

From the Front Line To the Production Line

Military veterans have the talent to overcome skills shortages in the U.S. manufacturing industry.

Do you need to overcome a skills shortage in your manufacturing facilities? If so, we strongly suggest that you aggressively seek applications from men and women who are transitioning from active duty in the armed forces to civilian life and military veterans who are seeking jobs.

The Manufacturing Institute recently published a research report, *The Skills Gap 2001*, identifying several serious shortages among companies that are members of the National Association of Manufacturers (NAM). The report also identified the chief reasons why those companies reject job applicants.

Individuals with a military background have the skills to meet the shortages; and they would have low rates of rejection for reasons pertaining to both their personal and professional characteristics. In

addition, by recruiting such individuals, a company can go a long way toward meeting its diversity hiring goals and establishing a reputation as a veteran-friendly employer.

This overview:

- lists the shortages reported by NAM member companies
- lists reasons why those companies reject job applicants
- explains why individuals with military backgrounds would have low rates of rejection
- estimates how many such job seekers have worked in various military occupational categories
- describes how well job seekers who worked in the various military occupational categories would qualify for employment in specific manufacturing categories

Table 1: Shortages of human resources

	No shortage, percent	Moderate shortage, percent	Serious shortage, percent
Craft workers	23.2	34.4	42.5
Machinists	24.7	34.1	41.2
Operators	24.7	54.8	20.5
Technicians/electricians	24.9	41.1	33.9
Engineers	34.8	45.2	20.0
Entry-level production employees	37.1	46.7	16.3
Computer programmers	45.4	37.9	16.7
IT professionals	45.6	36.2	18.2
Sales and marketing professionals	48.0	42.8	9.3
Plant managers	49.4	35.6	15.0
General managers	50.8	38.3	10.9
IT technicians	51.0	36.7	12.3
Scientists/R&D workers	52.4	34.0	13.6
Accounting and finance professionals	63.6	33.7	2.7
Human resource personnel	66.6	30.1	3.3

Source: *The Skills Gap 2001*

Table 2: Reasons for rejection of applicants for hourly production jobs

	Percent ¹
Inadequate basic employability skills (attendance, timeliness, work ethic, etc.)	69.4
Insufficient work experience	34.0
Inadequate reading/writing skills	31.6
Applicants do not pass drug screening	26.9
Inadequate math skills	20.7
Poor references from previous employer(s)	20.2

(1) Percent of survey respondents that cited this reason.
Source: *The Skills Gap 2001*

Table 3: Reasons for rejection of applicants for jobs as salaried professionals

	Percent ¹
Insufficient work experience	46.9
Lack of supervisory/managerial experience	27.8
Inadequate technical/computer skills	26.3
Inability to work in a team environment	23.6
Inadequate problem-solving skills	22.9
Inadequate oral communication skills	16.8

(1) Percent of survey respondents that cited this reason.
Source: *The Skills Gap 2001*

Why military job seekers would have low rates of rejection

Reason for rejection: Inadequate basic employability skills.

Reasons for a low rate of rejection: (1) Because attendance and timeliness requirements are strongly enforced in the military, those job seekers have become accustomed to meeting them.
(2) Individuals who have a weak work ethic do not tend to enlist in the armed forces.

Reason for rejection: Insufficient work experience.

Reasons for a low rate of rejection: (1) Quality of work: Military personnel are well trained.
(2) Quantity of work: Military personnel are not typically trained for occupations in which they will serve for only a brief period before leaving the military.

Reason for rejection: Inadequate reading/writing skills.

Reason for a low rate of rejection: Military personnel are well educated. According to the Department of Defense (DoD) publication, *Population Representation in the Military Services: Fiscal Year 2003*, virtually all of today's enlisted personnel have at least a high school education or equivalent, and more than 95% of commissioned officers are college graduates

Reason for rejection: Applicants do not pass drug screening.

Reason for a low rate of rejection: Periodic drug screening is mandatory in the military.

Reason for rejection: Inadequate math skills.

Reason for a low rate of rejection: See the above comment regarding the educational levels of military personnel.

Reason for rejection: Poor references from previous employer(s).

Reason for a low rate of rejection: See the above comment regarding basic employability skills.

Reason for rejection: Lack of supervisory/managerial experience.

Reason for a low rate of rejection: Commissioned officers and high-ranking enlisted personnel—individuals who would be considered for jobs as salaried professionals—are trained for leadership roles and have experience in those roles.

Reason for rejection: Inadequate technical/computer skills.

Reason for a low rate of rejection: Today's military operates at a high level of technical sophistication.

Reason for rejection: Inability to work in a team environment.

Reason for a low rate of rejection: Military work is by its very nature a team endeavor, and today's military strongly emphasizes teamwork.

Reason for rejection: Inadequate problem-solving skills.

Reason for a low rate of rejection: Commissioned officers and high-ranking enlisted personnel are trained to solve all but the most important problems on the spot, rather than referring the

problems up the chain of command for decisions. This is one aspect of military procedure that separates the U.S. armed forces from much of the foreign military.

Reason for rejection: Inadequate oral communication skills.

Reason for a low rate of rejection: Oral communication skills are vital to military operations; the vast majority of individuals who would be considered for jobs as salaried professionals have obtained such skills.

Numbers of job seekers who worked in various military occupational categories

The pool of job seekers who have military backgrounds includes (1) men and women who are transitioning from active duty to civilian life and (2) military veterans with a wide variety of business experience. Information is not available on the numbers of such personnel who worked in various military occupational categories. However, we can estimate such numbers by

assuming that they are proportional to the most recently available numbers of active-duty personnel working in those categories. The most recently available such numbers are for June 2003. The source of the numbers is the DoD, and the numbers are listed in the Bureau of Labor Statistics (BLS) publication *Occupational Outlook Handbook*.

Table 4: Active-duty enlisted personnel in all military occup. categories¹, June 2003

	Occupational categories		Sub-categories	
	All personnel	14% of personnel	All personnel	14% of personnel
Administrative	72,491	10,149		
Combat specialty	142,260	19,916		
Construction	32,143	4,500		
Building electricians			3,000	420
Plumbers, pipe fitters			1,000	140
Electronic/electrical equipment repair	122,896	17,205		
Avionics technicians			25,000	3,500
Electrical products repairers			4,000	560
Power plant electricians			3,000	420
Precision instrument and equipment repairers			7,000	980
Ship electricians			2,000	280
Weapons maintenance technicians			34,000	4,760
Engineering, science, and technical	183,913	25,748		
Computer systems specialists			24,000	3,360
Non-destructive testers			1,500	210
Health care	68,271	9,558		
Human resource development	41,211	5,770		
Personnel specialists			20,000	2,800
Recruiting specialists			8,000	1,120
Training specialists and instructors			7,000	980
Machine operator/production	39,585	5,542		
Machinists			2,000	280
Power plant operators			13,000	1,820
Welders and metal workers			6,000	840
Media and public affairs	17,415	2,438		
Protective service	71,956	10,074		
Support services	31,709	4,439		
Transportation and material handling	157,578	22,061		
Warehousing/distribution specialists			65,000	9,100
Vehicle machinery mechanic	170,869	23,922		
Heating and cooling mechanics			7,000	980
Powerhouse mechanics			12,000	1,680

Total enlisted personnel

1,152,297

161,322

(1) For definitions of the categories, see the appendix.

Table 5: Active-duty officers in all military occupational categories¹, June 2003

	Occupational categories		Sub-categories	
	All personnel	14% of personnel	All personnel	14% of personnel
Combat specialty	33,346	4,668		
Engineering, science, and technical	53,442	7,482		
Computer systems officers			4,000	560
Electrical and electronics engineers			1,000	140
Industrial engineers			2,000	280
Physical scientists			2,000	280
Executive, administrative, managerial	30,738	4,303		
Administrative officers			1,000	140
Finance and accounting managers			2,800	392
Logisticians			1,000	140
Management analysts and planners			2,000	280
Purchasing and contracting managers			4,000	560
Supply and warehousing managers			6,000	840
Health care	25,563	3,579		
Human resource development	7,852	1,099		
Personnel managers			4,500	630
Training and education directors			1,000	120
Media and public affairs	1,758	246		
Protective service	5,213	730		
Support services	4,030	564		
Transportation management	54,503	7,630		
Ship engineers			3,000	420
Transport maintenance managers			5,000	700
Total officers	216,445	30,302		
Total officers and enlisted personnel	1,368,742	191,624		

(1) For definitions of the categories, see the appendix.

Transitioning personnel: Approximately 14% of active-duty personnel leave active duty each year, and virtually all of them seek civilian jobs. So, to estimate the number of job-seeking, transitioning personnel who worked in the military occupational categories listed in the *Handbook*, we have multiplied the figures in the *Handbook* by 14%. We list the results in Tables 4 and 5, along with numbers for sub-categories of special interest. The source of the latter is the DoD Website www.todaymilitary.com.

Veterans: The pool of veteran job seekers consists of (1) personnel who are unemployed and (2) individuals who are employed and seeking new jobs. The most recent figures for unemployed

veterans are for August 2003; they are listed in the BLS publication, *Employment Situation of Veterans: August 2003*. Table 6 lists figures for veterans aged 18 to 44. Today's figures may be lower: In August 2003, the overall unemployment rate was 5.8%, and the overall unemployment rate for July 2005 was 5.0%.

Note that the total number of unemployed veterans given in Table 6 is approximately equal to the estimate, given below Table 5, of the number of active-duty personnel leaving active duty each year. So, as a first approximation, we can set the number of unemployed veterans who worked in each military occupational category equal to the number of transitioning personnel listed for that category in Table 4 or 5.

Table 6: Unemployed veterans in August 2003

Age	Veterans	Veterans in labor force	Percent in labor force	Unemployed veterans	Percent unemployed
18 to 24	294,000	252,000	85.7	20,000	7.9
25 to 34	1,495,000	1,370,000	91.6	70,000	5.1
35 to 44	2,919,000	2,657,000	91.0	100,000	3.8
Total	4,708,000	4,279,000	90.9	190,000	4.4

Information is not available on the number of employed veterans aged 18 to 44 who are looking for new jobs. However, we can estimate very roughly the number who actually change jobs in a month by multiplying the number of employed veterans of those ages reported in *Employment Situation of Veterans: August 2003* by the most recently available quits rate for the entire labor force. Our estimate will assume that all people who voluntarily separate, except for retirees, do so because they have obtained new jobs. The quits rate is defined as:
(number of voluntary separations by employees, except for retirements, in a month/number of people employed)(100)

The publication just cited indicates that, in August 2003, there were 4,089,000 employed

veterans between the ages of 18 and 44. The most recent quits rate is 1.9%, for May 2005, as reported in the BLS publication, *Job Openings and Labor Turnover: May 2005*. Multiplying 4,089,000 by 0.019, we obtain 77,691, approximately the number of veterans between the ages of 18 and 44 who change jobs in a month.

Summarizing the totals: In a year, about 160,000 enlisted personnel and 30,000 officers transition from active duty to civilian life. Currently, an estimated 190,000 veterans between the ages of 18 and 44 are unemployed. Each month, roughly 75,000 veterans of those ages change jobs. By way of comparison, *Job Openings and Labor Turnover: May 2005* indicates that, on the last business day of May 2005, there were 236,000 job openings in the manufacturing industry.

Matching work in military occupational categories with work in manufacturing categories

All military personnel:

A research project completed in late 2004 indicates that men and women who have military experience can serve as a tremendous source of talent for the sales professions. Veterans outpaced their non-veteran counterparts in measurements of characteristics related to qualifying sales leads, closing sales, selling against strong competition, and several other functions that spell sales success. HR Chally, a sales-research and career-development firm in Dayton, conducted the study in cooperation with RecruitMilitary. For details, please refer to the RecruitMilitary publication *Forward . . . Sell!*

Enlisted personnel:

(1) Virtually any enlisted candidate would be highly trainable for a position as an entry-level production employee (62.9% moderate or serious shortage reported in *The Skills Gap 2001*), a technician (75.1% shortage), or an operator (75.3% shortage).

(2) Personnel in the military occupational category "Electronic/electrical equipment repair" would be highly trainable for positions as electricians (75.1% shortage) and IT technicians (49% shortage). Some such personnel—listed in sub-categories—would qualify for such positions almost immediately, pending appropriate certification and licensing.

(3) Personnel in the "Construction" category would be highly trainable for positions as craft workers (76.8% shortage). In that category,

personnel listed as building electricians and as plumbers and pipe fitters would qualify for such positions almost immediately, pending appropriate certification and licensing.

(4) Personnel in the "Engineering, science, and technical" category would be highly trainable for positions as technicians (75.1% shortage), computer programmers (54.6% shortage), IT technicians (49% shortage), and R&D workers (47.6% shortage). Many such personnel would qualify immediately by virtue of their military experience.

(5) Personnel in "Human resource development" would qualify immediately for, or be highly trainable for, positions as human resource personnel (33.4% shortage).

(6) Personnel in the "Machine operator/production" category would qualify immediately for, or be highly trainable for, positions as machinists (75.3% shortage) and operators (75.3% shortage).

(7) Personnel in the "Vehicle machinery mechanic" category would be highly trainable for positions as maintenance personnel (technicians).

(8) Personnel in the "Transportation and material handling" category would be highly trainable for positions involving the movement of materials, parts, components, and finished products to, within, and from manufacturing plants.

(9) Personnel in the sub-category “Power plant electricians” in the “Electronic/electrical equipment repair” category, and in the “Power plant operators” sub-category of “Machine operator/production” would be especially valuable to companies that generate their own power.

Officers:

(1) Personnel in the “Combat specialty” and “Protective service” categories are highly trainable, by virtue of their leadership experience, for positions as plant managers (50.6% shortage) and general managers (49.2% shortage). Such officers would also qualify for other positions by virtue of their college degrees.

(2) Personnel in the “Engineering, science, and technical” category would qualify for positions as engineers (65.2% shortage), IT professionals (54.4% shortage), and scientists/R&D workers (47.6% shortage).

(3) Personnel in the “Executive, administrative, managerial” category would be highly trainable for positions as plant managers (50.6% shortage) and general managers (49.2% shortage). Personnel in the sub-category “Finance and accounting managers” and others with business degrees would qualify for positions as accounting and finance professionals (36.4% shortage).

(4) Personnel in the “Human resource development” category would qualify for positions as human resource personnel (33.4% shortage).

(5) Personnel in the “Ship engineers” sub-category of the “Transportation management” category would qualify for positions as engineers (65.2% shortage). Personnel in the “Transportation maintenance managers” sub-category of the “Transportation management” category would be highly trainable for positions as plant managers.

Diversity in the armed forces

The armed forces are diverse with regard to gender and ethnicity. According to the DoD publication, *Population Representation in the Military Services: Fiscal Year 2003*, 85% of personnel were men, and 15% were women. The ethnic diversity reported a year earlier was: 65% white, 20% African-American, 9% Hispanic, and 6% other.

Junior military officers

Easily the most sought-after group of veterans are former junior military officers (JMO's), personnel who ranked in grades O-1, O-2, and O-3. These individuals are 27-32 years old, with highly developed intellectual abilities and proven leadership skills.

Table 7 lists the numbers of JMO's who recently retired or separated from the armed forces, or will do so soon. The source of the figures is *Defense Manpower Requirements Report—Fiscal Year 2005*, a publication prepared by the Office of the Under Secretary of Defense for Personnel and Readiness and dated March 2004.

Table 7: Junior military officers

	O-1	O-2	O-3	Total
Fiscal Year 2004	2,363	2,757	7,599	12,719
Fiscal Year 2005	2,044	2,432	12,719	17,195
Fiscal Year 2006	1,586	1,864	8,050	11,500

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Appendix: Military occupational categories of active-duty personnel

Below are definitions of the categories listed in Tables 4 and 5. The source of the definitions is the same as the source of the data in the columns, “All personnel,” under “Occupational categories”: The Bureau of Labor Statistics publication, *Occupational Outlook Handbook*.

Enlisted personnel

Administrative careers include a wide variety of positions. The military must keep accurate information for planning and managing its operations. Both paper and electronic records are kept on personnel and on equipment, funds, supplies, and other property of the military. Enlisted administrative personnel record information, type reports, maintain files, and review information to assist military officers. Personnel may work in a specialized area such as finance, accounting, legal affairs, maintenance, supply, or transportation. Some examples of administrative specialists are recruiting specialists, who recruit and place qualified personnel and provide information about military careers to young people, parents, schools, and local communities; training specialists and instructors, who provide the training programs necessary to help people perform their jobs effectively; and personnel specialists, who collect and store information about individuals in the military, including information on their training, job assignments, promotions, and health.

Combat specialty occupations refer to enlisted specialties, such as infantry, artillery, and special forces, whose members operate weapons or execute special missions during combat. Persons in these occupations normally specialize by the type of weapon system or combat operation. These personnel maneuver against enemy forces and position and fire artillery, guns, and missiles to destroy enemy positions. They also may operate tanks and amphibious assault vehicles in combat or scouting missions. When the military has difficult and dangerous missions to perform, they call upon special-operations teams. These elite combat forces maintain a constant state of readiness to strike anywhere in the world on a moment's notice. Team members from the special-operations forces conduct offensive raids, demolitions, intelligence, search-and-rescue missions, and other operations from aboard aircraft, helicopters, ships, or submarines.

Construction occupations in the military include personnel who build or repair buildings, airfields, bridges, foundations, dams, bunkers, and the electrical and plumbing components of these structures. Enlisted personnel in construction occupations operate bulldozers, cranes, graders, and other heavy equipment. Construction specialists also may work with engineers and other building specialists as part of military construction teams. Some personnel specialize in such areas as plumbing or electrical wiring. Plumbers and

pipefitters install and repair the plumbing and pipe systems needed in buildings and on aircraft and ships. Building electricians install and repair electrical-wiring systems in offices, airplane hangars, and other buildings on military bases.

Electronic and electrical equipment repair personnel repair and maintain electronic and electrical equipment used in the military. Repairers normally specialize by type of equipment, such as avionics, computer, optical, communications, or weapons systems. For example, electronic instrument repairers install, test, maintain, and repair a wide variety of electronic systems, including navigational controls and biomedical instruments. Weapons maintenance technicians maintain and repair weapons used by combat forces; most of these weapons have electronic components and systems that assist in locating targets and in aiming and firing the weapon.

The military has many **engineering, science, and technical occupations**, whose members require specific knowledge to operate technical equipment, solve complex problems, or provide and interpret information. Enlisted personnel normally specialize in one area, such as space operations, emergency management, environmental health and safety, or intelligence. Space operations specialists use and repair ground-control command equipment having to do with spacecraft, including electronic systems that track the location and operation of a craft. Emergency management specialists prepare emergency procedures for all types of disasters, such as floods, tornadoes, and earthquakes. Environmental health and safety specialists inspect military facilities and food supplies for the presence of disease, germs, or other conditions hazardous to health and the environment. Intelligence specialists gather and study information by means of aerial photographs and various types of radar and surveillance systems.

Health-care personnel assist medical professionals in treating and providing services for men and women in the military. They may work as part of a patient-service team in close contact with doctors, dentists, nurses, and physical therapists to provide the necessary support functions within a hospital or clinic. Health-care specialists normally specialize in a particular area—emergency medical treatment, the operation of diagnostic tools such as x-ray and ultrasound equipment, laboratory testing of tissue and blood samples, or maintaining pharmacy supplies or patients' records, among others.

Human resources development specialists

recruit and place qualified personnel and provide the training programs necessary to help people perform their jobs effectively. Personnel in this career area normally specialize by activity. For example, recruiting specialists provide information about military careers to young people, parents, schools, and local communities and explain the Armed Service's employment and training opportunities, pay and benefits, and service life. Personnel specialists collect and store information about the people in the military, including information on their previous and current training, job assignments, promotions, and health. Training specialists and instructors teach classes and give demonstrations to provide military personnel with the knowledge they need to perform their jobs.

Armed Forces personnel in **machine operator and production occupations** operate industrial equipment, machinery, and tools to fabricate and repair parts for a variety of items and structures. They may operate engines, turbines, nuclear reactors, and water pumps. Often, they specialize by type of work performed. Welders and metalworkers, for instance, work with various types of metals to repair or form the structural parts of ships, submarines, buildings, or other equipment. Survival equipment specialists inspect, maintain, and repair survival equipment such as parachutes and aircraft life support equipment. Dental and optical laboratory technicians construct and repair dental equipment and eyeglasses for military personnel.

Media and public affairs occupations deal with the public presentation and interpretation of military information and events. Enlisted media and public affairs personnel take and develop photographs; film, record, and edit audio and video programs; present news and music programs; and produce graphic artwork, drawings, and other visual displays. Other public affairs specialists act as interpreters and translators to convert written or spoken foreign languages into English or other languages.

Protective service personnel include those who enforce military laws and regulations, provide emergency response to natural and human-made disasters, and maintain food standards. These personnel normally specialize by function. For example, military police control traffic, prevent crime, and respond to emergencies. Other law enforcement and security specialists investigate crimes committed on military property and guard inmates in military correctional facilities. Firefighters put out, control, and help prevent fires in buildings, on aircraft, and aboard ships. Food service specialists prepare all types of food in dining halls, hospitals, and ships.

Transportation and material handling

specialists ensure the safe transport of people and cargo. Most personnel within this occupational group are classified according to mode of transportation, such as aircraft, motor vehicle, or ship. Aircrew members operate equipment on board aircraft during operations. Vehicle drivers operate all types of heavy military vehicles, including fuel or water tank trucks, semi-trailers, heavy troop transports, and passenger buses. Quartermasters and boat operators navigate and pilot many types of small watercraft, including tugboats, gunboats, and barges. Cargo specialists load and unload military supplies, using equipment such as forklifts and cranes.

Vehicle and machinery mechanics conduct preventive and corrective maintenance on aircraft, ships, automotive and heavy equipment, heating and cooling systems, marine engines, and powerhouse station equipment. These workers typically specialize by the type of equipment that they maintain. For example, aircraft mechanics inspect, service, and repair helicopters and airplanes. Automotive and heavy-equipment mechanics maintain and repair vehicles such as jeeps, cars, trucks, tanks, self-propelled missile launchers, and other combat vehicles. They also repair bulldozers, power shovels, and other construction equipment. Heating and cooling mechanics install and repair air-conditioning, refrigeration, and heating equipment. Marine engine mechanics repair and maintain gasoline and diesel engines on ships, boats, and other watercraft. They also repair shipboard mechanical and electrical equipment. Powerhouse mechanics install, maintain, and repair electrical and mechanical equipment in power-generating stations.

Officers

Combat specialty officers plan and direct military operations, oversee combat activities, and serve as combat leaders. This category includes officers in charge of tanks and other armored assault vehicles, artillery systems, special operations forces, and infantry. Combat specialty officers normally specialize by the type of unit that they lead. Within the unit, they may specialize by the type of weapon system. Artillery and missile system officers, for example, direct personnel as they target, launch, test, and maintain various types of missiles and artillery. Special-operations officers lead their units in offensive raids, demolitions, intelligence gathering, and search-and-rescue missions.

Engineering, science, and technical officers have a wide range of responsibilities based on their area of expertise. They lead or perform activities in areas such as space operations, environmental health and safety, and engineering. These officers may direct

the operations of communications centers or the development of complex computer systems. Environmental health and safety officers study the air, ground, and water to identify and analyze sources of pollution and its effects. They also direct programs to control safety and health hazards in the workplace. Other personnel work as aerospace engineers to design and direct the development of military aircraft, missiles, and spacecraft.

Executive, administrative, and managerial officers oversee and direct military activities in key functional areas such as finance, accounting, health administration, international relations, and supply. Health services administrators, for instance, are responsible for the overall quality of care provided at the hospitals and clinics they operate. They must ensure that each department works together to provide the highest quality of care. As another example, purchasing and contracting managers negotiate and monitor contracts for the purchase of the billions of dollars worth of equipment, supplies, and services that the military buys from private industry each year.

Health-care officers provide health services at military facilities, on the basis of their area of specialization. Officers who assist in examining, diagnosing, and treating patients with illness, injury, or disease include physicians, registered nurses, and dentists. Other health-care officers provide therapy, rehabilitative treatment, and additional services for patients. Physical and occupational therapists plan and administer therapy to help patients adjust to disabilities, regain independence, and return to work. Speech therapists evaluate and treat patients with hearing and speech problems. Dietitians manage food service facilities and plan meals for hospital patients and for outpatients who need special diets. Pharmacists manage the purchase, storage, and dispensation of drugs and medicines. Physicians and surgeons in this occupational group provide the majority of medical services to the military and their families. Dentists treat diseases and disorders of the mouth. Optometrists treat vision problems by prescribing eyeglasses or contact lenses. Psychologists provide mental health care and also conduct research on behavior and emotions.

Media and affairs officers oversee the development, production, and presentation of information or events for the public. These officers

may produce and direct motion pictures, videotapes, and television and radio broadcasts that are used for training, news, and entertainment. Some plan, develop, and direct the activities of military bands. Public information officers respond to inquiries about military activities and prepare news releases and reports to keep the public informed.

Protective service officers are responsible for the safety and protection of individuals and property on military bases and vessels. Emergency management officers plan and prepare for all types of natural and human-made disasters. They develop warning, control, and evacuation plans to be used in the event of a disaster. Law enforcement and security officers enforce all applicable laws on military bases and investigate crimes when the law has been broken.

Support services officers manage food service activities and perform services in support of the morale and well-being of military personnel and their families. Food services managers oversee the preparation and delivery of food services within dining facilities located on military installations and vessels. Social workers focus on improving conditions that cause social problems such as drug and alcohol abuse, racism, and sexism. Chaplains conduct worship services for military personnel and perform other spiritual duties covering the beliefs and practices of all religious faiths

Officers in **transportation occupations** manage and perform activities related to the safe transport of military personnel and material by air and water. Officers normally specialize by mode of transportation or area of expertise, because, in many cases, they must meet licensing and certification requirements. Pilots in the military fly various types of specialized airplanes and helicopters to carry troops and equipment and to execute combat missions. Navigators use radar, radio, and other navigation equipment to determine their position and plan their route of travel. Officers on ships and submarines work as a team to manage the various departments aboard their vessels. Ships' engineers direct engineering departments aboard ships and submarines, including engine operations, maintenance, repair, heating, and power generation.