

**ARMED FORCES
COMMUNICATIONS AND ELECTRONICS
ASSOCIATION (AFCEA)TM**

CAREER PLANNING CENTER (CPC)

TRANSITION SEMINAR GUIDE

JUNE 1988



ARMED FORCES COMMUNICATIONS
ELECTRONICS ASSOCIATION
(AFCEA)™

CAREER PLANNING CENTER
(CPC)

TRANSITION SEMINAR GUIDE

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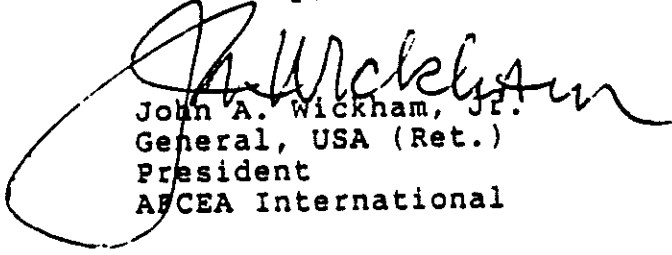
June 15, 1988

It is my pleasure to thank all of you for your interest in the "Transition Seminar" sponsored by the Career Planning Center (CPC) of AFCEA. The overall purpose of the "Transition Seminar" is to provide personnel transitioning from the military to industry an overview of the corporate environment and basic guidelines for a smooth transition.

In today's changing world, planning for career transition is essential.

The main goal of AFCEA's CPC is to assist individual members retiring from or leaving military/government service with job placement. I hope this seminar will be valuable to you and wish you every success in your future endeavors.

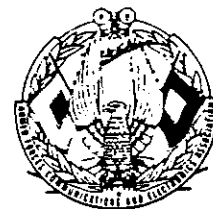
Sincerely,


John A. Wickham, Jr.
General, USA (Ret.)
President
AFCEA International



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October 1987

I am greatly pleased to introduce AFCEA's Career Planning Center's Transition Seminar Guide.

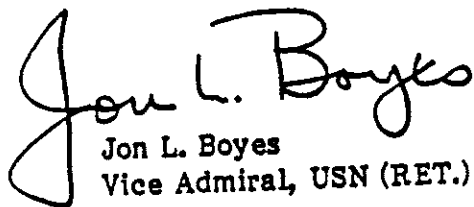
From the Seminar's inception just over a year ago, to the Guide, its first publication, the many contributors have never lost sight of their purpose; to assemble an informative, accurate, current knowledge base and the resources for you to prepare yourself for your new career and your future.

The Transition Seminar Guide is an invaluable tool that will enable you to better utilize other CPC resources. The Guide is realistic and functional. It is frank and draws on the experience, wisdom and expertise of government and industrial specialists and people like yourself.

You are about to embark on a truly exciting venture. Your decisions must be your own. As you use the Transition Seminar Guide and avail yourself of its support system, you will find your change from military to corporate life simplified, and its results more satisfying and rewarding.

I wish you every success now and in the future.

Sincerely,



Jon L. Boyes
Vice Admiral, USN (RET.)
President

PREFACE

The transition from military to civilian life after several or more decades of service is not easy, but there is "life after retirement"!

Most military want or need a second career. The planning for this second career should be deliberate, thorough, and not done at the last minute just prior to retirement.

The years of experience you have gathered as a member of the military service are valuable, and may be translated into a satisfying career in the corporate world, but like any other endeavor, preparedness is a necessity. While competition in the business market is tough, it is by no means an impossible task to find the right job. In order to do so, however, it is important to know what to expect before you begin your search. Forewarned is forearmed. Developing a sound plan of strategy will greatly assist you in converting your military expertise into a rewarding new career.

Attending a transition seminar will go a long way toward giving you the head start you will need — everything from resume preparation, to corporate structure and business terminology, to how to avoid the pitfalls encountered by other retiree job seekers, to what attitudes to expect from prospective new business colleagues, to negotiating a benefits package, and that's only the beginning.

The Transition Seminar sponsored by the AFCEA™ Career Planning Center (CPC) offers just such a training program and should be high on your priority list of "things to do" if you plan to retire soon.

I have every confidence that you will find the experience well worth your while and that you — and your family — will be the beneficiaries of time well spent in the pursuit of your second career and your future.

C.E. McKnight, Jr.,
Lieutenant General, USA (Ret.)

ACKNOWLEDGEMENTS

The following individuals were responsible for the development of the Transition Seminar. The author was T. T. Cobianchi, General Dynamics Electronics Division; the contributors were C. M. DeBruhl, Advanced Technology, Inc.; VADM R. M. Ghormley, USN (Ret.), JAYCOR, Inc.; VADM S. L. Gravely, USN (Ret.), Director, Education and Training, AFCEA; W. E. Sutter, formerly with Northern Telecom; L. V. Kling, General Dynamics was the contributing editor.

Many thanks to the reviewers who were M. R. Barlow, General Dynamics Electronics Division; John King, EDS; MG R. G. Lynn, USA; LTG C. E. McKnight, USA and MG J. T. Stihl, USAF.

T. T. Cobianchi
Chairman, Transition Seminar



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DEC 6 1988

M. R. BARLOW

November 18, 1988

Mr. M. R. Barlow
Vice President and General Manager
General Dynamics Electronics Division
9601 Ridgehaven Court
San Diego, CA 92123-1580

*cc: Christensen
Weikert
Henzler KR*

Dear Mr. Barlow:

I want to take this opportunity to let you know how much we at AFCEA appreciate the outstanding efforts of Tom Cobianni, your Engineering Manager C Programs, in support of AFCEA's goals and objectives. I'm a volunteer just as Tom is. As a member of the Executive Committee and Chairman of the Career Planning Center (CPC) Committee, I've seen Tom perform. Let me just cite a couple of examples to give you an idea of the magnitude of his efforts.

For the past 3 years, Tom has been a member of the CPC Committee. The Committee meets four times each year and provides assistance to professionals in the C/I and computer disciplines who are about to embark on a career transition, with particular focus on retiring government and military personnel. To do this the CPC provides a resume referral service and runs a career transition seminar.

Tom's contributions have been absolutely phenomenal. He developed the concept which allows the CPC to match the skills of individuals seeking employment with the job requirements identified by our corporate participants. He was one of the keynote speakers at our career transition seminar held last June in conjunction with the AFCEA International Convention (attended by 146 people). Tom single handedly wrote, edited and published the 55 page transition guide that went with the seminar. I could go on but let me simply summarize by saying we couldn't have done all this without Tom.

I know Tom has put a lot of his own time into this but I also know that he could not have done it without the support of the senior leaders in General Dynamics. On behalf of AFCEA, I want to thank you for your continued support and Tom, in particular, for his superb efforts. Please give him a pat on the back from me.

Sincerely,

James S. Cassity, Jr.
Major General, USAF
Chairman, CPC Committee

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1. INTRODUCTION - AFCEA™ CAREER PLANNING CENTER

1.1 BACKGROUND

As early as 1979 it was noted that a considerable number of AFCEA™ personnel were asking Admiral Boyes for assistance in finding jobs. At that time, Admiral Boyes personally called various companies and mailed resumes to AFCEA™ member companies. In 1981 an investigation was conducted on the feasibility of opening a referral service to assist AFCEA™ members in finding job opportunities. A concept paper was written and submitted to the AFCEA™ Executive Committee. In general, the concept paper was supported with certain modifications. The implementation plan was to set up a pilot program in January 1983 to evaluate the value of a referral service.

The implementing plan was confined to the greater Washington, D.C. area and would be extended to all of the continental U.S., if the pilot program was credible. Ultimately, the service would be extended to Canada, Europe and the Far East, in that order.

A thorough legal investigation was conducted; corporations were queried as to the value of the service; similar association programs (IEEE, TROA, etc.) were investigated, and a referral service was included in the AFCEA™ Five Year Plan for FY 83 - FY 84. However, a program was not implemented.

In April/May 1984, renewed interest in the program was generated. A review of the legal aspects of the program was completed. Several corporations were again queried as to the value of the service; a consultant was hired, and a survey of Washington area corporations and members was conducted. The results were positive. Additionally, a DoD instruction was issued (DoD 5410.20) which advised that this was an activity which DoD felt was appropriate for associations. On 1 November 1984, the Career Planning Center became a reality. It was established as a one-year pilot program.

1.2 PURPOSE

The purpose of the Career Planning Center is to provide a useful service to the AFCEA™ membership by offering a comprehensive set of career planning services. All services were to be performed manually during the first year. Ultimately a computer would be purchased to assist in the placement process.

1.3 PROGRAM OBJECTIVES

1.3.1 ASSISTANCE IN RESUME PREPARATION

Resume preparation assistance will be available to all AFCEA™ members. This service is to assure a member's personal resume makes him more competitive. This service will be provided by mail, telephone, or personal counselling, with personal counselling the preferred method.

1.3.2 ASSISTANCE IN JOB SEARCH

An honest appraisal will be made of the resume and results of the resume preparation session to match appropriate job opportunities and a particular client within our corporate member listing.

1.3.3 ASSISTANCE IN PROFESSIONAL EDUCATION

A brief study of a resume will determine how additional professional education may enhance an individual's opportunities for employment. Analysis of individual needs will be provided. Various material on professional courses (including the PDC) will be maintained.

1.3.4 MATING SERVICES

Mating services matches individuals with jobs. This service, the opposite of job search, assists a corporation in finding the right person for the right job. This service will be available to personnel currently employed, only if they desire to change location or vocation.

1.3.5 OUTPLACEMENT ASSISTANCE

This service will be primarily designed to assist corporations where major layoffs are expected to occur and will prepare groups of candidates for the job market. Emphasis will be on group counseling, group placement vice - individual counselling, placement, etc.

1.4 FORMAT FOR HANDLING RESUMES

- 1.4.1 Confirm receipt of resume.
- 1.4.2 Prepare a brief summary of individual's skills for his file.
- 1.4.3 Batch incoming resumes by geographic preference; local, NE, SE, West and Mid-West.
- 1.4.4 Match resumes for specific area with company files for that location.
- 1.4.5 Pull company files for that locale:
 - a. Outline current needs for a company.
 - b. Compare each summary with company needs and note on individual's file where resume will be sent.
 - c. Mail suitable resumes to company with an appropriate cover letter.
 - d. Repeat 1. through 3. for next company.
- 1.4.6. When finished advise the individual of distribution.

1.5 STATUS OF THE PROGRAM

The program is handling about 39 resumes per month. There are approximately 130 member corporations utilizing the service. It is hoped that this number will grow.

2. THE BUSINESS WORLD

2.1 COMPANY OBJECTIVE

2.1.1 PROFIT

A corporation is defined as a body of persons granted a charter legally recognizing them as a separate entity having its own rights, privileges and liabilities distinct from those of its members (American Heritage Dictionary, Second College Edition, Houghton Mifflin, Boston, MA, 1982). Corporations first came into being in Europe during the 1500s to consolidate sufficient capital to finance the exploration of the Americas and reap the benefits of subsequent trade.

The objective of every corporation is to make a profit. The owners (stockholders) of the corporation expect a return on their investment (ROI) in the form of increased market value of their equity (shares of stock) or a share of corporate profits (dividends). This expectation of an ROI is the driver of most corporate decision-making.

2.1.2 INCREASING PROFIT

There are several methods to increase profit. The methods employed by corporations vary with their specific markets and their long-term strategic goals. Most large defense contractors have long-term strategies to maintain and expand their business base. These long-term strategies are balanced with near-term requirements for profitability.

One universal method of increasing profits is to cut the cost of providing the product or service, but is limited by fundamental costs associated with providing the product, such as labor, materials, facilities, etc. Another is to raise the price of the products or services provided. This appraisal is limited by competitor pricing and the ability and willingness of the market to bear price increases. If a competitor's prices remain lower and there are no significant product discriminators, sales and profits will decrease. If prices rise beyond the willingness of the market to pay, again sales will drop and profits will decrease.

A third method of increasing profit is to increase volume in an existing market or expand into new markets. Growth in market share is preferred because expanding into new markets carries risks that the stockholders may not be willing to take. Corporate decision-makers are likely to avoid risks to maximize near-term profits and maintain their positions as caretakers of the stockholder's investment. Costs associated with new markets range from facilities expansion to new product research. Because of the risks involved in new products most corporate research funding is spent on enhancements to existing products. Enhancing existing products can be an effective method of increasing market share. Product discriminators such as patents or ultra-high reliability can be used to erode the competition's sales base in the company's favor.

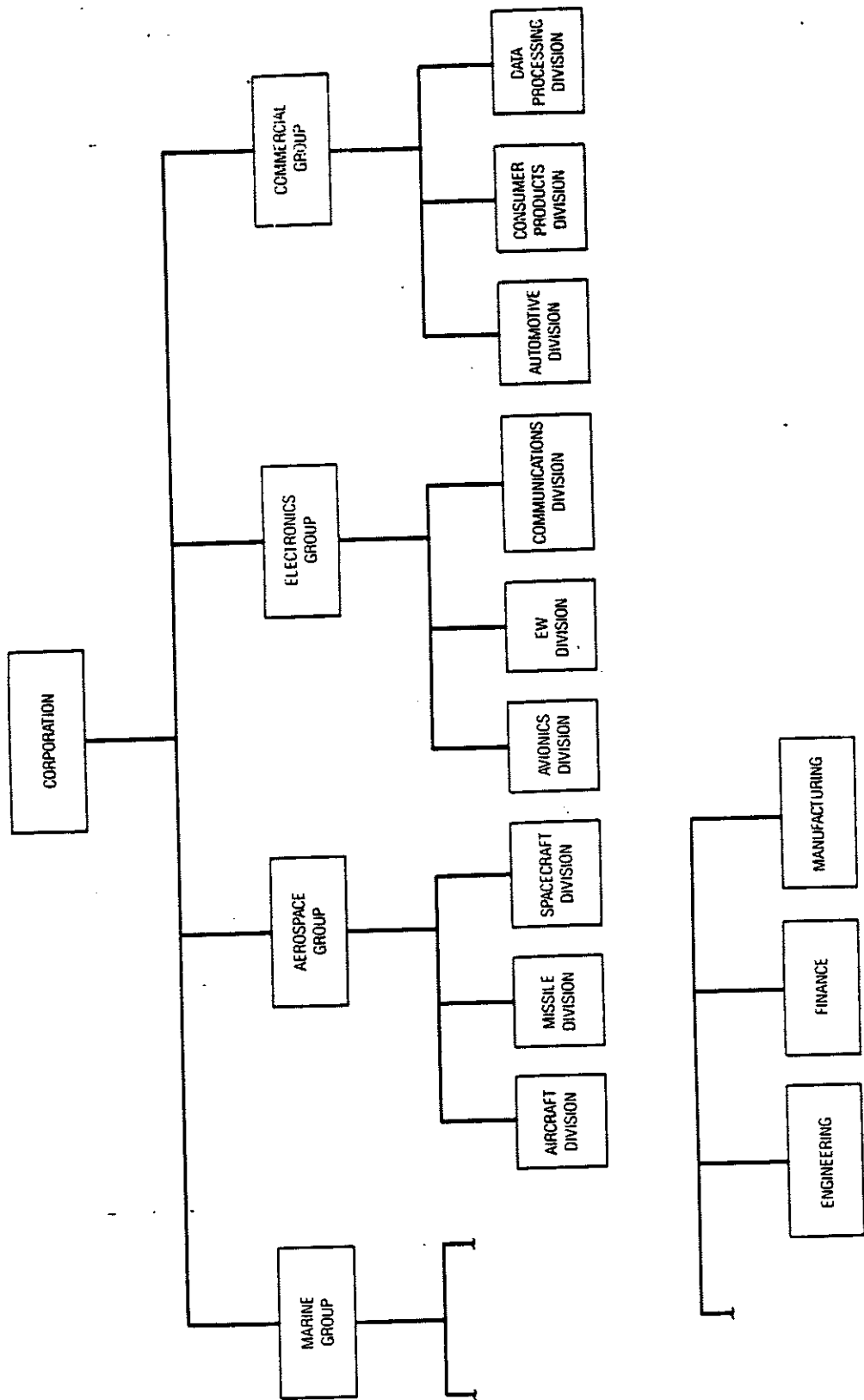
2.2 ORGANIZATION

This section gives an overview of common business structures. Four specific examples are discussed in detail in Section 3.2.

2.2.1 STRUCTURE

The structure of individual corporations varies in the specific organizations but there are typical corporate structures. The usual hierarchy is illustrated in Chart 2-1. This fictional corporation is probably more diverse and all-encompassing than most defense contractors. In fact there are entire corporations whose products are confined to one of the Groups or Divisions illustrated in Chart 2-1.

- a. **CORPORATE** - Gross sales for the top 100 defense contractors range from \$200 million to over \$9 billion. At the corporate level the responsibility is directly to the stockholders through the board of directors. The board is usually composed of major stockholders, senior corporate officers, and "outside" independent individuals. The directors are responsible to the stockholders for an ROI. It is common to see the Chief Executive Officer (CEO) dual-hatted as Chairman of the Board.
- b. **GROUP** - The group is usually a collection of individual operating divisions. Group executives have operational authority but not operational control. The unifying theme for a group can be the customer base (commercial, government, foreign, etc.) or a technology area (aerospace, marine, electronics, etc.).
- c. **DIVISION** - The division is the smallest stand-alone cost center in the corporation in terms of profit and loss. Divisions are associated with specific product lines or technologies. The remainder of this section will focus on the structure of the operating division. The division is most likely to be the corporate echelon that will be recruiting and hiring you.
- d. **DEPARTMENT** - The departmental structure of the individual divisions depends on the management philosophy or corporate culture as well as the requirements of the specific line of business. (The actual department titles may vary and certain functions may be combined or further divided in some organizations.) Typical departmental functions are as follows:
 - General Manager
 - Comptroller
 - Programs
 - Engineering
 - Operations
 - Marketing
 - Contracts
 - Legal
 - Information Resource Management
 - Human Resources



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Chart 2-1. Typical Corporate Hierarchy

Marketing, engineering, operations and corporate are discussed in more detail in Section 3.1.

2.2.2 The general responsibilities associated with the above functions are as follows:

- a. **GENERAL MANAGER** - The General Manager (GM) establishes the organizational structure, product line designations and channels of authority. The GM can imprint his own personality and philosophy on the organization. The GM has responsibility for profit, growth, resource management, administration and return on investment. The GM is often a corporate officer at the corporate vice president level. The compensation for the GM can take the form of stock and other incentive compensation based on performance in addition to a base salary.
- b. **COMPTROLLER** - The Comptroller is on the staff of the GM. The Comptroller is a division vice president in charge of division financial functions including accounting, financial planning, cost control and business management activities. Finance provides division management with data, analyses and recommendations for financial management of division operations. This includes profit planning, cost forecasting, budget administration, capital investment planning and financial system management.
- c. **PROGRAMS** - Program Offices within the division are led by Program Directors on the staff of the GM. Program Directors plan and direct the marketing, development, production and support activities for the execution of all business in their product line. The Program Directors are responsible for ensuring satisfaction of all customer requirements.
- d. **ENGINEERING** - The Vice President of Engineering reports to the GM and is a member of his staff. The engineering department defines, evaluates, and recommends engineering goals and policies and establishes, directs and coordinates the division's engineering resources that will support the division's strategic and operating plan objectives. Engineering has the responsibility to formulate, recommend, and implement long and short range policies and objectives in terms of new business activities, proposal strategies, product development, plant investments, and personnel requirements.
- e. **OPERATIONS** - The Vice President of Operations reports to the GM and is a member of his staff. Operations is also referred to as manufacturing or production. Operations establishes, administers and directs the division's operational resources for the production of the division's products. The Vice President of Operations also is responsible for plant investment, facilities, and plant services to implement the division's goals and objectives.
 - (1.) One function of operations is the material department. The material department has the delegated authority to establish, administer, direct and control the material department resources in the performance of material requirements and inventory records, procurement, material cost

management, procurement support, warehousing and stores, material control, and shipping/receiving/traffic. Material investigates, selects and establishes qualified sources of supply for acquisition of material (including hardware and/or software) and outside service requirements. The material department performs the material cost management function so as to ensure performance within established material budgets, support cost to complete activities and prepare and maintain material financial forecasts.

- (2.) Another operations function is quality assurance (QA). With increased DoD emphasis on quality, some companies have elevated QA to a Vice President level position reporting to the GM. The QA personnel establish, provide and evaluate policies, programs, and procedures associated with contractual quality assurance requirements; and ensure standards of quality and workmanship for hardware, processes, software data, and related activities; perform audits related to product and/or government quality controls, division files and data bases; initiate and follow-up on corrective action; and ensure supplier adherence to quality standards.
- f. **MARKETING** - The Vice President of Marketing reports to the GM and is a member of his staff. Marketing is the division's focal point for new business activities. Marketing has the responsibility to identify new business/market areas. This is primarily accomplished through contact with customers. Marketing develops business plans to support the new business activities of the division and supports functional organizations and proposal managers in the development and preparation of major proposals. Marketing prepares the division's operating plan and strategic plan.
- g. **CONTRACTS** - The Vice President of Contracts reports to the GM and is a member of his staff. Contracts develops estimating methodology, supporting rationale, establishes division-wide cost estimates, proposes, negotiates, executes and administers the resulting engagements for the sale of products and/or services to government and commercial customers. Contracts is responsible for integration and control of all commitments made by the division and for negotiation and execution of all sales contracts for products and/or services. Contracts provides the official company response to customer inquiries pertaining to proposals, contracts and other agreements. Contracts coordinates submission of timely and complete responses to all post-award inquiries and defective pricing claims.
- h. **LEGAL** - Legal is headed by the Division Counsel who reports directly to the GM. Legal provides representation in transactions involving outside persons or agencies and provides advice and assistance on all legal matters affecting the division. Legal prepares or approves contracts, leases, and all other agreements and, when required, assists in the negotiation thereof. Legal develops and protects the interests of the division or corporation in patents, licenses, trademarks and other proprietary information and data.

- i. **INFORMATION RESOURCE MANAGEMENT** - Since the emergence of the computer as a management tool, the attention given to Management Information Systems has increased. Information Resource Management (IRM) develops, integrates and administers the division's data processing systems, communications systems, and office automation systems. The Vice President of IRM reports to the GM and is a member of his staff. IRM reviews and approves requests for data processing hardware/software, related training, and services including programming, systems analysis, planning, and computer operations. IRM assists users in defining requirements and analyzing costs/benefits for new computer applications. IRM coordinates annual budgets for support of division requirements.
- j. **HUMAN RESOURCES** - The Vice President of Human Resources (HR) reports to the GM. HR contacts potential employees, makes formal offers of employment, administers the wage and salary plan, the employee benefits program, industrial security, labor agreements, the Affirmative Action Plan, safety program, employee training, management development, and other human resources activities. HR administers group insurance, disability, retirement, stock savings and investment plan, workmen's compensation and other employee benefits programs. HR administers community relations programs in support of division objectives. HR is probably the first department you will be in contact with at any corporation.

2.2.3 DEFINITIONS

- a. Line Organization - The line organizations are those functional organizations that are directly involved in the production of products and/or services and are characterized by the direct vertical link between the different levels of the organization.
- b. Staff Organization - The staff organizations are those functional organizations that are advisory and supportive in nature and designed to contribute to the efficiency and maintenance of the division.
- c. Program Organization - The program organizations are those program offices that are directly involved in day-to-day management of specific programs. A program office may be assigned by the GM to a specific product line or to a function within the operations or research and engineering departments.
- d. Matrix Organization - The matrix organization is a hybrid grouping of individuals from two or more of the different functional areas within the line, staff and program organizations assigned to work together on a specific program or proposal.

3. INDUSTRY ORGANIZATION

3.1 INTRODUCTION AND DEFINITIONS

In each of the four categories of business structures that are listed for discussion in the following Section there are typical Industry approaches that have evolved over the years as industry concepts are molded to fit their market requirements. While the word 'typical' is used, note that variations within the 'typical' are wide and numerous. There are many factors that cause management to manipulate the "typical structure." The organization structure may vary because of a particular management's historic training, the numbers and types of individuals available to him for the structuring process, the budget constraints within which he has to work, whether it is an established entity or an emerging company, or the geographic requirements of its customer base to name a few factors that influence the structure.

As you seek to find a position in Industry that fits your particular needs and philosophy, you should reflect on the typical formats that are presented to you during this seminar and inquire and analyze the various companies with which you seek employment to see how they have molded the typical to their own individual corporate personality. This is extremely important since titles and department structures are not always fully descriptive, in individual cases, of the typical work elements that one normally expects. Therefore, not only must you seek the rationalization and understand the particular corporate structure that is in place, but more importantly, you must understand that company's interpretation and definition of its elements. It is extremely important that you understand your work assignment and how your work assignment relates to the other elements of the corporate structure. To be successful, you not only have to perform the job that is assigned to you but you must understand how that work assignment melds into and contributes to the overall success of the Industrial complex that you have joined.

Before describing these typical corporate structures, some broad definitions are necessary for the internal operating elements of a corporation as they appear in industry today.

3.1.1 MARKETING

This is an often used phrase which has no universal definition. Of all the department designations, this is the one with the widest interpretation and therefore most misunderstood. In the 1950s some industry standards were set that defined this term. Today there are so many variations to the definition it is sometimes hard to find the basics that were established three decades ago. At that time marketing included all elements of an industry structure that dealt directly with the customer. Therefore, in a marketing organization (Chart 3-1) during the 50s and 60s, one would find that the marketing manager had the responsibility for sales (customer contact), sales strategy and planning, market planning and product planning, market forecasting, contract or order administration, pricing and customer service. Within this definition, marketing forecasted the future, projected its market and product needs, sold the product through

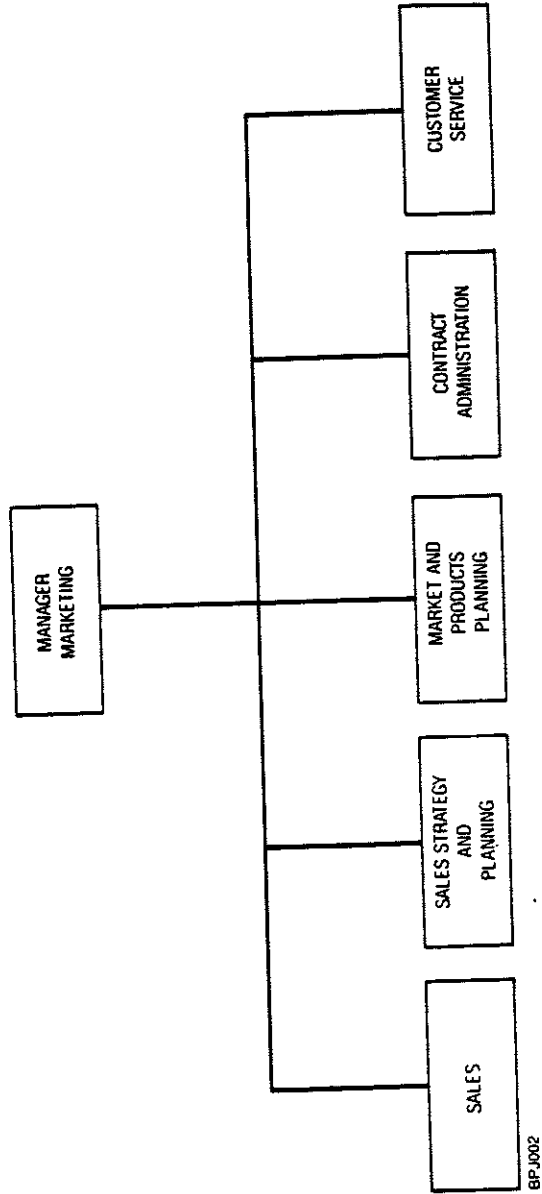


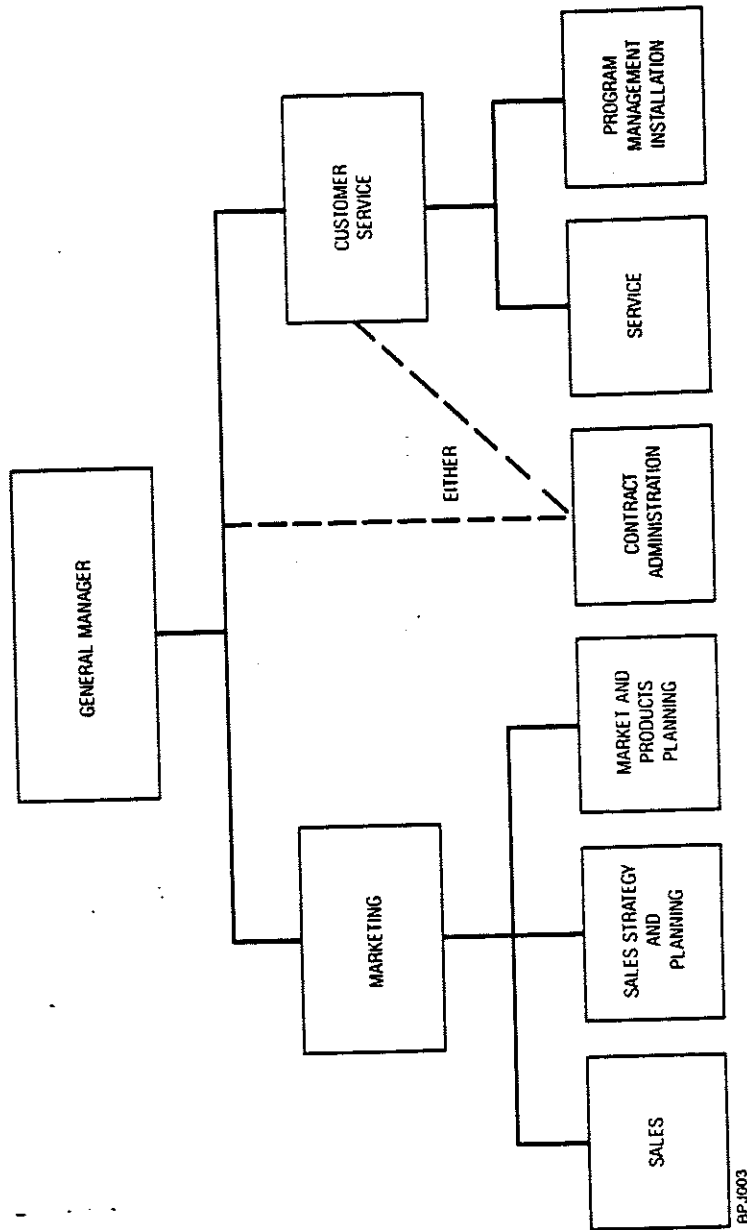
Chart 3-1. Typical Marketing Organization

direct or indirect distribution channels with a pricing structure that they administered. Marketing then continued to monitor the sale through its contracts administration and service groups. Supporting the marketing organization in this structure was an engineering organization that developed the products that the market forecast and product planning group projected for the future and then worked with manufacturing to produce that product for delivery.

It was a well-defined structure and seemed to set a standard that was copied by many over the years. But all industries are not similar and therefore their structures have been modified to reflect individual needs. While it worked well for many companies, there are many variations today. One of the first deviations to be reflected by industry was in the service area (Chart 3-2). The service group became a "business unto itself" especially as larger and more complex systems evolved that required both installation and long term maintenance. With these larger ongoing responsibilities, the service structure was decentralized from marketing into a separate and distinct profit center. Also, as "project type" organizations evolved to respond to the "turn-key marketplace," the contract administration group in many industries moved from the "marketing" group as an independent entity or into the service, installation and project management group to provide a closer tie with the organization that was responsible for fulfilling the contract. You can see how the basic concept of a single customer interface was being reoriented into a more practical form so business could be more responsive to the customer, but more importantly, so that management could have greater control and oversight into this new and large segment of their business activity.

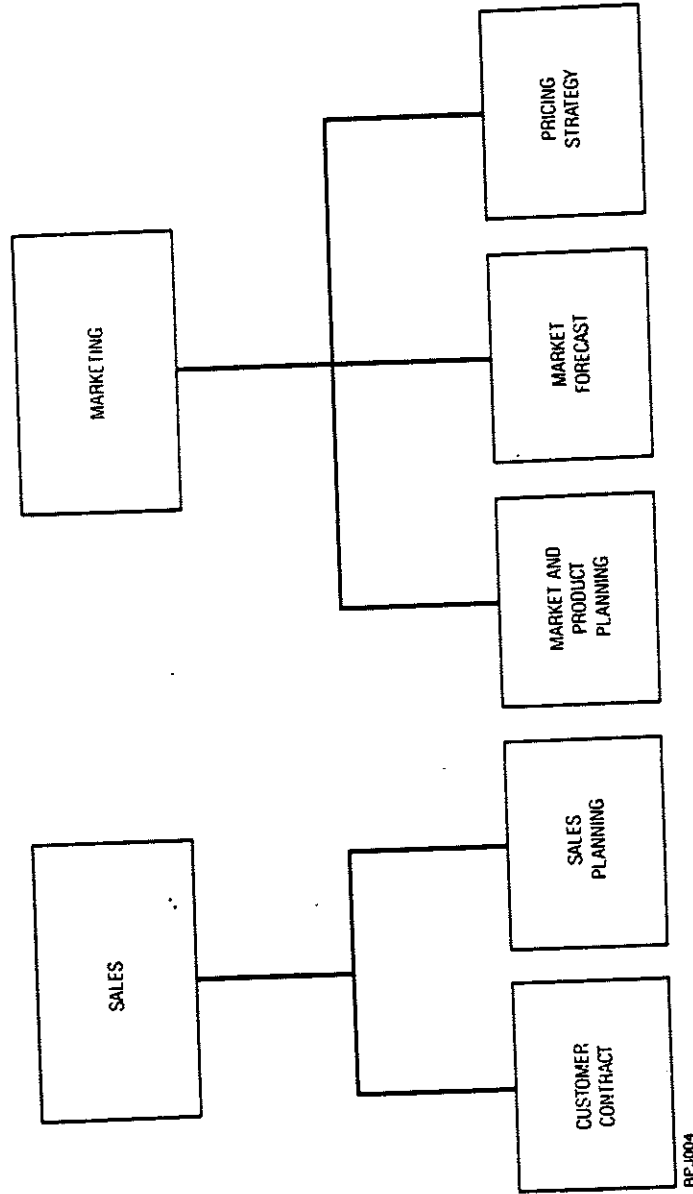
Therefore, a much narrower definition of marketing has emerged than had been structured a few decades ago. In addition, within the remaining elements of marketing, there are many other variations. The term "business development" has been introduced into the vocabulary. Today a person with the title of Vice President of Marketing or Vice President of Sales may only have the responsibility to acquire orders from customers on a day-to-day basis. However, in cases like this, someone must have the long range business development responsibility. His title could be marketing or his title could be business development. Under this concept that was promoted decades ago, marketing at that time was overriding and sales and business development operated under this generalized title. But that has been gradually modified so one must look at each individual company to decide how they define the roles and responsibilities assigned to these jobs and these titles. Regardless of structure and titles, the overall function of market forecast, market and product planning, pricing, long range market strategy and customer contact and order procurement are functions that need to be performed and will, in fact, be assigned under any of the three above mentioned titles. It is, therefore, up to each corporation to assign the tasks most efficiently for the industry and the marketplace that is their arena.

As an illustration of the above comments, there is one variation in the industry structure that should be highlighted because that is specifically where you may direct your attention in seeking future employment (Chart 3-3). It tends to divide today's market from tomorrow's market so that the salesman can direct his attention only to current contractual opportunities while the marketing personnel look to opportunities that will become sales contracts next year and the years after. Many companies have found this



BP-003

Chart 3-2. The Separation of Customer Service



BP-1004

Chart 3-3. Current Marketing and Sales Organizations

structure necessary so that they can devote their attention not only to attaining their sales goals today but to insure they will not sacrifice coverage of the opportunities for tomorrow and therefore fulfill the long term goal of corporate growth.

3.1.2 ENGINEERING

Engineering, as used in industry, generally consists of three individual and distinct elements:

- Research and Development
- Equipment Engineering
- System Engineering

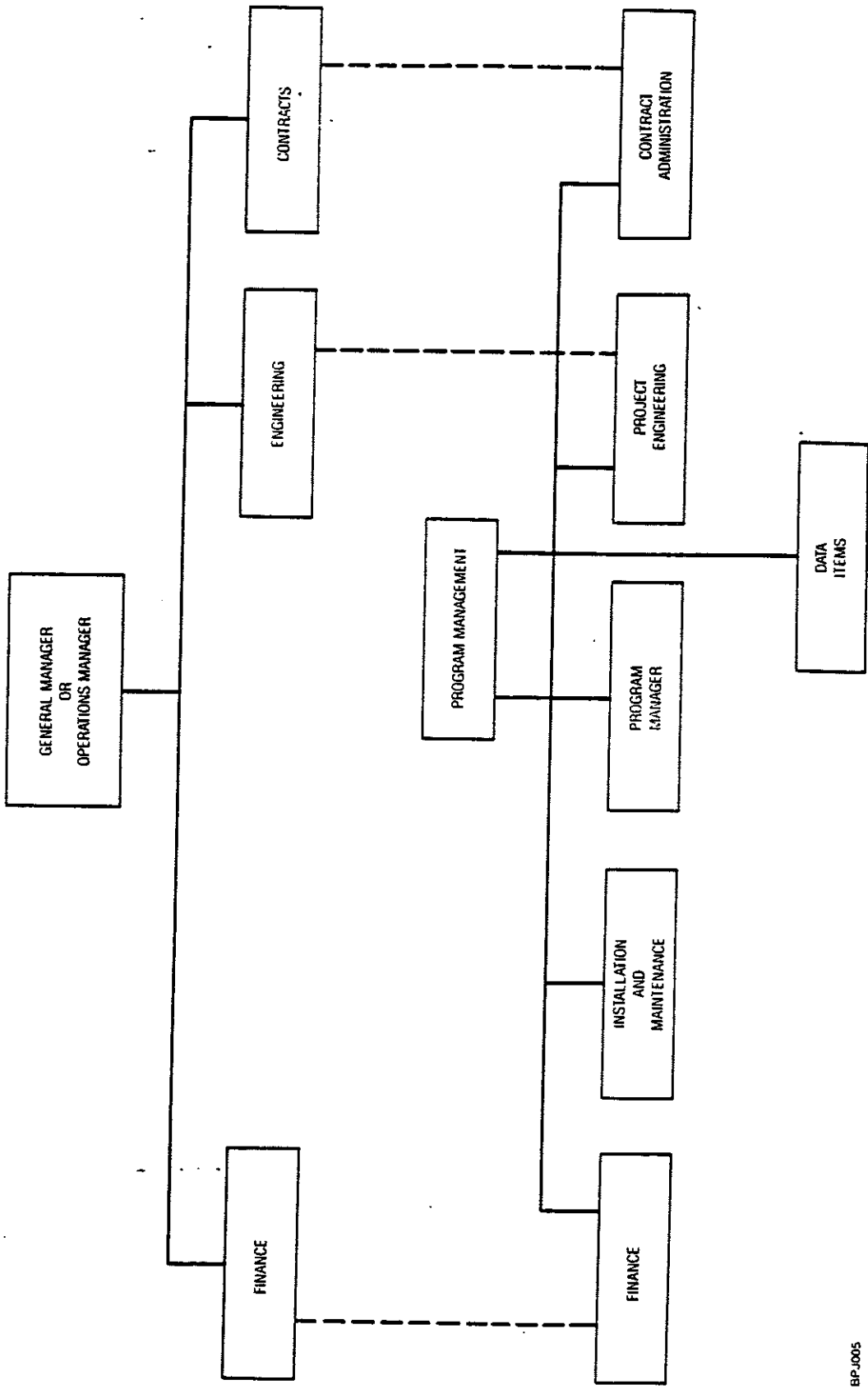
The relative size and importance of each of these groups depend a great deal on the type of business on which the company or division focuses its attention. It is the responsibility of the research and development group to make the marketing product forecasts and investigate equipment and software design that would competitively fulfill future goals. After the engineering concept is proven and the market identified, funds would be allocated to the equipment (including software) development group to bring these advanced technologies into practical fruition for manufacturing and distribution to the marketplace.

The size and complexity of the system engineering group depend on the marketplace being exploited by a company and the complexity of the user system. System engineering in some companies may only be an adjunct to the equipment engineering group but, in large multimillion dollar companies, the system engineering function may very well lead the way and the equipment engineering group only fulfills the requirements to manufacture some products in-house. In large systems, the in-house manufacturing may only be able to provide a few of the major elements of the system and the system engineering function therefore must marry in-house manufacturing with products purchased from outside vendors in order to fulfill the total function of the system. The many variations that this introduces into this structure are easily visualized.

In the large systems arena, elaborate program management concepts have been formulated. One might find elements of the equipment engineering group and elements of the system engineering group reporting not only to the technical head of the company (engineering manager) but also to the program director who may reside within the operations group where responsibility is usually delegated for the implementation of the program (Chart 3-4). The actual mechanics of implementing "dual" function reporting and the definition of responsibility therein varies from company to company. There are instances where design engineering and system engineering personnel are physically transferred to the operations and services department if, in fact, the program is large enough to justify this approach.

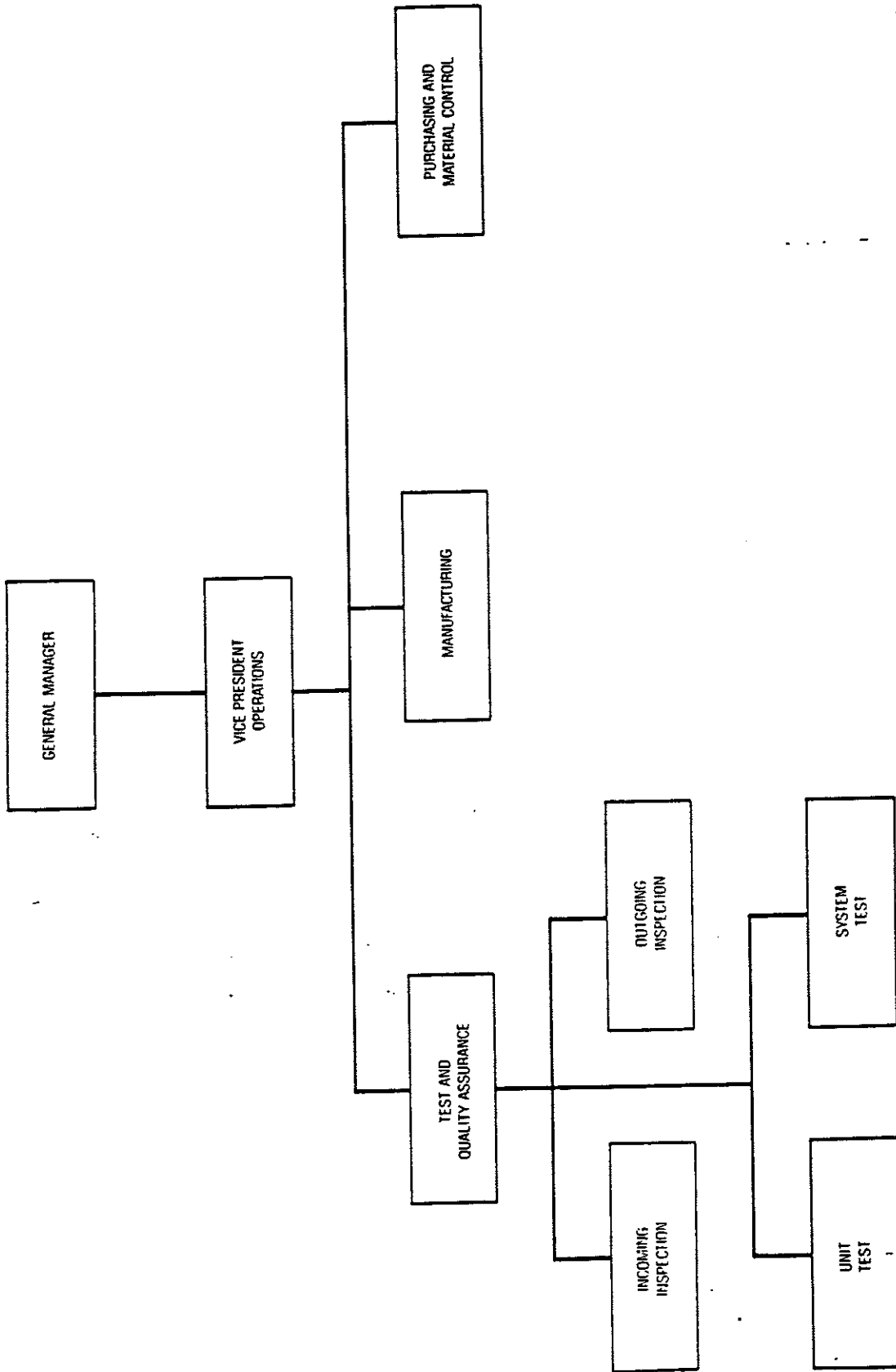
3.1.3 OPERATIONS

In today's environment it is difficult to fully define the word "operations" (Chart 3-5). While it is widely used in today's industry, its defined responsibility varies considerably depending on the market, the product and individual management concepts. In its



BPJ005

Chart 3-4. Current Program Management Organization Concepts



BP 1006

Chart 3-5. Current Operations Organization

broadest term, it could include responsibility for some or all of the following elements of a business:

- Manufacturing
- Installation
- Purchasing
- Quality Assurance
- Contract Administration
- And that element of Finance dealing directly with manufacturing matters

An operations group could be all of the above in a large company or it could be the name applied to various combinations of the above. In each case it is an entity formed to coordinate various activities affecting on a specific product or project.

Within those companies who deal in hardware and/or software products, the manufacturing function probably standardizes more than any other function in industry today. Regardless of the product under consideration, manufacturing must purchase material, provide incoming inspection of that material, set up manufacturing facilities, and acquire personnel to convert the incoming material to a final product configuration. Unit test, systems test, outgoing inspection and shipping complete the cycle. If the output is an individual product, testing is performed on the equipment itself. If the product is a total system, then the testing area may expand to not only include the in-house manufactured product but also the equipments purchased outside for integration into the system.

In the case of a company which only performs system integration, one would not find an in-house manufacturing element. Instead one would find purchasing, incoming inspection, test, outgoing inspection and shipping for the handling of all procured items.

3.1.4 CORPORATE STAFF

With businesses growing larger and larger, the word "decentralization" is an important factor in today's management style. When business elements reach the point of economic independence, the executive management likes to decentralize into self-contained elements for closer coordination and more specific delegation of responsibility. Currently the establishment of individual business elements are considered when revenues reach approximately \$100 million a year and there is a positive market forecast for the product or products to project favorable yearly growth and expansion.

Decentralized corporations require staff functions to give management the ability to manage the overall corporate direction and progress. In most cases corporate staff functions will parallel the various operating elements within the departments and divisions. The corporate level staffs set standards and goals and provide executive overview for each of the individual functions within the divisions. The one function that seems to cause some conflict is the staff marketing activity. To be effective in performing its role of guidance, corporate staff marketing functions must participate in customer functions and contacts. In companies where each individual division or department has a distinct market, the staff function is conceived to be different than the role played in a corporate where the individual departments and divisions play

contributory roles in a large overall corporate effort. In the latter case, corporate marketing may have to provide leadership so that the individual divisions' marketing and sales group activities are doing their part in the overall corporate marketing philosophy for a particular project. When viewing industry's approach to the Federal market, one finds many illustrative examples of the above. However, since corporate marketing staffs are usually limited, corporations today will in fact appoint a lead department to coordinate the technical and proposal activities while the corporate group retains the coordination responsibility through a corporate staff and/or the Federal marketing group. This is not too dissimilar to the techniques of the military services when they appoint a lead military department to carry out the task of coordination among the three services. Conflict and confusion are sometimes evident in this arrangement. It can and does work, however, it requires a cooperative attitude and a strong management directive.

3.2 TYPICAL BUSINESS STRUCTURES - FOUR EXAMPLES

3.2.1 INTRODUCTION

Now that the basic corporate elements and definitions have been covered, four major categories of companies will be examined. The various elements discussed previously will be applied to these examples of corporate organizational structures. In each case, the subject may be a corporate entity or a division of a diversified company with individual divisions operating in an independent manner. Remember that these are again typical concepts brought forth to alert you as to what you may encounter during your corporate interviews. These will not negate the necessity for inquiry into the organizational structure and management concepts under which those companies which you are exploring operate. Being intellectually curious about the philosophy of an organization would not only help you better understand your possible role, but more importantly, would afford an opportunity to present your industrial knowledge to your advantage during the interview.

3.2.2 EQUIPMENT MANUFACTURERS

This group relates to that segment of the U.S. industry that provides a product to the government and consumer marketplace that is well defined, self-contained and priced in published catalogs. The structure typically found in this industry mainly reflects the historic concept that was discussed above. It has its sales/marketing organization whose title probably depends upon the desires of the president; it will have its manufacturing organization, and its financial/contract administration and engineering groups. The functions within these groups will follow the basic historic concepts outlined previously.

3.2.3 EQUIPMENT MANUFACTURER AND SYSTEM SUPPLIER

Under this broad category many changes in structure have been instituted. The small manufacturer with a simple integration task may very well structure itself like the equipment manufacturers discussed in the previous section. The larger manufacturer, who really is providing a total system integration function with products purchased from subcontractors, will deviate considerably from the standard. Today's large system

supplier has a multitude of problems to overcome in attaining success and profitability. Products and/or software manufactured by the company must be combined with products and/or software from other manufacturers to form major special hardware and software systems. Subcontractor schedules and costs must be maintained. These factors have caused corporate restructuring which was not foreseen decades ago. The major business elements are still there, however, they may be reassigned to different internal functional departments or titled differently. Thus, the words and functions of "operations" and "project management" have been introduced.

3.2.4 SYSTEM INTEGRATOR

With the advent of large complex systems, an opportunity was presented for companies or divisions of companies to establish a business entity whose only responsibility was to engineer, install and possibly maintain these large complex systems. This involves the integration of many different products from one or more manufacturers into a system which will accomplish a specific mission or missions. The integration company may develop integration and application software or it may obtain this from subcontractors. Little or no internal manufacturing may be involved; specialized equipment mounting racks, connecting cables, etc. Even this may be subcontracted. Thus, the system integrator may have no in-house manufacturing elements, or this function may be reassigned to another functional department. The other functional elements of the organization will remain in the corporate structure. In addition, since all or most of the manufacturing is external, the system integrator has a complex procurement requirement and will normally have extensive procurement and scheduling processes. These are the functions of operations and program management. The engineering function also differs with the system integrator. Engineering is devoted to applications and generally applied on a contractual basis to a specific project. The other functional areas such as sales, finance, and employee relations are similar to those discussed earlier.

3.2.5 SOFTWARE SUPPLIER OR STUDY HOUSE

In today's world of complex systems, a large number of small software development companies have sprung up. They may provide integration and application software to the system integrators, hardware manufacturers, or in some cases, directly to the end users. The marketing/sales function, while coordinated by a marketing/sales organization, will normally involve all of the professional disciplines within the company to conceptualize a solution for a particular requirement. The people who will be charged with accomplishing the tasks of a contract would, therefore, be involved during all phases of the business activity. Thus, these companies will normally have an unstructured and informal business organization. The same is also true in those corporations that concentrate on study contracts.

3.3 DEFENSE OR FEDERAL DIVISION WITHIN THE BUSINESS STRUCTURE

3.3.1 INTRODUCTION

The structure of an industrial complex doing business with the Federal government is dictated primarily by the product and the scope of the business being performed for the Federal government. There are many companies whose Federal sales consist only of commercial type products which are sold on the open market to the general public and also have use within the government structure. There are obvious cases that fit this example; pencils, entertainment-type television and radio sets, personal computers, lightbulbs, etc. The interface from a marketing and sales standpoint of such an organization is quite simple and probably consists of a small sales group dedicated to selling to Post Exchanges, through the GSA catalog or directly to various departments of the government through individual contracting groups. The industry is characterized by standard price lists, fully defined catalog items, and standard government discount structures.

Simplicity also marks the interface between the smaller companies as "Beltway Bandits" that circle Washington, D.C. Here the company has a specialty product or software or expertise that is being offered and the interface between the Federal government and the corporation is a sales or marketing group that makes contact with the appropriate departments of the government to further sales opportunities.

The corporate-government interface gets complex in the large diversified organizations that have multiple divisions that are devoted to separate product offerings, but who all have activities directed to the Federal government's needs. Here one usually finds a pooled corporate marketing structure that represents all elements of the company. While a majority of the Federal government marketing and contractual activities are in the Washington, D.C. area, the users are generally located worldwide. In some cases, contractual responsibility may be at diverse locations also. Therefore, a Federal government marketing organization representing a diversified company must not only handle the Washington scene, but must have representation throughout the country and the world for all products and systems of the company. It is an organization that represents multiple divisions of a company to one single customer entity but with worldwide coverage. As you might expect, there are many variations throughout Industry as to how an "octopus" such as we've described is incorporated and managed by the corporation. One recognizes that the United States government, because of its unique requirements, requires dedicated marketing, engineering, program management and contracting disciplines. At the same time it is a very cost conscious marketplace and, therefore, the structure of the interface must be so instituted that it can be efficient and cost-effective and yet perform its worldwide task. It's fair to say that, because of the interaction of product divisions and the duplication of sales coverage in various areas, this eventually leads to many internal conflicts that must be minimized by the corporate structure and corporate policy, and each individual participating in the process must be compatible and dedicated to the success of the overall corporate effort. People must be comfortable in this environment or should not participate. It is, therefore, important as one seeks employment to determine again the corporate policy and structure to determine whether or not one's personality and one's interest and goals

are served by the government interface policy that is the choice of that particular management.

Marketing, in the structure just outlined, can perform simple customer interface or may provide engineering design and coordination during the initial sales and proposal preparation activities of the purchasing cycle. The degree of freedom that marketing and sales have in this area depends on the complexity of the product or system offering as well as the degree of creativity that is necessary to fulfill the mission. In those cases where one is applying standard products into a system and these products are well defined, the marketing/sales organization with its own small application engineering group could very well be independently responsive to the customer's needs during the proposal cycle. However, in the more complex systems where equipment and systems designs need to be created to be responsive, the marketing/sales unit may still lead the effort towards equipment design and pricing but the final contributions come from individual departments that have the total responsibility for the product and its applications.

There are major companies in the United States whose government business elements are so large and diversified they can actually sustain a complete and independent company element. However, most of the major companies where this independent philosophy prevails do in fact bring some overview and some coordination by appointing a Vice President of Federal Government Marketing. His sole responsibility is to coordinate the efforts of the individual divisions to one or more customers within the Federal government. The degree of responsibility and authority again varies from corporation to corporation. In the illustration that we have just reviewed, the word "coordination" is all that can be applied because individual divisional GMs have the ultimate responsibility for profit and loss and therefore must retain ultimate decision power. Even a vice president in Washington representing the company to the Federal government cannot be given authority over the division GM if the vice president has no profit and loss obligations.

3.3.2 MARKETING VERSUS GOVERNMENT RELATIONS

In light of the above illustrations, it is apparent that the large companies tend to have individual marketing/sales units operating independently but possibly coordinated by a group or organization whose title might very well be marketing or just government relations. There are many activities, however, within the Federal government that are regulatory, legal, political and social that do not necessarily relate directly to the sale of individual products or systems. And yet these activities are vital to a corporate operation in determining its policies and projections for the future. Because of the complexity and breadth of the Federal government, corporate personnel within the Washington who are responsible for corporate-government relations area are valuable assets whose duties, while not necessarily reflecting in day-to-day sales activities, do reflect in the long range corporate planning.

3.4 CONCLUSION

By this time one may be slightly confused. There is no basic primer that can lay out a corporate mold that would permit a person, beforehand, to pinpoint a position, an activity or its responsibilities that represents all company structures. The aforementioned comments were presented to highlight the issue of researching the company structure and determining its philosophy and management style prior to acceptance of a job offer to make sure you and the job are compatible.

4. PERCEPTIONS

This section lists some of the perceptions of military people sometimes encountered in industry. They are opinions that occasionally surface that may or may not be true. Things that are perceived as real may become real in their consequences.

4.1 WHY COMPANIES HIRE FORMER-MILITARY PERSONNEL

There are several reasons for companies to want to add former military personnel to their payrolls. One of the key reasons is to take advantage of their knowledge and experience with DoD programs. Military personnel understand the DoD procurement process and how to work within the system. Companies may want to take advantage of program management experience and may occasionally hire former officers for their executive potential. One of the more valuable characteristics of former military members that a company looks for is attitude towards the job. Military personnel by nature of their training and experience have the willingness to get the job accomplished. The work ethic, determination and resolve that were developed during a military career will be valued by an employer. Military members will be hired for their proven reliability and adaptability. Some companies see advantage in the contacts ex-military personnel have within DoD programs they are pursuing. For this reason military personnel are usually employed in marketing or program office organizations. Beware of the potential for conflict of interest for these areas.

4.2 POSITIONS THAT FORMER-MILITARY PERSONNEL ARE GENERALLY NOT HIRED FOR

Companies do not normally hire military personnel to immediately fill high level executive positions, i.e., General Manager or higher. Most companies prefer that their senior executives to be intimately familiar with their operations and corporate culture. Former military personnel are rarely hired as comptroller or financial executives. Some companies do not fill engineering positions with former-military members except for those who have served in technical jobs and have not been out of school too long.

4.3 ATTITUDES TOWARD FORMER-MILITARY OFFICERS

Company employees who do not have military backgrounds may resist cooperating with former-military officers, especially if they join the company in a managerial position. This is probably more prevalent in commercial enterprises than in the defense industry. People may have the preconception that retired military officers are looking for semi-retirement industry jobs only to supplement their retirement pay. Your fellow employees may think of you as merely being concerned with rules, regulations and paperwork than getting the job done. People are wary of former-military officers who want to philosophize on their experience rather than get involved in the routine leg work of an assignment. Industry employees may see retired officers as superior attitude oriented know-it-all's who don't want to hear the opinions of others.

These perceptions are discussed in detail below along with some specific consequences and potential solutions:

- Perception:** DoD people are more concerned with rules and regulations (paper pushing) than with getting the job done.
- Elements:**
- Item:** You are used to established procedures for routine processes such as supply, personnel, etc. The company may not be.
- Solution:** When you have a job to do, be ready to use your knowledge to set up a procedure. Check for conflicts with company practices (verbal/written).
- Item:** You come from an environment ridden with laws, regulations, etc. Many companies are not.
- Solution:** Figure out what you need to do, touch base with legal/contracts and your boss to make sure it is OK.
- Item:** In DoD, people are frequently obsessed with the process rather than the product.
- Solution:** Process is relatively unimportant. Product is all important.
- Remember:** Much of the time if you ask "How should I do this?" you will be told "How do you want to?"
- Perception:** DoD people spend more time worrying about their pension, annual leave, and retirement date than doing their job (0-5/0-6/GM).
- Elements:**
- Item:** You have spent your life in a structured world where these are common knowledge and important.
- Solution:** In industry pay, pension, vacation, etc., are not openly discussed.
- Item:** You have spent your life in a relatively benign and clearly structured autocracy. Business is generally not.
- Solution:** Analyze the power structure. Neither rank nor authority is always evident. Neither is how to get things done. It can vary with task, time, and place.
- Item:** Your authority is neither defined nor insured.
- Solution:** Others recognize your authority when they learn it's to their advantage to be on your team.
- Remember:** Pay, benefits, vacation, etc., are between you and your boss. No one wears insignia. You have to learn the power tracks.
- Perception:** DoD people want an industry job where they can philosophize and conceptualize (read BS) about their experience rather than become involved in the routine leg work of the assignment.

Elements:

Item: Your experience is one reason they hired you.

Solution: Its value is that your philosophy and concepts can help you accomplish the task at hand effectively and efficiently. Use it that way.

Item: Routine leg work is just as valuable in industry. Success remains 10% inspiration and 90% perspiration.

Solution: Sweat a lot.

Item: People who have spent a career anywhere have a lifetime of interesting adventures.

Solution: Do not tell war stories at work or in business settings. Civilians do not relate to those events.

Item: Broad philosophizing and conceptualizing do not help an operating company, although they might fit in a think tank or study contract.

Solution: Business needs inventiveness, ingenuity, and focused conceptualizing.

Remember: Your valuable experience should keep you from wasting time - yours or others.

Perception: DoD people are looking for a semi-retirement industry job to supplement their retirement pay.

Elements:

Item: Many people send this signal, both in interviews and on the job.

Solution: In interviews, stress the second career.

Work at least 10% over the normal routine at least the first six months. You need the time to learn the company and the job.

Remember you start as an action officer. Companies have managers who have worked their way up, and so will you.

Know what to do with a pencil and a clean sheet of paper. Someone has to start the solution going and if you make the strawman, your thoughts will drive the solution.

Remember: If you want a part time job, look for a part time job. If you want to determine your hours, work for yourself.

Perception: DoD people are superior attitude oriented.

Elements:

Item: Some are.

Solution: You will be the new kid on the block. Act like it.

Item: Some carry their title and perks with them.

- Solution:** Do not. Civilians resent titles that are not earned as part of the business environment.
- Item:** Most companies pride themselves on a friendly first name basis.
- Solution:** Do not be fooled. Be as formal or informal as your nature allows, but remember no one is ever put off by friendly formality.
- Remember:** You had a name before you had a military/DoD title. Your name was reflected in your service reputation - it will be again in industry.

A military officer transitioning to a job in industry needs to be aware of these preconceptions and related ones and head them off before they cause problems in individual or group performance. One way to gain some awareness into attitudes of future co-workers is to discuss the environment with other former military personnel who have recently transitioned into the organization.

4.4 TYPICAL MISTAKES MADE BY FORMER-MILITARY OFFICERS

One of the biggest mistakes a former officer can make is to wear their rank after they enter industry. Former officers should realize that they are starting over and need to earn the respect and cooperation of their fellow employees. Officers cannot assume that they will automatically be accepted as equals by company career professionals. Acceptance is earned by hard work and results. Officers should be cautious in the early part of their new career in industry. Take the time to study the company's political network as well as the formal and informal ranking system.

Former-military officers need to be careful regarding their expectations of their colleagues. You cannot expect people to show the same personal dedication to duty that keynotes the services. People will work very hard if it is to their present or future advantage. The same thing is true with the sharing of information. People will not necessarily provide full and accurate information on request. They will if it benefits them or if it repays a debt. People will not always do what they tell you they will do, such as meeting deadlines. You should remember that they may not control their priorities.

One deadly mistake that former-officers make is to associate exclusively with other former-officers. This can cut off other valuable personal and professional relationships that you will need to achieve success. You cannot assume that your fellow employees will spend working hours on unproductive philosophizing, then stay extra hours to complete assigned work. They will resent your wasting their time.

Assume all invitations to company social functions are mandatory and do attend.

You cannot automatically expect offices and staff support you may have come accustomed to in the military. Facility and clerical costs are a burden that companies do not carry below a certain executive level.

You may find yourself working for a former subordinate or someone who was very junior to you in the military. Do some honest soul-searching here and be absolutely positive you can live with such a situation. Some people can't and have to adjust their job search accordingly.

Finally former-military officers should not overestimate or underestimate their value to the company. This can be avoided by studying the corporation before accepting an offer and knowing your own requirements for job satisfaction.

5. CONFLICT OF INTEREST

5.1 STANDARDS OF CONDUCT

A former DoD official, military or civilian, faces certain employment restriction in certain jobs. Those employees and officials affected will be restricted from being employed by certain contractors for two years after being separated. The regulations governing these potential conflict of interest activities are set forth in part in DoD Directive 5500.7, "Standards of Conflict" and Service Regulations. The basis for these are 10 U.S.C. 52397b.

5.2 EMPLOYMENT RESTRICTIONS ON CERTAIN FORMER DOD OFFICIALS

5.2.1 SCOPE OF RESTRICTIONS CONCERNING ENTITIES FROM WHICH COMPENSATION MAY NOT BE RECEIVED

Pursuant to 10 U.S.C. Section 2397b, certain former government officials shall not receive compensation from a major defense contractor for a two year period, beginning on the date the former officer or employee separated from DoD. This restriction prohibits the acceptance of compensation from a particular major defense contractor only if the former officer or employee performed the duties listed in item 2. below, relating to that same defense contractor.

5.2.2 PERSONNEL TO WHOM RESTRICTIONS APPLY

The DoD Directive states that individuals in the following categories are subject to the restrictions:

- a. Individuals who served in grades of GS-13 or higher, and individuals who served as Regular officers in the Armed Forces in pay grades of O-4 or higher, if such individuals:
 - (1.) spent the majority of their working days during the last two years of DoD service performing a procurement function relating to a DoD contract, at a site or plant that was owned or operated by a contractor, and which was the principal location of their performance of that procurement function;
or
 - (2.) performed, on a majority of their working days during the last two years of DoD service, a procurement function relating to a major defense system and, in the performance of such a function, participated on any occasion personally and substantially in a manner involving decision making responsibilities with respect to a contract for that system through contact with the contractor.

- b. Individuals who served in a Senior Executive Service position or higher, and individuals who served as Regular Officers in the Armed Forces in the pay grade of 0-7 or higher, if such individuals during the last two years of DoD service:

- (1.) acted as a primary representative of the United States in the negotiation with a defense contractor of a defense contract in an amount in excess of \$10,000,000 (the actual contractual action taken by the individual must have been in an amount in excess of \$10,000,000), or

- (2.) acted as a primary representative of the United States in the negotiation of a settlement of an unresolved claim of such a defense contractor in an amount in excess of \$10,000,000. An unresolved claim shall be, for the purposes of this Directive, valued by the greater of the amount of the claim or the amount of the settlement.

5.2.3 ADVICE FROM THE DESIGNATED AGENCY ETHICS OFFICIAL

- a. Any person may, before accepting compensation, request that the Designated Agency Ethics Official (DAEO) or designee of the individual's former DoD component provide advice on the applicability of 10 U.S.C. Section 2397b and the DoD Directive to the acceptance of such compensation.
- b. A request for advice shall be in writing and shall contain all relevant information.
- c. If the DAEO or designee receives a request for advice, the DAEO shall issue a written opinion in response thereto not later than 30 days after receipt of the request.
- d. If the advice rendered by the DAEO or designee, based on complete disclosure by the individual, states that the law and the DoD Directive are inapplicable, and that the individual may accept the compensation from the contractor, then there shall be a conclusive presumption that the acceptance of the compensation is not a violation of 10 U.S.C., Section 2397b.

5.2.4 REMEDIAL ACTION

- a. Any DAEO or designee who becomes cognizant of an apparent violation of these prohibitions shall seek an investigation by the DoD Inspector General or by the Inspector General of the appropriate Military Department, or their designees.
- b. After receiving the results of the investigation, the Secretary of Defense may refer the case to the Department of Justice.

5.2.5 PENALTIES

Pursuant to 10 U.S.C. Section 2397b(b)(1), individuals who knowingly violate the prohibitions of this Section are subject to a civil fine of up to \$250,000.

5.2.6 EFFECTIVE DATE

The effective date of 10 U.S.C. Section 2397b is April 16, 1987. This statute does not preclude the continuation of contractor employment begun after the effective date, nor does it prohibit the acceptance of compensation for such employment. The statute does not apply if DoD service terminated prior to the effective date of 10 U.S.C. Section 2397b.

5.2.7 SPECIAL DEFINITIONS

For the purpose of this chapter, terms used shall have the following meanings:

- a. Armed Forces. The term "Armed Forces" does not include the United States Coast Guard.
- b. Compensation. Includes any payment, gift, benefit, reward, favor, or gratuity which is provided directly or indirectly for services rendered by the person accepting such payment and which has a fair market value in excess of \$250. Compensation shall be deemed indirectly received if it is paid to an entity other than the individual, in exchange for services performed by the individual.
- c. Defense Contractor. An entity that:
 - (1.) contracts directly with the Department of Defense to supply the Department of Defense with goods or service; or
 - (2.) controls or is controlled by an entity described in item c.1. above; or
 - (3.) is under common control with an entity described in item c.1. above.The term does not include an affiliate or subsidiary of an entity described in item c.1. if clearly not engaged in the performance of a defense contract, nor does it include a state or local government.
- d. Designated Agency Ethics Official. An officer or employee of a component who has been appointed, pursuant to component procedures, to administer the provisions of the Ethics in Government Act. The term is abbreviated DAEO. The DAEO for the Office of the Secretary of Defense is the General Counsel.
- e. DoD Component. The Office of the Secretary of Defense, the Military Departments, the Organization of the Joint Chiefs of Staff, the Unified and Specified Commands, the Inspector General, and the Defense Agencies, including nonappropriated fund activities.
- f. Employee. This term does not include a part-time employee, or a Special Government Employee.
- g. Major Defense Contractor. Any business entity which, during the fiscal year preceding the fiscal year in which compensation was received, was a defense contractor that received defense contracts in a total amount equal to or greater than \$10,000,000.

- h. Major Defense System. A combination of elements that will function together to produce the capability required to fulfill a mission need. Elements may include hardware, equipment, software, or any combination thereof, but excludes construction or other improvements to real property. A system shall be considered a major defense system if:
- (1.) the Department of Defense is responsible for the system and the total expenditures, for research, development, test and evaluation for the system are estimated to exceed \$75,000,000 (based on fiscal year 1980 constant dollars) or the eventual total expenditure for procurement exceeds \$300,000,000 (based on fiscal year 1980 constant dollars); or,
 - (2.) the system is designated a "major system" by the head of the agency responsible for the system.
- i. Negotiation and Settlement. Exchange of views between representatives of the government and a contractor regarding respective liabilities and responsibilities of the parties on a particular contract or claim. It includes deliberations regarding contract specifications, terms of delivery, allowability of costs, pricing of change orders, etc.
- j. Procurement Related Function (or "procurement function"). Any function related to:
- (1.) the negotiation, award, administration or approval of a contract;
 - (2.) the selection of a contractor;
 - (3.) the approval of a change in a contract;
 - (4.) the performance of quality assurance, operational and developmental testing, the approval of payment, or auditing under a contract; or,
 - (5.) the management of a procurement program.
- k. Separation of a Member of the Armed Forces. A person who is a retired or former member of the Armed Forces shall be considered to have been separated from service in the Department of Defense on the date of the person's discharge or release from active duty.
- l. Special Government Employee. A person who is retained, designated, appointed, or employed to perform, with or without compensation, for a period not to exceed 130 days during any period of 365 consecutive days, temporary duties either on a full-time or intermittent basis. The term also includes a reserve officer who is serving on active duty involuntarily or for training for any length of time, and one who is serving voluntarily on extended active duty for 130 days or less. It does not include enlisted personnel.
- m. Primary Government Representative. If more than one government representative is involved in any particular transaction, it is the officer supervising the government's effort in that matter. To act as a "representative" requires personal and substantial participation in the transaction, by personal presence, telephone conversation, or similar involvement with representatives of a contractor.

5.2.8 EXAMPLES

- a. An employee in the grade of GS-13 performs a procurement function relating to a contract at a contractor's plant continuously for a two-year period prior to separation. He separates from DoD on April 1, 1987. Is he subject to the statute's restriction on post-DoD employment?

ANSWER: No. He is not restricted by the law since he separated before its effective date of April 16, 1987.

- b. An employee in the grade of GS-13 spent the majority of his working days during the last two years of DoD service at Contractor A's plant, performing a procurement function on four DoD contracts. Contractor A's plant was the principal location of his procurement function. Three of the contracts he worked on were between DoD and contractor A. The fourth contract was between DoD and contractor B. Is he restricted from receiving compensation from either contractor A or B, assuming they both qualify as major defense contractors?

ANSWER: He would be prohibited from receiving compensation from contractor A, but not from receiving compensation from contractor B. This would be the case even though he might have spent the majority of his time working on the contract between DoD and contractor B. However, if he also participated personally and substantially in a manner involving decision making responsibilities with respect to contract B, through contact with contractor B, he would be restricted from working for that contractor under Paragraph 5.2.2 a.(2) above.

- c. An employee falls under the criteria of Paragraph 5.2.2 a.(2) above relating to a contract between DoD and contractor C. May he receive compensation, after separation from DoD, from corporation D if corporation D is a subsidiary corporation of contractor C?

ANSWER: Yes, he may work for such a subsidiary if the subsidiary is not a DoD contractor. However, the reverse would not be true. (i.e., if his procurement function related to a contract with contractor D, which was a subsidiary of corporation C, he could not receive compensation from corporation C after leaving DoD. This is because the definition of "contractor" includes any entity that controls or is controlled by an entity contracting with DoD, except for a subsidiary or affiliate not engaged in a DoD contract.)

- d. An employee in a Senior Executive Service position acts as the primary representative of the United States in the negotiation of a \$5 million modification to a contract. The modification is related to an existing \$6 million contract, making the subsequent contract after modification in excess of \$10 million. Is the employee restricted after he separates from DoD?

ANSWER: The employee is not restricted by the law. To come within the restriction, his actual contractual action must have been in an amount in excess of \$10 million.

- e. An employee asks his DAEO for an opinion in accordance with Paragraph 5.2.3 above. However, he leaves out a relevant fact that would otherwise place him under the statute's restriction. Does the opinion provide protection for the employee?

ANSWER: No. The employee must advise the DAEO of all material facts in order to be sure that the DAEO's opinion will protect him. If the employee has any doubt as to what facts are material, he or she should discuss the matter thoroughly with the DAEO.

5.3 POINTS FOR A REGULAR MILITARY OFFICER TO BEAR IN MIND UPON RETIREMENT AND TRANSITIONING TO A CIVILIAN CAREER

The Department of Defense and the Departments of the Army, Navy, and Air Force all have published policy guidance statements and instructions detailing the "do's" and "don't's" involved in transitioning to a civilian career. Retiring Regular officers should familiarize themselves with the aforementioned guidance and instructions as they may apply to them. Since the above referenced guidance and instructions are somewhat lengthy and to a certain extent complex, the following is a digest of particular points to bear in mind in making the transition from active duty military to a civilian career.

5.3.1 POSTGOVERNMENT EMPLOYMENT

- a. It is not improper to go to work for a firm doing business with the Government. What is improper is the present government employee's use of his or her government position or influence resulting therefrom (a) for personal gain, (b) to the detriment of the government, or (c) in a manner which gives an unfair advantage to a private entity.
- b. If you have been a primary government representative in a negotiation of a government contract or the settlement thereof, you are debarred for two years after the termination of such activities from accepting employment from that contractor.
- c. A former government employee may never serve as another person's representative to the Government on a case, contractual matter or other similar application or proceeding in which he or she participated "personally and substantially" while a government employee.

5.3.2 WHAT TO DO IF A DOD CONTRACTOR HOLDING A CONTRACT IN WHICH YOU HAD A NEGOTIATING RESPONSIBILITY APPROACHES YOU WHILE STILL ON ACTIVE DUTY REGARDING FUTURE EMPLOYMENT WITH THE CONTRACTOR.

- a. Promptly report the contact to your "supervisor" and to the ethics official of your agency.
- b. If you desire to follow up the employment lead, disqualify yourself in writing from all participation in the performance of procurement functions relating to contracts of the defense contractor making the contact with you.

- c. Neither a. nor b. above is required if on first contact the DoD person terminates the contact immediately - however, if the contractor persists and tries again a. and b. become operative.
- d. Repercussions for failure to comply with the above procedures can be drastic, e.g., one cannot accept job with contractor for 10 years and SECDEF can impose up to \$10,000.00 fine.

5.3.3 GRATUITIES IN CONNECTION WITH SEEKING EMPLOYMENT

An individual may accept reimbursement in cash or in kind for travel, lodging, or subsistence expenses not extravagant or excessive in nature in connection with seeking other employment. However, in such cases the individual shall first notify his or her appropriate supervisor in writing and shall disqualify himself or herself from participating on behalf of the Government in any particular matter affecting the interests of the prospective employer. The disqualification may be rescinded only if the individual concerned notifies his or her appropriate supervisor in writing that he or she is no longer seeking or actively considering employment with that prospective employer.

5.3.4 PROHIBITED ACTIVITIES

- a. Claims. A retired Regular officer of the Armed Forces may not, within two years of retirement, act as agent or attorney for prosecuting any claim against the Government, or assist in the prosecution of such claim or receive any gratuity or any share or interest in such a claim in consideration for having assisted in the prosecution of such a claim if such claim involves the military department in whose service he or she holds a retired status. Nor may a Regular retired officer at any time act as an agent or attorney for prosecuting any claim against the Government, or assist in prosecution of such claim, or receive any gratuity, or any share of or interest in such claim, in consideration for having assisted in the prosecution of such claim, if the claim involves any subject matter with which he or she was directly connected while on active duty (see 18 U.S.C. Section 283).
- b. Selling. 37 U.S.C. Section 801(b)* prohibits retired Regular military officers from selling supplies or war materials to the Defense Department and related agencies for a period of three years after retirement; 18 U.S.C. Section 182* prohibits retired Regular military officers permanently from selling to their own former military departments.

5.3.5 REPORTING POST RETIREMENT EMPLOYMENT

Each retired Regular officer shall keep the Department advised of his or her post retirement employment activities. Those on the Retired List for three years or less shall file a statement of employment (DD Form 1357).

5.4 CONCLUSIONS

The thing to bear in mind is that neither the Congress nor the Department of Defense desire to deprive the military from "earning a living" after retirement. Noting the above points plus the application of common sense and discretion should be sufficient in most retiree planning situations. If you have any doubts or are involved in a special circumstance, the DoD and your own Service Department guidance should be researched as there are a number of special provisions, any one or more of which could be applicable to you.

*Neither of these statutes preclude a retired Regular officer from accepting employment with private industry solely because the employer involved is a contractor with the Government.

6. AVAILABLE SERVICES - TOOLS FOR THE JOB SEARCH

6.1 There are numerous services, agencies, and other generally accepted methods of learning about job opportunities and to help you prepare for your job search. Presented below are several examples of different services currently available to assist you in your transition efforts. The list is not all inclusive but provides an idea of sources available to you at this critical point in your career - and later. A number of these sources are readily available yet are often overlooked. In the job search, it is prudent to thoroughly plan your strategy to identify job opportunities. This can be done, as simple as it seems, by sitting down and exploring all sources, personal networks, associations, and other potential leads that you already know of or have been associated with in the past. So let's take a look at some of the available traditional and non-traditional sources and services.

6.1.1 ASSOCIATIONS

There is an association for everyone for almost any discipline or organization. There is even an association to keep track of all the associations. It is very likely that you have been involved with either a technical or professional society or association during your military career. These organizations provide a good starting point for potential employment opportunities. A number of associations have job referral services and stay in touch with association members in civilian and government employment areas. They can be a valuable source of referrals, additional networking, and job leads. The AFCEA™ Career Planning Center is described in Section 1.0. Several of these associations that have recognized job referral services include the following:

- The Retired Officers Association (TROA)
- Institute of Electrical and Electronics Engineers (IEEE)
- American Society of Mechanical Engineers (ASME)
- American Society for Training and Development (ASTD)
- American Society for Personnel Administration (ASPA)
- American Society of Naval Engineering (ASNE)
- Society of Logistics Engineers (SOLE)

And the list goes on and on, with virtually all disciplines and affiliations represented. Most of the organizations have local and national chapters, usually with a job referral service, a hotline, or a resume service provided to members. Again, these can be very valuable sources of leads and employment opportunities in your job transition. Be sure to explore all of the opportunities available through your personal networking and association memberships - you won't be disappointed.

6.1.2 JOB FAIRS

One of the most convenient ways to gain exposure to a large number of companies in a short period of time is to attend a job fair. A job fair can take on many forms. A traditional job fair consists of several firms gathered in one location (usually a large

centrally located hotel or conference center) and provides booths, similar to a trade show, manned by technical managers or Human Resources professionals from each firm. Representatives present information about the company, review your resume, and provide general information about job opportunities and openings. This is a good time to explore large and small organizations and gather benefits information and other related technical information. Another form of job fair is the private job fair held by one company on their own premises. This is a good opportunity to explore specific opportunities with a company of your choice. Job fairs are usually advertised well in advance and you may also be contacted via mail or by the firm or job fair sponsor. Again, the primary benefit is exposure to a number of companies with no obligation. A caution - beware of job fairs that charge you an entry fee!

6.1.3 RESUME SERVICES

Speaking of resumes, there are also a number of agencies, firms, and services that provide resume preparation or consultation. These services normally charge a fee and provide resumes in a standard format. Some associations also provide this at little or no cost to the member. In dealing with a resume service, be sure to obtain a sample of previous resumes they have provided. You must feel comfortable with the format, the content, and the portrayal of skills and capabilities. An overly creative resume may ensure that you are not considered for a job rather than opening additional doors for you. Beware of the resume service that wishes to portray you incorrectly, inaccurately, or in a manner that you would not feel comfortable presenting to a potential employer.

6.1.4 JOB TRANSITION COURSES

Over the past few years a number of job transition courses have surfaced and are now presented across the nation. These courses may be supported through the Veterans Administration or other government agencies. They are designed to provide a job search strategy and general interviewing, dress and appearance, and presentation training to individuals leaving government service. One course that has been widely attended by military and civilian members stresses a "creative" approach to the job search. The course has been categorized as 50% pure gold and 50% pure BS depending upon your point of view. However, when selecting any course, make sure that it represents your best interest, has a solid reputation, and that you feel comfortable with the material and the style of presentation. Remember, it is your ultimate responsibility to sell yourself. Courses can be helpful in giving you general guidance and insight to the marketplace.

6.1.5 EMPLOYMENT AGENCIES/EXECUTIVE SEARCH FIRMS

Employment agencies and search firms offer another source for locating job opportunities. These firms deal with a number of private and public sector clients. They will represent you to those clients for a fee from the client. The fee structure will vary as a percentage of the base salary and bonuses offered to the employee. Remember, these costs are to the company and not to you as the candidate. Beware of any employment agency that wishes to charge you a fee to represent you to clients. In such cases, there is often no assurance that they are representing your best interest once they have the money. There are enough reputable firms to deal with, so be selective in your choice.

Make sure you know how they represent you, and know who their client list includes. Agencies can provide a valuable service, but remember, not all companies deal with agencies. So, do not use this as the sole source as your transition planning.

6.1.6 UNIVERSITIES AND COLLEGES

While university and college placement centers predominately handle entry-level positions, they also offer assistance in many forms to any graduate. Most maintain an extensive library of directories, manuals and publications to aid students in the job search. Do not hesitate to ask your professor, department head or the dean's office for guidance, particularly if you have completed or are currently enrolled in a post graduate course.

6.2 In closing, common sense and professionalism go a long way. No matter how you are presented to a potential employer, it is still up to you to plan ahead and prepare for the interview and selection process. The section 7 will provide more details pertaining to preparation and planning for your transition.

7. THINGS YOU NEED TO KNOW

7.1 EMPLOYMENT TRANSITION - A MATTER OF PREPARATION AND TIMING

A successful military operation requires a great deal of planning and preparation. So does the transition to civilian employment. Private industry wants to ensure that you know their organization and that they know you before they extend employment considerations. As a prospective employee, it is imperative that you know the marketplace, the availability of jobs, something about the organization you are interviewing with, and just as importantly what are the strengths and skills you bring to the table.

In the civilian sector, few companies can afford to hire based on the "possibility" of future business. This is not to say that they are unwilling to make investments in individuals and groom them through the system, however it is unlikely that they will hire someone and carry them for a long time without established programs or specific job openings. In preparing for the job search, target companies with specific openings and learn something about the company and employment opportunities they offer. This knowledge will be invaluable during the interview process and can open other doors for those "future opportunities."

Timing is also a critical factor. The timing of job openings normally coincides with the development, start or performance of a specific program, project, or business venture. Be aware and ask questions pertaining to the type of work, the expected duration of projects or programs, and the future opportunities within the corporation.

7.2 LEARN ABOUT THE POSITION BEFORE YOU INTERVIEW

As mentioned above, it is important that you learn as much as possible about the position before you interview. Prepare to learn things during the interview process itself. By the time you reach the interview you should have a good idea of exactly what position you are interviewing for and possibly who will interview you. Such information can usually be obtained from the human resources representative or the line manager that initially contacts you. But remember, it is up to you to find out this information.

During the interview process you will make assessments and form opinions about the company. Several items you will want to find out should include:

- Where is the job located - in the local area or out of town?
- Who will be your direct supervisor?
- What is the supervisor's operating style?
- Do you like the people that interviewed you?
- Is their work currently under contract or is it speculative?
- What are the specific duties and responsibilities you will be expected to carry out?

- Who are the individuals you will frequently interface with?
- Where does your position fit in the organizational structure?
- Are there further opportunities within the company?
- Can you do the job?

These are a few questions you will need to answer and assess during the interview. The interview process is designed for you to evaluate the company - as well as for the company to evaluate you. You do not have to accept a position - merely because you have interviewed.

7.3 YOU HAVE TO KNOW THE COMPANY EVEN BETTER

In speaking with the human resources or personnel representatives as well as line managers in the company, there are additional data points to explore. Each will help you to make your final decision and determine if the firm is a cultural and technical fit for you. One gathers a great deal of information during the first interview, but normally a company will have you back for a second round to take another look at you and for you to receive different viewpoints from members within the organization. A few data points you may gather include:

- What is the current turnover in the company and why is it taking place?
- Has there been a recent reduction in force? If so why and how many individuals were affected?
- What is the environment in which you will work?
- Are there defined personnel policies to follow?
- Is there an established human resources department and/or other support departments within the company?
- What is the company's promotion policy? Does the management promote from within or usually draw from outside talent?
- What is the policy on salary reviews and performance appraisals?
- Is the company viewed as an "employee-oriented" firm?
- How about benefits? Do they include provisions for:
 - Vacation
 - Medical Insurance
 - Dental Insurance
 - Travel Insurance
 - Stock Options
 - Retirement Plan
 - Savings Program
 - Education Assistance
 - Sick Leave
 - Professional Development Courses

- In-House Training
- Other programs that set them apart from competitors

Can you obtain this information? Is it easy to get? How will you do it? These are all part of the interviewing process. As you become more familiar with the general rules and gain interview experience, you will answer such questions and gather information during the process. Remember, you are also selling yourself during the entire process.

7.4 IS THERE ROOM FOR NEGOTIATION?

Now that you made it through the initial interview, assume it's time to talk about specifics of a potential offer. How do you go about this? One school of thought suggests that nothing is negotiable; you have a set of demands that you will not deviate from under any circumstances. Experience has proven this to be the wrong approach. If you have thoroughly prepared, you will have discovered that some items may or may not be negotiable. You should have an idea of what items are important to you and how much flexibility there may be in your personal situation. Unwillingness to negotiate or refusal to accept the company standard will normally be detrimental. Each case is different and each individual has different requirements, circumstances, skills, and abilities. The company is interested in you but they are taking an informed risk when hiring you. Some often negotiable items (based on experience and previous work history) are:

7.4.1 Salary - probably the most volatile item on this list. Know the salary range or the specific salary for the position before the interview. This will help avoid embarrassing situations for you and the potential employer.

7.4.2 Vacation - some companies will negotiate and others will not, based on individual policies. This can normally be determined by talking with the human resources representative beforehand.

7.4.3 Relocation - if a relocation is required will the company pay for the move, temporary living expenses, and other associated items? Do they expect a military or government sponsored move to be utilized? Or is a combination of both expected? Find out if the job involves a relocation.

7.4.4 Bonus Programs - are you eligible for a bonus? If so, what are the parameters to receive one? How are bonuses distributed? When are they distributed? If you are not eligible, how do you become eligible?

7.4.5 Upfront Money - this has become more popular, however, you need to find out if it is a company practice before you enter the discussion. Upfront money may take the form of a signing bonus, or a transition bonus to facilitate your employment with the new organization. If this is a negotiable item, exercise reasonable judgement and prudence.

7.4.6 When Do You Begin Employment? - Are there personal issues for you to resolve before you start? Can you begin earlier than anticipated originally? This item is often negotiable depending on company plans and personal issues. Make sure that you agree on a date and it is stipulated in a written offer.

All negotiated items should be clearly presented to you in a written offer. If you do not receive a written offer it is prudent to request one in order to ensure mutual understanding of all the provisions and conditions of employment.

7.5 DETERMINING YOUR WORTH

We each have a salary figure in mind when changing employment. However, caution is in order. Make sure that you check the facts, that your worth matches employer requirements, that your abilities reflect the marketplace and environment, and that you do not eliminate yourself before you begin. It is wise to remember that a total compensation package is comprised of benefits, perquisites, and salary - all must be considered by you and the employer.

7.5.1 Beware of offers that are overly inflated (above determined worth) or those that are far below your expectations. Such offers often indicate speculative bidding, uncertain company circumstances, or a position that may not be in your long-term best interest. Situations will vary and each must be weighed separately and in light of all factors.

7.5.2 It is important that you feel comfortable with the organization, trust individuals you'll be working with, and that there are other opportunities for you to vie for in the future. These aspects are worth more personally and professionally than a few extra dollars - particularly if there are other doors that may open for you in the days, weeks, and years to come.

7.6 CONCLUSIONS

In summary, ensure that you have realistic expectations and requests. Prepare, survey the marketplace, and use common sense. These simple, yet often overlooked factors will help you get over the transition hurdles and properly target the company, the job, and opportunities you seek.

8. SUMMARY

The overall intention of the Transition Seminar is to provide personnel transitioning from the military to industry an overview of the corporate environment and basic guidelines for a smooth transition. Section 1 was an introduction to the AFCEA™ Career Planning Center and summary of services available to AFCEA™ members. Section 2 described the business world in general terms and defined typical corporate entities. Section 3 examined four examples of corporate structures and described some of the evolution and rationale behind those structures. Section 4 described some potential preconceptions that may be encountered. Section 5 is a review of some facets of the DoD "Standards of Conflict" rules and penalties, a few points to bear in mind while transitioning to a civilian career. Section 6 covered services available for the job search. Section 7 provided some pointers for the interview and negotiation phase of the job search. It bears repeating that the material contained in the sections reflects the opinions and experience of the individual contributors. As opinions these statements may not match the realities encountered in the diverse corporate world. The material contained herein will not substitute for the research and thorough preparation required by the individual to find a position in industry that will be beneficial to both the individual and the employer.

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