Translating Military Skill Sets
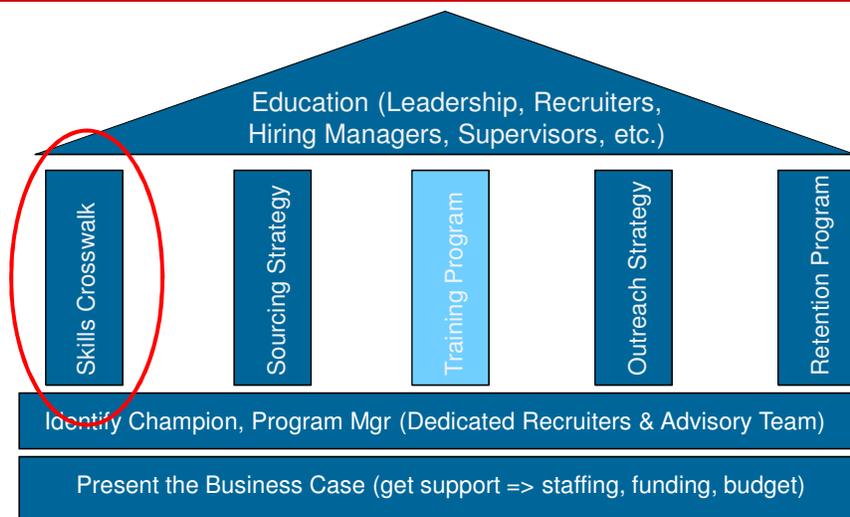
Tweeting this session?
Use #HireAVet and @ValueOfaVeteran

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Components of Military Hiring Programs

Education (Leadership, Recruiters, Hiring Managers, Supervisors, etc.)

Skills Crosswalk

Sourcing Strategy

Training Program

Outreach Strategy

Retention Program

Identify Champion, Program Mgr (Dedicated Recruiters & Advisory Team)

Present the Business Case (get support => staffing, funding, budget)

Let's Address Some Concerns You May Have Encountered Regarding Recruiting Military Veterans

3

Concern

I'm not sure veterans have the skills we are looking for.

4

What Comes to Mind When You Think About What We Do In The Military?

Photo Courtesy of U.S. Army
Photographer: Staff Sgt. Mike Pryor

Photo Courtesy of U.S. Army
Photographer: SPC Jeffery Sandstrum

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Veterans Have the Skills you Want to Hire

Construction

Foreign Area Specialists

Welders

HVAC

Food Service

Intelligence

Satellite

Contracting / Purchasing

Media/Graphic Arts

Plumbers

Pilots

Postal Operations

The military has over **7,000** job positions across more than **100+** functional areas and **81%** of these jobs have a direct civilian equivalent.

Air Traffic Controllers

Marine Specialties

Lawyers

Engineers

Police / Security

Doctors

Finance / Accounting

Material Handling

Telecommunications

Nurses

Medical Specialties

Transportation

Supply Chain / Logistics

Mechanics

Human Resources / Training / Recruiting

IT / Computer

Machinists

6

Concern

My positions all require a computer / IT background, and most require specific programming skills.

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7

The Military Has Technical Experience

Did you know that, in today's highly-digitized military, a majority of service members work with computer systems daily?

U.S. Air Force Capt. Jennifer Kennedy and Staff Sgt. Robert Goodnight, both from the 573rd Global Support Squadron, Travis Air Force Base, Calif., update operations and satellite data in computer systems at Castle Airport, CA

Photo courtesy of US Air Force
Photographer: SSgt. Dori Jones

U.S. Marine Corps Lance Cpl. Rojelo Zarate uses a PRC 150 multiband tactical radio system to transmit data with a Toughbook computer at Camp Ramadi, Iraq.

Photo courtesy of US Marine Corps
Photographer: LCpl. Alvin D. Parson

U.S. Navy Information Systems Tech. Seaman Michael Cadiz checks the RAM on a computer in the automatic data processing shop aboard aircraft carrier USS George Washington (CVN 73)
Photo courtesy of US Navy
Photographer: MC3 Christopher S. Harte

U.S. Army Capt. Jack Nicholson, assigned to 450th Civil Affairs Battalion, is setting up computer systems in Haswah, Iraq. The computer systems will help farmers track their cash flow electronically and help them with business decisions for the growing market near Haswah.

Photo courtesy of US Navy
Photographer: MC2 Kim Smith

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But, What If There is *Still* a Skills Gap?

Your company can choose to develop an on-the-job training program to bridge it.

Funding *may* be available to pay for much or all of this OJT program:

• State-provided jobs training grants
• G.I. Bill

Eligible costs for reimbursement include:
  o course design and development
  o instruction costs for job-specific training
  o training materials and supplies
  o training facility rental
  o travel costs

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Concern

My positions have some pretty stringent education requirements.

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Veterans are Educated

DoD FY 2011 Officer and Enlisted End Strength by Current Highest Level of Education Attained

- **Active Duty** numbers only

- Does not include Coast Guard

- Numbers don't equal 100% as not all reported

Enlisted			Officer	
High School Diploma	84%		High School Diploma	17%
AA/AS or Some College	10%		AA/AS or Some College	
BA/BS		5%	BA/BS	44%
MA/MS			MA/MS	30%
Doctorate			Doctorate	9%

http://www.dantes.doded.mil/Sub%20Pages/Resources/Resources_Main.html#FactSheets

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Military Schools

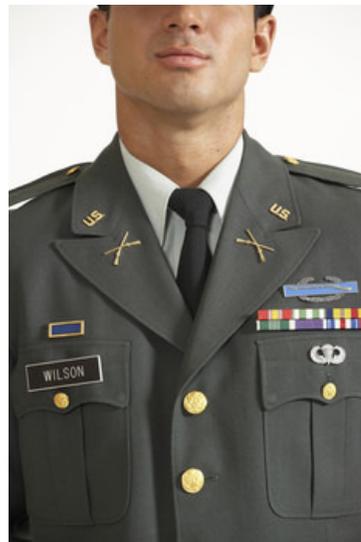| Officer	Warrant Officer	Enlisted
Basic Level (O-1)	Entry Level (WO1)	Entry Level (E-1)
Advanced Level (O-3)	Advanced Course (CW2)	Leadership Preparatory (E4)
Managerial Level II (O-4)	Staff Course (CW3 & 4)	Managerial Level I (E-5)
Managerial Level III (O-5)	Senior Staff Course (CW4 & 5)	Managerial Level II (E-7)
		Managerial Level III (E-8)

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Types of Jobs in the Military

Construction

Food Service

Foreign Area Specialists

Intelligence

Welders

HVAC

Contracting / Purchasing

Media/Graphic Arts

Plumbers

Satellite

Postal Operations

Pilots

Marine Specialties

Air Traffic Controllers

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Engineers

Police / Security

Doctors

Finance / Accounting

Material Handling

Telecommunications

Nurses

Medical Specialties

Transportation

Mechanics

Human Resources / Training / Recruiting

Supply Chain / Logistics

Machinists

IT / Computer

Why It Is So Hard for a Veteran to "Civilian-ize" His Resume

• The military veteran is used to "wearing his resume on his chest"

– Every ribbon, medal, stripe, insignia, and shiny doo-dad tells the story of where he has served, what he does for a living, what he is capable of doing, and his level of authority

Why It Is So Hard for a Veteran to "Civilian-ize" His Resume, cont.

• His service "resume" is typically 1 page of codes, job titles, locations served, and education/schools completed

Why It Is So Hard for a Veteran to "Civilian-ize" His Resume, cont.

The typical veteran's career includes many additional jobs and responsibilities beyond their assigned occupational code:

• Additional duties
• Staff positions
• "Needs of the service"

The challenge is that the typical veteran will list every job he's ever had, especially if he has been advised that a chronological resume is what employers want to see.

Why It Is So Hard for a Veteran to "Civilian-ize" His Resume, cont.

Most military veterans have little to no frame of reference for how to correlate their work and experience into something a civilian employer will understand and appreciate.

THIS IS A VERY SCARY PROSPECT FOR THEM!

An All Too Common Scenario

An Army First Lieutenant approaches a recruiter at a military career fair…

The recruiter says…

" Let me take a look at your resume. Why don't you tell me a little bit about your experience and what you think you can do for our company."

An All Too Common Scenario, cont.

The applicant replies:

" I'm a 90A, and I just finished up as the S1 for the 728th. I ran the battalion PAC and was responsible for OERs, NCOERs, awards and all eMILPO actions.

Until we came out of the box in October, I was XO for the 308th Quartermaster Company. Before that I was a combat transport platoon leader in charge of 45 soldiers and 13 HEMTTs and generators. We were responsible for hauling supplies in theater …

An All Too Common Scenario, cont.

My ETS date is in two months, so I am really eager to find out what the 'real world' has to offer and where I might fit in. All of my experience is listed in my resume.

Do you have any positions for someone like me?"

An All Too Common Scenario, cont.

Do you have any idea what the lieutenant just said?

An All Too Common Scenario, cont.

- What does this person do in the military?
- How can I figure out what skills and attributes this person has?
- What salary expectations does he have?

First two questions to ask…

• What is your grade?

• What is your Military Occupational Code?

Officer and Enlisted Grades

A few things to understand about "grades" versus "ranks":

• Grade structure is common across the Services

• Rank equivalent to those grades may differ from Service to Service
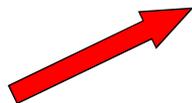
Service	Rank	Grade
Army	Major	O-4
Navy	Lieutenant Commander	O-4
Air Force	Major	O-4
Marine Corps	Major	O-4

We will provide you a military rank & grade "cheat sheet"!

A Breakdown of Supervisory / Managerial Experience, and Education Attained by Military Grade Level

Category	Grade Range	Years of Military Experience	4-yr College Degree?	Supervisory / Managerial Experience?
Junior Officer	O1 – O3	O1 - O2 = < 4 years O3 = 9 years	Y	Y (40 – 120 ppl)
Mid-Grade Officer	O4 - O6	10-22 years	Y	Y (750 – 2000 ppl)
Senior Grade Officer	O7 - O10	23 + years	Y	Y (5000+ ppl)
Junior Warrant Officer	WO1 - WO2	2-7 years	Maybe	No*
Mid-Grade Warrant Officer	WO3 - WO4	8-18 years	Likely	No*
Senior Warrant Officer	WO5	19 + years	Likely	No*
Junior Enlisted	E1 - E3	< 3 years	Maybe	No
Mid-Grade Enlisted	E4 - E6	4 - 15 years	Maybe	Y (5 – 25 ppl)
Senior Enlisted	E7 - E9	15 + years	Likely	Y (40 – 120+ ppl)

Officer & Enlisted Salary Expectations, Based on Grade

Military members earn a combination of several types of pay which determines their total compensation package.

• Base pay

• Housing Allowance*

• Subsistence Allowance*

• Position-based specialty pays (i.e., doctors, pilots, etc.)*

• Skill-based pays (paratrooper, linguist, etc.)

* = not taxed

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Officer & Enlisted Salary Expectations

2012 "Rule of Thumb" salary expectations table

Category	Grade Range	Salary Expectations
Junior Enlisted	E1 – E3	$35,560 - $43,688+
Mid-Grade Enlisted	E4 – E6	$44,704 - $55,880+
Senior Enlisted	E7 – E9	$56,896 - $78,232+
Junior Warrant Officer	WO1 – WO2	$48,768 - $61,976+
Mid-Grade Warrant Officer	WO3 – WO4	$62,992 - $82,296+
Senior Warrant Officer	WO5	$83,312 - $94,488+
Junior Officer	O1 – O3	$61,976 - $82,296+
Mid-Grade Officer	O4 – O6	$83,312 - $127,000+
Senior Officer	O7 – O10	$128,016 - $195,072+

Translate the Military Occupational Code (MOC)

Each service calls their occupational code something different. MOC is the all-encompassing title for all services

- MOS – Military Occupational Skill (Army Enlisted, Marine Corps Officer and Enlisted only)
- AOC – Area of Concentration (Army Officer only)
- AFSC – Air Force Specialty Code (Air Force Enlisted and Officers)
- NEC – Navy Enlisted Classification (Navy Enlisted only)
- NOBC – Navy Officer Billet Classification (Navy Officer only)

Translate the Military Occupational Code (MOC), cont.

O*NET OnLine

Occupation Quick Search:

Help   Find Occupations   Advanced Search   Crosswalks   O*NET Sites

Crosswalk Search   http://online.onetcenter.org/crosswalk

Apprenticeship

Search codes or titles from the R
Information Data System (RAPID)

Examples: 0235, glass blower

Type in the MOC or the position title and the search will return related occupational categories

Military

Search codes or titles from the Military Occupational Classification (MOC).

[Go]

Examples: 96U, radio operator

DOT

Search codes or titles from the Dictionary of Occupational Titles (DOT).

[Go]

Examples: 865.131-010, tree pruner

Education

codes or titles from the Classification of Instructional Programs

[Go]

es: 50.0402, advertising

Occupation Handbook

Search titles from the Occupational Outlook Handbook (OOH).

[Go]

Examples: education administrators

SOC

Search codes or titles from the Standard Occupational Classification (SOC).

[Go]

Examples: 39-6011, physician assistant

Use the Military Recruiting Sites for More Info on MOCs

- http://www.goarmy.com/

- http://www.navy.com/

- http://www.airforce.com/

- http://www.marines.com/

- http://www.gocoastguard.com/

Try it: Army PATRIOT Launching Station Enhanced Operator/Maintainer (14T)

What About Those Unfamiliar Job Titles?

Some position titles seen on a military resume won't show up in O*Net Online:
• Commander/Commanding Officer/Platoon Leader
• Executive Officer
• Platoon Leader
• Operations Officer
• Command Master Chief / Command Sergeant Major
• Staff officer (i.e., S1, J3, N4)
• Action Officer

Wikipedia is a *great* source for layman descriptions for and lists of responsibilities of these positions

www.en.wikipedia.org

Example - Commander/Commanding Officer/Platoon Leader

• *A Platoon Leader is the commander of a platoon (O-1 or O-2)*
• Commanders are found at Company (O-3), Battalion (O-5), Brigade (O-6), Division (O-7) and Corps (O-9) levels
• Senior-most leader of that specific organization
• Significant responsibilities
  – Budget distribution & oversight
  – Personnel actions (legal, firing, military punishment)
  – Direction and vision of organization
  – Mission preparedness (personnel and equipment training, certification, qualification)

http://en.wikipedia.org/wiki/Commanding_Officer

"I was a combat transport platoon leader…"

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Example - Executive Officer

• Found at Company (O-2), Battalion (O-4), and Brigade (O-5) levels

• Considered staff position

• Second-in-command

• Oversees and directs day-to-day activities of business departments that support organization (logistics, maintenance, personnel administration, communications, etc.)

"I was XO for the 308th Quartermaster Company…"

http://en.wikipedia.org/wiki/Executive_officer#Military

Example - Staff Officer

• Usually identified by a letter/number combination (e.g., S-1, J-2)

– The letter gives an idea of the size of the organization

– The number identifies the business departments that support organization

• 1 = personnel administration/HR
• 2 = intelligence
• 3 = operations and training
• 4 = logistics/maintenance
• 5 = planning and policy development
• 6 = telecommunications and IT
• 7 = professional development and education
• 8 = resource management (budgeting, procurement, financial mgmt)
• 9 = concept development & experimentation (research, integration, test & evaluation)

"I just finished up as the S1…"

Veteran's Have These Skills, but There Isn't a Specific MOC for Them…

Just by serving in the military, veterans gain skills that are transferable (problem is: they usually don't think to put these skills on a resume ☹)

- Project management
- Personnel management
- Training/instruction
- Operations
- Analysis
- Leadership
- Problem solving / decision making / trouble shooting
- Process improvement
- Sales!

So, How Do We Get at The Transferrable Skills?

- Project management
- Personnel management
- Training/instruction
- Counseling
- Operations
- Interpersonal communication
- Leadership
- Problem solving / decision making / trouble shooting
- Process improvement
- Requirements gathering

the adler group
Performance-based Hiring

"*Tell me about a time…*"
- When
- Where
- Why
- How
- Who

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Behavioral-based Questions to Ask

• Consulting Experience – consultants are adept at identifying root issues and devising a solution to address those issues.

"Have you ever conducted an after action review (AAR)? Describe the components of an AAR and tell me what happens during one."

"Have you ever served in a position where you have had to advise a senior leader on possible courses of action? How did you identify the courses of action and arrive at a recommendation?"

Behavioral-based Questions to Ask, cont.

• Change Management Experience – change management is transitioning people from a current state to a desired state and helping those affected to understand and accept the new state and function within it.

"During your time in the military you have likely experienced some significant changes. Tell me about a time you had a role to play in helping your colleagues or unit transition through a significant change.

• How did you identify those who would be impacted by the change?
• How did you help them understand the change and how it would impact them?
• How did you address those that were resistant to the change?
• How did you get people to accept the changes and begin functioning in a new way?"

Behavioral-based Questions to Ask, cont.

• Project management – "tell me about a time you were given a multi-phased mission to complete" (can substitute: run a rifle range, develop a field training exercise, prepare a unit for deployment). "What were some of the details you had to manage? What tools did you use to manage them?"

• Personnel management – "tell me about a time when you had an employee who was not performing to standard / was being disruptive in the workplace. How did you address the problem?"

the adler group
Performance-based Hiring

Behavioral-based Questions to Ask, cont.

• Decision Making – "You've likely been given tasks or assignments in the military where you did not have all of the details you needed in order to complete the task. Describe a situation like that, and tell me what you did to ensure you had enough information to make a decision. What else did you consider before you made your decision?"

• Interpersonal communication – "what do you think is your strongest / weakest skill when it comes to communicating with others?"

or

"You've just learned some very bad news that affects your organization. Describe how you will let the team members know of the situation."

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Performance-based Hiring

Behavioral-based Questions to Ask, cont.

• Leadership – "tell me about a time you faced a low morale situation"

• Requirements gathering – "Part of this job entails your identifying all of the requirements of the task to be completed – what steps will you take to do that?"

• Operations – "running an operation requires attention to many moving pieces, any of which could cease functioning at any moment. Describe a situation where you were the person responsible for operations and something went wrong – how did you identify the problem? What did you do to address the problem? Were you able to keep the other parts moving? If so, how?"

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Performance-based Hiring

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Map Your Hiring Needs to Military Skill Sets

Creating a military-to-civilian skill crosswalk can help you:

• Identify which military service has the skills you seek

• Specify the actual MOC to target

• Determine the military grades that will be the most appropriate fit (salary-wise) for your positions

Steps For Creating a Military-to-Civilian Crosswalk

1. [Go to http://online.onetcenter.org/find/](http://online.onetcenter.org/find/). Search keywords to see how your position is classified
   – **Example: "SAP Programmer"**

Steps For Creating a Military-to-Civilian Crosswalk, cont.

2. Analyze the occupations listed and determine which describe the tasks and responsibilities of your positions most closely
   – Example: "Computer Programmer"

Steps For Creating a Military-to-Civilian Crosswalk, cont.

3. If the summary description meets your basic definition then go to the "custom" to do a crosswalk to military occupations

Steps For Creating a Military-to-Civilian Crosswalk, cont.

4. Scroll all the way to the bottom of the page to "Other Information". Check the "crosswalk" box and select "Military Occupational Classification (MOC)" from the drop down menu. Click "GO" to see crosswalk results

Steps For Creating a Military-to-Civilian Crosswalk, cont.

6. Make note of which MOC's correspond to classification of "Computer Programmer"

Custom Report for:
15-1021.00 - Computer Programmers

Convert project specifications and statements of problems and procedures to detailed logical flow charts for coding into computer language. Develop and write computer programs to store, locate, and retrieve specific documents, data, and information. May program web sites.

Sample of reported job titles: Programmer Analyst, Programmer, Analyst Programmer, Computer Programmer, Software Developer, Applications Developer, Computer Programmer Analyst, Internet Programmer, Java Developer, Web Programmer

View report:	Summary	Details	Custom

Crosswalk Save Table (XLS/CSV) ← **New! You can save your search in an Excel/CSV file**

Military Occupational Classification (MOC)

251A	Information Systems Technician (Army - Warrant Officer only)
2743	Computer Programmer (FORTRAN) (Navy - Enlisted)
3C032	Communications - Computer Systems Programming Apprentice (Air Force - Enlisted)
3C052	Communications - Computer Systems Programming Journeyman (Air Force - Enlisted)
3C072	Communications - Computer Systems Programming Craftsman (Air Force - Enlisted)
4067	Programmer, ADA (Marine Corps - Enlisted)
9174	Classic Wizard Configuration Maintenance Analyst (Navy - Enlisted)
9301	Entry Level Programmer/Analyst (Navy - Enlisted)
9740	Digital Computer System Programmer (Navy - Commissioned or Warrant Officer)
9981	Tactical Data Systems Specialist (Marine Corps - Commissioned Officer only)
9982	Small Computer Systems Operator/Programmer (Marine Corps - Enlisted)

Remember Our Scenario?

An Army First Lieutenant approaches a recruiter at a military career fair…

The recruiter says…

" Let me take a look at your resume. Why don't you tell me a little bit about your experience and what you think you can do for our company"

Now – Confirm What You've Learned...

The applicant replies:

" I'm a 90A (Army Logistics Officer), and I just finished up as the S1 (staff position: Human Resources Department Head) for the 728th. I ran the battalion PAC (ASK: it's a Human Resources Department for a 500 – 1,000 person organization) and was responsible for OERs, NCOERs (ASK: they are personnel efficiency reports for officers and non-commissioned officers/E-5-E-9), awards and all eMILPO (ASK: Army-specific HRIS) actions.

Now – Confirm What You've Learned...

"Before that I was a combat transport platoon leader (senior leader of a small organization) in charge of 45 soldiers and 13 HEMTTs (ASK: it's a 10-ton Heavy Expanded Mobility Tactical Truck, kind of like a tractor trailer, each worth more than $250k) and generators. We were responsible for hauling supplies in theater …

My ETS (Expiration Term of Service – the date he officially leaves the military) date is in two months, so I am really eager to find out what the 'real world' has to offer and where I might fit in. All of my experience is listed in my resume.

How Will You Answer This Question?

Do you have any positions for someone like me?"

Music to his ears..

" Yes, we do!"

Lastly, There Are Questions That You Should and Should Not Ask a Veteran

---

Questions You *Can* Ask

"Have you ever served in the military?"

• You **can** ask this question of a veteran <u>prior</u> to an offer of employment

• The veteran can choose not to answer the question. If he/she does answer the question he/she is only required to provide:

– Period of service (i.e., "from 2002 – 2008")

– Rank/grade at time of discharge

– Type of training and work experience received while in service

Questions You Shouldn't Ask

"It says here in your resume that you are still serving in the Guard/Reserve. Won't that interfere with travel or weekend work requirements? What are your chances of being called up?"

– *If you express doubts like that during interview process, and the applicant is subsequently not hired, you run a risk of having a Uniformed Services* **Employment** *and Reemployment Rights Act (USERRA) complaint flied against you or even potentially a lawsuit being filed.*

Questions You Shouldn't Ask, cont.

"I see from your resume that you've had a couple of deployments to Iraq and Afghanistan. Seen any scary stuff over there? Did you get hit by any IED's? How have you been feeling since you've been back?"

– *Questions like that may be interpreted by the veteran as you are trying to determine if he/she has Post Traumatic Stress Disorder (PTSD) or a hidden disability (such as Traumatic Brain Injury). You run a risk of complaints being filed for a violation of USERRA or the Americans with Disabilities Act (ADA) and potentially lawsuits being filed.*

Questions You Shouldn't Ask, cont.

NO: "What kind of discharge did you receive?" "Why didn't you get an honorable discharge?"

OK: "Did you receive a favorable (i.e., honorable or general) discharge?

– The reason is that service members can receive a discharge that is less than "honorable", but that is still considered <u>favorable</u> for many different reasons, and your digging for the reason why it is not "honorable" may lead you to ask other unacceptable questions that will get you into trouble.

Type of discharge is listed on copy 4 of the DD-214 but not on copy 1

A Word About Interviewing Veterans
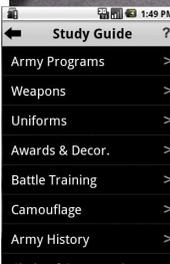
We specialize in helping companies develop military hiring strategies.

• Make the business case

• Sourcing

• Marketing

• Resume Translation & Interviewing

• Retention

We do this through:

• Public workshops

• Onsite workshops

• Virtual workshops

• Individual web seminars (pre-recorded & live)

• Hiring guide (PDF download)

• 2x monthly "Ask the Military Hiring Expert" sessions (**FREE!**)

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