



EXECUTIVE SUMMARY

The 2017 Hire Heroes Report is an in-depth analysis of data collected from more than 19,000 US military members, veterans and military spouses who signed up for Hire Heroes USA® services in 2017, including nearly 12,000 job seekers who became clients in Hire Heroes' Partnered Career Transition (PaCT)SM program.

Key observations from the report include:

- Hire Heroes' client base exceeds the US military in racial and gender diversity
- Hire Heroes clients, on average, report higher levels of educational attainment than do their peers in the US military
- Junior Enlisted personnel, on average, wait much longer to start their transition from the military compared to their more senior colleagues
- Officers, Warrant Officers and senior NCOs, on average, begin their transition at least twelve months before separating from service
- The average starting salary for veterans is directly related to their military pay grade and educational attainment
- Men, on average, have higher starting salaries than do women, regardless if the comparison groups are veterans or military spouses
- Hire Heroes clients, on average, take nearly four months to find employment after beginning our program
- The majority of Hire Heroes clients meet or exceed their desired salary, indicating many have a reasonable understanding of their value in the civilian job market
- States with large military populations have high outbound veteran migration and states with strong job centers have high inbound migration

We hope our data can be used by other veteran service organizations, think tanks, and federal entities to give a better understanding of the transitioning military, veteran and military spouse community. We firmly believe each of our clients has a unique story to tell, and it is our hope that this Report offers valuable insight into the challenges and experiences of job seeking veterans and military spouses.

Hire Heroes USA® is a national 501(c)(3) nonprofit that empowers US military members, veterans, and military spouses to succeed in the civilian workforce. Our services are free to clients and don't end until they achieve quality employment. For the last decade, we've strived to accomplish our mission as effectively and efficiently as possible without sacrificing the personal support provided to each client. More information is available at www.hireheroesusa.org.



The Hire Heroes Report

2017 EDITION

INTRODUCTION

Hire Heroes USA® empowers US military members, veterans and military spouses to succeed in the civilian workforce. Our services are free to clients, each of whom is individually paired with a Transition Specialist, and our services don't end until clients no longer need them. For the last decade, we've strived to accomplish our mission as effectively and efficiently as possible without sacrificing the personal support provided to each client.

Our headquarters is in Georgia but we also have offices in North Carolina, California, Colorado, Washington, and Idaho, as well as employees who work remotely from a dozen other locations. Program growth has led to exciting new partnerships and opportunities, which have allowed Hire Heroes to serve tens of thousands of veterans and military spouses. Along the way, we've learned each client has a unique set of needs, wants and personal obligations, so we work diligently to meet each individual where they are. When it comes to client location, occupation, and life trajectory - no one size fits all.

The 2017 Hire Heroes Report expands upon the rich diversity of our clients by articulating the ways in which clients find us, how we serve them and how they achieve success. Most clients register for our services online, so through our registration portal and MyTrak interface we have gained demographic and geographic insights about the individuals seeking help. Those insights are amplified once a client partners with a Transition Specialist-- *"Did you deploy overseas?" "Are you willing to relocate?" "What salary do you need to make ends meet and what do you think you deserve based on your education level and experience?" "Are you enrolled in school?"*--and so on.

In aggregate, the data reveals key observations. Some of the highlights include: we learned Hire Heroes' client base exceeds the Department of Defense in racial and gender diversity; we learned starting salaries in civilian jobs correlate highly to military pay grade and educational attainment; we learned gender pay disparities exist within our clientele; and we learned client migration occurs nationally but is starker in states with larger military populations.

The tens of thousands of client records reviewed during this Report's compilation uniquely position Hire Heroes within the national veteran service conversation. Our data can independently validate reporting developed by other veteran service organizations, think tanks, and federal entities - or it may contradict those reports. Regardless, we firmly believe each of our clients has a unique story to tell and it is our hope that this Report offers unusual insight into the challenges and experiences of job seeking veterans and military spouses in the US.

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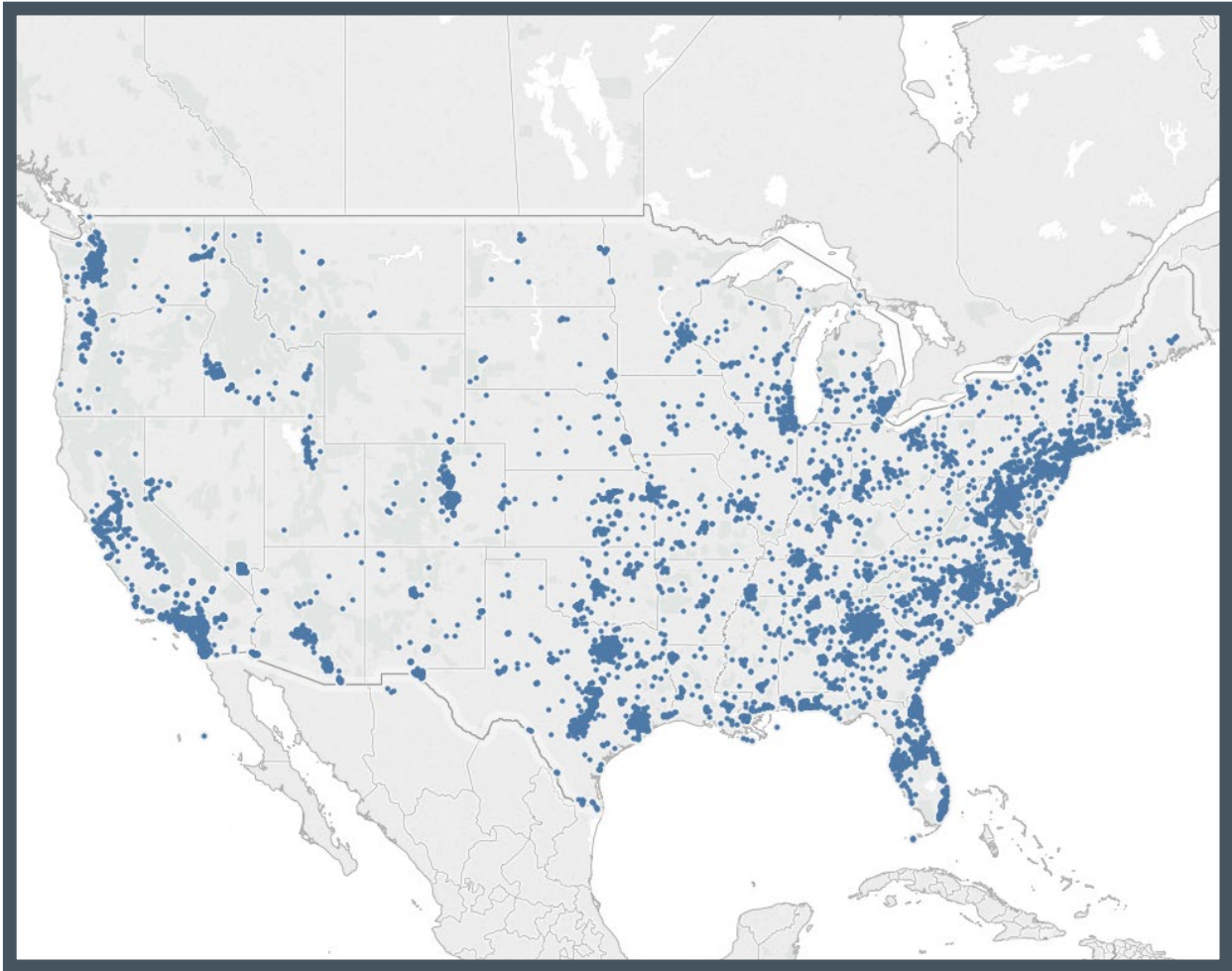
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SECTION 1: REGISTERED

In 2017, Hire Heroes registered 19,346 job seeking veterans and military spouses. **Figure 1** shows total registration across the continental United States. Note the dots reflect the physical location of each individual when he or she registered for services. 17,754 of the registrants were military veterans and 1,592 were military spouses. Hire Heroes had registrants from all 50 states, the District of Columbia, Guam, Puerto Rico, and other parts of the world, including Korea, Japan, Germany, Italy, and the United Kingdom.

Figure 1 - Total Registrants in Continental United States



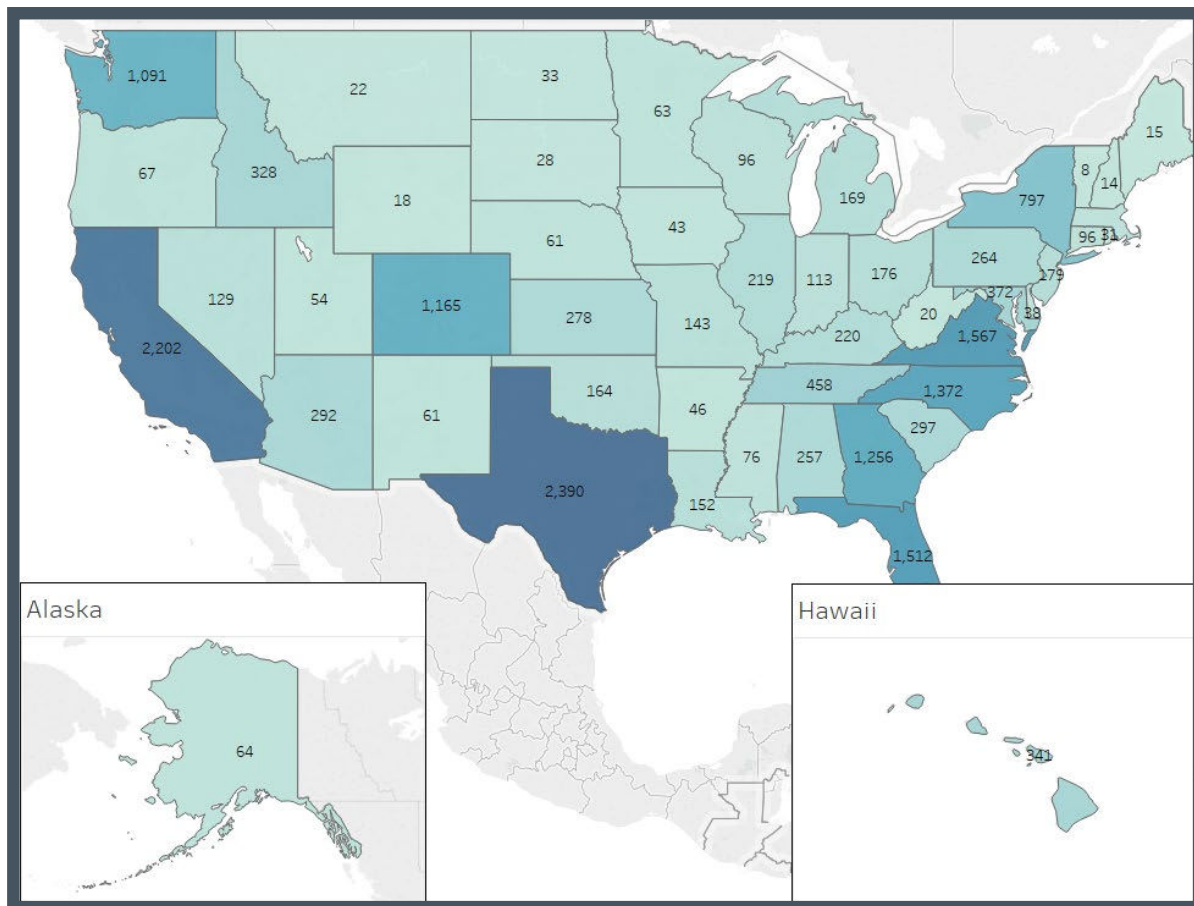
Registrants by State of Origin

In 2017, Hire Heroes was headquartered in Georgia with offices in California, Colorado, North Carolina, Texas, Washington, and Idaho. The location of Hire Heroes offices, along with the proximity and concentration of military bases, appears to influence the high number of registrants from some states.

These “Hire Heroes states” represent 50.67% of our registrants, but only 47.21% of the active duty population and 28.56% of the veteran population live in these states (DoD Demographics Report 2016; VA National Center for Veterans Analysis and Statistics).

In **Figure 2** the darkest colors represent states with the highest number of clients who registered with Hire Heroes in 2017.

Figure 2 - Registrants by State



Veteran, Active Duty, Guard, and Reserve Registrants

Our clients make up two distinct groups: those with military service (veteran, active duty, Guard, and Reserve) comprise the largest group, while military spouses comprise a much smaller one. For simplicity, we’ll call the largest group the “Military Group” and the smallest group the “Spouse Group.” **Table 1** highlights the top 10 states of origin for our Military Group registrants. By comparison, the Department of Defense reports California, Texas, North Carolina, Virginia, Georgia, Florida, Washington, Hawaii, South Carolina, and Colorado have the largest active duty populations, representing 61.1% of active duty personnel (DoD 2016). Hire Heroes’ Top 10 states represent 71.08% of our total Military Group intake.

Table 1 - Top 10 States for Military Group Registrants

State of Origin	% of Total	# of Records
TX	12.50%	2,247
CA	10.95%	1,967
VA	8.16%	1,467
FL	7.86%	1,412
NC	7.07%	1,270
GA	6.46%	1,161
CO	6.11%	1,098
WA	5.58%	1,003
NY	4.05%	728
TN	2.34%	420

National Guard members and Reservists make up 15.85% of Hire Heroes' Military Group registrants. **Table 2** highlights the breakdown by service branch and duty status. The Army had the largest proportion of Reserve and Guard registrants, while the Navy had the smallest.

Table 2 - Duty Status by Service Branch

Army	Active Duty Only	79.99%
	National Guard or Reserves	20.01%
Navy	Active Duty Only	91.12%
	National Guard or Reserves	8.88%
Air Force	Active Duty Only	85.70%
	National Guard or Reserves	14.30%
Marines	Active Duty Only	88.30%
	National Guard or Reserves	11.70%
Coast Guard	Active Duty Only	89.94%
	National Guard or Reserves	10.06%

Military Spouse Registrants

Military spouses have been an important focus area for Hire Heroes for many years, and that continued to be critical to our mission in 2017. The percentage of military spouse registrants nearly doubled from 2015 to 2016 (3.38% to 6.00%), then sustained at a similar level in 2017 (5.82%). In total, 1,332 military spouses registered for Hire Heroes services in 2017. **Table 3** displays the primary locations from which spouses registered. The locations strongly mirror the Military Group registrants, though rankings for California and Texas are reversed.

Table 3 - Top Ten States for Spouse Group Registrants

State of Origin	% of Total	# of Records
CA	17.09%	235
TX	10.40%	143
NC	7.42%	102
FL	7.27%	100
VA	7.27%	100
GA	6.91%	95
WA	6.40%	88
NY	5.02%	69
CO	4.87%	67
TN	2.76%	38

Registrant Origin by Metropolitan Area

Table 4 shows the top metropolitan area for Hire Heroes registrants in 2017 was San Diego-Carlsbad-San Marcos, with 1,131 registrants. A close second was Colorado Springs at 1,044; this is significant considering the entire state of Colorado produced 1,165 total registrants in 2017 (meaning 89.61% of registrants in Colorado live in the Colorado Springs metro area). Together, both metropolitan areas accounted for more than 11% of our total yearly registration. As discussed earlier, the fact Hire Heroes has offices in both of these metro areas indicates office location has a healthy influence on local client registration.

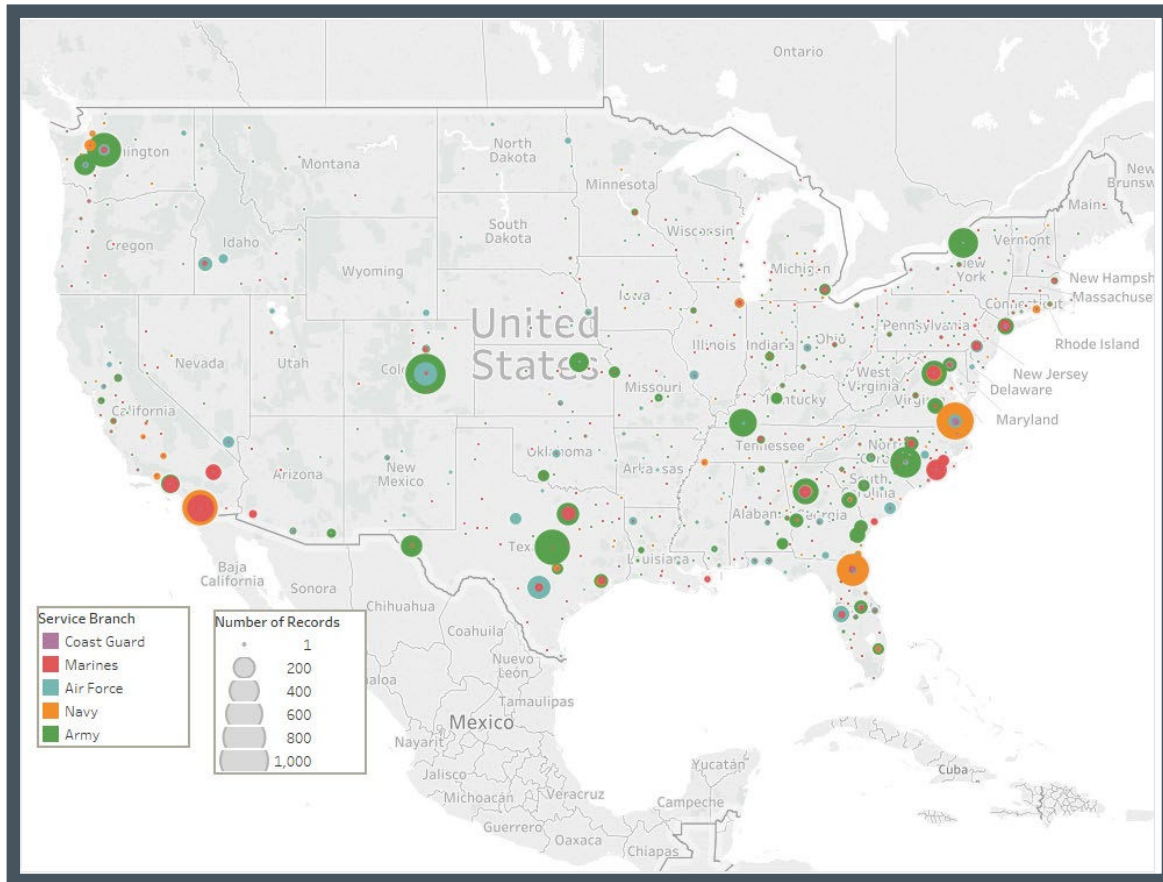
Table 4 - Top 20 Metropolitan Areas for Registration

Metropolitan Area	# of Records	% of Total
San Diego - Carlsbad - San Marcos / CA	1,131	5.85%
Colorado Springs / CO	1,044	5.40%
Virginia Beach - Norfolk - Newport News / VA-NC	894	4.62%
Seattle - Tacoma - Bellevue / WA	687	3.55%
Jacksonville / FL	667	3.45%
Washington - Arlington - Alexandria / DC-VA-MD-WV	653	3.38%
Killeen - Temple - Fort Hood / TX	588	3.04%
Atlanta - Sandy Springs - Marietta / GA	583	3.01%
San Antonio - New Braunfels / TX	550	2.84%
Dallas - Fort Worth - Arlington / TX	501	2.59%
Fayetteville / NC	481	2.49%
Watertown - Fort Drum / NY	453	2.34%
Los Angeles - Long Beach - Santa Ana / CA	408	2.11%
Clarksville / TN-KY	377	1.95%
Honolulu / HI	351	1.81%
Tampa - St. Petersburg - Clearwater / FL	301	1.56%
Riverside - San Bernardino - Ontario / CA	298	1.54%
New York - Northern New Jersey - Long Island / NY-NJ-PA	279	1.44%
Olympia / WA	266	1.37%
El Paso / TX	240	1.24%

Registrants by Service Branch and Metro Area

While Hire Heroes assists clients from all service branches, the majority of clients served in the Army. **Figure 3** displays Military Group registration by service branch and metropolitan area.

Figure 3 - Military Group Registrants by Service Branch and Metro Area



Registrant Gender and Race

Women made up 25.75% of Hire Heroes' registrants in 2017. Our Spouse Group had outsized - but expected - female composition of 93.76%, while women made up a more modest 19.97% of Hire Heroes' Military Group. In comparison, women make up only 15.9% of the total US active duty military population and 19.3% of the Reserve and Guard populations (DoD 2017).

Though Hire Heroes has been collecting registrant gender data for years, we only began collecting client racial data in October 2017. **Table 5** shows the racial makeup of Hire Heroes registrants who provided both race and gender data during registration (which is why the gender data isn't completely aligned with the figures above). The majority of Hire Heroes registrants were white males, followed by black males, and then white females.

Table 5 - Registrant Race and Gender

Race	Female	Male	Grand Total
American Indian or Alaska Native	0.33%	0.55%	0.88%
Asian or Pacific Islander	0.66%	2.52%	3.18%
Black or African American	7.73%	14.65%	22.38%
Hispanic or Latino	2.03%	8.61%	10.64%
Prefer not to answer	0.66%	2.52%	3.18%
Two or more races	1.97%	5.32%	7.30%
White	8.56%	43.88%	52.44%
Grand Total	21.94%	78.06%	100%

Digging deeper, **Table 6** shows the racial and ethnic breakdown of Military Group registrants and Spouse Group registrants. Black Military Group registration outpaces the percentage of Black service members in the Department of Defense (22.47% versus the 17.1% reported by DoD), though figures for Asian and American Indian / Alaska Native are within 1% of what’s reported by the Department of Defense (DoD 2017). The DoD reports 13.5% of the military is Hispanic or Latino--comparatively, we see that 10.94% of our Military Group registrants fall into this category.

Table 6 - Racial and Ethnic Breakdown by Military or Spouse Status

Race	Veteran or Service Member	Military Spouse	Grand Total
American Indian or Alaska Native	0.81%	2.08%	0.88%
Asian or Pacific Islander	3.18%	3.13%	3.18%
Black or African American	22.47%	20.83%	22.38%
Hispanic or Latino	10.94%	5.21%	10.64%
Prefer not to answer	3.30%	1.04%	3.18%
Two or more races	7.12%	10.42%	7.30%
White	52.17%	57.29%	52.44%
Grand Total	100%	100%	100%

Service Branch and Rank

As shown in **Table 7**, more than half of Hire Heroes' Military Group registrants served in the Army; however, the Army represents only 36.6% of the active duty military population. The rest of DoD's active duty population is spread between 24.8% Navy, 24.3% Air Force, and 14.2% Marine Corps, meaning that our registrants significantly under-represent non-Army branches (DoD 2017).

Taken together, 83.57% of Military Group registrants were enlisted members of the military, with nearly 60% having served at the rank of E-6 or below. Comparatively, 82.3% of the total DoD population is Enlisted and about 73% is at the rank of E-6 or below (DoD 2017).

Table 7 - Service Branch and Rank

Rank Category Detailed	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
Junior Enlisted	14.08%	3.76%	2.88%	4.33%	0.19%	25.24%
Non-Commissioned Officer	15.15%	8.39%	6.18%	4.05%	0.33%	34.09%
Senior Non-Commissioned Officer	12.32%	4.75%	5.03%	1.95%	0.21%	24.24%
Warrant Officer	1.88%	0.20%	-	0.15%	0.09%	2.32%
Company-Grade Officer	4.77%	1.24%	0.74%	0.75%	0.06%	7.56%
Field-Grade Officer	3.19%	1.45%	1.20%	0.59%	0.11%	6.54%
Grand Total	51.39%	19.78%	16.03%	11.82%	0.98%	100%

Table 8 indicates the Marine Corps was our least gender-diverse branch, with women representing only 10.16% of Marine registrants. Looking at Department of Defense active duty reporting, women make up 8.09% of the Marine Corps, 14.63% of the Army, 18.73% of the Navy, and 19.39% of the Air Force (DoD 2017). Across all branches, Hire Heroes enrollment of women Military Group clients appreciably exceeded their proportion in the DoD.

Table 8 - Registrant Gender by Branch of Service

	Army	Navy	Air Force	Marines	Coast Guard
Female	19.33%	22.48%	23.38%	10.16%	14.75%
Male	80.67%	77.52%	76.62%	89.84%	85.25%

Further exploring by race, ethnicity and gender in **Table 9**, we see the Army is the most racially diverse branch for our registrants. For instance, 9.03% of our Army registrants were black women, but only 1.10% of Marine registrants were black women. The Air Force was the least diverse of the four main military service branches, with Air Force registrants 18% more likely to be white than Navy registrants and 30% more likely to be white than Army registrants.

Table 9 - Registrant Race, Ethnicity and Gender by Branch of Service

Race	Gender	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
American Indian or Alaska Native	Female	0.33%	-	0.32%	-	-	0.23%
	Male	0.45%	0.32%	1.26%	0.55%	-	0.58%
Asian or Pacific Islander	Female	0.56%	0.32%	0.63%	-	-	0.46%
	Male	2.79%	3.87%	0.95%	3.31%	-	2.67%
Black or African American	Female	9.03%	7.42%	4.73%	1.10%	-	7.02%
	Male	17.95%	15.16%	13.56%	7.73%	5.26%	15.43%
Hispanic or Latino	Female	1.67%	1.94%	1.26%	3.87%	-	1.86%
	Male	9.14%	6.77%	5.99%	18.78%	5.26%	9.11%
Prefer not to answer	Female	0.45%	0.32%	1.58%	0.55%	-	0.64%
	Male	2.23%	3.23%	2.21%	4.42%	5.26%	2.67%
Two or more races	Female	1.90%	1.29%	1.58%	-	-	1.51%
	Male	5.57%	6.45%	3.47%	8.84%	-	5.63%
White	Female	4.91%	7.10%	9.46%	1.66%	21.05%	5.97%
	Male	43.03%	45.81%	53.00%	49.17%	63.16%	46.23%
Grand Total		100%	100%	100%	100%	100%	100%

Length of Military Service

Though the median Hire Heroes Military Group registrant served for just over 10 years, the median length of military service for registrants varies significantly by branch of service, as shown in **Table 10**. Marines have the shortest median service period at just over six years. Conversely, Coast Guard registrants serve the longest, with the median Coast Guard registrant spending 15.74 years in service. There is a significant disparity in length of service between men and women. While women show shorter service lengths than their male counterparts across all branches, the nearly 10-year gap between male and female Coast Guard registrants is starkest.

Table 10 - Length of Military Service by Registrant Branch and Gender

Service Branch	Female	Male	Grand Total
Coast Guard	6.28	15.84	15.74
Air Force	13.14	16.86	14.72
Navy	8.07	15.32	11.22
Army	8.81	12.22	10.55
Marines	5.19	7.09	6.06
Grand Total	8.90	12.03	10.50

Clients with Service-Connected Disabilities

Unlike other demographic data, Hire Heroes only collects disability rating data from registrants after they've been assigned to a Transition Specialist as a client. **Table 11** shows clients' self-reported VA disability ratings by branch of service. 1,764 clients, representing 12.20% of our Military Group clients, reported a disability rating to their Transition Specialist - significantly below the 19.6% disability rate reported by the Department of Veterans Affairs (The Disability of Veterans, Census Bureau 2016). 16.72% of our clients with service connected disabilities reported a 100% disability rating. That is a much higher incidence of the maximum rating than the VA's reported 12.44% of disabled veterans falling into the 100% rating category, and 8.94% of new recipients in FY 2016 (VA Compensation Report 2016). The simple explanation for the disparity is due to our disproportionate number of Army clients, who are nearly twice as likely as other service members to achieve a 100% VA disability rating.

Table 11 - Client Reported VA Disability Ratings by Service

Disability Rating	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
10%	4.34%	11.35%	8.60%	11.95%	-	7.09%
20%	4.45%	8.51%	5.38%	6.19%	-	5.44%
30%	7.96%	10.64%	11.47%	11.50%	-	9.35%
40%	7.65%	6.38%	4.30%	8.41%	10.00%	7.03%
50%	8.58%	6.38%	9.32%	8.85%	10.00%	8.39%
60%	7.03%	11.35%	7.89%	11.50%	40.00%	8.62%
70%	9.51%	13.48%	11.83%	9.29%	30.00%	10.60%
80%	13.75%	11.35%	12.54%	9.73%	-	12.59%
90%	15.31%	9.57%	17.92%	11.06%	-	14.17%
100%	21.41%	10.99%	10.75%	11.50%	10.00%	16.72%
Grand Total	100%	100%	100%	100%	100%	100%

Education Level and Initial Employment Status

Table 12 shows registrants based on their highest level of education completed and their employment status at time of registration. Nearly half of our registrants were still on active duty when they signed up, while more than a quarter were unemployed. Large pluralities of our registrants had either High School/GED degrees or Bachelor degrees.

Table 12 - Registrant Education and Employment Status

Level of Education Completed	Active Duty	Unemployed	Employed	Underemployed/ Insufficient income	Pending Medical Separation	Temporary/ Contract Employee	Student/Not seeking full-time employment	Grand Total
High School / GED	18.62%	10.78%	5.34%	1.89%	1.19%	0.51%	0.81%	39.14%
2 Year Degree	8.23%	4.35%	1.94%	1.02%	0.45%	0.28%	0.39%	16.66%
4 Year Degree	11.81%	8.31%	4.58%	1.69%	0.49%	0.54%	0.48%	27.90%
Post-Graduate Degree	7.14%	4.53%	2.46%	0.88%	0.22%	0.22%	0.11%	15.55%
Doctorate	0.18%	0.33%	0.09%	0.10%	0.01%	0.01%	0.01%	0.75%
Grand Total	45.99%	28.29%	14.41%	5.58%	2.35%	1.56%	1.81%	100%

Further breaking out active duty registrants by rank in **Table 13**, we see 30% of enlisted registrants have at least a four-year degree and 92% of officer registrants have at least a four-year degree. This profile is in sharp contrast to the overall Department of Defense population, where only 8% of enlisted members and 85% of officers have at least a Bachelor’s degree (DoD 2017). Active duty Hire Heroes registrants have a disproportionately higher level of educational attainment than the general military population.

Table 13 - Active Duty Registrant Education Level by Rank

Highest Level of Education Completed	Enlisted	Officer	Grand Total
High School / GED	48.74%	4.29%	40.50%
2 Year Degree	21.21%	3.42%	17.91%
4 Year Degree	21.55%	43.76%	25.67%
Post-Graduate Degree	8.47%	46.62%	15.54%
Doctorate	0.04%	1.91%	0.38%
Grand Total	100%	100%	100%

Relationship between Desired Salary, Military Rank, and Education Level

Table 14 shows registrants’ desired salary based on their rank and level of education. Consistent across each rank category, the higher the educational attainment, the more money a registrant expects to make when they find employment. Our registrants had either High School/GED degrees or Bachelor degrees.

Table 14 - Desired Salary by Rank and Education

Rank Category Detailed	High School/GED	2 Year Degree	4 Year Degree	Post-Grad Degree	Doctorate	Grand Total
Junior Enlisted	\$45,442	\$46,967	\$50,969	\$59,333	\$73,333	\$48,205
Non-Commissioned Officer	\$49,914	\$52,231	\$55,756	\$63,267	\$70,217	\$53,311
Senior Non-Commissioned Officer	\$56,778	\$57,263	\$62,108	\$66,401	\$70,714	\$60,446
Warrant Officer	\$62,857	\$64,762	\$68,440	\$69,130	\$85,000	\$66,934
Company-Grade Officer	-	\$51,000	\$68,996	\$70,667	\$66,333	\$69,482
Field-Grade Officer	-	-	\$77,079	\$84,140	\$85,000	\$82,532
Grand Total	\$49,895	\$53,141	\$59,997	\$70,015	\$72,333	\$57,792

How Registrants Find Hire Heroes USA

As indicated in **Table 15**, the vast majority (70.68%) of Hire Heroes registrants come into our system through organic outreach and registration processes. Of all registrants, more than half heard about us through word of mouth or through a military installation.

Table 15 - How Registrants Found Hire Heroes

Word of mouth	36.22%
Military installation	16.92%
Other, not listed	10.95%
LinkedIn	7.26%
Online search engine	5.93%
Hire Heroes website	5.70%
USO	5.40%
Facebook	3.54%
Department of Veterans Affairs	4.51%
Referral, not listed	1.42%
Blue Star Families	0.74%
Commercial/PSA	0.54%
Work for Warriors	0.23%
Twitter	0.13%
Webinar/video conference	0.21%
Instagram	0.10%
IAVA	0.08%
Mission43	0.07%
RallyPoint/6	0.02%
Hiring our Heroes	0.01%

A healthy portion of registrants are directly referred through a partner (29.32%). As shown in **Table 16**, of the registrants that were referred by a partner, more than 60% came from the Onward to Opportunity program, which continues to be an active referral source in 2018.

Table 16 - Referred Registrants

020/VCTP	60.23%
VTS Referral	13.48%
CODE	6.08%
USO	5.91%
Allies in Service	3.49%
Mission43	2.79%
AmericaServes Coordination Centers	2.04%
Other	1.99%
Blue Star Families	1.48%
Mt. Carmel Center	0.71%
CWT McPherson	0.55%
VIP Referral	0.30%
Texas Veterans Commission	0.30%
MARSOC	0.19%
Warriors on Track	0.16%
Event Referral	0.11%
Four Block	0.05%
Federal Employment Workshop	0.05%
Saban Workshop Non-Attendee	0.04%
Virtual Workshop Participant	0.02%
New Horizons	0.02%
Emory Healthcare Veterans Program	0.02%

Registration by Service Era

Unsurprisingly, the overwhelming majority of Military Group registrants in 2017 served in the Post-9/11 era. Hire Heroes uses the same service era definitions as the Bureau of Labor Statistics, which stratifies veterans based on the most recent service period, even if the veteran served across multiple service periods (**Table 17**).

Table 17 - Military Group Registration by Service Era

Post 9/11	95.83%
Gulf War Era	2.62%
Peacetime 1975-1990	1.36%
Vietnam Era	0.19%
Peacetime 1955-1964	0.01%

Registration Timing

Table 18 indicates the vast majority of our Military Group registrants (82.53%) register for services within the year preceding or the year following their separation date from the military (essentially a 2-year window); 65.53% of them narrow that window to one year, by registering within six months pre- or post-separation.

Table 18 - Registration Windows Around Military Separation Dates

Rank Category Detailed	Registered within 12 months	Registered within 6 months
Junior Enlisted	86.22%	78.47%
Non-Commissioned Officer	85.45%	70.02%
Senior Non-Commissioned Officer	81.93%	54.01%
Warrant Officer	76.66%	49.88%
Company-Grade Officer	81.58%	64.98%
Field-Grade Officer	81.84%	58.73%
Grand Total	82.53%	65.53%

Table 19 examines whether registration occurred before or after a registrant’s military separation date, grouped by rank category. Thus, while the vast majority of our Military Group registered within 12 months of their separation date, most of those registrations actually occurred well before separation.

Table 19 - Registration Pre- and Post-Military Separation

Rank Category Detailed	Registered before separation	Registered after separation
Junior Enlisted	45.37%	54.63%
Non-Commissioned Officer	60.00%	40.00%
Senior Non-Commissioned Officer	78.59%	21.41%
Warrant Officer	79.43%	20.57%
Company-Grade Officer	70.55%	29.45%
Field-Grade Officer	75.55%	24.45%
Grand Total	62.86%	37.14%

The median Hire Heroes registrant signs up for services 7.08 months before they separate from the military. When preparing for their transition, the more senior (in terms of time in service, not necessarily rank) registrants seem to look farther ahead than do the more junior registrants. The median junior enlisted registrant signed up for services more than nine months after they separated from the service (**Table 20**).

Table 20 - Median Registration Timing by Rank, in Relation to Separation Date

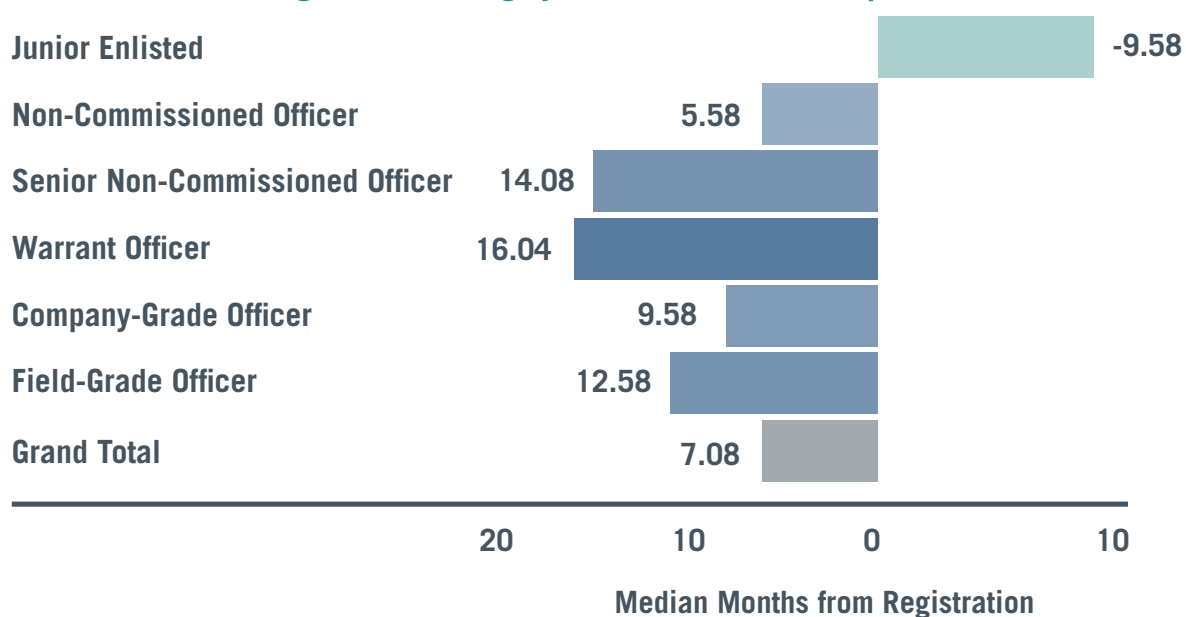
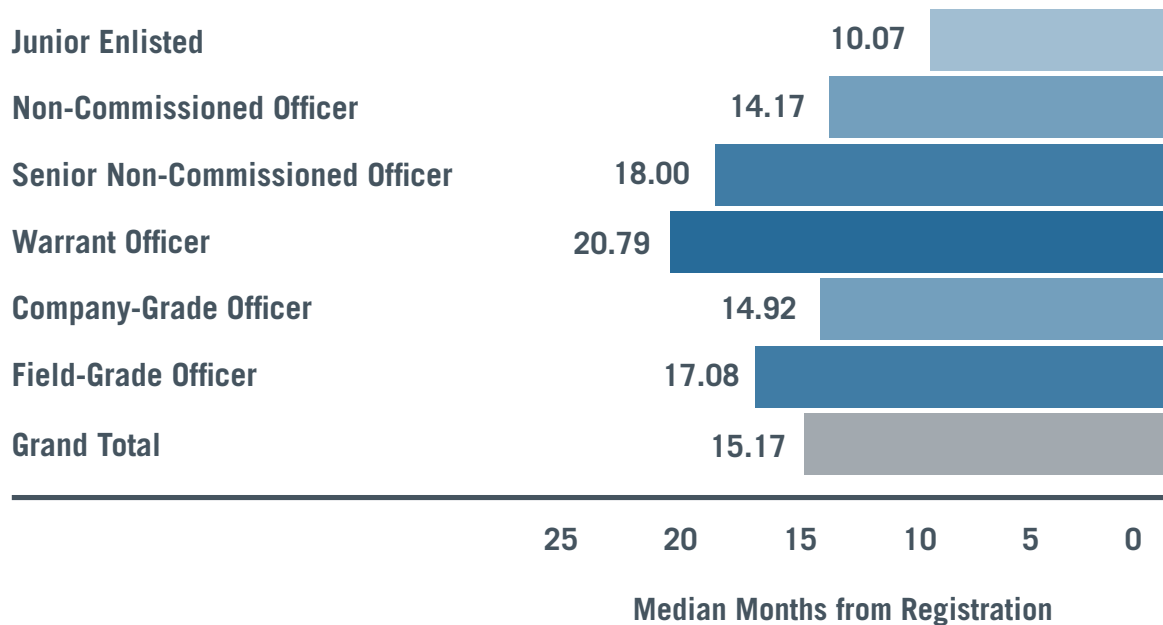


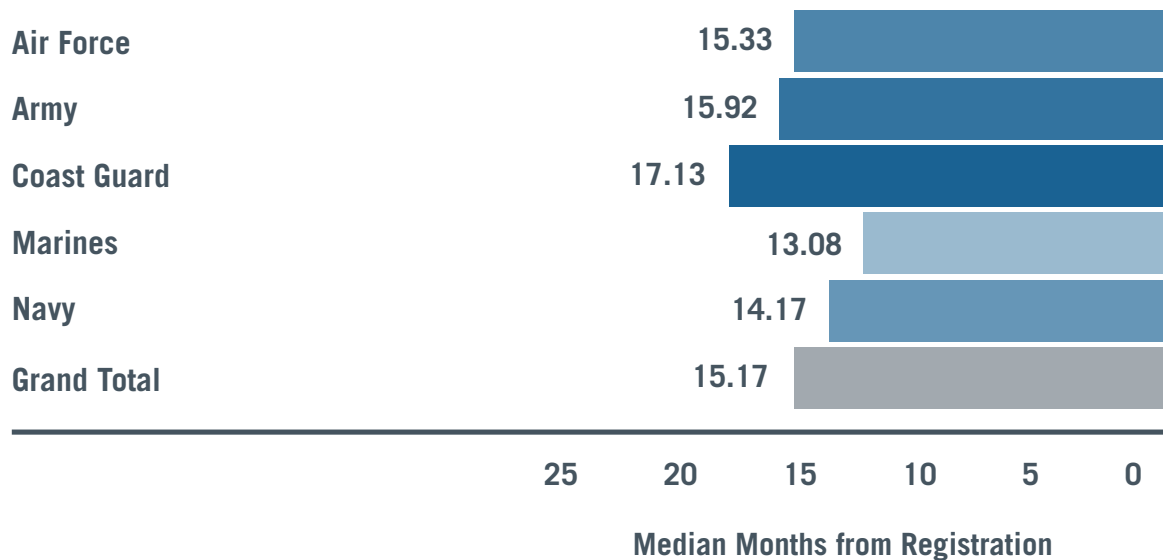
Table 20 includes *all* Military Group registrants and therefore includes many who have already entered the workforce. Nevertheless, when looking at only active duty registrants in **Table 21**, we see Junior Enlisted personnel, on average, consider registration much later than do their senior colleagues. The median active duty registrant signs up 15.17 months before his separation, while Junior Enlisted personnel are the only rank cohort looking for help under 12 months from their impending separation date.

Table 21 - Active Duty Registration Timing by Rank



Finally, we see in **Table 22** how registration timing is affected by branch of service. Coast Guardsmen are the most forward-looking, while the median Marine delays four more months closer to his separation date before registering for services.

Table 22 - Registration Timing by Branch of Service



SECTION 2: HELPED

Unfortunately, due to limited capacity, Hire Heroes can't assign every veteran or military spouse who registers for services to a Transition Specialist. We prioritize by greatest need and provide waitlisted registrants with opportunities to complete the process at a later date (typically within a week). Many take this opportunity and ultimately receive services. Due to the difference between registration numbers and service capacity, Hire Heroes helped 11,966 clients through direct engagement with our Transition Specialists in 2017.

The data in this section reflects the demographic profile of clients served and the myriad ways in which we've been able to assist them.

Service Branch

Of the clients helped last year, 92.92% were veterans or service members (comprising the "Military Group" of clients) and 7.08% were military spouses (comprising the "Spouse Group" of clients). **Table 23** highlights branch of service for the Military Group. This breakdown for each branch is within 1% of our overall percentage breakdown at registration, so even though there is an overrepresentation of Army clients, there is no branch bias in how we assign registrants for services.

Table 23 - Client Branch of Service

Service Branch	
Army	52.27%
Navy	18.72%
Air Force	16.49%
Marines	11.55%
Coast Guard	0.97%

Services Provided by Hire Heroes

Table 24 highlights the ways in which our team helped clients. At minimum, all clients were assessed by a Transition Specialist, a process which includes a 15-30 minute telephone conversation that provides clients with insight into the Hire Heroes process and allows the Transition Specialist to evaluate client needs beyond the initial assessment.

The services provided to clients differ depending on the needs of the individual, along with their personal investment in their job search. Note the data in this table reflects only clients who were partnered with a Transition Specialist and first received services in 2017. Services rendered in 2017 to legacy clients who started our program before 2017, or to clients participating exclusively in our online programs (like Virtual Career Fairs, Webinars and Job Board), aren't reflected in the data.

Table 24 - How Clients Were Helped

Ways Clients Were Helped	# of Records	% of Total
Initial Assessment	11,966	100%
Formatted Resume	11,102	92.78%
Value Proposition Development	10,519	87.91%
Interview Skills Training	10,450	87.33%
LinkedIn Profile Revision	8,432	70.47%
Additional Resume Tailoring Tips	3,263	27.27%
Registered for Job Board	2,688	22.46%
Volunteer Services	1,208	10.10%
Federal Services	606	5.06%
Workshops	470	3.93%

Note: Job board, volunteer services, federal services, and workshop attendees listed here do not reflect total utilization of these services for the year; rather, this only highlights those that were originally helped in 2017. Services may have been used by 2016 "Helped" cohorts and earlier, and will be discussed below.

Table 25 shows the average number of services used by each Military Group client by rank. Services used ranges from 1 to 10, with each client receiving at least an initial assessment. As discussed earlier, regardless of service branch, senior Military Group clients use more Hire Heroes services than do junior clients.

Table 25 - Number of Hire Heroes Services Used by Rank

Rank Category Detailed	
Junior Enlisted	4.77
Non-Commissioned Officer	5.00
Senior Non-Commissioned Officer	5.25
Warrant Officer	5.29
Company-Grade Officer	5.40
Field-Grade Officer	5.37
Grand Total	5.07

Workshops

Though impacting a small percentage of our clients, in-person workshops represent an important way in which Hire Heroes serves veterans, service members, and military spouses. Each Career Transition workshop is a one-day event that includes modules covering resume writing, interviewing and networking, and may include industry panel discussions, mock interview practice, or speed networking. In 2017, Hire Heroes conducted 36 Career Transition workshops at 20 different locations across the country, training 504 participants. The workshops were geographically diverse, with service branch representation differing drastically depending on event location. **Figure 4** and **Table 26** show workshop locations with participant service branch breakdowns.

Figure 4 - Hire Heroes Workshops and Participant Service Branch

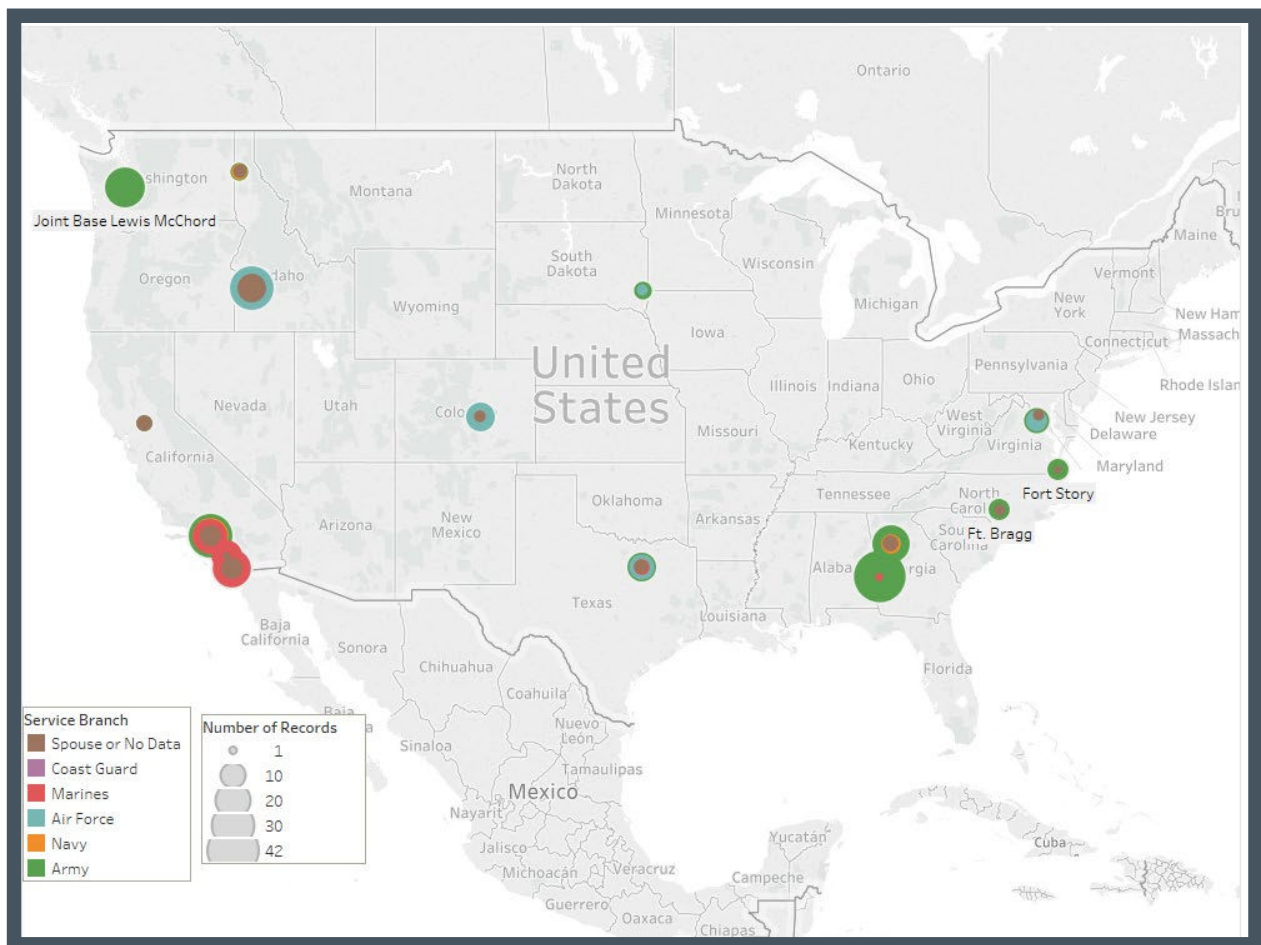
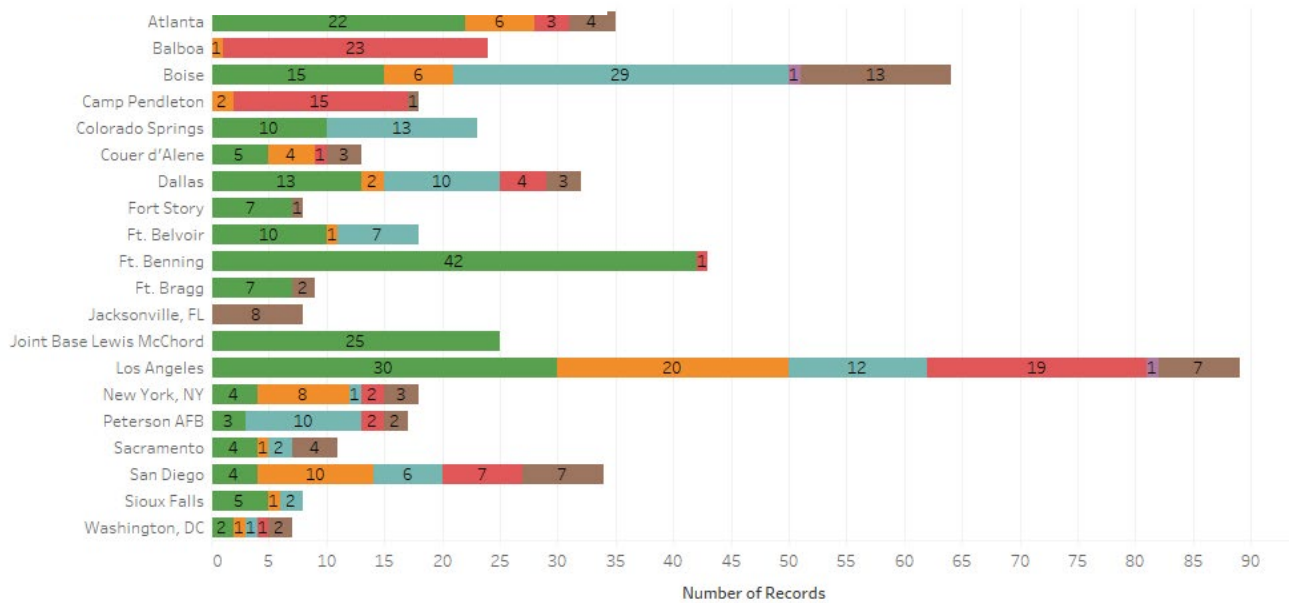


Table 26 - Hire Heroes Workshops and Participant Service Branch



Though in-person workshops have historically been a key way in which Hire Heroes has served clients across the country and around the world, last year we introduced online programming to provide a broader offering of career enhancement opportunities to more job seekers. In 2017, Hire Heroes conducted six webinars and three Virtual Career Fairs, involving 1,082 participants - 395 of whom were exclusively Online Clients who signed up only to receive online services.

Volunteer Program

The Hire Heroes Volunteer Program connects clients and volunteers for one-on-one sessions to cover specific client interests and concerns. Popular topics include: interview practice, high impact mentoring sessions, industry-specific expertise and advice, networking insight, recommendations on training and certifications, and much more. Volunteers are located across the country and come from a wide range of industries and experience levels. Our volunteer pool is comprised of veterans, military spouses, children of veterans, and veteran advocates. We add new volunteers every week to grow our network of expertise. **Table 27** shows the number of completed volunteer program requests, broken out by Military Group and Spouse Group clients, and by type of request.

Table 27 - Volunteer Requests by Military and Spouse Group

		% of Total Requests	Total Requests
Veteran or Service Member	Career Counseling	56.26%	1,006
	Mock Interview	34.40%	615
	Other	0.62%	11
Military Spouse or Caregiver	Career Counseling	6.26%	112
	Mock Interview	2.40%	43
	Other	0.06%	1
Grand Total		100%	1,788

Job Board

At any one time, the Hire Heroes USA Job Board provides clients with up to 15,000 employment opportunities across the country. The job board is open to all transitioning service members, veterans and military spouses, regardless if they are an existing Hire Heroes client. All partnered job board companies have been vetted and verified before being allowed access to the job board.

A total of 2,688 Partnered Career Transition (PaCT)SM clients, or 22.46% of our total client population, joined the Hire Heroes USA Job Board in 2017. An additional 844 Online Clients took advantage of the Job Board. 169,201 jobs were posted on the Board in 2017, with 684 active employer accounts and 5,895 active job seeker profiles. The Hire Heroes USA Job Board continues to be a great way for veterans, service members, and military spouses to connect with companies.

SECTION 3: HIRED

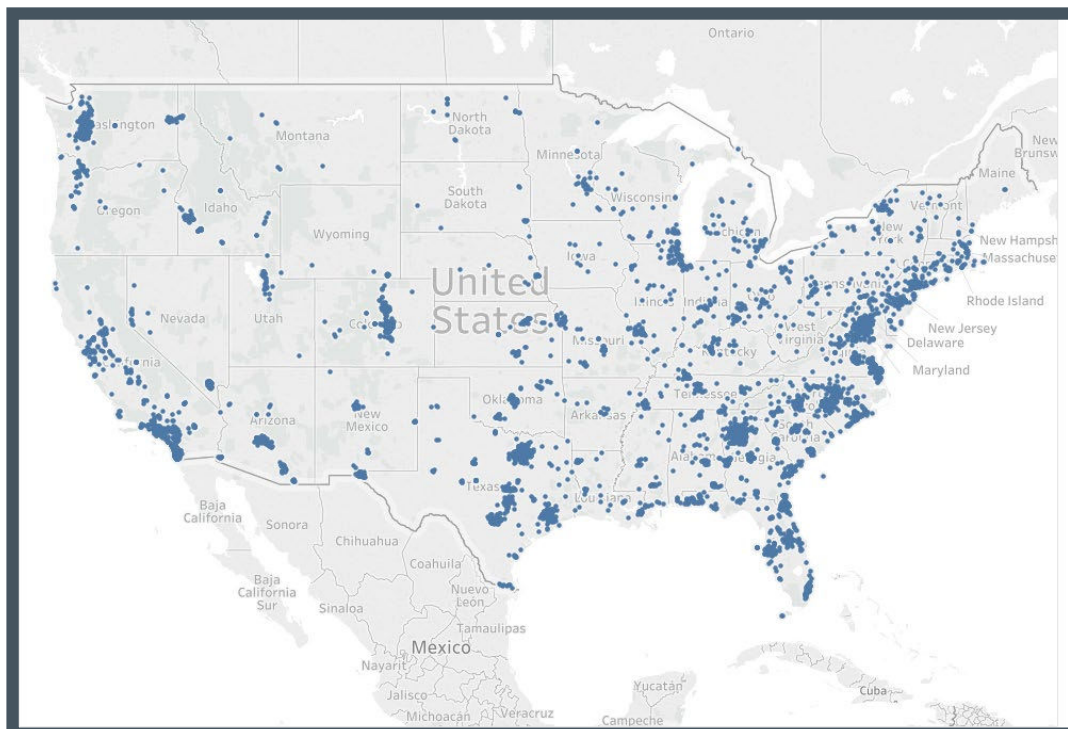
This section explores the successful employment of clients across the country. Each of these clients was confirmed hired by a Transition Specialist in 2017 - although that doesn't mean every client in this section actually started work in 2017 (i.e., a client who starts work in December 2016 will count as a 2017 hire if that is when their "confirmed hired" status is reviewed and approved by Hire Heroes staff members). Though many of these clients registered for services in 2017, some initially registered for services in preceding years. Thus, our hired population is not entirely a subset of our intake or helped cohorts in 2017, which should be viewed independently.

Hire Heroes assisted 8,061 clients to find employment in 2017. This is a 27.54% increase in confirmed hires from 2016. 5.82% of these hires were military spouses, and 16.02% were women veterans. Based on their identified employment status at registration, 27.55% were unemployed when they began working with us and 5.10% were underemployed or making insufficient income.

Hired Clients

Figure 5 displays the locations of 2017 confirmed hires. Similar to our registrants, hires tend to come from communities either near larger metropolitan areas, military installations, or Hire Heroes offices.

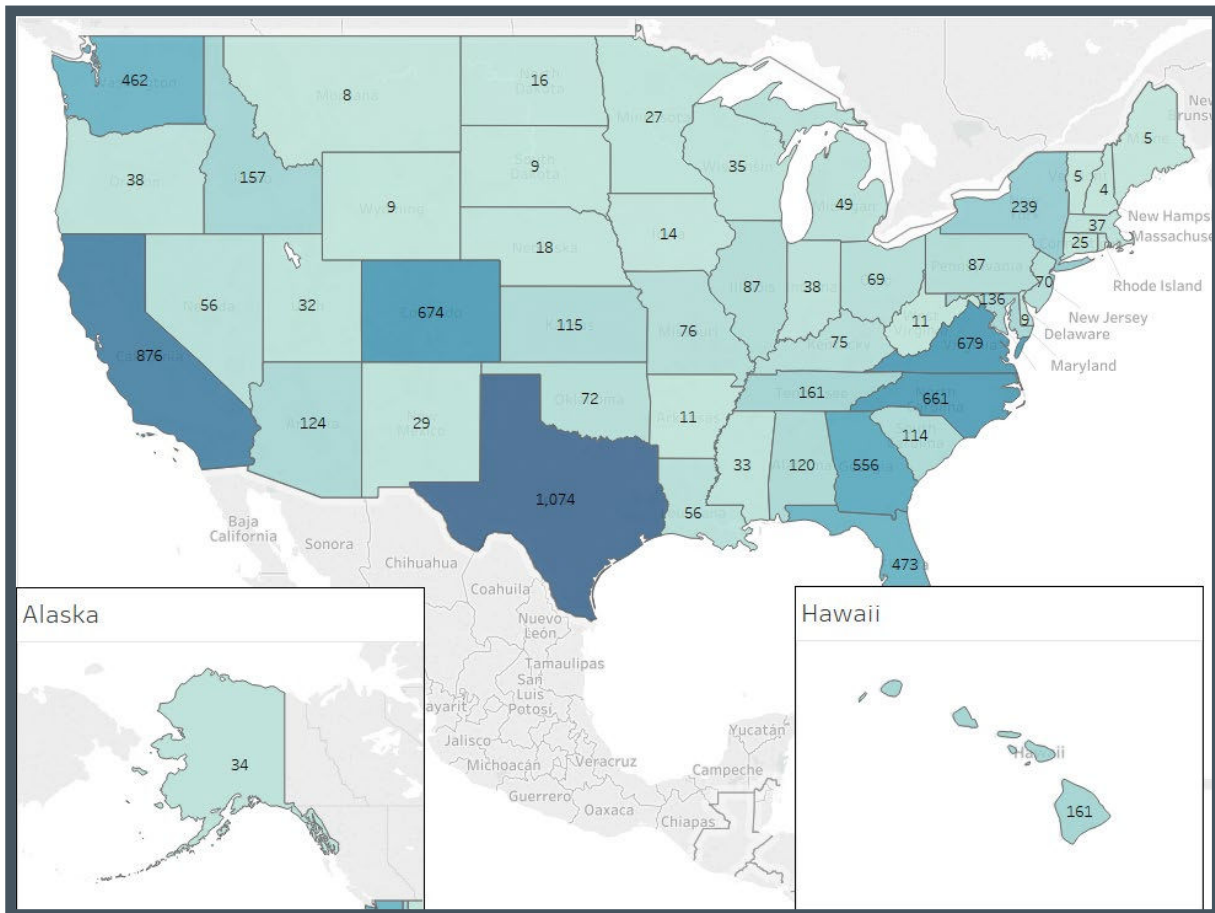
Figure 5 - Hires by Location



Hires by Location of Origin

Many Hire Heroes clients want to relocate either because they wish to return to their home of record, or they seek employment in communities with the best economic opportunities. This may not always align with client state of origin when they register for services. **Figure 6** shows our hires based on their location at time of registration for services. Texas has the highest total, followed by California, Virginia, Colorado, North Carolina, and Georgia. This aligns with the concentration of active duty military populations identified by the Department of Defense, discussed earlier.

Figure 6 - Hires by Location at Time of Registration for Services



In **Table 28** we see that location of hires by city also closely aligns with our overall registration patterns. Colorado Springs, San Diego, and Virginia Beach continue to round out the Top 3 locations, but Jacksonville, NC (which was fifth in overall registrations) isn't in the Top 10 for hires.

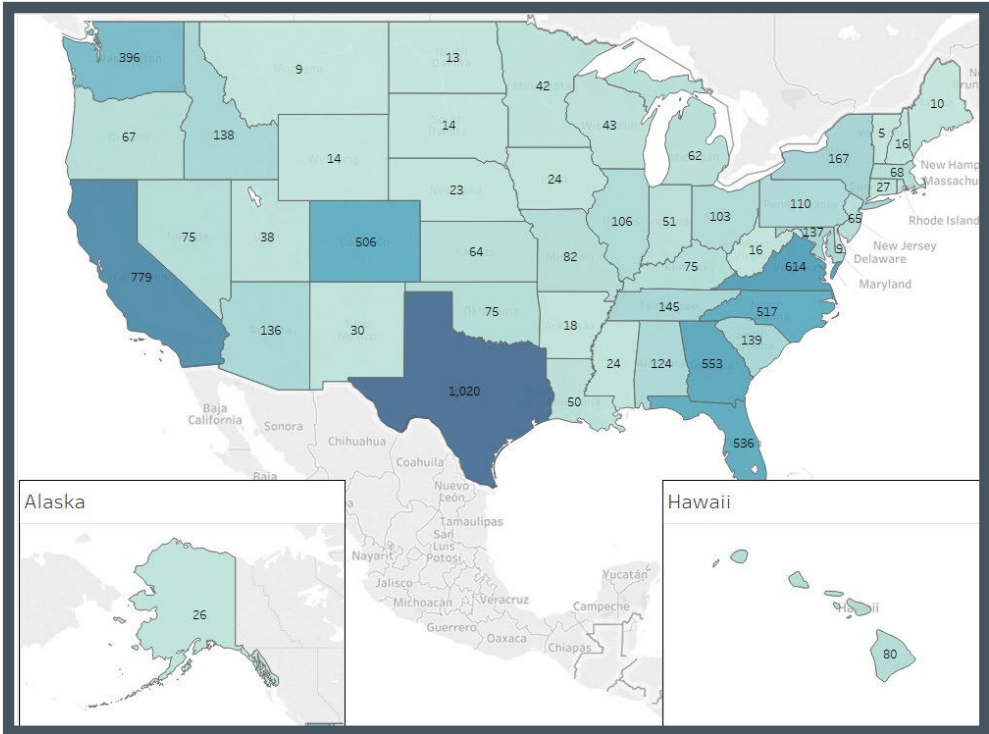
Table 28 - Location of Hires by Metropolitan Area

Metropolitan Area	# of Records	% of Total
Colorado Springs / CO	559	6.93%
San Diego - Carlsbad - San Marcos / CA	357	4.43%
Virginia Beach - Norfolk - Newport News / VA-NC	309	3.83%
Atlanta - Sandy Springs - Marietta / GA	272	3.37%
Washington - Arlington - Alexandria / DC-VA-MD-WV	270	3.35%
Seattle - Tacoma - Bellevue / WA	265	3.29%
Killeen - Temple - Fort Hood / TX	253	3.14%
Dallas - Fort Worth - Arlington / TX	223	2.77%
Los Angeles - Long Beach - Santa Ana / CA	183	2.27%
San Antonio - New Braunfels / TX	180	2.23%

Client Migration

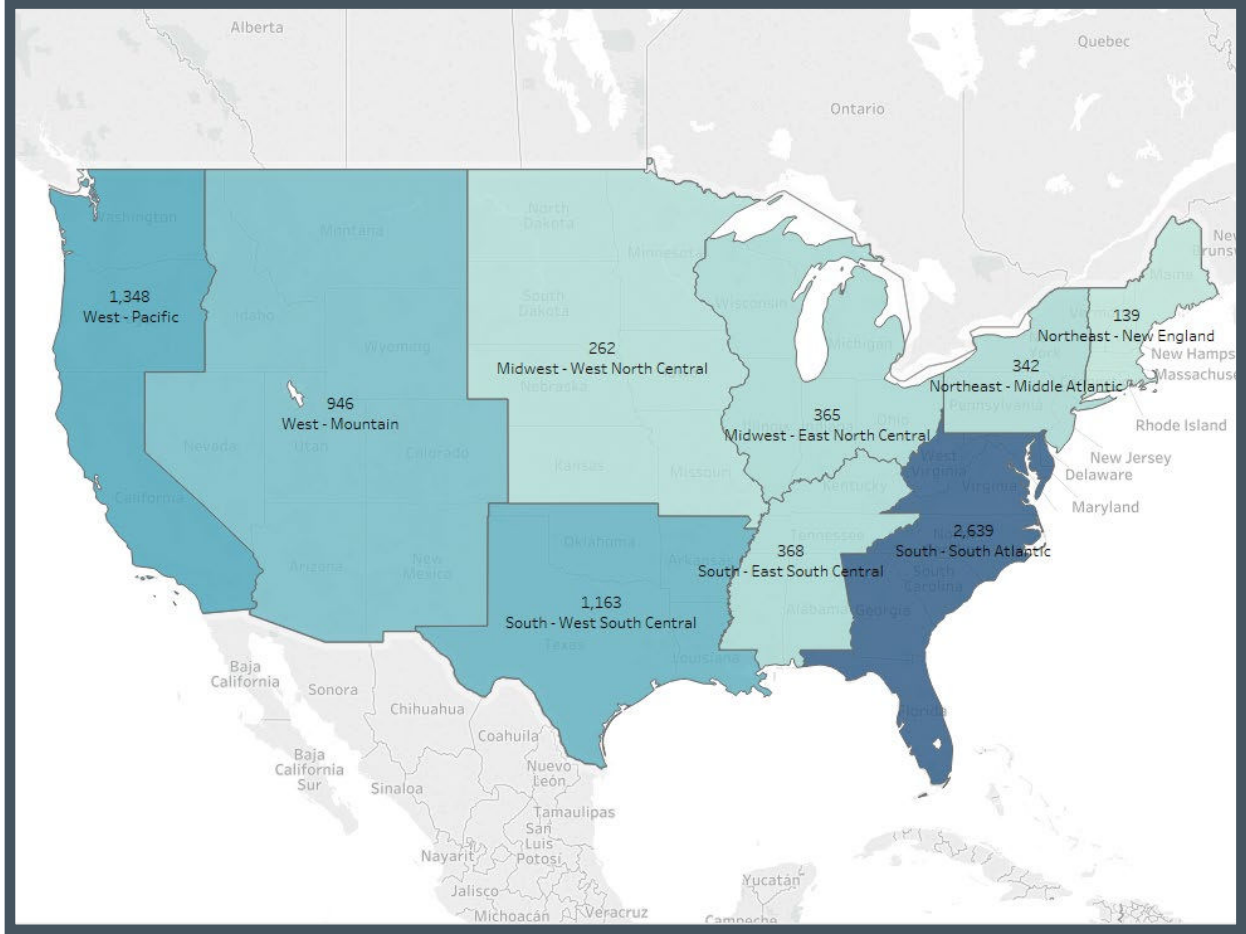
Nearly all clients provide home addresses at time of registration. However, when our team verifies hires, we ask *where* clients are working, among many other questions. **Figure 7** highlights where clients land after employment.

Figure 7 - Hires by State of Destination



Some states attract residents from other states at higher proportions than do others (i.e., more Idaho clients find employment in California than Utah clients find in Georgia). To better summarize this movement, we use geographic definitions provided by the Census Bureau. The Census groups states into districts and regions. While these can be overly broad and problematic for granular analysis, they're useful to illustrate broad client migration in a clear manner. In alignment with the federal government, **Figure 8** groups hire destinations by Census Region and Census District.

Figure 8 - Hires by Census Region of Destination



Using the Census Bureau framework, **Table 29** compares the origins and destinations of our clients. While most clients stay in-region, many regions are attractive destinations across the board. For instance, last year 122 hires migrated from West-Pacific (i.e., California, Hawaii, Washington, etc.) to South-South Atlantic (i.e., Georgia, North Carolina, Virginia, etc.).

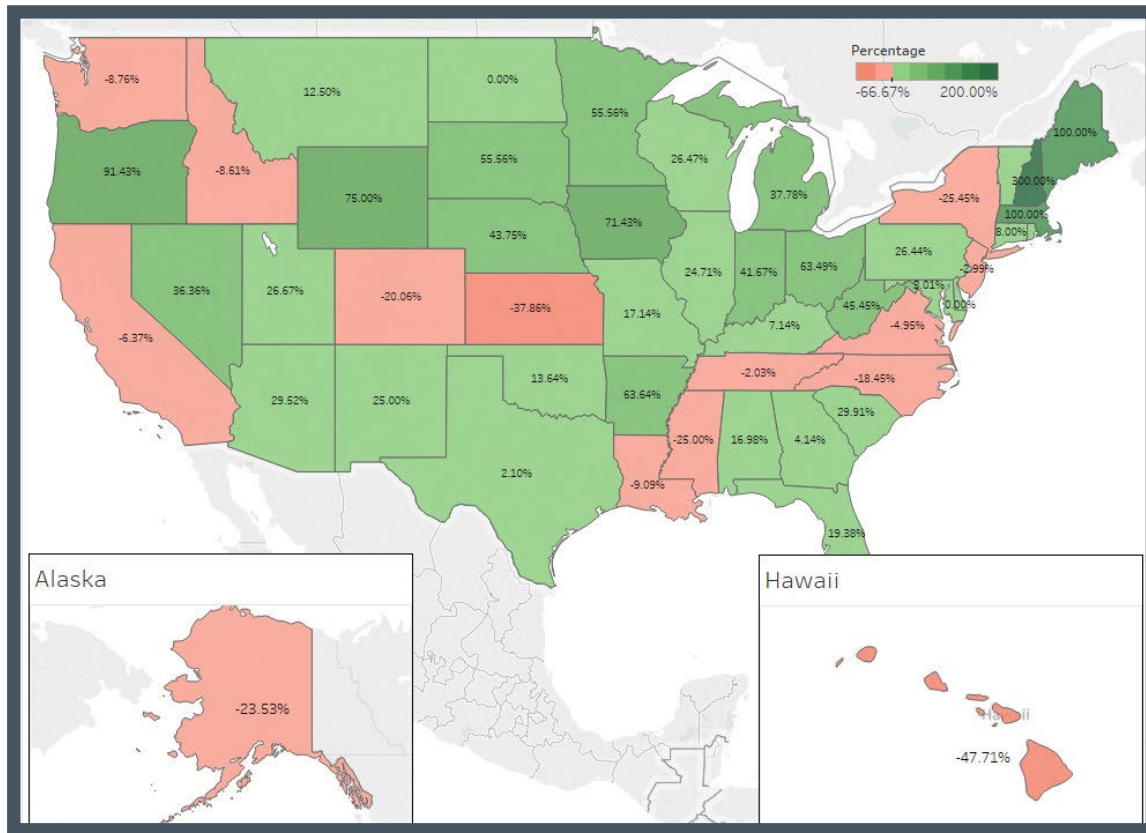
Table 29 - Migration by Census Region and District

Census Region Origin	Midwest - East North Central	Midwest - West North Central	Northeast - Middle Atlantic	Northeast - New England	South - East South Central	South - South Atlantic	South - West South Central	West - Mountain	West - Pacific
Midwest - East North Central	209	10	3	-	8	19	4	4	6
Midwest - West North Central	11	162	6	5	2	24	18	15	9
Northeast - Middle Atlantic	6	6	246	9	6	76	11	9	9
Northeast - New England	2	1	4	59	-	12	3	2	2
South - East South Central	15	5	4	4	251	47	19	6	5
South - South Atlantic	51	26	35	30	55	2,152	66	41	74
South - West South Central	24	20	13	7	9	79	923	34	22
West - Mountain	19	16	13	7	17	83	49	767	43
West - Pacific	23	11	13	16	15	122	58	63	1,166

Looking at states individually, only 70.90% of confirmed hires stayed in their state of origin. Sizeable military population states like Kansas maintained just 40.78% retention of confirmed hires, compared to low-military population states like Minnesota and Michigan which retained nearly 90% of their confirmed hires.

Figure 9 highlights migration trends in aggregate. In this illustration, red states are net losers while green states are net gainers. Thus, a state like Texas maintains only 81.30% retention but confirmed hires from other states relocate there, making it a net gainer. The biggest losers are high-active duty / low-population states like Hawaii, Kansas, and Alaska, and the biggest gainers are low-active duty states, mainly concentrated in the Midwest and New England.

Figure 9 - Net Migration by State for Confirmed Hires



Salary Achievement

Table 30 shows the average starting salary achieved by confirmed hires in 2017 was \$54,695. This average diverges significantly depending on whether the client was a veteran or military spouse, and whether they were a man or a woman. Male veteran clients take home \$15,000 more per year (+36%) than female military spouses. The unique employment challenges faced by military spouses explain some of this difference. However, deeper trends along gender lines prevail, as male military spouse salary attainment is similar to their male veteran counterparts, while female veteran salary attainment is much lower than their male counterparts.

Table 30 - Average Salary by Military Group or Spouse Group Status, and Gender

	Female	Male	Grand Total
Veteran or Service Member	\$49,765	\$56,810	\$55,450
Military Spouse or Caregiver	\$41,772	\$55,455	\$42,230
Grand Total	\$47,654	\$56,805	\$54,695

Looking specifically at civilian earnings of the Military Group in **Table 31**, gender disparity exists across all ranks. Male and female warrant officers have the least disparity in civilian salary attainment (a difference of less than one percent), while senior non-commissioned officers have the greatest disparity (13.51%).

Table 31 - Average Civilian Salary by Gender and Rank

Rank Category Detailed	Female	Male	Grand Total
Junior Enlisted	\$40,099	\$44,687	\$43,561
Non-Commissioned Officer	\$47,968	\$51,535	\$50,796
Senior Non-Commissioned Officer	\$53,119	\$59,755	\$58,763
Warrant Officer	\$69,167	\$69,581	\$69,299
Company-Grade Officer	\$65,792	\$71,964	\$70,358
Field-Grade Officer	\$76,667	\$83,741	\$83,239
Grand Total	\$49,765	\$56,810	\$55,450

Average salaries vary significantly depending on type of employment. As shown in **Table 32**, full-time and temporary / contract salaries more than double the salary achievement for part-time and seasonal jobs.

Table 32 - Average Salary by Employment Type

	Veteran or Service Member	Military Spouse or Caregiver	Grand Total
Full-Time	\$56,961	\$44,598	\$56,286
Part-Time	\$28,061	\$26,224	\$27,857
Seasonal	\$26,250	\$25,000	\$26,176
Temporary/Contract	\$59,541	\$37,632	\$58,470
Grand Total	\$55,450	\$42,230	\$54,695

Education level is directly correlated to average salary attainment. **Table 33** indicates active duty clients earn higher salaries (\$58,702) when they leave the military than do students, unemployed clients, or underemployed clients.

Table 33 - Average Salary by Education Level and Employment Status at Time of Registration

	Active Duty	Employed	Pending Medical Separation	Student	Temporary/ Contract Employee	Under-Employed	Unemployed	Grand Total
High School / GED	\$49,521	\$48,484	\$47,184	\$41,792	\$50,455	\$42,946	\$40,732	\$46,645
2 Year Degree	\$54,487	\$49,000	\$51,389	\$41,071	\$49,615	\$42,500	\$44,509	\$50,169
4 Year Degree	\$64,433	\$58,325	\$55,000	\$52,826	\$57,903	\$50,366	\$51,971	\$58,764
Post-Graduate Degree	\$75,786	\$70,825	\$62,333	\$45,000	\$62,778	\$59,308	\$60,710	\$68,900
Doctorate	\$85,833	\$73,333	\$75,000	-	-	\$72,000	\$63,333	\$71,471
Grand Total	\$58,703	\$55,844	\$51,236	\$44,174	\$54,867	\$49,206	\$48,761	\$54,695

When comparing Service Branch and Rank categories in **Table 34**, we see the higher the rank, the higher the average starting salary for clients. While this is true across all service branches, average earnings do vary by branch. Coast Guard clients earn the most (\$59,285), while Army clients earn the least (\$54,036).

Table 34 - Average Salary by Service Branch and Rank

Rank Category Detailed	Army	Navy	Marines	Air Force	Coast Guard	Grand Total
Junior Enlisted	\$42,762	\$43,349	\$43,061	\$48,267	\$45,667	\$43,588
Non-Commissioned Officer	\$49,267	\$52,040	\$51,570	\$52,801	\$53,889	\$50,799
Senior Non-Commissioned Officer	\$56,315	\$62,500	\$59,000	\$61,528	\$54,412	\$58,692
Warrant Officer	\$68,125	\$73,667	\$75,500	-	\$75,000	\$69,299
Company-Grade Officer	\$67,670	\$75,000	\$78,036	\$72,843	\$70,000	\$70,156
Field-Grade Officer	\$81,229	\$83,200	\$85,189	\$85,625	\$90,455	\$83,105
Grand Total	\$54,036	\$57,444	\$54,191	\$58,582	\$59,286	\$54,695

Table 35 shows the comparison between desired and attained salary bands based on client records that include both desired and attained salary. Overall, 74.76% of our confirmed hires achieved or exceeded their desired salary.

Table 35 - Desired Salary Versus Attained Salary

Desired Salary	Less than \$20,000	\$20,000 - \$29,999	\$30,000 - \$39,999	\$40,000 - \$49,999	\$50,000 - \$59,999	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	\$90,000 - \$99,999	More than \$100,000	Grand Total
Less than \$20,000	45.45%	18.18%	9.09%	13.64%	4.55%	9.09%	-	-	-	-	100%
\$20,000 - \$29,999	7.80%	68.78%	16.10%	2.93%	2.93%	0.98%	-	0.49%	-	-	100%
\$30,000 - \$39,999	2.14%	9.33%	59.38%	17.69%	5.34%	3.60%	0.68%	0.87%	0.29%	0.68%	100%
\$40,000 - \$49,999	1.23%	4.69%	18.29%	45.19%	17.35%	6.68%	3.75%	1.47%	0.47%	0.88%	100%
\$50,000 - \$59,999	0.83%	2.90%	9.25%	16.71%	42.20%	15.26%	6.22%	3.45%	1.66%	1.52%	100%
\$60,000 - \$69,999	0.65%	1.58%	4.73%	10.20%	15.96%	42.02%	12.99%	6.03%	2.23%	3.62%	100%
\$70,000 - \$79,999	0.33%	1.32%	1.98%	4.95%	7.26%	12.38%	45.05%	15.68%	3.63%	7.43%	100%
\$80,000 - \$89,999	-	0.26%	1.55%	5.70%	3.89%	9.33%	11.14%	40.93%	16.32%	10.88%	100%
\$90,000 - \$99,000	1.47%	-	-	2.21%	2.94%	5.15%	6.62%	7.35%	47.06%	27.21%	100%
More than \$100,000	-	0.39%	2.33%	2.33%	2.33%	3.10%	6.20%	8.14%	5.04%	70.16%	100%
Grand Total	1.34%	5.67%	16.98%	20.00%	17.60%	13.89%	9.34%	6.31%	3.22%	5.64%	100%

Table 36 highlights the Top 10 metropolitan areas based on average salary attained by clients (of metropolitan areas with more than 15 client records). Interestingly, this table includes two Alabama metropolitan areas: Enterprise-Ozark, which maintains the most robust economy in Alabama and whose industries are closely aligned with Fort Rucker (the home of Army Aviation); and Huntsville, which is the base for many NASA-related activities and the Army’s missile defense program at Redstone Arsenal.

Table 36 - Top 10 Metropolitan Areas by Average Salary

Metropolitan Area	Average Salary
Enterprise - Ozark / AL	\$72,586
Washington - Arlington - Alexandria / DC-VA-MD-WV	\$70,993
Baltimore - Towson / MD	\$68,800
Huntsville / AL	\$63,667
Augusta - Richmond County / GA-SC	\$62,843
San Antonio - New Braunfels / TX	\$61,893
Kansas City / MO-KS	\$60,600
Honolulu / HI	\$60,143
Crestview - Fort Walton Beach - Destin / FL	\$60,000
Virginia Beach - Norfolk - Newport News / VA	\$59,903

Hires by Job Function

Table 37 highlights our confirmed hires based on job function and includes the average client salary by function. Nearly a quarter of our clients end up working as security or law enforcement, administration, maintenance or repair, and training or instruction. Our highest average client salary is for Management - Executive/C-Suite (\$96,333) and our lowest average salary falls under Entry Level (\$27,000), Restaurant/Food Service (\$33,135), and Retail (\$34,750).

Table 37 - Top 10 Job Functions for Hired Clients

Job Function Hired In	% of Total	# of Records	Average Salary
Safety / Security / Law Enforcement	7.54%	586	\$50,051
Administrative / Clerical	5.95%	462	\$41,645
Installation / Maintenance / Repair	5.30%	412	\$49,005
Training / Instruction / Teaching	4.93%	383	\$55,470
Customer Service	4.57%	355	\$36,042
Supply Chain / Logistics	4.18%	325	\$56,138
Management - General	4.13%	321	\$60,794
Management - Operations	4.03%	313	\$70,495
Healthcare	3.73%	290	\$49,379
Analyst	3.68%	286	\$71,573

Table 38 highlights the Top 10 metropolitan areas for confirmed hires and the Top 3 job functions in which clients were hired in those areas.

Table 38 - Top 10 Metropolitan Areas for Confirmed Hires, with Top 3 Job Functions

Colorado Springs / CO	Safety/Security/Law Enforcement Supply Chain/Logistics Installation/Maintenance/Repair	59 33 32
San Diego - Carlsbad - San Marcos / CA	Administrative/Clerical Safety/Security/Law Enforcement Customer Service	34 23 22
Virginia Beach - Norfolk - Newport News / VA-NC	Training/Instruction/Teaching Administrative/Clerical Supply Chain/Logistics Installation/Maintenance/Repair	32 21 20 20
Atlanta - Sandy Springs - Marietta / GA	Customer Service Administrative/Clerical Safety/Security/Law Enforcement	24 24 15
Washington - Arlington - Alexandria / DC-VA-MD-WV	Analyst Safety/Security/Law Enforcement Administrative/Clerical	32 22 16
Seattle - Tacoma - Bellevue / WA	Administrative/Clerical Safety/Security/Law Enforcement Transportation	27 24 19
Killeen - Temple - Fort Hood / TX	Safety/Security/Law Enforcement Customer Service Training/Instruction/Teaching Administrative/Clerical	24 17 16 16
Dallas - Forth Worth - Arlington / TX	Management – General Customer Service Training/Instruction/Teaching Administrative/Clerical	13 13 12 12
Los Angeles - Long Beach - Santa Ana / CA	Safety/Security/Law Enforcement Administrative/Clerical Customer Service	19 15 11
San Antonio - New Braunfels / TX	Administrative/Clerical Analyst Safety/Security/Law Enforcement	16 15 14

Hires by Industry

As shown in **Table 39**, the top two hiring industries for our clients were Government and Public Administration (14.27% of all confirmed hires) and Defense Contracting (13.25%). No other industry reaches double digits. Defense Contracting is the most lucrative industry for our clients (\$69,378) and Personal Care, and Laundry Services are the least lucrative (\$33,571).

Table 39 - Top Hiring Industries

Industry Hired In	% of Total	# of Records	Average Salary
Government and Public Administration	14.27%	1,109	\$52,728
Defense Contracting	13.25%	1,030	\$69,379
Information – Information Technology	7.03%	546	\$64,322
Healthcare and Social Assistance	6.83%	531	\$50,443
Transportation and Warehousing	6.46%	502	\$50,359
Retail Trade	5.55%	431	\$43,399
Manufacturing	4.20%	326	\$55,859
Banking/Finance/Insurance	4.20%	326	\$57,025
Educational Services	4.05%	315	\$46,873
Other	3.72%	289	\$49,014

Hires by Company

A total of 5,990 companies employed 8,061 of our clients in 2017 (**Table 40**). Many companies hired dozens of our clients, though most hired just one or two. Many of these companies are Hire Heroes employment partners, working hand-in-hand with our team to help clients find opportunities within their companies.

Table 40 - Top 20 Hiring Companies

Department of Veterans Affairs	125
Amazon	92
United States Postal Service	80
Lockheed Martin	56
Booz Allen Hamilton	54
General Dynamics	41
Department of Defense	40
Walmart	37
USAA	35
Lowe's	34
Northrop Grumman	33
CACI	31
Leidos	30
Department of the Army	29
CSRA	26
AECOM	24
Allied Universal	24
The Home Depot	23
Target	22
AT&T	21
Raytheon	21

Despite the diversity of companies and industries, many hiring organizations were in the federal sector (**Table 41**). In total, 7.55% of our clients were hired into federal jobs.

Table 41 - Federal Hires

Federal Hire	7.55%
Non-Federal Hire	92.45%

Unemployment Duration

Hire Heroes collects unemployment duration data in terms of months, based on when the client signed up for services. We ask if they were unemployed before they registered, if they became employed after they registered, and if so, how long it took them to find a job after registering with Hire Heroes. To more directly compare our data with data reported by the Bureau of Labor Statistics, in 2018 we have added a question to determine overall duration of unemployment.

Table 42 compares survey responses from our Spouse Group and Military Group. Of note, it takes Hire Heroes clients 3.86 months to find employment after registering for services, with no significant difference between Military Group and Spouse Group clients. Though a direct comparison with national figures is not possible at this time (as previously mentioned), on average, veterans were unemployed for 6.65 months in 2017 (BLS 2017).

Table 42 - Selected Responses from Hire Heroes Alumni Survey

	Veteran or Service Member	Military Spouse or Caregiver	Total Average
Clients who were unemployed before registering for services: How long were you unemployed? (in months)	4.73	9.30	5.11
Clients who became unemployed after registering for services: How long were you unemployed after registration? (in months)	2.89	1.50	2.85
How long did it take to find a job after registering with Hire Heroes USA? (in months)	3.88	3.62	3.86
How satisfied are you with your current employment situation? (out of 5)	4.28	4.20	4.28
If you completed a job-to-job transition, please describe the change in your annual salary from the previous position (in dollars)	22,335.11	17,187.50	22,165.64

CONCLUSION

Hire Heroes has significantly grown in impact year over year. Program expansion has allowed Hire Heroes to play a growing role in the national effort to empower veterans, service members, and military spouses to find success in the civilian workforce. The data collection techniques used to support our programs have given Hire Heroes many unique insights into the experiences of job seeking veterans and military spouses.

Some of our key observations include:

- Hire Heroes' client base exceeds the U.S. military in racial and gender diversity
- Hire Heroes clients, on average, report higher levels of educational attainment than do their peers in the U.S. military
- Junior Enlisted personnel, on average, wait much longer to start their transition from the military compared to their more senior colleagues
- Officers, Warrant Officers and senior NCOs, on average, begin their transition at least twelve months before separating from service
- The average starting salary for veterans is directly related to their military pay grade and educational attainment
- Men, on average, have higher starting salaries than do women, regardless if the comparison groups are veterans or military spouses
- Hire Heroes clients, on average, take nearly four months to find employment after beginning our program
- The majority of Hire Heroes clients meet or exceed their desired salary, indicating many have a reasonable understanding of their value in the civilian job market
- States with large military populations have high outbound veteran migration and states with strong job centers have high inbound migration

Hire Heroes had an overall intake of more than 19,000 job seekers last year, of which our Transition Specialists were able to personally engage with, mentor, and coach nearly 12,000. That level of personal engagement, at scale, is unparalleled in any other employment-focused Veteran Service Organization in the country. We are proud to be at the forefront of the veteran employment discussion and hope to inspire a broader dialogue as we further refine and streamline our data collection and reporting efforts in 2018 and beyond.