



U.S. Department of Labor

Understanding Resume Essentials

Participant Guide

**Off-Base Transition Training (OBTT)
Veterans' Employment & Training Services (VETS)
Transition Assistance Program (TAP)**

January 2022

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Workshop Introduction

Welcome to the Understanding Resume Essentials workshop. This two-hour workshop is provided by the Department of Labor (DOL) to veterans, including those veterans currently serving in the Reserve Component (National Guard and Reserve members), and their spouses preparing their first resume or updating their resume for a career change.

In this workshop, you will

- Determine the difference between master and targeted resumes.
- Describe elements to include on a resume.
- Apply the STAR method to write an accomplishment statement.

OVERVIEW

- Section 1: Resume Basics
- Section 2: Resume Types
- Section 3: Job Posting Analysis
- Section 4: STAR Statements
- Section 5: Resume Styles
- Section 6: Cover Letter

The workshop is divided into six sections.

- **Resume Basics** focuses on explaining what a resume is and how it is used. Topics and activities include:
 - Resumes
 - Activity: Resume Quiz
- **Resume Types** focuses on what employers are looking for in a resume. Topics and activities include:
 - Master and Targeted Resumes
 - Applicant Tracking Systems
 - Activity: Job Description Review for Keywords
- **Job Posting Analysis** focuses on what you need to look for in job postings. Topics and activities include:

- Job Postings
- Activity: Job Posting Analysis (T-Chart)
- Activity: Resume Quick Scan
- **STAR Statements** focuses on what makes a good accomplishment statement. Topics and activities include:
 - STAR method
 - Activity: Use the STAR Method to Create an Accomplishment Statement
- **Three Resume Styles** focuses on what is the best style for your resume. Topics and activities include:
 - Chronological, functional, and combination resumes
 - Activity: Identify Resume Styles
- The last section, **Cover Letters**, focuses on the purpose and parts of the letter and provides a template and example cover letter.

Section 1: Resume Basics

Resumes

Most jobs you apply for require a resume. A resume is a document that quickly shows an employer your relevant skills and experience. It is often the first line of contact that you have with a potential employer. An employer will form his or her first impression of you based on your resume.



The number one purpose of a resume is to effectively summarize and highlight your qualifications in a way that will make the employer want to contact you for an interview.

Before you begin drafting your targeted resume, review the following statements in the quiz and decide if they are true or false.

Activity: Resume Quiz

Read each statement and decide whether it is true or false

1. The number one rule for writing a good resume is “more is better.”
2. Regardless of your age, your resume work history should list all jobs going back to high school.
3. Your resume should not be longer than two pages.
4. A good resume is flexible enough to cover various job options within your professional field of interest.
5. A good resume paints a clear picture of you, including your height, weight, race, age, gender, marital status, and your number of children.
6. Employers like to see that you are interested in things other than just your job, so include volunteer work, continued education, and association involvements.
7. All resumes should contain the complete names, addresses, and telephone numbers of your references.
8. To help your resume stand out, you should make it as unusual as possible by printing it on brightly colored paper or including a picture of yourself.
9. A well-written resume is sufficient to get you the job you want.
10. It is always better to spend money getting a professional resume writing service to write your resume for you as opposed to doing it yourself.

Resume Quiz – Answers

1. FALSE: An employer reviews a resume, on average, less than 30 seconds, so there is a very short amount of time to catch their attention.
2. FALSE: The guideline for work history is about 10 years unless the employer specifically requests more information. Federal resumes and applications may also require a longer and more comprehensive history.
3. TRUE: (In most cases) Depending on the employer and what they are requesting, federal resumes are likely to be closer to five pages.
4. FALSE: Resumes need to be targeted for specific job postings/jobs. A networking or general resume may be used at certain times, but when applying for a job, a targeted resume is recommended.
5. FALSE: It is important to stay away from discriminatory types of information. The items listed in this statement are not necessary for doing a job and would not be necessary to include.
6. TRUE: Remember to include things other than your jobs that are relevant to the specific position. Resumes can include paid and unpaid (volunteer) work to show experience.
7. FALSE: References will be on a separate document and will be provided to the employer if they ask. Some online resume applications will ask for this information, so it is important to identify your references in advance.
8. FALSE: Avoid using gimmicks that you think will get your resume reviewed. It will most likely backfire, and you will be remembered— but not in a good way.
9. FALSE: Resumes are designed to get you into the interview seat, and the interview will also play a role in your hiring process.
10. FALSE: Most resume writing service providers will need a great deal of assistance from you, so it will not save time and will cost you money. Furthermore, if you follow the best practices discussed in this curriculum, you will understand how to write your resume and will not need their help.

Section 2: Resume Types

Two Types

There are two types of resumes:
the master resume and the targeted resume.

MASTER RESUME

- Lists and completely describes your
 - Skills
 - Work Experience
 - Training
 - Certifications
 - Awards
- Stores information on your accomplishments and work history

Master Resume

A master resume lists and completely describes your skills, work experience, training, certifications, and any awards you have earned.

The master resume will serve as a document for you to store information on your accomplishments and work history. Writing a master resume can be time consuming, but it is worth the effort and time upfront. While there is no template, you may include the following information in your master resume:

- Organization's name
- Organization's city and state
- Job title
- The month and year that you started and finished
- Your job responsibilities
- Your accomplishments
- Supervisor's name and contact information

A well-written master resume will:

- Make it easier on your memory. It is hard to recreate your work history time and time again. If you have a master resume, you have your chronological work history and skills listed in one place.
- Allow you to present your experience and skills to best position yourself for a specific employer or opportunity.
- Make it easier to create a targeted resume and avoid writing a generic resume.

In this workshop, there is not enough time to fully develop your master resume. However, you have the tools and knowledge to start the process immediately. Remember, as you acquire new skills and experiences, continue to add this information to your master resume.

TARGETED RESUME

- Focuses on a specific organization or job opening
- Highlights the skills and experiences relevant to that position
- Shows how specific skills and qualifications match the job requirements
- To write a targeted resume:
 - Analyze the job posting and research the company
 - Determine key skills or qualifications required

Targeted Resume

A targeted resume focuses on a specific organization or job opening and highlights the skills and experiences you have gained, relevant to that position. The targeted resume helps the employer see how your specific skills and qualifications match the job requirements.

To write a targeted resume, you must know what position, career field, or company you are targeting. Take some time to analyze the job posting and research the company. What are the key skills or qualifications this company cares about? The goal of your targeted resume is to show the employer that you match the exact skills and qualifications they are looking for.

Your Application and ATS



An applicant tracking system (ATS) is software used by many companies to manage the recruiting and hiring process, including job postings and applications. The ATS tracks candidates through the hiring process and organizes information about job candidates. It is a searchable system for the hiring organization. Two features of an ATS include scheduling interviews and sending emails to candidates, and alerts to company employees such as the hiring manager and recruiter.

A common ATS feature companies use is analysis of applicants to recommend the most qualified candidates. An ATS can use different algorithms and even varying degrees of artificial intelligence to sort large numbers of applications and speed the HR process.

Many companies use an applicant tracking system (ATS) to scan for keywords, former employers, years of experience, and attended schools to quickly find candidates that match the company's desired qualifications. These scans are designed to weed out less qualified candidates and hasten the resume review process for the employer. However, ATS scans may cut people who are qualified but who have not included the keywords on their resume that an ATS system has been programmed to find.

GETTING RESUMES THROUGH ATS SCAN

Use

- Long-form and acronym.
- Chronological or combination.
- Acceptable file format.
- Keywords.

To ensure your application passes the ATS scan and makes it to the employers' hands, do the following:

- Use both the long-form and acronym version of keywords (e.g., Heating, ventilation, and air conditioning (HVAC), for maximum searchability.
- Use a chronological or combination resume format (avoid the functional resume format).
- Use an acceptable file format. When you attach or upload documents, use standard formats such as .docx or .doc.
- Add keywords and phrases that appear in the job description or job announcement throughout your resume. For example, if the job requires someone with experience in HTML and CSS, then you will need to include HTML and CSS on your resume and application if you have those skills.

AVOID THESE

Use

- Long-form and acronym.
- Chronological or combination.
- Acceptable file format.
- Keywords.

Avoid

- Charts, images or PDFs.
- Tables or columns.
- Headers or footers.

- Avoid uploading charts, images or PDFs unless otherwise instructed. Most automated screen technologies cannot index non-text files.
- Do not use tables or columns, as they often cause errors.
- Do not use headers or footers, as the information might get lost or cause an error.

Activity: Job Description Keyword Review



You will review the following two job descriptions to find keywords, important phrases, and requirements.

Activity 1: Job Description Keyword Review for a HVAC Installer Technician

Review the following job description for a HVAC Installer Tech with Comfort Air Corporation. The job posting was sourced from Indeed.com searching for HVAC in Dallas, TX.

Look for keywords and phrases. Does the job posting name any items which are preferred and/or required? Decide which key words should be included on a resume.

HVAC Installer Tech

HVAC Installer, needed to join the Comfort Air Team! We've been in business 42 years and have a large customer base. Looking for a team player who enjoys and has a passion for installing HVAC equipment per manufacturer's specifications. Must be committed and trustworthy.

What we Provide:

- Excellent pay and GREAT Sign on Bonus for Qualified Applicants!
- Service vans and trucks that are equipped for a professional tech
- Quality uniforms so we can always look our best
- Comprehensive training on the latest advances in HVAC technology
- 24-hour technical support
- Excellent performance-based BONUS PROGRAM
- Quality health, dental, life insurance and 401K
- Vacation time
- Warehouse stocked with the supplies for easy replenishment

What we're looking for:

- 2 or 3 years of verifiable experience
- Professional attitudes with a team player mentality
- Basic tool arsenal for an experienced HVAC Installer
- A willingness to work until the last job of the day is complete
- Able to lift and move a minimum of 50 pounds
- An honest and gentle approach with all our customers and team members

Experience/License/Certification:

- HVAC: 2 years (Preferred)
- Driver's License (Preferred)

This Job Is:

- A job for which military experienced candidates are encouraged to apply
- Open to applicants who do not have a high school diploma/GED
- A "Fair Chance" job (you or the employer follow Fair Chance hiring practices when performing background checks)
- A good fit for applicants with gaps in their resume, or who have been out of the workforce for the past 6 months or more

Company's website:

- www.comfortairsav.com

Discussion Activity 1: Job Description Keyword Review for a HVAC Installer Technician

The job posting identified HVAC experience as preferred.

If you did not have HVAC experience or had some experience, but not two years, what might you say on your resume? Military experienced candidates are encouraged to apply.

What other keywords or phrases do you think are important?

**Activity 2: Job Description Keyword Review for a Contracts Administrator**

Review the following job description for a Contracts Administrator. The job posting was sourced from Indeed.com searching in Los Angeles, CA.

Look for keywords and phrases. Does this position supply more information than the earlier job description? Decide which key words should be included on a resume.

Contracts Administrator

Duties to include but not limited to:

- Conducts competitions for supplies and services.
- Reviews Prime and subcontract documents and correspondence as part of the analysis of incoming bid requests and develops preliminary subcontract terms and conditions.
- Participates in negotiations with existing or prospective suppliers.
- Monitors subcontractor performance to ensure cost and technical objectives are being met.
- Recommends appropriate activities to resolve performance difficulties.
- Request amendments or modifications to subcontracts as required.
- Familiar with standard concepts, practices, and procedures within a particular field. Relies on experience and judgment to plan and accomplish goals.

Qualifications:

- Bachelor's degree in Business Administration or related field or years of experience in lieu of degree
- 2-4 years related experience
- Proficient with MS Office Suite
- Training in contract law preferred.
- Experience with CostPoint preferred

NOTE: if you see EOE/M/F/V on an application, this can stand for Equal Opportunity Employer / Male / Female / Veteran (employment). Not all the letters may be used, and a letter may be interchangeable. For example, the M may be used as an abbreviation for minorities instead of male. A posting may also include the letter D for disabled.

Discussion Activity 2: Job Description Keyword Review for a Contracts Administrator

In the second activity, a review of the qualifications shows requirements, acceptable substitutions, and preferences.

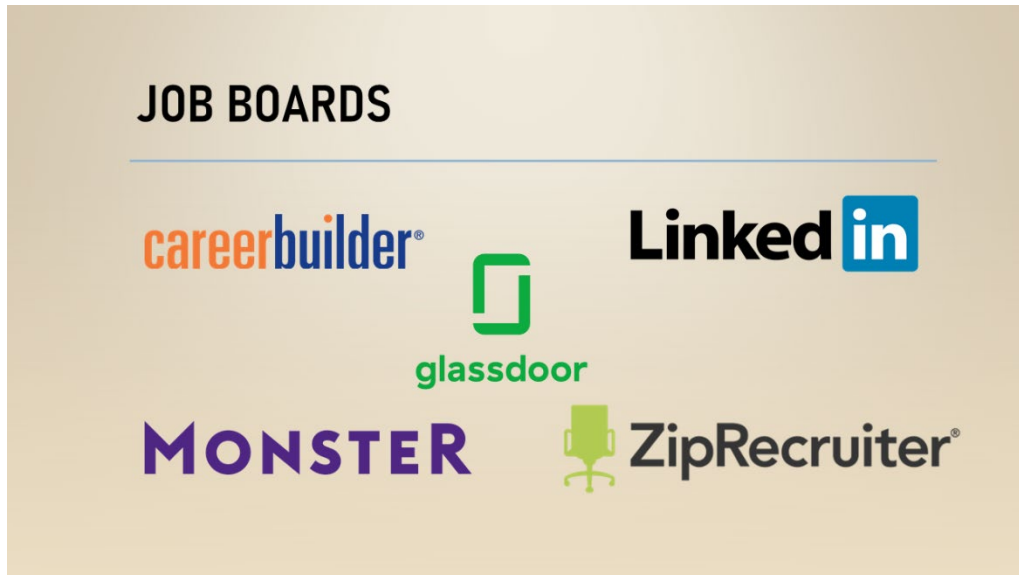
- Bachelor`s degree in Business Administration **or related field or years of experience in lieu of degree**
- **2–4 years related experience**
- **Proficient with MS Office Suite**
- Training in contract law preferred
- Experience with CostPoint **preferred**

What other duties or qualifications do you think are important?

Section 3: Job Posting Analysis

In this section, let's focus on what you need to look for in job postings.

Reviewing Job Postings



Job postings can give insights into the skills, experience, and other selection criteria that an employer considers most important for a specific job vacancy.

Job boards may be used to find a job posting. Five common job boards are:

- CareerBuilder
- LinkedIn
- Glassdoor
- Monster (Monster.com)
- ZipRecruiter

Where have you searched and found jobs in the past? Do you have a preference?


Here are some tips for maximizing the information you can gain from job postings:

Tips for Maximizing Job Posting Information

- Read the entire job posting. Skimming the posting may cause you to miss pertinent information such as type of position (full-time or part-time), location, or travel expectations.
- Print out the job posting and highlight keywords in the qualifications, skills, and experience sections.

- Verify you meet the minimum requirements when sending a resume in response to a job posting. If the job posting says certification, license, degree, experience, etc. required, you might be wasting your time if you do not have those qualifications.
- Apply even if you do not have a skill if the posting presents that skill as “preferred” (degree preferred, two years of experience preferred, etc.). Including the word “preferred” usually means you can apply if you do not have that skill or ability if you have other qualifications.
- Apply directly through the company website rather than through the job board if you find a job posting on a job board that interests you.
- Find out if a job posting from a private employment agency will charge you a fee. Some agencies charge the employer a fee; some charge the job seeker a fee.
- Be wary of job postings that ask you to pay for training or purchase kits or training materials as a condition of employment.

Activity: Analyze a Job Posting (T-Chart)



ACTIVITY: JOB POSTING ANALYSIS

- Select a job posting.
- Read the job description.
- Use the T-chart to determine if you are a qualified candidate.
- Ask yourself:
 - Does the job description interest me?
 - Can I see myself working in this job for 8 hours a day?

Review the following job posting example for a CDL Truck Driver position. Pay special attention to key words and phrases.

About the Job

MA Life Drivers operate heavy-duty trucks and are responsible for the collection of waste or recyclable material. Drivers will transport the material to a disposal, transfer or recycle facility when trucks reach legal load capacity. Drivers safely maneuver vehicles and navigate high traffic and congested roadways, driveways, alleyways, and lots.

Minimum qualifications to be a MA Life Driver.

Must be at least 18 years of age

- Hold a current Class A or B Commercial Driver's License with an air brake endorsement.
- Legally eligible to work in the United States.

What You'll Do

Employee will be assigned a specific line of business based on experience. While many of our vehicles are automatic, some require experience with standard transmissions. May be hired to fill Roll-off, Residential, and Commercial position based on experience.

Work Environment

Listed below are key points regarding the physical requirements, and work environment of the job. A reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions of the job.

- Required to use motor coordination with finger dexterity (such as keyboarding, machine operation, etc.) most of the workday.
- Required to exert physical effort in handling objects less than 75 pounds occasionally.
- Required to be exposed to physical environment which involves dirt, odors, noise, weather extremes or similar elements most of the workday.
- Normal setting for this job is: outdoors and/or driving a vehicle.

Responsibilities

- Operates vehicle in accordance with Safety and Life Critical Rules, OSHA (Occupational and Safety Health Act) and DOT (Department of Transportation) requirements as well as all local, state, and federal laws.
- Performs pre- and post-trip inspections of assigned vehicle and documents checks utilizing the standard DVIR (Driver Vehicle Inspection Report).
- Works closely with Route Manager to improve route efficiencies and identify best practices.
- Communicates customer requests to Dispatcher or Route Manager.
- Completely dumps all receptacles and leaves the customer's location clean and free of debris.

When you find a job posting that you are interested in, it is beneficial to consider all the keywords and phrases and compare your qualifications with the job requirements, as done in the example.

Now complete this process on your own with a job posting in which you are interested. Use the following five steps to decide if you should apply for a particular job.

1. Navigate to your preferred job board and select a job posting that interests you.
2. Read the job description, paying close attention to the position requirements, qualifications, and responsibilities.
3. Review the job posting for keywords and phrases that provide insight into the company’s mission, values, and organizational culture.
4. Use the following T-chart to document the keywords and job requirements from the job posting, as well as your qualifications. Check to see how you meet and exceed the job requirements to determine if you are a qualified candidate.
5. Ask yourself: “Am I qualified to apply to this job?”
 - If no, go back to your list of job postings and look for another job that is a better match for your qualifications.
 - If yes, continue to Step 6.
6. Ask yourself:
 - Will this job help me reach my goals?
 - Does the job description interest me?
 - Can I see myself working in this job for 8 hours a day?
 - If yes to all these questions, you may be ready to apply for the job!

Activity: Job Posting Analysis T-Chart

Job Posting Keywords	Your Qualifications
1. _____	1. _____
2. _____	2. _____
3. _____	3. _____
4. _____	4. _____
5. _____	5. _____

- What did you feel and/or think about the activity?
- What did you learn from this activity?
- Did you find that you have the qualifications for the job you selected?
- What skills and qualifications should you highlight in your resume?



Activity: Resume Quick Scan Sample Job Description & Resumes

In this activity you will play the part of the hiring manager who is looking for an employee for the role of human resources generalist. As hiring manager, you received two resumes for the position. Think about the important components of the job description and what you will look for in a candidate.

Read the following sample job description. Review the job requirements. Follow your facilitator's direction for completing the activity.

About the Job:

MA Life Drivers operate heavy-duty trucks and are responsible for the collection of waste or recyclable material. Drivers will transport the material to a disposal, transfer or recycle facility when trucks reach legal load capacity. Drivers safely maneuver vehicles and navigate high traffic and congested roadways, driveways, alleyways, and lots.

Minimum qualifications to be a MA Life Driver:

- Must be at least 18 years of age
- Hold a current Class A or B Commercial Driver's License with an air brake endorsement.
- Legally eligible to work in the United States.

What You'll Do: Employee will be assigned a specific line of business based on experience. While many of our vehicles are automatic, some require experience with standard transmissions. May be hired to fill Roll-off, Residential, and Commercial position based on experience.

Work Environment: Listed below are key points regarding the physical requirements, and work environment of the job. A reasonable accommodation may be made to enable individuals with disabilities to perform the essential functions of the job.

- Required to use motor coordination with finger dexterity (such as keyboarding, machine operation, etc.) most of the workday.
- Required to exert physical effort in handling objects less than 75 pounds occasionally.
- Required to be exposed to physical environment which involves dirt, odors, noise, weather extremes or similar elements most of the workday.
- Normal setting for this job is: outdoors and/or driving a vehicle.

Responsibilities:

- Operates vehicle in accordance with Safety and Life Critical Rules, OSHA (Occupational and Safety Health Act) and DOT (Department of Transportation) requirements as well as all local, state, and federal laws.
- Performs pre- and post-trip inspections of assigned vehicle and documents checks utilizing the standard DVIR (Driver Vehicle Inspection Report).
- Works closely with Route Manager to improve route efficiencies and identify best practices.
- Communicates customer requests to Dispatcher or Route Manager.
- Completely dumps all receptacles and leaves the customer's location clean and free of debris.

Tatum Brown

Barre, MA 01005 • (555) 789-3456 • tatum.brown@domain.com

SUMMARY OF EXPERIENCE

Over 8 years' experience as a Commercial Truck Driver in the Operations of Heavy Equipment and Personnel Training and Movement. Excellent mentor and innovative problem solver who draws upon in-depth knowledge of heavy equipment to achieve rapid repair of inoperable equipment. Technically proficient in a variety of computer-based diagnostic equipment with both hands-on and management experience. Team leader who motivates others to accomplish assigned tasks in a high-quality manner.

Personnel Management

Problem Solving

Maintenance Operations

Training Development

Decision Making

Quality Assurance

WORK HISTORY

Supervisor for Emergency Operations and Logistics

20XX – 20XX

Staff Sergeant, US Army, Ft. Hood, TX

Supervised and mentored team members to meet and exceed organizational goals under stressful and high intensity conditions.

- Provided oversight to the In-Processing of over 250 new trainees; the operation and maintenance of heavy equipment; and equipment inventory.
- Recognized by Unit Supervisor for maintaining high safety standards and 100% accountability of equipment valued at over \$8 million.
- Troubleshoot inoperable components using Computer-based Diagnostic Equipment, resulting in a 20% decrease in repair time saving thousands of dollars in reduced labor cost.

Instructor

20XX – 20XX

Platoon Sergeant, US Army, Ft. Benning, GA

Communicated in-depth knowledge in clear, straightforward terms. Mentored colleagues on how to effectively operate and repair computer-based diagnostic equipment.

- Conducted both team-based and individual training. Instructed groups ranging from 4 to 200 on the proper use and maintenance of heavy equipment.

Tatum Brown, Page 2**Truck Driver****20XX – 20XX**

Vending Licensing LLC, Barre, MA

Daily vending routes with box truck.

- Maintained accurate logs and completed all safety inspections before and after each trip. Clean driving record.
- Maintained communication with customers on route.

EDUCATION and TRAINING

Associates Degree, General Studies, Mount Wachusett Community College 20XX

Truck Driving Certificate of Completion- Class A CDL 20XX

MILITARY TRAINING

Advanced Leadership Management Course

Basic Leadership Management Course

M1A2 Tank Operation and Maintenance Course

Vehicular Intercommunication Systems (VIS) Operator and Maintenance Training Course

Charlie Burns

(714) 555-4444 | charlie.burns@domain.com | LinkedIn URL

SUMMARY OF QUALIFICATIONS

Logistics manager and supervisor of maintenance and custodial services for the United States Army for more than 11 years. Hands on experience coordinating, supervising, and negotiating the maintenance, repairs and custodial services and contracts to allow the United States Army to conduct required business in southwestern Indiana. Routinely train and enforce risk management procedures for subordinates.

EMPLOYMENT HISTORY**Trainer & Facility Coordinator****20XX to Present**

U.S. Army, Bloomington, IN

Manage, supervise, organize, and coordinate all maintenance and repairs to government offices/vehicles. Recruiting Command which covers a geographical area of over 35,000 square miles in southwestern Indiana. Oversee and enforce the drug-screening program for the company. Conduct monthly workshops for professional development in the following areas: job related proficiency, skills training, and educational opportunities. Enforced standards necessary to improve productivity.

- Increased staff production by 30% through implementation of initial and subsequent skills assessments and training reinforcement
- Accountable for over \$800,000 worth of vehicles and equipment without loss or damage
- Supervised staff which logged over 500,000 accident-free vehicle miles

Heavy Equipment Operator**20XX to 20XX**

U.S. Army, Bloomington, IN

Supervised and monitored all maintenance and repairs to the office, vehicles, and equipment assigned to the Bloomington office. Supervised, managed, and evaluated an employment staff of seven people. Conducted weekly professional development training for immediate staff.

- Accountable for over \$140,000 worth of vehicles and equipment without loss or damage
- Increased productivity by 118% from the previous year
- Supervised staff which logged over 75,000 accident-free vehicle miles

EDUCATION

Bachelor's Degree, Business and Communications, Washington State University

20XX

MILITARY TRAINING

Certificate, Health Care Recruiting Course, U.S. Army Recruiting School, Ft. Jackson, IN, 20XX
Leadership and Management Development Course (with Honors), U.S. Army, Ft. Eustis, VA, 20XX

Section 4: STAR Statements

STAR statements can help with resume statements, networking, and interview answers.

What is the STAR Method?

STAR is an acronym for Situation, Task, Action, and Result.

The STAR method is a four-step technique that will help you discuss how you used your skills to achieve goals. It gives a concise narrative that presents a fuller picture of your competencies and how you previously put them into practice.



- **Situation:** Think of a specific time or circumstance when you used this skill; define the general context of that situation.



- **Task:** Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.



- **Action:** Describe what you did to complete the assigned task; emphasize the skills you used, and the resources involved. Use the word “I,” not “we” when describing actions.



- **Result:** Summarize the outcome and how you specifically contributed; describe the improvements and/or benefits that resulted from the outcome.



STAR statements are valuable for more than just your resume. They can help you:

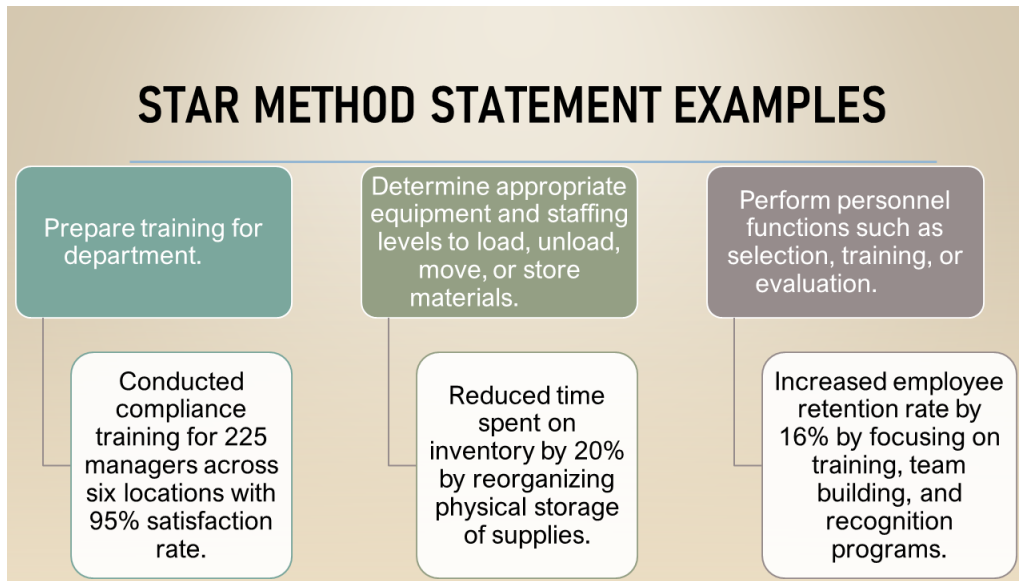
- Develop a concise professional introduction.
- Write effective cover letters.
- Prepare for behavioral interviews.

Putting STAR into Practice

One of the most important parts of your resume is the Experience section, where you list past jobs and responsibilities. Instead of simply listing job responsibilities, convert your job responsibility statement into an accomplishment statement.

Refer to the job posting you selected and review the job responsibilities. Think of a skill you used to carry out that responsibility. Put the skill in the STAR format.

Think about your background, skills, and work in terms of action verbs and results that you have achieved. Translate your military language into civilian, professional language. Help employers understand this experience by substituting the terms or job titles in your professional introduction, cover letter, resume, and interview, with more familiar civilian equivalents. Insert numbers to show what size of audiences you worked with on a regular basis. Lastly, spell out all acronyms; civilians will typically not know what a PCS, FRG, AFB, PX are. Be sure to explain these terms and all phrases, but only use words that are relevant to your professional job search.



To create the accomplishment statement, describe the specific actions and results associated with a responsibility. Start with a powerful action verb and use numbers to quantify your accomplishments, if available. In the following example, the job responsibility is to plan and establish work schedules, assignments, and production sequences to meet production goals. The STAR accomplishment statement is:

Developed and applied a comprehensive document tracking system, ensuring 100% of 5,500 supply orders were updated, correct, and filled ahead of the deadline.

Let's review three more examples on how to convert a job responsibility into an accomplishment statement:

- Job Responsibility:** Prepare training for department.
 - Accomplishment Statement:** Conducted compliance training for 225 managers across six locations with 95% satisfaction rate.
- Job Responsibility:** Determine appropriate equipment and staffing levels to load, unload, move, or store materials.
 - Accomplishment Statement:** Reduced time spent on inventory by 20% by reorganizing physical storage of supplies.
- Job Responsibility:** Perform personnel functions such as selection, training, or evaluation.
 - Accomplishment Statement:** Increased employee retention rate by 16% by focusing on training, team building, and recognition programs.

Activity: Use the STAR Method to Create an Accomplishment Statement



Think of one job responsibility or task in an earlier position. Write it down in the following box.

Review the job responsibility and ask yourself the following questions?

- Did I implement any new processes to improve things?
- What did I do that went above and beyond my normal responsibilities?
- What problems did I solve and what skills did I use to solve it?

Use the STAR method to create your accomplishment statement.

Situation: Think of a specific time or circumstance when you used this skill; define the general context of that situation.

Task: Name the key objective you were responsible for in that situation or the challenges/obstacles you had to overcome.

Action: Describe what you did to complete the assigned task; emphasize the skills you used, and the resources involved. Use the word “I,” not “we” when describing actions.

Result: Summarize the outcome and how you specifically contributed; describe the improvements and/or benefits that resulted from the outcome.

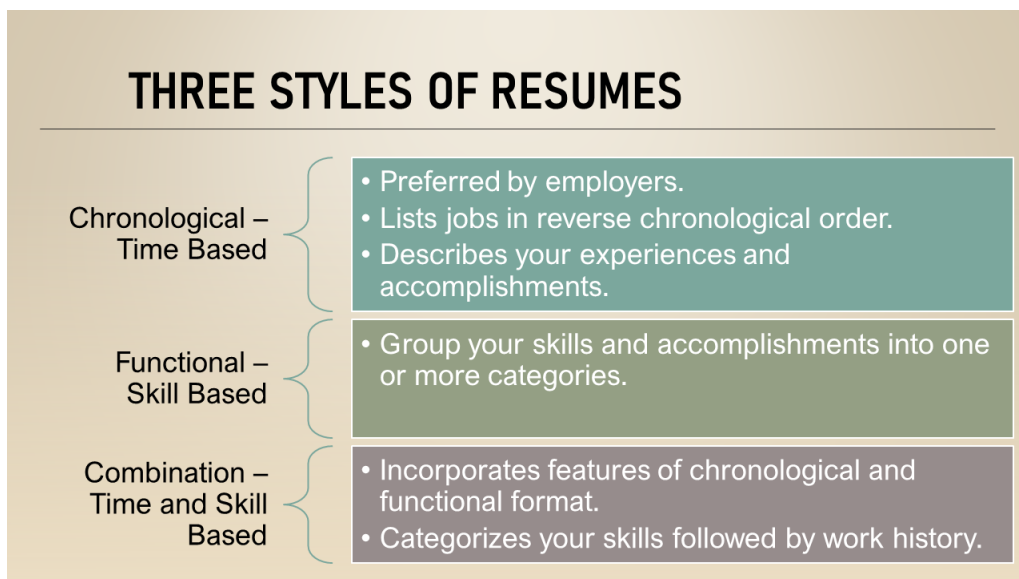
Take the information from the **Action and Result** areas to create your accomplishment statement. Write it down in the following box. Remember to start with a powerful action verb and use numbers to quantify your accomplishments, if applicable.

Section 5: Three Resume Styles

The goal of a resume is to effectively summarize and highlight your qualifications in a way that makes the employer want to reach out and schedule an interview with you.

In this section, you will learn the basic components of a resume and prepare for the resume writing process.

There are three styles you can use to organize the information on your resume: chronological, functional, and combination. In this training, we will focus on the chronological resume style due to its popularity among employers, but you should be familiar with all three types.



What Type of Resume Should You Use?

A chronological resume format suits people who have an extensive work history that is in the same line of work as the job for which they are applying. The chronological resume does not work well for career changers or people who have been out of the workforce for some time. If you have a lot of work experience in different industries or significant gaps in employment, you should opt for a functional or combination resume.


If you have little relevant work experience, gaps in your employment history, or are looking for a job in a creative industry where your portfolio matters more than your resume, the functional resume is a good option.


Combination resumes were designed for job seekers who already have a relevant work experience or are looking to jump into a new industry. If you're applying for a position that requires a lot of technical skills and expertise, using a combination format is the best way to showcase these abilities to the hiring manager. If you had an impressive set of accomplishments and job duties in previous positions and want to highlight the skills you've developed over the years this style is perfect to help you succeed in a career path.

Activity: Resume Critique

**ACTIVITY:
RESUME CRITIQUE**

- What are the strengths?
- What are the weaknesses?
- How is the information arranged?
- How is the information presented?





Refer to the following resumes. Discuss the features of the resume with other participants.

Healthcare 2-Page Chronological Resume Example

ALEX SPENCER

Email | Phone

PROFESSIONAL SUMMARY

U.S. Navy veteran with over 4 years of experience in healthcare business administration. Highly skilled at budgeting, scheduling, and seeking out ways to improve patient care. Experience collecting relevant business intelligence for healthcare and financial services industries and in managing large teams and streamlining workflows. Recipient of multiple awards for outstanding performance, professionalism, and leadership including 9 awards for excellent customer service.

PROFESSIONAL EXPERIENCE

UNITED STATES NAVY – Norfolk, VA September 20XX – present
Hospital Corpsman

Command Pay and Personnel Administrator (Sept. 20XX-present)

- Assisted the manager in providing day-to-day direction for the overall administration, coordination, and evaluation of the organization's human resource function.
- Developed a master tracking database that decreased administrative errors by 10%
- Conducted periodic pay surveys, scheduled, and conducted job evaluations, preparing pay budgets, and monitored and scheduled individual pay actions.
- Processed routine day-to-day tasks such as preparing personnel status and strength reports, preparing personnel awards, and other administrative support as required.
- Implemented monthly safety training for three administrative departments (32 sailors) to educate and inform the workforce on work safety and accident prevention regulations
- Ensured 100% training compliance and conducted quarterly safety inspections with a 100% resolution rate.

Customer Relation Representative (CRR) Manager (Apr. 20XX - Sept. 20XX)

- Supervised 298 CRRs for the command and Hampton Road divisional clinics, resulting in an increase of patient satisfaction by 3% in one fiscal quarter.
- Coordinated communication between patients, family members, and medical staff to facilitate optimal quality healthcare, obtaining a 100% resolution rate.

- Educated medical staff and patients by developing informational materials.
- Helped improve institutional policies based on collected, analyzed, and reported encounter data.
- Reduced risk and legal liabilities, consistently researching options, and implementing recommendations.

Dermatology Team Leader**(Sept. 20XX - Mar. 20XX)**

- Supervised 13 sailors in providing quality care for 11,341 beneficiaries annually.
- Met coverage demands by establishing work schedules and assigning specific jobs.
- Managed and inventoried surgical instruments and supplies valued at \$58,000.
- Developed an administrative board which increased members' mission readiness and competition status within the clinic and command.
- Assisted in department-wide training compliance updates resulting in no discrepancies during QC inspections.

EDUCATION

- Bachelor of Business Administration (BBA) in Economics and Finance
RMIT UNIVERSITY (Royal Melbourne Institute of Technology), Melbourne, Australia 20XX

Supply Logistics 2-Page Functional Resume Example

MORGAN FOSTER

Email | Phone | LinkedIn

Professional Summary:

Strategic supply and logistics planner with 7+ years of experience improving military movement capabilities. Expert in identifying capacity constraints. Thrives in leading decision analysis processes and optimizing supply chain capabilities through thoughtful and careful prioritization. Collaborative spirit and a bias for action. Promoted ahead of peers.

Areas of Expertise:

- Constraint Planning
- Relationship Building
- Project Management
- Data Analysis and Visualization
- Personnel Management
- Process Improvement
- Forecasting
- Budgeting
- Compliance

Professional Experience:

Strategic Management

- Spearhead Department of the Army’s 10-year plan for personnel restructuring and reorganization.
- Identify key senior executive stakeholders and market plan and strategy, soliciting feedback, and integrating multiple conflicting processes.
- Develop, integrate, and manage training operations and requirements, concepts, policies, and plans across entire Human Capital Enterprise.

Leadership

- Oversaw acquisition of equipment for 4,000 personnel global military movement, resulting in on-time delivery and zero loss.
- Tracked key performance indicators to improve lead-time in supply acquisition.
- Led high-level discussions with global stakeholders and cross-functional partners to resolve backlog-issues and successfully ensured zero shortage related issues.
- Collaborated with remote organization headquarters and oversaw the restructuring of a 600-staff office.
- Analyzed key inputs for senior executives of allied nations to create detailed reports.

Research

- Emphasis in research, long-range planning, forecasting, senior executive leadership, and personnel management.
- Led grant funded research project to confirm need and use for multi-million-dollar equipment purchase.
- Researched all global regulatory policies and presented constraints to senior executives.

Page 2

MORGAN FOSTER**Professional Experience Continued*****Training***

- Oversaw training program for multi-national organization and tracked and monitored improvements in all performance metrics.
- Trained users on processes and systems supply planning.
- Built effective relationships with senior trainers from partner countries.
- Provided consultation services to multi-national NATO military advisory teams.
- Supported and drove monthly process review.

Operations

- Identified material shortages against inventory plans and developed action items.
- Responsible for long-term capacity status, weekly category KPI updates, product shortage reporting & ad-hoc daily information flow amongst supply planning partners.
- Evaluated and implemented solutions and ensured alignment of 60-person organization's global military movement capabilities.
- Led rapid problem-solving meetings with cross functional partners, saving over \$1M in supply loss.

Logistics

- Streamlined complex supply return system by driving process improvements, resulting in ahead of schedule delivery and 100s of hours saved.
- Ensured compliance with complex multi-national regulatory policies.
- Maintained critical inventory parameters, considering lead-time and transportation constraints.

Education

Master of Business Administration (MBA) – GPA 3.95 – August 20XX
 COLLEGE OF WILLIAM & MARY, Mason School of Business, Williamsburg, VA
Bachelor of Arts (BA), History – May 20XX
 UNIVERSITY OF CENTRAL FLORIDA, Orlando, FL

Technical Proficiencies

Advanced Planning Systems (TAMIS) (advanced)
 Excel (advanced)
 MS Office and Google Suite (advanced)
 Learning Management Systems (DTMS) (advanced)

Certifications

Lean Six Sigma Green Belt (Mason School of Business) – August 20XX

Electrician 1-Page Combination Resume Example

AUGUST “GUS” TURNER
Email | Phone | LinkedIn | Location

SUMMARY

Journeyman electrician and U.S. Navy Veteran with 6 years of experience in electrical wiring and circuitry. Extensive knowledge of electrical safety procedures and systems troubleshooting. Experience managing small teams and projects. Consistently recognized for precision and attention to detail.

CERTIFICATIONS and TECHNICAL SKILLS

CompTIA A+ (anticipated Dec. 20XX)

Security + (20XX)

Software: Microsoft Office

Operating Systems: Mac / Microsoft Windows

WORK EXPERIENCE

UNITED STATES NAVY – Norfolk, VA
Electricians Mate

April 20XX – present

ELECTRICAL

- Journeyman electrician team lead for a team of 4 apprentice electricians.
- Modify, maintain, and repair shipboard electronic equipment and systems to ensure that they function properly.
- Install, service, troubleshoot, and repair wiring, conduits, controls, power distribution, and other electrical devices and systems in all types of settings using test equipment such as a multimeter.

SUPERVISORY

- Plan and delegated tasks to apprentice electricians, while meeting deadlines for the project.
- Manage day-to-day electrical project work for area of 10 transformers.
- Provide accurate and complete time, materials and equipment estimates required for assigned project work.
- Provide oversight for apprentice electricians.

SAFETY

- Maintain safety records for company to meet all OSHA standards.
- Provide annual safety training to team of 15 electricians to meet licensing requirements.

EDUCATION

Associate of Arts (A.A.) in General Studies

UNIVERSITY OF MARYLAND GLOBAL CAMPUS, Adelphi, MD

May 20XX

Section 6: Writing Your Cover Letter

Purpose of a Cover Letter

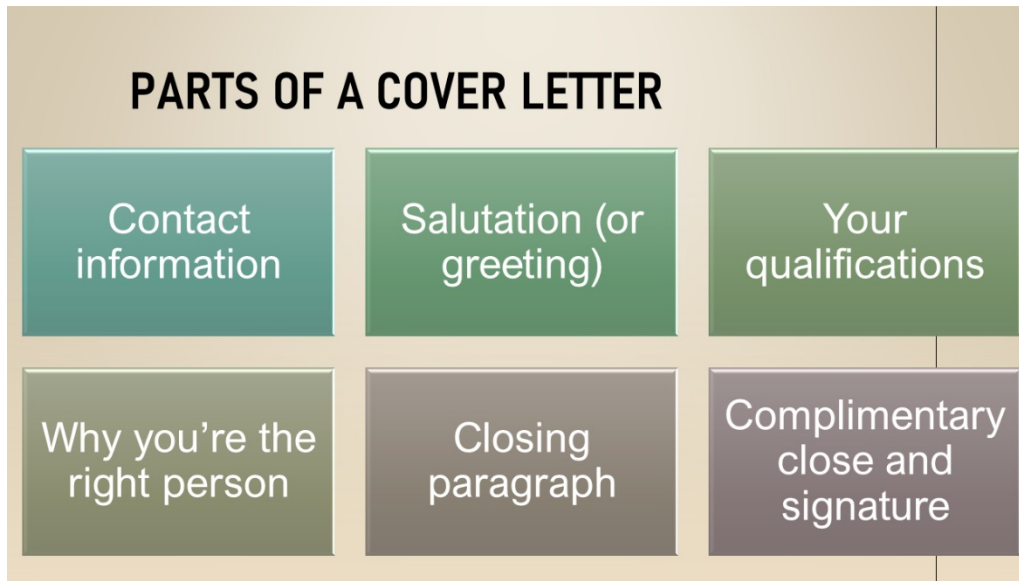
Most applications require a cover letter to be sent with your resume. The cover letter helps you introduce yourself in a memorable, personal way and expands on information in your resume. An engaging cover letter will spark the hiring manager's interest and get them to read your resume.

WHAT IS A COVER LETTER?

- An Introduction.
- Your cover letter should show:
 - **How** your work experience and your skills meet the job requirements.
 - **Why** you want to work at the organization.

Your cover letter offers an opportunity to represent your skills and achievements in a narrative format. Select a story from your career that gives the reader a clear idea of who you are and how you can add value to their company. Don't try to fit your whole career and life into the space of a cover letter; focus on key aspects. Your cover letter should show:

- How your work experience meets job requirements.
- How your skills meet job requirements.
- Why you want to work at the organization.



Like a targeted resume, a cover letter should be based on the requirements of the job you're applying for. Your cover letter should be from 250 to 400 words long and follow this format:

1. Header with contact information
2. Salutation (or greeting) to hiring manager
3. Paragraph communicating your qualifications for the job
4. Paragraphs describing a key achievement to show why you're the right person for the job
5. Closing paragraph with a call to action
6. Complimentary close and signature

Drafting Your Cover Letter

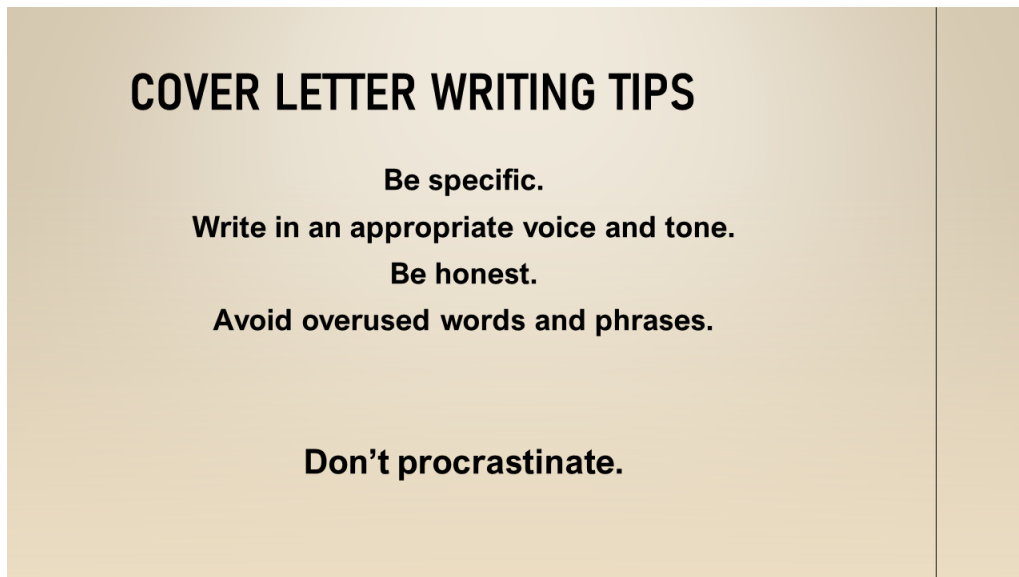
Before you draft your cover letter, research the company to get a sense for the company's culture and compare your skills with the requirements for the position. Make a list of competencies you want to highlight and the specific experiences you want to share.

Telling stories from your career is a great way to show your skills and give hiring managers some insight into your personality and work style. Let's say you're applying for a project manager position. From the job description you see the job requires several years' experience managing multiple projects and strong collaboration skills to partner effectively across various levels of the organization. Describe how, in your previous role as a project manager, you successfully managed a project (with specific numbers if possible), communicating and collaborating with many different coworkers.

Your anecdote can do a lot at once—it can show your knowledge of project management methods, your ability to lead teams to successful outcomes, and your ability to troubleshoot problems so they are quickly resolved.

End your letter with a reason for them to contact you. Your call to action should be polite and open ended, suggesting that you are excited to offer more information and that you're looking forward to talking with them. Don't be too forward, though. Remarks such as, "I'll call to schedule an interview" are too aggressive coming from a job applicant.

Writing Tips



- **Be Specific:**
 - Saying you have amazing problem-solving skills is too vague.
 - Explain the details of a problem you solved and explain how you used your skills to solve it.
- **Write in an Appropriate Voice and Tone:**
 - Your writing should convey your personal voice, but you should also pick an appropriate voice and tone for the company you're applying to.
 - Researching the company will help dictate the tone you want to use, which may differ greatly, depending on where you apply. For example, the tone of your letter for a legal consulting firm will likely differ from a tech startup.
- **Be Honest:**
 - You should never be dishonest in a cover letter.
 - Implying or saying that you have a skill that you don't have will come back to bite you upon being asked to use that skill in the interview or on the job.

- **Avoid Overused Words and Phrases:**

- Hiring managers will read the same basic cover letter repeatedly, and you don't want to be the last template email the hiring manager discounts before lunch.
- Adding a little word variation helps you stand out against other applicants. Instead of describing yourself as creative, try imaginative.
- You're inventive, not innovative. You're not determined, you're tenacious. These word variations at least show that you can think beyond what the average applicant is willing to do.

Don't Let the Cover Letter Become a Hurdle

The longer you "sit on" a cover letter to edit and re-write it, the longer you allow someone else to get the attention of the hiring manager you want to impress. You should send your cover letter as soon as you are certain that:

1. Your cover letter, resume, and portfolio work are free from errors.
2. Your cover letter is written in a way that balances professionalism with personality.
3. Your cover letter catches the reader's interest from the first sentence and keeps it throughout.
4. Your cover letter uses the requirements for the job and information on the company as a guide for its content.
5. Your cover letter tells stories that are filled with examples that satisfy job requirements and make you stand out positively as an individual and a potential employee.

Cover Letter Template

Your Name

Your website or LinkedIn

Email

Phone

Date of Letter

Employer's Name

Employer's Title

Company Name

Street Address

City, State, Zip Code

Dear Hiring Manager [or Employer's Name]:

INTRODUCTORY PARAGRAPH: You want to tell the reader why you are writing as well as list the name of the position or department for which you are applying. Mention how you heard about the organization or the opening.

BODY: Build a connection between your background and the company's needs. Name someone you know in the company (if they have agreed to be a reference for you). Show that you have done some research on the company by talking about new projects the company has taken on, mentioning the management philosophy they use, or citing something you have read about them. If you have any related experience or education, summarize it here so the reader can look for it in your resume. If you have relevant skills or accomplishments related to the job, mention them here.

CONCLUSION: Indicate your interest in the job. State that you look forward to being able to discuss your background in an interview. Thank the reader for his/her time and consideration.

Sincerely,

Your name

Example Cover Letter

James Donaldson
www.james.donaldson.com
James@email.com
555-123-4567

July 10, 20XX

Ms. Margaret Cook
Personnel Director, Accounting Software International
5678 East Doral Street, Suite #1200
Lockridge, Tennessee 77777

Dear Ms. Cook,

As a highly skilled Business Consultant, I read your posting for a new Business Consultant position at Accounting Software International with interest. My experience aligns well with the qualifications you are seeking. I am drawn to Accounting Software International because of my interest in accounting software and the opportunity to use my skill sets in a more specialized career.

ASI's commitment to its customers and culture of excellence aligns perfectly with my own convictions. I have spent the past five years working with clients around the globe, helping them to improve operations and maximize profits by utilizing all the features of their existing software programs. I can quickly and accurately understand organizational needs, and I have a proven track record of meeting those needs.

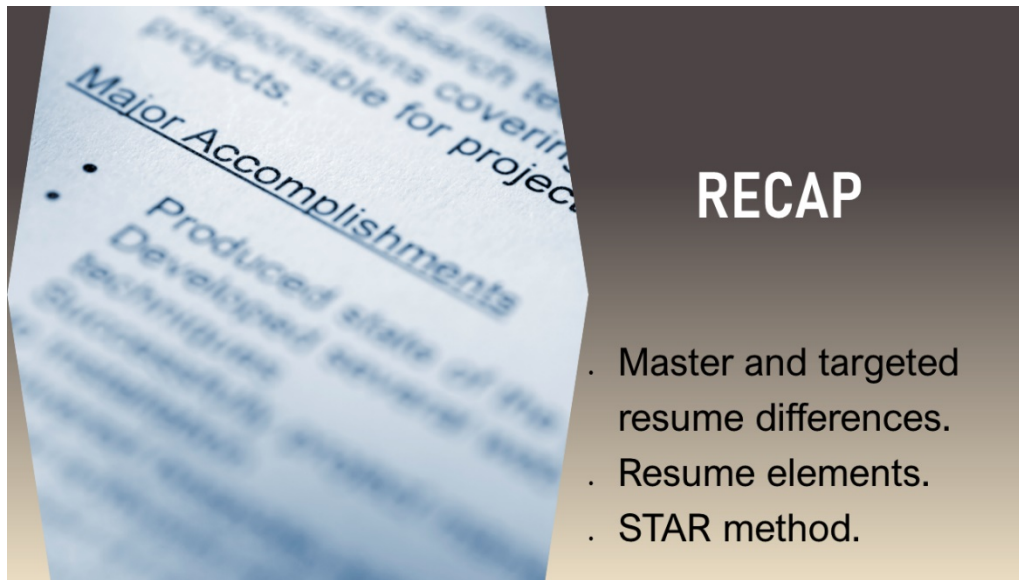
I am adept in business analysis, program implementation, and performance monitoring. Last year I led an initiative to implement a new process for identifying compliance issues and improving accuracy in reporting. As a result, productivity increased 12% overall and client satisfaction significantly improved. I am confident that I will be a valuable addition to your team.

I look forward to the opportunity to discuss this opportunity with you. Thank you for your time and consideration.

Sincerely,

James Donaldson

Recap and Closing Remarks



Congratulations! You have taken significant steps toward setting yourself up for success. There will be many more steps you need to take to get ready for your transition but know that you have a network of supporters to assist you on your journey. You are not alone.

In this training you have:

- Determined the difference between master and targeted resumes.
- Described elements to include on a resume.
- Applied the STAR method to write an accomplishment statement.

You are informed, prepared, and well on your way to a successful transition to a new and rewarding career.

Lastly, remember what author, Roy T. Bennett said.

“Turn your obstacles into opportunities and your problems into possibilities.”

Thank you for your participation and your service.

Appendix

Action Verbs for Accomplishment Statements

A	Build	Construct	Discover
Accelerate	C	Consult	Dispense
Accomplish	Calculate	Continue	Display
Achieve	Capture	Contract	Distribute
Acquire	Catalog	Convert	Diversify
Adapt	Champion	Coordinate	Divert
Address	Chart	Correct	Document
Advance	Clarify	Counsel	Double
Advise	Classify	Craft	Draft
Advocate	Close	Create	Drive
Analyze	Coach	Critique	E
Apply	Collaborate	D	Earn
Appoint	Collect	Decrease	Edit
Arbitrate	Command	Define	Educate
Architect	Communicate	Delegate	Effect
Arrange	Compare	Deliver	Elect
Ascertain	Compel	Demonstrate	Eliminate
Assemble	Compile	Deploy	Emphasize
Assess	Complete	Design	Enact
Assist	Compute	Detail	Encourage
Author	Conceive	Detect	Endure
Authorize	Conclude	Determine	Energize
B	Conduct	Develop	Enforce
Brief	Conserve	Devise	Engineer
Budget	Consolidate	Direct	Enhance

Enlist	Halt	Invent	N
Ensure	Head	Inventory	Navigate
Establish	Hire	Investigate	Negotiate
Estimate	Honor	J	Nominate
Evaluate	Hypothesize	Judge	Normalize
Examine	I	Justify	O
Exceed	Identify	L	Observe
Execute	Illustrate	Launch	Obtain
Exhibit	Imagine	Lead	Offer
Expand	Implement	Lecture	Officiate
Expedite	Import	License	Operate
Experiment	Improve	Listen	Orchestrate
Export	Improvise	Locate	Organize
F	Increase	M	Orient
Facilitate	Influence	Maintain	Originate
Finalize	Inform	Manage	Outsource
Finance	Initiate	Manipulate	Overcome
Forge	Innovate	Manufacture	Oversee
Form	Inspect	Map	P
Formalize	Inspire	Market	Participate
Formulate	Install	Mastermind	Perceive
Found	Institute	Measure	Perfect
G	Instruct	Mediate	Perform
Generate	Integrate	Mentor	Persuade
Govern	Intensify	Model	Pilot
Graduate	Interpret	Modify	Pinpoint
Guide	Interview	Monitor	Pioneer
H	Introduce	Motivate	Plan

Position	Recommend	S	Tabulate
Predict	Reconcile	Satisfy	Target
Prepare	Record	Schedule	Teach
Prescribe	Recruit	Secure	Terminate
Present	Redesign	Select	Test
Preside	Reduce	Separate	Thwart
Process	Reengineer	Serve	Train
Procure	Regain	Simplify	Transcribe
Program	Regulate	Sold	Transfer
Progress	Rehabilitate	Solidify	Transform
Project	Reinforce	Solve	Transition
Promote	Rejuvenate	Speak	Translate
Propose	Render	Specify	Troubleshoot
Prospect	Renegotiate	Standardize	U
Provide	Reorganize	Stimulate	Unify
Publicize	Report	Streamline	Unite
Purchase	Reposition	Structure	Update
Q	Represent	Succeed	Upgrade
Qualify	Research	Suggest	Use
Question	Resolve	Summarize	Utilize
R	Respond	Supervise	V
Rate	Restore	Supply	Verbalize
Realign	Restructure	Support	Verify
Rebuild	Retrieve	Surpass	W
Recapture	Review	Synthesize	Win
Receive	Revise	Systematize	Write
Recognize	Revitalize	T	

Military Terms and Acronyms to Civilian Equivalents

- Airman and Family Readiness Center (AFRC)
- Army Community Service (ACS)
- Assigned: Employed, worked, responsible for, attached
- Battalion, Unit, Platoon, Squad, Wing: Organization, agency, staff sections, department, team
- Billet: Role or job
- Briefings: Presentations, meetings
- Combat/War: Hazardous conditions, emergency situations, crisis, crisis intervention, conflict
- Combat Training: Survival skills, emergency training/instruction
- Common Access Card (CAC): Military Identification Card. Note: it is not a CAC card; “card” is part of the acronym.
- Deployed: Assigned, Traveled (usually family/dependent restricted)
- Family Readiness Group (FRG): Family and Welfare Association
- Fleet and Family Support Center (FFSC): Family Services Center
- Flight: A basic tactical unit in the Air Force. A flight consists of about 35-60 Airmen.
-
- Headquarters: Headquarters, corporate office
- Leave: Paid Time Off, Vacation
- Leave and Earnings Statement (LES): Paystub
- Mission: Responsibility, task, objective, job, functions, obligation, requirements, priorities, initiatives, operations
- MOS/MOC/AFSC/Rate: Career field, career specialty
- MWR: Recreation Department
- OCONUS and CONUS: Overseas and United States or in the US
- OER/NCOER/Fit Rep/Evaluation: Performance appraisal, Evaluation
- Orders: Personnel Action
- Permanent Change of Station (PCS): Relocation, Move
- Reconnaissance: Data collection, survey, analysis
- Regulations: Guidance, policy, instructions, guidelines
- Suspense: Deadline
- TDY/TAD: Business travel
- Thrift Savings Plan (TSP): Retirement plan, 401K
- Tricare: Healthcare, Health or Medical Insurance
- VSC: Vessel Safety Check
- WPB: Coast Guard Patrol Boat

Military Job Titles and Civilian Equivalents

- Action Officer (AO): Analyst (or Senior Analyst, if applicable)
- Adjutant General (AG): HR Assistant, HR Generalist
- Aide-de-camp: Executive assistant
- Aviator: Pilot
- Commander (CMDR), Chief: Manager, Mid-Level; Manager, Senior Manager (but not CEO level); Supervisor, head of, leader, director, executive, officer, upper-level management, Division Head, Director,
- Company Grade Officer (O1-O3): Operations Officer, Program Administrator, Supervisor
- Corpsman: Nurse
- Detachment NCO: Operations manager/officer, supervisor, executive responsible for, chief of...
- Drill sergeant: Personnel trainer, training manager, personnel manager, supervisor, instructor, teacher
- Element Leader: Leader of an element of a flight. All Airman within an element report to their element leader.
- Executive Officer (XO): Chief of Staff, Deputy Director, Assistant Manager
- Field Grade Officer (O4): Executive Officer, Deputy Director, Assistant to the Director, Operations Manager
- First Sergeant, Senior Chief Petty Officer, First Master Sergeant, First Sergeant (E-8): Personnel Supervisor, Operations manager/officer, supervisor, chief of...
- Gunnery Sergeant: Organization supervisor
- Judge Advocate General (JAG) Lawyers or legal advisors: Lawyer, Attorney, or legal advisor
- Leather personnel carriers (LPC): boots
- Military Training Instructor (MTI): Senior Airman NCOs who oversee training of Airman.
- Mobilization and Selection Officer: HR Manager, HR Specialist
- Officer(s): Management, middle management, senior personnel supervisor(s), employee(s), leader, administrator
- OIC/NCOIC: Supervisor, director, executive, manager,
- Operations Non-Commissioned Officer (NCO): Operations Supervisor
- Orderly: Training room Personnel office
- Personnel Officer: HR Manager, Trainer, Labor Relations Manager, Military Personnel Officer
- Platoon: Team

-
- Platoon Leader: Team leader
 - Platoon Sergeant: Supervisor, instructor, Trainer, Personnel trainer, training manager, troop leader, personnel manager/supervisor, chief trainer
 - Recruiter, Personnel Services Specialist, Career Info Program Specialist: Human Resources
 - Senior Field Grade Officer (O5-O7): Director, Chief Operating Officer (COO), Chief Executive Officer (CEO), Deputy Chief Administrator
 - Senior NCOs (E7-E9): First-line Supervisor
 - Sergeant Major/Command Sergeant Major, Master Chief Petty Officer, Master Gunnery Sergeant, Chief Master Sergeant (E-9): Senior Advisor, Operations manager/ officer, supervisor, executive, management, trainer, model, guide, director, authority
 - Service members: Employees, coworkers, colleagues, personnel, individuals
 - Soldier / Subordinate: Position Title – Co-worker, Clerk, personnel, employee, individuals, people, positions, elements, team members, staff, clients, assistant, helper, aide, junior, lower position, associate, colleague, peer, cohort
 - Squad Leader: Team Leader, Team Chief
 - Squadron: A unit consisting of two or more flights (units). A flight is usually composed of three to six aircraft plus the aircrew and ground staff (personnel).
 - Subordinates: Employees, junior coworkers
 - Supply Sergeant: Supply Manager, Logistics Manager
 - Warrant Officer (W1-W5): Technical Manager, Specialist, Department Manager
 - Watch Captain, Petty Officer of the Watch: Coordinator, Shift Supervisor

Resources

Resources: Air Force

- Air Force Enlisted Families, Speak like an Airman: Understanding Airman Language, http://airforceenlistedfamilies.com/air_force_terminology.html
- <https://www.af.mil/>
- <https://www.federalpay.org/military/air-force/ranks>

Resources: Army

- <https://www.army.mil/>
- http://www.armystudyguide.com/content/army_board_study_guide_topics/Supply_Economy/classes-of-supply.shtml
- <http://www.1stiocmd.army.mil/Home/Index>
- <http://www.goarmy.com>
- <https://www.federalpay.org/military/army/ranks>

Resources: Navy

- <https://www.navy.mil/>
- <https://www.federalpay.org/military/navy/ranks>

Resources: Marine Corps

- <https://www.hqmc.marines.mil/Portals/143/Docs/Onboarding/Marine%20jargon.pdf>
- <http://www.usmchangout.com/military/branches/usmc/facts/jarheadjargon.htm#.Xc2P2uRYaM8>
- <https://www.marines.mil/>
- <https://www.federalpay.org/military/marine-corps/ranks>

Resources: Coast Guard

- <https://www.uscg.mil/>
- Coast Guard Acronym List. PDF document is dated June 2005, however many of the acronyms are still valid. Document is 81 pages, <http://central.districtnine.org/docs/AcronymsList.pdf>
- <https://www.federalpay.org/military/coast-guard/ranks>

Acronym Finder

- <http://www.acronymfinder.com/>
 - Enter in the word and then filter using the following category - Military & Government. Continue to scroll down to Thesaurus for more suggestions

Military to Civilian Skills Translator

- <https://www.military.com/veteran-jobs/skills-translator>
- [Enter Branch of Service and Military Job Title – MOS/AFSC/Ratings](#)

O*Net Military Crosswalk

- <https://www.onetonline.org/crosswalk/MOC?s=&g=Go>
- [Enter Branch of Service and Military Job Title – MOS/AFSC/Ratings](#)

Power Thesaurus website

- <https://www.powerthesaurus.org/>