

# The Junior Officers' Resettlement Guide

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## Introduction

It has been four years since we wrote the original Junior Officers' Resettlement Guide (JORG). Since then, we've both worked in large corporates before deciding to start our own businesses... and families!

The experience of 'transitioning' from the military and back into the civilian world is different for everyone. Some of our colleagues have joined large corporates in London; others have entered the charitable sector or gone back to University. The breadth of careers that people choose after leaving the military is as varied as the experience we take from our time in the service.

We still speak to people who are leaving the Armed Forces and it is clear that junior officers face similar challenges to the ones we faced when we left in 2012.

We have a significant number of skills, which are incredibly valuable to the civilian world. However, there is still a mismatch between the perception of and reality of employing a junior officer. We believe that this is generally declining as the Iraq/Afghanistan conflicts have brought the military back into the public eye and sparked an interest in what we do.

However, there are still far too many people who think that our leadership is reliant on rank. There is a perception that soldiers do what they are told to do rather than because they trust our judgement. We need to continue to fight this perception because it is false and limits the prospects of those that follow us.

We have restructured the guide to be more 'questioning'. We hope that this will help you develop clarity around the right questions to ask which will lead you to a successful second career. We suggest that you read the guide from top to bottom so you have an idea what is in it. Then, you can go back and re-read parts that apply to you. We have also shortened it to be more concise.

Please be aware that we have not accepted any sponsorship for this guide as we feel it will impact its impartiality. This is also our advice. It is free and we accept no liability for what happens to you as and when you put it into practice.

One request that Matt and I have is that as you read this, please bear in mind that an opportunity might arise the future to help someone with their transition. Please do so. 'What goes around comes around' and it is incumbent on us to help each other through what can be a challenging time.

Lastly, you can find a bit more out about what Matt and I are currently doing by having a look at our websites (addresses above). If you think someone that might be interested in our services - we'd be very grateful for any introductions!

Best of Luck,

Roderic Yapp and Matthew Hammond

## What do you want to do?

The first question that you need to answer is - what do I want to do? This is often the hardest question to answer given the fact that you've lived in the 'military bubble' for the past few years and probably have limited experience of other industries.

It is important to keep this question at the back of your mind as you research the employment market and decide what 'second career' you want to create.

This guide will go some way to clarifying your second career aims by helping you to ask yourself 'the right questions' and help you focus your research on the areas that will provide you with some answers.

The best resource I have found is the book, 'What Colour is your parachute?' by Richard Nelson Bolles. As soon as you've made the decision to leave the Military, this should be the first thing that you read. It will educate you in how the job market works, specifically, why you shouldn't waste time applying to lots of open applications/sending off copies of your CV.

Most jobs don't even get to the point of being advertised. The book will help you access this 'hidden' job market.

The book will also help you conduct the 'self analysis' that will direct you towards a career that you will enjoy. It is updated annually so make sure you get the latest copy.

*RY Comment: I still recommend this book to people. I am amazed at the number of people that do not actively plan their careers and move from job to job when they feel it is time for a change or because they're unhappy.*

***You cannot expect to find something that you enjoy unless you actually spend time working out what you like doing. Time spent completing the exercises in this book will be valuable in the long-term.***

## **Make some Life Decisions**

Before you do anything you need to take some time to answer some personal questions. Although it sounds clichéd it will help you to narrow the array of industries and jobs that are open to you. This is covered in greater detail in 'What Colour is your Parachute?' but it is worth considering from the outset.

Once you have answered these questions you will then be able to apply them to the industries that you research. You will then be able to more accurately assess whether pursuing that sector is worthwhile.

Some of your questions might include:

**What are you looking for in a career?** Consider money, training and development, good experiences, travel to interesting places, variety of work, outside vs office based.

Think about 'what motivates you' and what sort of life do you want to have led? Work back from there to find a career that supports these bigger questions.

**Where do you want to be based?** London, SW England or overseas. Would you be willing to weekly commute?

If you have your heart set on living in North Devon and spending every night at home - perhaps a six figure salary is a little unrealistic. Where are you willing to compromise?

**What salary?** What are you worth (you may need to accept a pay cut in the short-term - but not always) This is sector, location and position dependant.

It is completely dependant upon your ability to clearly articulate your value but again please bear in mind your location preference and industry. These tend to be strong drivers of salary levels.

**What will be the impact of the above on my family and lifestyle?**

For example, if you want to leave the military and spend more time at home, perhaps a career in maritime security isn't the one for you.

All these questions can be posed to individuals you meet through networking to really understand their job and industry - will their job fit your criteria or will you have to make a compromise in some areas?

If you are open to almost all avenues for future employment then you may feel this is irrelevant however you are likely to have positive and negative feelings on some issues including job security, travel and money. Even a broad understanding of your aspirations will allow you to narrow the field later.

It's important that you discuss any major lifestyle decisions with your partner, as it will undoubtedly affect them. One good method is for each of you to take a blank piece of paper and spend a week filling out everything you want to do/achieve in the next 5-10-20 yrs. Do it individually and be completely selfish about it.

Do you want to live in a particular part of the world? Do you want to be able to send your children to public school? Do you want to complete an Ironman before your 40? These sorts of questions and the importance at which you place on the answers will impact your career and your lifestyle. At the end of the week, sit down with your partner and discuss what you've both written. You may have to compromise, you may not, but at least you will have a start point and you will both understand the expectations you both have about what you want to achieve over the next few years. It will certainly throw up any major issues early on!

### **Keep your options broad...**

Some of the best advice I received from a former Service Leaver was 'look at everything with a fresh pair of eyes and keep your options broad'. I found that I didn't know enough about any industry to know whether I wanted to work in it or not. I had preconceptions that sectors like insurance were boring but these were based on views that I had before I joined the military.

Domestic car/house insurance might not be the most interesting area to work in but what about kidnap and ransom insurance? Do you really know enough about a sector to discount it completely?

Don't assume that because you're a former serviceman, the only sector that you can work in is the security sector. You may want to work in security but it is not your only option. The number of people that leave the military and join the security industry is enormous. You will be a 'small fish in a large pond'. There is nothing wrong with that but make sure that it is a choice that you are making - not something that you're doing because you're not sure what else you are qualified to do.

When I left, I spoke to the CEO of Control Risk Group to explore this option. His advice was simple and very clear. He told me that my Royal Marines experience was 'in the bank' and that I would always have that to fall back on. He told me that I'd be much more appealing once I'd spent a couple of

years in another industry building up some commercial experience. A number of other people I've spoken to since have echoed this view.

## **What are you good at and what are your strengths?**

We are making the assumption that if you are reading this guide - you want to be successful in the civilian world.

Therefore you need to find a second career that matches your strengths and the things you like doing rather than a career that forces you to work on your weaknesses in order to do well.

Don't expect to get this right first time. Your first job outside the military will certainly not be your last one. This is about trial and error. You are likely to leave the military and do something for a couple of years before changing roles. You don't **need** to get it right first time.

This will be a process that you refine as you learn how the civilian employment world works and you start to learn about the possibilities that are out there. It will continue to be refined as you have conversations with people over the course of your professional life.

## **The Realities of the Civilian Job Market**

There are many jobs available in 'civv-street' but similarly there are many people applying for them. Serial rejection is commonplace and although demotivating it should not be taken as a personal reflection on your employability.

In today's economic climate you will be fighting to justify why you are a better candidate than someone who will probably have more specialist experience. Unfortunately with the best foresight and appreciation of what the military can offer we simply do not have as much experience in civilian roles:

For example - If you were OC Zulu Coy recruiting for a new Coy 2IC position which one of the following candidates would you pick:

*Candidate 1: Sword of Honour, OC 5 Tp Zulu Company with good reports and recent operational experience, currently standing in for the Coy 2IC.*

*Candidate 2: Accountant from PwC, marathon runner.*

*Candidate 3: Management consultant from Deloitte who is a Troop commander in the RMR, no operational experience.*

The reality is when you turn this scenario on its head you are candidate two and will never get the job. Candidate three, although he isn't as good as candidate one he has taken the time to get relevant experience.

This is why it is a good idea to get qualified and develop some relevant experience (work place attachments are good for this) so that you can present your military experience in a language that is understood.

This is worth considering as you look to develop your second career. Your first civilian role should be one that gives you plenty of experience and opportunities to develop. This can be in a small business or a large corporate - just make sure that you're able to demonstrate measurable achievements and clearly articulate what you have delivered.

### **Consider the 'Bigger Picture'**

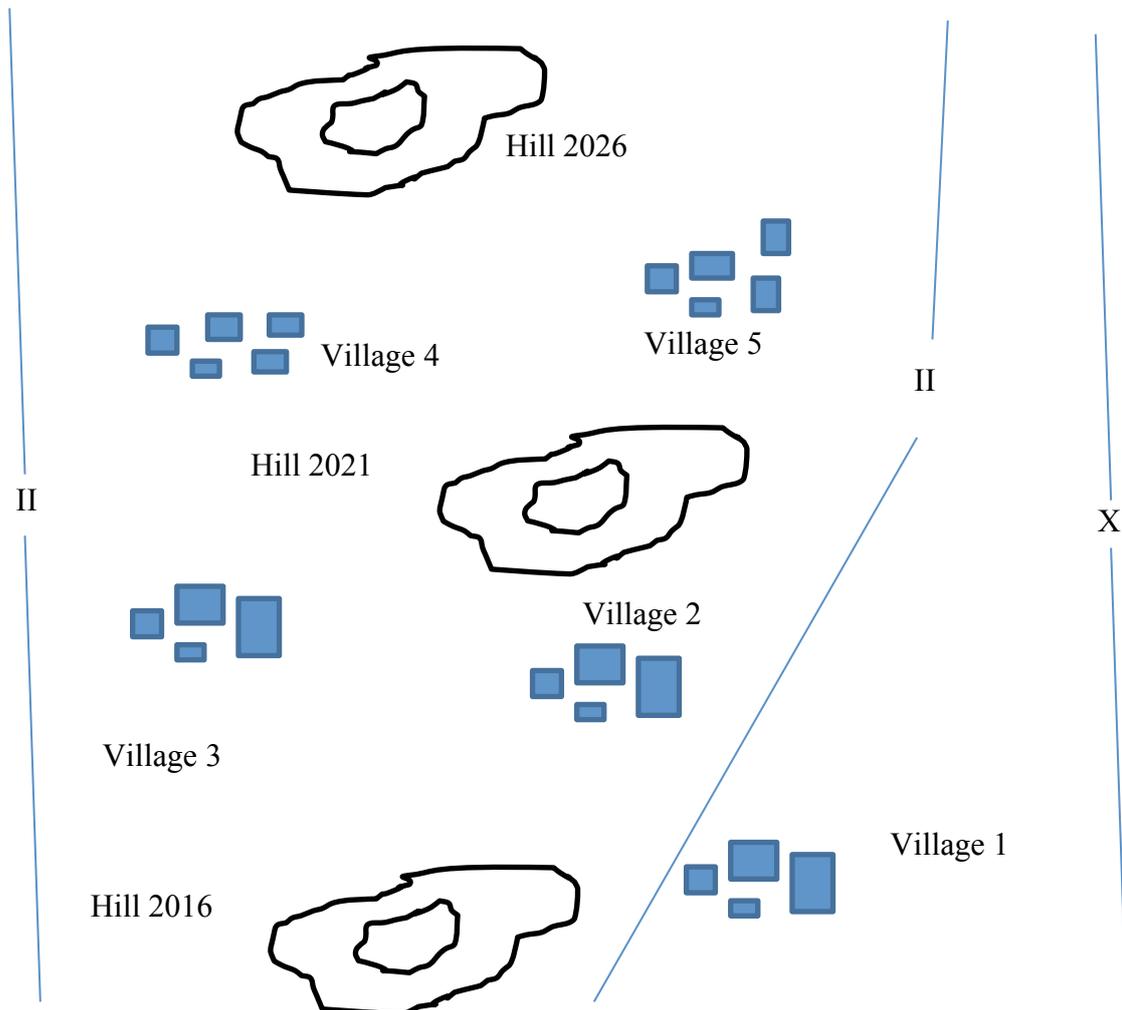
This is a useful analogy delivered in the form of a TEWT that I hope explains my points in a bit more detail.

You are on Hill 2016 you are aiming to get to Hill 2026 in 10 years. There are many routes that you can take to get there. Some routes are out of your boundary and some more obvious routes towards your target but further away.

If you have an aspiration to do a job then it might not be possible to do it immediately (Village 5).

What jobs can you do to give you the credibility to get to your objective?

Village 1 might be outside of your boundaries but might be a better route into Village 2 bringing you closer to your Hill 2021 target.



When choosing or accepting a job ensure you can identify the final objective and identify the phases, which will be required to get you there. If there is an obstacle between you and your end state make sure you conduct a recce to ensure that it is surmountable before you 'crack on'.

**Keep thinking - Will this role take me where I want to go?**

## What can I offer the Civilian World?

### Transferable Skills

As a junior officer, you have a significant number of skills that are valuable in the workplace. These take much more time to develop outside of the military so in one respect you are very fortunate.

The transferable skills you have include the following:

*Leadership, adaptability, decisiveness, management (resources and people), communication, planning, people and team development, determination and integrity.*

The list doesn't stop there - you need to choose ones that best suit the industry that you wish to work in.

For example, many of the larger banks are struggling in the wake of major scandals. PPI and LIBOR have damaged public trust in banking. These scandals would not have happened if people had acted with integrity. Therefore, integrity is a valuable skill that junior officers' can demonstrate if you're interested in banking.

Think about the challenges faced by your target industry/organisations. What can you offer that is different and of value to them?

There are a number of theories around what characteristics make people successful. Determination and 'grit' in persevering against adversity comes up again and again as a vital skill, which leads people to be successful.

Junior officers' have countless examples which demonstrate their determination to get the job done whatever the circumstances - these are valuable attributes in the civilian world.

## **Where should I look? Where have others trodden a successful path?**

One of the questions we both asked ourselves was - where do ex-military people succeed? Where are those transferable skills seen as particularly valuable?

This is a difficult question to answer, made harder by the fact that sometimes - it might be helpful to avoid places where there are other ex-military types so that you can strike out on your own and leverage your unique skills to get you ahead of your peers.

In order to help find some of the ex-military people that have found success, the following sectors/companies might be of interest.

This list is very basic and should serve as a starter for further research.

### **Banking/Finance**

Sector & Department: Retail, investment, private, insurance

**Roles:** Actuary, Investment banking (Associate), trader, broker, insurance underwriter

**Retail (Clearing):** Barclays, HSBC, Lloyds, RBS.

**Investment:** BarCap, Bank of America, Credit Suisse, Goldman Sachs, Morgan Stanley, Deutsche Bank, J.P. Morgan, UBS

**Private:** Barclays Wealth, Cater Allen, Coutts, Investec

**Insurance:** Allianz, Aviva, AXA, Lloyds of London, RSA

### **Professional Services, Business & Management**

**Roles:** Management Consultancy, Business Continuity, Project Management, Risk Management

**Companies:** Deloitte (Search 'Deloitte Military Insight Day'), PwC, EY, KPMG, Accenture, Boston Consulting Group, Bain, McKinsey, PA Consulting.

### **Defence**

**Companies:** BAE, Babcock, Thales, QinetiQ, Rolls-Royce

### **Fast Moving Consumer Goods (FMCG)**

**Roles:** Operations, communications manager, H&S, facilities management

**Companies:** Tesco, Sainsbury's, John Lewis Partnership, P&G, Unilever

### **Government**

**Organisations:** NHS, Police, SOCA, MI5, MI6

Once you have chosen some industries that interest you, you will need to target them. This is where networking comes in to play.

The Officers' Association (OA) can give you a contact list of former Commissioned Officers that have successfully made the transition. This is a great starter point for further research into industries that you think might be worth exploring.

The OA provides advice and guidance for networking as well as the resettlement process in general. They know what they are talking about - use their guide and follow their advice.

## **Networking**

So now you have an idea of what your strengths are and what you like doing, you also have a loose idea of what sectors you might be interested in and the sort of life you want to live.

It is now time to start networking - getting yourself out there and putting yourself in front of people. These conversations will help you refine what it is you want to do and further target people to talk to in your chosen sector.

If you're uncomfortable about networking - get over it.

**90-99% of jobs are found this way - therefore you should spend 90% of your time focussing on this activity.**

The skillset of a junior officer is unique in the marketplace meaning that you have to get out there and get yourself in front of people so that they understand first hand the value that you bring to an organisation. This does not come across on a CV or over the phone. Face to face conversations are the only way to build these relationships.

I am not going to try and persuade anyone to network because if you want to be successful in the civilian world - you need to do it. The following process has worked well for me.

### **Where to start?**

When I made the decision to leave the Corps. I accepted that I didn't know enough about any sector to rule it out. I considered everything from manufacturing to financial services to yacht broking!

I arranged face-to-face meetings with a wide range of people. Typically they fell into the following groups...

- **Friends** - how well do you know what all of your friends do? Despite knowing some people for years, I still couldn't clearly articulate what they did in their industry. These people will hopefully talk to you about their industry and might even be able to introduce you to influential people that can help. Consider 'friends of friends as well'.
- **Family** - same as above. Consider 'friends of the family'. These people will have known you for a long-time and will hopefully think positively of you. These relationships can be useful in helping you find a second successful career.
- **Professional Contacts** (incl. ex-military) - These are people who know you on a professional basis. Who do you know that has left the Military? Who do people say is 'doing well' on the outside?

If you've got a strong relationship with people, they will act as 'sponsors' for you. They're more likely to be sympathetic to the challenges that you face and they are more than likely to offer some support and help.

For example, ex-military people will understand your background and the skills that you can offer. They're also likely to 'see a bit of themselves' in

you. This means that they are more likely to be supportive of you and help introduce you to people that will be interested in talking to you.

Once you've found some people that you want to talk to, get in touch with a short email that explains who you are and what you'd like to get out of the conversation.

The Officers' Association have some great templates that you can use - just make sure you personalise them. Nothing gives off a worse impression than a stock letter!

Every networking conversation should be treated like an interview. Behave appropriately.

The aim is to create a positive impression with someone so that they introduce you to people who are in your 'target sector' or who may be in an influential position to hire you. If you fail to make a positive impression, they will not do this.

Your intent is to **make them want to hire you** - even though there might not be a job on the table. If you get this right, they'll introduce you to their contacts because they'll be happy to be 'represented by you' - that's how you will find employment.

Plan the conversation in advance. Research the person you are meeting and think of some interesting questions to ask. Why did they move from company A to B? What advice would they give to their children if they were embarking on a career change?

### In Summary...

#### DO

- Be courteous and polite. Thank them for the time that they are giving you - do this straight away.
- The 'small talk' is the 'big talk'. Build the relationship - ask them how their day is going? Have they travelled far?
- Plan the conversation in advance - what do you want to get out of it? Have a clear story for why you are leaving the military and what you are thinking about doing? Tell them what you enjoy doing and ask if those skills are likely to be valuable to their industry.
- You should be asking them the questions. If you are doing the balance of the talking - you are doing something wrong. Ask more questions.
- Take notes. They will be 'educating' you about an industry - take notes and reflect on them later.
- Always thank them for their time and follow up with any actions by email afterwards.

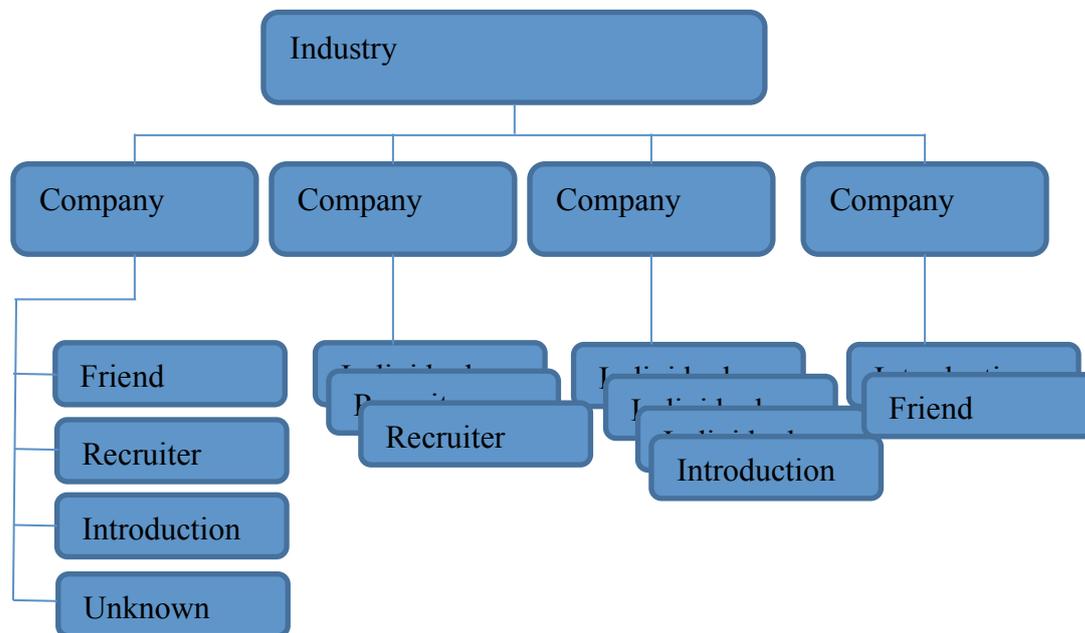
- Offer to help them - 'is there anything that I can do to support you in your aims?' is a good way to end the conversation on a positive note - it also shows that you understand that networking is a reciprocal arrangement.

## **DO NOT**

- Ask for a job - ever. This 'directness' will not be appreciated.
- Turn up late.
- Say anything negative about the military. If someone tells me that 'they're sick of the Army' - it creates an instant negative impression. Be positive about your reasons for leaving. The best ex-military people will be able to tell you a positive story, which explains why they left. Listen to what they say and use the same reasons if they apply to you.
- Dress casually - this is a business meeting. Try and mirror what you think they will be wearing. If the meeting is between 0900-1700 Mon-Fri, wear a suit. Outside of these times, you can afford to be a bit more relaxed but be cautious. It's always better to be over-dressed than under-dressed.
- Forget to follow up on any actions/thank them.

As well as approaching individuals, you might want to think about 'target companies' that you want to talk to. For example, if you're interested in 'automotive engineering' and in your opinion, McLaren are at the pinnacle of this industry - find out if you know anyone there? Can they get you access to the hidden job market by getting a conversation with the Head of HR so that you're considered even before they write a job spec and go to the market?

This diagram might help you think more broadly as you try and narrow down your sectors.



Targeting people/industries will take time so the sooner you start, the better.

One mistake I made was not to write a diary or record specific outcomes of each meeting. After your meeting you should write down any pertinent advice or feelings on that industry. This will pay dividends and stop you from making the same mistakes later on. You can do the same after interviews.

Sometimes you will be introduced to people who simply do not 'get it'. They do not understand the value of your skills and how they apply to their industry.

If this happens - thank them for their time and leave it at that. Don't bother trying to convince them as it will waste your precious time. When I left, one person told me 'not to rule out graduate schemes'. I still believe that this is appalling advice given by someone that does not understand the value a junior officer can bring to a civilian organisation.

Networking conversations don't always go well. Just keep going. One bad experience should not derail you from the process.

### Recruitment Organisations

Recruitment consultants can be very helpful. They are often specialists in specific sectors and will be able to advise you on potential career paths. They will be able to assist you in interview preparation and with your CV. Ex-military recruitment agencies really understand what you can do and will have built relationships with employers who 'get it'.

The best military recruitment organisation is the **Officers' Association**, which is based in London Victoria. You can book an appointment through the number on their website. They will provide you with some invaluable advice and assistance in constructing a CV. They will also provide you with a list of contacts that you can get in touch with to find out about the sectors that interest you. They also publish roles on an Executive Jobs Board.

<http://www.officersassociation.org.uk/>

**Add-Victor** is a recruitment company that specialise in placing 'lateral' talent. They understand that junior officers and former professional sportsmen in particular have many transferable skills, which are sought after in the private sector. If you are looking to work in the private sector, they should be among the first people you contact in your last few months in the military.

<http://add-victor.com/about/>

**The List** and the '**Liquid List**' are also worth having a look at. 'The List' is an ex-military recruitment organisation and the 'Liquid List' is informal networking drinks held on the first Thursday of every month in the National Liberal Club in London.

<http://www.thelistuk.com/>

There are a number of other ex-military programmes out there. The following are two that I am familiar with. The Officers' Association will be able to give further guidance.

The FDM Group specialise in placing ex-military candidates into IT and Project Management roles.

<http://www.fdmgroup.com/uk/careers/fdm-ex-forces-programme/>

Deloitte have a military transition scheme, which is worth considering. A number of the larger consultancies are 'waking up' to the value of military talent so this is likely to be the first of a number of programmes that they are establishing.

<http://www2.deloitte.com/uk/en/pages/careers/articles/military-recruitment.html>

## How to plan your resettlement

Once you have made the decision to leave the military you will naturally gear up to finding future employment, however, it is important to plan your resettlement time so that you do as much as you can early on in the process and do not leave everything to your terminal leave.

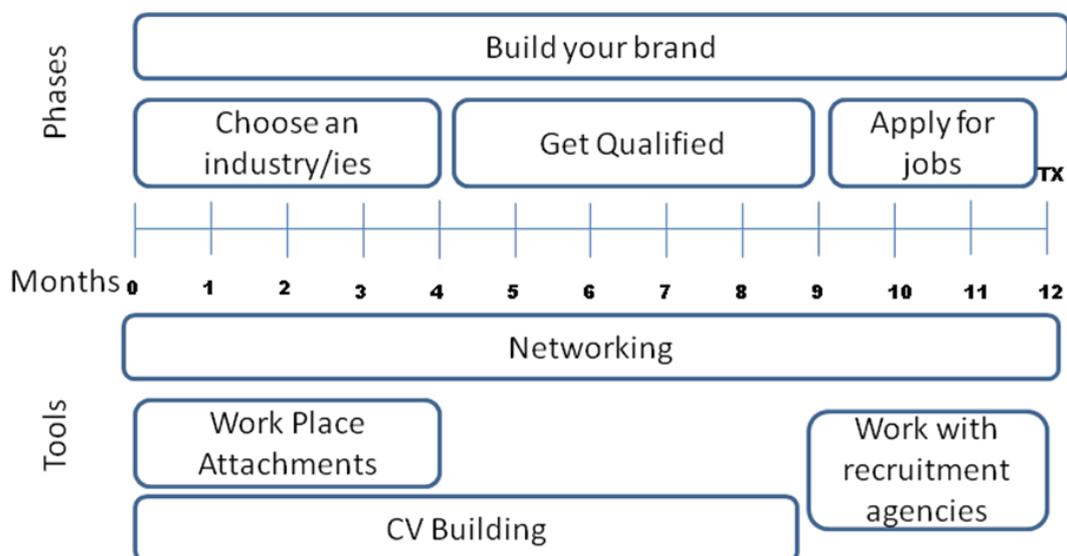
Typically summer and Christmas are low tempo seasons for recruiters looking to fill permanent positions; however this is often a time when temporary and seasonal work is available. If you are unsure what you want to do then there probably isn't a perfect time to leave.

Creating a timeline will help you plan your time and synchronise your job hunting, study and interview preparation. Below is a simple timeline, which highlights some of the important phases.

A more detailed version will be included as a separate file.

I found it really helpful to put my timeline in front of people that I networked with. It is a great example of 'starting with the end in mind' and shows someone how you plan in a methodical way.

It makes it far easier for someone to help you if they know what you're looking to do. You can have a conversation about the logic you've followed and they can advise you accordingly. This was one of the best ways in which I demonstrated my value to potential 'influencers.'



## Resettlement Courses

There is an array of courses available on the open market as well as through the CTP. In fact, there is a whole market out there designed to help you spend your Learning Credits.

Use them wisely. If you are not sure what to spend them on, don't use them. You never know when your situation might change and you will want them. I have just (Dec 2015) decided to use a portion of mine so I am glad that I saved them!

Make sure that you conduct some thorough research into the course. Will the training benefit you? Will it help develop skills that are valuable in your industry?

It is very hard to answer these questions unless you've done some research into your chosen industry. I would recommend that you leave your resettlement courses until just before you leave so that you can keep asking the question - **is this course still relevant to me and my chosen industry?**

**PRINCE2 Foundation and Practitioner** - 'Projects in Controlled Environments' is a baseline project management qualification which is well recognised by almost all employers. It focuses on methodology and processes in project management. The first part of the course (Foundation) can be conducted on the Defence Learning Portal. (<https://www.dlp.mod.uk/>). It is recommended that you undertake a 3-day minimum training course prior to attempting the practitioner course.

**APMP** - Project management qualification, which teaches project management, processes as well as the tools by which it can be conducted. Course is 5 days in duration or 3 days if you are a PRINCE2 practitioner. The combination of PRINCE2 and APMP are prerequisites for many jobs and are more valuable if both are completed than in isolation.

**Advanced Management Achievement Course at Manchester Business School** - This course is designed for OF3 and above, although they do let some senior Captains take a limited number of places. In short it is a mini-MBA designed to teach you the language of business and give you an insight into the commercial world. As junior officers, we have plenty of leadership and management experience but have limited commercial experience. I wanted to demonstrate that I have conducted a personal SWOT analysis and am making an attempt to further develop my commercial experience. Similar courses are run at other business schools but the AMAC is very highly regarded.

*RY Comment: I wrote the above before I'd completed the AMAC. I have now finished the course and can recommend it wholeheartedly. The teaching*

*was excellent and the course was very well managed and run. I think that if you're looking to enter the private sector, there isn't a better resettlement course. The other benefit is that the course allows you to become a member of the MBS Alumni which gives you discounts off any future courses (MBAs etc) that you choose to do, as well as opening up numerous networking opportunities.*

*2016 Update - I would still recommend the AMAC course.*

**Commercial Financial Awareness Course** - One of the largest knowledge gaps in a junior officer's career is commercial awareness. This course will give you a baseline understanding of commercial finance. The syllabus contains global economic awareness, balance sheets, financial accounting tools and useful case studies, however it does reflect heavily on commercial financing options. This is a very useful course if you aim to start your own business or join a small medium enterprise, however, if you are more interested in a job in The City then corporate finance is only touched upon briefly and this course will be less relevant to you.

**Workplace Attachments** - These are an invaluable way of finding out if this is the right job for you. It gives you unprecedented access to a company and industry with little pressure. Also, it gives you experience in a potential civilian employment field.

## Admin

### Business Cards

Get some personal business cards produced they are invaluable tool when meeting with people to ensure they can get in contact with you and vice versa. 250 will be more than enough and should not cost you more than £20. Ensure you will be able to continue to use your card once you have changed jobs.

<http://www.vistaprint.co.uk> - One of the cheaper sites (Even after the 'extra' charges)



## Diary

In support of your resettlement plan make sure you have a workable diary that can be easily accessed. There will be many moving parts to your resettlement including work commitments, networking meetings and courses. Although using your phone can be useful, especially with electronic diaries populated from a 'cloud,' I have found I often need to access my diary whilst on the phone and opted for a pocket-sized moleskin.

## LinkedIn

LinkedIn is invaluable for networking, building your brand and 'getting your profile out there'. This advice will help you get the basics right. The rest can be learned from trial and error. There are also specialist HR/Recruitment organisations that can best advise you on the use of LinkedIn.

- **Create your profile on LinkedIn.** Follow guidance on building your CV. Make it clear 'what you delivered' as opposed to a list of job titles.
- **Contacts** - Be shameless in connecting with people you know or have once met. They might not be able to help you now but might be able to help in the future - or know someone who can. I still use the contacts I made when I left the Corps in 2012. Start building your contacts list now as your 'network' will have life-long value.
- **Recommendations** - Try and get some recommendations as they add credibility to your profile. Offer to write recommendations for other people you've worked with and get them to do it for you. Be careful to only choose people you'd actually recommend. If you recommend someone who acts unprofessionally - it is not likely to make you look good in the long-term.
- **Joining Groups** - There are a number of ex military groups on LinkedIn. Join ones that are appropriate to your service and use them to meet people and/or find out about networking events.

Some groups are more active than others. Choose 2-3 and participate rather than joining 30 and not participating.

If you know what industry you want to go into - find the most used Group, join it and introduce yourself.

## Defence Learning Portal

A number of short courses and presentations are available on the DLP, including project management, change management, crisis management

and business case development. Although not certifiable they may give you some brief knowledge and buzz words which can be used in your CV or interview and it is free!

### **Career Transition Workshop**

The workshop has mixed reviews and is dependant on your expectations.

Make sure you attend the Officer specific resettlement workshop and try to go as early as possible - do not leave this to the end or you'll struggle to find time to put your learning into practice.

The workshop will contain a range of skills, techniques and advice covering the life cycle of finding a job so by attending early you will avoid replication of effort.

### **Chartered Management Institute**

The CMI is a Chartered body that recognise and raise standards of management. As an Officer you are qualified to attain 'member' status. Other than being eligible to put letters after your name (MCMI) they can provide you with a number of recruitment services ranging from networking meetings to job searches. They are useful for Officers as they are management specific positions.

Annual membership costs £145 and the CMI will waiver the administration fee for military applicants.

<http://www.managers.org.uk/>

### **City and Guilds**

The City and Guilds organisation give accreditation for your experience as a military officer. This is well worth doing if you are considering sectors outside of defence and security, where your armed forces experience might not be as well understood. Other organisations such as the John Lewis Partnership use the same scheme for its employees

There are multiple qualifications including Leadership & Management, Engineering, Intelligence and HR each costing approximately £85 for certification.

Read DIN2011DIN07-066 to find out more information.

### **Starting your Own Business**

Many people will consider starting their own business after leaving the military.

This is certainly not a bad idea - it is what Matt and I have ultimately chosen to do. However, I would advise doing something else and building up your experience in the commercial world before taking the plunge and starting your own organisation.

Starting a business is expensive and it's worth getting a broader business education before starting out on your own and carrying all the risk yourself!

If you do proceed then the Royal British Legion has an excellent scheme, which is free. The 'Be the Boss Scheme' will appoint you a business mentor and can arrange free business workshops. After the production of your business case you can apply for funding up to £7500.

<https://www.civvystreet.org/betheboss/Default.aspx>

Heropreneurs also offer support and guidance to budding entrepreneurs.

<http://heropreneurs.co.uk/>

## **Building a CV**

CV writing is one of the most subjective topics in job hunting. The reality is that there isn't a perfect CV. What one person perceives as good another would reject. Follow the basic rules, take advice from a number of different sources and produce one that you can justify. **If it is getting you interviews/networking conversations then it is working and there is no requirement to change it.**

A CV should always be tailored to the job you are applying for but a good way to make a baseline document is to write down what job you did, what it entailed and how you would say that in 'civi-speak'.

Ask ex-Military people that you've networked with for a copy of their 'transition CVs' for advice and guidance. They'll give you a good idea of what works and what doesn't as well as how they have civilian-ised their language.

Job	Military Tasks	Civilian Equivalent
2IC Heavy Weapons Wing (Afghanistan)	Administered team of 28 Coalition as well as 55 Afghan Officers and instructors	Delivered training and mentoring to the officers and instructors of the Afghan National Army, as well as administrating a multinational team of 28 personnel.
	Instrumental in facilitating the first ana training establishment to move into transition.	Instrumental in facilitating the transition pathway of 1st ANA training establishment to independence from direct coalition support
	Stepped up as Wing Commander delivering briefs to senior officers, as well as re settling a high proportion of the personnel	Acted as Wing Commander with overall responsibility for briefing, forward progression and organisation of the Wing.
	Developed new methods of instruction supported by technology to assist in ANA training.	
Physical Training and Staff Officer (Captain) Royal Marines	Financial delegation for £87,000	Managed a gymnasium catering for over 5,000 personnel delivering Royal Naval Policy on physical development.
	Revised Service Contracts as a cost saving measure	Accurately managed a number of accounts totaling £87,000 and successfully revised service contracts for sports equipment provision resulting in a cost saving of 15%.
	Manager of gymnasium & swimming pool for 5000 people	Consistently ensured the provision of the highest standards of physical training from a joint civilian and military staff.
	Responsible for ensuring all	

	personnel (3500) comply with Royal Navy Physical Development Policy	
	Delivery of PT and instruction to trainees and staff	
	Managed team of 16 personnel both Mil and Civil servants	
	Extra curricular activity - Accommodation representative	

### Basic CV Rules

There are many websites, which outline what should be included, follow these but use your judgement.

Make sure you take a copy to any networking meeting, as these people will be able to tell you how it compares to others in their sector

Once you have a first draft you should apply the 'so what' phrase to the document. If each statement that you make in your CV does not answer the 'so what' phrase you need to include a little bit more.

**For example -** *Led autonomous team responsible for training, education and welfare of 60 Royal Marine Recruits.*

#### So what?

*Led autonomous team responsible for training, education and welfare of 60 Royal Marine Recruits; surpassed manning targets by 10% through detailed instruction, effective coaching and accurate appraisal.*

The key is telling the person reading your CV not only **what** you did but also **why** you did it better than anyone else.

## The Interview

If you are fortunate enough to be invited to an interview, it means that they think you can probably do the job!

They will be looking to see how well you fit into the organisation, your motivations for being there and what you can bring to make their organisation more successful. 'What colour is your parachute?' has a good chapter on this. Another great book is 'great answers to tough interview questions'.

An interview is an opportunity to demonstrate your level of commitment and ask direct questions. Make sure you have some questions to ask at the end of the interview. If you are looking at joining a business, you can access their accounts through 'Companies House'.

<http://www.companieshouse.gov.uk/>.

For £1 you can have a look and see how successful the business based on much money they are making - what their growth has been like, have they increased net profits in previous years and do they think they are likely to do that again? All of these questions will highlight you as an individual who has done his research, in effect, demonstrating your attention to detail and desire to work for the company.

Make sure you research the business, key individuals who work in the company (Google people, chances are they are on LinkedIn and you will be able to see how they got to the position they are now in).

Make sure you have an idea about the product/service, or at least can demonstrate an interest and a willingness to learn.

Research the industry via industry publications/magazines. If you really want the job - then you need to work hard to prove that you are the right candidate.

### Practice

Practice interview questions and have pre-prepared answers to common types of questions. It is a good idea to capture these answers and write them all down as you are likely to need them again in the future.

Competency based questions are used commonly in interviews and are a good place to start practicing.

Again, 'Great answers to tough interview questions' is an excellent resource in preparing for success.