A

C

S

Newcomer's Employment Guide

Employment Readiness Program

Fall-Winter 2011/12

Index

1.	Welcome	p. 2
2.	Bamberg Quick Facts	p. 3
3.	About to PCS?	p. 3
4.	Immediately After the PCS	p. 3
5.	What is Your Status Under SOFA?	p. 4
6.	Department of the Army Civilian Positions	p. 4
7.	The Job Vacancy Announcement	p. 5
8.	What is the difference between AF and NAF jobs?	p. 7
9.	Determine Your Eligibility & Preference	p. 7
10.	How to Apply—Appropriated Funds	p. 8
11.	Quick Guide to Building an Effective Résumé	p. 8
12.	Managing Your Résumé	p. 11
13.	DoDDS	p. 14
14.	AAFES	p. 14
15.	The Banks	p. 15
16.	Contracting	p. 15
17.	Education Center	p. 16
18.	Home Based Businesses	p. 16
19.	Web-Based Resources	p. 17
20.	Non-US Citizen Employment	p. 19
21.	Personal Assessment Tools	p. 20
22-26.	The Interview	pp. 20-24
27.	Building Your Portfolio	p. 24
28.	Further Assistance	p. 24
29.	FAQs (below)	pp. 26-30

ARMY COMMUNITY SERVICES ACS Real-Life Solutions for Successful Army Living

FAQs

1. ***Why can't non-US citizen spouses apply for every job on Post?***
2. ***Why are so many local national citizens employed on Post?***
3. ***Why can't 'ordinary resident' US citizens persons apply for US citizen jobs?***
4. ***I've been out of the workforce for a while. How do I handle my domestic experience and volunteer work on my Résumé?***
5. ***I submitted my résumé for a job. Will I get any feedback from it, and how long will that take?***
6. ***Why does it take so long to hear back from an application?***
7. ***How do I prepare for an interview?***
8. ***A lot of jobs require specialized experience which I don't have. How can I get experience if no one will hire me?***
9. ***I have heard that it is important to keep a résumé down to a single page. Is that true?***
10. ***How do I find out what's in the Position Description?***
11. ***How do I get the Pay Plan, Series and Grade information?***
12. ***How do I find out what the key words are?***
13. ***I heard the best way to qualify is to copy and paste the vacancy announcement into my Résumé. True?***
14. ***I am thinking about making a follow-up call to the hiring manager concerning an application I submitted. Is that a good idea?***
15. ***How do I find out who that person is?***
16. ***What's the difference between being a contract worker and a salaried employee?***

Welcome to Bamberg!

Living and working in an OCONUS location presents unique challenges as well as opportunities. The city of Bamberg is a UNESCO World Heritage site that offers rich cultural experiences and an excellent quality of life. The host-nation employment market however is difficult for most US citizens to easily penetrate due to linguistic, legal and even educational differences between Germany and the United States. This means that the best employment options for most US citizens are on the military installation.

Warner Barracks is a medium-sized Army Garrison that employs around 900 people in just about every career path you would find in a comparably sized town. The number one "industry" in this particular village is enabling the mission of the Garrison and the productive lives of its Soldiers and families. That means many jobs are administrative, social services, recreation, logistical and education-related. There are also a number of people employed in contract labor, child-care and even retail positions. The work force is composed of Department of the Army civilian employees, family members, retirees and residents from the host-nation.

So no matter what your status or career interest it is generally possible to obtain meaningful employment that can generate an income and satisfy your long-term developmental needs. This guide is a tool to help you find that employment. Be advised though that it is a general and *informal* tool for helping you to formulate an effective job search strategy in a very specific (and fluid) environment: the OCONUS location of USAG Bamberg as of Fall 2011. The material contained herein is current as of the date of distribution, however:

1) In real life change happens without notice, so contact the agencies referenced throughout this guide for the most current information.

2) The US Army functions in a multitude of legal and cultural environments world-wide, and what works in one location may not work in another. The information herein should generally be helpful for US ID card-holders in the Bamberg area; some things will be applicable to your particular needs, some won't. There is no substitute for consulting local agencies specific to your location for assistance tailored to your particular circumstances.

3) USAG Bamberg's Army Community Service (ACS) employees are military spouses, family members and former service members dedicated to providing outstanding support for the US ID card-holders in the Warner Barracks military community. We understand from first-hand experience the challenges of military life, and it is our mission to provide real-life solutions for successful Army living. Good luck, and if you need assistance don't hesitate to contact your ACS for additional information and referral assistance.

Employment Readiness Program • Location: ACS Bldg 7029 Room 117
Mon-Fri 0730-1200; 1300-1630 • Commercial: 0951-300-7777, DSN: 469-7777

2. Bamberg Quick Facts

USAG Bamberg: http://www.bamberg.army.mil
Civilian Workforce Employers by size (SWAG: figures are not exact)

- **Department of the Army Civilian-Appropriated Funds: 400**
- **AAFES: 100**
- **Department of Defense Dependents Schools: 100**
- **Department of the Army Civilian-Non-appropriated Funds: 100**
- **DeCA: 50**
- **Contract: 200**
- **About 900 employees supporting a community of 7000!**

Our Host Nation Community: Bamberg (http://www.bamberg.info)

- **World heritage site with a population of 70,000.**
- **Workforce about 45,000 total with 16,700 in industrial, 9,500 in commerce and 16,300 in the service industry.**
- **Home to Otto Friedrich University (student population around 9000)**

Military Communities in the Region

- **USAG Schweinfurt (about 34 miles away): www.schweinfurt.army.mil**
- **USAG Hohenfels (81 miles): www.hohenfels.army.mil**
- **USAG Grafenwoehr/Vilseck (83 miles): www.grafenwoehr.army.mil**
- **USAG Ansbach (82 miles): www.ansbach.army.mil**

3. About to PCS?

The single greatest tool for relocation assistance is the ACS Relocation Program (Commercial: 0951-300-7777), and perhaps the best tools for assistance in general are the ACS Information and Referral program (0951-300-7777), USAG Bamberg home page (www.bamberg.army.mil) and the ACS Facebook page: http://www.facebook.com/pages/USAG-Bamberg-Army-Community-Service/145269402206557 .

In terms of employment planning you can't beat your ACS Employment Readiness Program (ERP). The ERP representatives are subject matter experts on the local employment picture, know every employer, and have navigated hundreds of people through every type of recruitment process employed on (and around) the installation. A single e-mail (bamberg-acs-er@eur.army.mil) or phone call (DSN: 469-7777) can jump-start your job search in Bamberg well before you leave the States. Since a number of local employers recruit partly (or wholly) through the internet, it makes an awful lot of sense to plan ahead and start your job search well in advance of your arrival.

4. During the PCS

- Get computer and internet access as soon as possible! The internet is your best friend for conducting research and preparing yourself for a major relocation. E-mail is essential, particularly if you're moving between continents or across time zones (where telephone communication is difficult or expensive). Plus, much of your job searching and many applications will require some kind of web-based process. Many jobs will require a résumé, too, which is easy to put together if you have a computer and some basic software applications. Is your desktop still in transit with your household goods? Won't get internet hooked up 'til next month? No problem! There are a number of computers with internet capability available for public use on the military installation. You can find public computers in the Library, the Education Center and the Community Activities

Center (all located in Bldg 7047). There are also a number of public computers in the Yellow Ribbon Room (across the street from the CAC), the Bamberg Teen Center (JFK Gym) and the Soldier and Family Assistance Center in the ACS building (#7029). Between all of these facilities you can get free internet access every day. Business hours vary from 7:30 in the morning through 8:00 at night (with free wireless in the CAC and ACS building).

- Contact the Employment Readiness Program Office. The ACS Employment Readiness Program (ERP) offers a number of services that can kick-start your job search. USAG Bamberg's Employment Readiness office also sponsors a weekly update of all regional job opportunities for US i.d. card holders—feel free request the most recent copy, or add yourself to the list of recipients. Also check out the Employment Readiness office's webpage (under the "ACS" section of "Services" on the Garrison's website). ERP web pages vary in quality from installation to installation but most provide links, downloads, calendars and helpful job search resources.

- RELAX. Not all employers on the installation use the same recruitment process, but one thing they all have in common is that they take some time to process your application. The AAFES employment process is normally much quicker than that for Department of the Army Civilian jobs, for example, but you shouldn't expect to be hired on the spot anywhere. It typically takes 2-6 weeks to get a job, and may take up to 4 months. Or longer if you are not very aggressive in your job search (say you only apply to one job every six months), or you are looking for highly specialized employment conditions (extremely limited availability or very unique training). That's normal for any small community. However, despite its size, Warner Barracks is a fully self-sufficient community with a healthy cross section of jobs and careers. The chances are if you are patient, aggressive in your job search and have realistic expectations, then you will find what you are looking for or something pretty close to it.

5. Getting Started: Know Your SOFA Status

The Status of Forces Agreement is the deal the US and host nation government that dictates the rights, obligations and rules for the conduct and management of US forces on foreign soil, including laws that govern hiring and employment. If you are a US ID card holder and want to work overseas, you need to know what those laws are (and how they affect you).

The biggest impact of the SOFA agreement is that Non-US citizens apply for Department of the Army civilian positions differently than US citizens do. This is because non-US citizens must be recruited in accordance with host nation law and there's a specialized process for managing these applications. To determine which vacancies you can apply for, visit: https://cpolrhp.cpol.army.mil/eur/employment/index.htm

6. Department of the Army Civilian Positions

Job announcements for Department of the Army civilian positions open to U.S. citizens are listed on the federal government's web site: http://www.usajobs.gov. This website allows you to search for jobs in a number of ways based on multiple search perimeters. The simplest is just to type "Bamberg" into the 'location' data field on the site's home page. That doesn't work very well because that search does not distinguish between Bamberg, Germany, or Bamberg, South Carolina (true). A better option is to choose the 'international search' option then scroll down the location list for 'Germany—Bamberg'. That's better but it's still not perfect. It won't include all agency announcements for the location you choose. On the right-hand tool bar you'll see the option for conducting specific agency searches, so you should also consider selecting for Department of Defense sub-agencies like Defense Commissary Agency or Defense Education Activity. Why don't all jobs show up on the international search? It has to do with the way the

human resource office classifies their job announcements. Each agency has a separate HR office and they classify their jobs differently. Play with the search perimeters.

It also helps to know the installations in your region. While the goal is usually to work on the same installation where you are stationed, it could make a lot of sense to work on a neighboring facility. USAG Bamberg is within 100 kilometers of four other Garrisons, all of which are larger than Warner Barracks (and some of them are on the "enduring facilities" list, which Warner is not). USAG Schweinfurt, for example, is around 50% larger than Warner Barracks, and typically has half again as many vacancies. Now, you may not be inclined to drive the 50 km (about 30 miles) to Schweinfurt for a $5/hour job but would you drive an additional 30-40 minutes a day for a job that is perfectly aligned with your career path—or one that pays $15,000/year more? That's a calculation you have to make for yourself, but opening up your search radius by as little as 30 miles could double your total employment possibilities.

7. The Job Vacancy Announcement

It takes a little training to read a job vacancy announcement. If you're used to job announcements from commercial electronic job search boards, or even newspapers, then be prepared for a shock: the government job vacancy announcement is long. This can be a little intimidating but you should look on the bright side: that announcement is filled with information you can use to your advantage. You just have to know how to read it, what to look for, and be able to recognize those nuggets of information that are absolutely critical from those that aren't.

What most people read before making the decision to apply for a job, are: 1) Job Title, and 2) Pay. Okay, maybe the location (3), too, and perhaps a few lines out of the duties (4). Those are all important, of course, but you also need to read a little further before making your application decision.

Read the "Who May Apply" section first to determine if you are even eligible to apply for the position. This is important because you're Résumé will not be reviewed if your status is not reflected somewhere under this section. Only one bullet has to apply to you, but at least one bullet must. So it helps to know your status so you can recognize which category you fall under.

Know what kind of position you are looking at! If the position is designated as "Permanent" then those who are Military Spouse Preference eligible are obliged to accept it if the job is offered—or the Military Spouse Preference will be withdrawn. You can lose your MSP by just turning down (or not showing up for) the interview for a Permanent position! This isn't true of "Temporary" positions—you can turn those jobs down all day long without any adverse consequences. But Permanent positions are a whole different kettle of fish, and you should know what you're getting into when you apply for one.

Next, read the "Qualifications" section to determine if you are actually qualified for the job. This is the section where you will find those critical deal-killing phrases, like "Candidate must have PhD in Nuclear Physics", or "Must speak Farsi fluently". Your résumé will be checked thoroughly to determine if it reflects everything listed in the Qualifications section, so you must make sure that:

a) **You are qualified.** There's a difference between being able to do a job and being qualified for it, and the human resource personnel who review your résumé will definitely know what that is. Seems simple, but many people overlook that one important factor and apply for jobs they are not qualified for out of an overdeveloped sense of optimism or a lack of faith in the reviewing authorities to be thorough. Although it almost certainly true in the history of the government that people who were not qualified for a position were indeed hired, the odds are that won't happen to you. Your résumé is screened during the application process and you can expect your qualifications to be verified during your pre-employment in-processing—people have been released retroactively (after they started working) for not successfully completing the 'pre-employment requirements'. This is frustrating for everybody.

b) **Your résumé demonstrates your qualifications.** Lots of well-qualified people are not considered simply because their qualifications were not clearly expressed in their résumés. Your ability to express your knowledge, skills, abilities and experience to the reader will be critical to your success.

Look for 'Screen Out Elements'. These are specific qualifications that somebody (usually the supervisor over the job vacancy) has identified as critical to the successful performance of that job and will definitely be used to disqualify résumés that do not clearly demonstrate that element, whatever it is. For example, it may be essential that an administrative assistant for the Public Affairs Office be able to speak German fluently (because they have to coordinate activities with local national city officials), so there could be a phrase in the job vacancy announcement that reads: "Screen out element: must be able to speak German fluently". You can be absolutely sure that your résumé will be eliminated from consideration no matter how many years' experience you have if you have not made your fluency in German 100% clear.

Treat everything listed under the 'Qualifications' section as a 'screen out element' whether or not it is so labeled. State your qualifications clearly and use words and phrasing similar to that employed in the vacancy announcement. If the announcement reads: "Must be able to lift 50 lbs.", then you should make darn sure that your résumé states, in plain English, that you can. There should be at least one sentence in there that specifically says: "Possess the capability to lift 50 lbs."—or something pretty close to that. And it probably shouldn't be the last sentence on the bottom of the résumé (they say they read every word, but who knows, they're only human).

Remember to read the duties associated with the job. The kinds of stuff they expect you to do in that position should be aligned with the kinds of stuff you have done in your work or educational history (or both). Generally speaking, the higher the pay grade, the more experience they expect. For example, a position in a lower pay grade (a GS-5, or NF-1, or YA-1, depending on the pay scale) may only want one year of specialized experience (specialized experience = experience doing the kinds of stuff written in the 'Duties' section of the vacancy announcement). A higher pay grade may want 2, 3 or 4 years, which means you actually have to demonstrate in your résumé that you have done the types of things listed under "Duties" for a period of time adding up to the minimum necessary time specified under the "Qualifications" section.

Know exactly how much experience they are looking for. Usually it will specify in the vacancy announcement ("Minimum 2 years specialized experience") but sometimes it will say something mysterious, like referencing an Office of Personnel Management Handbook standard or perhaps a GS-level equivalent. Whether or not you understand what they are saying, however, you should keep in mind that this is the standard against which you are being evaluated, so you should make every effort to find out what it means. You can actually go to the OPM website and look up that standard in the Handbook, or you can call the Civilian Personnel Office or the Employment Readiness Program manager. As a very rough rule of thumb, GS-5 level wants to see one year of specialized experience, GS-7 two years, GS-9 three, etc. Many jobs, however, allow education and experience to be substituted and mixed, and much beyond the GS-9 level (or equivalent) there will be some type of mandatory college credit requirement for many career paths. Don't hesitate to clarify exactly what the requirements are for the job you are applying for, what the education requirements are, and what substitutions are allowed.

When you have determined that you're both eligible and qualified to apply then you should determine how you're going to apply. The application instructions are listed in each vacancy announcement under the "How to Apply" header, and there are a few different methods employed depending on how the job is funded. This leads to the whole "Appropriated Funds" vs. "Non-Appropriated Funds" distinction, and this will come up a number of times, so you may as well know what it means.

8. What is the difference between AF and NAF jobs?

Appropriated Funds (APF or AF) jobs are DA jobs that are paid for by money provided by the Congress to the Army. NAF jobs are funded by the fees paid by the program's customers. For example, a customer goes into the bowling alley, pays for a few games, and the proceeds go into paying the salaries of the bowling alley employees (like a private business, which is the NAF model). Why should you care about this? There was a time when the application process was different but that's not true anymore. Both are recruited through USAJOBS. The most important distinction between AF and NAF anymore is that NAF jobs are not affected so much by the vagaries of the budgeting process since these jobs are mostly funded locally. There may be some additional paperwork you have to fill out for a NAF job, but this will be spelled out under the "How To Apply" section of the vacancy announcement.

9. Determine Your Eligibility & Preference

Figure out which employment category you fall under. Remember, if your employment category is not listed under "Who May Apply" in the vacancy announcement, you will not be considered for the position. The civilian personnel office representative will weed your résumé out of the pile long before the hiring official gets to see them. The most common categories for this area are:

- **Military Spouse preference (MSP) eligible**: The spouse of an active duty military member (sponsor) of the U.S. Armed Forces who accompanies their military sponsor on a permanent change of stations (PCS) move. To receive preference, the spouse must be married to the military sponsor before reporting to the new duty assignment.
- **Family member preference (FMP) eligible (overseas):** The spouse or unmarried children (including stepchildren, adopted children, and foster children) not more than 23 years of age residing with a member (sponsor) of the U.S. Armed Forces or a U.S. citizen civilian employee (sponsor) of a U.S. Government Agency (including NAF activities) whose duty station is in a foreign area.
- **Family member no preference (FMNP) eligible (overseas):** Family members of locally hired DoD or NAF civilian employees, or A family member or spouse preference eligible who has lost military spouse or family member preference due to accepting or declining an offer of continuing employment.
- **30 percent Disabled Veteran (DAV)**: You must have prior military service with a disability rating of 30% or more.
- **VRA eligible**: Disabled Veterans; or Veterans who have been awarded a Campaign Badge, Armed Forces Expeditionary Medal (AFEM), or Armed Forces Service Medal (AFEM); or Recently separated veterans. Recently separated veterans are defined as those who have separated from active service within the last three years.
- **VEOA eligible**: Veterans who are preference eligible or who have been separated from the armed forces under honorable conditions after substantially completing an initial 3 years active service may apply.
- **NAF Interchange eligible**: Currently serving on a NAFI position without time limitation or have been involuntarily separated from such appointment without personal cause within the preceding year.
- **Non Status Eligible** (including overseas limited and temporary employee): All applicants without personal competitive status.

10. How to Apply—Appropriated/Non-Appropriated Funds

Applying for a job through the USAJOBS website is easy: just click on the "Apply Online" link in the job announcement. You'll be prompted to log into your USAJOBS account so if you don't have one you should create an account before applying to jobs. Once you've logged on, you'll be have the opportunity to select a résumé to submit as well as any additional supporting documentation as attachments. What additional documentation should you submit? Look in the vacancy announcement under the "How to Apply" section. Somewhere under there will be a list of

'required documents'. Examples could include transcripts, veteran's preference documentation, military spouse preference eligibility paperwork, licenses, etc. *These documents must all be uploaded into your USAJOBS account and submitted prior to the closing date of the vacancy announcement or your application will be disqualified.*

NOTE on applying for Army vacancies through USAJOBS: Some federal agencies use USAJOBS to manage the entire application process but the Army doesn't. The Army uses a separate website called USA Staffing Application Manager for which you will also have to create an account: https://applicationmanager.gov . Once you've selected a résumé on USAJOBS you will be automatically routed to this website where you will be asked a series of questions about your eligibility status for the position you've applied for. The human resource folks create these questions to help determine your application status, and they also update your application status in this website so you have a general idea of what's going on with your application.

11. Quick Guide to Building an Effective Résumé

The résumé is a recruiting tool designed to communicate as clearly as possible (in the shortest time possible) why you are the best candidate for a given position. It's a purpose-built tool that gives the employer the most flattering snapshot of your work history, accomplishments and skills. The beauty of USAJOBS over the Army's old "resumix" system is that you can have up to five résumés active at any given time and select a résumé tailored to the requirements of the position. Unfortunately that also puts a lot more pressure on you to come up with a competitive document. Here's a step-by-step guide to creating an effective résumé. The process is comprised of five basic steps: Create, Collect, Organize, Enter and Edit.

A. **Create** an objective. Your objective is the job you want, example: "Vice-President in Charge of West Coast Digital Media Sales Operations for Sony, Inc." It is ideal if you know exactly what job you want and for whom you wish to work, but failing that the objective is just the *type* of job you want, like: "Human Resources Technician." If you're not even sure what kind of job you want, then you're not ready for a résumé.

B. **Collect** your information into one location. If you have all your information in one place, the actual data entry part of building your résumé won't take that long. The type of information you need is pretty typical for just about any résumé, and includes:

- For work experience: Name of the organization and address of organization, dates of employment, job title, supervisor's name and point of contact, salary (only for US Government jobs, don't include salary information on non-USG résumés). You should have a list of duties performed during your employment as well as accomplishments. That information comes from performance evaluations (NCOERs, OERs, counseling statements), training records, job vacancy announcements for similar jobs, and the Dictionary of Occupational Titles (google: Dictionary of Occupational Titles).
- Education information: School name and location, dates of attendance, GPA, graduation date, Major/Minor (if applicable), brief description of classes or coursework.
- Additional information can include any information that you feel supports your objective. In other words, anything that you think would help to convince a hiring manager that you are the right person for the job. Typically this includes specialized training (have your certificates of training on hand), licenses, awards (have your certificates of award handy as well). If you're a former Soldier, your DD214 can be a useful reference as well (you'll need that anyway if you're applying for a government job, it's part of the required documentation you must submit).

C. **Organize** your information. First, categorize it--bunch your work information together on top, your education information in the middle, and all the other stuff on the bottom (grouped by category, like all training certificates together, awards together, licenses, etc). Then

arrange each category chronologically (put the oldest stuff on top, the most recent stuff on bottom, and arrange everything in between by date).

D. **Enter** the data into your résumé template. There are a few options for doing so:

Technique #1: Log onto your USAJOBS account, click on "Resumes" and select the 'Build a New Resume' function. This résumé builder is particularly useful to folks who have never created a re'sume, it's free, easy to use and provides a basic fill-in-the-blank résumé template that can help you create a complete résumé in only a few hours. You just follow the instructions step-by-step and fill in the required data fields with the info requested (which should all be collected and organized thanks to steps B & C).

Technique #2: Use your own résumé template (or borrow ours from Figure 1), save it as a .pdf file and upload it into your USAJOBS account. Using the USAJOBS résumé builder is handy for beginners but it's a pain for those individuals who already have a perfectly good résumé format. Why reinvent the wheel? Just make sure you're including all the information required for a complete résumé; for example, when completing your work history make sure you include detailed info about each previous employer including name of business, city, state, some kind of telephone number, name of your supervisor, dates you were employed (start and end date in the standard 8-digit date format mm/dd/yyyy). Government employers are kind of nosy, they want to know what your salary was too (pay by the hour, day, week, month or year). And if your previous work experience included federal work, they also want to know your pay plan ('GS' for general schedule employees).

E. **Edit** the text.

- First, doing a spelling and grammar check. Make the appropriate changes to eliminate the errors. Green underlines indicating grammar errors can be okay—sometimes those squiggly green lines appear if you haven't included a subject (which is always "I" and is never included in the body of a résumé, even though it's not grammatically perfect). So if you put: "Prepared files", instead of "I prepared files", you did the right thing, but the green line will appear suggesting a grammar error. If you right-click on the green line and it tells you 'sentence fragment', that's okay. Ignore it

.

- Then, edit your résumé for focus. Time to pull that objective statement out, go through your résumé line-by-line, and ask yourself if what you've written supports that objective. That means that every word of your résumé should somehow provide evidence to support your application for that job, help to explain why you personally are the right person for that job, or give a convincing argument that you will bring all sorts of glory and rewards to whoever hires you (based on past achievements and successes). When you are comparing your objective to what you've written in the résumé you should be able to clearly see what one thing has to do with the other. If you don't see a connection, then get rid of the sentence. Your résumé is focused when every word in it is aligned with the goal of achieving your objective. The exception to this rule is that you must provide whatever information they request of you, regardless as to whether it supports your objective or not. For example, even if your college degree had nothing to do with the job you are seeking, most employers request your education information, so you must provide it.

- Next, edit your résumé for readability. The idea is to break up big descriptions of previous duties and accomplishments so they don't look so much like one big run-on sentence of unrelated ideas. Many résumés look just like that and are difficult to read, and makes the reader's job of getting the useful information from the less useful information harder than it should be. Just looking at a résumé so constructed is discouraging to the reader, so you should take a few minutes to break down those big paragraphs into smaller bite-sized chunks organized around a central concept.

This means that you should categorize your sentences into groups of naturally related ideas, then separate those groups into paragraphs or "bullet points".

What constitutes a naturally-related idea is in the opinion of the reader, but you can use a few general guidelines to help: first, you can categorize your sentences along the lines of "Knowledge, Skills and Abilities" (one paragraph for each). Or, you could follow the general groupings giving in the vacancy announcement or position description (can't go wrong there). Or you can just brainstorm it and go with what seems intuitively correct. Up to you how you do it, but you should do it, so get some assistance if you're not sure how to proceed on this one.

- Finally, get a second opinion. And get another opinion every time you update or change your résumé. Use people whose judgment (and language skills) you trust. Definitely seek out folks whom you know have read résumés as part of their job (manager, supervisors, human resource folks) and ask them for their honest feedback. Don't fall too much in love with anything you've written and be receptive to criticism. Seek professional help from school counselors, the ACS Employment Program and the ACAP office.

Finally, review the complete résumé and make sure it looks exactly how you want it to look. If you used the résumé builder there's not a lot you can do but if you created your own document take a few minutes to clean it up and make it a little more visually appealing. Remember, though, when it comes to dressing up your résumé, less is more. The idea is you want it to present a professional appearance: neat, clean, business-like. You absolutely do NOT want your format decisions to distract from the content, so stay away from fancy fonts, unusual bullet styles or color choices, and in particular leave out paste-in graphics. Again, make sure another set of eyes looks at this document before you send it anywhere. Save your document as a .pdf file and upload it into your USAJOBS account to finish. If you used the electronic résumé builder then you're already done; just don't forget to preview it so you can double-check for errors.

TIP: E-mail yourself a copy of your résumé. Either paste the text into an e-mail message or, attach the document to an e-mail that you can send yourself. You should be able to get access to your résumé 24/7, so e-mailing it to yourself guaranties access to it anywhere you can get on the internet (in other words, just about everywhere). Thumb drives can be lost, discs broken and hard drives go bad but you can keep an attachment to an e-mail alive in your e-mail inbox for years. Better than a bank vault!

Follow up advice: The résumé is only one step in the total recruitment process which includes networking, interviews, professional development and following up. People who consistently get job offers know something about all of these processes, and so should you. Also, learn from your mistakes. Take the feedback you get from online applications in the Resumix system to figure out what you did wrong each time and correct it for the future. This feedback is very valuable but many people don't use it for their benefit.

Final note: Résumé writing is not at all difficult (once you know how the process works) but it is definitely tedious. Preparing your résumé is as much a test of your ability to read and understand the requirements of the job you want as it is a challenge to your ability to demonstrate those requirements clearly in your résumé. You must be disciplined and thorough—go through the vacancy announcement LINE BY LINE, then go through your résumé LINE BY LINE, and make sure they are closely aligned. If you follow these instructions precisely and possess the necessary qualifications then your résumé will almost certainly wind up in the hands of the selecting official (the hiring supervisor for the position).

Recommended: Kathryn Troutman's "Federal Résumé Guidebook" is the best on the subject, well worth the $20 from Amazon.

Figure 1. Example Résumé

Jane Doe

USAG Bamberg CMR 459 APO, AE 09139
Email: Jane.Doe@mail.mil
Home: 49 - (951) 555-5555 Work: 49 - (175) – 555-5555

Target a specific job position as your objective. The more specific the objective is, the more focused your resume will be.

Objective

ACS Social Service Technician for USAG Bamberg

These "qualifications" are directly aligned with the stated qualifications for the positions (from the job announcement). Add quantitative dimensions (numbers).

Qualifications

- ✓ **Proven ability to provide social service support for military community service programs:** Served as ACS program assistant for USAG Schweinfurt from Jan 2008-Sep 2011.
- ✓ **Excellent history of outstanding customer service skills:** Achieved 100% satisfied/very satisfied feedback in over 600 customer contacts (annually).
- ✓ **Demonstrated capability to implement course curricula and provide a variety of classes**: Personally executed over 50 classes and briefings tailored to the needs of all population segments organic to an Army Garrison.
- ✓ **Proficient with information management technology:** Skilled with MS Office (Word, Excel, PowerPoint, Outlook, Publisher), Army filing systems and web-based applications.

Lead your work experience with the significant results/accomplish-ments/achievements from that job (heavy on success metrics).

Work History

ial Service Technician GS-6 (01/05/2008 – 09/24/2011) Army Community Service
dward Barracks, Schweinfurt, Germany
pervisor: Ann Smith - DSN: 555-5555

SIGNIFICANT RESULTS: 1) Customer Satisfaction: Maintained 100% satisfied/very satisfied customer feedback in over 1800 customer contacts (Jan 2008-present); 2) Standards: Perfect rating in all Cat 1 & 2 program standards during most recent accreditation inspection (12/2010); 3) Performance: Overall rating of "Exc Expec, Exc Full Succ, Excel, High-Succ, High Effec, Succ Lvl 2 or Equiv" on most recent performance appraisal (FY 2011).

- Coordinated, reviewed and controlled suspense actions. Maintained related statistical data and prepares weekly reports.
- Actioned correspondence, reports and related materials. Maintained a ledger reflecting all actions received and dispatched that require signature, approval/disapproval, and suspense requirements.
- Created and maintains data base information, narrative materials, and statistical reports utilizing word processing and spreadsheet software. Prepared documents in draft and final form, ensuring grammar, format, correct procedures and correspondence requirements, etc.

Every bullet should aligns with a specific evaluation criterion for the position (as stated in the position description/vacancy announcement). Use the same noun+verb combinations, and present the info in the same order it's presented in the announcement. Is this cheating? As long as you actually did the stuff you say you did, then *this is the most efficient means of clearly conveying this critical information to your target audience.*

Figure 1. Example Résumé (cont'd)

Operations Clerk WG-5 (11/30/2004 - 08/11/2007) Army Post Office
Ledward Barracks, Schweinfurt, Germany
Supervisor: Betty Smith – 555-5555
Duties: Routinely followed detailed instructions while working independently to operate locator service (postal on-line database) for redirected mail. Moved large volumes of parcels and packages (weighing up to 70+ pounds) with maximum efficiency. Enforced applicable standards for the control of postal equipment and ensured compliance with relevant policies, procedures and regulations. Modeled this organization for topic of class term project in program auditing. Awarded Certificate of Achievement (July 2005) for performance during Postal Operations Directorate annual inspection of Bamberg Post Office.

Sections can be included for licenses & certifications ; only include them if they are relevant to the job and current!

Education

University of Maryland (01/17/2010 - Attending) Ledward Barracks, Schweinfurt
GPA: 3.64 Semester Hours: 31 (of 33 hour program)
Description: Master's of Science in Information Technology (graduation in December 2012, completed over two years and 30 hours of thirty-three hours program).

Noville University (09/01/2005 - 12/01/2009) Noville, IA
Degree: BSci - Major: Political Science
Achieved Bachelor's of Science in Political Science (Minor in Public Administration) with 3.5 gpa.

A lot of training has limited value so don't waste a lot of words on it; a simple list can show that you are well trained (and therefore trainable) and enhances the appearance of professionalism

Training

*Current on all mandatory Department of the Army training including: Suicide Prevention, Computer User Training, Information Awareness, SAEDA, Civilian Substance Abuse, No Fear, MPDI, Constitution Training, Antiterrorism, Prevention o Sexual Harassment, Combating Trafficking in Persons and various safety courses.
* Civilian Education System Basic Course (Completed DL req. June 2009; resident segment in July 2009)
* Action Officer Development Course (Apr 2010)
* MWR Management Training (Apr 2010)
* MWR Customer Service Training (08 June 2009)
* Composite Risk Management Course (13 Apr 2009)
* MWR Orientation (01 Mar 2009)
* Army Family Team Building Levels I-III (14 Feb 2007)
* International Computer Drivers License Skillport Training (40 hours, Sept 2005)

Many awards also have limited value so don't waste a lot of words on them, either; a simple list shows that you have a history of being recognized for superior accomplishment and can enhance the appearance of professionalism. This is relatively low-value info and belongs at/near the bottom of the resume. If you're squeezed for room, this should be one of the first things to go.

Awards

-Service Award, Department of the Army, USAG Bamberg, GER: June 2007
-Scroll of Appreciation, IMCOM-E, Bamberg, GER: 13 Feb 2006
-Certificate of Appreciation, 38th PSB, Bamberg, GER: 30 Sep 2005

SKILLS: If you have room, including a list of key words under the heading "Skills" can be an effective way to enhance the effectiveness of your resume under electronic key-word searches. For example, software you are proficient with ("Microsoft Office", "Microsoft Excel", "Microsoft Access"…), office automation, special skills & superpowers, languages, etc. ANYTHING that you could potentially enhance your competitiveness. Drop this at the bottom; probably no human will read it, but if you are submitting your language electronically then a computer will scan it.

12. **Managing Your Résumé**

The feedback you receive in the 'Status Tracking' section of the USA Staffing Application Manager doesn't just tell you whether or not you got a job—it is also a helpful tool for managing your approach to the application process and increasing your effectiveness. Consistent feedback can reveal patterns that tell you something about how well you are reviewing the job announcement and applying that information in your résumé. Here is a basic overview of typical response times and what those responses can mean.

How long does it take to hear back about a Résumé?
Seventy percent of the referrals are made (and feedback is left in the 'Status Tracking' section of Answer) **within 30 days** of the closing of the job vacancy announcement. About 80% of the ultimate hiring actions occur with **60 days** of the job vacancy closing date. Over 7% took longer than 90 days (with 2% taking longer than 300 days!)—*and 35% were canceled before any hiring action took place.*
Common Responses—and What You Can Do

•Your résumé has been referred to the selecting official for consideration for this vacancy. So far so good--your Résumé passed muster with the computer scans and human resource people. It has been sent to the actual hiring supervisor for review. What you can do: Wait and see. You will be contacted by the human resource agency or hiring supervisor if they are interested in further considering you for the position. If they make a hiring decision that does not include you, then you will receive an update in your 'Status Tracking' similar to the next bullet.

•You were referred but not selected for this position. You're doing everything you should be doing--you read the vacancy announcement thoroughly and prepared well. The hiring supervisor went with somebody else but you were definitely in the pool of consideration.

•This recruitment action has been cancelled; no selection was made. Sometimes jobs just go away (maybe the office got consolidated with another, or eliminated, or the government just ran out of money), or vacancy announcements need to be changed. My analysis indicates that this happens as much as 35% of the time. What you can do: not much besides hope that they will repost the position at a later time.

•You were not considered for this position because you were not among the group of applicants who were eligible to apply as specified on the vacancy announcement under "Who May Apply." If you re-read the job vacancy announcement you should find that either none of the candidate areas listed apply to you (only one must apply to you, but at least one is required), or if they do apply, that you did not make it clear on your Résumé (or in your supplemental data). What you can do:

A. Review the 'Who May Apply' section of the vacancy announcement. If at least one of the bullet statements describes you, then:
B. Review the supplemental information in your online Résumé. If the information provided clearly states that you belong to one of the areas of consideration identified in the vacancy announcement under 'Who May Apply', then:
C. Follow up with an email to the human resource agency. There's a point of contact for each job listed in the USA Staffing Application Manager, feel free to use that POC to make follow up inquiries if you think a mistake has been made.

•You were not referred because your résumé does not reflect the specialized experience requirements as defined in the Office of Personnel Management's Qualification Standards Handbook and as summarized on the vacancy announcement. This suggests you either missed something in the job vacancy announcement, there is an OPM requirement you did not meet, or you simply failed to show your qualifications in your Résumé. What you can do:

A. Review the 'Qualifications' section of the vacancy announcement. If you meet all of the qualifications spelled out, then:

B. Check the OPM website (http://www.opm.gov/qualifications/index.asp) for specific position qualifications. This is a tedious search, and I've included a general table (bottom of the page) as a quick-reference but the bottom line is you don't really know all of the qualifications until you've read the vacancy announcement and checked with the OPM Handbook for the requirements of that specific classification. If you still believe you're qualified for the position, then:
C. Check your Résumé thoroughly (including the 'supplemental information' section) to make sure it clearly states all of your qualifications. If you feel that it does, then:
D. Follow up with an inquiry to the human resource agency (see [C] above).

Always review the vacancy announcement thoroughly to make sure you can apply for the position ("Who May Apply" section) and have the necessary qualifications ("Qualifications" section). Then review your résumé (including supplemental data) to make sure your status and qualifications are clearly stated. Finally, if you still don't understand why you weren't referred for a job, feel free to contac the human resources personnel asking for an explanation of their determination--it's possible they make errors in as many as 2% of their evaluations.

13. DoDDS

Department of Defense Schools are full-service schools that employ every job category that you would find in similar-sized CONUS institutions, including teachers, educational aides, administrators, technical support personnel and substitute teachers. DoDDS also employs over 10% of the total Bamberg workforce and is a major employer for Warner Barracks.

There are three distinct recruitment methods employed by the schools. Substitute teachers are all employed directly by the schools.

- **ELEMENTARY SCHOOL DSN: 469-7616**
- **HIGH SCHOOL BLDG 7643: DSN: 469-7630**

You can pick up an application package from the administrative office of each campus (Elementary School, High School). Return the completed package to the same place you picked it up.

The following positions are recruited regionally: Educational Aide, Monitor, Lead Monitor, Computer Assistant, Computer Clerk, Library Technician, Office Automation Assistant, Office Automation Clerk, School Clerk, Secretary, Transportation Assistant, School Support Assistant. **To download the application kit, go to: http://www.bav-dso.eu.dodea.edu/**

DoDDS teachers are recruited via the DoDEA central website at: http://www.dodea.edu.

14. AAFES

If your background is primarily food service or retail, your experience is entry-level, or if immediate employment is a primary concern, then AAFES is by far your best bet. AAFES operates or oversees just about every retail operation on the installation (comprising over 10% of the total employment on the installation) including: the Post Exchange, the Shoppette, the movie theater, the book store, the Power Zone, Popeye's Chicken, Burger King, Pizza Hut, Baskin-Robbins, and Military Clothing and Sales. AAFES employs everything from customer service representatives to warehouse workers, can use part-time and flexible hour employees, can offer logistical support, hires non-US citizens and US citizens alike, and is one of the very few employers on the installation that can offer 24-hour schedules. For people with unique or niche needs, this can often be the best employment option, or at least an option of first choice. You can find out about AAFES job opportunities, and apply for them, by visiting their website at:

http://odin.aafes.com/employment/default.asp. Or visit the AAFES Human Resource Office in Bldg 7120 or call: (civ) 0951-303159.

15. The Banks

Community Bank employs Local National and US citizens in customer service and teller positions. Pick up an application at the bank and return with a résumé. Community Bank is currently accepting applications for Tellers. Pick up applications at the bank (Bldg 7117, next to the Post Office) or apply online at: http://careers.dodcommunitybank.com.

Service Credit Union employs US citizens with good customer service skills and excellent credit. Pick up an application at the bank (Bldg 7290, next to Burger Kings. DSN: 469-7657, CIV: 0951-297940.

16. Contracting

Regional Contracting Office

The Regional Contracting Office solicits and manages a number of contract positions that provide critical services for a variety of organizations on the installation. Contracts have been awarded recently for support positions in the Chapel, Army Community Service and the Public Affairs Office in such roles as administrative assistants, instructors, even piano players. Like the SKIES contractors, these positions aren't for regular salaried employees but instead for self-employed contractors providing functional services to the contracting organization. The schedules range from full-time to part-time. The Regional Contracting Office website (http://www.409csb.army.mil -> Contracting Centers -> Bamberg -> Bid Board Bamberg) frequently features requests bids on contract proposals—everything from piano players to garbage pickup! These are worth checking every few weeks—some agencies (such as ACS) fill several positions out of this website. If you have any questions how to fill out a contract proposal, or if you don't know exactly what a contractor is, then call the Employment Readiness office at 0951-300-7777, or contact the Regional Contracting Office at 0951-300-9383.

SKIES

If you have a talent, the SKIES program is always looking for instructors to teach classes for children ages 8-18. There's no set curriculum, and the program is always looking for new, unique and challenging topics of instruction. Past classes included: horseback riding, ballet, piano, karate. SKIES has two kinds of instructors—regular NAF employees and contractors. The NAF jobs are advertised and recruited through normal NAF channels (see above).

You can be a contract instructor by approaching the SKIES program manager (Commercial: 0951-300-7452) and proposing a course of instruction. It would help if you could explain why you are qualified to teach the subject (a résumé would helpful here). Being a contract employee means you are not a salaried employee of the organization but instead a self-employed contractor. You don't get benefits, and are paid by getting a cut from the fees charged to the students. For example, say you wanted to give Native American folk-dancing classes (or wedding cake decorating). You might charge the students $10/class, have three levels of instruction (beginning, intermediate and advanced), and meet each class once a week for one hour. With 10 students per class, that's $300 total in fees, for which you might get 60%, or $180. The other 40% goes to the program and covers overhead—like promotion, administration and location expenses. For 3 hours class time that comes to $60/hour, minus taxes (which you must claim on file on your own). Of course you'll put time into preparation, so you're really working more than 3 hours. The exact percentage has to be worked out between you and the program manager, and the number of students you actually get depends on the popularity of your course of instruction. Plus you may have to charge an additional fee to cover the cost of materials, but you get the picture.

Army Community Service
Real-Life Solutions for Successful Army Living

Family Child Care

To register to be an in-home child care provider contact Central Registration at 0951-300-7716.

Additional Contractors

(Note: Subject to Change Without Notice)

- Aerotek: http://www.aerotek.de
- CACI: http://www.caci.com
- Computer Sciences Corporation: http://www.csc.com
- Allegis: http://www.allegisgroup.com
- Serco: http://www.serco.com
- CMSE: http://www.cmse.net
- DS2: http://www.ds2.com
- L3 Titan: http://www.l-3com.com
- Ponds: http://www.pond-security.com
- Red Cross: http://www.redcross.org
- SAIC: http://www.saic.com/career
- SKE GMBH: http://ske-group.com/content/start.php

TIP: Link not working for you? Website addresses frequently change, so if you're having problems connecting to a website try to google a more recent address. Still having problems? Contact the Employment Readiness Office for guidance!

17. Education Center

The Ed Center is home to several colleges and offers a number of contract positions as counselors, testers and instructors. For information on their recruiting needs, contact: **DSN: 0951-300-7715, CIV: 0951-300-7715**

- Central Texas College: 0951-300-7467
- University of Phoenix: 0951-300-9280
- University of Maryland University College: 0951-300-7466

18. Home Based Businesses

Working at home could prove to be the best option for generating income around your schedule and in accordance with your needs and abilities. If you have a talent or skill that can generate income within your domicile and you're disciplined as well as motivated, this could be for you. Past home-based business include: pet grooming, Pampered Chef, virtual customer service agents/assistants, writing, catering, insurance, real estate consulting, sewing and book-keeping. The internet is alive with leads, but be advised that a sizeable percentage of those leads are not perfectly legitimate. One source for leads that have been screened is the Rat Race Rebellion (google: rat race rebellion).

Work-at-Home/Home-Based Business Resources

http://www.ratracerebellion.com
http://internet-work-at-home-jobs.com/links/index.html
www.ahbbo.com
www.bbb.org/library/workathome.asp
www.homeworkersnet.com
www.portajobs.com
www.businessownersideacafe.com
www.networksolutions.com
www.bplans.com
www.franchising.com
www.sbaonline.sba.gov
www.irs.gov/businesses/small
www.business.gov
Work at Home Mom web-based magazine
Work at Home Business Ideas
"Rat Race Rebellion" Online Web Magazine for Telecommuters
Start Your Own Virtual Business Free Training for Military Spouses
Ebay Store: www.ebay.com
Craigslist: www.craigslist.org

Remember that while what you do to make money is up to you, *how* you do it is the Army's business if you are using subsidized resources like government-funded housing. So all home-based businesses in government quarters must be approved by the Commander. You can request more information about this process from the DFMWR Business office by calling: 0951-300-8708). In order to be approved you'll have to complete an application package which is forwarded to the SJA (Legal) office for review. After the review is completed, the Garrison

Commander may approve your business at his discretion. This process takes several weeks for final approval.

Please note the following checklist is intended for an HBB run on post by a family member of the U.S. Forces only. If the applicant wishes to run an HBB off-post, or if the applicant is a service member, compliance with additional requirements will be necessary. See AER 210-70(19).

Additional requirements exist when applying to operate off post or to people without SOFA status.

(1) Signed (original ink) letter requesting permission to operate an HBB with:
- (a) The proposed name of the business.
- (b) Address.
- (c) Telephone number.
- (d) Type of business.
- (e) Service or goods offered for sale.
- (f) Proposed methods of contacting customers & advertising (provide copy of advertisement/flyer and list of posting locations)
- (g) How services are to be conducted.

(2) A signed copy of AE Form 210-70A.
(3) Two (2) current passport-size photographs.
(4) One copy of any retail or installment contracts in English and including a cancellation clause which states in bold, "The buyer may cancel the contract within 14 days after the date of the contract without penalty or obligation. The contract must be cancelled by giving written notice to [insert name and address of the commercial enterprise or self-employed vendor] by mail, telegram, or personal delivery. Mailing the cancellation notice within 14 days satisfies the term."
(5) A catalog or list of goods and services offered by the vendor with descriptions, photographs and prices.
(6) A photocopy of the applicant's valid passport.
(7) A photocopy of the SOFA Identification Certificate.
(8) A signed statement that no modifications will be made to Government-owned or leased quarters, or an explanation of proposed modifications.

19. Web-Based Resources

Career Assessment

http://www.analyzemycareer.com/index.cfm?auid=256&action=home
http://www.capt.org/
http://www.outofservice.com/bigfive/
http://www.assessment.com/
http://assessment.monster.ca/
http://www.advisorteam.com/temperament_sorter/register.asp?partid=
http://www.personalitytype.com/index.html
http://www.knowyourtype.com/mbti.html
http://www.employmentguide.com/index.html

Job Banks

http://www.careerbuilder.com/
http://www.businessweek.com/managing/index.html
http://www.careerjournal.com/
http://www.careermag.com/JS/Form/SearchForm.asp
http://www.collegecentral.com/ArticleList.cfm?CatID=CAR
http://www.collegerecruiter.com/
http://www.collegejobboard.com/cjb/index.cfm?page=main&cfid=4682705&cftoken=42994996
www.coolworks.com
www.corporategray.com
http://www.dice.com/
http://hotjobs.yahoo.com/
www.flipdog.com
http://www.getthejob.com/default.aspx
http://www.hireability.com/job-seekers/
http://www.indeed.com/
http://www.job.com/
http://www.jobs.com/
http://jobsearch.monster.com/
http://www.jobbankusa.com/
http://jobmarket.nytimes.com/pages/jobs/
http://www.net-temps.com/
http://www.nationjob.com/
http://www.medzilla.com/cgi-bin/searchjobs
http://www.nowhiring.com/

http://www.spherion.com/
http://www.usajobs.opm.gov/
httphttp://www.usjobboard.com/://www.truecareers.com/jobseeker/includes/register.shtml
http://www.worktree.com/index.cfm
http://www.vault.com/index.jsp

OCONUS Jobs

http://www.usajobs.opm.gov
www.goabroad.com
www.overseasjobs.com
www.ctc.com
http://www.halliburton.com/
http://www.titan.com/
http://www.serco-na.com/
http://www.saic.com/
http://www.dodcommunitybank.com/
http://www.servicecu.org/
http://www.ds2.com/
http://odin.aafes.com/employment/default.asp
http://www.bav-dso.eu.dodea.edu/

Career Planning

http://www.acinet.org/acinet/
http://www.analyzemycareer.com/index.cfm?auid=256&action=home
http://www.10minuteRésumé.com/index.cfm?bhcp=1
http://careerplanning.about.com/
http://www.careerjournal.com/
http://www.careers.org/
http://career-advice.monster.com/technology-skills/Home.aspx
http://stats.bls.gov/iag/iaghome.htm
http://www.job-hunt.org/job-search.html
http://iccweb.com/
http://www.jobhuntersbible.com/
http://www.job.com/
http://jobstar.org/index.php
http://www.karrass.com/
http://online.onetcenter.org/
http://mois.org/
http://www.mycareereducation.org/index.asp
http://www.bls.gov/oco/
http://www.princetonreview.com/college/
http://www.readyaimhired.com/
http://www.rileyguide.com/
http://www.wetfeet.com/
http://www.ritesite.com/Login/index.cfm

References Verification

http://www.advantagescreenings.com/index.html

Background & Credit Checks

http://www.employeescreen.com/
http://www.efindoutthetruth.com/
http://www.equifax.com/home/
http://www.ftc.gov/bcp/edu/pubs/consumer/credit/cre34.shtm

Résumé Distribution

http://www.hotRésumés.com/index.cfm?t=reslogin.cfm
http://www.atomicRésumé.com/jobseekers.html
http://www.job.com/my.job/sup/jsOn=1
http://www.putmyRésuméonline.com/pmrol/#
http://www.rocketRésumé.com/
http://www.Résumézapper.com/index.cfm?rz=282

Salary/Benefits Calculator

http://www.salary.com/
http://www.collegegrad.com/jobsearch/Successful-Job-Offer-Negotiation/Evaluating-Your-Benefits-Package/
http://www.salaryexpert.com/
http://www.salarynegotiations.com/

Head Hunters
http://www.execagent.com
http://www.cameron-brooks.com/
http://www.cemjob.com/
http://www.lucasgroup.com/

Clearance Jobs
http://www.clearedconnections.com
http://www.clearancejobs.com
http://www.securityclearance.computerjobs.com
http://www.washingtonpost.com/wp-srv/jobs/DC-security-clearance-jobs.html
http://www.military.com/clearance

Distance Learning
www.soc.aascu.org (Service Member's Opportunity Colleges)
http://distancelearn.about.com
www.degreeinfo.com
www.uwex.edu/disted/home.html
www.geteducated.com/index.asp
www.alt.usg.edu/sort/html/sortlau1.html
www.degree.net
http://distance.gradschools.com
www.gnacademy.org
www.petersons.com/distancelearning/
www.usnews.com/usnews/edu/elearning/elhome.htm
www.worldwidelearn.com

Free Job Skills & Distance Learning Programs
www.barnesandnobleuniversity.com
www.baycongroup.com
www.OnlineLearing.net
www.goodtyping.com
http://www.free-ed.net/free-ed/
www.seminarinformation.com
www.teleclass.com

20. Non-US Citizen Employment
The SOFA agreement require s that the Department of the Army recruit all of its non-US citizen employees in strict accordance with the Host Nation labor laws. So, if you have a passport from a country other than the US, you can typically only be recruited through the vacancies listed on the Local National vacancy announcement board at: http://cpolrhp.belvoir.army.mil/eur/employment/ln/index.htm . Once you identify a vacancy that you are qualified and eligible for, you apply by filling out a 690-70A application form and snail-mailing it to the human resource office in Seckenheim. The address (and the forms) can be downloaded on that website.

The drawback for Non-US citizens is that even though the Department of the Army civilian workforce is split almost 50/50 between US and Non-US citizens, there is typically a much lower turnover in the local national workforce. So those jobs don't open up nearly as often as US citizen jobs. So what's a non-US citizen to do?

Citizens from NATO countries have a few more employment option than most non-US citizens. If your citizenship is with such a country, call the NAF CPAC (0951-300-7717) to find out what kind of jobs you can apply for.

If you are not from a NATO member state, there are still options for you on the installation. First, many contract positions will be open to non-US citizens. AAFES and Community Bank can hire non-US citizens. And naturally there is the option to pursue a home-based business opportunity if you are the self-motivated type.

Germans and EU citizens can always use the resources available on the local national economy as well. The Arbeitsamt (local work office) is located at Mannlehenweg 27 96050 Bamberg (Tel: 01801 / 555111). You can also check out the major regional employers (Bosch, Michelin,

Siemens, Reebock), or try temporary employment offices such as Randstadt (Grüner Markt 14, 96047 Bamberg, 0951 297100).

21. Personal Assessment Tools

If you're not sure exactly what you want to do when you grow up, there are a number of free assessment tools to help you figure it out. Look in the links section under 'career development' for skills & interest profilers (like acinet's web-pased profiler). The Department of the Army has also coughed up the $$$ to develop the Army Spouse Career Assessment Tool for military spouses:

ASCAT: Free to all military spouse, very effective commercial-quality assessment package. How to launch the ASCAT:

Step 1: Go to the Army OnceSource Website: http://www.myarmyonesource.com
Step 2: Select: Education, Careers and Libraries
Step 3: Select: Spouses
Step 4: Select Army Spouse Career Assessment Tool
Step 5: Sign in and then you can begin! If you don't already have an MOS account you'll have to create one.

22. The Interview

The interview is usually the final hurdle that separates a candidate from a job offer. A lot of people spend far more time on the job search and résumé-writing process than they do on preparing for the interview and this is a big mistake because:

1) This is where the candidate pool is at its smallest, so everything you do in the interview has magnified importance;

2) This is where you usually get to communicate directly with the person who makes the hiring decision in the form of a genuine dialogue;

3) It's your final chance to influence the recruitment decision!

If you're being interviewed that means the job is yours to lose! Only a very small number of applicants ever get to this point so *make the most of this opportunity.*

23. Top Ten Interview Mistakes

a) **Late for the Interview (practice your route prior to the day of the appointment)**
b) **Inappropriately Dressed (research the organization's dress code)**
c) **Don't Review Your Résumé (they will almost certainly ask you questions from this document, know what's in it)**
d) **Don't Research the Organization (you should also know something about the organization you applied to--at least check out their website)**
e) **Don't Have an Elevator Speech (all interview will feature the question 'tell me about yourself', have a good answer ready)**
f) **Talk Too Much/Too Little (either is a symptom of poor preparation)**
g) **Don't Ask Questions (express curiosity in their organization)**
h) **Only Ask Selfish Questions (don't talk money or benefits during the interview)**
i) **Don't Ask for the Job (if you want it, say so)**
j) **Don't Follow Up (send a thank you note!)**

24. Interviewing Checklist & Tools

Before the Interview

- ☐ Conduct thorough research into the company and job by networking, online reading, and possibly calling the company receptionist to ask questions.
- ☐ Re-read the job description and be knowledgeable of the skills/abilities that they employer is seeking.
- ☐ Re-read your résumé and cover letter and rehearse "talking points" for each line of content.
- ☐ Practice and rehearse potential interview questions, possibly with a friend asking questions and providing critical feedback.
- ☐ Choose appropriate, professional "dress-for-success" attire, including pressed garments and polished shoes.

During the Interview

- ☐ Arrive at least 10-15 minutes early.
- ☐ Bring all relevant documents in a professional folder that are well-organized and quickly accessible, including your résumé, cover letter, transcripts, letters of recommendations, awards, and evaluations.
- ☐ Greet interviewer with a smile, firm handshake, and steady eye contact.
- ☐ Maintain awareness of body language – both yours and the interviewer's. Sit up straight or slightly lean forward, avoid crossing your arms, and maintain non-aggressive eye contact.
- ☐ When answering questions, avoid merely informing – engage the interviewer by not only explaining what you have done but highlighting achievements, contributions, and successes.
- ☐ Adjust to the interviewer's lead and interest by listening and being aware of his/her body language.
- ☐ If you can't think of how to answer a question, pause for a few moments, take a few breaths, and think through your answer.
- ☐ Show you're in tune with the interviewer by paraphrasing and focusing on key concepts.
- ☐ Answer questions briefly but thoroughly using evidence, anecdotes, examples, and factual data.
- ☐ Don't just say you can do the job; explain how you'll do it beyond expectation.
- ☐ Keep in mind the type of candidate, skills and abilities the employer is seeking and highlight how you meet those criteria.
- ☐ Ask appropriate, engaging questions, and avoid asking about time off and salary unless asked by the interviewer.
- ☐ Remember that one good question is worth two great answers.
- ☐ Finally, remember to smile and maintain a genuine enthusiastic, confident attitude.

After the Interview

- ☐ Establish future contact—should I expect to hear from the company or should I follow-up?
- ☐ Thank the interviewer for his/her time and consideration, smile, and offer a firm handshake.
- ☐ End with a positive closing statement such as "I have really enjoyed this interview, thank you."
- ☐ Jot down notes about the interview and send a positive follow-up thank you letter as a reminder of your interest.

How Interviewers Rate You

Common Interview Assessment Standards or Requirements

Interviewers face a certain level of risk when hiring, because employees who are hired, trained, and then perform poorly or must be terminated end up cost employers precious dollars and time. Employers know this and enter each interview or hiring situation with the need to prevent such losses. Show the interviewer that you can meet their hiring needs and reduce their perceived risk by presenting the prepared, professional you - both physically and verbally.

		Score 1-5 & Comments
1	Appearance and dress is appropriate for work environment and level of position being sought.	
2	Presents self confidently and can communicate effectively.	
3	Demonstrates a thorough understanding of the job and the ability needed to perform the job.	
4	Possesses primary, secondary, and supportive skills needed for the job.	
5	Can make bottom line contributions such as cutting costs, increasing profitability and productivity.	
6	Past work history and current demeanor demonstrate reliability and trustworthiness.	
7	Past behavior indicates candidate will be successful in job.	
8	Has proven history of initiative, ability to work independently, and be a team player.	
9	Can handle level of stress or demanding situations occurring in the job.	
10	Has the mental capacity or alertness demanded by the job.	
11	Educational background matches or is close to job requirements.	
12	Reviewing these factors, employer assesses how quickly you will be productive and effective on the job and the level of such productiveness.	
13	Employers assess combination of experience, education, skills, personal traits and perceived productivity to determine if they justify the salary being offered or negotiated.	

INTERVIEW QUESTIONS: WHAT TO EXPECT	
# 1 Questions Asked Based On Your Résumé (and Cover Letter)	
	Example: I see that in your résumé (or cover letter) that you performed extensive administrative duties. Can you explain these duties further?
# 2 Questions to Judge Your Skills and Experience	
	Example: If you were hired for this job, you would have to work with large, diverse groups. Do you have similar experience?
# 3 Questions About Your Bottom-Line Contributions	
	Example: How have you helped cut purchasing costs, increased sales, or generated new business?
#4 Questions to Assess Your Personality	
	Example: What kind of supervisor had you disliked most and why?
#5 Questions to Assess Your Values	
	Example: What is more important to you, getting along with everyone or doing things right?
#6 Questions to Assess Your Coping Style	
	Example: How would you prioritize answering a busy phone, a customer emergency, and preparing an extremely important package that must be sent in the next 10 minutes?
#7 Questions About Your Work History	
	Example: I see you have 2 large gaps in employment, what are the reasons behind these gaps?
#8 Questions About Education and Extracurricular Activities	
	Example: Describe your study habits and the grades you earned while in school.
#9 Questions About Your References	
	Example: Can you tell me in what capacity each of these references knew you and why they are recommending you?
#10 Questions About Your Salary	
	Example: The salary range for this job is $38,000-$46,000. What is your expecting starting pay rate and why do you believe you're qualified at this starting salary figure?
#11 Questions to Direct and Control Interviews	
	Example: Does this position support executive management and staff?

25. The Phone Interview

Phone interviews are increasingly popular since they save time and money for the recruiting organization. If you are scheduled for such an interview, make sure you have a good phone and provide a phone number that gives the best possible connection. For example land lines can have better-sounding connections than cell phones, but a cheap land-line phone could defeat the advantage. Then there's VOIP phone service, which is cheap but can suffer from truncated signal (where the first or last words in a sentence get clipped off). That can be very distracting and force

everyone to repeat themselves. Things like that really destroy the effectiveness of the communication. Set yourself up for success and make sure you have good equipment and a quiet, comfortable environment. Take advantage of the opportunity to have plenty of research material in front of you but don't engage in distracting behaviors (like typing away on a keyboard) particularly if they can be overheard on the other end of the line.

26. The Committee Interview

Many organizations employ the committee or panel interview, using 3 or more people to ask questions. This lends an air of objectivity to the process and lightens the workload for the individual interviewers. Make sure you pay attention to everyone on the committee and be prepared for multiple interview styles. One common technique used in the committee interview is for one member of the panel to play 'bad cop' by adopting a competitive or hostile tone. Don't let that shake you, the correct response is courtesy. They're just trying to see how easily you rattle. And they may just be having a little bit of fun, a long day of interviews can get pretty boring.

27. Build a Portfolio

Everyone should have a good portfolio. Nick-named an "I Love Me" book, this is a folder which you can bring to an interview that contains important documentation as well as representative examples of your previous work product. A really organized and polished portfolio is a value-added demonstration of your professionalism. You should take the time to prepare a good one.

Your portfolio should be simple and professional looking (the leather binder is always appealing). It must contain multiple copies of your résumé and list of references; you need to be prepared to offer them to more than one person during an interview. Then it should contain any documentation of those things you mention in the résumé that will be influential in getting you hired: transcripts, certifications, licenses and awards. It should contain original copies of letters of recommendation. Finally, it should contain non-confidential evidence of work product, like Excel and Access databases you created (minus any proprietary or private information), newsletters and publications you helped design, computer-based projects (like PowerPoint presentations) you implemented that show what technically savvy person you are. Put them on the thumb drive or a CD to look really prepared (but only as a back-up; you need paper AND digits).

This is a good time to remind you to carry your important paperwork with you when you relocate--do NOT put it in your household goods. Luckily, many documents are scannable or in electronic format to begin with, so a good thumb drive or disc can really reduce the amount of actual papers you have to lug around. Back them up regularly. Documents you want to carry at a minimum in the original: ID cards, social security cards, driver's license, passports, official transcripts, DD214s (for former service members), VA physical evaluations, travel orders. There's other stuff, like prescriptions, powers of attorney and other legal documents, but this is strictly about employment-related items. *Many of these documents will be essential for you to be employed.*

Documents that can be digitized: All of the above (as back-ups, but make sure those files are encrypted). Tax returns are useful (go back at least five years, also encrypted). Work evaluations. Letters of recommendation and reference. Documents that definitely must be digitized: past résumés. Having these things in paper format is worse than useless—you will have to update them anyway.

28. Further Assistance: The ACS Employment Readiness Program

The Army recognizes that employment one of the most significant quality-of-life issues for the military family and provides the ACS Employment Readiness Program to assist families with the challenges associated with the job search. Employment Readiness provides a full range of information and referral services and assistance in the areas of employment, training and volunteer opportunities. The services are designed to give all active duty, retired military

personnel, DoD employees, their Family members (adults and teenagers) and eligible personnel a competitive edge in their search for employment. Services include job counseling, job search training, employment and educational information, information on volunteer opportunities, internet job search and assistance in resume writing and goal setting.

The purpose of this program is to help US ID card holders minimize the employment problems associated with relocation through a 3-step process:

Job Vacancies
MARCH 13, 2009
Job Opportunities for US ID Card Holders in the Nord-Bayern Region
APPROPRIATED FUNDS JOBS
Appropriated Funds Job Listings

1. Sign Up for Weekly Job Updates. This weekly e-mail provides a timely snapshot of all job opportunities for US ID card holders within a 100 kilometer radius of USAG Bamberg. If the link does not work for you, send an email to bamberg-acs-er@eur.army.mil; bamberg-acs-er2@eur.army.mil Use the subject line: “Sign Up for Weekly Updates”.
2. Register for Classes. Classes are offered every month on such topics as résumé writing, job search strategies and interview skills. To find out when the next class is, call 0951-300-7777 or e-mail 0951-300-7777 with the subject line “Class Calendar”.
3. For one-on-one assistance with an Employment Readiness representative stop by ACS (room #117) Thursday through Friday from 1400-1630 . For quick questions you can also e-mail: bamberg-acs-er@eur.army.mil; bamberg-acs-er2@eur.army.mil . Use the subject line “Employment Question”.

About Us

ACS Employment Readiness facilities are located in the ACS Building (#7029 on JFK Blvd between the Health Clinic and JFK gym). Resources for customers on-site include computers, printers, fax machines, scanners and world-wide DSN. Office hours are 14:00-16:30 Thu-Fri (or by prior arrangement). Employment Readiness is closed on all Federal holidays. Contact an Employment Readiness representative via e-mail or call 0951-300-7777.

USAG Bamberg’s Army Community Service employees are military spouses, family members and former service members dedicated to providing outstanding support for the US ID card holders in the Warner Barracks military community. We understand from first-hand experience the challenges of military life, and it is our mission to provide real-life solutions for successful Army living. Contact an ACS Information & Referral specialist by calling 0951-300-7777 or visit our Facebook page: http://www.facebook.com/pages/USAG-Bamberg-Army-Community-Service/145269402206557

Frequently Asked Questions

1. Why can't non-US citizen spouses apply for every job (even if they have a work permit for employment in the States)?

The SOFA agreement between the US and Germany states that non-US citizens can't be recruited according to US labor laws but instead have to be recruited in accordance with host nation laws. So even if you had a green card that worked for you in the States, we're not in the States and we must respect the terms of the SOFA agreement and host nation labor laws. In many ways those labor laws are more employee-friendly than US labor laws so there is a definite benefit associated with being recruited under them.

2. Why are so many local national citizens employed on the installation when so many spouses and family members of US service members are looking for work?

Quick answer: Because the SOFA agreement (see above) says so. The US has a deal with Germany dictating the terms under which US military installations can and must employ non-US citizens, and part of that deal is to provide a slice of the employment pie to the local economy. It's difficult to say exactly how big a slice of that pie really is since many of those non-US citizens are actually spouses and family members themselves. But it's clear that many Germans work on the installation and a number of them occupy positions that are pretty much set aside for local national recruitment (although many of those jobs can—and do—get filled by US citizens when local nationals can't be found to fill them).

The truth is that the effective operation of this (or any) military installation absolutely requires a stable cadre of employees who will be around for a while. Service members and their family members are generally only on the installation for 3 years, and even Department of the Army US civilian employees will typically rotate out after 5 years. By contrast it's entirely possible a local national employee could work in the same location for 10, 20, even 30 years. These long-term employees really are needed to keep the day-to-day operations of the Garrison rolling through changes of command, troop rotations and major unit movements.

3. Why can't 'ordinary resident' US citizens and dual citizenship-status persons apply for US citizen jobs?

Again, it's the SOFA agreement. While it's difficult to find a clear explanation of the intent behind this particular rule, the human resource personnel and legal office have both confirmed that this is indeed iron-clad: if you confess that you have dual citizenship, or that you are an 'ordinary resident' (a US citizen who has registered your residency with the German government, worked on the economy and paid German taxes) then you can't apply for a US citizen job. Period.

Why? Most likely because the system has been abused in the past. This rule discourages 'double dipping'—taking unemployment benefits from one while being employed on the other (and conversely not paying taxes into the system they are drawing benefits from).

The solution? Ordinary residents can cure their status by returning to the States and being good taxpayers for one year. Dual citizenship, I don't know, exorcism maybe. Pick a country, renounce the other one and burn the passport. Even that might not work, so call the law office and see what they recommend.

4. I've been out of the workforce for a while. How do I handle my domestic experience and volunteer work on my résumé?

Employers and human resource personnel are really concerned that you have the knowledge, skills and abilities necessary to perform the work they need accomplished so you should feel free to draw on all of your sources of experience—even if it wasn't acquired during traditional "paid" work. Work is work, so domestic and volunteer work histories are perfectly valid (and fertile) sources of experience to demonstrate skills that you possess and have employed on a regular basis.

5. I submitted my résumé for a job. Will I get any feedback from it, and how long will that take?

Finding out anything about the status of your application depends on what organization you submitted it to. Appropriated Funds jobs (the ones you find on the Army's Vacancy Announcement board and apply for by submitting an electronic 'Self Nomination' form) are supposed to leave you feedback concerning the ultimate disposition of your application in the "Answer" section of the Army's Résumé Builder. A survey of 70 self-nominations showed that in 50% of the cases a referral determination was made within 3 weeks of the closing date of the vacancy announcement. Another 25% were made within 45 day, so you should expect some kind of feedback within six weeks in 75% of the cases (of course, some feedback took six months or even longer). 2-3 months is typical but you should hear some kind of feedback within 3-6 weeks. If it's been longer and you haven't heard anything, you could send an e-mail through Answer, call the CPAC, or even get in touch with the office for which the position was advertised.

6. ***Why does it take so long to hear back from an application?***

The length of time it takes to get some kind of feedback in regards to your application varies widely depending on the application process. Nonetheless, each and every vacancy announcement you see represents a personal triumph of somebody—and usually several people—to champion a recruitment action, get funding approved through multiple levels of authority, and navigate a number of subordinate actions and processes to create the vacancy announcement and get it posted on-line. The drama doesn't end there, either—once the job offer comes it is only a tentative offer, based on your (the candidate's) ability to meet all of the pre-employment requirements. That means that you can prove everything you claimed in your résumé and requires you to provide substantiating records (such as transcripts, orders, DD214s, etc) as well as successfully complete some kind of background check (with fingerprints) and perhaps even undergo a physical. It's a big deal to get hired, and the strange thing isn't that the hiring process takes so long, but that it happens at all!

For what it's worth, this time required to process a recruitment action isn't just frustrating to the applicant, but to the folks who are trying to fill the position as well. The federal government recently approved action to simplify and streamline the hiring process so hopefully in the not-too-distant future it won't take so long for candidates to get placed in jobs.

7. ***How do I prepare for an interview?***

Use the tools provided under the 'interview' section of this guide. Then, get coached! The Employment Readiness Office conducts classes and coaching for interviewing skills, and will put you through a number of different interview scenarios and provide interview preparation tools. Dressing tips, negotiating suggestions, what to expect, how to answer questions, and how to follow up. There is no better way to prepare for an interview and overcome that nervousness than practicing, and the Employment Readiness Office will put you through several realistic trial runs to give you a feel for the real thing.

8. A lot of jobs require specialized experience which I don't have. How can I get experience if no one will hire me?

That's the vicious cycle facing entry-level employees but there are ways to break it. First (and perhaps the easiest on the military installation) is to build practical experience through volunteer opportunities. There is never enough money to hire all of the personnel a community the size of USAG Bamberg requires to maintain the excellent quality of life residents expect, so there is always room for dozens, even hundreds, of volunteers to perform essential functions. Almost any office, organization or activity would welcome free help, so it's really just a matter of identifying what skills you want to build, what organization on the Post uses those skills, and how to get in touch with the organization's supervisor. Volunteerism also provides many opportunities to meet and network with the very people you would be working with (and for) in your chosen career path. The **ACS Employment Readiness** Office (0951-300-7777/469-7777) can help identify your needs and assist you with translating your volunteer experience on your Résumé. The **ACS**

Army Volunteer Corps (0951-300-7777) or **American Red Cross** (0951-300-1760) has information on the numerous volunteer positions available in the community.

9. I have heard that it is important to keep a résumé down to a single page. Is that true?
For many of the recruitment processes you are dealing with on the installation an extremely short résumé will hurt you more than it helps. The number one complaint from human resource personnel is that there is not enough information in a résumé to determine what a candidate has done (and consequently what they are qualified to do). The HR personnel will evaluate your résumé against a position description—a paper that tells them what kinds of things the job entails, what kinds of skills are required, and what types of knowledge the candidate must possess. These PDs can easily run 1 ½ to 2 pages, so obviously if your résumé is less than that you're leaving something out!

10. How do I find out what's in the Position Description?
PDs are found on the "FASCLASS" web page at: FASCLASS: Search for PD Library PD (google: "FASCLASS"). On the menu bar, select 'FASCLASS', the select 'Search Position Data'. Go to the 4th line, and enter the PAY PLAN, SERIES and GRADE information of the job you want the PD for (see below for info on how to obtain those). It really helps narrow the search if you know the Servicing CPAC (line 8)—for Bamberg jobs pick "Franconia" as the CPAC. Select "Search" at the bottom, and you will be sent to the Search Results page—usually there's more than one job since many jobs share the same pay plan, series and grade number. Pick the job title that most closely matches the job title of the position you are interested in. If there's more than one, you have to go fishing and search through the position descriptions to find the PD that most closely matches the wording of the job vacancy announcement. Usually it's not the difficult for Europe region jobs since there aren't that many.

Once you have the PD you are looking at the tool the human resource personnel use to evaluate your résumé. Look at this PD and look at your Résumé and ask yourself, honestly, how you would evaluate your own résumé based on these criteria. If there's a lot of stuff in this PD that is not reflected in your résumé, then you have two choices. First, go back into your experience and start digging. If you have (or have done) the things listed in the PD but they are not in your Résumé, put them in using the guidelines provided in FAQ (copy-n-paste). If you don't have (or haven't done) a lot of the things listed in the PD, then you need to really ask yourself if you are qualified for that job. (See FAQ on transferrable skills).

11. How do I get the Pay Plan, Series and Grade information?
These details are in the alphanumeric series on the "Position" line in the job vacancy announcement following the job title. It looks something like this: "Garrison Activities Program Manager, YA-0101-2". YA is the PAY PLAN, a series of 2-3 letters that designates what pay system the position belongs to (it could also read GS, WG, NF, YB, etc.). The next four numbers are the job series, and similar jobs share similar series codes (social services positions, for example, are generally '0101'). The last two numbers are the pay grade—it could be any number from 1-15 and designates the pay level for that job on that pay plan's pay scale.

12. How do I find out what the key words are?
First, remember that the phrase 'key words' is not referring to secret passwords. Many people are afraid that their résumé will be eliminated from consideration by a heartless computer because they didn't include some critical insiders-only terminology in their résumé. Key words are just important words that tell the person reading your résumé that what you have done in the past qualifies you to do what they need done. These words are all over the PD and job vacancy announcement. Look at the Qualifications and Duties sections—those are nothing but key words!

13. I heard the best way to qualify is to copy and paste the vacancy announcement into my résumé. True?

Well, if you're talking about literally copying the contents from the vacancy announcement and pasting it directly into your résumé, then no, that's not a good idea. There's a lot of junk in there that is appropriate to a vacancy announcement but inappropriate to a résumé. If you're talking about selectively copying from the duties and qualifications section into your résumé then the real question is: did you do those things, do you possess those qualifications? In other words, are you trying to perpetrate a lie in order to get a job, or are you trying to be efficient?

Efficiency is okay but be careful not to be lazy. Even if you have done all the stuff you are copying, these kinds of résumés all tend to sound the same, with the result that there is nothing special to distinguish yours from the pile. In fact, a few years ago one applicant in the Bamberg area was copying-and-pasting so much that the CPAC finally called her and begged her to stop.

However, the copying-and-pasting function on your computer isn't exactly worthless, either. There's no reason not to copy that vacancy announcement and PD into a Word document, break the contents down line-by-line, and start building action statements that incorporate each line. Use the same verbs the PD uses, but tailor that line to your experience with specific information from your work history. For example, if the line in the PD or vacancy announcement reads: "Operate 5-ton vehicle", your tailored sentence could read: "Operated 5-ton cargo-and-troop carrying vehicle (valued at $125,000 with equipment and tools) under extreme conditions for over 80,000 miles with zero losses or serious incidents. Maintained 100% operational readiness and awarded Driver's Badge for superior performance (05/2006)." Now THAT'S the the bullet point you want in your résumé!

14. I am thinking about making a follow-up call to the hiring manager concerning an application I submitted. Is that a good idea?

All other things being equal, this tactic will be helpful more often than it is harmful—but you should be aware of the risks and limitations involved. I have known a number of people who employed it to great effect, but I also know of a few situations in which the candidates felt they actually made their odds of selection worse. It takes a sense of personal judgment, sharp interpersonal skills, good timing and some luck. If you're going to try this, remember a few things.

Number one: Generally speaking, anything that separates your résumé from the pack is a good thing. Most applicants are just names on paper to a hiring official, and there is always some advantage to be had if that official can place a face (or a voice) to your name. This is why networking is so important—anything that can provide a personal knowledge of you beyond that which is contained in your résumé is a confidence-building factor for the supervisor. It's that "name recognition" factor in advertising.

However, this tactic is only effective if you have good interpersonal skills to begin with. If you are pushy, rude, brisk, tell inappropriate jokes, start gossiping, act overconfident (or lack confidence), then you could end up being remembered for all the wrong reasons.

15. How do I find out who that person is?

Finding out who the person responsible for the actual hiring decision in an organization is not too difficult since there are really only a handful of supervisors on the installation who have that authority, generally only one per organization. You can usually find out who that person is with a phone call or two. Get the name of the organization from the job vacancy announcement (it will be under the "Place of Work" line) and call ACS Information and Referral for a point-of-contact for that office. Ask the person who answers the phone who the supervisor for that office or position is (that's typically the person you want to talk to) and ask for contact information for that person (phone or e-mail, whichever you prefer). It is helpful if you actually have a legitimate question or two about the position that you can use to engage that person—a professional-sounding, informed question that demonstrates you actually know something about the job. Again, use good interpersonal skills—be friendly with everyone you contact, even the lowly administrative

assistant who answers the phone (you never really know who is answering the phone, anyway). Smile while you're talking—sounds stupid, but, yes, people can tell from your voice—and practice good phone etiquette. If you e-mail, spell-check everything you do, and use plain text format (odds are fancy fonts, avatars and graphics will be filtered out or replaced by random characters).

16. What's the difference between being a contract worker and a salaried employee?

The advantages of contracting are fivefold: first, it pays money and builds experience just like any job. Second, there is generally far less competition for contract positions than for typical salaried jobs. Third, there are typically none of the preference or citizenship requirements associated with other forms of employment (ability to perform the service and size of the bid are the primary selection criteria). Fourth, the total bidding process is actually more simple than most of the recruitment processes employed by just about every employer on the installation. Fifth, once you have mastered the contracting process and overcome the initial learning curve, it is generally much easier to apply for contracting positions in the future. Motivated contractors can generally stay employed on a consistent basis.

The disadvantages of contracting are also fivefold: number one is that the bidding process is so far out of most people's experience that the very effort of learning it intimidates most people out of the trying (the paperwork is simple but it looks scary). Then, you have to manage the delivery of your services yourself. For example, if you want to take a month-long vacation, the responsibility is on you to make sure the terms of your contract are still met (so you might have to subcontract [ie., find someone else to do it] your work to make sure it is done in your absence). And you don't get benefits or get your taxes deducted from your pay--you have to track, claim and file your own taxes. Plus, you don't build seniority in the position. Whether you've been doing that contract position for two years, or ten, you can still be edged out from the slot the next time the contract comes open by someone who underbids you. Finally, these contracts will never offer logistical support—all you'll ever get for your trouble is money. If you're a spouse or family member, then that's not a problem (you get logistical support anyway), but for others that could be an issue.

ARMY CHAPLAIN CORPS MINISTRY
ACS
Real-Life Solutions for Successful Army Living