

ADDENDUM

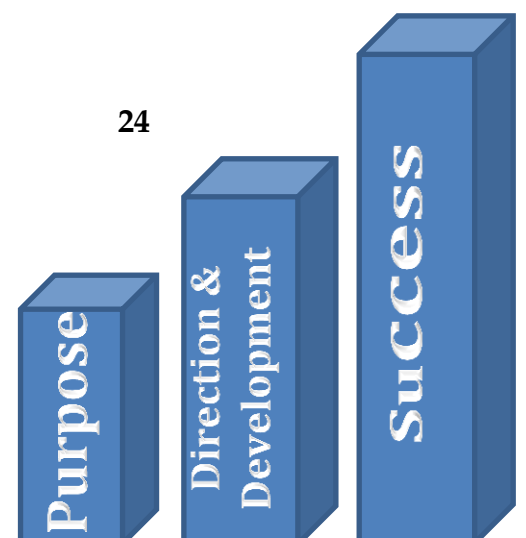
FEDERAL RESUMES &

APPLICATION PROCEDURES

Meeting a request from military employment specialists, ACAP, and TAP coaches enrolled in the CPCC program, I have included a short overview of the federal hiring process as a bonus module.

Applying for federal employment is an option for some job search clients. The process can be challenging – but do not let that deter you or your clients. As discussed in previous modules, if you do not offer certain services, you may be able to develop a relationship with another colleague who writes federal resumes or coaches federal job seekers and will provide a referral fee. But, it may be helpful if you understand the process, so you can provide a general explanation to potential clients.

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|| FEDERAL OVERVIEW

The Federal government is a large employer with more than 1.5 million employees (2011) globally, (more with postal workers), with a wide array of job titles: chemist, information technology specialist, finance specialist, veterinarian, clergyman, auditor, operations director, logistics specialist, doctor, nurse, lawyer, biologist, transportation manager, counselor, therapist, curator, Federal Security Director, program or project manager, teacher, communications specialist, intelligence specialist, administrative officer, pilot, government relations advisor, park ranger, police officer, and the list seems nearly endless (if you can imagine the job title or function – the government probably employs it).

The salary range starts from low-level (entry-level of about \$17K a year / GS-1 Step 1), to Senior Executive Service, with salaries beginning at \$140K and up. The benefits are excellent and include medical, dental, Thrift Savings, life, a retirement, and generous leave time. It also offers flextime and telecommuting in some areas. The employment opportunities are global for some positions.

There are more than 2,000 separate job categories at 15 cabinet-level agencies, 20 large, and 80 small agencies. Many Federal agencies fall under umbrella Departments; some names include (*short sample list*):

- Department of Agriculture (Forest Service)
- Department of Labor, Department of Housing and Urban Development (Center for Faith-based and Community Initiatives)
- The Department of Treasury (IRS, Bureau of the Public Debt, Financial Crimes Enforcement Network)
- Department of the Army (Army Corp of Engineers, Army Criminal Investigations Command)
- Department of the Air Force (Air Force Materiel Command)
- Department of Commerce (Bureau of Economic Analysis)
- Department of Defense (Army/ Air Force Exchange Service, Defense Intelligence Agency)
- Department of the Navy (Military Sealift Command)
- Department of Justice (FBI), Department of Education (Office for Civil Rights)
- Department of the Interior (Bureau of Land Management)
- Department of Energy (Export-Import Bank of the United States)
- General Services Administration (Public Buildings Service)
- Department of Health and Human Services (National Institutes of Health)
- Department of Homeland Security (Customs and Border Protection)

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- Department of Transportation, (FAA, Pipeline and Hazardous Materials Safety Administration)
 - Department of Veterans Affairs (National Cemetery Association)

About 86% of Federal jobs are located outside of Washington, D.C., and close to 50,000 are stationed abroad. Areas in the USA with the highest numbers of Federal workers include Los Angeles, New York City, Atlanta, Philadelphia, San Diego, Salt Lake City, Huntsville, Chicago, Oklahoma City, Baltimore, and Norfolk-Virginia Beach.

OPPORTUNITIES FOR YOU AS A CAREER COACH, RESUME WRITER, RECRUITER, OR OTHER CAREER SPACE PRACTITIONER

Even if you choose not to write Federal resumes, understanding the process will allow you as a career coach, recruiter, or resume writer to discuss Federal possibilities with potential clients, provide a solid referral, and gain positive referral fees by building partnerships with colleagues who do specialize in Federal applications.

And, if you decide you are willing to take the plunge and challenge yourself to learn to write and coach for Federal clients, you can add a new product/service to your palette, and increase your income (as you can typically charge more for Federal applications, due to the intensity, complexity, and formatting requirements).

UNDERSTANDING FEDERAL RESUME BUILDERS

Below is a general description of the Federal resume builders and job boards.

Note: Changes are frequent, and it is recommended that career coaches review USAJOBS and OPM (Office of Personnel Management) often to monitor the changes. Every open job vacancy could potentially have different application requirements, and Federal Coaches need to remain current with changes in use of Federal job boards and application requirements.

USAJOBS.GOV: USAJOBS.GOV is the official federal government website. USAJOBS is the main site to search for open positions, manage your account (post resumes and upload documents), and apply for jobs. It allows an applicant to post five resumes. USAJOBS is the main site for most Federal agencies to post open job vacancies. But, some excepted agencies post only to their agency's website - so job seekers need to look at both USAJOBS and the individual federal agency websites of interest. As of October 2011, when the USAJOBS site was upgraded, the resume can be copied and pasted into the builder (required of

some agencies), using 5,000 characters per job entry; or uploaded as a Word or PDF attachment (length is about five pages): <http://www.usajobs.opm.gov/>

Application Manager: Application Manager is operated by OPM and is the companion to USAJOBS. An applicant will be sent from USAJOBS to Application Manager (or equivalent) to answer self-assessment questions and upload required supplemental documentation for applications, i.e., transcripts, SF-150 (federal personnel action), performance ratings, SF-15, OF-306, and other agency specific requirements (these documents can also be uploaded to USAJOBS). The system will also generate pre-filled fax cover sheets if the particular agency/announcement does not allow for upload of supplemental documents.

Note: Some agencies are using KSAs as the “second phase” in applications – meaning, if an applicant scores high enough on the self-assessment questions, then automatically, at the end of the application process, the applicant will be asked to submit KSA narrative statements before completing the application. It is necessary to read the fine print on each announcement to determine if these narratives will be necessary.

<https://www.applicationmanager.org/>

Avue Central (avuecentral.com): Avue Central is a job board used by some specific federal agencies including the Department of Justice, Forest Service, and others. The application procedures are similar to USAJOBS, however, it allows for only 4,000 characters of content per job block. The resume must be copied and pasted into the builder, even though it has a section that allows for an uploaded resume as a Word document, and a section to complete a full profile. This system is separate from USAJOBS. This system may include questions as part of the application process – some questions are Yes/No or A, B, C, D, E, and some questions require essay answers.

<https://www.avuecentral.com/casting/login/loginMain.jsp?agency=USFS>

Department of the Army / Civilian Personnel Online - (CPOL) including Europe (Resumix): In September 2011, the Department of the Army migrated to use USAJOBS as its main job board. However, some applications for Army positions are still required to be posted via CPOL. The CPOL resume is 20,000 characters in total (12,000 characters for the employment block, 2,000 characters for the education section, and 6,000 characters for Additional Information):

<http://cpol.army.mil/employment/>

Others: NASA, DIA, FBI, CIA, FAA, DOT, Commerce, FDIC, etc. Many agencies use their own version of the Federal Resume and Resume Builder; a candidate must post a federally formatted resume to their individual agency web sites; or

in some cases, a candidate may need to use a resume posted on USAJOBS, and then navigate to Application Manager or agency equivalent. Each announcement needs to be analyzed to determine the application procedures, requirements, and type of resume used for postings.

Federally Formatted Hard Copy Resume: For the exception, some positions do not use electronic resumes, they only accept a hard copy (formatted) resume via fax, mailing, or Word attachment.

- *Note: If an announcement offers an option to send as Word attachment, Fax, hard copy, or USAJOBS – if you do not choose to apply using USAJOBS, then you will not have access to the online tracking system.*

FEDERAL REQUIREMENTS

For many of the federal resume applications, several other documents may be required for submission to complete an application. Incomplete applications may cause a client to lose consideration.

|| KSAs: KNOWLEDGE, SKILLS & ABILITIES STATEMENTS (ESSAYS)

Reform in Hiring

A Presidential Memorandum to improve the federal recruitment and hiring process was issued on May 11, 2010. It states: "To deliver the quality services and results the American people expect and deserve, the Federal Government must recruit and hire highly qualified employees, and public service should be a career of choice for the most talented Americans. Yet the complexity and inefficiency of today's Federal hiring process deters many highly qualified individuals from seeking and obtaining jobs in the Federal Government."

The purpose of the overhaul of recruitment and hiring for civil servants is to create a "commonsense hiring process." According to the Memoranda, new hiring measures will take place effective November 1, 2010. Specifically, the directive calls for adopting hiring procedures that: (1) *eliminate any requirement that applicants respond to essay-style questions when submitting **their initial application** {red, Diane} materials for any Federal job;* and (2) allow individuals to apply for Federal employment by submitting résumés and cover letters or completing simple, plain language applications, and assess applicants using valid, reliable tools.

So, even though it appears that KSAs were removed from the application process, some applications still require the use of written narratives. They may be required at any stage beyond the initial application; and some candidates are asked to submit essays during the interview process. *It is therefore, a good habit to develop full essays, which is good preparation for applications and also for the structured/behavior-based interview process.*

Write KSAs in the CCAR (Challenge, Context, Action, Result) format. Use one very strong example or two examples (stories) per essay. Online applications with required KSA statements normally have a maximum character limit (250, 1,000, 1,500, 3,000, 4,000 or 8,000). If it does not have a limit, keep to a one page maximum.

KSAs may be also called

- TQs (Technical Qualification Statements)
- PTQs (Professional Technical Qualification Statements)
- Dimensions
- Supplemental Question
- Factors
- Narratives

|| FEDERAL CLASSIFICATIONS / OCCUPATIONAL GROUPS AND SERIES

Federal positions are classified and grouped into occupational series noted by four-digit codes:

<http://www.opm.gov/fedclass/html/gsseries.asp>

- GS 0000 - Misc positions - includes US Marshall and Police Officer
- GS 0100 - Social Science - Intelligence jobs
- GS 0200 - Personnel Management, including Military Personnel
- GS 0300 - General Administrative, including Secretary, Clerical, Management and Program Analyst - popular analyst positions
- GS 0400 - Natural Resources Management and Biological Sciences
- GS 0500 - Accounting and Budget
- GS 0600 - Medical, Hospital, Dental and Public Health
- GS 0700 - Veterinary Sciences
- GS 0800 - Engineering and Architecture
- GS 0900 - Legal and Kindred
- GS 1000 - Information and Arts
- GS 1100 - Business and Industry
- GS 1200 - Patent Technician
- GS 1300 - Physician Sciences
- GS 1400 - Library and Archives
- GS 1500 - Mathematics and Statistics
- GS 1600 - Equipment, Facilities and Services
- GS 1700 - Education
- GS 1800 - Investigation
- GS 1900 - Quality Assurance, Inspection and Grading
- GS 2000 - Supply
- GS 2100 - Transportation
- GS 2200 - Information Technology

OPM Pay Scale:

<http://www.opm.gov/oca/10tables/indexGS.asp>

|| ANALYZING A FEDERAL JOB VACANCY ANNOUNCEMENT

(What you need to know to write the appropriate federal resume and apply for a job)

Below is a check list of items that are important to note on a federal job announcement, followed by a sample announcement highlighted to identify the requirements.

- Closing date/time
- Job Announcement Number
- Salary Range
- Series and Grade
- Promotion Potential
- Open Period
- Position Information
- Duty Location(s)
- Who May Be Considered
- Major Duties
- Qualifications (Education and or experience)
- Screen out factors
- Knowledge, Skills, and Abilities
- How to Apply (and what documents to submit to complete the application)

Below is a job vacancy from USAJOBS for an Immigration Services Assistant. The key elements are highlighted in yellow:

Job Title: IMMIGRATION SERVICES ASSISTANT (OA) (Job Title)

Department: Department Of Homeland Security

Agency: Citizenship and Immigration Services

Job Announcement Number: CCC-XXX-222-RRR-123 (Applicants will apply against the Job Announcement Number)

SALARY RANGE: \$42,165.00 to \$54,818.00 / Per Year

OPEN PERIOD: Monday, January 09, 20xx to Wednesday, January 18, 20xx

(If you miss the closing date deadline, you will not be able to apply)

SERIES & GRADE: GS-1802-07 (General Schedule, series: Investigative

POSITION

Group, grade 7)
Full Time - Permanent

INFORMATION:**PROMOTION POTENTIAL:** 07**DUTY LOCATIONS:** Few vacancy(s) - DETROIT, MI (Note location of position)**WHO MAY BE CONSIDERED:** United States Citizens (Note, who is eligible to apply)**JOB SUMMARY:** (This can be a summary of the job or a summary of the organization)

Do you desire to protect American interests and secure our Nation while building a meaningful and rewarding career? If so, the Department of Homeland Security (DHS) is calling. DHS components work collectively to prevent terrorism, secure borders, enforce and administer immigration laws, safeguard cyberspace and ensure resilience to disasters. The vitality and magnitude of this mission is achieved by a diverse workforce spanning hundreds of occupations. Make an impact; join DHS.

U.S. Citizenship and Immigration Services secures America's promise as a nation of immigrants by providing accurate and useful information to our customers, granting immigration and citizenship benefits, promoting an awareness and understanding of citizenship, and ensuring the integrity of our immigration system. Visit us at <http://www.uscis.gov/>.

Every day, our **Immigration Services Assistants (OA)** maintain and support the **Operations Services Process** by supporting the **Immigration Services Officers**, managing correspondence, and maintaining customer support, provide security checks in accordance with all applicable DHS/USCIS laws and policies, and track, research, collect, correlate and analyze data in order to prepare reports.

This position of IMMIGRATION SERVICES ASSISTANT (OA) starts at a salary of \$42,165.00(GS-07 step 1), with promotion potential to \$54,818.00 (GS-07 step 10). Apply for this exciting opportunity to become a member of the **Field Operations Directorate, Office of Field Operations, District 12, Detroit MI Field Office, Detroit MI** in DHS US Citizenship and Immigration Services.

Who May Apply

Open to the Public:

- U.S. Citizens
- Status and non-status candidates

• For definitions of terms found in this announcement, please click [here](#)
USCIS will not pay relocation expenses. (Note, special consideration)

This position is in the bargaining unit.

This position is **not** considered "essential" for purposes of reporting to work when the facility might otherwise be closed.

Note: USCIS may fill one or more positions using this vacancy. (Note number of possible positions)

KEY REQUIREMENTS (Must meet the requirements to apply)

- You must be a U.S. Citizen or U.S. National to apply for this position
- Successfully pass a Background Investigation including financial disclosure
- You must pass a drug screening
- Meet relevant experience and/or education requirements
- You must submit resume and supporting documentation
- Males born after 12/31/1959 must be registered with the Selective Service

DUTIES: (Key to determining required skills, keywords, specialized experience, and competencies - review this section in detail. Keywords and required skills are marked in blue):

As an **Immigration Services Assistant (OA)**, you will support the Operations Services Process by supporting the Immigration Services Officers. You will:

- Manage correspondence; maintain customer support, and process documents and fees.
- Perform analysis on files, reports, and information systems or databases.
- Prescreen various applications and submissions by USCIS customers for accuracy, completeness of initial supporting documentation and eligibility for benefits.
- Analyze incoming requests for expedited services and provide expedited services, as appropriate, and process requests for fee waivers.
- Explore all avenues of assistance available to the client, determining the benefit most advantageous if more than one exists, and educating the applicant as to the options available to them and the appropriate application(s) to file.

QUALIFICATIONS REQUIRED: (You must meet these qualifications to be considered):

You qualify at the GS-7 level if you possess one (1) year of specialized experience equivalent to the GS-6 grade level in the Federal government, with the skills needed to perform successfully the duties of the position, such as:

-
- Analyzing and evaluating cases where screening or resolution of requests for benefits has been delayed and informing inquirers verbally or in writing of problems encountered and action required.
 - Interviewing callers through pertinent questions to determine whether they qualify for benefits sought; preparing various reports, brochures, and publications that highlight functions and activities.
 - Retrieving information from other software systems (e.g., databases, spreadsheets, graphics, and word processing) for inclusion in reports and publications.

There is no educational substitution at this grade level. (Note educational requirements)

Typing Certification: You must be able to type at least 40 words per minute.

General Office Skills : Applicants must possess knowledge of general office automation software, practices, and procedures.

The qualifications for this position must be met by 11:59 pm (Eastern Time) on the closing date of this announcement (TAG: Closing Date).

HOW YOU WILL BE EVALUATED:

NOTE: Your resume and supporting documentation will be verified. If you rated yourself higher than what is supported by your application material, you may be excluded from consideration for this job. Please follow all instructions carefully. Errors or omissions may affect your rating or consideration for employment.

We will review your résumé and supporting documentation to ensure you meet the minimum qualification requirements. If you meet the minimum qualifications, we will place you in one of three categories based on your experience, education and training.

- **Best Qualified:** Applicants possessing a background that demonstrates a superior level of all evaluation criteria.
- **Well-Qualified:** Applicants possessing a background that demonstrates a satisfactory level of the evaluation criteria.
- **Qualified:** Applicants possessing the basic qualifications, with general knowledge, skills, and abilities.

The competencies or knowledge, skills, and abilities needed to perform this job are:

- Knowledge of various applications filed for immigration benefits.
- Ability to research, collect, correlate and analyze data in order to prepare reports.
- Ability to represent USCIS in written inquiries, requests and final decisions.

If you are best qualified, you may be referred to the hiring manager for consideration and may be called for an interview.

To preview the job questionnaire, click here [View Assessment Questions](#). (Click here to see the self assessment questions - this will help you to know if you are qualified for the position).

Agency Career Transition Assistance Program (CTAP) or the Interagency Career Transition Assistance Program (ICTAP) Eligibles: If you have never worked for the Federal government, you are not CTAP/ICTAP eligible. Information about ICTAP or CTAP eligibility can be found by clicking [here](#) to access OPM's Career Transition Resources website. **To be considered well qualified under CTAP/ ICTAP, you must be placed in the Well-Qualified category** for this position, as described above. In addition, you must submit the supporting documents listed under the required documents section of this announcement.

Veterans: Veterans with 5-point preference who meet the eligibility and qualification requirements are placed above non-preference eligibles within the category in which they qualify. Veterans who have a compensable service-connected disability of at least 10% are listed in the best qualified category, except when the position being filled is scientific, professional at the GS-09 grade level, or higher. This position is not considered scientific/professional. For information on veterans' preference, please click [here](#).

BENEFITS:

DHS offers competitive salaries and an attractive benefits package, including: health, dental, vision, life, and long-term care insurance; retirement plan; Thrift Savings Plan [similar to a 401(k)]; Flexible Spending Account; Employee Assistance Program; personal leave days; and paid federal holidays. Other benefits may include: flexible work schedules; telework; tuition reimbursement; transportation subsidies; uniform allowance; health and wellness programs; and fitness centers. DHS is committed to employee development and offers a variety of employee training and developmental opportunities. For more information, go to www.dhs.gov/careers and select "benefits."

OTHER INFORMATION:

Background Investigation: To ensure the accomplishment of our mission, DHS requires every employee to be reliable and trustworthy. To meet those standards, all selected applicants must undergo and successfully pass a background investigation as a condition of placement into this position. This may include a review of financial issues such as delinquency in the payment of debts, child support and/or tax obligations, as well as certain criminal offenses and illegal use or possession of drugs.

Special Hiring Authorities: [Veterans](#), [Peace Corps/VISTA volunteers](#), and [people with disabilities](#) possess a wealth of unique talents, experiences, and competencies that can be invaluable to the DHS mission. If you are a member of one of these groups, you may not have to compete with the public for federal jobs. To determine your eligibility and to understand the documentation that would be required with your application, click on the links above and contact the Servicing Human Resources Office listed at the bottom of this announcement.

USCIS uses E-Verify to confirm the employment eligibility of all newly hired employees. To learn more about E-Verify, including your rights and responsibilities, please visit www.dhs.gov/E-Verify.

HOW TO APPLY:

Your application must be received by 11:59 PM EST on Wednesday, January 18, 20xx .

To begin your online application, click the **Apply Online** button and follow the prompts to register or sign into USAJOBS, take the online questionnaire, and submit the required documents. **See Required Documents section for more detail.**

We strongly encourage you to apply online. If you can not apply online, you must contact the Human Resource office listed below at least one day prior to the closing date for instructions. **Applications will not be accepted by mail.**

To Fax a Resume or Supporting Documents :

If you previously uploaded documents to this vacancy, please **do not** FAX the same documents. If you need to fax a part of your documentation:

- Use the official FAX coversheet found [here](#) .
- Make sure that you include the 8-character vacancy identification number: "**MB 582672**".
- Provide your SSN, name, and address in the blocks provided or we will not be able to associate your document(s) with the rest of your application.
- **Print your SSN and Name neatly using the exact name as the one used when you filled out the assessment questionnaire.**
- The fax number is **1-478-757-3144**.

REQUIRED DOCUMENTS:

- **Your resumé**
- **Are you a veteran?** Submit Member Copy 4 of your DD 214 (Certificate of Release or Discharge from Active Duty). Those applying for 10-point preference must fill out the SF-15 (click [here](#) for the form) and provide the required documentation listed on the back of the form. Click [here](#) for more veterans' information.

Are you claiming special priority selection rights under the Agency Career Transition Assistance Program (CTAP) or the Interagency Career Transition Assistance Program (ICTAP)? Submit:

- a copy of your agency notice,
- a copy of your most recent performance rating, and
- a copy of your most recent SF-50, Notification of Personnel Action, noting your current position, grade level, and duty location.

AGENCY CONTACT INFO:

HR OPERATIONS CENTER-TEAM FOUR, Phone: (xxx)660-xxxx

WHAT TO EXPECT NEXT:

Once you submit your application, we will assess your experience and training, identify the best qualified applicants, and refer those applications to the hiring manager for further consideration and interviews. We will notify you by email after each of these steps has been completed. Your status will also be updated on USAJOBS throughout the process. **To check your status, log on to your USAJOBS account, click on "Application Status," and then click "More Information."** We expect to make a final job offer within 90 after the deadline for applications. If you are selected, we will conduct a suitability/security background investigation.

For more information on applying for Federal employment, please click [here](#).

Control Number: xxxxxxxx

[Close Print](#)

|| FEDERAL RESUME WRITING & ORGANIZATION

The federal resume for USAJOBS is written in a short paragraph format, using CAPS for lead in to the short paragraphs. This formatting helps the reader identify keywords, skills, and competencies, within a text style format, that is produced from USAJOBS.

Applicants can also use a formatted version of their federally formatted resume, for upload to USAJOBS, but it must contain all of the federal elements as seen in this sample. Some agencies do not accept an uploaded/Word document version, so it is recommended to create the USAJOBS format for copy and paste, for use in most federal resume builders with simple modifications; and then create formatted version from the content in the copy and paste version.

The resume is highlighted in red and blue to describe various components and requirements:

Sample USAJOBS Resume - Logistics & Transportation Management

Name

Address

City, State, Zip

USA

Email:

Home:

Work:

Vet Preference:

US Citizen:

Federal Status:

WORK EXPERIENCE

xx/xxxx - Present. Hours per week: 45. Salary: \$xx,000 pr yr
Insurance Group America. AGENT/OWNER, City, State,
Supervisor: Mr. John Jones, 555-555-5555; Contact: Yes.

(EMPLOYMENT SECTIONS CAN BE UP TO 5,000 CHARACTERS EACH)

Use CAPS as a lead-in to short descriptive paragraphs; incorporate Keywords from the announcement as CAPPED Leads (CAPS are the only enhancement you can use in a text resume; do not use underline, bold, italics or bullets in a text resume)

LEAD AGENT for a multi-line insurance company. Generate new business sales in excess of \$10,000 per week, and manage and oversee customer service, policy service, personnel management, and day-to-day operations in an insurance agency with over \$6,000,000 in annual premiums. (Scope of duties)

SUPERVISOR / PERSONNEL ADMINISTRATION (Key competency from announcement): Hire, manage, train, and evaluate an 18-person staff. Write position descriptions and performance standards. Develop plans and integrated operations inspection programs to ensure that all policies are input to a proprietary computer system in a timely, efficient manner.

ACCOMPLISHMENTS AND PROJECTS

Developed new work methods, organizational structures, management processes, and program administration procedures. Aggressively developed a profitable agency and a

cohesive team of professionals from a starting point of 0 policies to over 750 policies in 2 years. (Include accomplishments with \$\$%% | save characters - don't spell out numbers) (Qualify and quantify results)

MARKETING MANAGER: Develop and strategically plan all marketing for the agency. Initiated and directed an auto insurance marketing plan resulting in selection as auto insurance Salesman of the Year for two years. (Specific accomplishment)

CUSTOMER RELATIONSHIP MANAGEMENT (Key competency): Initiated Internet-based policy and customer management system, and a database-oriented customer contact system increasing efficiency by 30% (quantifiable accomplishment). Interact with diverse customers on a daily basis.

xx/xxxx – Present. Hours per week: 45. Salary: \$xx,000 pr yr
(Use CAPS for Job Titles) TEAM CHIEF (Major / O-4), U.S. Army Guard Reserve. City, State,
Supervisor: Mr. John Jones, 555-555-5555; Contact: Yes.

TEAM CHIEF: Directed the implementation of a newly developed Ground Forces Readiness Enhancement concept designed to ensure Reserve Component units trained and evaluated their performance to the same standard as Active Component units, increasing readiness rates from 65% to 95%. Analyzed the mission and taskings outlined in Operations Plans (OPLANS) (Do spell out acronyms), and command guidance to develop, adapt, modify, rewrite, coordinate, and implement Operational Plans (OPLANS) Operation Orders, Memorandums of Instruction, and Standard Operating Procedures (all keywords from the job announcement) used to accomplish mission requirements of this startup unit.

SUPERVISION: Built a high performance work unit from diverse individuals, leading the organization to receive the Unit of the Year award in xxxx. (Qualified achievement)

xx/xxxx – Present. Hours per week: 45. Salary: \$xx,000 pr yr
COMMANDER MOVEMENT CONTROL TEAM (MAJOR O-4), U.S. Army 4th Transportation Battalion, City, State
Supervisor: Mr. John Jones, 555-555-5555; Contact: Yes.

TRANSPORTATION AND LOGISTICS MANAGEMENT (Key competency): Supervised and monitored the training of military and civilian personnel assigned or attached to a professional transportation coordination team in direct support of the Southern European Task Force (Airborne) with an operational 96-hour recall mission

throughout the European Command (EUCOM) area of operations, arranging and monitoring the movement and transportation of thousands of personnel and equipment and other goods annually. **Managed the Foreign Military Sales and Force Modernization programs (Key requirement).** **Trained and mentored subordinates in traffic management. (Key competency)**

ADVISOR (Key competency): Furnished staff and technical advice and assistance to U.S. Forces in Theater or deploying to the Theater on all matters involving large-scale movement of freight (equipment and materials), passengers, personal property (household goods, baggage, and vehicles), for all transportation management requirements to guide in obtaining the most efficient freight, personal property, or passenger transportation services at the most economical cost, commensurate with the services required to complete the operation, and meet safety and security requirements, as well as the mission and program requirements. Analyzed and advised on transportation and logistics requirements, and conducted various logistics and transportation management studies. Constantly reviewed operations to streamline and standardize processes. Initiated 3 new contracts saving the organization more than \$16 million in 2 years. **(Accomplishment)**

MOVEMENTS (Key competency): Organized and directed surface and air movements for personnel and all classes of supply throughout the European Theater. Planned and directed the overall transportation management program; developed, adapted, and implemented policies and plans to support the operations.

CUSTOMER SERVICE (Key competency): Ensured high customer service levels and monitored provisions for necessary logistical support for all activities. Implemented customer service training and decreased the level of complaints from 76% to less than 10% in 6 months. Led the redistribution and retrograde of equipment within Theater, to the USA, and to points south of Italy, during the broad-range draw-down of forces in Europe. Developed and implemented emergency and contingency plans for readiness tests, exercises, and special programs. Provided review and judgment on proposed changes to all areas of the U.S. Army-Europe (USAREUR) Movements Control System.

PLANNING MANAGEMENT AND OPERATIONS (Key competencies): Coordinated plan development with higher headquarters and supported tenant units. Received and evaluated freight rates, reviewed procedures and operations of subordinate command components to ensure adherence to established peace and wartime policy, compliance with regulatory and STANAG criteria, and that maximum economy was obtained in providing transportation services. Developed a Statement of Work and authored a comprehensive SOP / manual for customer use.

CONTRACT MANAGEMENT (Key Competency): Evaluated carrier performance for contract and military transportation assets. Interfaced with Surface Deployment and Distribution Command (SDDC) and Central Army Group (CENTAG) based units for surface movement of exercise and deployment traffic into and out of SETAF Area of Operations.

INTERNATIONAL REPRESENTATION (Key competency): Represented the organization's position in disputes, such as disagreements over rates and charges. Oversaw and studied the general development, application, and impact of transportation management programs, policies, and operations including freight, personal property, and passenger movements. Maintained working knowledge of **transportation requirements and systems** for **international** movement. Provided guidance for **contract administration, supply, storage, distribution, or inventory management and contract methodology** for the procurement of specific transportation services (and closed contracts with local vendors worth \$3.5 million). **Initiated an innovative plan designed to save \$100K annually using organic assets for intra-theater troop movements. (Include accomplishments throughout, or in an accomplishments section within each job entry)**

CUSTOMS (keyword/competency): Supervised and evaluated the Branch Movement Control Team (BMCT) consisting of Italian and U.S. civilian employees supporting Italian Customs clearance and management of contract civilian transportation assets. Coordinated **liaison** between shippers and customs officials. Maintained knowledge of **hazardous materials regulations**. Monitored and cleared freight through customs for the commissary system in the region.

DEPLOYED (keyword/job requirement) to AFRICA in support of Joint Task Force Support Hope for **humanitarian relief (Key competency)** in Rwanda; directed **movement of personnel and all classes of supplies** from worldwide locations via various modes of transport into the operational area. Directed the staff section in charge of logistics for the Joint Task Force (JTF J4) for the tasking and monitoring of aircraft assets moving humanitarian relief supplies into Kigale, Rwanda.

EDUCATION

State University (xx/xx/xxxx - xx/xx/xxxx)

Degree: MA in International Relations

GPA: 3.80 Semester Hours: 33

State University (xx/xx/xxxx - xx/xx/xxxx)

Degree: BA - Major: Political Science; Minor: English;
GPA: 3.7 Semester Hours: 66

High School
Canyon High School (xx/xx/xxxx – xx/xx/xxxx)
United States
Degree: Diploma

TRAINING (2,000 CHARACTERS)

Command and General Staff College, xxxx, Ft Leavenworth, KS
Transportation Officer Course, xxxx, Ft Eustis, VA
School of Cadet Command, xxxx, Ft Monroe, VA
Combined Arms Services Staff School, xxxx, Ft Leavenworth, KS
Force Modernization Staff Officer Course, xxxx, Ft Leavenworth, KS

ADDITIONAL INFORMATION (20,000 CHARACTERS)

CERTIFICATION

Motorcycle Safety Foundation, 2005
Rider Coach certification. Instruct motorcycle safety classes (from the platform) through the Motorcycle Safety Foundation (six classes annually, through the local college)

AWARDS

Salesman of the Year, 2000, 2nd award
Meritorious Service Medal
Humanitarian Service Medal, for participation in Operation Support Hope
Army Achievement, 3rd award

LANGUAGES

Conversational German, Rudimentary Italian

PROFILE (The Profile or Summary of Qualifications is at the end, under Additional Information)

Seventeen years of military leadership experience in transportation and the management of strategic logistical support with expertise in strategic planning, DoD doctrinal and transportation policy development processes, supply chain management, customer relationship management, program management, event planning and coordination, liaison, and training / instruction, as well as automated logistics systems.

Provided regulatory guidance for the interpretation, application, and implementation of new or changed policies or regulations. In-depth knowledge of garrison goals and objectives (Army Europe), sequence of timing of critical program events and milestones, and methods to evaluate program accomplishment.

Managed transportation, distribution, deployment, infrastructure, and processes cost benefit analyses to improve Theater operations and shortcomings. Developed and led the integration of near, mid, and long term programs and installation strategic plans for various operations, i.e., training, logistics, and transportation. Control and execute budgets over \$7 million and inventory worth approximately \$70 million including large vehicles.

SPECIFIC AREAS OF EXPERTISE: Management level knowledge of neutral country border clearance requests, hazardous materials shipment, transportation requirements and systems for specific geographic areas, various specific transportation programs, i.e., freight, personal property, and/or passenger (for air, railroad, and ships); contract administration, supply, storage, distribution, or inventory management; knowledge of program operations to identify and define requirements for the use of automated systems; and knowledge of contract methodology for the procurement of specific transportation services.

SHORT SAMPLE KSA

Some announcements still require the use of KSA essays or narrative statements. Here is a sample essay in the CCAR format:

(Context & Challenge): Hired to overturn archaic work processes, **map a 20-year master plan, manage multiple simultaneous projects**, and bring the District into the 21st century, while enduring an unprecedented 8-year drought.

(Actions): **Assessed** the internal and external impact of **program and policy changes**; and **reviewed processes, systems, and operations** and implemented a number of changes **transforming** the District as a **model organization** and setting it on course for future years, through **modernization of accounting programs, programs and practices, communication with constituents**, water conservation efforts, equipment and safety management programs, and employment policies.

(Actions & Results): **Wrote and secured** a \$350K **grant** to develop the 20-year master plan of water system improvements including a system-wide ArcView-GIS (100% complete); secured a \$1.5 million **materials grant** and a \$600K **engineering design grant** to support implementation of the strategic plan. Secured a \$100K grant to develop a plan to replace 9.5 miles of open-unlined canal with pressurized PVC pipeline; secured a \$3.5 million **materials grant** to construct pipeline (complete/results include conservation of 7,200 acre-feet of water and provides gravity pressure to water users). Secured a \$25K grant to develop a **MS Access** based water accounting program, a **MS Excel** based water supply **forecasting model**, and an **interactive website** (100% complete). **Sourced, procured, and implemented new** water **accounting software**, revamping tedious financial accounting system by adapting Quicken Contractor edition, and decreasing the 900+ items listed on the chart of accounts. Designed water **conservation measures; developed a fleet maintenance program; introduced a Safety Program**.

SENIOR EXECUTIVE SERVICE (ABOVE GS-15)

www.opm.gov/ses/handbook.html and

The Senior Executive Service is the senior Corp of the Federal government with about 7,500 members. The application process is based on five Executive Core Qualifications, with 28 underlying leadership competencies identified by the Office of Personnel Management (opm.gov). SES Applicants are required to submit an application package with about 10 pages of essays describing leadership stories in the CCAR format, addressing each of the ECQs, as well as an executive resume and essays describing specific Technical Qualifications (for an average 20-page application). Or, some agencies, since 2008, require SES candidates to submit the new 5-page SES resume based application, with the ECQ stories integrated into the body of the 5-page resume. An excellent recommendation for fully understanding the SES application process can be found at Amazon.com, *The New SES Application*, published October 2011.

ECQs = Executive Core Qualifications (Leading Change, Leading People, Results Driven, Business Acumen, Building Coalitions)

Leading Change: Strategic Vision and Purpose | Creativity, Innovation, External Awareness, Flexibility, Resilience, Strategic Thinking

Leading People: Management of People, Recruitment, Retention, Providing Incentives, and Motivation | Conflict Management, Diversity, Integrity/Honesty, Team Building

Results Driven: Continuous Business Process Improvement | Accountability, Customer Service, Decisiveness, Entrepreneurship, Problem Solving, Technical Credibility

Businesses Acumen: Integrating the Management to People, Technology and Business Processes and Finances | Financial Management, Human Resources Management, Technology Management

Building Coalitions & Communications: Partnering, Political Savvy, Influencing/Negotiating

Fundamental Competencies: Interpersonal Skills, Oral Communications, Written Communications, Integrity/Honesty, Public Service Motivation, Continual Learning

|| FINAL COMMENTS FOR COACHING FEDERAL JOB SEEKERS - ASKING THE POINTED QUESTIONS

In 2012, unemployment rates are at record highs. Competition for open employment opportunities across the nation is fierce, as recruiters and staffing specialists search for, recruit, and hire the "Purple Squirrel" (aka, the perfect-fit candidate). In this current economy, many job seekers are turning to federal employment opportunities, where they had never considered that possibility in the past.

Consequently, many new federal job seekers turn to federal employment without understanding the underlying purpose of holding a federal position; many do not understand the federal hiring process; and many are not prepared to apply for federal jobs (as they only own a 2-page formatted, industry-style resume).

I begin sessions with new federal job seekers by asking some pointed questions, to help them gain awareness of the federal employment climate and the federal application process, with a goal to help them make wise, viable, realistic decisions concerning job search.

Questions posed include:

- "Why do you want to seek and secure federal employment at this time?"
- "What is your motivation for seeking federal employment?"
- "Do you know what it means to be a federal employee/public servant?"
- "Why did you select the position/vacancy posting you are currently targeting?"
- "What salary are you expecting?"
- "Why did you select the Agency you are currently targeting?"
- "What positive impact can you offer this Agency, if hired?"
- "What do you know about the Agency's mission?"
- "What transferable skill sets do you offer the federal service?"
- "What are your long-term employment plans?"
- "Do you have a federally formatted resume prepared?"
- "Do you have KSA essays written?"
- "Do you have any federal hiring preferences (i.e., veteran, military spouse, rehire, merit, other)?"

Civil Service

A civil or public servant is a person who holds a government position by election or appointment / the body of employees in any government agency other than the military. Civil Service is defined as a branch of governmental service in which individuals are employed based on professional merit as proven by competitive examinations (in many cases, the examination is the federal resume, self-assessment questions, essays, and the interview; and there are certain positions that require written or other testing / assessments).

The Federal Government was established by the Constitution to provide services to the public. The federal government defends the United States from foreign aggression, represents U.S. interests abroad, developing and enforcing national laws and regulations, and administering domestic programs and agencies. Federal employees are responsible for enacting and implementing the programs and performing the services that accomplish these goals.

Client Scenarios

When I pose the above list of questions to new federal job seekers, very often they reply with "I want a 9 to 5 job with weekends off; I am tired of being laid off every year or two; and I want a retirement check. I heard that the federal government jobs are stable and I can't get laid off or fired."

Additionally, these federal job seekers do not understand the occupational series, salary ranges, and specific Knowledge, Skills, and Abilities required to qualify for a federal position. Thus, my reasoning for asking them why they selected certain position titles, Agencies, and salaries.

Coaching and Training/Educating Federal Job Seekers

During intake sessions with new federal job seekers, I spend time helping them solidify answers to the questions I pose, by educating them concerning the specifics of applying for federal employment:

- The federal government does offer excellent benefits, safe / longer-term employment opportunities, with usually 8 to 5 type work schedules. Having said that, the federal government does lay off thousands of employees annually, usually through attrition, buy-outs, and early retirements. In 2011 and 2012, the federal government froze salaries.

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- Since civil service is a "servant" position, I pose questions to my clients to help them identify their values and motivations, and suggest they might want to consider targeting federal Agencies whose missions align with their values.
 - For example, if my client loves aviation (and she is an executive administrative assistant), then she might consider federal employment with the FAA, NASA, or Department of the Air Force; if my client loves working with children or is an advocate for children's issues, then he might want to consider applying for the Social Security Administration or Department of Defense Dependent Schools; if my client is a doctor, nurse, clergy-person, or administrator, or just loves the military, I suggest the Veterans Administration (and by the way, the VA is currently recruiting for medical professionals via national television commercials, you can check out their site at http://www.vacareers.va.gov/vacareers_Jobs.cfm); and so forth.
 - Job titles and duties do not always match; so I caution my clients to read carefully beyond the job title. For example, an HR specialist with 25 years of experience wanted to apply for an HR/Resources Specialist (\$115K - \$135K) for the FDIC. However, the job duties required her to have knowledge and executive-level experience with Capital Markets, Accounting, Information Technology, Trust, Fraud, and BSA/Anti-money laundering, among many other financial-specific skill sets; consequently she was not qualified for the position, as she did not have the required knowledge base.
 - Qualifying for a federal job is like taking a test. The resumes, self-assessment questions (where a candidate rates his level of expertise on a range scale from 'no experience or education' to 'expert in the skill set and train others'), Knowledge, Skills and Abilities essays, and other requirements (degree, completion of certain credits, specific licenses, clearance level, and other selective placement factors), are scored on a point scale (usually 100 points). If your score is below 100, then you either may not qualify for the position, or you may not be the best qualified, as other candidates scored higher. This is the reason that the candidate's experience, skill sets, and education need to me a near-perfect match to the open vacancy announcement/required duties.
 - Written Documents: Candidates need to be good writers, to prepare the resumes and essays. Moreover, I caution my clients to follow all of the rules in the announcement. For example, if the announcement says, "Place essay here; do not say, 'see resume'", then I encourage them to write the essay. Many new federal

job seekers do not follow all of the rules, and then they wonder why they did not qualify for a job, or they wonder why they never heard back from a posting.

Conclusion

New federal job seekers will benefit from understanding their purpose and motivation for seeking federal employment, ensuring their values align with the mission of the federal Agency they are targeting. They will also fare much better through the federal application process if they research www.usajobs.opm.gov, thoroughly analyze some federal vacancy announcements, prepare a federal resume and some KSA essays in advance, and then begin applying for federal jobs.