

VETERANS LEAD IN



Companies need military talent to stay connected in today's global economy.

BY MONIQUE RIZER

Army veteran Shawn Lynch went from suits to boots to, well, boots again. He spent eight years in the businesses world before joining the Army. After serving four years and completing a tour to Kuwait, he separated and joined ITT Corporation, which sent him right back to Kuwait. Why leave the Army only to deploy again as a civilian? "I wondered about this a bit myself," he laughed. But his plan had always been to serve and separate. The No. 5 company on the Top 50 Military-Friendly Employer® list made the decision easy.

"Many of the technologies a transitioning service member may have been working with and know so well are the same ones being used by ITT," Lynch said. "Military lingo, policies, SOPs and other familiar military customs are embraced by ITT as well, and a newcomer from the service will find themselves speaking the same 'language' they have grown accustomed to."

Lynch's current responsibilities with ITT aren't much different from his position as a Signal Platoon leader either. He's still supporting the communications infrastructure for the troops. "My role is to ensure that communications and the network are

up and running, robust and adaptable to my user community," he said. "I never have a routine day and my role is challenging, fun and ever-changing."

With a bachelor's in business management and marketing, Lynch wasn't formally trained to work with technology. But that's not unusual for veterans who have found talent in the technology industry. Their experience as leaders is coveted more than technical certifications; those can be taught. Inspiring a team, managing operations and learning quickly come from experience ingrained in the Armed Forces. >>|



Shawn Lynch
U.S. Army (2004-2007)
Site Manager at Khabari Crossing
ITT



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Blending Two Careers

Lynch spent most of his pre-Army days as a stockbroker for E*Trade Securities. As online brokers emerged, he began working as a liaison between the trading and IT departments, eventually being plucked to be a full-time systems administrator. He went to Business Objects, a business intelligence software and solutions company. There, he worked on an Army account that contracted the company's software to support logistic operations. The experience was so rewarding, he chose to go green.

"I thoroughly enjoyed working with the professionals within the service," he said. "I decided it was time for a change, and my good friends within the service convinced me to join." Within a month he sold his house, his car and was gutting out basic training with recruits a decade younger than him.

During his military tour in Kuwait, he worked closely with ITT employees, many of whom are veterans as well. He felt the company had the same values as the military and was inspired to join them as a civilian.

Of the new job he said, "My clothing has changed, the hair is a bit longer, and I've regained the use of my right hand while walking. Outside of that, my day to day life is quite similar to the one I led while in the service. And that is a very positive thing in my mind."

Sarah Stewart, Middle East office recruiting supervisor, feels ITT has many opportunities for transitioning service members. Technical hiring is expanding next year and positions include "a lot of communications IT work. We hire many systems and network administrators."

ITT currently has 8,000 employees working around the world on 59 con-

tracts. There are about 300 openings in the Middle East alone. "It takes a lot to keep that rolling," she said. The pay is great. It varies depending on the many positions within ITT, but employees in Iraq and Afghanistan also receive hazard-duty pay just like in the military, but at a major corporation's payroll level.

Military Record Opens Door For Tech Leaders

Ty Gayeski came to Eaton Corporation, an industrial product manufacturer, with the experience of an entrepreneur. He spent three years building his import wholesale company after separating from the Army in 2001 and was itching to learn how the Fortune 500 big dogs did it. Leaving his company's daily operations as a silent partner, Gayeski was hired at Eaton as an entry level supervisor in 2004. Two years ago he was promoted to production manager. Six supervisors who manage over 250 people report to him.



» Though he was in a finance unit in the Army, his engineering degree from West Point helped him learn the technology used in the motor control centers his plant manufactures. “The military is highly technical itself and my engineering background allowed me to approach problems and challenges with a disciplined process, as well as how to relate to technical staff,” Gayeski said.

Eaton also sent him to Six Sigma training (a business management strategy that works to eliminate errors in business and manufacturing processes) and Eaton’s business excellence course. The company is “huge on lifelong learning,” Gayeski said.

It was his shared values and leadership experience that helped him land the job though, something he looks for now that he is in a hiring position as well. “If there is a positive go-getter with a great record from the military, that person is going to do well,” he said. “There is a leadership factor that recent college grads don’t have.”

Gayeski feels those with maintenance or an electrical background will find a similar transfer of skills at Eaton for more hands-on technical work. All veterans will find Eaton similar in size and culture, too. “Service members are used to being on a

winning team and that’s what Eaton is,” he said. “It’s all about winning and achieving your goals.”

Leadership Mobility At Applied Materials

“There is an opportunity to move around and keep doing something new here,” said Dan Kelly, senior manager at Applied Materials. “The culture is open to moving your experience to a new group. That’s what keeps me here.”

Kelly has held six positions in over 10 years at Applied Materials, a nanomanufacturing solutions provider to the semiconductor, glass, LCD and solar panel industries. He started as a semiconductor

manufacturing manager, but didn’t know much about the technology.

“They were looking for someone who could manage a manufacturing work center,” he said. Coming from DHL, his first job out of the Army, Kelly had operations experience. “The challenge for me was figuring out what Applied Materials does and the semiconductor business.” Applied Materials has a robust training division. Kelly worked on the products and learned about chip design and manufacturing from the company’s “substantial” in-house training.

No. 7 on the 2008 “Top 50 Military-Friendly Employers®” list, Applied Materials has transitioned Kelly from Soldier to expert in the various processes at the company. He managed a manufacturing center and moved to an engineering group. He led in a product support role. Now, Kelly is in the Solar Business Group, coordinating suppliers around the globe that build tools for solar panel factories. He juggles ocean-carrier timelines, stays current on import restrictions in China and export requirements in Germany, all to ensure timely delivery to customers. Kelly manages employees, contractors and third-party logistics groups.

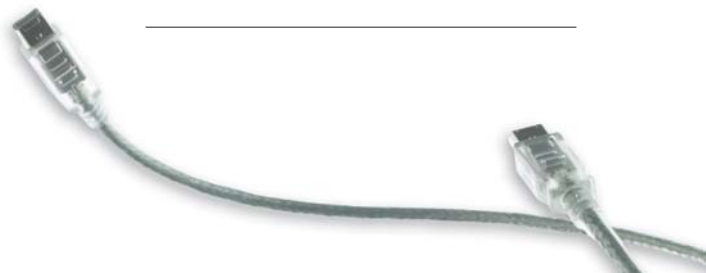
He advised separating service members to get to know the business and research the industry. “We’re not looking for someone who knows how the machine works,” Kelly said. “We’re looking for someone who understands the products and business model, someone who is familiar with our growth plans. Management skills get you in the door.”

On the other hand, service members who have been technicians and operated machinery can capitalize on that experience. “They can easily jump in to operating and testing tools. That skill set »

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Dan Kelly
U.S. Army (1985-1992)
Senior Manager
Applied Materials





Microsoft*

Ron Reed
U.S. Air Force (1985-2008)
Director of National Security Law
Microsoft



DaVita.

Jeff Kennedy
U.S. Air Force (1981-2007)
Regional Operations Director
DaVita

» is totally transferable. It's just a new design module, a new machine," he said.

Applied Materials also has an established support network for transitioning service members. Newly hired JMOs are paired with a current manager who can tell them how everything runs at Applied Materials. "It's a quick assimilation into the organization," Kelly said.

Experience You Can't Get Anywhere Else

When it comes to leadership in the military, it doesn't get much higher than the Joint Chiefs of Staff. That's where Ron Reed served before joining Microsoft as its first national security advisor. The retired Air Force colonel transitioned from serving as chief legal counsel to Gen. Peter Pace, the former chairman of the JCS, to an unlikely career in software.

"The job didn't exist when I got here," Reed said. "Microsoft found it was performing more and more on classified contracts in the Department of Defense and intelligence. They didn't have attorneys experienced in national security issues and clearances." But Reed was. His high-security clearance and legal experience made him perfect for the new position.

His job primarily supports U.S. Public Sector Services, which is headed by retired Lt. Gen. Mike McDuffie, but he

also works with Microsoft's Institute for Advanced Technology in Government. "Technologies they are developing may not ever make it into a commercial product but have some good value and technical aspects that help government," Reed said. "I make sure we're doing it right and doing it well."

For service members like him who come from a non-technical background, there is a learning curve, but other qualities trump inexperience in IT. "You think of Microsoft and think you need a computer science degree," he said. "Familiarity in IT is important, but adaptability and discipline really makes service members an attractive asset."

Regardless of what you think you know, Reed feels service members shouldn't limit themselves. "Never sell yourself short; you'd be surprised what your experience really counts for. Your do day-to-day activities that no one in the civilian world does."

Retired Air Force colonel and former 18th Wing Vice Commander, Jeff Kennedy agrees. "Don't put yourself in a »



ITT

ITT Corporation

Headquarters: White Plains, N.Y.
of Employees: 40,000
2007 Revenues: \$9 billion
Web site: www.itt.com
Employment Web site:
www.itt.com/careers or
www.ittsystems.com/careers

Check Out These Facts



Applied Materials

Headquarters: Santa Clara, Calif.
of Employees: 14,500
2007 Revenues: \$9.7 billion
Web site: www.appliedmaterials.com
Employment Web site:
www.appliedmaterials.com/careers



DaVita

Headquarters: El Segundo, Calif.
of Employees: 29,000
of Veteran Employees: 3,750
2007 Revenues: \$5.3 billion
Web site: www.davita.com
Employment Web site:
<http://careers.davita.com>



Eaton Corporation

Headquarters: Cleveland, Ohio
of Employees: 81,000
of Veteran Employees: 1,800
2007 Revenues: \$13 billion
Web site: www.eaton.com
Employment Web site:
www.eaton.com/EatonCom/OurCompany/Careers



Microsoft

Headquarters: Redmond, Wash.
of Employees: 89,809
2007 Revenues: \$60.4 billion
Web site: www.microsoft.com
Employment Web site:
www.microsoft.com/careers



» box,” he said. “It would have been very easy for me to fall into, ‘I’m a pilot, so I need to find an aviation-related career.’” Instead, Kennedy was open to any industry where he could make a difference helping others. DaVita, a company that provides dialysis (a treatment that performs the cleansing function of failed kidneys) and support for patients suffering from chronic kidney failure, offered just that. “Kidney patients are very ill, they have very few options. To sustain their lives they must either have a kidney transplant or receive dialysis in one of a few modalities,” Kennedy said.

DaVita didn’t have any openings for pilots, but they did need operations leaders who could manage its 1,400 outpatient facilities and 700 in-hospital programs across the country, serving over 110,000 patients. Today, Kennedy is the regional operations director and oversees eight outpatient clinics and three hospitals that house DaVita’s dialysis services. He is also opening four new clinics in South Carolina.

DaVita is an award-winning training company and provided Kennedy with hands-on experience to learn the technologies and processes used in kidney dialysis. “As a leader I don’t need hands-on technical patient care proficiency, but I must be conversant to properly work with and serve patients, teammates, and physicians,” he said. “They provided that training, so I could understand technical aspects of what the patient care technicians are doing.”

Kennedy attended a week of clinical classes, completed online training, and spent two 12-hour days working with a patient care technician who delivered dialysis treatment to a patient. He learned symptoms of kidney disease, the process of dialysis, setting machines up, the component of machines, how to take vital signs and set up the patient for treatment.

Kennedy attended courses to learn about DaVita’s unique culture (the company is called a Village and employees are Teammates), which veterans find similar to the military.



DaVita.

*Christy Nelson
U.S. Air Force (2001-2007)
National Military Recruiter
DaVita*

“At DaVita, it really is community first, company second,” said Christy Nelson, national military recruiter for DaVita and former Air Force captain. “We adhere to the trilogy of caring we care for our patients, each other and our world.”

DaVita also offers Village of Veterans, which pairs veteran new hires with a veteran colleague to help create smooth transition into the company. Reserve component service members or their family members who are deployed receive regular care packages and letters from their DaVita team through the Star Troopers program.

The company is seeking patient care technicians, biomedical teammates and IT support. Veterans who are RNs are always in demand at the outpatient clinics. Senior NCOs and officers with leadership and management experience transfer well into facility administrators and regional operations directors.

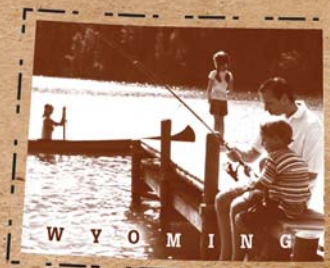
“We really value vets’ ability to lead,” said Nelson, who began at DaVita as a facility administrator. “They’re always willing to push themselves to grow and put themselves in new positions. I’ve never met a service member that didn’t exemplify our core values: service excellence, integrity, team, continuous improvement, accountability, fulfillment and fun.”

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