



TROOPS
to

ENERGY JOBS

Connecting Veterans to Rewarding Energy Careers

CEWD Handbook for

VIRTUAL COACHES

TABLE OF CONTENTS

Chapter 1:	Introduction	P
Chapter 2:	The Strategy for the Troops to Energy Jobs Initiative	P
Chapter 3:	Your Role as a Virtual Career Coach	P
Appendix A:	Licenses, Education, Certification and Physical Requirements for Currently Available Jobs	P
Appendix B:	Competency Based Interviewing	P

Chapter 1: Introduction

Energy jobs offer promising opportunities to both experienced workers and those just starting their careers. The energy industry as a whole is projected to experience growth in the coming years, particularly with the increase in infrastructure investment in renewable energy and clean energy generation, energy efficiency, and Smart Grid technologies. The growth in demand for workers is partially caused by the projection of a 40% loss in skilled workers over the next five years due to retirement, resulting in an expected need for approximately 200,000 new employees.

Energy employers will need skilled workers for energy-related generation, transmission, and distribution positions. These are jobs that are active, hands-on, rewarding, and available in every state. In addition, they are jobs in an industry where adding new skills translates into additional opportunities to advance and to make more money. As new technologies are created, workers will need new skills to install and operate the new energy systems, and this fact means new job opportunities in a stable and growing industry.

The Center for Energy Workforce Development (CEWD) has developed a forward-thinking energy career pathways model. Formed in March 2006, CEWD is a non-profit consortium of electric, natural gas, and nuclear utilities and their associations - Edison Electric Institute, American Gas Association, Nuclear Energy Institute, and National Rural Electric Cooperative Association. CEWD was formed to help utilities work together to develop solutions to the coming workforce shortage in the utility industry. It is the first partnership among utilities, their associations, contractors and unions to focus on the need to build a skilled workforce pipeline that will meet future industry needs.

The Get Into Energy (GIE) Career Pathways Model is built on the principles of targeted outreach to clients, defined career pathways that are supported by a portfolio of credentials and degrees, and active employer involvement in all phases of the program. The model provides a roadmap for entry into skilled, utility technician positions in the energy industry with pathways to higher-level jobs in a variety of work settings. The model focuses on the needs of three stakeholder groups: potential applicants, educators, and employers. The system is divided into key modules supporting these stakeholders, including Outreach and Career Coaching, Career

Pathways Curriculum and Stackable Credentials, and Employer Collaboration and Support. CEWD is fortunate to have financial support from the Bill and Melinda Gates Foundation to build this model, to recruit specific target populations to feed into it, and to pilot and evaluate the model.

The Career Pathways model is already being used in eight pilot states with a target population of young people in the age range of 16-26 from economically-depressed families and neighborhoods. Due to the receipt of additional funding, the model can now be applied to veterans, especially those returning from recent combat. The remainder of this handbook will focus on this specific application of the model.

The Troops to Energy Jobs Program

In his June, 2011 speech, President Obama predicted that a significant number of service men and women would come home from combat duty in Iraq, Afghanistan, and Pakistan beginning in the summer of 2011. That trend has begun. Having challenging and productive work upon return will be an important part of their readjustment to home. The energy industry is eager to utilize the technical and leadership skills that they have developed in the military and to support their return to civilian life. Veterans have a strong work ethic and an appreciation for the importance of safety and teamwork. For the energy companies, however, there is an underlying reason to hire veterans that goes beyond the fact that veterans are such good potential employees: a sincere desire to create career opportunities for those who have dedicated their lives to serving their country.

The energy jobs expected to be affected most by the loss due to retirement and attrition include engineers, technicians, line workers, plant operators, and pipefitters. Many veterans, through their military assignments, training and experience are uniquely qualified for these skilled trades. Most veterans are returning from combat zones without a clear path toward these jobs, however. The new Initiative's long-term goal is to define and develop these pathways, involving educational institutions and corporations in the process. The role of educational institutions will be to provide the education and training that may be necessary, with use of funds from the G.I. Bill of Rights, to achieve the stackable credentials, additional course work, and/or degrees needed to fill the energy-related positions. The role of corporations will be to give veterans a measure of priority in their selection process and to provide mentors from among their employees who are themselves veterans. The Troops to Energy Jobs program will seek to accelerate the training and employability of veterans for placement in key energy positions within these corporations. Additional support will be provided by you, a virtual career coach.

The Troops to Energy Jobs initiative is now at its beginning and attempting to take its first step toward reaching these longer-term goals. Through analysis of the training offered and job duties carried out in the military, it appears that military personnel trained in the military specialties of security officer, radiation protection technician, nuclear reactor operator, and nuclear power plant operator already have the skills and experience needed

to enter energy jobs. Further, there are five energy corporations with needs in these areas which are eager to collaborate with CEWD to get the program started. Thus, this handbook will focus on these positions, these potential employers, and the role of virtual coaches in linking trained veterans to these employers.

Chapter 2: The Strategy for the Troops to Energy Jobs Initiative

In collaboration with the Department of Defense and the Veteran's Administration, a number of ways to communicate with veterans about this initiative are being developed. At the present, however, the best place to find out more about opportunities for veterans is its website, www.troopstoenergyjobs.com. This page has basic information about the energy careers that match up best with the skills gained while in military service as explained in the following section. Over time, this site will be more and more fully developed and opportunities will expand. In this early phase of the project, focus is being placed on several specific jobs for which the gap is minimal between the military training and experience for these jobs and that needed in the civilian energy environment. These first jobs include security officer, radiation protection technician, nuclear reactor operator, and nuclear power plant operator.

Matching MOS' and Energy Jobs

There are many different military occupational specialties in all of the branches of the service that are similar to position descriptions of energy-related jobs. This link between Military Occupational Specialties (MOS) and energy jobs is made on the Get Into Energy website (<http://military.getintoenergy.com/matchups.php>), not yet fully operational. On that site military personnel can select their branch of the service and then their specific MOS. From the selection of MOS, the military candidate is linked to the description of an energy job that is the closest match. Candidates may currently have the knowledge and skills they need to fill this position, or they may need additional training through apprenticeships or formal education. The site includes information about sources of this training on its Training and Job Locator page. Military personnel will be able to acquire the needed education or training through the GI Bill of Rights. The benefits that will be available to veterans through this program are considerable.

They include the following:

- *A customized approach for each individual that is based on his or her skills, experience, and interests*
- *College credit for military training and experience*
- *Connections to other veterans who have transitioned to the energy industry via mentoring and virtual networking.*
- *Accelerated training opportunities as needed*
- *Ways to acquire credentials that build upon one another and are portable from company to company*
- *Access to a large number of career resources, including Journey described later, via the Troops for Energy website.*

As indicated earlier, veterans who have had military training in several specific occupations (security officer, radiation protection technician, nuclear reactor operator, and nuclear power plant operator) are likely to be able to transition to civilian energy jobs with the support of on-the-job training. Thus, for the immediate future, veterans who have had related military training will be able to apply immediately for these jobs. Their descriptions in the energy industry are provided below. You will be able to assess the degree to which their training and experience have already prepared them for these jobs by looking at the description of their MOS using Journey (more information provided in a later section) and by interviewing candidates around the job duties listed in each of these descriptions. The relevant position descriptions are provided here. Additional information about each, including required licensure, education, certification, and physical demands is provided in Appendix A.

Descriptions of Job-Ready Positions

Security Manager

- >> Creates or implements security standards, policies and procedures.
- >> Plans, directs or coordinates security activities to safeguard company assets, employees, guests or others on company property.
- >> Analyzes and evaluates security operations to identify risks or improvement opportunities.
- >> Reviews and analyzes security data to determine security needs, security program goals or program accomplishments.
- >> Conducts physical examinations of property to ensure compliance with security policies and regulations.
- >> Conducts, supports or assists in governmental reviews, internal corporate evaluations or assessments of the overall effectiveness of the facilities security processes.
- >> Monitors security policies, programs or procedures to ensure compliance with internal security policies, licensing requirements or applicable government security requirements, policies and directives.
- >> Recommends security procedures for security call centers, operations centers and access control
- >> Responds to medical emergencies, bomb threats, fire alarms or intrusion alarms following emergency response procedures.

- >> Arranges for or perform executive protection activities.
- >> Plans security for special and high-risk events
- >> Manages organization's expenditures to ensure efficiency and quality of security operations.
- >> Supervises subordinate security professionals, performing activities such as hiring, training, assigning work, evaluating performance or disciplining.
- >> Trains the organization in security rules and procedures.

Security Investigator

- >> Conducts diverse, complex and sensitive investigations into issues of significant consequence.
- >> Provides reports and presentations of investigative results which enable and support risk management decision-making.
- >> Manages the flow of sensitive intelligence information in a manner that provides the greatest mitigation of risks.
- >> Serves as agent in matters requiring criminal prosecution
- >> Provides primary interface with local, state and federal law enforcement agencies as well as homeland security organizations
- >> Provides security consultation to company personnel on a wide variety of security and risk matters

- >> Provides interpretation of company policy
- >> Develops and maintains a wide variety of public and private sources of information to support investigative function
- >> Performs complex research and analysis utilizing a diverse variety of internal company and outside automated systems
- >> Provides primary leadership to include case review and case assignment for all requests for investigative services
- >> Ensures cost control for investigative services within approved budget.
- >> Ensures training and qualification for investigative staff.

Security Specialist

- >> Supports security background investigations for candidates for employment and contractors seeking access to company facilities ensuring compliance with company policy, regulatory and legal requirements for collection of individual background information
- >> Supports the operations of the corporate security control center
- >> Coordinates with county and state agencies to facilitate record checks for background investigations.
- >> Maintains data bases to support security programs and manage electronic access control systems.

- >> Monitors and facilitates response for automated alarm systems.
- >> Manages emergency notification procedures in accordance with company response plans.
- >> Manages company response to emergency contingencies to include natural disasters and work stoppage.
- >> Conducts thorough patrols and facility countsurveillance operations.
- >> Conducts preliminary investigations of security incidents/breaches.
- >> Develops and maintains concise and accurate security logs, reports and other required documentation
- >> Conducts structured interviews with internal/external customers

Business Assurance Specialist

- >> Protects the Company's assets and self-insured retention by managing the investigation of third party property damage and financial recovery claims some of which will require field work as part of the investigation process.
- >> Builds comprehensive investigation data and fact patterns by securing and evaluating company and non-company records, e.g., paper documents; electronic, computer-based files); conducts interviews with customers, witnesses, internal clients, law enforcement officers, insurance company representatives, and other outside, disinterested parties, to obtain facts of case.

- >> Evaluates claims with regard to both liability and damages.
- >> Analyzes and establishes liability and evaluates financial and other risk to the Company and independently negotiates third party matters on behalf of the company
- >> Responds to, and handles to resolution, executive/customer complaint issues.
- >> Sets accurate reserves in accordance with company's financial guidelines.
- >> Approves, or denies, claims directly with customers, attorneys, and insurance carriers.
- >> Prepares the case for arbitration and/or litigation In matters that cannot be resolved.
- >> Renders expert testimony before Courts, administrative panels and arbitrators.
- >> Prepares formal, written investigation reports, letters and other documents.
- >> Supports the facility relocation process to assist Utility clients to recover costs incurred for the relocation of electric and gas facilities and to identify cost avoidance opportunities by researching Municipal / County Master Plans, applicable tariff, case law and state statutes.
- >> Provides educational services to internal/external parties on a variety of claims topics and to minimize the Company's financial exposure.
- >> Designs or implements security systems, video surveillance, motion detection or closed-circuit television systems to ensure proper installation and operation.
- >> Designs security policies, programs or practices to ensure adequate security relating to issues such as protection of assets, alarm response and access card use.
- >> Develops or review specifications for design or construction of security systems.
- >> Recommends improvements in security systems or procedures.
- >> Engineers, installs, maintains or repairs security systems, programmable logic controls, or other security-related electronic systems.
- >> Inspects fire, intruder detection, or other security systems.
- >> Inspects security design features, installations, or programs to ensure compliance with applicable standards or regulations.
- >> Monitors the work of contractors in the design, construction, and startup phases of security systems.
- >> Prepares, maintains, or updates security procedures, security system drawings, or related documentation.

Security Management Specialist

- >> Conducts security audits to identify potential problems related to physical security, staff safety or asset protection.

Supervisor – Physical Security

- >> Manages contracts for physical and technical security services including assurance of contract compliance
- >> Ensures the readiness and qualification of physical security personnel for daily security activities as well as contingency response during emergencies
- >> Manages costs associated with physical and technical security activities
- >> Manages all corporate security compliance initiatives to facilitate effective infrastructure protection strategies
- >> Supervises employee and contractor security forces.

Those qualified for the following jobs are most likely Navy veterans.

Non-licensed Operator

A non-licensed operator supports the reactor operators and senior reactor operators. Duties include opening and closing valves, electrical breakers and other devices as well as directly monitoring plant equipment performance. Operators work in shifts.

Nuclear Reactor Operator

A reactor operator, licensed by the U.S. Nuclear Regulatory Commission, is responsible for operating a reactor's controls in cooperation with the remainder of the shift team. The reactor operator moves control rods, starts and stops equipment, implements operations procedures, conducts surveillance tests and records data in logs. Operators work in shifts.

Radiation Protection Technician

Radiation protection technicians measure and record radiation levels; in addition, they service and calibrate radiation protection instruments and equipment. They play a vital role in ensuring the safety of employees working in radiation areas, as well as the facility's compliance with radiation requirements.

Collaborative Corporations and Their Jobs

In this first phase of the initiative five elite military-friendly corporations have volunteered to collaborate in this program. Some information is provided about each below, including an overview of the types of jobs that may be available in each. Their websites provide a wealth of information about their operations, jobs, job openings, mission, core values, and corporate culture. One facet of the transition that military personnel will make is adapting to the civilian corporate culture of such organizations. Some of the characteristics of that culture include the following:

- >> There are safety regulations and procedures that must be followed.
- >> Work tasks and their outcomes often have to be documented carefully and in a standard way.
- >> If a union contract is involved, the rules and procedures contained in the collective bargaining agreement must be followed.
- >> Employees and their expected tasks must be on time.
- >> The core values of the organization must be understood, and these guide employee behavior.

Actually, these characteristics are also true of military settings. Nonetheless, the transition to civilian settings even with the same characteristics require change and flexibility on the part of the veterans, especially related to manner of communication, dress, level of formality, and methods of documentation of work tasks. One of your roles as a virtual coach is to assist veterans to make this transition. Short description of the collaborating companies are as follows:

Dominion

(<http://www.dom.com/careers/index.jsp>)

Dominion is one of the nation's largest producers and transporters of energy, with a portfolio of approximately 28,200 megawatts of generation; 11,000 miles of natural gas transmission, gathering and storage pipeline; and 6,300 miles of electric transmission lines. Dominion operates the nation's largest natural gas storage system with 947 billion cubic feet of storage capacity and serves retail energy customers in 15 states. Dominion practices environmental stewardship and contributes more than \$20 million annually to the environment, education, arts and culture, and health and human services.

Dominion's strategy is to be a leading provider of electricity, natural gas and related services to customers in the energy-intensive Midwest, Mid-Atlantic and Northeast regions of the U.S., a potential market of 50 million homes and businesses where 40 percent of the nation's energy is consumed. Its current customers are located in Virginia, West Virginia, Ohio, and North Carolina. Dominion offers positions in customer service, administrative assistance, crafts (equipment operators,

control room operator, lineman, electrician, rouser, mechanic, meter reader, power plant operator, stockhelper, and welder), engineering, math and science (analyst, chemist, compliance specialist, environmental appliance coordinator, forestry specialist, geologist), professional and salaried (accountant, communications, human resources, information technology, sales, and security), and technical jobs (customer project designer, electrical equipment specialist, facilities technician, health physics technician, instrumentation and control technicians, instrument technicians, safety specialist, system protection technician, and technical specialist).

American Electric Power

(<http://www.aep.com/careers>)

AEP ranks among the nation's largest generators of electricity, owning nearly 38,000 megawatts of generating capacity in the U.S. AEP also owns the nation's largest electricity transmission system, a nearly 39,000-mile network that includes more 765 kilovolt extra-high voltage transmission lines than all other U.S. transmission systems combined. AEP's transmission system directly or indirectly serves about 10 percent of the electricity demand in the Eastern Interconnection, the interconnected transmission system that covers 38 eastern and central U.S. states and eastern Canada, and approximately 11 percent of the electricity demand in ERCOT, the transmission system that covers much of Texas. AEP's utility units operate as AEP Ohio, AEP Texas, Appalachian Power (in Virginia, West Virginia), AEP Appalachian Power (in Tennessee), Indiana Michigan Power, Kentucky Power, Public

Service Company of Oklahoma, and Southwestern Electric Power Company (in Arkansas, Louisiana and east Texas). AEP's headquarters are in Columbus, Ohio.

AEP has positions in Accounting/Auditing; Administrative and Support Services; Advertising, Marketing, and Public Relations; Arts, Entertainment, and Media; Building and Grounds Maintenance Computer Services; Construction, Mining, and Trades; Consulting Services; Customer Service and Call Center; Education, Training, and Library; Electronics; Energy/Utilities; Engineering; Environmental Services; Executive Management; Finance/Economics; Financial Services; Government and Policy; Human Resources/Recruiting; Information Technology; Installation Maintenance and Repair; Internet/E-Commerce; Law Enforcement/Security Services; Legal; Manufacturing and Production; and Operations Management.

Arizona Public Service (<http://jobs.aps.com/>)

Arizona Public Service is a subsidiary of Pinnacle West (<http://www.pinnaclewest.com/main/pnw/AboutUs/overview/default.html>). Arizona Public Service generates, sells and delivers electricity and energy-related products and services. It serves more than a million customers in 11 of Arizona's 15 counties, and is the operator and co-owner of the Palo Verde Nuclear Generating Station – a primary source of electricity for the Southwest. Arizona Public Service is the second fastest growing electric utility in the U.S. over the last five years. It is headquartered in Phoenix, Arizona, one of the fastest growing regions in the United States. Its

assets include approximately 6,000 megawatts of plant generation capacity, and it is a leader in the development of solar technology.

The wide range of positions offered at Arizona Public Service includes many specialties in Information Technology, many specialties in engineering, production specialists, power plant engineers and procurement specialists, installation and maintenance specialties, human resources specialties, accountants, buyers, project managers, environmental technicians, technical analysts, and buyers.

Pacific Gas and Electric (<http://www.pge.com/about/careers>)

Pacific Gas and Electric Company, incorporated in California in 1905, is one of the largest combination natural gas and electric utilities in the United States. Based in San Francisco, the company is a subsidiary of PG&E Corporation. There are approximately 20,000 employees who carry out Pacific Gas and Electric Company's primary business—the transmission and delivery of energy. The company provides natural gas and electric service to approximately 15 million people throughout a 70,000-square-mile service area in northern and central California. Pacific Gas and Electric Company and other utilities in the state are regulated by the California Public Utilities Commission. The company's service area stretches from Eureka in the north of California to Bakersfield in the south, and from the Pacific Ocean in the west to the Sierra Nevada in the east. This area contains 141,215 circuit miles of electric distribution lines and 18,616 circuit miles of interconnected transmission lines. It also contains 42,141 miles of natural gas distribution pipelines and 6,438 miles of

transportation pipelines. It serves 5.1 million electric customer accounts and 4.3 million natural gas customer accounts.

Professional careers at PGE include IT Manager, Communications Manager, and Senior Project Engineer. Field Operations careers include linemen, electric distribution supervisors, gas engineers, and gas service representatives.

Southern Company

(<http://www.southerncompany.com/careerinfo>)

Southern Company's principal business is to make and sell electricity. With nearly 43,000 megawatts of electricity-generating capacity, the company's kilowatt-hour sales constitute about 4.7 percent of the U.S. electricity market—a market shared by about 3,275 utilities plus 1,738 non-utility producers. Based in Atlanta, Georgia, operations include generation plants, high-voltage transmission lines, low-voltage distribution lines, and customer sales and service. The company also constructs, acquires, and manages generation assets and sells electricity on the wholesale market. Southern Company subsidiaries provide retail electric service as regulated by the public service commissions in the states served and by federal energy agencies. The four subsidiaries—Alabama Power, Georgia Power, Gulf Power, and Mississippi Power—serve 4.4 million retail customers.

Positions at Southern include a variety of jobs in plant operations and maintenance, line installation and maintenance, engineering, customer service, accounting, management, finance, human resources, information technology, sales/marketing, and security.

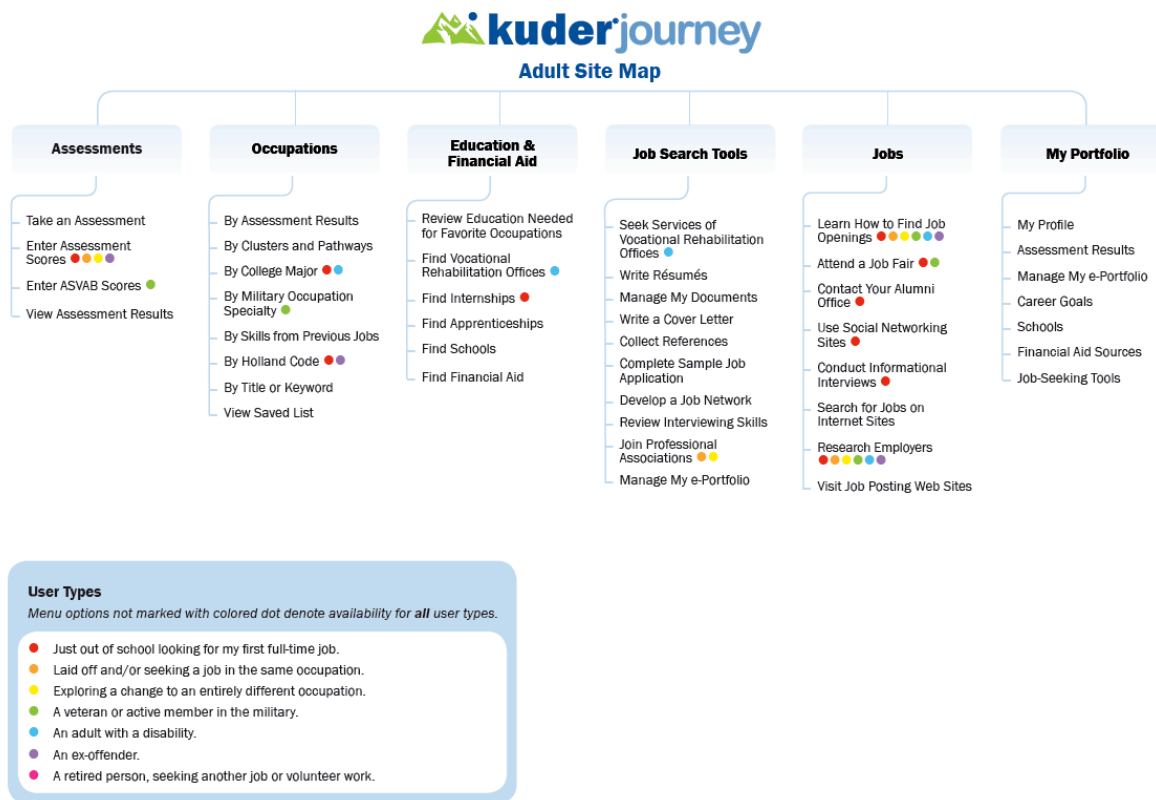
Support Services

Three powerful support services will be provided to military personnel who enter the Troops to Energy Jobs program: 1) your support, to be described in the next chapter of this handbook, 2) assistance from a web-based career planning system called Journey, described below, and 3) once hired, the mentorship of a veteran who works for the same company. The primary role of the mentor is to assist the new employee to understand the culture of the workplace, figure out how to adapt to how things are really done in it, employ appropriate soft skills, and start off on a rewarding career path.

The Kuder® Journey System

The Kuder career planning system, called Journey, is an extensive web-based tool which participants in the program can use from home, a library, or any other place with Internet connectivity. It will be available from www.troopstoenergyjobs.com. The flowchart on the next page shows the extensive content of this system.

As a coach for the group that is ready now, it is recommended that you work with the veterans to register in the system and to use the following components.



User Registration

In order to sign on to Journey, register for its use, and start an electronic portfolio, veterans will follow these steps:

1. Access the Journey system at www.troopstoenergyjobs.com.
2. Select Have a registration code? Register here.
3. Complete all of the fields on the registration form and select Register.
4. A Register Success message should appear. At this time, select Please Login.
5. Enter the e-mail address and password you created on the previous page and select Login.
6. Click on Take the Career Interest Inventory to access the Kuder Journey system and complete the interest assessment.

Electronic Portfolio

One of Journey's important features for this program is that a lifelong electronic portfolio is created for each user when he or she registers for its use. This portfolio is an editable repository for any information which users generate while using the system itself (such as resumes or cover letters) and any documents which they might choose to upload (such as scanned images of certifications or licenses).

The screenshot displays the 'My Portfolio' interface on the Kuder Journey website. At the top, there is a navigation bar with the Kuder Journey logo and a 'Log Out' link. Below the navigation bar, a menu lists various sections: Home, Assessments, Occupations, Education & Financial Aid, Job Search Tools, Jobs, and My Portfolio. The 'My Portfolio' section is active, showing a user profile picture and a 'My Portfolio' heading. A 'Directional Guidance' box on the right contains the text: 'You will have lifetime access to this portfolio. So, return here often, and keep it updated.' The main content area includes a 'My Profile' section with an 'Edit My Profile' link, an 'Update & Review Your Progress' section with links for 'Assessment Results' and 'Manage My e-Portfolio', and a 'Your Favorites' section with links for 'Career Goals', 'Schools', 'Financial Aid Sources and Applications', and 'Job Seeking Tools'. A footer at the bottom of the page contains copyright information and links for Privacy Policy, Terms of Use, About Kuder, Contact Us, and Help.

You as the assigned virtual career coach, can view the portfolio of participants, including the results of any assessments they may take within the system; specific occupations they are considering; education and training they may be considering; companies they are considering; and stored documents such as resumes, cover letters, certifications, work samples, etc. You will be able to do that by registering yourself as a counselor through Journey's Administrative Database Management System. Follow these instructions to register the first time.

1. Access Kuder Journey at www.troopstoenergyjobs.com.
2. Indicate that you are an administrator, counselor, or other authorized person (the fourth option) and then Continue.
3. Complete the registration form, entering the Organization Access Code and Organization Password provided to you in an Implementation E-mail from Kuder.
4. Click on Register.

After your initial registration into the Administrative Database Management System, you can enter again at any time to view the portfolios of your clients and/or to post or send them messages as described below.

1. Access Kuder Journey at www.troopstoenergyjobs.com.
2. Enter your administrator user name and password.
3. Select the Tools and Resources tab and then Post a Message.
4. Click on Add New Message and complete Step 1 and 2 accordingly.

The above process is designed to send a common e-mail to a group of people. To e-mail individual clients, follow these directions:

1. Go to www.troopstoenergyjobs.com.
2. Enter your administrator user name and password.
3. Select the Administration tab and Download Directory. From here you can run a list of each individual's information, including e-mail address. With these, you can send individual e-mails.

The screenshot shows the 'Post a Message' page in the Kuder Administrative Database Management System. The page has a blue header with the Kuder logo and navigation tabs for Home, Reports, Tools & Resources, and Administration. The main content area is titled 'Post a Message' and includes a brief instruction: 'You may post messages, such as news about career events or upcoming deadlines, to the home pages of system users. First, select whether you intend to send the message to all accounts or use the filter tool to direct it toward certain individuals. When you are ready, you may create the message in the field provided. Click Post when you are finished or Reset to clear the form.'

The '1. Select Recipients' section is active, showing filter options for Organization Details, User Details, and Assessment Options. Under Organization Details, the Site is set to 'Kuder-Erin Puetz'. Under User Details, filters include Last Name (A to Z), Gender (Males and Females checked), Ethnicity (All Ethnicities checked), Education Level (All Education Levels checked), Needs (All Needs unchecked), and Barriers (All Barriers unchecked). Under Assessment Options, 'All Assessments' is selected, and the Date Range is set from 8/25/2011 to 9/8/2011.

The '2. Compose Message' section is partially visible at the bottom. On the right side, there is a 'My Profile' sidebar showing the user's name (Erin Puetz), email (puetz@kuder.com), and various activation code usage statistics (Journey: 17 used, 8 remaining; Navigator: 8 used, 17 remaining; Customer Usage: 19 new users, 21 returning users). Below this is a 'Latest Communications' section with 'Messages' and 'Alerts' subsections, both indicating 'You have no messages/alerts' and providing buttons to 'Check Messages' or 'View'.

Communication within the Journey System

Through this page in the Administrative Database Management System of Journey, you can select individuals or groups of individuals to receive messages from you that you compose from this page. The message will be posted in their electronic portfolios. You can send e-mail or text messages to participants through the system as well and/or post the URLs for specific websites that you suggest for their review.

The Job Search Part of Journey

The part of Journey that the program participants will use most is the content under the tab titled Job Search Tools. Notice that from this menu, users can prepare, print, and send resumes; upload certificates, work samples, or other documents into their portfolios; write and print cover letters; designate and communicate with references; build a profile in LinkedIn, and develop a job network.

The screenshot displays the Kuder Journey website interface. At the top right, it shows the URL 'www.kuder.com' and a 'Log Out' link. The main navigation bar includes 'Home', 'Assessments', 'Occupations', 'Education & Financial Aid', 'Job Search Tools', 'Jobs', and 'My Portfolio'. The 'Job Search Tools' tab is active, and a sub-menu on the left lists various actions: 'Write Résumés', 'Manage My Documents', 'Write a Cover Letter', 'Collect References', 'Complete Sample Job Application', 'Develop Job Network', 'Review Interviewing Skills', 'Manage My e-Portfolio', and 'Social Networking'.

The main content area is titled 'Step 4: Job Search Tools' and includes a sub-section 'Job Search Activities' with the following items:

- Write Résumés**: Create a résumé now using the Résumé Builder.
- Manage My Documents**: Upload documents such as a résumé you created on your own, a scanned certificate or license, letters of reference, or a work samples.
- Write a Cover Letter**: Write and store one or more cover letters that you may want to send with your résumé to prospective employers.
- Collect References**: Enter the names, addresses, phone numbers, and e-mail addresses of people who could be effective references for you.
- Complete Sample Job Application**: Complete a sample job application, then save it to your portfolio and/or print a copy. This may be helpful to you, as most job applications will request the information contained in the sample form.
- Manage My e-Portfolio**: Use your e-Portfolio to compile information and documents - e.g., references, contact information, résumés, certificates, work samples, and your past work experiences and long-term career goals. You can send a link to this e-Portfolio to potential employers so update it as often as needed.

Below the activities is an image of four professionals (three men and one woman) standing together. To the right of the activities are several informational sections:

- Networking**: Includes links for 'Learn How to Use Social Networking', 'Develop a Job Network', and 'Find Professional Associations'.
- Find Out More About...**: Includes a link for 'Review Interviewing Skills'.
- Other Online Resources**: Lists 'Tips for writing a résumé' (with link to www.hirevetsfirst.gov/), 'Tips on veterans' dressing for job interview' (with link to www.job-hunt.org/), 'Find a Military Transition Center' (with link to www.militaryconnection.co), 'Learn about the GI Bill of Rights' (with link to www.qibill.va.gov/), and 'Find network of military personnel' (with link to www.military.com/).

At the bottom of the page, a footer contains the text: 'Copyright © Kuder, Inc. | Privacy Policy | Terms of Use | About Kuder | Contact Us | Help'.

Resumes

Users can create and store resumes in their electronic portfolios. From this page they can view, edit, copy, or delete any resume. They can also make a resume “public” and send it electronically to a prospective employer.

The top screenshot shows the 'Write Résumés' page. The navigation bar includes Home, Assessments, Occupations, Education & Financial Aid, Job Search Tools, Jobs, and My Portfolio. The left sidebar lists options like Write Résumés, Manage My Documents, Write a Cover Letter, etc. The main content area has a heading 'Write Résumés' and a table with columns for 'RÉSUMÉ NAME', 'STATUS', and 'ACTIONS'. The table contains one entry: 'My Resume' with status 'Private'. Below the table is an 'Add New Résumé' button. A 'Résumé Help' sidebar on the right provides instructions and a 'Go' button.

The bottom screenshot shows the 'Edit Résumé' page. It features a navigation bar and a left sidebar. The main content area has a heading 'Edit Résumé' and a form with the following fields:

- Résumé Style**: Radio buttons for Basic, Contemporary, Elegant, and Professional (Professional is selected).
- Résumé Format**: Radio buttons for Chronological and Functional (Chronological is selected).
- Résumé Title**: Text input field with 'My Resume' entered.
- Privacy Setting**: Radio buttons for Private (selected) and Public.
- Address**: Text input field with '370 SE Whitetail Lane' entered.
- Address 2**: Empty text input field.
- City**: Text input field with 'Dallas' entered.
- State**: Dropdown menu with 'Texas' selected.
- Country**: Dropdown menu with 'United States' selected.
- Zip**: Text input field with '75201' entered.

 A 'Résumé Help' sidebar on the right is also visible.

Users build their resumes by completing one section at a time. These resumes may be chronological or functional in format and can be displayed and printed out in four different styles (basic, contemporary, elegant, or professional). The sections that users can complete are Summary, Work Experience, Education, Activities/Affiliations, Awards/Honors, Skills, and References. They may also add other sections of information if they wish.

Upload Documents

From this page users can upload documents (Word or pdf files), scans, photographs, or short videos into their portfolios so that they can be included in a public e-portfolio for viewing by prospective employers.

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kuder journey

Home Assessments Occupations Education & Financial Aid **Job Search Tools** Jobs My Portfolio

Write Résumés
 Manage My Documents
 Write a Cover Letter
 Collect References
 Complete Sample Job Application
 Develop Job Network
 Review Interviewing Skills
 Manage My e-Portfolio
 Social Networking

Manage My Documents and Images

From this page you can move documents from the hard drive of the computer you're using, a disc, or a portable storage device into your portfolio. These would be things such as résumés, certificates or licenses you've scanned, reference letters, work samples, or digital images. Once these items are placed in your portfolio, you can send them to employers, school admission offices, or others you choose. You can enter them one at a time below.

Upload a new item by choosing the file you wish to upload. Then click on **Upload**.

Total maximum file size allowed is 5MB with a limit of 10 files.

Select File: * Indicates a required field

Document Category

Document Type

Document Name *

Document Description

Privacy Settings
 Public Private

My Documents and Images

You can preview, remove and edit documents below.

NAME	TYPE	ACTIONS
Intake Interview	Word Document	
Photo	Word Document	

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Cover Letters

From this page users can view sample cover letters and their suggested format, watch a video about cover-letter writing, and/or write or edit a cover letter. This cover letter can be displayed or printed in the same font as the resume which it will accompany. It can also be placed in the user's public e-portfolio which, with permission, may be viewed by a prospective employer.

The screenshot shows the 'Edit Cover Letter' page on the Kuder Journey website. The page has a dark blue header with the Kuder Journey logo and navigation links: Home, Assessments, Occupations, Education & Financial Aid, Job Search Tools, Jobs, and My Portfolio. A sidebar on the left contains various user options like 'Write Résumés', 'Manage My Documents', and 'Write a Cover Letter'. The main content area is titled 'Edit Cover Letter' and includes a 'Print Preview' button. Below the title, there is a brief instruction: 'Use the Save button often to avoid losing work. Use the widget on the right to view sample cover letters, suggested formats, and videos.' The form contains two required fields: 'Cover Letter Name *' and 'Cover Letter Body *'. The 'Cover Letter Body' field is a rich text editor with a toolbar containing icons for bold, italic, underline, link, unlink, and list. At the bottom of the form are three buttons: 'Save', 'Save & Exit', and 'Cancel'. On the right side, there is a 'Cover Letter Resources' sidebar with sections for 'Sample Documents' (including 'Sample Cover Letters' and 'Suggested Format') and 'Video' (including 'Watch Video'). The footer of the page contains copyright information: 'Copyright © Kuder, Inc. | Privacy Policy | Terms of Use | About Kuder | Contact Us | Help'.

Collect References

From this page users can enter the names, addresses, phone number, and e-mail address of individuals they wish to invite to be references. They can e-mail them directly from this page to seek permission. The references can then be placed in their resumes or e-portfolios.

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kuder journey

Home | Assessments | Occupations | Education & Financial Aid | **Job Search Tools** | Jobs | My Portfolio

Write Résumés
Manage My Documents
Write a Cover Letter
Collect References
Complete Sample Job Application
Develop Job Network
Review Interviewing Skills
Manage My e-Portfolio
Social Networking

Collect References

Enter the names, addresses, phone numbers, and e-mail addresses of five people who could be effective references for you as you seek a job. References should be people who know you well and can speak enthusiastically about your ability to do what a job requires and about your general work habits, such as good attendance, being on time, and being a self-starter. They should not be friends or relatives. Be sure to ask them if they'll serve as a reference before releasing their names. You may ask them now, if you wish, by clicking on their e-mail addresses.

NAME	STREET ADDRESS	CITY	STATE	PHONE	E-MAIL
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

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As you can see from the left-hand menu, this part of Journey offers additional content pieces that may be helpful; especially the job interviewing section. You will have an opportunity to have a virtual training session during which you can see this system demonstrated. And, of course, you will be able to use it yourself in order to become even more familiar with it.

Public e-Portfolio

From the same tab, participants will also be able to create a public e-portfolio, posted to a personal website, whose address they can share with potential employers. This e-portfolio can contain a banner message and introduction, a photograph, contact information, a resume, the cover letter, documents or images that have been uploaded, references, work samples, and other free-form topics that the user may choose to add.

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kuderjourney

Home Assessments Occupations Education & Financial Aid Job Search Tools Jobs **My Portfolio**

My e-Portfolio
From this screen you will be able to develop or edit an e-Portfolio that you can post on the Web for viewing by employers or others to whom you give your unique web address. Just follow these easy steps.

Directional Guidance
You will have lifetime access to this portfolio. So, return here often, and keep it updated.

Develop or Edit Your e-Portfolio
Click on the +/- sign to show/hide the options that you have under each category below.

STEP 1 - Create Your Personal Home Page Public Private

There are typically four items on the home page of an e-Portfolio. Choose the items that you want to enter or edit.

[Banner Message](#) Write a message that says something about you that will catch an employer's attention.

[Intro Paragraph](#) Create a brief paragraph in which you provide an introduction to your e-Portfolio.

[Your Photo](#) Upload a photo of yourself that looks professional.

[Contact Information](#) By making your personal information public, it will appear in your e-Portfolio and can be viewed by anyone to whom you have released your personal web address. If you do not wish to publish personal information listed below, set it as private.

Your address: Public Private
Your e-mail: Public Private
Your phone number: Public Private

STEP 2 - Add Your Résumé

STEP 3 - Add Other Section(s)

STEP 4 - Add a Cover Letter

STEP 5 - Release e-Portfolio for Public Viewing

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Jobs

From this tab, users will be able to learn about and use a variety of ways to search for jobs.

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kuderjourney

Home | Assessments | Occupations | Education & Financial Aid | Job Search Tools | **Jobs** | My Portfolio

Learn How to Find Job Openings

- Attend a Job Fair
- Search for Jobs on Internet Sites
- Research Employers
- Visit Job Posting Web Sites

Step 5: Jobs

After all of that preparation, it's now time to find the job you want. In this section, you will learn how to find job openings and will be able to search for them on the Internet.

Directional Guidance

Don't get discouraged with the job search. It often takes a long time to get the job you want. Remember that human [networking](#) is the best single approach to finding job openings.

Find a Job Activities

- [Learn How to Find Job Openings](#)
Explore the variety of ways in which you can find job openings and begin to apply.
- [Attend a Job Fair](#)
Find a job fair in your area and review some tips that could make it a successful one.
- [Search for Jobs on Internet Sites](#)
Browse recommended Internet sites for job openings in your areas of interest and experience.
- [Research Employers](#)
Learn how to research potential employers online and through direct communication.

Job Posting Web Sites

Find Out More About...

[Visit Job Posting Web Sites](#)

Each state has its own job bank that lists job openings reported by employers in the state. From this link you can choose your own state and then view the jobs listed in that bank.

Other Online Resources

Find a Nearby Career Center

Use your state job-listing web site to search for jobs and send your résumés to employers.
www.servicelocator.org

Find Military-Friendly Employers

Discover which employers are looking for someone with military experience.
[www.military.com/...](http://www.military.com/)

Find civilian jobs

Use the Military to Civilian Occupation Translator to help service members and veterans find the closest matches between their military occupation and similar occupations in civilian employment.
[www.acinet.org/...](http://www.acinet.org/)

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Chapter 3: Your Role as a Virtual Career Coach

By now you have already identified many of the responsibilities of virtual career coaches. Some of you have assumed similar responsibilities in your previous work, while for some of you these responsibilities will be new. It is the goal of this handbook and its related webinar(s) to give you the information and tools that you need to perform your responsibilities well. These responsibilities include the following:

Introduce clients to the Kuder® Journey system and how to use it Make sure that all participants register in the Journey system by accessing it through www.troopstoenergyjobs.com. There is no fee to the participants. This step is necessary in order to initiate the online portfolio that you will access in order to monitor the participants' progress, communicate with the participants, and review job-seeking documents.

Make referrals to appropriate agencies and organizations. Some of the veterans with whom you will work will have needs related to housing, childcare, physical care, and mental health services. One of your roles will be to make appropriate referrals to agencies and organizations that can help meet these needs.

Assist participants to select energy-related jobs for which their military training has prepared them if they have not already done so via the Troops for Energy Jobs web site.

Assist participants to develop a resume that adequately describes their skills and knowledge and applies these to civilian jobs. Program participants will be asked to develop one or more resumes and related cover letters within the Journey system. That system offers an easy-to-use resume builder and provides instruction about resume-writing, including how to express military experience in civilian terms. It will be important that you assure that the resume contains important key words that link the user's experience and capability to the skills and experience needed in the energy job that the candidate is pursuing. Participants will be asked to send their resumes to you electronically so that you can view them. You can also recall them by accessing the portfolio of each participant. You can then make suggestions about how to improve the resume by posting messages in participants' portfolios, sending them an e-mail, sending them a text message, or calling on the phone.

Assist participants to identify which of the five collaborating companies may be the best choice and assist with the selection of the specific job opening for which they might best qualify, if they have not done so already. Based on your knowledge of each participant's MOS, his or her geographic location, and of the jobs available in the collab-

orating corporations, you may be able to suggest which of the companies would be best to approach first. Linkages to the websites of these five companies are provided within a right-hand widget under the Jobs tab. From that location, participants will be able to glean a large amount of information about available jobs, skills and knowledge required for these, and corporate mission and culture.

Review job-interviewing skills and if possible, do one or more mock interviews with participants via phone or Skype. For some veterans it will have been a long time since they had a job interview. In many companies competency-based interviewing has become the norm. In this type of interviewing, the interviewer asks questions that are specifically designed to ask about the skills and experience that the candidate has had in areas that are critical in a given position. In other words, the candidate is asked if he or she has ever been in a given situation (relevant to the position) and if so, how he or she handled that situation. Appendix B provides detailed information about this method of interviewing. It may be helpful to let the participant know that some companies may use just one interviewer others may use a panel of interviewers. The panel can consist of two or three people asking questions and taking notes. After the interview, they conduct a debriefing and integrate their ratings of the participant. These interviews can be stressful for the participant, though they can provide a more objective view of the participant's skills.

Besides the information about interviewing that is contained in Journey, instruction from you will be very helpful. Better still, holding mock interviews, in which you play the role of the hiring interviewer, via phone or Skype, will be exceedingly helpful to these job applicants. Be honest in your feedback to them about how they are coming across in the interview and about how they are doing in relating the skills learned in the military to those required in a specific civilian position.

Review participants' e-portfolios and make appropriate suggestions prior to their posting to employers. One very efficient way for participants to send an organized collection of information about themselves to an employer is to build an e-portfolio through use of Journey, as described earlier in this handbook. This e-portfolio is posted

on a personal website. When it is completed, the participant can release the URL of that site to you. You can review the portfolio and make suggestions for its improvement before the site address is released to potential employers.

Follow up with participants until they find a job. It may be easy for program participants to become discouraged as they go through the steps of identifying possible jobs, choosing a target company, writing a resume and/or e-portfolio, and engaging in multiple interviews. Support from you in the form of e-mails or phone calls that are designed to keep you updated and to provide encouragement to the candidate will be important.

How You Can Keep in Touch

It is important as participants face this transition that they know you are there to encourage and support them. There are several ways in which you can maintain this contact. Based on your personal preferences and how far away your clients are, you may use any combination of the following:

- >> One-on-one telephone conversations.
- >> Small group meetings or teleconferences of 3-4 clients that share their experiences and support each other.
- >> Cell phone text messages.
- >> Asynchronous or synchronous e-mail exchanges.
- >> Visual or audio only communication with one or more at a time, using Skype, Go-To Meeting, or a similar product.

Another way to communicate with your clients is through Journey's Administrative Database Management System (as illustrated in the previous chapter), which allows you to post messages and/or send e-mails to clients, assuming that they have entered an e-mail address at the time of registration. In order to do either of these things, follow these steps:

- >> Go to www.troopstoenergyjobs.com
- >> Enter your administrator user name and password.
- >> Select the Tools and Resources tab and then Post a Message.
- >> Click on Add New Message and complete Step 1 and 2 accordingly.

This process is designed to send a common e-mail to a group of people. To e-mail individual clients, follow these directions:

- >> Go to www.troopstoenergyjobs.com
- >> Enter your administrator user name and password.
- >> Select the Administration tab and Download Directory. From here you can run a list of each individual's information, including e-mail address. With these, you can send individual e-mails.

Regardless of your chosen method(s) of communication, the central focus of those communications is to convey that you care and are still there to provide support to the client's progress in personal growth and success in embarking on a satisfying career.

Questions About Your Role?

If you have questions about any content in this handbook or how you can work with a veteran, contact Rosa Schmidt (rosaschmidt@optonline.net) or Valerie Taylor (Valerie@cewd.org).

If you have questions about your use of the Kuder Journey system, please contact Kuder Customer support at 877.999.6227 or support@kuder.com.

Appendix A: Licenses, Education, Certification and Physical Requirements for Currently Available Jobs

Security Manager

- >> Bachelor's degree in Criminal Justice, Police Science or Homeland Security
- >> 5-7 years experience in an investigative role in a law enforcement, corporate security, regulatory or other investigative agency or organization
- >> 5-7 years supervisory/management experience within a security or investigative agency or organization

Security Investigator

- >> Bachelor's degree in Criminal Justice, Police Science or Homeland Security
- >> 3-5 years experience in an investigative role in a law enforcement, corporate security, regulatory or other investigative agency or organization
- >> 3-5 years investigative experience in case evaluation, investigative planning, case file management, investigative reporting, case presentation under oath.

Security Specialist

- >> Associate degree in Business or Criminal Justice
- >> 5-8 years experience in background investigation and security control center operations
- >> Demonstrated ability to work with software applications including MS Office and access control systems

Business Assurance Specialist

- >> Associate Degree and one year relevant experience or 2-5 years insurance, claims and utility experience
- >> Knowledge of the utility and insurance industries
- >> Driver's license in good standing in state of domicile, including successful motor vehicle driving check

- >> Demonstrated computer skills in the Microsoft Office Suite
- >> Knowledge of applicable tariffs, case law and statutes, insurance laws and practices, State/Federal Contractor Regulations and Law, Motor Vehicle Regulations, Underground Facilities Protection Act, and company operating policies and practices.

Security Management Specialist

- >> Associate degree in Computer Science or Information Systems Security
- >> 3-5 years experience with access control systems installation, operation and repair.
- >> 2-3 years experience with surveillance equipment and motion detection security systems.

Supervisor – Physical Security

- >> Bachelors degree in criminal justice, police science or homeland security
- >> 3-5 years security experience working with two or more of the following regulatory groups: NERC, MTSA, FERC, DHS, CFATS
- >> Demonstrated experience with security systems and applications including access control, intrusion detection, visitor identification and event monitoring.

Non-licensed Operator

A non-licensed operator supports the reactor operators and senior reactor operators. Duties include opening and closing valves, electrical breakers and other devices as well as directly monitoring plant equipment performance. Operators work in shifts.

The Skills Needed :

A non-licensed operator should have knowledge of system components and understand how they work. In addition, the individual must have the ability to communicate clearly and exercise immediate judgment during equipment malfunctions.

The Education/Experience Needed :

A high school diploma or GED is required, together with previous experience and one year of training. An Associate's Degree may be preferred.

Nuclear Reactor Operator

A reactor operator, licensed by the U.S. Nuclear Regulatory Commission, is responsible for operating a reactor's controls in cooperation with the remainder of the shift team. The reactor operator moves control rods, starts and stops equipment, implements operations procedures, conducts surveillance tests and records data in logs. Operators work in shifts.

The Skills Needed

A reactor operator must have detailed knowledge and understanding of nuclear plant mechanical and electrical systems, technical specifications, government regulations and operating processes and procedures. A reactor operator must be able to generate creative solutions to work situations and maintain high personal standards of performance, responsibility and professionalism.

The Education/Experience Needed

A high school diploma or GED is required, as well as up to five years of experience as a non-licensed operator and one year of training. An Associates or Bachelor's Degree may be preferred. A reactor operator must have a valid U.S. Nuclear Regulatory Commission Reactor Operator license.

Radiation Protection Technician

Radiation protection technicians measure and record radiation levels; in addition, they service and calibrate radiation protection instruments and equipment. They play a vital role in ensuring the safety of employees working in radiation areas, as well as the facility's compliance with radiation requirements.

The Skills Needed

A radiation protection technician must be able to support the development of radiation protection instrumentation calibration procedures and instructions. In addition, the technician evaluates radiological survey results and establishes means for plant workers to limit the amount of radiation they receive.

The Education/Experience Needed

A high school diploma or GED is required, as well as two years of experience and on-the-job training and successful completion of the required training and examination.

Appendix B: Competency Based Interviewing

Competency-based Interviewing: *What is it? (from Monster.com)*

It's a style of interviewing used so that a candidate can best show how they would demonstrate certain behaviors/skills in the work place; by answering questions about how you have reacted to and dealt with previous work place situations.

By using past experience a potential employer can predict future behavior by:

- >> Eliminating misunderstandings
- >> Preventing personal impressions
- >> Reducing the candidate's ability to "fake"

You will be asked to give an example of a situation or task which led you to take a certain course of action. Probing questions will then be used to determine the course of action you took and what changes were created by those actions and the effects of those actions on others.

Traditional job descriptions are now quite out-dated. Most organizations will analyze a role by breaking it down into key competencies. For example the competencies of a lawyer may be planning and organizing, innovation, personal drive, problem analysis and decision making. If an organization uses this type of interviewing, it is very likely that your job will be defined on this basis and your performance in it will be managed through competencies. For example your appraisal may well be linked to evidence and real-life examples of having demonstrated these competencies.

Competency #1

Planning & Organizing: *prioritizes; sets stretching but realistic targets and deadlines; plans ahead and has a structured approach to the work.*

Suggested Questions

- >> Describe a project you have managed/been responsible for:
- >> How did you plan your time? (& others time?)
- >> How did you deal with obstacles?
- >> Have you ever managed a project which you knew would run over the timescale?
- >> What did you do?
- >> What could you do differently next time?
- >> In your current job, how do you schedule your time and set priorities?
- >> How did you prepare for this interview?

Desired Behaviors

- >> Prioritizing.
- >> Working in a structured and methodical way.
- >> Maintaining candidate details.
- >> Planning ahead to ensure timely delivery of results.
- >> Managing time effectively.
- >> Maintaining accurate management information, administrative records etc.

Negative Indicators

- >> Works late but unproductively most of the time.
- >> Seldom completes a task unless they do all of the work themselves.
- >> Reactive approach.
- >> Inflexible in modifying plan/priorities.
- >> Is easily fazed by obstacles/interruptions.

Competency #2

Team Skills: *the ability to work with other people constructively to improve the effectiveness of the team.*

Suggested Questions

- >> Tell me about a time when you have started a new job...
- >> How did you go about building an effective working relationship with your colleagues/team?
- >> What effect did that action have on your success in that position?
- >> What effect did that action have on the success of the team?
- >> How do you galvanize your team into action?
- >> When has your own self-motivation rubbed off on others from whom you work?
- >> Describe an occasion when you chose not to work as part of a team.
- >> Have you ever had to work in a team where you felt other members of the team were lacking in commitment/ability?
- >> When has a colleague let you down and how did you react?

Desired Behaviors

- >> Selecting staff who will complement others in the team.
- >> Co-operating with others; helping people out when necessary.
- >> Building effective teams.
- >> Consulting others for advice when necessary.
- >> Ensuring that important information is communicated accurately and quickly.
- >> Resolving conflict or disagreements quickly and without holding grudges.

Negative Indicators

- >> Afraid to confront issues.
- >> Insensitive to people, their feelings and needs.
- >> Indiscreet and gets involved in gossip.
- >> Plays people off against each other.
- >> Holds grudges.
- >> Withholds information.

Competency Based Interview Questions Made Easy

By Annette Lewis

Competency based interview questions are used in an effort to make the interview process as standard and as fair as possible.

It is a technique which is being used increasingly in large organizations where many managers may be interviewing for the same type of position.

Competency Based Interviewing can sometimes be referred to as Structured Interviewing or Evidence Based Interviewing and there are two common approaches; one is to ask a series of questions, targeted at each of the core competencies while the other involves in-depth probing questions with the interviewer actively listening for clues which provide evidence that the candidate possess the necessary skills.

The word competency is widely used in business environments and refers to the skills that are necessary to achieve an effective performance level in the job. Every job will have a set of key competencies, some of which are essential and others desired and all are required to do the job properly.

Examples of Common Competencies

- >> Communication skills
- >> Delivering Results
- >> Interpersonal Skills
- >> Use of Initiative
- >> Planning and Organizing
- >> Analytical Thinking
- >> Strategic Thinking
- >> Building relationships
- >> Developing Others
- >> Team Work

When preparing for a Competency Based Interview the experienced interviewer will draw up a list of questions relating to each competency and all directed towards discovering if the candidate has the necessary skills.

Questions asked in Competency Based Interviews

The most common types of questions asked in Competency Based Interviews are Behavioral Based. These are also called Situational and are used as a tool to discover how your behavior in a previous role or situation can contribute to your performance in the job being recruited for.

These will usually start with phrases such as:

- >> Tell me about a time when you....
- >> Give an example of a situation where...
- >> Describe a scenario...

Your interviewer may also choose to ask direct questions such as:

- >> How would you rate you Communication skills?
- >> Describe your Management style.
- >> What is your leadership philosophy?

Something to be aware of; even if your interview is not described as such, it is very likely in today's recruitment market that you will be asked Competency Based Interview Questions.

Examples of Competency Interview Questions.

- >> **Competency Question:** *Give an example of when you've lead a team.*
- >> **Competency Question:** *Give an example of when you've overcome a problem at work.*
- >> **Competency Question:** *Give an example of when you've excelled yourself at work.*

Tips for answering competency based interview questions

- >> When answering competency questions you can give examples from work, study or personal life, but make sure you give a wide variety of examples and a different example to answer each question.
- >> Don't go into too much background detail when answering competency questions. Your interviewer only wants to know about your past behaviors. Further detail is redundant.
- >> Make sure your answers and examples you use are the most relevant to the questions asked, rather than the most impressive or elaborate.
- >> Don't make your answers up! Your interviewer will find this very easy to spot.