now in charge of your future. This means YOU are a product for sale on the marketplace. YOU have unique features and benefits. The rules of sales (that is, YOU are selling YOU to a company or organization) are to know your product and know the marketplace. To sell yourself successfully, you must become intimately familiar with the concept of *features* and *benefits* when selling a product.

For example, let's say our PRODUCT is a #2 yellow wooden pencil with an eraser.

What are the product's FEATURES?

- 8" long
- Wooden, painted yellow, hexagon shape
- Filled with a column of lead
- An eraser attached and one end with a piece of metal
- Written on the pencil in black "#2 HB"

What are the product's BENEFITS?

- Can be sharpened many times with a pencil sharpener or any sharp instrument, like a knife
- The lead is strong enough so you can apply pressure and not break it, and dark enough to read easily, but not smudge
- Can erase mistakes with same tool
- Hexagon shape gives the writer a flat surface to hold firmly in fingers
- It does not roll easily on a flat surface
- Except for the small metal eraser attachment, easily disposed of in the environment
- Can be personalized with your name or any information
- Very inexpensive

Now, let us assume that you are a product for sale on the marketplace and you would like an employer to buy you.

Exercise: Features and Benefits

What are your FEATURES?

Your "features" include things like your knowledge, skills, experiences, assets, clearances, geographic location and mobility, and personality traits. Think outside the box. What things have you done in the Marine Corps, the community, at home and in hobbies, leisure activities and avocations? Everything, everywhere, and at anytime counts. At this point, don't worry about how long your answer is.

What are your BENEFITS?

What makes you unique and special? What sets you apart from your peers? When you worked on teams, what was YOUR contribution? If you are a manager or leader, how did you impact the organization? If you worked in a school, volunteered, or supported a club or neighborhood organization, what was your role and how did you benefit the students, teachers, or other members? Why do people seek you out? Why should I hire YOU and not someone else? Now tell me about your benefits:

This may be the first time in your life that you have to brag about yourself, and it most likely is an uncomfortable experience. Your career transition is about selling yourself verbally and in writing. Some people find it easier to start by writing things down and others by talking it out with others. This workbook gives you both types of exercises.

PRODUCT KNOWLEDGE

Exercise: Who Am I?

To begin thinking about you, your career, and your new MYCO, Inc. company, answer the following questions.

1. Are you (is your family) in a position of financial choice? Can you go three to six months without a job? What is the minimum amount of money that you need to make? Are you financially stable enough to do what you want? Will one person be responsible for the family income, or will you be a dual-income family?
2. If you had the perfect world five years from now (job, community, family/friends/home, hobbies, avocation, health, spiritual, education), what would it look like?
3. What makes you unique and special? What separates you from your peers?
4. If someone called to screen you for a job and asked this question, how would you answer it: "We are very interested in you for this position. We are asking all candidates in this initial screening to tell us five nouns that describe who they are. What are your five nouns?"

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5. What is a professional or personal accomplishment you are proud of and why? What was the problem/issue/idea; the solution (step by step approach, obstacles you had to overcome, people, information/data and things); results (quantify and qualify) and impact (what happened better or differently as a result of your action)?

 6. During the interview process, what five criteria would you use to evaluate whether you and a job match?

 7. If you are presenting (informing, educating, influencing, selling) a product/service to a customer/client, what is your major strength and weakness during this process?

 8. What three values would you not compromise on?

 9. Make a list of the things that you have done outside of work to include hobbies, avocations, volunteering, your leisure time, or at any time in your life.

Organizing Your Career Information

The first step in moving forward is to capture thoroughly, accurately, and realistically where you've been. This means you need to analyze your career not solely in terms of location, tour, or rank, but also by function, daily activity, and skills required. There are two key exercises to help you with this task: filling out a "Career Catalog" and completing a "Source Document." Each of these activities is described below:

Exercise: Career Catalog

A Career Catalog pulls all of your military, professional, educational, community service, volunteer activities and personal paperwork into one place. You can use a three ring binder, file drawer, or a container from an office supply store. You will also want computer storage to keep all electronic versions of resumes you complete. Once completed, the Career Catalog provides a valuable source of information you'll use again and again when working on resumes, writing cover letters, or preparing for interviews, regardless of the type of activity you're considering after transition – corporate, non-profit, volunteer work, or community support.

CAREER CATALOG (Categories and Examples)

Personal Information	Military Service	Volunteer Activities	Work Experience	Education and Training
<ul style="list-style-type: none"> • Birth Certificate • Proof of Citizenship • Social Security Card • Passport 	<ul style="list-style-type: none"> • Training Records • Honors and Awards • Performance Reviews • Service Record (make sure everything is up to date) • Medical Record • Personal Statement of Benefits and Military Compensation • List of Major Accomplishments • Security Clearances • Separation Papers, DD214 (certified or copy); DD295, and LES • DD2586 - Verification of Military Experience and Training 	<ul style="list-style-type: none"> • Church • School • Sports • Navy Marine Corps Relief Society • Youth Sports • Spouse Organizations • American Red Cross • Key Volunteer Program • Boy and Girl Scouts • Armed Services YMCA • LINKS Volunteer • USO • Hospital • Hospice • Animal Shelter • Museum • Library 	<ul style="list-style-type: none"> • Work History (job titles, duties, accomplishments, employers) • Work Samples • Honors and Citations • Community Activities • Salary History • Credit History • Professional or Personal References 	<ul style="list-style-type: none"> • Transcripts • Diplomas • Honors • Activities List • Licenses • Certifications

Exercise: Source Document

Networking is the best way to get jobs, but that does not mean you should not write resumes. The real purpose of writing a resume is to prepare you for the interview. Many times you might interview for one job, but a company might decide they would like you in another job, or they might create a job for you. Anything can happen!

Filling out a Source Document is one of the best ways to begin organizing your career activities, celebrating your life experiences and accomplishments, and preparing you for the job search process and interviews. Preparing a Source Document will give you confidence during scheduled or impromptu interviews.

To complete this exercise (and before attending the Seminar), fill out the entire Source Document. Answer every question. If you are the transitioning member, use your Fitness Reports and your VMET (Verification of Military Experience and Training), which can be found online at www.dmdc.osd.mil/vmet, using your Mypay PIN. Spouses may use work performance reviews and volunteer and educational records. If you're a spouse, it's important to document every volunteer or part-time position, just as you would treat a full-time job. At a minimum, please fill in the dates of each assignment, your title, where you worked, a brief description of the job, and a few accomplishments. Add your education and training. If you do this in a resume format (examples of chronological-style resumes are also available in this workbook), you will have a good start on the foundation of a generic resume. *Don't worry about length at this point.*

Source Document

PERSONAL INFORMATION		
Full Name:		
(First)	(Middle)	(Last)
Present Address:		Citizenship:
		Date of Birth:
		Health:
Telephone (home):		(work):
Career Goals:		
Short-Term Occupational Goal:		
Long-Term Career Goal:		

JOB HISTORY

Current Job Title:	
Company Name/Address:	
Supervisor's Name:	
Dates: from	to
Salary: starting	ending
Job Description:	
Accomplishments:	
Honors/Awards:	
Special Courses Taken (seminars, workshops, training programs):	

Job Title:	
Company Name/Address:	
Supervisor's Name:	
Dates: from	to
Salary: starting	ending
Job Description:	
Accomplishments:	

Honors/Awards:
Special Courses Taken (seminars, workshops, training programs):

Job Title:
Company Name/Address:
Supervisor's Name:
Dates: from _____ to _____
Salary: starting _____ ending _____
Job Description:
Accomplishments:
Honors/Awards:
Special Courses Taken (seminars, workshops, training programs):

Job Title:
Company name and address:
Supervisor's Name:
Dates: from _____ to _____
Salary: starting _____ ending _____
Job Description:
Accomplishments:
Honors/Awards:
Special Courses Taken (seminars, workshops, training programs):

Job Title:
Company name and address:
Supervisor's Name:
Dates: from _____ to _____
Salary: starting _____ ending _____
Job Description:
Accomplishments:

Honors/Awards:
Special Courses Taken (seminars, workshops, training programs):

EDUCATION AND TRAINING

High School (name and address):
Year graduated or number of years completed:
In what subjects did you do best?
What subjects did you like most?
What subjects did you like least?
Honors/Awards/Accomplishments:
Clubs/Organizations/Activities (offices held, duties, accomplishments, etc.):

Colleges Attended
Names and addresses of colleges or universities attended:
Year graduated or number of years completed:
Degrees/Certificates earned:
Degree major:
Degree minor(s):
In what subjects did you do best?
What subjects did you like most?
What subjects did you like least?
Honors/Awards/Accomplishments:
Clubs/Organizations/Activities (offices held, duties, accomplishments, etc.):

Graduate, Professional, or Advanced Technical Training
Name and address of educational or technical institution:
Year graduated or number of years completed:
Degrees, Certificates, Licenses earned:
Degree major:
Degree minor(s):
In what subjects did you do best?
What subjects did you like most?
What subjects did you like least?
Honors/Awards/Accomplishments:
Clubs/Organizations/Activities (list offices held, duties and accomplishments):

OTHER TRAINING (professional, technical clerical, management, license, certificate training programs)

Name and address or location of training:
Course(s) attended:
Description of course(s):
Date attended:
Hours/Credits Completed:
Certificate/License Earned:
Honors/Awards:
Name and address or location of training:

Course(s) attended:
Description of course(s):
Date attended:
Hours/Credits Completed:
Certificate/License Earned:
Honors/Awards:

Name and address or location of training:
Course(s) attended:
Description of course(s):
Date attended:
Hours/Credits Completed:
Certificate/License Earned:
Honors/Awards:
<i>NOTE: Make a separate entry for each training program that you completed.</i>

SPECIAL SKILLS

Foreign languages/American sign language:
Fluent in (written, spoken, heard):
Knowledge of:

Computer Programming Languages:
Fluent in:
Knowledgeable of:
Computer Hardware:
Expert in:
Knowledge of:
Computer Software Applications:
Expert in:
Knowledge of:

Machines/Equipment:
Operate:
Repair:
Clerical Skills:
Other:

OTHER INFORMATION

Hobbies/Interests:
Memberships in Organizations:
Offices held/Duties/Accomplishments:
Volunteer/Community Activities (duties and accomplishments):

In this exercise have you discovered similar skills acquired from your collateral duties, hobbies, volunteer work, and education (present and past)?

What's Out There?

Now that we've researched and quantified YOU as a product, this next section is designed to help you research and quantify the marketplace. As you might expect, knowing the marketplace is a matter of finding and categorizing information about companies and potential research resources.

Exercise: Researching a Company, Volunteer Organization, or Educational Institution

In the current environment, you must target your resumes and interviews to each customer. Scanners will not "hit" your resume if you don't use key words, and interviewers will not take you seriously if you can't answer the question "what do you know about our company/organization/institution"? For senior-level jobs, or competitive selections of any kind, you must be prepared to ask several questions about the industry, the company, the job, and the boss. In fact, the questions you ask are as important as the questions you answer.

So where do you find this type of information? To learn general trends you can read *Business Week*, *Fortune*, *Forbes*, *Fast Company*, *The Wall Street Journal*, *The Washington Post*, or trade journals. Libraries and reference librarians can lead you to Value Line or Standard and Poor's. These sources also provide lists and information regarding associations, non-profit organizations, and academic institutions. Best of all, you can go on the internet and view company/organization/institutional web sites at your leisure.

To complete this exercise, visit a company or organizational web site and fill in the information listed on the next page. Some things to look at for a company are the annual report, a speech from the president, benefits, employee newsletters, financial reports, vision, mission, values, culture, and a list of their current jobs. If you'd like to return to school, you'll want to research the general reputation of the institution, course majors or departments that are well-known (as well as competitor schools), financial commitment required; length of educational program(s); core courses and electives; long-distance learning options; credits needed for graduation; and career center and alumni support for finding work. To begin researching, use any search engine and type in the name of any company, organization, or academic institution.

Be sure to make a folder and organize all the information for each organization you visit and bring it to the seminar.

What organizations could you investigate?

- Companies you own stock in
- Companies that you and your family buy products or services from (food, pharmaceuticals, insurance, household goods, etc.)
- Defense Contractors: Boeing, Lockheed-Martin, Baesystems, SAIC, CACI
- Government Agencies: Homeland Security, FEMA, GSA, FAA, FCC, Energy, HHS, Justice
- Non-Profits: American Red Cross, AARP, Boy Scouts of America
- Private Sector (Non-DoD): SAS Institute, Dominion Power, Walt Disney, Johnson Controls, Cisco, Marriott, McDonalds

Look at several organizations, choose one, and fill in the information on the following pages.

NAME OF ORGANIZATION YOU ARE USING IN THIS EXERCISE:

Organization Research Questions

1. Number of employees

2. Products and services

3. Business volume, net worth, profit and loss, and company stability (web page, annual report, Dun and Bradstreet, S&P, Value Line, Annual Reports)

4. Competitors and primary customers

5. Organizational history and future plans

6. Locations (headquarters, branch offices, international offices, retail outlets)

7. Salary range and hourly rates for various positions (want ads, networking, www.salary.com)

8. Contact names of department heads, HR, people you know who work there, former employees (web pages, articles, networking, annual report, Who's Who in Business)

9. Employment activity (recent hiring, firing, layoffs, new business)

10. Titles and job announcements of positions that interest you

What surprised you?

What organizations interested you? Why?

What organizations did not interest you? Why not?

What questions would you ask this organization if you interviewed with them?

Applicant vs. Employer Search Strategies

Now that you've researched an organization, let's examine how potential employees and employers most often find each other:

<i>How Most People Look For Work (in priority order)</i>	<i>How Employers Look For Applicants (in priority order)</i>
Want Ads	Internal Networks
Web Pages	Job Postings or Web Pages
Employment or Placement Agencies	External Networks
Word Of Mouth	Employment or Placement Agencies
Identify Industry And Company May Not Know Of Job Direct Employer Contact	Want Ads

You want your job search to match the employer's methods. Employers use networking first because this gets quality candidates for the least amount of money. In some markets, they pay "finder's fees" to their own employees for suggesting a good candidate.

"434 of the 500 largest public companies post jobs on their sites. When you can, it is always better to apply directly through an employer's site....At many companies, these resumes are treated very differently than those from the job boards. It shows that you are seeking that particular company out." (Source: Smart Money 3/2001)

Begin With the End in Mind: Salary and Benefits

Exercise: What Are You Worth?

Choose a job title that interests you from the organization you researched above or from want ads in your local newspaper (or [washingtonpost.com](http://www.washingtonpost.com)). If you can't find an interesting job, use the title "Project Management."

Now visit www.salary.com on the internet. Insert the title and your current location or the location where you want to work. Print out the results. Now choose three other locations that interest you, or choose New York City; Washington, DC; and San Antonio, TX. Print out and analyze your results. You may also find salary surveys on www.jobstar.org to be useful.

If you are interested in working with non-profit organizations, salary research is more challenging. You may always ask openly about salaries at informational interviews. You may also want to review www.idealists.org or www.guidestar.org. In general, expect salaries to be lower at non-profit organizations than equivalent jobs in the private sector.

Also, know that salaries for federal, state, and local government positions are public knowledge, and usually included with job announcements.

In the space provided below, write down the sites you visited and a brief summary of each that you could share with other seminar participants:

Site 1: _____

Site 2: _____

Site 3: _____

Site 4: _____

1. What did you learn by using www.salary.com?
2. Does www.salary.com tell you everything you need to know when negotiating salary? If not, what else do you need to know?
3. Where else might you be able to find out what you are worth?

Exercise: Benefits and Compensation

Salary is important, but 25 to 45% of the compensation package is benefits. Go through the following list and check off benefits that you have and benefits that you want. Then look at the web site of the organization you have chosen for this case study and check off the ones they offer. Think about which ones you might want to negotiate.

Components	What I Have	What I Want	The Offer	Comments
Basic Compensation Issues				
Base salary				
Variable pay				
Awards				
Sales commissions				
Corporate profit sharing				
Personal performance bonus				
Incentives				
Performance reviews (1, 2, 3, 6 months)				
Signing bonus				
End of year bonuses				
Cost of living adjustment				
Health Benefits				
Medical insurance (85% / 15%)				
Dental insurance				
Vision insurance				
Prescription package				
Life insurance				
Accidental death insurance				
Long-term disability insurance				
Periodic / Annual medical exam				
Health related time off (max 52 wk)				
Life planning account				
Travel accident insurance				
Part-time employment				
Long-term care				
Future health acct contribution				
Leaves of absence (3yr + benefits)				
Vacation & Time Issues				
Paid vacation				
Extra week of vacation				
Sick days				
Personal time				
Holidays				
Flex time				
Compensatory time				
Paternity / Maternity leave				

Components	What I Have	What I Want	The Offer	Comments
Retirement-Oriented Benefits				
401K Plan				
Deferred compensation				
Savings plans				
Stock purchase plans				
Stock bonus				
Stock options				
Pension plan (match .50 / \$1.00 up to 6%)				
Legal assistance				
Free vested contribution to retirement fund				
Matching investments				
Education				
Professional continuing education				
Tuition reimburse / Grad work				
All expenses paid to attend annual workshops / conventions				
Future educational opportunities				
Children's educational opportunities				
Perquisites				
Cellular phone / Car phone				
Pager				
Company car (vehicle-mileage and gas allowance)				
Rental car				
Expense account - credit card				
Liberalization of business related expenses				
Cafeteria privileges				
1st class hotels				
1st class air travel				
Personal use of frequent flyer awards				
Convention participation				
Parking / Van pools				
Paid travel for spouse				
Professional - association membership				
Athletic club membership				
Social club membership				
Use of company-owned facilities				
Executive office				
Laptop computer / Home computer / Blackberry				
Private assistant / Secretary				
Portable fax				
Employee discounts				

Components	What I Have	What I Want	The Offer	Comments
Relocation Expenses				
Direct moving expenses				
Moving costs for unusual property				
House hunting trips				
Loss on sale of present home				
Company handling sale of present home				
Housing cost differential between cities				
Mortgage rate differential				
Mortgage fees and closing costs				
Temporary dual housing				
Trips home during dual residency				
Real estate fees				
Utilities hook up				
Drapes / Carpets				
Appliance installation				
Auto / Pet shipping				
Signing bonus for incidental expenses				
Additional meals expense account				
Bridge loan while owning two homes				
Outplacement assistance for spouse				
Home Office Options				
Personal computer				
Internet access				
Copier				
Printer				
Financial planning assistance				
Separate telephone line				
Separate fax line				
CPA / Tax assistance				
Incidental / Support office functions				
Office supplies				
Severance Package (Parachutes)				
Base salary				
Bonus / Incentives				
Non-compete clause				
Stock / Equity				
Outplacement				
Voicemail access				
Statement letter why you left				
Vacation reimbursement				
Health benefits				
401K contributions				

Selling Yourself in Writing

Exercise: Prepare a Draft Resume

After completing your organizational research and job search activities, convert your effort into a written sales pitch that is compelling and will incite a potential employer to meet with you. Write a rough draft of your resume, using sources such as your Career Catalog, your Source Document, and the example chronological resume and accomplishment statements shown below.

Remember, there is no such thing as a perfect resume. Resumes are living documents. Just do your best and bring it to the seminar.

Accomplishment Statements

Your accomplishments – the results you’ve produced – are the heart of your resume. Good accomplishment statements describe the problems you faced, how you solved them, and what impact the solution had. Good statements quantify and qualify your accomplishments (in dollars, people, and time). They use nouns with which the potential employer is familiar and active descriptive verbs. The following are some example achievement statements:

- Envisioned the concept and convened a panel of 20 individuals that oversaw Marine Corps leadership training. Compared curricula, analyzed problems in leadership system, and produced comprehensive set of Marine Corps training materials.
- With minimal client input, drafted an elaborate proposal that secured the first ever DDP grant (\$7.1 million) to retrain 2090 incumbent workers (likely to be laid off due to defense downsizing) to perform in new commercial lines of business.
- Instituted a new preventive maintenance program which reduced “down” time on critical pieces of machinery by an estimated 10%.
- Planned, implemented, and evaluated three healthcare information computer systems for use in patient eligibility verification, appointment scheduling, and resource utilization analysis. Developed automated programs for use in internal audits and financial analysis.
- Managed a 20-building medical center whose housekeeping program was rated number one in the Marine Corps. Supervised the design and construction of 15 major facility projects worth \$1,700,000 ensuring 20 year old facility met JCAHO fire and life safety requirements.
- Principal architect in the development and creation of the United Nation’s Information and Research Division, a fusion center for all-source information analysis. Led professionals from 19 different nations, coordinated rapid response teams, and brokered key integration efforts for the UN and its mission. Technology implemented and created a demand for expansion with UN member nations.

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- Assembled and spearheaded team that formulated \$20M, five year Special Research Program to identify and fund basic science programs for ultimate development of a discharge-free, environmentally sound ship.
 - Doubled Center's survey/study capacity, with fewer people – less money, enabling studies on populations not previously covered. Achieved through the removal of unnecessary layering identified by position management and process reviews.
 - Built tailored, automated financial accounting system using relational database to improve management/tracking in 26 cost accounts. System provides immediate reports and graphics on financial status of organization with single key stroke.
 - Created new scheduling practices to manage \$4.4B flying operation with an annual \$20M budget. Reduced maintenance requirements by 10% while increasing production and morale.
 - Directed the development and implementation of a multi-user interactive information database and communications system, which improved the availability, quality, and timeliness of information at all levels. System later adopted as the DoD standard.
 - Carried personal caseload while managing and instructing 14 attorneys in every aspect of trial procedure, preparation, and litigation - including massive class action lawsuits. Office won 94% of cases including Federal jury trial under 1991 Civil Rights Act.
 - Increased the amount of U.S. defense goods and services sold to Qatar by over 300% in less than two years by executing a marketing plan that carefully developed and cultivated U.S.-Qatar bilateral ties after period of acrimonious relationships.
 - Managed labor relations for 6,000 foreign employees with payroll of \$250M. Senior negotiator with Japanese labor representatives; maintained favorable labor relations at national level; won major agreement concerning smoking cessation in the workplace.

Resume Format

Name
Address
Phone Number
E-mail Address

Objective (Optional)

Summary

Career Summary

Qualifications *or*

Summary of Qualifications (Choose One)

Capabilities

Proficiency

Profile

Work/Professional Experience

- Chronological (From Current Experience Back – only 10 years)
- Functional/Combined (Functional Skills/Core Competencies)
- Problem/Issue/Initiative – Solution – Result – Impact
 - All achievements must support objective
 - Use keywords

Professional/Community (Optional)

- Association Memberships/Service Clubs
- Community/Volunteer Organizations
- Home/Hobbies/Leisure Activities (if they add value)

Education/Training

- Accredited Education First
- If any college, don't need High School (unless creates value to employer)
- Include only training that qualifies you for the job
- Education/Training can go at the top or bottom of the resume

Sample Resume

- Objective** Senior management position in logistics offering the opportunity to direct multi-functional staff utilizing leadership, management techniques, and performance driven metrics.
- Summary** Executive level, hands-on manager with background and expertise in creating and managing innovative and cost effective large scale and long-term programs, including development and implementation of strategic supplier alliances between DoD agencies and commercial vendor base.
- Strengths** Accomplished/Proven Corporate level strategic planner.
Ability to balance long-term mission and goals with near-term priorities.
Experienced in personnel management functions to include grievance, mediation, and recruitment of VP level officers.
Wide-range military process reengineering and streamlining experience.
Accomplished in procurement and financial management.
Experienced in supply chain and logistics management.

Professional Experience

2002 – Present **Director, Business Operations**
Defense Supply Center Richmond

Richmond, VA

Chief Operating Officer for Defense Logistic Agency's lead center for aviation. Directed staff of over 1,400 personnel with \$60M Labor and \$19M+ non-labor budget responsible for all supply chain management. Provided supply support in the areas of materiel management; contracting and production support for all supplies and services assigned to the supply center. Managed 900,000 items from 5,000 suppliers with annual sales of \$3.4B and \$4.2B inventory in support of 24,500 customers.

- Reviewed management assignments with focus on teaming. Filled senior VP level positions with functional area expertise and instituted structure changes to improve supply chain effectiveness.
- Established cost effective hardware combat support capability through utilization of Strategic Material Sourcing (SMS) and partnering with industry through strategic supplier alliances.
- Developed and executed goal oriented process strategies resulting in measurable increase in performance. Purchase award rate up 8%, reduced stocked item back orders by 31K, and raised supply availability from 2% to 87%.
- Directed reorganization of Industrial Plant Equipment Repair/Overhaul Facility. Through change in management, resizing of workforce, facility reduction, implementing lean manufacturing techniques, and revitalizing marketing program resulted in reversing FY03 Net Operating Result (NOR) loss to FY 04 1st qtr profit of \$3M.

**2000 – 2003 Aviation Logistics Support Branch
Headquarters, Marine Corps**

Washington, DC

Directed/Developed Corporate level United States Marine Corps logistics doctrine, policy, training, procurement, and workload for entire spectrum of aviation logistics. Coordinated with Marine forces worldwide and represented Marine Corps on joint committees to plan and execute aviation requirements. Established Operational Advisory Group composed of senior logisticians to address operational, tactical, and strategic level issues. Resulted in cohesive, mutually supportive focus of effort across all aviation logistics disciplines.

**1999 – 2000 Student
Industrial College of the Armed Forces**

Washington, DC

Selected for Federal executive level development program. Focused on national security strategy and the resource component of national power, with special emphasis on acquisition and joint logistics, and their integration into national security strategy for peace and war.

**1997 – 1999 Commanding Officer
Marine Aviation Logistics Squadron 36**

Okinawa, Japan

Oversaw management of an internationally deployed organization. Directed operational plans and efforts of 700 personnel in direct support of 60 aircraft providing full range of component/engine repair and supply management. Administered \$37M budget with facilities totaling 213K sq foot and 339 mobile maintenance facilities. Increased support capability to reduce customer wait time through cross-training opportunities without increase in manpower or facility overhead.

**1994-1997 Logistics Plans and Policy Planner
III Marine Expeditionary Force**

Okinawa, Japan

Developed operational plans for matters concerning policies, organization, functions, and strategic operations for integrating ground and aviation logistics programs.

**1993 – 1994 Student
Marine Corps Command and Staff College**

Quantico, VA

Focused on graduate level professional military education to prepare for command and staff duties and for assignment with joint and high-level service organizations.

Education

2000 **M.S. National Resource Strategy**
Industrial College of the Armed Forces

Washington, DC

1977 **B.S. Sociology**
University of Massachusetts

Boston, MA

Additional Information

Active security clearance - TS/SCI
Member, National Defense Industrial Association
Member, Marine Corps Aviation Association

Cover Letters That Get a Response

A cover letter is a brief, one-page introduction to the resume itself. In addition to using the specific format provided on the next page, incorporate the following tips into your letters:

- Type on good quality bond
- Address to a specific name and title
- Writing should be direct, powerful, and error free
- No more than one page - four paragraphs
- Appeal to the self interest of the reader
- Use nouns and verbs that match the industry, organization, and job
- Always be positive
- Sell yourself with your skills and abilities that match the job requirements
- Whenever possible, bid for the interview

A general cover letter format follows with an example of an actual cover letter. If you'd like to look at other examples go to your local bookstore or library and look at books with examples of cover letters, such as Martin Yate, *Knock 'Em Dead Cover Letters* (Avon, MA: Adams Media Corporation, 2003).

Exercise: Prepare a Draft Cover Letter

Write a cover letter for a position you have researched and bring it to the seminar.

Cover Letter Format

Your Name
Street Address
City, State, Zip

Date

Employer/Contact Name
Organization/Dept/Title
Street Address
City, State, Zip

Dear (Name of Employer/Contact),

Get Their Attention

- Referral Job # and Title if applying for job
- Establish Common Ground: Graduated same school; member of same organization; play on same team; worked on same project, own stock in their company.
-
- Show You Did Your Homework: Read about them on web site/newspaper/magazine; heard them speak somewhere; a friend of a friend, but not a direct referral; show you have some significant way to benefit them.

So What!!

- You've got my attention, now prove yourself to me. In a narrative or bullet format, tell me three or four reasons that you are exceptionally qualified or reasons why you might benefit the employer or organization.

Here Are A Few More Things

- (Optional) I'll be in your area in the next few weeks and would like to set up an appointment. Oh, by the way, I've included an article you might be interested in, etc.

Go For The Interview

- (In your own words) I am looking forward to meeting you (as though it is going to happen) and will call to set up an appointment in the next few days.

Sincerely,

[Your Name]

Cover Letter Example

Your Name
Street Address
City, State, Zip

Date

Employer/Contact Name
Organization/Dept/Title
Street Address
City, State, Zip

Dear Mr. Harold:

Mr. John Smith suggested that I contact you to express my interest in pursuing opportunities in secondary education and administration. His reference is based on your unique insight on careers in the Newark City School System.

I am retiring from the United States Marine Corps after 30 years of influencing and participating on teams engaged in a variety of national security activities. Because of my positive Marine Corps experience, I would like to continue to serve only this time in my home town. As a native of Newark, I would like to contribute to the community and schools where I received my primary and secondary education. I am confident that I would be an exceptional asset, as a teacher and a positive role model for Newark City School District children.

Through your administrative assistant, I scheduled a meeting with you during my next planned visit to Newark. At that time, I would like to discuss my professional and academic credentials in regards to opportunities in the Newark Schools. My resume is attached for your review.

I sincerely appreciate your time and consideration, and I look forward to meeting you on April 10th. I will confirm my appointment with Ms. Johnson upon my arrival in Newark.

Thank you and have a nice day.

Sincerely,

[Your Name]

Selling Yourself Verbally

Exercise: The Thirty-Second Commercial

Networking has always been the most productive way to get paid or volunteer work. People constantly say, "Tell me about yourself," "What can I do for you?," "How can I help you out?," and "What do you want to do?" You will not want to respond, "I don't know", "I can do anything", or "Just tell me what jobs you have available". To respond effectively, you need to create a 30-second commercial, sometimes called an "elevator speech." In fact, you will have to create several of them for different audiences or customers. Now is the time to review the FEATURES AND BENEFITS exercise that you did at the beginning of the workbook and in the self assessment segment.

Pretend that you and your spouse are at a friend's retirement ceremony. You and your spouse will be meeting friends and relatives of the retiree and his or her spouse; federal employees; and buddies who have retired over the last five years who now work in the civilian sector. Once they hear that you or your spouse are transitioning in the next six months, they say, "What are you looking for?" You need to develop a short commercial in response. What would you say? Write it out thinking about your goals and what you have learned about the market so far.

My Name is _____

I Am Good At:

The Next Step In My Career Is (or I am thinking about)

I Can Benefit the Customer, the Client, and the Organization Because:

Now that you have written this out, you should practice it, if you have the time. Please remember this script is just a set of sound bites and you can put it in any order you like. Ideally, you don't want to say it all at once (unless you really are in an elevator) but build it, piece by piece, into the conversation. This takes practice. As you receive feedback from your customers (potential employers), you will keep modifying it. Some of you will enjoy writing this and others telling it. It is important that you do both. Remember, if you don't tell someone what you want, they can't read your mind.

You can give your commercial to your spouse, a friend or peer, in a carpool, at a sports event, or at a church social.

What did it feel like to do the commercial?

What did you learn about yourself?

What did you learn about the marketplace?

What will you do differently next time?

Interviewing

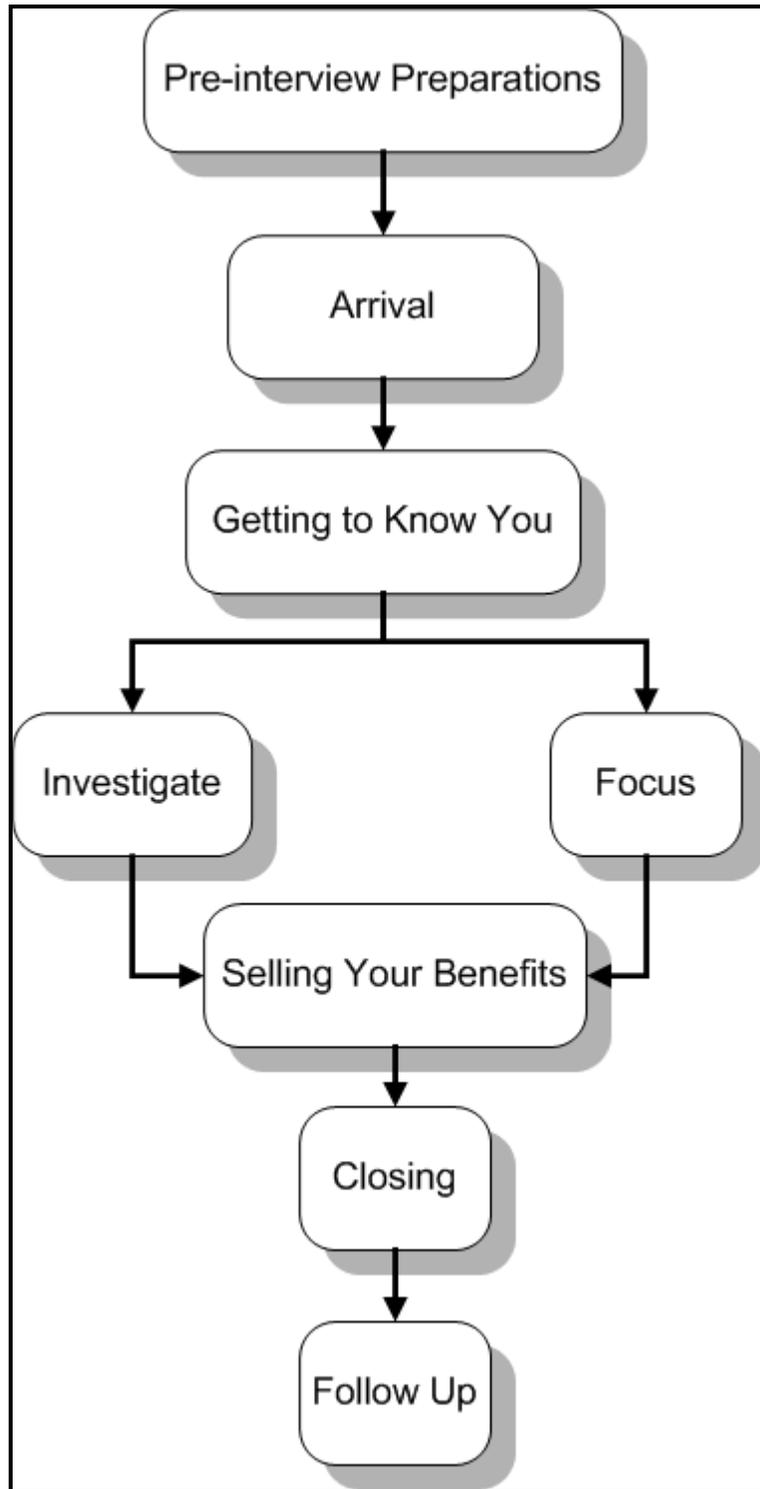
Basic Types of Interviews

This section discusses interview questions, strategies, and follow-up tactics. Before beginning the exercises in this section, be aware that there are several different types of interviews:

- **Informational** – conducted either face-to-face or on the telephone
- **Screening** – could involve an external recruiter, internal recruiter, or a decision-maker, and could be conducted either face-to-face or on the telephone
- **Job**
- **With Whom**
- Human Resource/Recruiter
- **Decision Maker** – could be conducted face-to-face, over the phone, in a teleconference, through a networking function, and could involve a manager or senior executive
- **Panel/Board** – formal or informal
- Peer
- Customer

The Interviewing Model

Regardless of the type of interview, all interviews follow a common process known as the Interviewing Model. This process is depicted graphically on the next page.



The Interviewing Model

Let's look at each step of this process more closely. What does each phase entail?

Pre-Interview

- Image - clothes, verbally, and in writing
- Research the marketplace - industry, organization, and salary information
- Review organization literature and benefits package
- Pre-trip to office
- Prepare portfolio and extra resumes
- Prepare to answer questions, write questions to ask
- Prepare two minute introduction

Arrival

- Arrive on time - observe place, people, and culture
- Be prepared to fill in employment form
- Build relationship with support staff

Getting To Know You

- Direct eye contact and firm handshake
- Observe employer's office and interactive patterns
- Adapt to employer's pace
- Be alert to transition to next stage of interview

Investigate and Focus

- Ideally a 50-50 exchange
- Use questions you've prepared to regulate flow of conversation
- Get information about organization, employer, job, and "hot" issues
- Observe employer as you talk to make sure that you are connecting
- If you are unsure how to answer a question, ask for more information
- Answer questions with the style of the employer in mind
- Don't talk too much. Gauge answers to intent of question
- Carefully time opportunity to move into next stage

Sell Your Benefits

- This is the most difficult part of the interview
- You have to choose your experiences that match the needs of this company, this job, and this person, and prove that you can benefit them
- Be conscious of the time limits set on the interview
- If over time, check with employer to see if interview should end
- A job offer and salary negotiations come at the end of this section
- Salary negotiations may be a whole meeting

Closing

- End as strong as you started
- If you want the job, tell the employer
- Ask about the hiring process
- When can you expect to hear from them?
- Ask permission to follow up with employer on status of hiring process
- Thank the employer

Post-Interview

- Write a Thank You note
- Evaluate the interview
- Make notes on questions you forgot to ask
- Write down name and title of your interviewer(s)
- Record what you did well and what you need to improve upon
- Write down new information that you learned about the organization/job
- Keep this information in file that you've developed for this organization
- Write down next action step with this organization on your calendar or tickler system

One of the best ways to learn about a company and practice interviewing is to schedule an *informational interview*. Because of its high value, let's look at this process more closely.

Exercise: The Informational Interview

A wonderful way to learn about industries, companies, careers, or different opportunities – paid and volunteer, or educational opportunities - is to conduct informational interviews. Just as it says, these interviews are for information. You *may not, however, ask your interviewer for a job or imply that you want a job*. This is still an interview, though, so dress and preparation are very important. Remember, you are always selling yourself whether you want or mean to.

If you have the time, after reading the rest of this section, choose a person to interview. This person could be someone you met at a networking event or an acquaintance you know who works for another organization. Since this interview is not for job search purposes, choose a company whose business interests you, or a career or volunteer opportunity that you want to know more about. The idea is to practice formulating and asking questions, and getting answers.

Call your interviewer and ask them for ½ hour to ¾ hour block of time to learn about their career, industry, organization, and job. Research the organization, if information is available, and prepare your questions. Conduct the interview. Don't forget to write a THANK YOU NOTE when you are finished.

The following information will give you some background in Informational Interviewing and ideas for questions to ask.

DEFINITION: The informational interview is a process by which people who are making career or job decisions can gather information about specific career fields or industries directly from professionals in the field.

BENEFITS TO YOU

- Obtain up-to-date and accurate information about the field/occupation/industry
- Gain a better understanding of a field and the work involved
- Learn about new and interesting careers
- Clarify career goals
- Gain a perspective on employment trends and opportunities
- Learn what skills, attributes, temperament, and assets are needed for the job
- Gather ideas for selecting relevant courses/training
- They may offer to review your resume
- Learn how to best prepare for a selected career
- Identify jobs available through the “hidden job market”
- Salary knowledge
- Associations/Organizations to join to make contacts and to keep current in your field
- Next steps you need to take

BENEFITS TO THE PERSON GIVING THE INTERVIEW

- A senior person can be a mentor or sponsor.
- Share some of the things they have learned throughout their career
- Refer you to a friend who has a job opening...pay back a favor
- Connect you with current or future job openings in their company. (Hiring people costs money...as little as a hundred dollars to as much as 33% of the compensation package. Informational interviewing is a cheap way to meet good people)
- Many companies pay finder's fees to their employees...they could benefit financially from referring you
- Interviews with people outside the company give employers a larger perspective of the world which could include competitor and customer knowledge
- Many people just genuinely like to help other people

RULES OF INFORMATIONAL INTERVIEWING

- Attempt to get an informational interview with a decision-maker
 - The decision-maker can be the CEO or president of a small company or the senior vice president or director of a large company. If you are applying for an entry level position, the person could be a manager
- People at your same age or stage of their career may:
 - Not have the breadth of knowledge that you need to make a long-term decision.
 - Be competitive with you.
- Do your homework:
 - Do some self assessment on who you are first: what values, interests, skills, and preferences do you have and wish to develop?
 - Prepare questions to ask - open-ended questions encourage conversation.
 - Be prepared to answer the question "Tell me about yourself."
 - Dress as you would for an interview.
- Never ask the person for a job at the informational interview! They have opened their door to you as a mentor and may resent you trying to turn it into a job interview.
- Do not give them a resume unless they ask for one.

WHO CAN YOU TALK TO?

- Anyone
- You might want to start with people you know:
 - Family
 - Friends
 - Neighbors
 - Clergy
 - Past employers
 - Professors
 - Professionals you deal with on a day-to-day basis (lawyer, doctor, accountant, stockbroker, bank manager). Contact these people because they are in a field or related field that you are interested in or they may know someone to refer you to.
- Some people are in jobs that naturally could help you more than others:
 - Executive director of the Chamber of Commerce
 - Executive director of an association in your field
 - A community college professor in the field you are interested in
 - The head of the department at a college in the field you majored in
 - The alumni from your school
 - A career counselor
 - A person who works for a college career center
 - A human resource person in a company or a recruiter in your field

GENERAL QUESTIONS FOR INFORMATIONAL INTERVIEWS

- Write the script for your interview
 - Add and customize questions to match your circumstances
 - Write a thank you note after the interview
1. Educational Background:
 - Do I need a degree?
 - Does it make any difference where I get it? Why?
 - Do I need a Masters? A Doctorate?
 - License/Certification Program
 - While going to school, what kind of job would be helpful?
 - Does it make any difference if I work full-time, part-time, work for pay, or volunteer?
 - What are some of the different areas/specialties? Recommendations?
 2. Variety of jobs/places you've worked prior to current position:
 - How would you describe your current organization (size, goals, hierarchy of management, culture, etc.)?
 - What are your job responsibilities?
 - How did you get into your current position?

-
- Three aspects of the job you love the most?
 - Three aspects of the job you dislike the most?
 - What is a typical day like?
3. How does this work differ in profit, non-profit, and public sectors?
 4. What type of job would be helpful to train someone to do the work you do?
 5. What other occupations did you consider before deciding on this one?
 6. Would you make the same career choice again? Why or why not?
 7. Looking back on your career, what changes would you make, if any?
 8. How did you develop your business/your reputation in the field?
 9. How do you keep growing professionally?
 10. Looking at the people entering the field these days, what do you see as advantages? What do you see as disadvantages? Do you see anything lacking in the people who are moving up to leadership positions in their field today?
 11. What is the typical progression in this field?
 12. Are there alternative methods to gain entrance into the field (part-time, volunteer, apprenticeship, training)?
 13. How competitive is the job market for this field?
 14. What are the salary ranges for entry level and experienced people?
 15. What related fields are available for people with backgrounds such as yours?
 16. What is the future of the field in terms of new and expanding opportunities?
 17. To what extent are the advantages and disadvantages of your particular job attributable to your particular place of employment?
 18. What hours do you work? How do you develop balance in your life with your job?
 19. Can you recommend anyone else I might be able to talk with? May I use your name to introduce myself?

If you were able to have an informational interview, answer these questions:

- What were your perceptions about the company/organization or job/career field before the interview?

- How did the interview go?

-
- How long was it?
 - What did you learn?
 - Anything you forgot to ask?
 - Did you ask for or get leads to other people to talk with?
 - Will you try to do this again?

WHEN YOU GET YOUR JOB, WRITE A NOTE TO EVERYONE WHO HAS HELPED YOU IN YOUR JOB SEARCH TO SAY THANKS AND TO LET THEM KNOW WHERE YOU ENDED UP.

We are looking forward to meeting you at the seminar. We are eager for you to share your experiences with this process and to ask a lot of questions. The career and job search process is very subjective, but our collective experiences will give everyone a roadmap to follow with the freedom to make choices and to follow their own direction.

Bibliography

JOBS AND CAREERS FOR THE 1990s ... 2154 Resources to Plan Your Future,
Impact Publications, 9104-N Manassas Drive, Manassas Park, VA 22111-5211
(703) 361-7300, FAX (703) 335-9486, www.impactpublications.com

Note: Some of the following works are reprinted yearly, and you are advised to purchase the most recent edition. Your family will receive the most current edition of *The Secret Language of Business, How to Read Anyone in 3 Seconds or Less* by Kevin Hogan at the seminar.

Career Assessment

Nancy Anderson, *Work With Passion* (Novato, CA: New World Library, 1995).
Warren Bennis, *On Becoming A Leader* (Cambridge, MA: Perseus Publishing, 1994).
Richard Bolles, *What Color Is Your Parachute?* (Berkeley: TenSpeedPress, 2004).
William Bridges, *Transitions: Making Sense of Life's Changes*
(Cambridge, MA: Perseus Publishing, 1980).
William Bridges, *Creating You And Company* (Cambridge, MA: Perseus Publishing, 1998).
Julia Cameron, *The Artist's Way*, (New York: G.P. Putnam, 1992).
Stephen Covey, *The Seven Habits Of Highly Effective People*
(New York: Simon & Schuster, 1990).
Shad Helmstetter, *Choices* (New York: Pocketbooks, 1989).
Jacqueline McMakin and Sonya Dyer, *Working From The Heart*
(San Francisco: Harper, 1993).
Paul Tieger and Barbara Barron-Tieger, *Do What You Are*
(Boston: Little, Brown & Co., 2001).
Margaret Wheatley, *Leadership And The New Science*
(San Francisco: Berrett-Koehler Publishers, Inc., 1994).

Job Search Strategies

Anne Baber and Lynne Waymon, *Great Connections*, (Manassas, VA: Impact Publications, 1992).
Richard Nelson Bolles, *What Color Is Your Parachute?* (Ten Speed Press, 2000).
William Bridges, *Jobshift* (Cambridge, MA: Perseus Publishing, 1995).
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Howard Figler, Ph.D., *The Complete Job-Search Handbook* (Third Edition), (Henry Holt, 1999).
Donna Fisher and Sandy Vilas, *Power Networking: 59 Secrets to Personal & Professional Success* (Bard Press; 2 edition, 2000).
Carol A. Hacker, *Job Hunting in the 21st Century*, (St. Lucie Press, 1999).
Bernard Haldane, *Answers to Tough Interview Questions*, (Impact Publications, 2001).
Richard Irish, *Go Hire Yourself An Employer* (New York: Doubleday, 1987).
Tom Jackson, *Guerrilla Tactics In The New Job Market* (New York: Bantam, 1991).

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Joyce Kennedy and Thomas Morrow, *Electronic Job Search Revolution* (New York: Wiley, 1995).
Otto Kroeger with Janet Thuesen, *Type Talk at Work* (Dell Publishing, 1992).
Dena Michelli and Alison Straw, *Successful Networking* (Barron's, 1997).

Resumes (Use Only Books Printed Since 1995)

The Perfect Resume – a series of books by Tom Jackson.
Donald Asher, *The Overnight Resume* (Berkeley: TenSpeedPress, 1999).
The Federal Resume Guidebook by Kathryn Kraemer Troutman.
Kate Wendleton, *Building a Great Resume*, (Five O'Clock Books, 1997).
Richard Fein, *101 Quick Tips for a Dynamite Resume*, (Impact, 1999).

Interviewing

H. Anthony Medley, *Sweaty Palms* (Berkeley: TenSpeedPress, 1991).
Yeager, Neil and Lee Hough. *Power Interviews: Job-Winning Tactics from Fortune 500 Recruiters*. John Wiley & Sons, New York, 1998.
Martha Stoodley, *Information Interviewing: What It Is and How to Use It in Your Career* (Ferguson, 1997).
Martin Yate, *Knock 'Em Dead* (Avon, MA: Adams Media Corporation, 2003).

Salary Negotiations

Bernard Haldane, *Salary Tips for Professionals* (Impact Publications, 2001).
Ronald Krannich and Carol Rae Krannich, *Dynamite Salary Negotiations: Know What You're Worth and Get It!* (Manassas, VA: Impact Publications, 2000).
John W. Wright, *The American Almanac Of Jobs And Salaries 2000-2001* (New York: William Morrow, 2001).

Software packages

- *ResumeMaker* (Individual Software)
- *Resumes that Work* (Macmillan)
- *WinWay Resume* (WinWay)

Internet Sites

<http://www.marineea.org> –The MEA is a national, volunteer, non-profit organization of former active duty Marines providing assistance for Marines transitioning from active duty to reserve/retired status, leaving the Corps at the end of obligated service or moving from one civilian career/job to another

www.provenresumes.com - This site includes listings of workshops, resources, and booklets that you can download immediately.

www.4resumes.com - A specialized site from 4Anything Network, click to access resume writing tips, guidelines, postings, coaches, and more.

<http://www.resume-place.com> - Kathryn Troutman – federal resume application process.

www.hoovers.com - Site provides up-to-date information on companies you may be interested in working for.

www.keirsey.com - This site focuses on character and temperament types, personal-style theory. Related to the Myers-Briggs Type Indicator, temperament theory also seeks to trace and celebrate differences among individuals. You'll find detailed explanations, and links to many other related resources.

www.monster.com - This is a comprehensive job search site which includes some 175,000 jobs and more than 30,000 employers. Also offers job-hunting advice.

www.careermoasic.com - Access to a cross-section of job communities-industries like accounting and finance, human resources, and technology. Click to check out jobs, company profiles, online job fairs, or post your resume.

www.bls.gov - A look at current and projected demographic trends in the workforce. This site is maintained by the U.S. Bureau of Labor Statistics and provides online access to an indispensable career guide, the Occupational Outlook Handbook.

<http://online.onetcenter.org/> - O*Net online. Find Occupations, Skills Search, Related Occupations, Snapshots, Details, Crosswalk. Links to Americas Career Kit and Americas Job Bank

www.hotjobs.com - This site enables you to do a job search by keyword, location, and company. Also references jobs by industry sector. You can also access a 411 feature for sharp, advice filled articles by expert career counselors.

www.knockemdead.com - Advice and strategies on managing the interview process and other aspects of job search, modeled on the format of Martin Yate's popular book Knock 'em Dead.

www.sba.gov - The Small Business Association provides a panorama of information and guidance on starting and maintaining a small business. If you're serious about launching yours, this site is indispensable.

www.planetclick.com - Portal offers hundreds of links to career management sites.

www.salary.com - This site lets you see what you are worth. Enter your job category and location to find out the going salary for a given area and job.