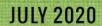
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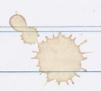


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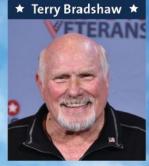
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U.S. Army Veteran, 4-time Champion with Pittsburgh



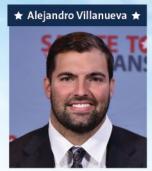
TV Host & Hall of Famer, 4-time Champion with Pittsburgh



U.S. Army Veteran, Honorary Captain 2-time Champion with New York

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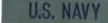


U.S. Army Veteran, 2-time Pro Bowler with Pittsburgh



U.S. Navy Veteran, 2-time Champion with New England





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THE MOTHER OF ALL TRANSITION GUIDES

G.I. Jobs | TAP Program

Introduction

If you are one of the 250,000 service members transitioning out of the military in 2020 or you have already transitioned out and you are still looking for help, this guide is for you. More than 18 years ago, G.I. Jobs's co-founders—veterans themselves—celebrated the first day working at a new company and a new mission: to create vital, civilian-produced resources for the approximately 250,000 people leaving the military each year, at no cost to service members or taxpayers. In doing so, they introduced these candidates to civilian employment, entrepreneurship and education opportunities.



G.I. Jobs founders, left to right: Chris Hale, Scott Shaw and Rich McCormack



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MOTHER OF ALL TRANSITION GUIDES IS PUBLISHED BY VIQTORY

in conjunction with G.I. Jobs magazine GlJobs.com MilitaryFriendly.com Military Spouse magazine MilitarySpouse.com

Visit us online at GlJobs.com

Mother of All Transition Guides is published annually by VIQTORY, 333 Rouser Road, Bldg. 4, Suite 503, Moon Township, PA 15108-2773. The inclusion of advertising is considered a service to subscribers and is not an endorsement of products or concurrence with advertising claims. Copyright ©2001-2020 by VIQTORY. No part of the contents of this magazine may be reproduced by any means without the permission of VIQTORY.

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TOP 4 THINGS TAP CLASS DIDN'T TEACH ME

by Bri Cooper, U.S. Army Veteran





There I was – four-year contract fulfilled, gear turned in, terminal leave submitted. All that stood between me and civilian freedom was one more round of mandatory fun—TAP class.

Sure, it lived it up to my expectations; kept me away from my unit for a couple of days, I got to wear civilian clothes, and on most days we were released by 1500. But it fell a little short on its Uncle Sam's given purpose of preparing transitioning veterans for the civilian workforce.

Résumé? Got it. Mock interview skills? Nailed 'em. Having the stamina and brain capacity to survive a 3,846 slide powerpoint presentation, should I ever have to encounter such hell in the civilian world? Golden. But, believe it or not, there were still a few things those government bureaucrats left out when they wrote the TAP curriculum. Over the last several years of my postmilitary career, I've gathered a few things TAP class didn't prepare me for.

Hey... Wanna grow a beard? Keep on reading and I'll show you how!



1. Vacation Days Do Not Equal Leave Days

To say the military is demanding of our time is probably the understatement of a lifetime. So surprisingly, the number one thing I had completely taken advantage of was the amount of time we actually got off. There are no "four-days" in the civilian world. There's no sick call. There's no buddy on staff duty to sign you out. Any time spent away from work is counted against you, and it adds up quickly.

2. It's Not as Easy as 1, 2, 3

TAP curriculum, like most military directive, is cut and dried. You're told to follow steps A, B, and C, and you're expected to get D as a result. Military transition isn't the fairytale TAP can paint it to be. You might have a pristine résumé and the shiniest dress shoes in interview rooms across America, but that, combined with your veteran status, does not guarantee a perfect military exit strategy. Be prepared to figure out a plan E.

3. You Need to Get Paid More Than You Think

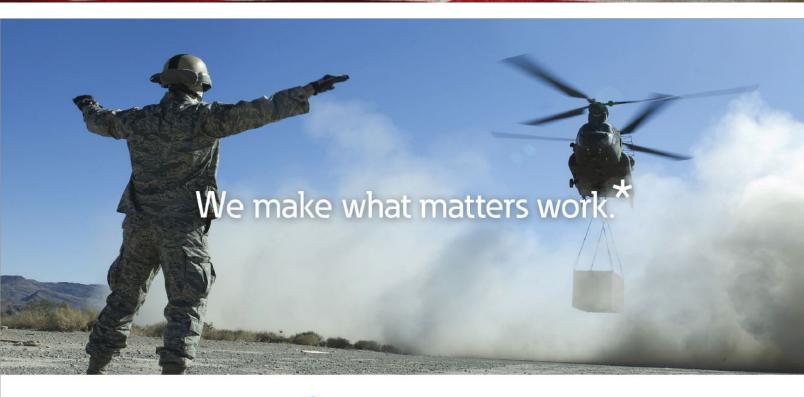
There is a brief chapter in TAP on civilian salary negotiation. PAY ATTENTION. You can easily underestimate the value of BAH, special duty pays, healthcare costs, etc. There's a good chance you'll end up in a jam because you accepted a salary that can't handle your cost of living.

4. HOOAH!? - Not Quite

Unless you're lucky enough to find an employer who is overly passionate about the daily morale of its employees (in which case, stay put), you're not going to have the inspirational speeches, blood pumping cadences, or the in-your-face motivation you're used to. Be prepared to dig deep for your own workplace enthusiasm.

It's not a surprise civilian life is drastically different than that in the military. The government wouldn't spend millions of dollars on TAP to prepare you for the transition if it wasn't. Use the advice above, similar articles on GIJobs.com, and the valuable information TAP does teach you, and you'll be well on your way to post-military success—where there's a lot of fun, and none of it's "mandatory".















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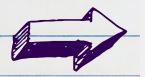
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MASTER THESE 10 DETAILS FOR A SUCCESSFUL MILITARY-TO-CIVILIAN TRANSITION

by Hudson Saffell



From fashion to conversational politeness, it's the little things that count, and will be appreciated. Here are 10 often overlooked details that will ensure your success as you make the military-to-civilian transition.

1. Look the part

Let's face it, people are predominantly visual, and first impressions are clinchers. No need to take out a personal loan to dress tasteful, but spending money on well-made clothing is a great investment. Hate putting outfits together? Let professionals do it for you and get the outfits delivered right to your door. For girls, check out Stitch Fix; for guys, Trunk Club's got you covered. For a quick lesson on how colors of clothes matter, don't miss our article on how to ramp up your wear more visually. I highly recommend mastering the art of business casual and you can learn more by reading: Out of Military Uniform: What the Heck is Business Casual.

2. Talk the part

It's a fact that most human vocabularies are not as expansive as they once were, but no need to study a dictionary or thesaurus (unless you thought the latter was a species of dinosaur); there are a few simple ways to express yourself without sounding like average Joe or Jane. For example, when someone asks you how you are, the reply: "I am well, thanks, and you?" versus "I'm good..." sounds a whole lot better—and arguably, grammatically correct. After swapping "well" for "good," you'll notice how many other people will adopt "well" after hearing your smoother rendition. There are an onslaught of common speaking

mistakes that we make on a daily basis, and even more—often brash—dialects (say NO to Yosemite Sam) and colloquialisms. The more you can clean up your vocab, and manner of speaking (say YES to Miss Manners) the smoother you'll sound. And don't forget to kick that military jargon to the curb!

3. Ask people questions

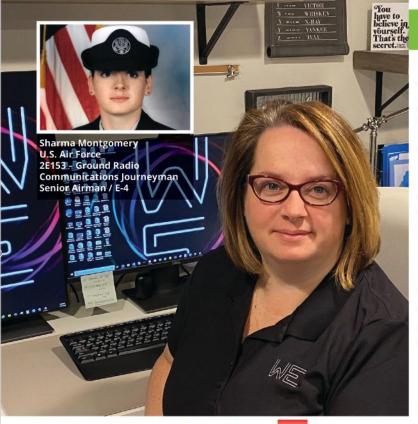
People—not Google. For those who have been on the ground in Iraq and Afghanistan, you know how important elders are to local communities; why not in America? Remember to respect those who have been on this earth longer than you; they might just know a thing or two—learn from

them! Talking to people is an art in and of itself, and it's in your best interest to improve it. One of the best ways to begin a conversation is simply ask a question. You'll be surprised how much much you can learn from other humans face to face.

4. Show interest

Believe it or not, this can be as simple as listening. Everyone wants to squeeze their thoughts in a conversation, but if you fail to show interest-through active listening and try to control the conversation, others will become disinterested in what you've got to say entirely. Find patience, listen, and show (don't tell) that you care.

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IT'S A WIN-WIN SITUATION

I enlisted in the U.S. Air Force in 1992 and served proudly until transitioning to civilian life in 1997. I joined Windstream in 2001 and currently serve as Director of Customer Advocacy for our Enterprise team. My team and I are responsible for making it easier for customers to run their business by making it easier for them to do business with Windstream.

I learned a lot during my time in the Air Force – specifically how to respect and navigate processes and people. Every company, Windstream included, has processes and people in place to make the business more efficient. Learning those skills early in life has helped me be successful which translates to my team being successful as well.

Veterans bring an innate sense of camaraderie and teamwork to Windstream. They have also learned many soft skills that easily translate to civilian life and professional opportunities with companies like Windstream. I get excited when a veteran is willing to explore a career with our Company because I know it's a WIN-WIN for both.

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5. Relax

It's contagious! You've put in application after application and have set up accounts on recruiting portals that you didn't even know existed. You're losing steam and starting to think you may never actually find a job. What are you supposed to do now? Relax and read 5 Ways to Stay Positive During Your Job Search on GIJobs.com.

6. Read

It's a proven fact that reading not only broadens your brainpower—and vocabulary—but also increases your chances for success. If your new line of work involves writing, it's like the poet Ezra Pound said: "To write well, read well." You've seen the lists from the Huffington Post and Buzzfeed: "20 Books to Read in Your Lifetime." "The Top 5 Books of 2015 That Will Change Your Life," etc. Well, here are the five books every transitioning military vet should read.

7. Watch documentaries

Not a big reader? No big deal. Thanks to the swell of documentaries and podcasts ready and waiting, you can learn just about anything you'd like. Engaging in conversations about history, current events and progressive thought makes for great ice-breaking in a job interview; if it veers in that direction, be ready for it.

8. Exercise

The ancient Greek philosophers were keen on exercising the mind, but a close runner-up was physical fitness. Get your gym on; or at least take walks (walking is actually the best form of exercise for "bipedalers" like us). If you did land a career and want to stay Army Strong, fitting in fitness at work can be a challenge for all of us at times, especially if you have a desk job. Here are a few amazing things you can do for yourself and your waistline, all while increasing your

personal productivity at work. Read 5 Ways to Fit Fitness in at Work on GIJobs.com for exercises you can do even if you have a cubicle desk job.

9. Don't settle

This happens to people way too much, and often, once realized, it's too late. "It's never too late" or "better late than never" are not the most logical or realistic expressions. If you want to be happy and remain happy, you must first be happy with yourself—which can't happen if you settle for anything less than what makes you happy. And when it comes to choosing a career, this is a hallmark. For more advice, see For Love or Money? Choosing Your Career on GIJobs.com. We aren't here just to get you a job. Though we do have the best career resources for veterans on writing a résumé, getting an interview and accepting a job offer, we also cover everything you need to know about the

corporate environment and progressing in your career. We got your back the whole way through.

10. Manage your time

All told, there isn't much you can accomplish if you don't learn time management. This may seem like a no-brainer to veterans, but civilian life is a creature of a different color, and time will pass you by if you don't get a handle on time. Make the most of every minute and try your best to make them regret-free, but keep in mind that life is about making choices. and often, making a decision is better than not making one at all. Even if it turns out to be the wrong choice at least you learned what not to do, versus never knowing either way, eh?

GIJobs.com/transitioning-from-military-to-civilian





by Deidre Grieves





Transitioning out of the service, being back with family and trying to find a suitable career can cause stress and anxiety for any veteran.

The pressures and difficulties of everyday civilian life are completely different than those associated with military employment. This stress can be debilitating and lead to trouble sleeping, relationship conflicts and physical ailments, including body aches, difficulty breathing and nausea.

But you have the power to reduce your stress and get on living your life. Here are nine stress relief tips to help you focus and stay relaxed.

1. Plan out your day

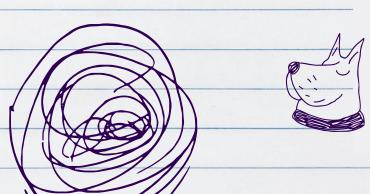
A regimented routine is one way to avoid feeling anxious and will provide a familiar, military-like structure. Before you go to bed, make a plan for the following day. Include appointments, tasks that you need to get done and a list of goals. By putting a plan in place, you're less likely to feel on edge when you wake up and confront a new day.

2. Take a deep breath

Focusing on breathing exercises is an easy and scientifically proven method for reducing stress on the spot. According to the American Institute of Stress, deep breathing for 20-30 minutes a day increases the supply of oxygen to your brain and stimulates the parasympathetic nervous system, which helps calm you down.

3. Unplug your devices

Constantly monitoring your work email, checking for Facebook updates on your iPad and watching television right before bed—all of these things can make your stress levels spike. Research from the University of Gothenburg in Sweden found that the blue light emitted from computer and television screens throws off melatonin production and has a negative impact on sleeping patterns. To unwind, unplug or turn off your devices and focus on having a meaningful conversation with your family or take some time to read a book.



4. Get a dog

Got a lot on your mind that is making you stressed? Just spend some time with your family pooch to combat the symptoms. A study from the University of Buffalo actually found that spending time with a pet significantly reduces blood pressure and provides companionship that boosts mental health.

Section I: Transition Planning

5. Go to a comedy club

Laughter is one of the simplest and most effective ways to de-stress. Several studies have shown that laughter increases your oxygen levels, stimulates circulation and aids muscle relaxation, all of which help to reduce stress in your body. Spending a night at a comedy club with friends, or simply watching some comedy specials at home on television, is a great way to relax.

6. Get moving

Regular exercise pumps up the production of endorphins in your brain. These neurotransmitters trigger positive feelings throughout your body and help alleviate depression and anxiety.

A quick walk around your neighborhood, playing some racquetball with a friend or

taking a spinning class can all have a big impact on your mood.

7. Cut back on the caffeine

If you're drinking multiple cups of coffee each day, it's time to cut back and get your stress levels in check. The caffeine in coffee increases catecholamines, your stress hormones. One study by Duke University showed that caffeine can actually amplify regular stressors throughout the day and multiply the negative impacts of stress on your body. Try limiting yourself to one cup of coffee in the morning, or slowly scale back by adding half a cup of decaf to your mug.

8. Chew a piece of gum

If you're feeling uptight, pop in a stick of Juicy Fruit and go to town. Several studies have shown

that levels of cortisol, a stress hormone, significantly dropped after participants chewed gum for approximately 10 minutes. Since gum chewing is affordable and accepted in most situations, it is a quick and effective way to de-stress.

9. Write in a journal

Feelings of depression, anxiety and incompetence can easily begin to overwhelm you if you let them. But getting your thoughts down on paper will give you a new perspective and help you feel like you're in control. Try starting a journal to document your thoughts and feelings. Going back through the pages can help you identify stressors and come up with solutions for how to prevent similar situations from happening.





TURNING A PASSION INTO A PAYCHECK

by Glen Stilson





"Do what you love and the money will follow."

You've likely heard that before, but how do you figure out what you love to do?

What if you're passionate about more than one thing, or some of those things won't allow you to make enough money? You can start to find the answers by looking at what you do that makes you feel more fulfilled about your life.

I'll give you an example. When I was medically discharged from the Army, my planned career had been cut short and I didn't know what to do. I did enjoy teaching others about self-defense and self-reliance, but didn't know how to turn that into a paycheck. While I worked a job in construction in order to pay the bills, I also started volunteering with youth organizations and shooting schools in order to expand my horizons. Now that I have my own training organization, I have found that teaching makes me feel good about the work I do, and I can see the positive change in those who I teach. I look forward to going to work for the first time since I left the military.

So how do you find your passion? Start with what you know you enjoy doing. Whether that's teaching, working on cars, stopping bad guys, or constructing buildings, find something that you can see yourself doing for the foreseeable future. Stay on that path, take every available opportunity to improve yourself, and allow yourself to explore every new possibility that will take you deeper into what you enjoy doing. It's important to understand that the money may not come immediately, or may not be exactly what you need, so you may have to find supplemental means of income. But never lose focus on your mission. After all, do what you're passionate about, and the money will follow—it's worked for me, and it can work for you.

Here are five things to consider when you're trying to turn your passion into a paycheck:

1. Be realistic.

Not everyone can be an astronaut. This is not meant to say that you shouldn't go for the gold, but it is meant to say that if you set realistic expectations then you have a realistic chance of reaching them. Know yourself and what you are truly capable of.

2. Embrace failure.

Get ready to step outside of your comfort zone. Learning from your mistakes and adapting because of them is vital to mission success. In the words of Thomas Jefferson, "If you want something you've never had, you must be willing to do something you've never done before."

3. It's not enough to be good, you need to be different.

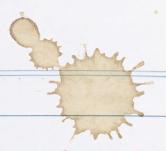
There are probably a lot of people who share your passion, and they all want to land that great job or start up their own business. So figure out what makes you different, not just better, and capitalize on that.

4. Appreciate the critics, the haters, and the naysayers.

Remember that those who criticize have often never laid it all out on the line, but appreciate that their notice of you means that you are doing something right. If you have no haters, then you're not trying hard enough.

5. Don't surrender. Ever.

I often tell my instructor team that it's not about who wants it the most, it's about who wants it the longest. There's a lot to be said for persistence, so when the going gets tough, when everything seems like it's against you, knuckle up and work harder.



MILITARY VALUES THAT TRANSLATE TO CIVILIAN JOBS

by Glen Stilson





There are a lot of jobs in the military that can be difficult to transfer into the civilian world.

While some of us may wish there were an opening for a tank crew member or an infantryman in corporate America, those specific skills are likely to be left in your past. However, those who have served developed the following military values, usually under stress, and they are very useful and highly sought after in the job market today.

Here are five military values that translate to civilian jobs.

1. Punctuality

I will admit that this has always been and will likely always be a weak point for me, but if there's one thing that will still make you pucker up, it's the idea of being late to a formation. Being on time is simply par for the course in the military, and many civilians who have never served have never had to face serious consequences for being late to work. This can give you a real edge when it comes to the modern workplace. Remember: if you're early, you're on time.

2. Integrity

This one may seem simple enough, but being honest and always doing what you say you'll do is something that seems to be slipping away in the modern workplace. In the military many of us learned about unit cohesion, and the trust that you need from and give to those you serve with is something that is beyond worldly value. If you can bring that same unit cohesion and trust to your civilian job, the bonds you'll form among your co-workers will likely only be second to the value that your boss will place on you.

3. Understanding Chain of Command

If every sergeant went to the captain with every complaint they had, the captain wouldn't get anything done; and besides—what would the LTs do? Understanding how a true chain of command works is something I have found to be incredibly useful in civilian life, from the workplace to personal relationships and family. Figure out what the chain of command is at your job, or the job that you're going into, and use it to get things done more efficiently.

4. Teamwork

I don't think I need to say a lot here, as being a part of a team is something that we've all experienced. We've had some good leaders and some bad leaders, but regardless of leadership, the quality of your team is what holds it all together. Learning to recognize team members' strengths and weaknesses, and helping them utilize both to maximum efficiency, is a skill that is highly valued at nearly any job. Placing the success of the team above the desire of the individual can give you a strong edge in the corporate world.

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FOR LOVE OR MONEY? CHOOSING YOUR CAREER

by Hudson Saffell



Ah, decisions.

Don't you love them especially ones that can spin your life in so many different directions? Breathe easy, it's all a matter of perspective.

Making a choice even if you realize later it was the wrong one—is better than not making a choice at all. Absurd, you sav. Well, maybe. But life is all about taking action, and sometimes exploring a dozen career trails is the way to go if that's what it takes to discover what matters most to you when choosing a career for love or money.

Truth is, there's no right answer.
In this economy, money matters—and retirement even more.
Many individuals desire a luxurious lifestyle and will sacrifice their career

choice for it. If that's what floats your boat (or yacht, I should say), then float on.

Again, I don't have the answers. But I do know that personally, through much exploration, doing what I love is far more fulfilling than any amount of money. The good news for those who are financially concerned is that many careers you love may pay less in the beginning but have a bigger payoff when you retire; you may just be lucky enough to achieve both the love of your career and enough money to retire comfortably.

Overseas—in those areas many of us came to know so well—I used to work shoulder to shoulder with civilian contractors who were making twice my salary doing the same job.

They'd brag, saying, "I'm making 120k a year" and I would reply, "Yeah, well I still have a job when I go back to the States." I was ultimately offered a job with that contractor team post-military (one of several highpaying job offers I've shunned) but turned it down. My reasoning? As much as I like adrenalin surges and austere locales, and money, I love my country and family more. Plus, guarding diamond mines in Africa just sounded like a really bad idea.

Anyhow, I guess there comes a point in anyone's life when they ought to reflect forward. The future (inasmuch as I like living dayto-day on the edge of my seat) is very important, and when you get there—to

the future—and look back and say, "Damn, I should've done that instead," it's probably going to really dampen your spirits.

And I don't know about you, but when I'm old and gray (well, I'm already graying), I'd like to be in good spirits and satisfied with my concrete career choice. For this reason I commonly ask myself, "Self, what are you going to think—about this or that choice—when you're 80 years old?"

It's food for thought, and sometimes a not-so-perfect job is inevitable. But if you can see past the vacuum of having to make a lot of money and just go for what makes you happy—oftentimes the money will come to you, and then you can get that yacht.

5 JOB SEARCH RULES YOU SHOULD BREAK



by Matthew Klobucher

mummun



Transitioning from the military can be exciting.

You may dream of a steady schedule, no deployments, a break from iron discipline and strenuous activity... basically, just freedom. And if you've been following popular media, you're probably thrilled to hear so much emphasis on hiring veterans. You happen to be a desirable candidate with great experience and useful skills, so this job search is going to be a piece of cake!

Or at least you hope. The truth is that despite a popular push to hire veterans, it can be very hard to find the job you need, much less want. Veterans who have tested the job search markets can say that even with all the goodwill about your service, employers are often confused by your experiences and eager to hire the "safe" candidates: the ones who have done that job before.

But that's if you follow "the rules" of a job search like every other candidate. In hiring processes designed to find "safe" candidates, the deck is stacked against a veteran with meaningful experiences and unteachable skills. In many ways, your best bet is to break those rules and grab a potential employer's attention. Here's how.

1. Write a human-sounding résumé

This is hard for veterans because the military is famous for teaching robotic, dry prose. Also, the military strongly disapproves of anything that smacks of self-promotion or style—a consequence of its focus on performance. But you need to be a person to an employer. If you write a résumé and cover letter that sound like they should be read in a monotone, you can count on sending your recruiter to sleep. (Read on GIJobs.com: Why You Should Write a Human-Sounding Résumé).

2. Make your résumé a story

Preferably one that starts with you making a courageous decision to serve your country, and then building a solid base of skills and experiences that has perfectly prepared you for the job to which you're applying. It takes a little authorship, but humans—including recruiters and employers—always respond better to a story than a list.

3. Don't be afraid to use the word "I"

Trying to write about what you've done (your experiences) or what you can do (your skills/achievements) without using the word "I" results in convoluted sentences, added words which eat up space, and ultimately a supremely uninteresting résumé. Don't be afraid to write your application documents naturally. You'll come across as more engaged and more interesting.

4. Contact the hiring manager about your application

It's easy to hit "send" on the online application and think you've done your due diligence on the job search, but don't abandon your résumé to the computerized hopper of some company website. Find the hiring manager, send a paper copy of your application to his or her work address,

and then call that person directly. Tell him or her that you applied and offer a short summary of why you're a great fit for the job. It's hard to forget tangible and sensory things like a voice or a paper copy of a résumé, but it's easy to flick past a hyperlink to your online application. Make yourself hard to forget so when that hiring manager remembers he or she has to fill a spot, you will be the first one who springs to mind.

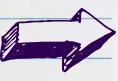
5. Don't talk about how great you are

Everyone dislikes hearing others brag, even when they're reviewing an application on which you're supposed to brag. Instead, tell how you can make the business better by identifying the need lurking in the subtext of the job posting. That means research: you have to figure out what is lacking, or not working right in their organization, based on the qualifications they require. With that, explain in your cover letter and résumé summary how you're going to fix what is broken. You don't have to be all slimy-used-car-salesman about it, either... just be friendly, helpful and respectful. That's how you offer added value instead of a boring group of boilerplate qualifications like every other candidate in the system.

Don't let computer automation and check-box-ticking human resources departments ignore your applications. Break the old job search rules designed to elicit computer responses and make yourself hard to ignore. Because once you get to talk to an employer, your veteran status, bearing, dedication and experience will carry the day.

4 WAYS TO MAKE YOUR MILITARY TO CIVILIAN COVER LETTER IRRESISTIBLE

by Matthew Klobucher



If you haven't done it in a while (or ever), job hunting in the civilian world is confusing and overwhelming.

There are corporate buzzwords to learn, military experiences to translate into "civilianese," and even strict but unwritten formatting rules for your military to civilian résumé.

To top it all off, there's the fact that your résumé is only one of hundreds or even thousands floating around the internet ... so how do you even make sure it's read? The answer is your cover letter. These four tips will help you craft a military to civilian cover letter that ensures hiring managers and employers will read your résumé (and probably give you a call).

1. Make the cover letter personal

The purpose of a cover letter (besides introducing yourself and your résumé) is to get the interest of the employer so that he/she actually reads your résumé in the first place. And the best way to seize someone's interest is to address them personally.

Although good résumés are specific to a particular job posting, they are also fairly impersonal. Even the catchy paragraph at the top of the résumé where you establish your personal brand is impersonal. It doesn't engage the reader by talking to him/her directly ... so no matter how interesting you make it, you may not convince anyone to read it.

The easiest way to make your military to civilian cover letter personal is to address the hiring manager by name, if you can find it. And make sure to express interest in something business-related the company has done, such as a recent product launch or acquisition, to establish that you care enough about the company to have done some research. It's surprisingly easy to do this via the internet and social media. If you can't find the name of the hiring manager, then you can at least still express interest in the company: "Congratulations on winning XYZ award" or "I saw that you acquired ABC company—you must be very excited to utilize such-and-such capability."

2. Sympathize with the company's issue(s)

Because so much of a job search involves you talking about yourself, it's easy to forget that most people don't like listening all that much. The fact that you're supposed to talk about your experiences, your talents and your achievements in résumés, interviews and (yes) cover letters does not make that kind of conversation any more palatable to a hiring manager or employer. You try listening to a bunch of people talk about themselves for an entire work day, and see how you like it.

Being personal while talking about yourself, as if you and your needs are the most interesting thing in the world, makes you come off like a used-car salesman. That's not appealing. You want to come off as knowledgeable and likeable instead, and a slamdunk way to accomplish that is to sympathize with the company and its needs. Specifically, you want to address the need hiding behind their job posting.

This takes a little guesswork on your part. But if you look closely at the job requirements, you can make out the outline of a hole or gap in their organization. If they're looking for someone with a lot of work experience, for example, maybe they're struggling with the technical or administrative side of a particular function. If they're looking for someone with a specific skill set, you can bet they lack that very skill set.

Once you have identified their need (at least generally), sympathize with it in your cover letter! Something like "I imagine the increased growth of XYZ product has really taxed your customer service team" (probably their production and distribution teams as well) or "I know that integrating new people and skill sets presents unique challenges" shows that you understand a vital company issue. For many hiring managers, just that indication that you are familiar with their issues is enough for a call-back.



3. Offer yourself as a solution

The natural conclusion to this military to civilian cover letter is to offer yourself as a solution to the company's issues. This is the easiest part of the cover letter to write: simply tell a story where you solved a problem similar to the one faced by your prospective employer. With a little imagination, you can imagine any military problem that you've faced matching up to civilian problems: how to deal with increased task loads (such as patrols or intelligence reports); how to develop new capabilities (perhaps in response to a mission change); how to get stuff safely and quickly from one point to another.

Remember to tell this part as a story, however. Stories resonate with people much more than facts, and your cover letter is the place to connect personally, so leave the bullet points in your résumé. As a general rule, only include enough facts to demonstrate your success: "After my maintenance unit arrived in Afghanistan, our vehicle pool doubled in size. It was a major challenge, but I helped start a third shift of workers and standardized the category of maintenance assigned to each shift. Ultimately, we increased our finished maintenance actions by 175% and never failed to provide vehicles for patrols and convoys."

At this point, most hiring managers or employers will be very eager to talk to you. Your cover letter will have introduced you as a person who understands what your role will be, and demonstrated that you will be successful. There's just one more thing you need to do to make sure your irresistible cover letter is read.

4. Send a paper copy of your cover letter (with résumé) directly to the hiring manager

All your work, making your cover letter perfect, is wasted if it disappears into an online hiring portal. Even today there is something so compelling about a piece of paper—it's tangible and harder to forget than text on a computer screen. So even when you see a job online, and apply to a job online, go the extra mile and send it in an envelope too. That way you're much less likely to be screened by a junior recruiter monitoring a website. And there's just something irresistible about receiving a personal letter, even for a hiring manager.



YOUR RÉSUMÉ: WHAT A POTENTIAL EMPLOYER SEES

by Glen Stilson



Looking for military to civilian résumé tips? We got you!

Over the years, I've looked at plenty of résumés while in management or supervisory positions. Some of them were humorous, filled with misspelled words, obnoxious fonts, unorganized information, even ridiculous accomplishments (high score in a video game—really?)

Some of them were plain, and thus passed over, with boring descriptions of educational and work history, or an objective such as "I wish to obtain a job that has potential for the future." Then there were the ones that really grabbed my attention—they looked sharp with to-the-point, well-written descriptions, nicely laid out without too much information, no grammar or spelling errors, and easy-to-find contact information. It was these résumés that got someone in the door to an interview.

I'm not going to write a list of "Résumé Do's and Don'ts"—there are plenty of those available with a quick Google search. I'm also going to assume that you understand that even the most basic job application (read: Blockbuster Video clerk) should always be accompanied by a résumé ... always. What I'm going to do here is go over what a potential employer actually sees when they're reading your résumé. Of course, this is all based on my own experiences, being on both sides of this situation, as well as the experiences of business associates of mine, so take this all for what it's worth. That is, I want to help you get a good job so follow these military to civilian résumé tips.

1. First impressions are everything

First impressions also typically happen in the first eight seconds, so résumés with any kind of obvious visual flaws, such as a water stain, a small rip, a weird font, a small font, or cluttered info, are not likely to get looked at. Sloppy résumé = sloppy person = someone who isn't going to get hired.

2. Grammar Nazi

I am happy to admit that I am a spelling and grammar Nazi. One common spelling error? I'll overlook it if the rest of the résumé is solid. More than one error, or something that the average person should have caught in a proofread? Hello garbage can. If someone doesn't care enough to proofread their résumé, I don't care enough to read it at all.

3. One size does not fit all

When I'm hiring someone new, their future and their loyalty are of particular interest to me, so if they don't know much about what we do around here or what they'd like to do around here, they're probably not the right person for the job. I can spot a "blanket résumé" within the first few seconds, and that means that the writer probably isn't that interested in working with a specific company.

4. It's not a novel

A potential employer does not want to read a novel about your life. A single page résumé is enough for the majority of people out there. If I pick up a résumé that looks like an application for a security clearance, it's a no-go.

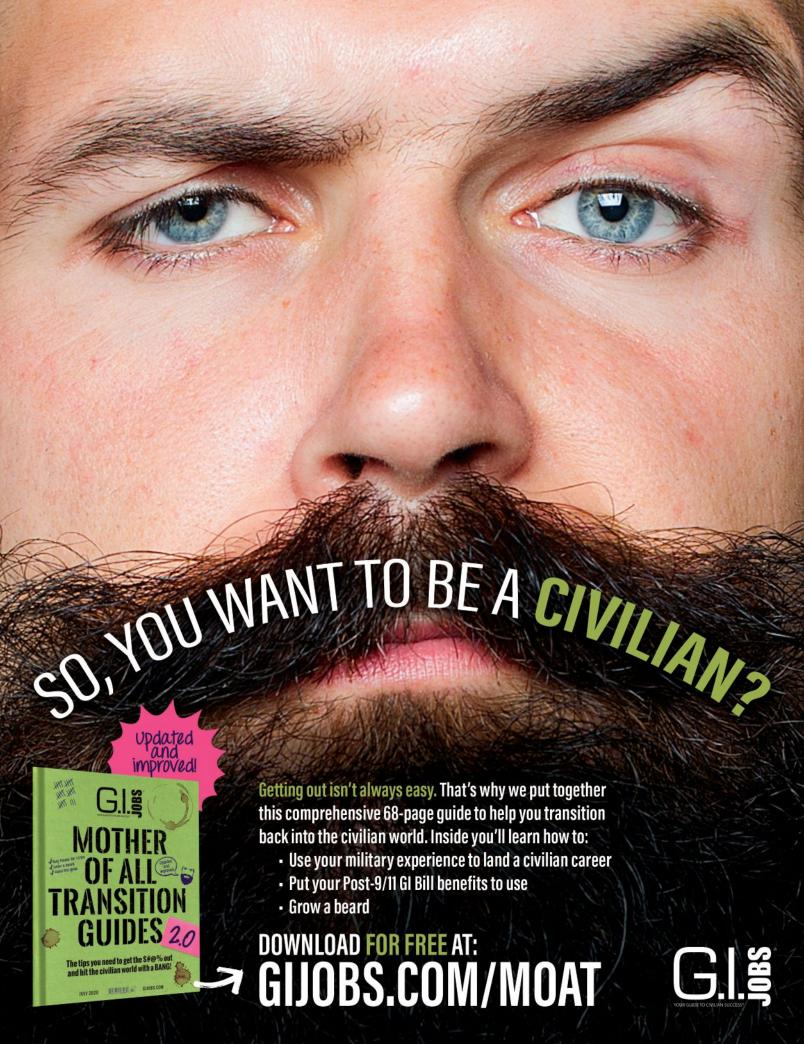
5. A place for everything, everything in its place

If I can't figure out if this line goes with this section or that one, I'm losing interest. Organization is important in every job I've ever hired people for, and your résumé is the first place to show that you can put things where they ought to be. Like your name at the top, for instance. I personally like résumés with bullet points and some extra lines or "white space" between sections that help me stay dialed in to where I was, since I may be going back and forth from your résumé to your application, or to you during an interview.

6. Boring descriptions

"Platoon Sergeant for 3rd BCT, 82nd ABN." That doesn't sound cool to everyone; in fact, it sounds boring, and I'm not interesting in boring. "Worked directly with a commanding officer from 3rd Brigade Combat Team, 82nd Airborne Division to maintain a high level of training standards, unit cohesion, and operational efficiency for a group of 40 people." Now that's better - lots of good keywords in there that show me that you have some real experience leading people and maintaining goals.

Remember: your résumé shouldn't be written to get you the job, but rather to get you in the door for an interview, and that's where you can really shine. What a potential employer sees at an interview, however, is a whole other article. Bear in mind, first impressions are everything.



4 RÉSUMÉ TIPS TO HELP VETERANS LAND A CIVILIAN JOB

by Bryan Rollins, Wounded Warrior Project, and Linda Lee, Randstad RiseSmart





Nearly 200,000 service members transition to civilian life every year, according to the U.S. Department of Defense. But many face challenges entering the workforce, particularly when competing against civilian workers with more jobseeking experience.

One of the biggest challenges veterans face is striking balance in their résumé between promoting their service and highlighting the skills most relevant to civilian employers. To aid veterans, Wounded Warrior Project® (WWP) and career and résumé writing experts at talent mobility leader Randstad RiseSmart offer tips to best frame your military experience and tailor your résumé:

1. Define your plan and rely on resources.

Before you create your résumé, enter your job hunt with a plan. Decide whether you want to work in the public or private sector, which industries interest you, and who you plan to reach out to for advice. Setting expectations and identifying resources that can help you will make developing your résumé and looking for jobs much easier.

2. Highlight experience; avoid record briefs.

Tailor your résumé to focus on experiences and accomplishments, but avoid excessive military language or using a record brief to build an employment timeline. Consider listing a deployment as a single bullet, with an emphasis on the experience, skills, and professional development you gained during your service.

3. Adjust your résumé for your audience.

Just as uniforms aren't one-size-fits-all, one résumé doesn't suit every employer. It is critical to do your research so you can create multiple versions of your résumé that are targeted for the specific jobs you are applying for.

4. Simplify training and awards.

While military training and awards are certainly achievements to be proud of, many civilian employers may not understand them. Only include technical certifications and leadership-based accomplishments that demonstrate specialized proficiency or expertise and clearly help employers understand the depth of your skillset.

Bryan Rollins is the director of WWP's career counseling program, Warriors to Work®, and Linda Lee, CPRW, is a Certified Professional Résumé Writer at talent mobility leader Randstad RiseSmart.

WWP and Randstad RiseSmart offer résumé-writing assistance to wounded veterans and their families reentering the civilian workforce. Through individualized sessions, participants receive professional advice from Randstad RiseSmart résumé writers who are former military personnel, veteran transition specialists, military spouses, and veteran employment coordinators. Visit woundedwarriorproject.org and randstadrisesmart.com for more information on both organizations.





Section 4: Interview Hacks That Get You Hired

HOW TO MASTER THE PHONE INTERVIEW

by Matthew Klobucher



A common part of the hiring process is a phone interview, which usually comes after résumé submission but before an invitation to meet with a hiring representative.

The purpose of phone interviews is to further screen the qualified applicants—the ones whose applications, cover letters or résumés stood out—usually with a goal of getting down to a certain number for regular interviews.

Also, if you're applying to a job at your home area while still in the military (and therefore stationed somewhere else) companies may conduct a phone interview in lieu of a face-to-face. This is especially common in industries that seek veterans, such as federal agencies or law enforcement.

It's easier to make a good impression face to face than it is over the phone. So remember these seven things to master the phone interview:

1. Don't act entitled

This goes without saying, of course, but between rumors that companies are desperate for veteran hires and the veteran's natural pride in service, former military applicants often imply they are intrinsically more qualified for a job than any civilian could be. Sometimes

this is talking about combat experience, or reminiscing about feelings of brotherhood, or implying that anything civilian-related is easier than what happened in the military.

Remember that you're not being interviewed for your stories. Also, while your military experience might be impressive, it doesn't guarantee that you'll do well in the civilian world. Let your past speak for itself, when the interviewer comes around to it. In the meantime, focus on what you can offer the company.

2. Don't monopolize the conversation

The point of the phone interview may be to find out about you and your qualifications, but if you ramble or talk constantly (maybe in an effort to list every single experience or qualification you have) then your interviewer will have a hard time getting the information he/she needs and will probably lose interest.

You have a limited amount of time on the phone, so leave the interviewer room in the conversation to ask questions and explain things, especially questions that spring naturally out of dialogue. Those questions may not be related to hard qualifications, but will certainly delve into the intangibles of

your character, which is where veteran candidates usually excel.

Besides, if you are considerate over the phone, you will come off as more likeable—which certainly helps make a good impression.

3. Don't speak in military lingo

Just as you "demilitarize" your résumé by removing acronyms and trying to find "plain-English" ways to explain your past jobs, make sure you speak in concise, plain English when you are talking about yourself.

As a technique, rehearse your explanations of job responsibilities so you can deliver them clearly, plainly, and in few words. This will present you as accessible and a good communicator, and will keep you from talking too much.

4. Refer to the job posting

Job postings provide detail about what the hiring company considers ideal in a candidate. You should absolutely make sure the experience you talk about matches the "experience required" section of the posting (also something you can rehearse), but you should additionally bring up the job requirements in your interview.

A phrase like, "I noticed you're looking for a candidate



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with mechanical experience. Although I don't have direct mechanical training, I performed the PMs—preventative maintenance—on all the vehicles in our unit" will immediately perk an interviewer's interest, because it shows you researched the job, that you're genuinely interested and that you put some thought into whether you'd like the job and/or do it well. Further, even if you don't meet ALL the interviewer's requirements, he/she still has a reason to list you as qualified.

5. Be professional

This covers a lot of things. First, a phone interview will likely be set up via email or a phone call. So have a professional email address (e.g. first-initial-last-name or firstname-dot-lastname at website) and a professional voicemail greeting ("You've reached XYZ. I'm not available, but leave a message and I'll return your call") to nail that first impression. An email like "usmcbadboy19" or a voicemail greeting like "Yo! I'll hit you later!" will make the interviewer laugh at your expense ... and may make them pass for someone who seems more mature.

6. Protect your public image

Any interviewer worth his/her salt will mine social media for information on you.

Scandalous, crude or aggressively political postings, especially photographs, will make you look immature and unprofessional, and will make your interviewer wonder whether you'd be a liability to the company.

The easiest way to protect yourself online is to jack up your privacy settings so that nobody can see you, but it doesn't help you get hired. You can use your private page as a "social résumé" by removing the questionable stuff and letting the page display deployment pictures, family pictures and interests.

Those things will help the interviewer feel like he/she knows you better and put a face to the voice on the phone, both of which will make you an easier choice because you seem familiar.

7. Be on time

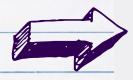
And make sure you contact your interviewer, if necessary, via phone or email. Don't text unless they text you first. And if they miss their call, be tactful when reminding them.

The phone interview may be just a stage in the hiring process, or it may be your only interview for a position. Either way, you want to make sure you present yourself as qualified, articulate and friendly. That way an interviewer will feel like you meet his/her checklist effortlessly, and pass you along.

4 TIPS FOR MASTERING THE VIDEO INTERVIEW

by James Payton Jr.





As the COVID-19 outbreak turned the world upside down and introduced us to our "new normal," you may be wondering how you can conduct interviews during this unprecedented time. Luckily, we're living in a time where remote communication tools are plentiful. Your interviewer may want to use Zoom, Google Hangouts, Microsoft Teams or another popular teleconference platform to conduct a visual, but virtual interview. Most companies that have the capability to conduct interviews using a collaboration tool will do so. However, don't think that a remote interview doesn't require the same preparation as an in-person interview.

TIP#1: DRESS UP

I know it sounds silly, but you should absolutely dress up for the remote interview. Besides the fact that the interviewer will be able to see you, there's something psychological about dressing nicely. It can help put you in the right frame of mind to successfully conduct an unconventional interview. Plus, you still have to make a good impression on the person interviewing you. Wearing a T-shirt and gym shorts is going to make the opposite impression.

TIP #2: PRACTICE

I'm an advocate for mock interviews. Regardless of whether the interview is done remotely, you'll still need to convince that interviewer that you are the right person for the

job and this takes practice. Before you log into the remote communication platform to interview, try to have someone do a mock interview with you. Take an additional step in preparation and do a mock remote interview with a friend and use the same platform slated for the real remote interview.

TIP #3: RESEARCH THE COMPANY (AND THE INTERVIEWER)

This tip applies across the spectrum of interviewing. Set aside some time to research the company. Try to get a foundational understanding of what the company does. If possible, find some recent news about the company. If the company just released a new product or made a high-profile acquisition, this is something you'll

want to bring up during the interview. It will show the interviewer that you've done your homework. Speaking of the interviewer, take time to do a little recon on them, too, I know it sounds "stalker-ish", but it can help. This can be easily done by looking the person up on LinkedIn. Try to find some common ground. Perhaps you both like the same sports team or are from the same town. Finding commonality can be a good way to break the ice if things get awkward during the interview.

TIP #4: TEST YOUR TECH

Just because this is the last tip on the list doesn't mean it isn't important. You will want to check, re-check and triple check your technology.

Make sure your internet connection is solid. You'll also need to ensure the camera is positioned correctly and the microphone is operating efficiently. Choose a room in your home that won't cause distractions for you or the interviewer. Do a test call with a friend or family member prior to the interview. Lastly, dial in early. Don't be late to an interview that doesn't require driving in traffic.

Remote interviews were already becoming more commonplace before the COVID-19 outbreak. Even after things get back to normal, there may be an uptick in this method of interviewing. If you master it now, you'll be ready for whatever type of interview method comes your way.

8 COMMON INTERVIEW QUESTIONS

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Having been on both sides of more interviews than I care to admit, I've compiled a list of the eight most common interview questions I've asked and been asked, along with guidance on how to answer them. Note the word "guidance." There is no right or wrong answer. Rather, I aim to provide insight into why someone may ask these questions and what they're trying to learn about you.

1. Tell Me a Little About Yourself

Translation: I don't know how to start this interview, so I'll make you work at it. **Guidance:** Give them a two- to threeminute "elevator speech" that starts with insight into you as a person, then moves into a brief chronological synopsis of your education and professional career.

2. What Did You Do in the Military?

Translation: How does being a helicopter mechanic train you to sell IT systems?

Guidance: Tell the interviewer how your military training translates into a civilian job (leadership, teamwork, work ethic, etc.). Sprinkle in some interesting stories from the military. Your interviewer may remember only a few other details from the session, but he or she will recall your stories of teeing off at midnight in Keflavik, Iceland.

3. Why are You Leaving the Military?

Translation: Are you a job-hopper? **Guidance:** The interviewer really wants to know. Were you a poor performer? Were you a disgruntled employee or did you get out because you didn't want to leave your family for 12 months at a time? The latter is perfectly understandable. The former indicates someone they don't want to hire.

4. Are You Willing to Relocate?

Translation: Do you plan to grow roots, or will you give us the flexibility to move you where your skills will benefit the company?

Guidance: It's probably worth finding out in advance if the company requires relocation to promote.

Be honest. If you aren't willing to relocate, not saying so in an interview will cause grief for you and the company down the road.

5. What is Your Biggest Strength?

Translation: Are you confident or cocky? Are you a team player? (And I'm setting you up for No. 6, too.)

Guidance: You have many strengths and the interviewer isn't looking for a laundry list. Pick the one that would most help the company and illustrate it with an example of how it would help. Make it a "we" answer, not a "me" answer. No one person can affect the stock price, and those who are most successful make people around them better.

6. What is your Biggest Weakness?

Translation: An intelligent person knows what they don't know. Are you intelligent?

Guidance: This is the mother of all interview questions. Everybody has weaknesses. Be self-effacing. It shows honesty, humor and confidence. Pick a negative trait and show how you've overcome it.

7. Why Should We Hire You?

Translation: I'm feeling pretty good about hiring you. Just give me one last reason to close the deal and send you an offer letter. Guidance: If you get this question, you're probably on good footing with the interviewer. Sum up your skills and how they translate into value for the company. Reinforce your reasons for wanting to work for them. Portray yourself as an excited employee who will add value.

8. Do you Have any Questions for Me?

Translation: If you don't ask any, you may not have a pulse. Guidance: You should ask more questions than you're asked. If this is a first interview, ask questions about the company, the market, the culture, the work, etc. Save the WIIFM (What's in it for me?) questions for later or final interviews.



9 IMPRESSIVE QUESTIONS TO ASK IN AN INTERVIEW

by Matthew Klobucher

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That application you submitted resulted in an interview, and now you're ready to land the job. You've researched the company, you've practiced your interview answers and set out your suit and tie. But is there anything else you can do to get an edge, to further impress your interviewer? As it happens, there is: Nearly every interview ends with an opportunity to ask questions, and asking the right ones will put you ahead of the pack.

Because the purpose of a job interview is to figure out whether you're a good fit for the job, the interviewer will probably ask you scenario-based and some personal questions to confirm your qualifications and assess your attitude. However, there's a subconscious element too: If your interviewer likes you and responds well to you, he or she is likely to give you a much better score or recommendation than otherwise.

Interviewers tend to follow a script—asking the same questions helps make the process fair to all applicants—so there are limited opportunities for you to shine. But when the interviewer asks, "Do you have any questions for me?" then you have an opportunity to shine. Use it to show yourself as engaged, eager and a good (potential) coworker. Failing to ask any questions makes you look uninterested and uninteresting (not to mention even lazy and/or entitled).

Also, asking thoughtful, interesting questions will lead the interviewer to invest in you by providing answers, and maybe even confide in you a little bit, which helps the relationship between you and your interviewer feel like, well, a relationship. The interviewer will subconsciously remember that positive connection with you when crafting his/her recommendations to the higher-ups. Here are nine impressive questions to ask in an interview:

1. "How long have you worked here? What do you like most about it?"

Obviously, if the interviewer has introduced him/herself and already told you how long they've worked with the company, skip that part. But the second part of the question lets the interviewer talk about him or herself (and who doesn't enjoy that?) and lets you know whether employees enjoy working there.

2. "Where else have you worked in the company?"

The word "else" is in this question because most interviewers will tell you their current job as a way to introduce themselves. Obviously, if they haven't told you where they work, just ask them. The answer can provide some insight into the broader culture of the company and provoke good follow-up questions like, "Which job was your favorite?" Ultimately, this question will give you a good sense of the company while letting the interviewer connect with you by talking about him or herself, building more rapport between you and maybe a more positive impression.

3. "How do you respond when an employee comes up with a good idea?"

It's important to ask this question innocently, because if you're not careful it will come off like a challenge. But it's an invitation to the interviewer to explain a bit of the company culture, namely how it values and responds to employees, and makes you seem like you're ready to start improving things right off the bat.

4. "Is there much opportunity for overtime?" or "Do you keep things running during weekends?"

Tailor this question to the type of job in question. "Overtime" applies to workers who earn an hourly wage, weekend work to salaried employees. It will make a big difference in your quality of life, so it falls in the category of things important to you. But this is the question of someone interested in the job.



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5. "What are my advancement opportunities in the long-term?"

You probably want to add the "in the long-term" part because otherwise this question could be taken to mean you're not satisfied with the job at stake in the interview (you may not be, of course, but don't tell the interviewer that!). But this is another question that shows you're thinking of committing to the job, because you're thinking about an extended future with the company.

6. "Is there a chance I'll be relocated?"

This is another question that shows interest in the company as a long-term career, and it's good to know if you just completed your final PCS.

7. "Am I replacing someone? What happened to them? What did you like best about their work?"

These questions will provide some free mentoring upfront, along with an idea of the actual expectations of the job (as contrasted with the on-paper expectations of the job posting). Of course, you might get, "I'm not comfortable talking about that," which usually means the former job occupant was fired, or they were promoted, which allows

you to follow up with a question about advancement. Either way, good information to have, and good searching questions from someone serious about succeeding in the job.

8. "What are common mistakes people have made in this position?"

If you're serious about the job, make sure you note the answers by writing them down. This is another way to get some upfront mentoring, and will impress the interviewer by showing you take your performance seriously.

9. "What do you find most exciting about this company?"

A fun, feel-good question that gives the interviewer an opportunity to talk, and which will give you a practical look at daily life working there and/or an idea of the practical goals of the company.

Bonus: Questions to avoid in an interview

Just as the right questions create a favorable impression of your eagerness and investment in the job, so also the wrong questions can sour an interviewer on you. If that happens, they can find any pretext to push other candidates ahead.

Avoid asking questions (or using a tone) that imply you aren't impressed with the company, like "Do you have any community service initiatives?" or "Do you use [insert specialized software or system] at this company?"

Don't ask about benefits, because it makes you seem entitled. Don't mention your minimum required salary. When they offer you the job, then is the time to talk compensation and benefits.

Don't ask if they've employed a lot of veterans—you don't want to create the impression that you're looking for a former-military environment, because they want someone to integrate into their culture, not impose another.

Just remember that you need this interview to result in a job offer, and that largely depends on the impression of the interviewer. What will distinguish you in his or her mind from other seemingly qualified candidates is whether you seem like a good fit. The game here is to make them like and respect you while feeling comfortable that you'd be a good addition. You have a lot more leverage for negotiation when they finally offer you the job.





Section 5: After the Interview





5 TIPS FOR VETERANS WORKING REMOTE DURING THE COVID-19 OUTBREAK

by Jennifer Farrell

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Were you suddenly thrust into the world of "work from home" this spring with no idea how to succeed? Veterans and transitioning service members are known for their ability to succeed in austere environments while adapting along the way. Put those same traits to good use as you figure out how to effectively work from home.

First of all, accept the fact that working from home is a learned skill. During this global pandemic, many organizations had to quickly adapt to a remote workforce.

Collaboration looks (and sounds!) different when you are working as part of a virtual team. There's no "water cooler conversation" in a remote work environment, so you will have to find other ways to build and maintain relationships.

Here's another solid fact. The time you save commuting you will spend troubleshooting. The sooner you get good at basic tech support, the more effective you will be. Remember, everything works better after a hard restart. Also, if you are having trouble accessing a program, playing a video or connecting to conferencing software you may want to try a different browser.

I've worked remotely for the better part of the last 12 years. Without the ability to telework, there's no way I could have maintained a career while my spouse served our country.

Here's a few tips to help you establish an effective WFH experience:

1. ESTABLISH A DEDICATED WORKSPACE

Claim your space and make that the place where you go to get in your zone. You may be dealing with physical constraints, a spouse who is also working from home and children who are virtual schooling. These factors make a dedicated workspace even more important. Ideally, your workspace will have a door you can close, some natural lighting and good connectivity to the internet. I've successfully established an "office" in six homes over the past 12 years. Veterans usually have awards and memorabilia (an "I love me" wall!?). You might want to integrate some of those items into your dedicated workspace to help make it your own and feel more like an office. With the move toward Zoom and other virtual collaboration services, be mindful of the background and lighting in your workspace. Avoid being "backlit" or your web cam will never be able to calibrate properly, and all your colleagues will see is your silhouette.

2. LOOK SHARP TO BE SHARP

Stick to your regular morning routine. Get ready for your day in the same way you would if you were going to the office. Your productivity will suffer if you spend the entire day in pajama pants or PT gear. We all sit up a little straighter and speak a little clearer when our pants don't have an elastic waistband.

section 5: After the Interview

3. MANAGE EXPECTATIONS

First and foremost, manage your own expectations. It will take time for you and your colleagues to find a rhythm, especially if you are forced to work in a virtual environment for the first time. I remember the first few months I started teleworking we lived in base housing in Okinawa, Japan, and my desk was exactly 17 steps from my bed. I'm a workaholic, so a lot of mornings I would go straight from my bed to desk and begin working (I was violating #2!). Before I knew it, I'd been at my desk for hours without a proper meal. At some point I realized that I was spending 12-14 hours at my desk, and usually my first real "break" was around dinner time. This is not a good habit and could have led to burnout. Create some boundaries and manage your own expectations regarding availability, productivity and work/home boundaries.

Next, you need to manage the expectations of your family

members and/or roommates. If you have multiple people working from home, you could end up with internet bandwidth issues. Perhaps your spouse is on conference calls all day and you need to deliver a technical edit on a complex document—the two of you will have to communicate about who needs what, and when.

Finally, turn to the expectations of your organization. If you are leading a team through this time you will need to work with each member to establish expectations. Clearly communicate about your expectations and be sure to listen to the employee's needs. You will need to manage the expectations of your supervisors, as well.

4. FIND YOUR RHYTHM

One of the advantages to remote work is that you have more control over your schedule. Figure out what times of day work best for you to do deeper, more focused work, and

what times of day are good for video conferences and collaboration.

5. END THE DAY

Creating an "end of the day" ritual will help you create boundaries between work and home. It will signal to your mind and body that you are done with work and now "going home." A great end of day ritual could be drafting your to-do list for the next day and cleaning up your workspace. And, if your workspace has a door you can close, go ahead and walk out of that space and close the door behind you.

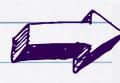
Jennifer Farrell is a Certified Workforce Development Professional (CWDP) and a Job and Career Transition Coach (ICTC) who has assisted thousands of service members and military spouses through the career transition process. She works as a Master Trainer and Curriculum Specialist at GBX Consultants, Inc.



5 RULES EVERY TRANSITIONING VET NEEDS TO KNOW ABOUT HOW TO NEGOTIATE A JOB OFFER

by Melanie Brassfield

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Let's be candid. You may have negotiated a hostage release, brokered a major agreement between organizations, and mediated a dispute between workmates. But chances are you have NEVER negotiated your own salary. It's time to learn how to negotiate a job offer!

The military very conveniently offers a fixed-price salary. No performance-based pay, no overtime—you need a promotion to garner a pay raise. Are you starting to get excited? Your post-military job will pay you what you are worth and proactively reward you for your progress, achievements and accomplishments. Or will it?

Contrary to popular belief, the majority of companies will not deliberately set out to lowball you on a salary offer. But this doesn't mean the offer they give you is THE MOST they are willing to pay. Are you willing to miss out on thousands each year just because you didn't feel comfortable asking for more?

There is a lot of research you need to do before talking salary with your potential employer. You should understand the market, your professional worth and the scope of the position on offer. Once you are ready to go, it is crucial that you keep these five rules in mind.

1. Your new employer couldn't care less how much the military paid you

That's right. The salary you earn this year probably won't factor into an employer's offer. While military compensation calculators are valuable tools that help you understand what you earn, it is important to recognize that your military salary compensates you for your military job. Your future employer will base your salary offer on three factors: the scope of the new position, the relevant value and experience you bring, and your market value in the local area.

2. Timing is everything

The ideal time to discuss salary is when you have a job offer in hand. If you start talking salary prior to

an offer, you can price yourself out of consideration. Perhaps worse, you may reveal that you are willing to work for less than the company was planning on offering.

3. He who mentions money first loses

Salary negotiations strategies are just like poker, salary negotiation rarely favors the candidate who plays their cards first. If you are the first to mention a number, it is unlikely you will receive more than that. If the employer provides you with their monetary offer first, you can probably negotiate an increase.

4. It is a business negotiation

Don't get personal, even if you feel offended by the offer. Remember that the people you are speaking with are part of the team you will be working with next week. Don't get emotional, make sure you justify your requests, and be prepared to give a little and not just take.

5. Money isn't everything

Perhaps the company doesn't have room to move on the salary. Perhaps they know their offer is slightly below market average, but they have a world-class professional development program. Factor in the benefit package when considering the salary offer. If the company can't meet your salary request, you may be able to negotiate added extras such as additional leave, a hiring bonus, flexible work arrangements, or a course that you want to take.

Learning how to negotiate a job offer can be a daunting process for transitioning veterans, but rest assured, it will feel more comfortable each time you do it. As added motivation to start the conversation, imagine how you will feel six months from now if you learn that most people in your position started on a higher salary. Study the rules, watch out for our upcoming article on asking the question, and get ready to negotiate.

5 GOOD ANSWERS TO 'WHAT'S YOUR DESIRED SALARY?'

by Matthew Klobucher



You applied to your dream job, received a call-back for an interview, and the company offered you the job. Congratulations!

Now they've asked you what you want to make—and you don't want to either jeopardize the job offer or undersell yourself.

Here are five good interview questions and answers you can give:

1. "I'm asking for [amount] a year"

This is the most straightforward answer, and it may be the most difficult thing to say in a discussion about a job offer. There's a little art to the number you throw out first and the conversation that follows. but remember this isn't a negotiation to buy a used car. Of course you are going to try to get the highest salary you can, but being unrealistic, pushy or acting entitled will contribute to your reputation. As a general rule, start about 10 to 15 percent above your desired number to give yourself some room.

A question about salary should never take you by surprise. Once you get called

for an interview, you should begin considering your minimum requirements for working at the company that called you. After your interview, calculate your required salary, which should be based on your military salary, the cost of living (including rent, which was previously covered by BAH), civilian expenses like healthcare, and any adjustments for paying taxes on your whole income rather than a salary or additional responsibilities. That way you have a number in mind if someone offers you the job and when you tell them your number, you can explain how you got there so you don't look like you're asking for the moon.

2. "I'm looking for [amount] an hour"

Many jobs in manufacturing, service, and industry pay their employees hourly. The advantage of this payment method—for both employer and employee—is that it compensates for the amount of work. Also, you get extra money if you're working overtime, which you won't get with a salary.

Before you accept a wage,

however, you need to make sure it's enough. Full-time employment is technically 36 or more hours a week. though in the vast majority of cases it's 40 hours. Make sure that you know what the full-time schedule is, so you can calculate what your wage should be. A good rule of thumb is to count on working 2000 hours a year (50 weeks at 40 hours a week), which gives a little cushion of about 80 hours for those days you won't be able to make it to work—and therefore won't get paid—due to sickness, various appointments, car trouble or weather.

Also, ask whether overtime is available. Some companies award overtime to good employees—they get the chance to make more money. Other companies plan to work 15-30 hours of overtime a month. If there's steady overtime available, you may factor that into your calculations of the minimum wage you plan to accept—but be careful that you don't assume more than half the overtime the company promises you. Overtime is a higher expense for the company, so they try to avoid it.



3. "I'm looking for [specific benefits]"

Most veterans think only in terms of money when they transition: Will my job provide as much money as the military did? But the military provides a lot more than salary—in fact, the actual salary portion of military pay is quite low. It's the allowances and benefits that make military compensation so competitive (and it certainly is compared to equivalent civilian positions!).

Remember that your military compensation included free or low-cost healthcare, with no premiums; it provided a cost-of-living-adjusted tax-free allowance for housing; it granted a positively European four-plus weeks of vacation. Companies may allow benefits like these as bargaining chips to keep their labor costs down. If they do offer sponsored healthcare and lots of vacation or generous holidays, or something like childcare, then you may be willing to accept less money than you originally thought. But don't assume that company healthcare is free! Even company plans come with premiums you have to pay, so be sure to ask what the costs are of those benefits and factor that into the discussion.

4. "I can't accept less than [amount]"

Many veterans are nervous about negotiating salary because they're used to the "take it or leave it" attitude of the military, and maybe they're afraid that if they try to negotiate, they'll seem ungrateful and cause the company to rescind the job offer. Nothing could be farther from the truth! A company does not offer a job lightly, and the worst that will happen is they'll give you a "hard ceiling" at the most they can (or are willing) to pay you. But they will look out for their bottom line, too—if they can convince you to work for less money, they will.

It's arguably worse to end up in a job that doesn't pay as much as you need than it is to be unemployed for a few more weeks, chiefly because it's much harder to search for a job when you already have one. So at least be ready to tell whoever's offering the job your "hard floor," the minimum you're willing to accept.

5. "I think [amount] is a fair salary"

Sometimes the job you're being offered is a step above what you've done before. In fact, the easiest way to get a raise is often to change companies—if they think you can make a difference, employers are willing to pay a premium to lure you away from your previous job. Contrast that to the company that already employs you, which is fighting the temptation to continue to get good work without paying any more. An answer like this only works, however, if you know you'd be difficult to replace.

Some of your leverage in this type of salary discussion is lost if you're coming straight from the military, which has a fixed pay scale. Companies in this case don't need to lure you out, you're transitioning already. But you can point out that the job vou're being offered is the equivalent of a rank up from what you had, and that you deserve more money than you received in the military. You can also note that the military relocated you for free, and that the company saved that cost and therefore can afford a higher salary (or at least a signing bonus). Just be prepared to "split the difference" with the company as far as savings—they have a skin in this game too. Why would they take a chance on you in an important position if they could pay someone who's already done it successfully? Because you're less money, of course! So remember that you might get more in that situation, but you won't get as much as someone more qualified or with more experience than you.



Section 6: Should I Go Back to School?



YOUR FIELD GUIDE TO THE GIBILL

by Ryan Connolly, U.S. Coast Guard Veteran





That fateful form... DD-214 leads to a life of freedom and confusion. After having everything in one place for so long, the daunting task of contacting so many people and filling out so many forms can be overwhelming. That is why we put together an easy step-by-step guide for using your GI Bill. This is your field manual.

Step 1: Do I Want to Go to College?

If the answer is no, then based on service requirements you may be able to transfer your Post-9/11 GI Bill to your dependents. If you decide college is the right step for you, then you owe yourself a pat on the back.

Step 2: Where Do I Go?

This is a tough question. With so many schools and such a price variation among them, navigating several schools can be difficult. But don't worry! The first thing to keep in mind is the payout cap for the Post-9/11 GI Bill. As of Aug. 1, 2020, Chapter 33 will pay all tuition and fees to any state university for an in-state student, or up to \$25,162.14 per academic year for a private university or out-of-state student (this amount is recalculated each year to adjust to cost of living, similar to basic pay in the service).

Another thing to think about is the veterans population on campus. Maybe you want to just blend in with the rest of the student population; but for those of you who wish to get a little extra help and maybe make some friends with common backgrounds, a school with a thriving veterans community is a big factor. Ask if there is a faculty member dedicated strictly to veterans. Ask if there is a student veterans organization, and if so, whether that organization is part of the Student Veterans of America (SVA).

Do you want to go to a large school or a small school? This is a crucial question. Student population can be a big part of your experience on campus.

Step 3: Contact the VA

There are a few ways you can do this. The easiest is to call 1-888-GI BILL-1 and ask that they mail an application to you. You then fill it out and mail it back. If you are more technologically proficient you can log on to your VONAPP account and apply there. VONAPP is your one-stop shop for all your veterans benefits.

Once the VA has received your application, staffers will get back to you with the amount of benefits you are allotted. It is important to note that if, for example, you are entitled to 80 percent benefits, it is 80 percent of the full or cap tuition for the full 36 months, not full tuition for 80 percent of the time. Also note that the percentage of GI Bill benefits is independent and completely separate from your disability percentage, if you have one. You can file an appeal if you feel the VA has given you an unfair or incorrect percentage. The appeals process is outlined on the document with your percentage allotment.

Step 4: Apply to School

Find your school's application (usually online) and fill it out. While schools may not explicitly ask if you are a veteran, it is not a bad idea to self-report that information. A good place for that may be in the essay portion if it is relevant to the question. Schools want vets on campus.



Step 5: What If I Don't Get Accepted?

Maybe you failed your first PT test at boot camp, maybe you got lost during a field exercise, maybe you needed assistance in a terrible situation. Did you give up? No! Keep trying. If you had your heart set on that particular school, apply again as a transfer next semester.

Step 6: How Do I Prepare?

Stay in touch with your school; staffers will notify you when you need to go in for advising, orientation and class selection. Get a notebook and a few pens; find the book requirements for the classes you will be taking. (Your Post-9/11 GI Bill benefits include a \$1,000 a year book stipend.) Always be ready. Your benefits also include a living stipend equal to the BAH for an E-5 with dependents for the school location. Take that into account when deciding whether you will be working during school.

Step 7: Visiting the Financial Aid Office

Do this during your orientation visit; you will need to complete this paperwork before your first day of classes. Some colleges have a veteran's officer in the financial aid office. If that is the case, ask to meet with her or him. If they do

not, almost all schools still require a form to be filled out just for vets. It is usually a short form that asks which type of benefits you wish to use (in this case, Chapter 33, Post-9/11 GI Bill). You will also need to list the classes you wish to take for the upcoming semester. Don't worry, if your classes change you can go back at any time and change the form. For some states where tuition is waived for vets, this same form will act as your tuition waiver. From there the school will bill the VA directly and you do not have to do anything! The VA will pay tuition and fees to the school, and BAH and a book stipend to you.

Step 8: Your First Day

Your first day may be a stressful one, but just like any other mission, get in and do what you have to do. Acclimating to a college setting can be a difficult task, but it is well worth the battle, and in the end you will find yourself to be a stronger, better person. Don't be afraid to reach out to friends, people from your last unit, or even fellow vets or your instructor on campus. I recommend you arrive early and get yourself situated before class starts. Having time to get your head in the game is crucial. Remember these people you are with now are not soldiers.

You may see things that are different: long hair on men, subculture clothing, etc. A lot of these people are going to be young as well, just out of high school. Remember to be polite and respectful, even if you are confused or shocked.

Step 9: Get Involved!

When I was discharged with a 60 percent disability rating, I thought my days of helping people were over. At 22 years old, with the prospects of being a police officer or a firefighter over, I felt like I received a life sentence. Then I became involved with the student veteran's organization. Suddenly, I realized I can do as much, if not more, good than I ever have before. College is a cauldron of opportunities. Find your area of interest and participate!

Step 10: Enjoy the Ride and Congratulate Yourself

College can be an amazing experience. It is a fantastic way to assimilate yourself back into the civilian world, and you will learn a lot along the way. You don't have to stand duty or answer to your superior. Enjoy school and get as much from it as you can.

You have successfully become a college student. Congratulations on your drive, ambition and unwillingness to quit. Give yourself a pat on the back. Remember, if you ever need help there are resources available both through the VA and your college.

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CAREER TRANSITION: REACH OUT FOR A BATTLE BUDDY IN UNCERTAIN TIMES



Rachel Sanders, MBA

by Rachel Sanders, MBA

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Transitioning out of the military has its challenges, but this year has brought challenges we've never experienced before.

I expected uncertainty after separating from the U.S. Army, and I prepared for it. But no one expected a global pandemic to affect every aspect of our lives, from career choices to family visits.

It's been a learning experience in many ways. I was fortunate to wrap up four years of service in the Army, including a deployment to Afghanistan, and find transitioning resources like Soldier For Life Transition Assistance Program (SFL-TAP), Hiring Our Heroes (HOH), and Wounded Warrior Project® (WWP). Each organization has contributed to smoothing my path to civilian life.

I started preparing a year in advance. I lined up an internship through HOH with a great health care company. I prepared myself to apply to a rigorous doctorate program and spend a good part of the next three years working on a Ph.D.

Thankfully, I've been able to complete my HOH internship and begin Ph.D. coursework despite the uncertainty we've all experienced during the last several months.

What I am still learning is that you can prepare for every scenario, yet there are things you cannot predict: a global pandemic, an uncertain job market, and starting your civilian career with a degree

of distance between you and the people you planned to network with.

Even during economic boons, most people find it challenging to transition out of the military. After all, you're going from military service, where your career path is a bit more predictable, to a less structured civilian world with no guarantees.

I don't have all the answers, but I've learned three things over the past several months that are helping me get through my unique transition:

1. Start your transition process 18 months out.

This is what SFL-TAP and other organizations recommend. It does take about a year and a half to effectively prepare for your new chapter in your life.

2. Prepare financially.

I didn't realize the importance of this until I attended an SFL-TAP class on financial budgeting. List all your bills, and determine your ideal job after the military, your expected salary, and where you'll be living.

3. Know your path and ask for help.

As you lean on others for advice, you'll figure out the path that works best for you. There are many options: pursuing an academic degree, going into the workforce, or becoming an entrepreneur and being your own boss. Each path is good, but you have to have a plan.



Please know there are resources to guide you. Feel confident asking for help—there's a lot to work through when you transition. Not only do servicemen and women have to relearn how to apply for jobs, interview, and build a civilian résumé, but the salary and benefits we take for granted in the military are things you negotiate in the civilian world.

Offered free to warriors and their families, WWP's career counseling program, Warriors to Work®, empowers participants to translate military experience into a civilian résumé, develop career skills, prepare for job interviews, get connected at job fairs and networking events, and facilitate relationships with potential employers. The teammates at WWP have been in our shoes. They understand that most of us took salaries and promotions for granted and can use help practicing negotiation skills. Your transition out of the military doesn't have to be a lonely road. Talking to likeminded people at WWP reminded me that I'm in good company.

With WWP by my side, I know when I officially step away from the Army, I have someone rooting for me, empowering me, and encouraging me. It's not always going to be easy, and there are challenges ahead. But there's somebody there—like a battle buddy. When you're in the Army, you have someone to your left and your right. I feel that moving forward, I have that same support to rely on.

I'm excited about the road ahead, whatever the challenges may be.

About the Author

Rachel Sanders, MBA, is a human resources consultant and a Ph.D. candidate. She is transitioning out of active duty as sergeant, U.S. Army, Ft. Campbell, Kentucky. She attended college as a Division 1 athlete and played basketball for Central Connecticut State University. She completed an MBA at Ohio Dominican University before enlisting in the U.S. Army. She's now planning to work on a doctorate in business administration at Trevecca University and has relocated to Nashville.

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