EXECUTIVE SUMMARY

The Hire Heroes Report analyzes our unique data set to better understand the veteran and military spouse employment environment with the goal of improving services provided to them. Hire Heroes USA maintains a significant dataset spanning over a decade. We analyzed three cohorts of job seekers from our 2018 dataset. In total for this report, we scrutinized more than 45,000 job seeker records.

The data was analyzed through our own internal means as well as by SAS and Pinnacle, Inc through the SAS analytical software suite. As a result, the 2018 Hire Heroes report provides a thorough deep dive into our veteran and military spouse employment data at a scale never before accomplished in the history of our organization.

KEY FINDINGS INCLUDE:

− Hire Heroes job seekers continue to be more racially and gender diverse than their DoD counterparts learn more
− Because the post-9/11 population comprises more than 96% of our military client population, our military data is most reflective of this cohort. learn more
− Average starting salaries for our clients were $57,714, which is an annual increase of 5.37% learn more
− For military veterans, the most important demographic indicator of achieving a higher salary is rank, followed by education level learn more
− Military veterans with acquisition or aviation backgrounds achieve the highest salaries learn more
− Clients with higher levels of education have longer durations of unemployment learn more
− Coast Guard job seekers have the longest service tenure while Marines have the shortest learn more
− The more Hire Heroes services a job seeker uses, the higher their likelihood of successfully finding employment learn more | learn more
− Reserve component status (National Guard or Reserves) had no significant impact on a job seeker’s success in obtaining a job after receiving our services learn more
− Women job seekers have lower salary expectations and attainment goals than their male counterparts learn more
− Men are more likely to be hired into management, manufacturing, safety, and national resources positions than women; women are more likely to be hired into administrative, healthcare, nonprofit, and food services jobs than men learn more
− A more significant proportion of job seekers are waiting until after separation to sign up for services, and they are waiting for much more extended periods of time to do so learn more
− Fewer clients are migrating to new states in search of employment opportunities, with nearly 75% of all confirmed hires remaining in their states of origin learn more
− Unemployed and underemployed clients are much less likely to move to a new state than employed or active duty counterparts learn more
− Having a disability also appears to lower a client’s likelihood of migrating to a new state learn more
− Manhattan, KS, home to the U.S. Army’s Fort Riley, has the highest registration rate out of any metropolitan area learn more
Three groups of clients continue to be major focus areas: women veterans, military spouses, and Junior Enlisted job seekers.

With women veterans we see that they:

- Have shorter service tenures than their male counterparts, with women who served in the Air Force having the longest tenures compared to other branches [learn more]
- Have lower salary expectations and salary attainment requirements than their male counterparts [learn more]
- Desire different types of occupations and industries than their male counterparts, which also lowers starting salaries [learn more]
- Have much greater success in achieving the highest salary ranges than their male counterparts [learn more]

Military spouses also continue to be a major growth area for our organization. Here we see that:

- Nearly 60% of military spouses have a four-year degree or higher [learn more]
- Nearly three-fourths of all military spouse job seekers were under- or unemployed, which is more than twice the rate of our overall population [learn more]
- Spouse job seekers with a Bachelor degree or higher were 2.5 times more likely to be unemployed than our overall population [learn more]
- Military spouses are the most likely to achieve or exceed their salary expectations [learn more]
- Military spouses were more likely to utilize Hire Heroes myriad service offerings than their veteran counterparts [learn more]

Junior Enlisted job seekers continue to have significant and unique challenges in their job search, and we found that they continue to:

- Maintain higher underemployment rates than more senior job seekers [learn more]
- Defer program enrollment beyond six- and twelve-month registration windows, with a typical job seeker waiting over three years before registering for Hire Heroes services [learn more]
- Utilize fewer Hire Heroes service offerings [learn more]

Overall, we continue to see a positive trend in job seeker registration, clients helped, clients placed successfully into employment opportunities, and average starting salary increases. Despite these successes, the trends of Junior Enlisted service members waiting to ask for help and the continued struggle of military spouses should be a call to action for the veteran and military community. Identifying and understanding these challenges has allowed Hire Heroes to better serve and support the needs of America’s diverse military, veteran, and spouse communities.

None of this would be possible without the generosity of the Walmart Foundation. Their support has greatly impacted our ability to conduct this analysis, and we are grateful for their commitment to the military and veteran community.
Hire Heroes USA is extremely proud of our mission to empower U.S. military members, veterans, and military spouses to succeed in the civilian workforce. The ways in which our services are manifested dramatically changed in 2018. We streamlined virtual offerings, including Virtual Workshops, Virtual Career Fairs, and Webinars; we started a pilot for our e-learning platform; and we expanded offerings for our Partnered Career Transition (PaCT) program, ensuring that we can equip our clients with greater resources through their job search. As always, our services are free to our clients, and we’ve striven to accomplish our mission as effectively and efficiently as possible without sacrificing the personal support provided to each client.

Just as last year, the 2018 Hire Heroes Report looks at the rich diversity of our job seekers and clients and seeks to articulate the myriad ways that they find our services, how we serve them, and how they're able to achieve success. Over the last year, we've worked to provide more granular detail by streamlining intake processes and job seeker experiences so that whether a job seeker signs up through our MyTrak portal, or attends a webinar on salary negotiation, we have the ability to evaluate our populations cohesively.

Many of the trends observed last year continue well into our 2018 dataset: Hire Heroes’ client base continues to exceed the Department of Defense in racial and gender diversity; there are still major gender pay disparities within our client bases; many of our clients migrate in search of new employment opportunities. But, in addition to this, we have much greater fidelity on data pertaining to race and ethnicity, and, therefore, we were able to better evaluate trends associated with our women veteran and military spouse populations.

Some highlights from our 2017 dataset were exacerbated further in 2018: for instance, a typical Junior Enlisted registrant is now deciding to wait nine times longer to sign up for services post-transition than their counterparts the prior year.

In further support of our desire to better understand our clientele, Hire Heroes proudly partnered with SAS Institute and Pinnacle Solutions, Inc. to assist us in our descriptive and inferential data analysis. Without them, some of our insights this year would not have been possible. Through our partnership, we discovered that clients that used volunteer services found jobs at a rate 1.5 times higher than those who did not use these services; that educational attainment strongly correlates with unemployment duration; and that rank is the most significant demographic predictor for salary attainment. While many of these observations are woven into the overall narrative, the full set of questions provided to SAS and Pinnacle, along with methodologies and key takeaways, can all be found in the Appendix at the end of this document.

During this process, Hire Heroes reviewed tens of thousands of job seeker and client records, and we strongly believe that this information will advance the national conversation about veteran services. Last year, we believed that our information could independently validate or contradict accounts produced by other veteran service organizations, think tanks, and federal entities; we believe that even more this year. Tens of thousands of records, in reality, are tens of thousands of individual and unique stories and experiences, and we hope that truth is reflected in our analysis.
SECTION ONE
REGISTERED
SECTION ONE
REGISTERED

Last year, Hire Heroes registered 22,828 job-seeking veterans and military spouses. Figure 1 shows total registration across the continental United States. Note: The dots shown here reflect the physical location of each individual when he or she registered for services. 21,004 of registrants were military members, and 1,824 were military spouses. This number represents an overall job seeker growth of 18.00%, with an 18.31% growth of individuals who served in the military, and 14.57% growth of military spouses.

Hire Heroes registrants came from all 50 states, the District of Columbia, Guam, Puerto Rico, and other parts of the world, including: Korea, Japan, Australia, Afghanistan, Honduras, Panama, Cuba, Nigeria, Germany, Italy, France, and the United Kingdom.

Figure 1: Total Registrants in Continental United States
Figure 2: Global Registration

REGISTRANTS BY STATE OF ORIGIN

Hire Heroes is headquartered in Georgia, but maintains offices in California, Colorado, North Carolina, Washington, and Idaho. The location of Hire Heroes offices, along with the proximity and concentration of military bases, historically has influenced the high number of registrants from individual states. These “Hire Heroes states” represent 48.98% of our registrants, compared to 50.67% in our dataset in 2017. While these percentages are similar, there has been a tremendous shift in intake from some states. For instance, in 2017, Washington represented 5.64% of our intake, and Texas represented 12.35% of our intake. But in 2018, Washington’s intake dropped 34.46% (reflecting 3.24% of our intake) while Texas’s intake increased 34.18% (reflecting 14.54% of our intake). However, only 35.8% of the active-duty population and 28.56% of the veteran population currently live in these states (DoD Demographics Report 2017; VA National Center for Veterans Analysis and Statistics).

In Figure 3, the darkest colors represent states with the highest number of clients who registered with Hire Heroes in 2018.
While Texas had significant growth compared to 2017 (33.18%), other locations grew more significantly. While low-population places like New Hampshire, Arkansas, and the District of Columbia all doubled their registration intake, even high population locations had significant growth. Virginia specifically increased registration from 1,540 to 2,306, representing a 49.74% increase. Inversely, Kentucky, Michigan, and Vermont all had substantial losses compared to 2017, having each lost more than 20% of job seekers compared to the previous year. Of our more populous registrant states, Colorado, a Hire Heroes state, is particularly noteworthy because it had a reduction of more than 14% of registrants.

Figure 3: Registrants by State

Table 1: Top 10 States for Registrants

<table>
<thead>
<tr>
<th>STATE OF ORIGIN</th>
<th>% OF RECORDS</th>
<th>TOTAL REGISTRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TX</td>
<td>14.05%</td>
<td>3,207</td>
</tr>
<tr>
<td>CA</td>
<td>10.42%</td>
<td>2,378</td>
</tr>
<tr>
<td>VA</td>
<td>10.10%</td>
<td>2,306</td>
</tr>
<tr>
<td>NC</td>
<td>7.22%</td>
<td>1,649</td>
</tr>
<tr>
<td>FL</td>
<td>6.85%</td>
<td>1,564</td>
</tr>
<tr>
<td>GA</td>
<td>6.09%</td>
<td>1,391</td>
</tr>
<tr>
<td>CO</td>
<td>4.56%</td>
<td>1,041</td>
</tr>
<tr>
<td>WA</td>
<td>3.13%</td>
<td>715</td>
</tr>
<tr>
<td>NY</td>
<td>2.82%</td>
<td>644</td>
</tr>
<tr>
<td>MD</td>
<td>2.34%</td>
<td>534</td>
</tr>
</tbody>
</table>
REGISTRATION RATE

Though our clients register from many states and metropolitan areas across the country, in some cases, registration volume is a function of that state or metropolitan area. The following table accounts for this occurrence by highlighting the Top 20 locations where we receive the most registrants as a function of the area’s overall population. Manhattan, KS, home to the Army’s Fort Riley, leads all other metropolitan areas with just over two registrants per 1,000 people, even though there were only 206 total registrants from this location.
VETERAN, ACTIVE DUTY, GUARD, AND RESERVE REGISTRANTS

Our job seekers make up two distinct groups: those with military service (veteran, active duty, Guard, and Reserve) comprise the largest group, and military spouses comprise a much smaller, but increasingly growing, portion of our registrants. For simplicity, we’ll call the largest group the “Military Group” and the smallest group the “Spouse Group.” Table 3 highlights the top ten states of origin for our Military Group registrants. Hire Heroes’ Top 10 states represent 69.97% of our total Military Group intake, which is nearly the same as the 71.08% of clients coming from our Top 10 states in 2017.

<table>
<thead>
<tr>
<th>METROPOLITAN AREA</th>
<th>TOTAL REGISTRANTS</th>
<th>REGISTRANTS PER 1,000</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manhattan / KS</td>
<td>206</td>
<td>2.10</td>
</tr>
<tr>
<td>Watertown-Fort Drum / NY</td>
<td>214</td>
<td>1.87</td>
</tr>
<tr>
<td>Killeen-Temple-Fort Hood / NY</td>
<td>788</td>
<td>1.78</td>
</tr>
<tr>
<td>Hinesville-Fort Stewart / GA</td>
<td>139</td>
<td>1.73</td>
</tr>
<tr>
<td>Fayetteville / NC</td>
<td>626</td>
<td>1.62</td>
</tr>
<tr>
<td>Jacksonville / NC</td>
<td>225</td>
<td>1.16</td>
</tr>
<tr>
<td>Colorado Springs / CO</td>
<td>814</td>
<td>1.12</td>
</tr>
<tr>
<td>Clarksville / TN-KY</td>
<td>260</td>
<td>0.91</td>
</tr>
<tr>
<td>Virginia Beach-Norfolk-Newport News / VA-NC</td>
<td>1,104</td>
<td>0.64</td>
</tr>
<tr>
<td>Sumter / SC</td>
<td>58</td>
<td>0.54</td>
</tr>
<tr>
<td>New Bern / NC</td>
<td>67</td>
<td>0.54</td>
</tr>
<tr>
<td>Columbus / GA-AL</td>
<td>148</td>
<td>0.49</td>
</tr>
<tr>
<td>Lawton / OK</td>
<td>59</td>
<td>0.46</td>
</tr>
<tr>
<td>Abilene / TX</td>
<td>77</td>
<td>0.45</td>
</tr>
<tr>
<td>Olympia / WA</td>
<td>118</td>
<td>0.42</td>
</tr>
<tr>
<td>Boise City - Nampa / ID</td>
<td>273</td>
<td>0.38</td>
</tr>
<tr>
<td>Savannah / GA</td>
<td>142</td>
<td>0.37</td>
</tr>
<tr>
<td>San Antonio-New Braunfels / TX</td>
<td>840</td>
<td>0.34</td>
</tr>
<tr>
<td>Pensacola-Ferry Pass-Brent / FL</td>
<td>164</td>
<td>0.34</td>
</tr>
<tr>
<td>Valdosta / GA</td>
<td>48</td>
<td>0.33</td>
</tr>
</tbody>
</table>

Table 2 - Registrants per 1,000 Residents by Metropolitan Area
In 2017, National Guard or Reservists made up 15.85% of our military member job seekers. In 2018, that increased to 16.28%. Despite the increase, the percentage of National Guard or Reservist job seekers dropped across all branches. The exception here was the Army, which saw its Reserve component population increase from 20.01% to 22.71%.

Looking deeper, our SAS partners found that veterans and reserve component members both tend to have higher proportions of Junior Enlisted and Non-Commissioned Officers (compared to Active Duty). After accounting for the demographic covariates in the model, neither veteran status nor reserve component status had a significant positive impact on successfully obtaining a job.

Table 4 highlights the breakdown of job seekers by service branch and duty status. The Army had the largest proportion of Reserve and Guard registrants, while the Coast Guard had the smallest.

**MILITARY SPOUSE JOB SEEKERS**

Military spouses have been an important focus area for Hire Heroes for many years and that focus continued to be critical to our mission in 2018. Table 5 displays the primary states from which spouses registered. The locations strongly mirror the Military Group registrants. For spouses, Texas and California are reversed compared to overall and military group registrants. However, while California intake remains in the plurality, its dominance has dropped compared to 2017, when it represented 17.09% of our spouse intake. California intake dropped 1.70% percent between 2017 and 2018, while Texas intake increased 44.05%. Most surprisingly, Virginia spouse intake increased 103%, increasing its overall percentage from 7.27% to 11.13% of our total clients.

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**Table 3 - Top 10 States for Military Group Registrants**

<table>
<thead>
<tr>
<th>STATE OF ORIGIN</th>
<th>% OF RECORDS</th>
<th>TOTAL REGISTRANTS</th>
</tr>
</thead>
<tbody>
<tr>
<td>TX</td>
<td>14.29%</td>
<td>3,001</td>
</tr>
<tr>
<td>CA</td>
<td>10.22%</td>
<td>2,147</td>
</tr>
<tr>
<td>VA</td>
<td>10.01%</td>
<td>2,103</td>
</tr>
<tr>
<td>NC</td>
<td>7.07%</td>
<td>1,485</td>
</tr>
<tr>
<td>FL</td>
<td>6.70%</td>
<td>1,407</td>
</tr>
<tr>
<td>GA</td>
<td>6.02%</td>
<td>1,265</td>
</tr>
<tr>
<td>CO</td>
<td>4.56%</td>
<td>957</td>
</tr>
<tr>
<td>WA</td>
<td>3.12%</td>
<td>656</td>
</tr>
<tr>
<td>NY</td>
<td>2.91%</td>
<td>611</td>
</tr>
<tr>
<td>MD</td>
<td>2.32%</td>
<td>487</td>
</tr>
</tbody>
</table>

**Table 4 - Duty Status by Service Branch**

<table>
<thead>
<tr>
<th></th>
<th>ARMY DUTY ONLY</th>
<th>NATIONAL GUARD OR RESERVES</th>
</tr>
</thead>
<tbody>
<tr>
<td>Army</td>
<td>77.29%</td>
<td>22.71%</td>
</tr>
<tr>
<td>Navy</td>
<td>91.82%</td>
<td>8.18%</td>
</tr>
<tr>
<td>Air Force</td>
<td>86.86%</td>
<td>13.14%</td>
</tr>
<tr>
<td>Marines</td>
<td>91.62%</td>
<td>8.38%</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>92.09%</td>
<td>7.91%</td>
</tr>
</tbody>
</table>

**GRAND TOTAL** 83.72% 16.28%
Table 6 shows the top metropolitan area for all Hire Heroes registrants in 2018, with Virginia Beach leading the pack with 1,104 registrants, supplanting last year’s leader, San Diego. Last year’s second-largest metro, Colorado Springs, dropped to 5th place, which mirrors the decline in overall Colorado registrants discussed earlier.

The following table presents the metropolitan areas where our military spouses originate. San Diego continues to be a significant center of our military spouse activity, but we also see a large number of military spouse job seekers in cities across the Mid-Atlantic, including Washington, DC, Virginia Beach, VA and Fayetteville, NC, which is home to the Army’s largest military installation, Fort Bragg.
The following table presents the metropolitan areas where our military spouses originate. San Diego continues to be a significant center of our military spouse activity, but we also see a large number of military spouse job seekers in cities across the Mid-Atlantic, including Washington, DC, Virginia Beach, VA and Fayetteville, NC, which is home to the Army’s largest military installation, Fort Bragg.

<table>
<thead>
<tr>
<th>METROPOLITAN AREA</th>
<th>TOTAL REGISTRANTS</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego-Carlsbad-San Marcos / CA</td>
<td>124</td>
<td>7.39%</td>
</tr>
<tr>
<td>Washington-Arlington-Alexandria / DC-VA-MD-WV</td>
<td>97</td>
<td>5.78%</td>
</tr>
<tr>
<td>Virginia Beach-Norfolk-Newport News / VA-NC</td>
<td>96</td>
<td>5.72%</td>
</tr>
<tr>
<td>Fayetteville / NC</td>
<td>74</td>
<td>4.41%</td>
</tr>
<tr>
<td>Colorado Springs / CO</td>
<td>64</td>
<td>3.81%</td>
</tr>
<tr>
<td>Jacksonville / FL</td>
<td>61</td>
<td>3.63%</td>
</tr>
<tr>
<td>San Antonio-New Braunfels / TX</td>
<td>61</td>
<td>3.63%</td>
</tr>
<tr>
<td>Atlanta-Sandy Springs-Marietta / GA</td>
<td>45</td>
<td>2.68%</td>
</tr>
<tr>
<td>Killeen-Temple-Fort Hood / NY</td>
<td>39</td>
<td>2.32%</td>
</tr>
<tr>
<td>Tampa-St. Petersburg-Clearwater / FL</td>
<td>36</td>
<td>2.14%</td>
</tr>
<tr>
<td>Riverside-San Bernardino-Ontario / CA</td>
<td>34</td>
<td>2.03%</td>
</tr>
<tr>
<td>Dallas-Fort Worth-Arlington / TX</td>
<td>32</td>
<td>1.91%</td>
</tr>
<tr>
<td>Los Angeles-Long Beach-Santa Ana / CA</td>
<td>28</td>
<td>1.67%</td>
</tr>
<tr>
<td>New York-Northern New Jersey-Long Island / NY-NJ-PA</td>
<td>26</td>
<td>1.55%</td>
</tr>
<tr>
<td>Jacksonville / FL</td>
<td>24</td>
<td>1.43%</td>
</tr>
<tr>
<td>Baltimore-Towson / MD</td>
<td>23</td>
<td>1.37%</td>
</tr>
<tr>
<td>Houston-Sugar Land-Baytown / TX</td>
<td>23</td>
<td>1.37%</td>
</tr>
<tr>
<td>Seattle-Tacoma-Bellevue / WA</td>
<td>23</td>
<td>1.37%</td>
</tr>
<tr>
<td>Clarksville / TN-KY</td>
<td>22</td>
<td>1.31%</td>
</tr>
<tr>
<td>Richmond / VA</td>
<td>19</td>
<td>1.13%</td>
</tr>
</tbody>
</table>

Table 7 - Top 20 Metropolitan Areas for Military Spouses

REGISTRANTS BY SERVICE BRANCH AND METRO AREA

Different metropolitan areas drive registrants to Hire Heroes for various reasons. Some are significant jobs centers. Some have local economies that center around military communities. Many coastal cities are home to Naval and Marine personnel, while the Army spans across the vast geography of the continental United States. The following chart highlights the distribution of registered job seekers across various metropolitan areas, while military branch distributions are highlighted in the various pie charts.
REGISTRANT GENDER AND RACE

Women made up 27.42% of registrants in 2018 (compared to 25.75% of registrants in 2017). Gender breakouts vary significantly by race. Table 8 shows the racial makeup of Hire Heroes registrants who provided both race and gender data during registration. Like last year, the plurality of Hire Heroes registrants were white males, followed by black males, and then white females.

<table>
<thead>
<tr>
<th>Race</th>
<th>Female</th>
<th>Male</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>0.17%</td>
<td>0.45%</td>
<td>0.62%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>1.41%</td>
<td>3.21%</td>
<td>4.62%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>9.33%</td>
<td>14.00%</td>
<td>22.33%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>3.46%</td>
<td>9.27%</td>
<td>12.73%</td>
</tr>
<tr>
<td>Prefer not to answer</td>
<td>1.05%</td>
<td>2.16%</td>
<td>3.21%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>2.04%</td>
<td>4.13%</td>
<td>6.18%</td>
</tr>
<tr>
<td>White</td>
<td>11.05%</td>
<td>39.36%</td>
<td>50.41%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>27.42%</td>
<td>72.58%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

Table 8 - Registrant Race and Gender

Our Spouse Group had outsized - but expected - female composition of 94.43%, while women made up a more modest 20.84% of our Military Group. These percentages represent growth across both cohorts of women job seekers. 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).
The following table highlights race as a percentage of gender, split between Military and Spouse cohorts. Military member clients are commonly white men, and military spouses are often white women, which is unsurprising considering public reporting from the Department of Defense.

However, despite these pluralities, we’ve identified some noteworthy trends among our job seekers. For instance, there is a high rate of black women who register for our services. These women make up more than 35% of female military members; comparatively, black men only make up 19.15% of male military members. We see a similar trend among military spouses. For example, black men comprise 38.46% of all male spouse job seekers, but white men only make up just over 32% of this same population.

Digging deeper, the above data shows the racial and ethnic breakdown of Military Group registrants and Spouse Group registrants. Of note, we found that Black Military Group registration rates outpace the percentage of black service members in the Department of Defense (22.51% versus the 17.3% reported by DoD). But proportionality among smaller populations is consistent with other reporting. For instance, figures for both Asian and American Indian / Alaska Native are within 1% of the Department of Defense’s reporting (DoD 2018).

Overall, DoD reports that one-third (31.3%) of active duty members belong to a racial minority. The Navy has the highest percentage of racial minorities among enlisted members (41.4%), and the Army has the highest percentage of racial minorities among its officers (DoD 2018). This same trend occurs with our job seekers.
In sum, Hire Heroes’ job seekers continue to be more diverse along racial and gender lines than the broader military community.

**SERVICE BRANCH AND RANK**

As shown in **Table 12**, nearly half of Military Group registrants served in the Army. Though this statistic is a clear plurality of military members, this number is a year-over-year reduction since the Army had a majority of registrants in the 2017 dataset. Despite this reduction, the Army represents only 36.5% of the active duty military population; thus, the Army continues to be over-represented across our Military Group registrants. The rest of DoD’s active-duty community is spread across other services as follows: 24.7% Navy, 24.6% Air Force, and 14.2% Marine Corps, meaning that our registrants continue to significantly under-represent non-Army branches (DoD 2018).

Despite this underrepresentation, we are seeing our branch distributions begin to trend closer to DoD-wide numbers. As mentioned earlier, the Army’s proportion of job seekers has shrunk slightly. Comparatively, the Air Force had the biggest gain, increasing from 16.03% to 17.48%. Most other military branches remained the same. Military rank breakdowns are mostly the same as last year. Exceptions include Junior Enlisted job seekers, who dropped a percentage point, and Field-Grade Officers, who increased a percentage point.

Taken together, 82.73% of Military Group registrants were Enlisted military members. Comparatively, 82.9% of the total DoD population is Enlisted (DoD 2018).

The following table looks specifically at gender diversity among our military clients. **Table 13** indicates that, just like in 2017, the Marine Corps was our least gender-diverse branch, with women representing only 11.62% of Marine registrants.
While still a low number, the number of female Marines that registered increased by 35.37%, which is considerable since Army women only grew 11.64% from 2017. Most remarkable is that the Air Force grew 29.79%, even though the Air Force already had the highest proportion of women among job seekers. Across the board, however, proportionality only increased marginally, with women military members’ representation of our military population having grown from 19.97% to 20.50%.

Looking at Department of Defense active duty reporting, women make up 8.4% of the Marine Corps, which is the lowest rate across DoD, and 19.8% of the Air Force, which is the highest (DoD 2018). Across all branches, women make up 16.24% of active duty members. Just as last year, Hire Heroes enrollment of women Military Group clients appreciably exceeded their proportion in the DoD.

Further exploring by race, ethnicity, and gender in Table 14, we see the Army continues to be the most racially diverse branch for our registrants. However, compared to 2017 data, our most significant demographic shift came from our Air Force registrants: in 2017, 53.00% of Air Force job seekers were white men, but in 2018, only 45.98% were. The proportion of non-white female Air Force job seekers nearly doubled in all categories, especially those from Black (4.73% to 8.01%), Hispanic (1.26% to 2.23%), and Asian (0.63% to 1.16%) racial and ethnic categories.

Table 14 - Registrant Race, Ethnicity and Gender by Branch of Service
LENGTH OF MILITARY SERVICE

Similarly to our previous year’s data set, the median Hire Heroes Military Group registrant served for just over ten years. And just as was reported before, the median length of military service for registrants varies significantly by the branch of service, as shown in Table 15. There is a significant disparity in the length of service between men and women, and while the median duration of service across all military members increased slightly from 10.50 years to 10.81), that span was shortened for our women clients (from 8.90 years to 8.21).

CLIENTS WITH SERVICE-CONNECTED DISABILITIES

Unlike other demographic data, Hire Heroes only collects disability rating data from registrants after we’ve assigned them to a Transition Specialist as a client. Table 16 highlights the breakouts across the 2,413 job seekers that self-reported a VA service-connected disability. 24.48% of our clients reported having no disability rating, with 47.06% reporting that they had a rating that was currently pending. This demographic represents 13.20% of our population, which is a full percentage point higher than what we published last year. Of note, our proportion of job seekers with a reported disability rating of 100% disabled increased from 16.72% to 19.44%.

<table>
<thead>
<tr>
<th>Service Branch</th>
<th>Female</th>
<th>Male</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Coast Guard</td>
<td>11.23</td>
<td>17.17</td>
<td></td>
</tr>
<tr>
<td>Air Force</td>
<td>12.41</td>
<td>16.14</td>
<td>15.66</td>
</tr>
<tr>
<td>Navy</td>
<td>7.65</td>
<td>13.80</td>
<td>10.8%</td>
</tr>
<tr>
<td>Army</td>
<td>8.01</td>
<td>12.65</td>
<td>10.87</td>
</tr>
<tr>
<td>Marines</td>
<td>5.01</td>
<td>7.51</td>
<td>7.21</td>
</tr>
<tr>
<td>Grand Total</td>
<td>9.21</td>
<td>12.24</td>
<td>10.81</td>
</tr>
</tbody>
</table>

Table 15 - Length of Military Service by Registrant Branch and Gender

<table>
<thead>
<tr>
<th>Service</th>
<th>10%</th>
<th>20%</th>
<th>30%</th>
<th>40%</th>
<th>50%</th>
<th>60%</th>
<th>70%</th>
<th>80%</th>
<th>90%</th>
<th>100%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Navy</td>
<td>6.92</td>
<td>6.64</td>
<td>8.24</td>
<td>7.09</td>
<td>10.93</td>
<td>8.79</td>
<td>10.98</td>
<td>11.44</td>
<td>11.90</td>
<td>15.36</td>
</tr>
<tr>
<td>Air Force</td>
<td>6.53</td>
<td>5.28</td>
<td>10.89</td>
<td>7.54</td>
<td>10.59</td>
<td>10.60</td>
<td>10.51</td>
<td>10.61</td>
<td>14.82</td>
<td>19.32</td>
</tr>
<tr>
<td>Marines</td>
<td>6.91</td>
<td>6.21</td>
<td>12.31</td>
<td>6.91</td>
<td>0.11</td>
<td>11.41</td>
<td>9.91</td>
<td>10.61</td>
<td>12.31</td>
<td>15.00</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>5.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
<td>10.00</td>
</tr>
<tr>
<td>Grand Total</td>
<td>6.51</td>
<td>5.39</td>
<td>8.95</td>
<td>6.88</td>
<td>0.45</td>
<td>9.95</td>
<td>9.78</td>
<td>12.10</td>
<td>13.55</td>
<td>19.44</td>
</tr>
</tbody>
</table>

Table 16 - Client Reported VA Disability Ratings by Service
EDUCATION LEVEL AND INITIAL EMPLOYMENT STATUS

Table 17 highlights distribution of our job seekers based on employment status at the time of registration and initial employment status. Nearly 35% of our clients reported being either unemployed or underemployed. A plurality of Hire Heroes job seekers have at least an Associates Degree, and as observed previously, our clients continue to be better-educated than their DOD-wide counterparts.

Hire Heroes has been a leader in addressing veteran underemployment for some time. In light of this, we asked our SAS partners to develop a demographic profile of this underemployed population. Though much of this demographic is further described in the Appendix, the SAS team found that when compared to the general population, the underemployed group tends to be made up of a higher proportion of Junior Enlisted and Non-Commissioned Officers. The underemployed also tend to have a slightly higher makeup of four-year degrees and ‘Other’ listed as their education status. Another way that this group differs is by gender breakdown, with a higher proportion of women making up this group. The final difference between this group and the general population is that it has a higher proportion of Marines.

Table 18 further breaks out active duty registration by rank. Here we see that 33% of Enlisted registrants achieved a four-year degree or higher and that 90% of officer registrants achieved the same. For Enlisted personnel, this is a sharp increase from 2017, where only 30% of Enlisted active duty registrants had a four-year degree. This profile remains 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.

While a large concentration of job seekers has at least a high school diploma / GED or two-year degrees, military spouses are much better-educated than their veteran counterparts. In fact, nearly 60% of military spouse clients have a four-year degree or higher. But despite this high level of educational attainment, 70.64% of military spouses are either unemployed or unemployed, which is more than twice the
rate of our overall registrant population (34.41%). Nearly 35% of spouses with a four-year degree or higher were unemployed, but only 14.82% of the overall population with a four-year degree or higher maintained the same initial employment status.

<table>
<thead>
<tr>
<th>Education Level</th>
<th>Employed</th>
<th>Unemployed</th>
<th>Under-employed</th>
<th>Student-Not Seeking Full Time</th>
<th>Temporary/Contract Employee</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>High School/GED</td>
<td>6.26%</td>
<td>15.60%</td>
<td>2.92%</td>
<td>1.17%</td>
<td>0.67%</td>
<td>26.61%</td>
</tr>
<tr>
<td>2 Year Degree</td>
<td>3.17%</td>
<td>8.42%</td>
<td>1.22%</td>
<td>0.50%</td>
<td>0.58%</td>
<td>14.01%</td>
</tr>
<tr>
<td>4 Year Degree</td>
<td>7.26%</td>
<td>21.68%</td>
<td>4.26%</td>
<td>1.83%</td>
<td>1.39%</td>
<td>35.53%</td>
</tr>
<tr>
<td>Post-Graduate Degree</td>
<td>6.01%</td>
<td>19.83%</td>
<td>3.25%</td>
<td>1.00%</td>
<td>0.08%</td>
<td>22.19%</td>
</tr>
<tr>
<td>Doctorate</td>
<td>0.25%</td>
<td>1.17%</td>
<td>0.17%</td>
<td></td>
<td></td>
<td>1.67%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>22.94%</td>
<td>56.80%</td>
<td>11.84%</td>
<td>2.25%</td>
<td>4.17%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

*Table 19 - Spouse Initial Employment Status and Education Attainment*

**RELATIONSHIP BETWEEN DESIRED SALARY, MILITARY RANK, EDUCATION LEVEL, AND GENDER**

Table 20 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.

Looking across all job seekers, the average Hire Heroes registrant is seeking a salary of $61,275. Desired salary amounts increase with increased levels of educational attainment.

For our military member job seekers, trends show that individuals who have achieved higher ranks desire higher salaries on average, and those with higher levels of education desire higher salaries (Table 21).

**Table 20 - Desired Salary by Education**

<table>
<thead>
<tr>
<th>Education Level</th>
<th>High School/GED</th>
<th>2 Year Degree</th>
<th>4 Year Degree</th>
<th>Post-Graduate Degree</th>
<th>Doctorate</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Enlisted</td>
<td>$46,500</td>
<td>$49,750</td>
<td>$53,585</td>
<td>$67,877</td>
<td>$74,091</td>
<td>$56,645</td>
</tr>
<tr>
<td>Non-Commissioned Officer</td>
<td>$55,931</td>
<td>$55,194</td>
<td>$57,917</td>
<td>$65,275</td>
<td>$73,889</td>
<td>$56,664</td>
</tr>
<tr>
<td>Senior Non-Commissioned Officer</td>
<td>$56,412</td>
<td>$60,414</td>
<td>$66,225</td>
<td>$69,639</td>
<td>$80,769</td>
<td>$63,715</td>
</tr>
<tr>
<td>Warrant Officer</td>
<td>$62,843</td>
<td>$71,667</td>
<td>$74,024</td>
<td>$75,533</td>
<td>$88,383</td>
<td>$72,413</td>
</tr>
<tr>
<td>Company-Grade Officer</td>
<td>$61,667</td>
<td>$80,555</td>
<td>$72,543</td>
<td>$78,587</td>
<td>$88,000</td>
<td>$74,563</td>
</tr>
<tr>
<td>Field-Grade Officer</td>
<td>$75,000</td>
<td>$105,000</td>
<td>$72,783</td>
<td>$80,146</td>
<td>$93,302</td>
<td>$87,144</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$52,955</td>
<td>$56,099</td>
<td>$63,548</td>
<td>$75,733</td>
<td>$84,618</td>
<td>$62,152</td>
</tr>
</tbody>
</table>

*Table 21 - Military Member Desired Salary by Rank Category and Level of Education Completed*
The following table highlights salary expectations and attainment goals for our men and women job seekers, broken out by gender and spouse status. Regardless, if a registrant served in the military, there are significant gaps in salary expectations based on gender. In fact, despite having served in the military, women veterans seek lower salaries than male spouses on average.

Looking at spouses exclusively, though the average military spouse job seeker desires $50,240.33, there is a stark difference across genders. On average, male spouses are asking for salaries that are nearly 15% higher than their female counterparts, with this trend observed across different education levels.

**DESIRED JOB FUNCTION AND INDUSTRY**

Many clients are willing to go into multiple industries and work any number of jobs. In recognition of the diversity of the occupational landscape, Hire Heroes uses a simplified version of the North American Industry Classification System and Standard Occupational Classification codes overseen by the Bureau of Labor Statistics to classify these myriad occupations into user-friendly lists. This list ultimately helps streamline our reporting and ensures greater data entry consistency.

In our own analysis, Hire Heroes found that 2,310 job seekers (nearly 15% of all registrants with data) were looking to go into some sort of Operations Management position. In fact, four of the top five desired job functions were some sort of management role. At the bottom of the list, Brokerage was our least popular job function with only 23 jobseekers (or 0.15%) seeking these types of positions.
Jobseekers are very specific about the types of occupations they’re seeking, but they are less specific when it comes to desired industries. In 2018, more than 20% of all job seekers were willing to work in any industry. After excluding this population, we see that 16.99% of jobseekers sought occupations in some form of government, 11.23% sought occupations in Defense contracting, and 10.09% sought those in the Management of Companies and Enterprises. At the bottom of the list, only 22 jobseekers (0.14%) sought jobs in Personal Care and Laundry Services.

<table>
<thead>
<tr>
<th>Job Function</th>
<th>% of Registrants</th>
<th>Total Registrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Management - Operations</td>
<td>14.92%</td>
<td>2,310</td>
</tr>
<tr>
<td>Management - Project</td>
<td>12.24%</td>
<td>1,895</td>
</tr>
<tr>
<td>Administrative/Clerical</td>
<td>10.58%</td>
<td>1,639</td>
</tr>
<tr>
<td>Management - General</td>
<td>10.31%</td>
<td>1,596</td>
</tr>
<tr>
<td>Management - Programs</td>
<td>9.43%</td>
<td>1,461</td>
</tr>
<tr>
<td>Human Resources</td>
<td>8.94%</td>
<td>1,385</td>
</tr>
<tr>
<td>Supply Chain/Logistics</td>
<td>8.42%</td>
<td>1,304</td>
</tr>
<tr>
<td>Safety/Security/Law Enforcement</td>
<td>7.23%</td>
<td>1,119</td>
</tr>
<tr>
<td>IT - Information Technology</td>
<td>6.15%</td>
<td>953</td>
</tr>
<tr>
<td>Training/Instruction/Teaching</td>
<td>5.80%</td>
<td>899</td>
</tr>
<tr>
<td>IT - General</td>
<td>5.71%</td>
<td>885</td>
</tr>
<tr>
<td>Healthcare</td>
<td>5.35%</td>
<td>828</td>
</tr>
<tr>
<td>Installation/Maintenance/Repair</td>
<td>5.18%</td>
<td>802</td>
</tr>
<tr>
<td>Other</td>
<td>5.06%</td>
<td>783</td>
</tr>
<tr>
<td>Analyst</td>
<td>4.18%</td>
<td>648</td>
</tr>
<tr>
<td>IT - Systems Management</td>
<td>4.15%</td>
<td>642</td>
</tr>
<tr>
<td>Customer Service</td>
<td>3.95%</td>
<td>611</td>
</tr>
<tr>
<td>IT - Help Desk/Support</td>
<td>3.45%</td>
<td>534</td>
</tr>
<tr>
<td>Transportation</td>
<td>2.96%</td>
<td>458</td>
</tr>
<tr>
<td>Consultant</td>
<td>2.90%</td>
<td>449</td>
</tr>
</tbody>
</table>

Table 24: Top 20 Desired Job Functions
This year, Hire Heroes worked with SAS and Pinnacle Solutions to do a deep dive into our dataset to evaluate the impact various demographic indicators had on clients’ preferred job functions and industries. SAS and Pinnacle found that there were significant differences observed between both race and gender preferences in desired job function, obtained job function, and industry entered. Because clients could list multiple desired job categories, the SAS team parsed their responses into individual categories. Of the 60 listed desired job functions, only 24 of them appear to have significant differences in race and gender preferences.

Management Operations had the most significant differences between racial and gender breakdowns. This desired job function was preferred mainly by men (89.38%) rather than women. The analysis seems to indicate that white males, in particular, show a strong preference in management-related categories. Black job seekers, however, seemed to match white males in desired job functions related to IT, supply chain/logistics, transportation, and warehouse jobs.

<table>
<thead>
<tr>
<th>Desired Industry</th>
<th>% of Registrants</th>
<th>Total Registrants</th>
</tr>
</thead>
<tbody>
<tr>
<td>Government and Public Administration</td>
<td>16.99%</td>
<td>2,632</td>
</tr>
<tr>
<td>Defense Contracting</td>
<td>11.23%</td>
<td>1,739</td>
</tr>
<tr>
<td>Management of Companies and Enterprises</td>
<td>10.09%</td>
<td>1,562</td>
</tr>
<tr>
<td>Information - Information Technology</td>
<td>10.05%</td>
<td>1,556</td>
</tr>
<tr>
<td>Business Support - Admin/Staffing</td>
<td>9.93%</td>
<td>1,538</td>
</tr>
<tr>
<td>Health Care and Social Assistance</td>
<td>7.63%</td>
<td>1,181</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>6.34%</td>
<td>982</td>
</tr>
<tr>
<td>Other</td>
<td>6.30%</td>
<td>975</td>
</tr>
<tr>
<td>Aerospace and Aviation</td>
<td>5.24%</td>
<td>811</td>
</tr>
<tr>
<td>Educational Services</td>
<td>3.58%</td>
<td>555</td>
</tr>
<tr>
<td>Installation/Repair/Maintenance</td>
<td>3.43%</td>
<td>531</td>
</tr>
<tr>
<td>Banking/Finance/Insurance</td>
<td>2.76%</td>
<td>428</td>
</tr>
<tr>
<td>Private Security</td>
<td>2.69%</td>
<td>417</td>
</tr>
<tr>
<td>Information - Telecommunications</td>
<td>2.00%</td>
<td>310</td>
</tr>
<tr>
<td>Professional - Consulting Services</td>
<td>1.85%</td>
<td>286</td>
</tr>
<tr>
<td>Construction</td>
<td>1.83%</td>
<td>284</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>1.80%</td>
<td>278</td>
</tr>
<tr>
<td>Religious/Civic/Nonprofit</td>
<td>1.70%</td>
<td>264</td>
</tr>
<tr>
<td>Business Support - Facilities</td>
<td>1.61%</td>
<td>249</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>1.31%</td>
<td>203</td>
</tr>
</tbody>
</table>

This year, Hire Heroes worked with SAS and Pinnacle Solutions to do a deep dive into our dataset to evaluate the impact various demographic indicators had on clients’ preferred job functions and industries. SAS and Pinnacle found that there were significant differences observed between both race and gender preferences in desired job function, obtained job function, and industry entered. Because clients could list multiple desired job categories, the SAS team parsed their responses into individual categories. Of the 60 listed desired job functions, only 24 of them appear to have significant differences in race and gender preferences.

Management Operations had the most significant differences between racial and gender breakdowns. This desired job function was preferred mainly by men (89.38%) rather than women. The analysis seems to indicate that white males, in particular, show a strong preference in management-related categories. Black job seekers, however, seemed to match white males in desired job functions related to IT, supply chain/logistics, transportation, and warehouse jobs.
Our SAS partners also evaluated our job seekers’ desired job functions and industries based on their geographies. A larger than expected proportion of South Atlantic clients expressed interest in job functions related to Management, including Facilities Management (40.24%), Executive Level Management (42.96%), Operations Management (38.15%), Programs Management (41.36%), Project Management (38.15%), and Strategy/Planning (45.78%). Job seekers from the Pacific coast had a wide range of preferences from generalized labor to high/niche skillset positions. These clients had an increased desire for Consulting (21.35%), Design (30.56%), Engineering (22.26%), Game Design/Development (30.61%), Science (27.58%), and Skilled Labor (28.46%) job functions. It is also important to note that there were some increased proportions in general roles as well, including: General Labor (22.44%), Entry level (27.36%), Restaurant/Food Services (22.52%). This increase could be due to more perceived opportunities in these areas. Finally, Mountain clients seemed to express higher than expected desire for jobs relating to outdoors and safety. These include the job functions related to Firefighter/EMT/Emergency Service (21.68%), Natural Resources/Environmental (17.67%), Safety/Security/Law Enforcement (15.00%).

**HOW REGISTRANTS FIND HIRE HEROES**

Hire Heroes job seekers discover our organization through very different means and pathways. Nearly 30% of registrants come to us from a referral partner, while more than 70% register through ‘organic’ means. Here is the breakdown for unreferred registrants—though Word of Mouth and Military Installations continue to represent more than half of our organic intake, that distribution has changed considerably since 2017. In our 2017 dataset, we reported that Word of Mouth represented 36.22% of our unreferred intake and that Military Installations represented 16.92%. In 2018, Word of Mouth increased to 39.41%, but Military Installations decreased to 11.76%.

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Word of Mouth</td>
<td>39.41%</td>
</tr>
<tr>
<td>Military Installation</td>
<td>11.76%</td>
</tr>
<tr>
<td>Other, not listed above</td>
<td>9.68%</td>
</tr>
<tr>
<td>LinkedIn</td>
<td>9.01%</td>
</tr>
<tr>
<td>Facebook</td>
<td>6.01%</td>
</tr>
<tr>
<td>Department of Veteran Affairs</td>
<td>5.84%</td>
</tr>
<tr>
<td>Hire Heroes USA Website</td>
<td>5.60%</td>
</tr>
<tr>
<td>USO</td>
<td>4.92%</td>
</tr>
<tr>
<td>Online Search Engine</td>
<td>3.34%</td>
</tr>
<tr>
<td>Other Referral</td>
<td>1.56%</td>
</tr>
<tr>
<td>Hiring Our Heroes</td>
<td>1.40%</td>
</tr>
<tr>
<td>Call of Duty Endowment</td>
<td>0.50%</td>
</tr>
<tr>
<td>Blue Star Families</td>
<td>0.33%</td>
</tr>
<tr>
<td>Instagram</td>
<td>0.19%</td>
</tr>
<tr>
<td>Commercial/PSA</td>
<td>0.17%</td>
</tr>
<tr>
<td>Webinar/Hangout/Video Conference</td>
<td>0.19%</td>
</tr>
<tr>
<td>Twitter</td>
<td>0.09%</td>
</tr>
<tr>
<td>Partner Referral</td>
<td>0.03%</td>
</tr>
<tr>
<td>MVP</td>
<td>0.01%</td>
</tr>
</tbody>
</table>

*Table 26 - How Registrants Heard About Us*
There are also significant changes when looking at our referred population. In 2017, 69.62% of our partner referrals came from the Onward to Opportunity program. However, in 2018, that number has increased to 76.53%. There’s been growth with other referral partners as well—Mission 43 increased from 3.22% to 5.22%; AmericaServes increased from 2.36% to 4.23%; and Blue Star Families more than doubled from 1.71% to 2.85%.

REGISTRATION BY SERVICE ERA

Just as last year, the vast majority of military members served in the Post-9/11 Era. Though there was a marginal increase from 95.83% to 96.25%, it continues the trend of our major stake in the success of the Post-9/11 military generation.

REGISTRATION TIMING

Table 29 indicates that a slight majority of our Military Group registrants (50.26%) register for services within the year preceding or the year following their separation date from the military (virtually a 2-year window). This is a significant drop from our 2017 dataset, where 82.53% of our military members registered for services during this window. We observed a similar trend with our job seekers that registered within six months of separating from the military: in 2017, 65.53% of them registered within six months pre- or post-separation, but in 2018, that was halved to 32.67%.

After comparing 2017 and 2018 datasets, we observed that most rank cohorts had relatively small changes in registration rates between six- and twelve-month windows (windows narrowed roughly 15% per period). The significant exception is our population of Junior Enlisted job seekers. The percentage of Junior Enlisted registering for services within 12 months dropped from 86.22% in 2017 to 38.92% in 2018, with the 6-month population dropping from 78.47% to 28.53%.

---

Table 27 - Referral Partner Intake

<table>
<thead>
<tr>
<th>Referral Partner</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Onward to Opportunity</td>
<td>76.53%</td>
</tr>
<tr>
<td>Mission 43</td>
<td>5.22%</td>
</tr>
<tr>
<td>Call of Duty Endowment</td>
<td>4.33%</td>
</tr>
<tr>
<td>AmericaServes</td>
<td>4.23%</td>
</tr>
<tr>
<td>Blue Star Families</td>
<td>2.83%</td>
</tr>
<tr>
<td>Workshop for Warriors</td>
<td>1.55%</td>
</tr>
<tr>
<td>Allies In Service</td>
<td>1.10%</td>
</tr>
<tr>
<td>Referral from Other Hire Heroes USA Program</td>
<td>0.90%</td>
</tr>
<tr>
<td>Hiring Our Heroes - Career Fellowship Program</td>
<td>0.71%</td>
</tr>
<tr>
<td>The Warrior Alliance</td>
<td>0.68%</td>
</tr>
<tr>
<td>USO</td>
<td>0.53%</td>
</tr>
<tr>
<td>Combined Arms</td>
<td>0.43%</td>
</tr>
<tr>
<td>New York Film Academy</td>
<td>0.39%</td>
</tr>
<tr>
<td>Texas Veterans Commission</td>
<td>0.13%</td>
</tr>
<tr>
<td>Marcus Institute for Brain Health</td>
<td>0.10%</td>
</tr>
<tr>
<td>New Horizons</td>
<td>0.10%</td>
</tr>
<tr>
<td>Warriors on Track</td>
<td>0.10%</td>
</tr>
<tr>
<td>Dog Tag</td>
<td>0.05%</td>
</tr>
<tr>
<td>Emory Healthcare Veterans Program</td>
<td>0.02%</td>
</tr>
<tr>
<td>Merging Vets and Players</td>
<td>0.02%</td>
</tr>
</tbody>
</table>

Table 28 - Military Group Registration by Service Era

<table>
<thead>
<tr>
<th>Most Recent Service Period</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Post 9/11</td>
<td>96.25%</td>
</tr>
<tr>
<td>Gulf War Era</td>
<td>2.70%</td>
</tr>
<tr>
<td>Peacetime 1975-1990</td>
<td>0.96%</td>
</tr>
<tr>
<td>Vietnam Era</td>
<td>0.09%</td>
</tr>
<tr>
<td>Peacetime 1955-1964</td>
<td>0.01%</td>
</tr>
</tbody>
</table>
It appears that not only a larger proportion of job seekers are waiting until after separation to sign up for services, but they are also waiting for much longer periods to do so.

The following table highlights the percentage of our military members that registered before or after military separation, broken out by rank category. Again, the majority of our military member job seekers are registering before they separate from the military, but that percentage significantly declined since last year. Only 37.14% of our 2017 job seekers registered after separating from the military, but that increased to 42.50% in 2018. While this shift is reflected across all rank categories, once again, this change is most pronounced among our Junior Enlisted population. In 2017, 54.63% registered after separation from the military, but in 2018, 62.21% registered after separation.

Digging deeper, we observe that the median Hire Heroes job seeker registers for services 4.58 months before separating from the military. However, that breakout varies across rank categories; though median numbers across all registrants hover at points in time before separation for most rank categories, Junior Enlisted job seekers are waiting more than three years beyond their separation date before they sign up for services. Though we observed that Junior Enlisted job seekers were an outlier compared to other rank categories in the 2017 dataset, the median Junior Enlisted job seeker was deferring registration to only 9.58 months after separation in 2017.

Table 29 - Registration Windows Around Military Separation Dates

<table>
<thead>
<tr>
<th>Rank Category (Detailed)</th>
<th>Registered w/ 12 months</th>
<th>Registered w/ 6 months</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Enlisted</td>
<td>38.92%</td>
<td>28.52%</td>
</tr>
<tr>
<td>Non-Commissioned Officer</td>
<td>51.76%</td>
<td>35.02%</td>
</tr>
<tr>
<td>Senior Non-Commissioned Officer</td>
<td>64.17%</td>
<td>36.62%</td>
</tr>
<tr>
<td>Warrant Officer</td>
<td>64.41%</td>
<td>34.19%</td>
</tr>
<tr>
<td>Company-Grade Officer</td>
<td>65.05%</td>
<td>40.00%</td>
</tr>
<tr>
<td>Field-Grade Officer</td>
<td>68.02%</td>
<td>44.22%</td>
</tr>
<tr>
<td>General Officer</td>
<td>65.71%</td>
<td>57.14%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>50.26%</td>
<td>32.67%</td>
</tr>
</tbody>
</table>

Table 30 - Registration Windows Around Military Separation Dates

<table>
<thead>
<tr>
<th>Rank Category (Detailed)</th>
<th>Registered before Separation</th>
<th>Registered after Separation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Enlisted</td>
<td>37.79%</td>
<td>52.21%</td>
</tr>
<tr>
<td>Non-Commissioned Officer</td>
<td>53.53%</td>
<td>46.47%</td>
</tr>
<tr>
<td>Senior Non-Commissioned Officer</td>
<td>73.30%</td>
<td>26.70%</td>
</tr>
<tr>
<td>Warrant Officer</td>
<td>76.34%</td>
<td>23.66%</td>
</tr>
<tr>
<td>Company-Grade Officer</td>
<td>65.15%</td>
<td>34.85%</td>
</tr>
<tr>
<td>Field-Grade Officer</td>
<td>69.14%</td>
<td>30.66%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>57.50%</td>
<td>42.50%</td>
</tr>
</tbody>
</table>
The above table includes all military member job seekers, and, therefore, included many people who have already entered the civilian workforce. As we look specifically at unseparated job seekers, we see that the median months from registration is very consistent with the 2017 dataset (an overall median of 14.67 in 2018 versus the 15.17 that we reported in 2017). This observation implies that the increased number of job seekers registering after separation is substantially shifting the overall job seeker population timing further to the right.

Finally, we see in Table 33 how service branch affects registration timing. In 2017, the Army’s job seekers registered closest to their separation date (decreasing from 15.92 months before separation to 14.63 months)—all other branches waited longer in 2018 than in 2017. However, the overall median decreased. We believe that this is mostly a function of the number of Army job seekers in our overall registration population.
The SAS team analysis highlighted similar trends. Their report looked at the differences in registration rates between military ranks while controlling for the other demographics, and the results indicate that Junior Enlisted clients are significantly less likely to register before their service end date than other ranks. Field-Grade Officers have the highest rate and are 4.33 times more likely to register for services than Junior Enlisted. The next highest are clients with Company-Grade Officer rank (3.25 times higher), and then Warrant Officers (2.34 times more likely).

The employment status of clients was the strongest covariate of the demographic variables, with active duty employment status as the strongest predictor of signing up before separation date. When considering the client’s education level, clients with higher levels of education are much less likely to register before their separation date. One reason for this could be that clients with higher levels of education enrolled in colleges and universities post-separation date, rather than registering for services.
SECTION TWO
HELPED
SECTION TWO
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 13,754 clients through direct engagement with our various programs in 2018.

Last year, Hire Heroes launched pilot programs with our Hire Heroes E-Learning Platform (HHELP) and our Federal Sector Program to ensure that we could help more clients beyond our traditional PaCT program. These programs joined our offerings of Virtual Workshops, Webinars, Career Seminars, Virtual Career Fairs, and the Job Board as part of a broader menu of services.

While our PaCT clients are able to use all of the services that our organization provides, some clients might register for only our job board or to attend a webinar. The below numbers reflect how our clients were helped in 2018, broken out by Client Category at the time of analysis.

<table>
<thead>
<tr>
<th>Client Category</th>
<th>Number of Records</th>
<th>% of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>PaCT Client</td>
<td>12,600</td>
<td>92.19%</td>
</tr>
<tr>
<td>Job Board Only</td>
<td>514</td>
<td>3.74%</td>
</tr>
<tr>
<td>Online Events (Virtual Workshops, VCFs, etc.) Only</td>
<td>440</td>
<td>3.20%</td>
</tr>
<tr>
<td>HHELP Only</td>
<td>120</td>
<td>0.87%</td>
</tr>
</tbody>
</table>

Table 34 - Helped by Client Category

The data presented 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, 91.69% were veterans or service members (comprising the “Military Group” of clients), and 8.31% were military spouses (which is an increase of a percentage point from 2017). Table 35 highlights the branches of service for the Military Group. This breakdown for each branch is within 1% of our overall percentage breakdown at registration. Just like our total job seeker registration, the proportion of helped Army members dropped from a majority of 52.27% to a plurality of 49.86%.

Table 35 - Client Branch of Service
SERVICES PROVIDED BY HIRE HEROES

Table 36 highlights how our team helped clients in 2018. At minimum, all helped PaCT 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. The services provided to clients afterwards differ depending on the specific needs of the individual.

Note: the data in this table reflects only clients who were partnered with a Transition Specialist and first received services in 2018. Like last year, services rendered in 2018 to legacy clients who started our program before 2018 aren’t reflected in the data. But unlike last year, this analysis includes our population of clients participating exclusively in our online programs (i.e. Virtual Career Fairs, Webinars, and Job Board).

Another major change to the below analysis is that we’ve added additional ways to provide services to clients, particularly the introduction of HHELP and the limited use of our Career Readiness Fund.

<table>
<thead>
<tr>
<th>WAYS CLIENTS WERE HELPED</th>
<th>NUMBER OF RECORDS</th>
<th>% OF TOTAL NUMBER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Assessment</td>
<td>12,651</td>
<td>91.98%</td>
</tr>
<tr>
<td>Initial HHUSA-formatted Resume</td>
<td>12,271</td>
<td>89.22%</td>
</tr>
<tr>
<td>Value Proposition Development</td>
<td>11,820</td>
<td>85.94%</td>
</tr>
<tr>
<td>Additional Resume Tailoring Tips</td>
<td>11,503</td>
<td>83.63%</td>
</tr>
<tr>
<td>Interview Skills Training</td>
<td>10,974</td>
<td>79.79%</td>
</tr>
<tr>
<td>LinkedIn Profile Revision</td>
<td>9,175</td>
<td>66.71%</td>
</tr>
<tr>
<td>Registered to Use HHUSA Job Board</td>
<td>3,489</td>
<td>25.37%</td>
</tr>
<tr>
<td>Used Volunteer Services</td>
<td>1,664</td>
<td>12.10%</td>
</tr>
<tr>
<td>Used Federal Services</td>
<td>1,069</td>
<td>7.77%</td>
</tr>
<tr>
<td>Virtual Career Fair Participant</td>
<td>878</td>
<td>6.38%</td>
</tr>
<tr>
<td>Webinar Participant</td>
<td>466</td>
<td>3.39%</td>
</tr>
<tr>
<td>Virtual Workshop Participant</td>
<td>293</td>
<td>2.13%</td>
</tr>
<tr>
<td>Attended In-Person Workshop</td>
<td>187</td>
<td>1.36%</td>
</tr>
<tr>
<td>Online Training Participant</td>
<td>121</td>
<td>0.88%</td>
</tr>
<tr>
<td>Used Career Readiness Fund</td>
<td>13</td>
<td>0.09%</td>
</tr>
</tbody>
</table>

Note: Job Board, Volunteer Services, Federal Services, and our various event attendees listed here do not reflect total utilization of these services for the year; rather, this only highlights those that were originally helped in 2018. Services may have neen used by 2017 Helped cohorts and earlier and will be discussed below.

*Table 36 - How Clients Were Helped*
The below table highlights the rates at which our veteran and military spouse populations utilized our services. For instance, military spouses were more likely to utilize interview skills training and LinkedIn profile revisions, to register for our job board and use volunteer services, and to participate in online offerings like our Virtual Workshops and Webinars.

<table>
<thead>
<tr>
<th>WAYS CLIENTS WERE HELPED</th>
<th>VETERAN OR SERVICEMEMBER</th>
<th>MILITARY SPOUSE OR CAREGIVER</th>
</tr>
</thead>
<tbody>
<tr>
<td>Initial Assessment</td>
<td>91.51%</td>
<td>97.11%</td>
</tr>
<tr>
<td>Initial HHUSA-formatted Resume</td>
<td>88.66%</td>
<td>95.36%</td>
</tr>
<tr>
<td>Value Proposition Development</td>
<td>85.23%</td>
<td>93.79%</td>
</tr>
<tr>
<td>Additional Resume Tailoring Tips</td>
<td>82.84%</td>
<td>92.39%</td>
</tr>
<tr>
<td>Interview Skills Training</td>
<td>79.01%</td>
<td>88.36%</td>
</tr>
<tr>
<td>LinkedIn Profile Revision</td>
<td>66.07%</td>
<td>73.75%</td>
</tr>
<tr>
<td>Registered to Use HHUSA Job Board</td>
<td>25.23%</td>
<td>26.86%</td>
</tr>
<tr>
<td>Used Volunteer Services</td>
<td>11.75%</td>
<td>15.92%</td>
</tr>
<tr>
<td>Used Federal Services</td>
<td>7.64%</td>
<td>9.19%</td>
</tr>
<tr>
<td>Virtual Career Fair Participant</td>
<td>6.40%</td>
<td>6.21%</td>
</tr>
<tr>
<td>Webinar Participant</td>
<td>3.10%</td>
<td>6.56%</td>
</tr>
<tr>
<td>Virtual Workshop Participant</td>
<td>1.85%</td>
<td>5.25%</td>
</tr>
<tr>
<td>Attended In-Person Workshop</td>
<td>1.40%</td>
<td>0.87%</td>
</tr>
<tr>
<td>Online Training Participant</td>
<td>0.91%</td>
<td>0.52%</td>
</tr>
<tr>
<td>Used Career Readiness Fund</td>
<td>0.10%</td>
<td>-</td>
</tr>
</tbody>
</table>

*Table 37 - How Clients Were Helped with Veteran and Spouse Status*

Looking explicitly at the military population, we can see that some rank cohorts are more or less likely to use various services. For instance, only 68.76% of Junior Enlisted clients receive assistance with LinkedIn revisions. Removing values with a frequency of higher than 50% of each population allows us to see some significant trends. For instance, Company Grade Officers are twice as likely to use volunteer services as Warrant Officers, and Field Grade Officers use federal services and attend our Virtual Career Fairs at nearly twice the rate of our Junior Enlisted clients.
Table 39 shows the average number of services used by each Military Group client by rank. Services used ranged from 1 to 15, 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. More specifically, Senior Non-Commissioned Coast Guard use the most services across military members, while Army Junior Enlisted use the least.

Our SAS team partners gathered results that indicated that service participation by clients generally provided a higher likelihood of successfully finding a job. The service that increased a client’s likelihood of successfully getting hired the most was the Hire Heroes service that offered Value Proposition Development. Clients who took part in this program were 5.3 times more likely to be hired. Resume Tailoring was the next service with the greatest success with clients being 2.06 times more likely to get a job. Clients who used the Hire Heroes Job Board, used federal services, had Hire Heroes assist with a LinkedIn profile, and used volunteer services also found jobs at a rate of approximately 1.3 to 1.5 times higher than those that did not use these services. Beyond just finding a job, Value Proposition Development, Resume Tailoring, the Hire Heroes Job Board, Federal Programs, Volunteer Services, and Virtual Career Fairs all are services with significant ties to achieving a high salary.
The SAS team also found that the utilization of certain services correlated heavily with the utilization of other services. The following table delves into this relationship even further:

The table’s values were color-coded based on the strength of the correlation. SAS found that Value Proposition is often correlated with interview skills, creating a LinkedIn account, and resume tailoring tips, while interview skills is also correlated with creating LinkedIn accounts.

In addition to just analyzing clients that were hired, the SAS team studied client attrition to evaluate those who were unsuccessful in achieving a job. Below is a table that contains the correlations between use of services for this group.

![Table 40 - Service Utilization Correlation](image)
Even when filtering the data to only include the subsection of clients who were not hired, the strongest correlation between service offerings is between Value Proposition Development and Interview Skills Training ($r = 0.94$).

**VOLUNTEER PROGRAM**

The Hire Heroes Volunteer Program connects clients and volunteers for one-on-one sessions to engage 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 42 shows the number of completed volunteer program requests, broken out by Military and Spouse Group clients, and by request type. The 2,105 completed requests in 2018 mark a 17.72% increase across all requests. While there were fewer Mock Interview requests between 2017 and 2018, in both total and proportion, the percentage of LinkedIn Reviews nearly doubled, from 6.33% to 11.21% of all volunteer requests. Another big change was with Search Focus, which increased from 2.91% of all volunteer requests in 2017 to 7.46% of all volunteer requests in 2018.

Please note that the figures described below are derived only from those that used our volunteer services. We defined the volunteer service utilization rate of our larger client population in earlier sections.

Comparing military member and spouse populations, we see that a greater proportion of veterans or service members are utilizing industry-specific volunteer requests, while military spouses are requesting mock interviews at a higher rate of six percentage points more. In 2017 this relationship was inverse; spouses had a higher proportion of industry-specific requests than their veteran counterparts (51.30% versus 46.45%), and a lower percentage of mock interview requests (29.22% versus 38.36%).

Looking specifically at our military population, we see that senior non-commissioned officers and company-grade officers have the lowest utilization rates for industry-specific volunteer requests. For senior non-commissioned officers, LinkedIn reviews are an extremely popular request, and their utilization rate is highest among this population (and more than double that of our Junior Enlisted clients, which is the lowest utilization rate for this service). Also of note is that warrant, company-grade, and field grade officers all have a much higher utilization rate of salary negotiation volunteer services than their enlisted peers. Company-grade officers are nine times more likely to take advantage of our salary negotiation services than Junior Enlisted clients.
Looking further at our military branch breakouts, it is significant that our Coast Guard clients have the highest utilization rate of our LinkedIn review services. This trend has continued from 2017, where their utilization rate (11.11%) of this service was nearly double all other military branches. Branch participation of the volunteer program, in general, has remained mostly unchanged from 2017, except for Marines, who saw their proportion of all military member volunteer requests drop from 14.22% to 11.49%.

Finally, with regard to gender, we see that our female military members use the various volunteer services in roughly the same proportions as their male counterparts. Comparing against 2017 data, last year, women veterans utilized the LinkedIn review at a higher rate than their male counterparts (8.21% versus 5.66%), but our male clients were using that service much more in 2018. Both men and women used mock interviews at a much higher rate in 2017; for women, it dropped from 42.16% to 33.51% of all volunteer requests, and for men, it dropped from 36.98% to 30.07%.
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, whether they are existing Hire Heroes clients or not. All partnered job board companies have been vetted and verified before being allowed to post on the Job Board.

3,489 of our 2018 Helped clients utilized the Job Board. 2,974 of those Job Board clients were also members of our PaCT program, reflecting a 10.63% increase in use just for PaCT alone. An additional 515 Online Clients took advantage of the Job Board. 294,571 jobs were posted on the Board in 2018, which is an increase of 74.09% from 2017, which includes 1,176 active employer accounts (71.92% increase) and 8,352 active job seeker profiles (41.67% increase). The Job Board continues to be an excellent way for veterans, service members, and military spouses to connect with companies.
SECTION THREE
HIRED
This part of the Hire Heroes report explores the outcomes of our successfully-employed clients. Though a Hire Heroes team member confirmed each of these clients as finding employment in 2018, that doesn’t necessarily mean that they started working in 2018. For instance, a client who starts work in December 2017 will count as a 2018 hire if that’s when their “confirmed hired” status was reviewed and approved by one of our team members. Though many of these clients re-registered for services in 2018, some initially registered for services in preceding years. Thus, our hired population is not entirely a subset of our intake or helped cohorts in 2018, and as such, should be viewed independently.

In total, Hire Heroes helped 8,424 veterans, service members, and military spouses find employment in 2018. This is a 4.50% increase in confirmed hires from 2017. While this number reflects a marginal increase across our entire client population, there were significant increases across specific subsets. For instance, 582 military spouses were hired through our services in 2018, which increased by 23.56% from 2017. During this same period, spouses became a more substantial part of our organization’s success, rising from 5.84% of our overall hires in 2017 to 6.90% of our total hires in 2018.

Our population of successful women military veterans increased significantly as well; 1,334 women veterans were confirmed hired in 2018, which was an increase of 22.49% from 2017. In 2017, women veterans represented 16.02% of our hires with a military background; in 2018, that representation increased to 17.17%.
HIRED CLIENTS OVERVIEW

Figure 6 displays the locations of 2018 confirmed hires. Similar to what we observed in our registrant dataset, hires tend to come from communities either near large metropolitan areas, military installations, or our offices.

HIRES BY LOCATION OF ORIGIN

Just as we identified in 2017, we continue to see that many Hire Heroes clients want to relocate to find employment. In some cases, clients relocate because they wish to return to their home of record. In others, the client wants to move to a community with the best economic opportunities. The following analysis looks at both populations together.

Figure 7 shows our hires based on their location at the time of registration for services. Texas has the highest total, followed by California, Virginia, North Carolina, Colorado, Florida, and Georgia. Like last year, this roughly aligns with the concentration of active duty military populations identified by the Department of Defense, discussed earlier.

In Table 47, we see that the location of hires by city also closely aligns with our overall registration patterns. Colorado Springs, Virginia Beach, and San Diego continue to round out the Top 3 locations. While Colorado Springs continues to be our top location for hires, the number of hires located there actually decreased by 14.84% compared to 2018. Metropolitan Seattle and Metropolitan Atlanta also had sharp dips, dropping 34.71% and 24.26% respectively.
While those locations remained on our Top 10, that drop-off was offset by massive increases in other areas, particularly those in the Mid-Atlantic. Hires from Virginia Beach, VA, and Washington, D.C. both increased by 31.06% and 39.25% compared to 2017. Comparatively, Fayetteville, NC, home to the Army’s Fort Bragg, didn’t appear in our Top 10 in 2017, but fell in at number 5 in 2018.

Overall, hires from our Top 10 metropolitan areas encompassed more than a third of our hires in 2017 (33.38%), but that proportion increased to 36.11% in 2018.

<table>
<thead>
<tr>
<th>METROPOLITAN AREA</th>
<th>NUMBER OF RECORDS</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Colorado Springs / CO</td>
<td>476</td>
<td>5.65%</td>
</tr>
<tr>
<td>Virginia Beach-Norfolk-Newport News / VA-NC</td>
<td>405</td>
<td>4.80%</td>
</tr>
<tr>
<td>San Diego-Carlsbad-San Marcos / CA</td>
<td>403</td>
<td>4.78%</td>
</tr>
<tr>
<td>Washington-Arlington-Alexandria / DC-VA-MD-WV</td>
<td>376</td>
<td>4.46%</td>
</tr>
<tr>
<td>Fayetteville / NC</td>
<td>278</td>
<td>3.30%</td>
</tr>
<tr>
<td>Killeen-Temple-Fort Hood / TX</td>
<td>258</td>
<td>3.06%</td>
</tr>
<tr>
<td>San Antonio-New Braunfels / TX</td>
<td>252</td>
<td>2.99%</td>
</tr>
<tr>
<td>Dallas-Fort Worth-Arlington / TX</td>
<td>215</td>
<td>2.55%</td>
</tr>
<tr>
<td>Atlanta-Sandy Springs-Marietta / GA</td>
<td>206</td>
<td>2.44%</td>
</tr>
<tr>
<td>Seattle-Tacoma-Bellevue / WA</td>
<td>173</td>
<td>2.05%</td>
</tr>
</tbody>
</table>

*Table 47 - Location of Hires by Metropolitan Area*

Overall, spouse hires increased a whopping 51.95% in 2018. While Colorado Springs hires decreased across our total client base, San Diego hires increased for military spouses in terms of both the number of hires (which increased 34.00% in 2018) and as a proportion of our entire spouse population (growing from 10.66% in 2017 to 11.39% in 2018). Spouse hires are much more concentrated than our overall client population, with 43.81% of spouse hires occurring in the Top 10 locations.
CLIENT MIGRATION

Nearly all clients provide home addresses at the time of registration. However, when our team verifies hires, we ask where clients are working, among many other questions. Figure 8 highlights where clients land after employment.

<table>
<thead>
<tr>
<th>METROPOLITAN AREA</th>
<th>NUMBER OF RECORDS</th>
<th>% OF TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>San Diego-Carlsbad-San Marcos / CA</td>
<td>67</td>
<td>11.39%</td>
</tr>
<tr>
<td>Washington-Arlington-Alexandria / DC-VA-MD-WV</td>
<td>38</td>
<td>6.46%</td>
</tr>
<tr>
<td>Virginia Beach-Norfolk-Newport News / VA-NC</td>
<td>26</td>
<td>4.42%</td>
</tr>
<tr>
<td>Colorado Springs / CO</td>
<td>25</td>
<td>4.25%</td>
</tr>
<tr>
<td>Jacksonville / FL</td>
<td>21</td>
<td>3.57%</td>
</tr>
<tr>
<td>Fayetteville / NC</td>
<td>21</td>
<td>3.57%</td>
</tr>
<tr>
<td>San Antonio-New Braunfels / TX</td>
<td>16</td>
<td>2.72%</td>
</tr>
<tr>
<td>Atlanta-Sandy Springs-Marietta / GA</td>
<td>16</td>
<td>2.72%</td>
</tr>
<tr>
<td>Dallas-Fort Worth-Arlington / TX</td>
<td>13</td>
<td>2.21%</td>
</tr>
<tr>
<td>Tampa-St. Petersburg-Clearwater / FL</td>
<td>12</td>
<td>2.04%</td>
</tr>
</tbody>
</table>

*Table 48 - Location of Hires by Metropolitan Area for Military Spouses*

*Figure 8 - Hires by State of Destination*
Some states attract residents from other states in higher proportions than others (i.e., more Idaho clients find employment in California than Utah clients find employment in Georgia). To better summarize this movement, we use geographic definitions provided by the Census Bureau. The Bureau groups these states into districts and regions. While these regions can be overly broad and challenging for granular analysis, they’re useful to illustrate broad client migration patterns clearly and concisely. Visualized in alignment with the federal government, Figure 9 groups hire destinations by Census Region and Census District.

Using the same Census Bureau-defined framework, Table 49 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 93 hires migrated from West-Pacific (i.e., California, Hawaii, Washington, etc.) to South-South Atlantic (i.e., Georgia, North Carolina, Virginia, etc.).
While most clients stay within the same region, a large population of our clients is willing to relocate elsewhere. The Census District of South-South Atlantic, which includes Florida, Georgia, the Carolinas, and much of the Mid-Atlantic, is the destination for 28.15% of all hires that migrate to a new Census region.

Table 49: Migration by Census Region and District

<table>
<thead>
<tr>
<th>Census Region Origin</th>
<th>West - North Central</th>
<th>Midwest - East North Central</th>
<th>Midwest - West North Central</th>
<th>Northeast - Middle Atlantic</th>
<th>Northeast - New England</th>
<th>South - East South Central</th>
<th>South - West South Central</th>
<th>South - South Atlantic</th>
<th>West - Mountain</th>
<th>West - Pacific</th>
</tr>
</thead>
<tbody>
<tr>
<td>Midwest - East North Central</td>
<td>243</td>
<td>23.21%</td>
<td>7.14%</td>
<td>1.79%</td>
<td>8.93%</td>
<td>33.93%</td>
<td>8.93%</td>
<td>7.14%</td>
<td>8.93%</td>
<td></td>
</tr>
<tr>
<td>Midwest - West North Central</td>
<td>15</td>
<td>17.17%</td>
<td>3.41%</td>
<td>1.43%</td>
<td>7.95%</td>
<td>34.09%</td>
<td>18.18%</td>
<td>10.23%</td>
<td>7.95%</td>
<td></td>
</tr>
<tr>
<td>Northeast - Middle Atlantic</td>
<td>12</td>
<td>13.13%</td>
<td>4.11%</td>
<td>1.71%</td>
<td>6.90%</td>
<td>50.86%</td>
<td>12.93%</td>
<td>3.45%</td>
<td>6.03%</td>
<td></td>
</tr>
<tr>
<td>Northeast - New England</td>
<td>2</td>
<td>33.33%</td>
<td>6.45%</td>
<td>1.63%</td>
<td>5.88%</td>
<td>46.67%</td>
<td>13.50%</td>
<td>6.67%</td>
<td>6.67%</td>
<td></td>
</tr>
<tr>
<td>South - East South Central</td>
<td>14</td>
<td>11.11%</td>
<td>3.03%</td>
<td>1.71%</td>
<td>5.60%</td>
<td>46.67%</td>
<td>13.60%</td>
<td>9.60%</td>
<td>12.80%</td>
<td></td>
</tr>
<tr>
<td>South - West South Central</td>
<td>15</td>
<td>11.11%</td>
<td>6.02%</td>
<td>1.61%</td>
<td>6.88%</td>
<td>14.04%</td>
<td>21.49%</td>
<td>10.60%</td>
<td>16.62%</td>
<td></td>
</tr>
<tr>
<td>South - South Atlantic</td>
<td>4</td>
<td>8.89%</td>
<td>6.44%</td>
<td>1.59%</td>
<td>5.94%</td>
<td>40.10%</td>
<td>21.49%</td>
<td>15.84%</td>
<td>14.85%</td>
<td></td>
</tr>
<tr>
<td>South - West Central</td>
<td>41</td>
<td>22.22%</td>
<td>4.44%</td>
<td>1.76%</td>
<td>7.43%</td>
<td>40.10%</td>
<td>21.49%</td>
<td>15.84%</td>
<td>14.85%</td>
<td></td>
</tr>
<tr>
<td>West - Mountain</td>
<td>24</td>
<td>11.43%</td>
<td>4.50%</td>
<td>2.76%</td>
<td>5.94%</td>
<td>18.43%</td>
<td>19.82%</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>West - Pacific</td>
<td>34</td>
<td>10.30%</td>
<td>6.12%</td>
<td>3.66%</td>
<td>7.90%</td>
<td>26.15%</td>
<td>14.72%</td>
<td>10.99%</td>
<td>11.83%</td>
<td></td>
</tr>
</tbody>
</table>

Table 50: Migration by Census Region and District as Percentage of Destination
Looking at hire migration from individual states, we see that 74.19% of clients stayed in their state of origin in 2018. We previously reported that 70.80% of confirmed hires stayed in their state of origin in 2017, which means that fewer clients migrated in 2018. States with large military populations and fewer job centers lost the most hires to other states. For instance, Kansas lost 64.58% of their hired registrants to another state. Meanwhile, states like Florida, Texas, California, and Georgia had some of the strongest retention rates, with only 15.70%, 17.49%, 18.82%, and 21.49% of their respective hired registrants moving to other states for jobs.

Migration rates also vary across populations. As mentioned earlier, 25.81% of all clients leave the state they registered in for work. However, of male military members, 27.31% leave to go elsewhere. For female military members, that migration rate was 21.71%, and for military spouses, it was 18.40%.

Though all states lost hired registrants to other states, some of these states were net gainers. Figure 11 highlights migration trends in aggregate. In this illustration, red states are net losers, while green states are net gainers. For example, California had an 81.18% retention rate, but fewer hires from other states relocated there than the registered hires that it lost, making it a net loser. While most net losers and net gainers are consistent from our 2017 dataset, that wasn’t the case for all the states we evaluated. Texas, Maryland, South Dakota, and Rhode Island were net gainers in 2017, but then became net losers in 2018. Conversely, Louisiana is the only state that was a net loser that became a net gainer over the same time period.
Our SAS team partners analyzed our migration data as well. They found that rank, employment, disability status, race, and location have a significant impact on the likelihood of a client migrating to a different state. For instance, Junior Enlisted are more likely to migrate than company-grade officers.

However, unemployed and underemployed clients are much less likely to move to a new state. Significant differences emerge when compared against clients who are underemployed or unemployed. If a client is underemployed, they are only 0.38 times likely to migrate to a new state when accepting a new job. Comparably, unemployed clients are only 0.42 times likely to migrate to a new state. These facts may indicate that relocation is more of a hardship for these groups versus a client who is considered Active Duty.

Having a disability also appears to lower a client’s likelihood to migrate to a new state. Clients who reported a disability status are only 0.73 times likely when compared to the not disabled baseline used in this study. Being disabled may present more considerable hardship to relocate for a job.

Finally, with regards to geography, clients located in the East South Central division were 1.63 times more likely to migrate to a new state than a South Atlantic client. Clients living in the Pacific division and the West South Central division were significantly less likely to relocate to a new state. A possible explanation for this negative likelihood may be due to the perception of more job availability, or a higher percentage of those that are underemployed or unemployed.

Tables that further explore these factors can be found in the Appendix.
**SALARY ACHIEVEMENT**

Table 51 shows the average starting salary achieved by confirmed hires in 2018 was $57,714, which is a 5.37% increase from 2017. Just like in our 2017 review, this average diverges significantly depending on whether the client was a veteran or military spouse, and whether they were a man or a woman. At just over $60,000 a year, male veteran clients make the most out of the various groups listed below. In 2018, male veteran salary attainment was 14.11% more than their female veteran counterparts and 24.76% more than the average military spouse, but in 2017, these gaps were 12.40% and 26.66% respectively. In other words, the salary gap between male and female military veterans widened, while the gap between male veterans and military spouses narrowed.

The unique employment challenges faced by military spouses explain some of this difference. However, deep-rooted and systemic gender trends prevail in our spouse data as well. We see that male military spouses attain much higher salaries than their female counterparts.

![Table 51 - Average Salary by Military Group or Spouse Group Status, and Gender](image1)

<table>
<thead>
<tr>
<th>Group Status</th>
<th>Female</th>
<th>Male</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Veteran or Servicemember</td>
<td>$51,625</td>
<td>$60,110</td>
<td>$58,652</td>
</tr>
<tr>
<td>Military Spouse or Caregiver</td>
<td>$44,910</td>
<td>$51,452</td>
<td>$47,221</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$49,649</td>
<td>$60,068</td>
<td>$57,714</td>
</tr>
</tbody>
</table>

Table 52 - Average Civilian Salary by Gender and Rank

![Table 52 - Average Civilian Salary by Gender and Rank](image2)

<table>
<thead>
<tr>
<th>Rank</th>
<th>Female</th>
<th>Male</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Enlisted</td>
<td>$42,020</td>
<td>$47,300</td>
<td>$46,287</td>
</tr>
<tr>
<td>Non-Commissioned Officer</td>
<td>$43,406</td>
<td>$53,431</td>
<td>$53,502</td>
</tr>
<tr>
<td>Senior Non-Commissioned Officer</td>
<td>$55,543</td>
<td>$62,890</td>
<td>$61,942</td>
</tr>
<tr>
<td>Warrant Officer</td>
<td>$58,200</td>
<td>$70,965</td>
<td>$64,781</td>
</tr>
<tr>
<td>Company-Grade Officer</td>
<td>$66,132</td>
<td>$72,360</td>
<td>$70,781</td>
</tr>
<tr>
<td>Field-Grade Officer</td>
<td>$73,254</td>
<td>$84,468</td>
<td>$84,001</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$51,626</td>
<td>$60,110</td>
<td>$58,652</td>
</tr>
</tbody>
</table>

Just as we observed in our 2017 dataset, gender disparity continues to exist across all military ranks. The following table looks specifically at civilian earnings of the Military Group. In 2017, male and female warrant officers had the least disparity in civilian salary attainment (a difference of less than one percent), but in 2018 they had the greatest (a difference of 24.33%). Non-commissioned officers had the lowest pay disparity this year (at 9.18%) while senior non-commissioned officers had the greatest (13.51%).

As of this year, Hire Heroes is now able to categorize military occupational specialty data in a clear and concise manner for the first time. Looking at salary outcomes by Military Occupational Specialty, we see that across all branches of service, acquisition and aviation-related occupations achieve the highest salaries.
Average salaries continue to vary significantly depending on the type of employment. As shown in Table 54, full-time and temporary / contract salaries more than double the salary achievement for part-time and seasonal jobs. Note that the similar salary attainment for part-time veteran and military spouse clients is the closest category where there’s been parity in attainment.

Education level directly correlates to average salary attainment. Table 55 indicates active duty clients earn higher salaries ($61,518) when they leave the military than do students, unemployed clients, or underemployed clients. Conversely, those with higher education attainment receive more than those with lower educational attainment. A client coming off active duty with a Doctorate or equivalent is making nearly double that of an unemployed client with a high school diploma or GED equivalent.
Just as we observed in 2017 when comparing Service Branch and Rank categories in Table 56, 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. Last year, Coast Guard clients earned the most, but in 2018, Navy and Air Force clients tied with an average salary attainment of $61,135. In 2017, Army clients earned the least, but in 2018, that distinction fell to the Marines.

<table>
<thead>
<tr>
<th></th>
<th>Army</th>
<th>Navy</th>
<th>Marines</th>
<th>Air Force</th>
<th>Coast Guard</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Junior Enlisted</td>
<td>$45,438</td>
<td>$47,908</td>
<td>$45,310</td>
<td>$50,385</td>
<td>$45,297</td>
<td></td>
</tr>
<tr>
<td>Non-Commissioned Officer</td>
<td>$51,102</td>
<td>$55,132</td>
<td>$52,139</td>
<td>$55,091</td>
<td>$55,000</td>
<td>$53,005</td>
</tr>
<tr>
<td>Senior Non-Commissioned Officer</td>
<td>$60,917</td>
<td>$64,609</td>
<td>$65,312</td>
<td>$65,314</td>
<td>$60,667</td>
<td></td>
</tr>
<tr>
<td>Warrant Officer</td>
<td>$70,606</td>
<td>$76,600</td>
<td>$70,600</td>
<td>$67,725</td>
<td>$70,696</td>
<td></td>
</tr>
<tr>
<td>Company-Grade Officer</td>
<td>$70,287</td>
<td>$76,778</td>
<td>$71,812</td>
<td>$76,373</td>
<td>$76,000</td>
<td>$71,722</td>
</tr>
<tr>
<td>Field-Grade Officer</td>
<td>$81,102</td>
<td>$85,000</td>
<td>$81,531</td>
<td>$84,268</td>
<td>$80,556</td>
<td>$83,401</td>
</tr>
<tr>
<td>Grand Total</td>
<td>$57,136</td>
<td>$51,135</td>
<td>$66,297</td>
<td>$61,935</td>
<td>$60,185</td>
<td>$57,714</td>
</tr>
</tbody>
</table>

Table 56 - Average Salary by Service Branch and Rank

Table 57 shows the comparison between desired and attained salary bands based on client records that include both desired and attained salary. Across all clients, 72.16% of clients achieved or exceeded their desired salary. This percentage is a slight reduction from our 2017 population, where 74.76% of those accomplished the same. Although the overall attainment / exceed rate decreased, top salary ranges represented a higher proportion of all earners than 2017, with 10.35% of hires earning $90,000 or more (in 2017, it was 8.86%).

Table 57 - Desired Salary Versus Attained Salary

Though the 72.16% figure reflects all hires, the numbers are very different when looking at subpopulations. The below three tables summarize this information by various categories of clients. 72.09% of military men achieve or exceed their desired salaries, but only 70.64% of military women do. Surprisingly, military spouses have much higher achievement rates, with 76.12% of military spouses achieving or exceeding their desired salary. But the success rate is much higher at the highest levels for military women.
While overall women veterans have lower salary achievement rates, they’re having much greater success with achieving higher salaries than their male counterparts. 39.13% of male veterans who wanted $90,000-$99,000 meet or exceed that, and 65.85% of those who wanted more than $100,000 achieve or exceed that as well. But their female counterparts are achieving 46.13% and 75.00% of those salaries respectively. In other words, those women veterans wanting top dollar exceed everyone else, but fewer are actually seeking those highest salaries (5.43% of women veterans versus 11.87% of men veterans).

For military spouses, as discussed before, 76.12% of spouses meet or exceed their desired salaries, but those that aim for high salaries appear to be more likely to be unsuccessful than their veteran counterparts. Only 42.86% of military spouses seeking a salary of more than $100,000 met or exceeded that salary. Though their rates for higher salaries are lower, their overall meet / exceed rate is higher, which suggests that a more significant proportion of military spouses are aiming for low or middling salaries and finding more success because of that.
Table 61 highlights the Top 10 metropolitan areas based on average salary attained by clients (of metropolitan areas with more than ten client records). Only Enterprise, AL (home to numerous industries tied to the Army’s Fort Rucker), Huntsville, AL (the base for many NASA-related activities and the Army’s missile defense program at Redstone Arsenal), and Washington, D.C. return to the Top 10 in 2018. Interestingly, Southern Pines, NC, is at the top of this year’s list. While that community isn’t a major jobs center, it is a favorite retirement location for much of the Army’s top brass (Fayetteville Observer, 2014).

Note: last year’s results compared outcomes across Metropolitan area with more than 15 client records. For us to examine more subcategories, we decided to base this year’s findings on metros with more than ten clients.

<table>
<thead>
<tr>
<th>METROPOLITAN AREA</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Southern Pines-Pinehurst / NC</td>
<td>$75,000</td>
</tr>
<tr>
<td>Sierra Vista-Douglas / AZ</td>
<td>$74,286</td>
</tr>
<tr>
<td>Washington-Arlington-Alexandria / DC-VA-MD-WV</td>
<td>$74,067</td>
</tr>
<tr>
<td>Cleveland-Elyria-Mentor / OH</td>
<td>$72,273</td>
</tr>
<tr>
<td>Bakersfield-Delano / CA</td>
<td>$69,286</td>
</tr>
<tr>
<td>Shreveport-Bossier City / LA</td>
<td>$69,286</td>
</tr>
<tr>
<td>Enterprise-Ozark / AL</td>
<td>$69,138</td>
</tr>
<tr>
<td>Huntsville / AL</td>
<td>$68,913</td>
</tr>
<tr>
<td>Harrisburg-Carlisle / PA</td>
<td>$68,636</td>
</tr>
<tr>
<td>Norwich-New London / CT</td>
<td>$67,308</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>METROPOLITAN AREA</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Washington-Arlington-Alexandria / DC-VA-MD-WV</td>
<td>$55,526</td>
</tr>
<tr>
<td>San Antonio-New Braunfels / TX</td>
<td>$54,375</td>
</tr>
<tr>
<td>Watertown-Fort Drum / NY</td>
<td>$53,182</td>
</tr>
<tr>
<td>Dallas-Fort Worth-Arlington / TX</td>
<td>$50,385</td>
</tr>
<tr>
<td>Seattle-Tacoma-Bellevue / WA</td>
<td>$49,545</td>
</tr>
<tr>
<td>Los Angeles-Long Beach-Santa Ana / CA</td>
<td>$47,000</td>
</tr>
<tr>
<td>Atlanta-Sandy Springs-Marietta / GA</td>
<td>$46,875</td>
</tr>
<tr>
<td>San Diego-Carlsbad-San Marcos / CA</td>
<td>$45,746</td>
</tr>
<tr>
<td>Tampa-St. Petersburg-Clearwater / FL</td>
<td>$44,167</td>
</tr>
<tr>
<td>Fayetteville / NC</td>
<td>$42,143</td>
</tr>
</tbody>
</table>

Table 61 - Top 10 Metropolitan Areas by Average Salary

Table 62 - Top 10 Metropolitan Areas by Average Salary for Military Spouses
HIRES BY JOB FUNCTION

Table 64 highlights our confirmed hires based on job function and includes the average client salary by function. For the most part, our Top 10 job functions are the same as 2017, but the ordering is significantly different. In 2017, Safety/Security/Law Enforcement was at the top of the list with 7.54% of our total hires, but it dropped to 5.59% in 2018.

Once again, our highest average client salary is for Management - Executive/C-Suite ($90,882), and our lowest average salary falls under Retail ($31,596).

Note: we removed occurrences with fewer than five records from this analysis.

There are significant differences in the types of jobs men and women veterans are obtaining. While more than 12% of male military veterans are either going into Installation/Maintenance/Repair or Safety/Security/Law Enforcement jobs, more than 30% of women veterans are going into Administration/Clerical, Healthcare, or Human Resources. The highest-earning job function for women is Project Management, with an average salary of $78,500.
Military spouses are going into many of the same job functions as their female military veteran counterparts. Administration/Clerical tops the list here but double the proportion of military spouses are going into Customer Service jobs than are women veterans. The highest-earning job function for military spouses is Engineering, with a salary of $78,333. However, we only had three instances of spouses becoming engineers; therefore, using the 5-record threshold, the highest-earning job function for military spouses is Business Development at $65,000.
The SAS team’s analysis indicated strong hiring of males over females across Management positions, Manufacturing (93%), Safety (88.19%), and Natural Resources (90.16%). Females were able to close this gap when hired into job functions related to Administrative (41.61%), Healthcare (49.34%), Nonprofit (42%), and Food Services (33%). Black clients tended to have higher representation across most IT positions, Telecommunications (43.75%), and warehouse (50.48%) job functions. Black females had a strong representation in being hired into the IT - Computer Science job function (23.26%).

The Defense Contracting industry had the most significant difference across groups. Males (84.05%) and Whites (49.12%) had the largest representation in this category. There were a few industries that represented male-dominated categories. These included: Installation/Repair/Maintenance (94.56%), Manufacturing (91.77%), Information Technology (87.90%), Transportation and Warehousing (86.97%), Utilities (97.53%), Aerospace and Aviation (89.40%), and Business Support – Waste Management (97.14%). Females seemed to have a higher representation in Healthcare and Social Assistance (43.74%), Business Support – Admin/Staffing (33.33%), Religious/Civic/Nonprofit (35.52%), and Banking/Finance/Insurance (32.12%). Black women tended to be hired into industries related to Healthcare and Social Assistance (14.40%), Business Support – Admin/Staffing (13.11%), and Religious/Civic/Nonprofit (10.93%).

Table 68 highlights the Top 10 metropolitan areas for confirmed hires and the Top 3 job functions in which clients were hired in those areas. In 2017, except for Dallas, TX, Safety/Security/Law Enforcement was in the Top 3 job functions of nearly every metropolitan area in our Top 10 cities. In 2018, it only appeared as a Top 3 job function in Colorado Springs, CO, and Atlanta, GA.
HIRES BY INDUSTRY

As shown in Table 69, the top two hiring industries for our clients were Defense Contracting (14.13% of all confirmed hires) and Government and Public Administration (13.98), which were our Number 2 and Number 1 respectively in 2017. Just as then, no other industry reaches double digits. Management of Companies and Enterprises supplanted Defense Contracting as the most lucrative industry for our clients ($74,481), and Hospitality/Accommodation/Food Services supplanted both Personal Care and Laundry Services as the least lucrative ($40,188).

<table>
<thead>
<tr>
<th>Industry Hired In</th>
<th>% of Total</th>
<th>Number of Records</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Defense Contracting</td>
<td>14.13%</td>
<td>1,188</td>
<td>$70,025</td>
</tr>
<tr>
<td>Government and Public Admin</td>
<td>13.98%</td>
<td>1,175</td>
<td>$55,162</td>
</tr>
<tr>
<td>Information Technology</td>
<td>7.79%</td>
<td>655</td>
<td>$66,450</td>
</tr>
<tr>
<td>Health Care and Social</td>
<td>7.30%</td>
<td>614</td>
<td>$50,879</td>
</tr>
<tr>
<td>Transportation and Warehousing</td>
<td>5.82%</td>
<td>489</td>
<td>$54,039</td>
</tr>
<tr>
<td>Other</td>
<td>4.84%</td>
<td>407</td>
<td>$53,747</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>4.58%</td>
<td>385</td>
<td>$47,260</td>
</tr>
<tr>
<td>Educational Services</td>
<td>4.08%</td>
<td>343</td>
<td>$46,953</td>
</tr>
<tr>
<td>Banking/Finance/Insurance</td>
<td>3.97%</td>
<td>334</td>
<td>$57,126</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>3.72%</td>
<td>313</td>
<td>$60,016</td>
</tr>
</tbody>
</table>

Table 69 - Top Hiring Industries

Nearly two-fifths of all military spouse hires entered the Healthcare and Social Assistance, Government and Public Administration, and Educational Services industries. Military spouses earned their highest salaries in Aerospace and Aviation ($65,000), while they earned their lowest salaries in Retail Trade ($34,000).

<table>
<thead>
<tr>
<th>Industry Hired In</th>
<th>% of Total</th>
<th>Number of Records</th>
<th>Average Salary</th>
</tr>
</thead>
<tbody>
<tr>
<td>Health Care and Social Assistance</td>
<td>16.87%</td>
<td>99</td>
<td>$48,303</td>
</tr>
<tr>
<td>Government and Public Administration</td>
<td>11.75%</td>
<td>69</td>
<td>$47,319</td>
</tr>
<tr>
<td>Educational Services</td>
<td>9.54%</td>
<td>56</td>
<td>$41,071</td>
</tr>
<tr>
<td>Retail Trade</td>
<td>8.52%</td>
<td>50</td>
<td>$34,000</td>
</tr>
<tr>
<td>Banking/Finance/Insurance</td>
<td>7.84%</td>
<td>46</td>
<td>$45,000</td>
</tr>
<tr>
<td>Other</td>
<td>5.96%</td>
<td>35</td>
<td>$40,143</td>
</tr>
<tr>
<td>Business Support - Admin/Staffing</td>
<td>5.11%</td>
<td>30</td>
<td>$40,667</td>
</tr>
<tr>
<td>Information - Information Technology</td>
<td>3.92%</td>
<td>23</td>
<td>$61,522</td>
</tr>
<tr>
<td>Defense Contracting</td>
<td>3.75%</td>
<td>22</td>
<td>$50,455</td>
</tr>
<tr>
<td>Hospitality/Accommodation/Food Services</td>
<td>3.58%</td>
<td>21</td>
<td>$35,476</td>
</tr>
</tbody>
</table>

Table 70 - Top Hiring Industries for Military Spouses

While job functions for women military veterans were very similar to that of military spouses, a massive 19.92% of women veteran clients goes into government service. Furthermore, while only 3.75% of military spouses went into some aspect of Defense Contracting work, 12.83% of women veterans went into this work. Women veterans earned their highest salaries in Architectural/Engineering ($70,000) and Consulting Services ($67,381) industries, while they earned their lowest salaries in the Personal Care and Laundry Services industry.
HIRES BY COMPANY

5,124 companies employed 8,424 of Hire Heroes’ clients in 2018 (Table 72). Many companies hired dozens of our clients, though most hired just one (at least 612 companies employed more than one client however). Many of these companies are Hire Heroes employment partners, working hand-in-hand with our team to help clients find opportunities within their companies.

Note: Most of our top hiring companies are the same as 2018 (the Top 5 remained the same), though the Department of the Air Force, Department of the Navy, UPS, Department of Homeland Security, SAIC, and Accenture replaced USAA, CSRA, The Home Depot, Target, AT&T, and Raytheon in our Top 20.

Despite the diversity of companies and industries, many hiring organizations were in the federal sector (Table 73). In total, 13.12% of our clients were hired into federal jobs. In 2017, federal placements only reflected 7.55% of our hires.

Federal Hire 13.12%
Non-Federal Hire 86.88%

Table 71 - Top Hiring Industries for Military Spouses

Table 72 - Top 20 Hiring Companies

Table 73 - Federal Hires
Most of our confirmed hires were full time, with 90.83% of our confirmed hires falling into that category. However, while military spouses also were mostly finding full-time jobs, spouses entered into part-time work at nearly three times the rate as their veteran counterparts. Looking specifically at service members, officers had the highest rate of full-time employment (95.69% for company-grade officers and 94.93% for field-grade officers), while Junior Enlisted had the lowest rate at 86.88%.

<table>
<thead>
<tr>
<th>Employment Type</th>
<th>Veteran or Servicemember</th>
<th>Military Spouse or Caregiver</th>
<th>Grand Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Full-Time</td>
<td>91.57%</td>
<td>83.56%</td>
<td>90.83%</td>
</tr>
<tr>
<td>Part-Time</td>
<td>4.52%</td>
<td>12.11%</td>
<td>5.04%</td>
</tr>
<tr>
<td>Seasonal</td>
<td>0.17%</td>
<td>0.17%</td>
<td>0.17%</td>
</tr>
<tr>
<td>Temporary/Contract</td>
<td>3.95%</td>
<td>4.15%</td>
<td>3.96%</td>
</tr>
<tr>
<td>Grand Total</td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
</tr>
</tbody>
</table>

*Table 74 - Employment Type Placements by Military Member or Spouse Status*
CONCLUSION

Hire Heroes has significantly grown in impact year over year. Program expansion has allowed our organization 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, service members, and military spouses.

As we look to the future, we aim to share more insights with stakeholders across the veteran services space, employers, and advocates across the country. Beginning in 2019, Hire Heroes is evaluating client data concerning military occupational specialty, age, and the diversity of our military spouse clients. We will also revisit job seeker unemployment duration, as new evaluation methodologies were implemented this year and will provide new insights.

We are proud to be at the forefront of the veteran and military spouse employment discussion and hope to inspire a broader dialogue as we further refine and streamline our data collection and reporting efforts in 2019 and beyond.
APPENDIX

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151 Trend comparison between 2017 and 2018 datasets.
155 Confirmation (or correction) of existing methodologies

REFERENCES
APPENDIX

Hire Heroes USA worked with SAS and Pinnacle Solutions to provide additional insights into our dataset. Below you will find answers to various questions, along with key takeaways.

Is there a correlation between a client’s race or gender that determines the types of job functions or industries that a client wants to go Hires by Company?

KEY FINDINGS INCLUDE:

- There were significant differences observed between both race and gender preferences in desired job function, obtained job function, and industry entered.
- Analysis seems to indicate that White Males show a strong preference in management related categories. Black or African American clients seemed to match white males in desired job functions related to IT, supply chain/logistics, transportation, and warehouse jobs.
- Males were hired into management positions, manufacturing, safety, and natural resources. Females tended to be hired into administrative, healthcare, non-profit, and food services.
- Black and African American clients tended to have higher representation across most IT positions, Telecommunications, and Warehouse job functions.
- Black Females had a strong representation in being hired into the IT - Computer Science job function.
- The Defense Contracting had high representation of Males and Whites.
- Other industries with strong male hiring included Installation/Repair/Maintenance, Manufacturing, Information Technology, Transportation and Warehousing, Utilities, Aerospace and Aviation, and Business Support – Waste Management.
- Females mainly entered into Health Care and Social Assistance, Business Support – Admin/Staffing, Religious/Civic/Nonprofit, and Banking/Finance/Insurance.
- Black or African American females tended to get hired into industries related to Health Care and Social Assistance, Business Support – Admin/Staffing, and Religious/Civic/Nonprofit.

Frequency analyses were run on the data to determine differences in desired job functions, hired job functions, and hired industries. These differences were determined based on a combination of the client’s reported race and gender.

Because clients could list multiple desired job categories, their responses for this inquiry were parsed into individual categories. Of the 60 listed desired job functions, it appears that there were 24 that appear to have significant differences in race and gender preferences. These desired job function categories are as follows:
Management Operations had the greatest differences between racial and gender breakdowns. This desired job function was mainly preferred to by males (89.38%) rather than females. Analysis seems to indicate that White Males show a strong preference in management related categories. Black or African American clients seemed to match white males in desired job functions related to IT, supply chain/logistics, transportation, and warehouse jobs.

When conducting similar analysis into race and gender preferences in job functions hired in, the differences between groups expanded slightly to 32 jobs as opposed to 24.

The hired job function that had the greatest differences between groups appeared in the Business Development category. Once again, Males (85.71%) were hired into this category at a much greater proportion than females. When looking at racial breakdowns, the largest group were whites (48.90%) but followed by Two or more races (24.73%) and black or African American (18.68%).
The analysis indicated a strong hiring of males over females across management positions, manufacturing (93%), safety (88.19%), and natural resources (90.16%). Females were able to close this gap by getting hired in job functions related to administrative (41.61%), healthcare (49.34%), non-profit (42%), and food services (33%). Black and African American clients tended to have higher representation across most IT positions, Telecommunications (43.75%), and Warehouse (50.48%) job functions. Black Females had a strong representation in being hired into the IT - Computer Science job function (23.26%).

Finally, the same type of frequency analysis was applied across the industries that clients were hired into. Of the 36 industries represented in the data, there were significant differences in race and gender combinations in 22 of them.
The Defense Contracting industry had the largest difference across groups. Males (84.05%) and Whites (49.12%) had the largest representation in this category. There were a few industries that represented male dominated categories. These included Installation/Repair/Maintenance (94.56%), Manufacturing (91.77%), Information Technology (87.90%), Transportation and Warehousing (86.97%), Utilities (97.53%), Aerospace and Aviation (89.40%), and Business Support – Waste Management (97.14%). Females seemed to have higher representation in Health Care and Social Assistance (43.74%), Business Support – Admin/Staffing (33.33%), Religious/Civic/Nonprofit (35.52%), and Banking/Finance/Insurance (32.12%). Clients that were Black or African American females tended to get hired into industries related to Health Care and Social Assistance (14.40%), Business Support – Admin/Staffing (13.11%), and Religious/Civic/Nonprofit (10.93%).

Why are our clients better-educated than their non-client peers?

- HHUSA Active Duty clients were compared to the Military Profile in terms of education. It appears that there is a higher proportion of HHUSA clients with higher level degrees than those from the Military.
- While the data from the U.S. DoD is limited, rank is playing a role in education levels. A higher proportion of Officers seems to be enrolling in HHUSA services.
Demographic information for the United States Military was provided in a 2017 Demographics Report (U.S. Department of Defense, 2017). The report lists information for active duty, reserve, and guard members. Comparisons for HHUSA were made in education levels for the active duty cohort. There were a few differences in descriptive statistics that were reported by the Demographics Report, so the comparisons in levels of education were limited to High School/GED, 2-Year Associate’s Degree, 4-Year Bachelor’s Degree, and Advanced Degree. To compare against the Advanced Degree, the HHUSA levels for Post-Graduate and Doctorate were combined.

The table for the education level for the 2017 Military can be found below.

<table>
<thead>
<tr>
<th></th>
<th>Army</th>
<th>Navy</th>
<th>Marines</th>
<th>Air Force</th>
<th>Military Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HS/GED</td>
<td>327,244</td>
<td>221,005</td>
<td>15,618</td>
<td>16,433</td>
<td>720,866</td>
</tr>
<tr>
<td>2-Year</td>
<td>26,570</td>
<td>21,037</td>
<td>4,065</td>
<td>63,343</td>
<td>115,015</td>
</tr>
<tr>
<td>4-Year</td>
<td>75,562</td>
<td>35,004</td>
<td>18,204</td>
<td>45,987</td>
<td>174,757</td>
</tr>
<tr>
<td>Adv</td>
<td>40,792</td>
<td>22,355</td>
<td>4,209</td>
<td>40,388</td>
<td>107,744</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>470,168</strong></td>
<td><strong>299,401</strong></td>
<td><strong>182,662</strong></td>
<td><strong>166,151</strong></td>
<td><strong>1,118,382</strong></td>
</tr>
</tbody>
</table>

Based on these numbers, the majority (64.46%) of active duty personnel in 2017 had a High School/GED level of education. The next highest total included those that had a 4-Year Bachelor’s Degree (15.63%), followed by a 2-Year Associate’s Degree (10.28%), and then an Advanced Degree (9.63%).

These numbers were compared against the HHUSA 2017 clients with a status of Active Duty. These numbers can be found in the following table.

<table>
<thead>
<tr>
<th></th>
<th>Army</th>
<th>Navy</th>
<th>Marines</th>
<th>Air Force</th>
<th>HHUSA Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>HS/GED</td>
<td>554</td>
<td>93</td>
<td>130</td>
<td>116</td>
<td>893</td>
</tr>
<tr>
<td>2-Year</td>
<td>92</td>
<td>17</td>
<td>9</td>
<td>29</td>
<td>147</td>
</tr>
<tr>
<td>4-Year</td>
<td>447</td>
<td>77</td>
<td>57</td>
<td>50</td>
<td>631</td>
</tr>
<tr>
<td>Adv</td>
<td>348</td>
<td>97</td>
<td>43</td>
<td>131</td>
<td>619</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>1,441</strong></td>
<td><strong>284</strong></td>
<td><strong>239</strong></td>
<td><strong>326</strong></td>
<td><strong>2,250</strong></td>
</tr>
</tbody>
</table>

When looking at the frequencies for the 2017 HHUSA Active Duty client data, the majority (39.00%) of clients have a High School/GED education level. This proportion is then followed by those with 4-Year Bachelor’s Degrees (27.55%) and Advanced Degrees (27.03%). Finally, the lowest proportion reported having a 2-Year Associate’s Degree (6.42%). By just comparing the proportions reported between the profile report and the client population, differences in education level can be observed. The HHUSA client subset contains a larger proportion of 4-Year (176%) and Advanced Degrees (281%).

Unfortunately, the data listed in the Military Profile report is limited in what it reports on for education. The only possible explanatory variable that is provided is possibly the rank category of the individual. Below is the table provided by the U.S. Department of Defense.
When looking at the proportions of Enlisted to Officers, there are much higher proportions of Enlisted members than Officers. For the Army, it was 33.82% versus 8.22%; Navy had 23.52% against 1.64; Marines 14.51% against 1.82%; Air Force 22.77% versus 2.46%.

A table containing the frequencies for Enlisted and Officer ranks for the HHUSA 2017 Active Duty is now listed below.

<table>
<thead>
<tr>
<th></th>
<th>Army</th>
<th>Navy</th>
<th>Marines</th>
<th>Air Force</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Enlisted</td>
<td>Officer</td>
<td>Enlisted</td>
<td>Officer</td>
<td>Enlisted</td>
</tr>
<tr>
<td>HS/ GED</td>
<td>850</td>
<td>77</td>
<td>143</td>
<td>14</td>
<td>242</td>
</tr>
<tr>
<td>2- Year</td>
<td>90</td>
<td>80</td>
<td>22</td>
<td>18</td>
<td>11</td>
</tr>
<tr>
<td>4- Year</td>
<td>100</td>
<td>722</td>
<td>17</td>
<td>153</td>
<td>4</td>
</tr>
<tr>
<td>Adv</td>
<td>30</td>
<td>676</td>
<td>2</td>
<td>219</td>
<td>2</td>
</tr>
<tr>
<td>Total</td>
<td>1,070</td>
<td>1,555</td>
<td>185</td>
<td>404</td>
<td>259</td>
</tr>
</tbody>
</table>

Looking at the HHUSA 2017 Active Duty data, the ratio of Enlisted to Officer was much different, with higher proportion of officers. For the Army, there were 24.98% Enlisted members and 36.30% Officers. The Navy made up 4.32% of Enlisted and 9.43% officers; Marines were 6.05% Enlisted against 5.65% Officers; Air Force being 6.61% Enlisted and 13.28% Officers.

Higher ranked officers are much more likely to have a 4-Year Bachelor’s Degree or an Advanced Degree. Based on this assumption, the higher proportion of officers that are enrolling in HHUSA Services could account for why HHUSA clients are more educated than their peers.
Why are our clients more racially- and gender-diverse than their non-client peers?

- It was difficult for a direct comparison between HHUSA data and the Military Profile when it comes to race.
- HHUSA might need to adopt to a similar race and ethnicity measurement that the U.S. Department of Defense uses to track this metric.
- Gender breakdown is similar in proportion to that listed by the Military, but HHUSA is made up of a much higher proportion of both Male and Female Officers.

This section continues exploring demographic differences in the HHUSA Active Duty client population with the 2017 Military Profile provided by the U.S. Department of Defense. Unfortunately, there were some limitations on the comparisons that can be made between the report and HHUSA client data. The first is due to the Military Profile being limited to 2017 data. HHUSA spans multiple years (2017, 2018), but has some data integrity issues for race demographics in 2017. Because of this, both 2017 and 2018 data were used to make comparisons.

The second limitation comes in the form of the Military Report and HHUSA using different categorizations for race. The U.S. Department of Defense tracks race and ethnicity separately, while HHUSA does not. It is also important to note that the Army does not track multi-racial members. Because of these, it was difficult to get a direct comparison between the two.

Gender was also investigated between the Military's profile report and the HHUSA data. The frequencies reported by the U.S. Department of Defense can be found in the table below.

<table>
<thead>
<tr>
<th></th>
<th>Enlisted</th>
<th>Officers</th>
<th>Total</th>
<th>Ratio</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Male</td>
<td>Female</td>
<td>Male</td>
<td>Female</td>
</tr>
<tr>
<td>Army</td>
<td>325,522</td>
<td>54,415</td>
<td>76,198</td>
<td>15,912</td>
</tr>
<tr>
<td>Navy</td>
<td>213,614</td>
<td>51,410</td>
<td>44,404</td>
<td>10,064</td>
</tr>
<tr>
<td>Marine Corps</td>
<td>149,352</td>
<td>13,938</td>
<td>19,522</td>
<td>1,589</td>
</tr>
<tr>
<td>Air Force</td>
<td>206,896</td>
<td>50,087</td>
<td>48,676</td>
<td>12,921</td>
</tr>
<tr>
<td>Total</td>
<td>895,384</td>
<td>169,850</td>
<td>188,800</td>
<td>40,486</td>
</tr>
</tbody>
</table>

The reported profile of the military shows approximately 83.75% Male and 16.25% Female. There were approximately 69.17% Male Enlisted members, 14.58% Male Officers, 13.12% Female Enlisted, and 3.13% Female Officers. These percentages are compared against the HHUSA client population, which can be found in the following table.
HHUSA had similar overall male and female proportions as the Military, with 84.41% being Male and 15.59% being Female. The main differences appear to be the Enlisted and Officer breakdown, where there exist a much larger proportion of Officers compared to Enlisted members. HHUSA had approximately 32.14% Male Enlisted members, 52.28% Male Officers, 7.47% Female Enlisted, and 8.12% Female Officers.
Why are junior enlisted clients signing up for services much closer to their separation dates than their more senior counterparts?

**KEY TAKEAWAYS**

- Active Duty employment status was the strongest predictor of signing up before separation date.
- When considering the client’s education level, clients with higher levels of education are much less likely to register before their separation date.
- Clients in the Air Force, Marines, and Navy all had less likelihood of registering before their separation date.

Analysis was conducted to identify any key indicators that may be playing a role in junior enlisted clients signing up for HHUSA services much closer to their separation dates than their senior counterparts. A logistic regression analysis was performed in order to predict the probability of a client enrolling in HHUSA services before their separation date. The predictor variable for this analysis was the client’s rank category. Those with Junior Enlisted, Company-Grade Officer, Field-Grade Officer, and Warrant Officer ranks were considered for comparison.

In addition to this, a number of additional covariates were also included in the modeling process in order to control for additional variance. These covariates included the client’s education level, gender, race, service branch, location, employment status, and disability. Of the 15,122 records available, 13,317 had the necessary data to model with. In this total, 7,156 (53.7%) of the clients registered before their service date ended.

The logistic regression model converged, providing a pseudo $R^2$ value of 0.5387 (Max-rescaled = 0.7225, $c = 0.935$). The results indicate that there were significant differences in the main predictor variable ($\chi^2 = 226.19$, $df=3$, $p < 0.01$). When investigating the covariates also included in the model, there were significant differences in groups of employment status ($\chi^2 = 2471.24$, $df=6$, $p < 0.01$), disability ($\chi^2 = 252.76$, $df=1$, $p < 0.01$), education level ($\chi^2 = 114.34$, $df=5$, $p < 0.01$), and service branches ($\chi^2 = 110.95$, $df=5$, $p < 0.01$). There were no significant differences between groups based on gender, race, or location. The following table contains the modeling results.
When looking at differences in registration rates between client ranks while controlling for the other demographics, the results indicate that Junior Enlisted clients are significantly less likely to register before their service end date than the other ranks. Field-Grade Officers have the highest rate and are 4.33 times more likely to register for HHUSA services than Junior Enlisted. The next highest are clients with the Company-Grade Officer rank (3.25 times higher), and then the Warrant Officers (2.34 times more likely).
The employment status of clients was the strongest covariate of the demographic variables. Clients that had the status of Active Duty were much more likely to register than those that were already employed ($\chi^2 = 1533.72$, $p < 0.01$), students ($\chi^2 = 793.51$, $p < 0.01$), temporary/contract employees ($\chi^2 = 694.59$, $p < 0.01$), under employed ($\chi^2 = 1340.57$, $p < 0.01$), or unemployed ($\chi^2 = 2201.94$, $p < 0.01$).

Disabled clients are less likely to register before their separation date ($\chi^2 = 252.76$, $p < 0.01$) when compared to Not Disabled clients; however, this may be influenced due to their disabled status being assigned post separation of service.

When considering the client’s education level, clients with higher levels of education are much less likely to register before their separation date. One reason for this could be that clients with higher levels of education enrolled in colleges and universities post separation date, rather than registering for HHUSA services.

The final demographic covariate that had significant differences was the service branch. When compared to the Army, clients in the Air Force ($\chi^2 = 16.34$, $p < 0.01$), Marines ($\chi^2 = 47.54$, $p < 0.01$), and Navy ($\chi^2 = 78.54$, $p < 0.01$) all had less likelihood of registering for HHUSA services before their separation date. This may indicate that these branches may not be aware of HHUSA’s services.

What is the relationship between a client’s location and the types of industries / job functions that they’re looking to enter, and the industries / job functions that they’ve attained?

**KEY TAKEAWAYS**

- South Atlantic clients prefer and enter into Management roles.
- Pacific has a wide range of preferences from generalized labor to high/niche skillset. These clients had higher chances of entering jobs related to Engineering, Entrepreneurship, Skilled Labor/Trades, and Computer/Software Engineering.
- Mountain clients tend to seek outdoors and safety/law enforcement roles.

The majority of the location data of clients in this study is in the South Atlantic (33.74%) division of the United States of America. The next highest division categories include Pacific (16.76%), West South Central (16.06%), Mountain (10.96%), Middle Atlantic (5.23%), East South Central (5.10%), East North Central (4.14%), West North Central (3.67%) and New England (1.37%) all made up the lower frequency locations of clients.

Frequency Analysis was conducted comparing a client’s location with their desired job function. When comparing the results of the analysis to the client location frequencies, the majority of the percentages were similar to expected percentages. Some desired job functions did seem to emerge different than expected.
An example of this can be found in clients expressing interest in Biotech job functions from Pacific (24.07%) and Mountain (20.34%) divisions. There was some increased interest in Construction job functions from clients from West South Central (20.68%).

A larger than expected proportion of South Atlantic clients expressed interest in job functions related to Management. This included Facilities Management (40.24%), Executive Level Management (42.96%), Operations Management (38.15%), Programs management (41.36%), Project Management (38.15%), and Strategy/Planning (45.78%). There were also increased interest in job functions related to IT – Information Security (38.63%), Media/Journalism/Newspaper (37.50%) Research (40.20%), and Training/Instruction/Teaching (41.47%).

The job function trends of Pacific clients seemed to have more niche or higher skilled roles. These clients had an increased desire for Consulting (21.35%), Design (30.56%), Engineering (22.26%), Game Design/Development (30.61%), Science (27.58%), and Skilled Labor (28.46%) job functions. It is also important to note that there were some increased proportions in general roles as well, including General Labor (22.44%), Entry level (27.36%), Restaurant/Food Services (22.52%). This could be due to more perceived opportunities in this area.

Finally, there were some interesting results for clients located in the Mountain division. Mountain clients seemed to express higher than expected desire for jobs relating to outdoors and safety. These include the job functions related to Firefighter/EMT/Emergency Service (21.68%), Natural Resources/Environmental (17.67%), Safety/Security/Law Enforcement (15.00%).

A table with the results of the frequency analysis for client location by their listed desired job function has been included.
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Next, the location where a client was actually hired in was explored also using frequency analysis. The proportions of clients hired was somewhat similar to the overall client proportions. South Atlantic (36.09%) had the highest proportion of hired clients, followed by Pacific (16.47%), West South Central (15.21%), Mountain (12.28%), Middle Atlantic (5.33%), East South Central (5.03%), West North Central (3.47%), East North Central (3.31%), and New England (1.23%).

Like before, the division locations tended to follow hired client proportions, but some job functions stood out. Brokerage jobs seemed to be accepted by Mountain (35.71%) and Pacific (28.57%) based clients. Restaurant/Food services tended to hire those in the South Atlantic (42.4%) and Pacific (21.6%) divisions. Clients hired into Real Estate tended to be located in the South Atlantic (41.75%) and West South Central (25.27%) divisions. Of the Research jobs, higher than expected proportions tended to be located in the Middle Atlantic (33.33%) and West South Central (18.18%).

As noted earlier, clients from South Atlantic desired jobs in upper level or management. This tended to manifest in the Executive Management (46.67%), Management Programs (39.51%), and Strategy/Planning (62.12%) areas. Jobs related to IT also tended to hire people from South Atlantic division: IT – Computer Science (46.67%), IT – Information Security (40.40%), IT – Systems Management (43.80%). Finally, clients from South Atlantic tended to accept job functions related to Analyst (40.42%), Business Development (42.22%), Consultant (40.43%), Entry Level (76.92%), General Business (44.44%), Human Resources (44.50%), Legal (46.88%), Marketing (46.36%), Science (46.34%), Telecommunications (52.11%), Training/Instruction/Teaching (46.68%).

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Next, the location where a client was actually hired in was explored also using frequency analysis. The proportions of clients hired was somewhat similar to the overall client proportions. South Atlantic (36.09%) had the highest proportion of hired clients, followed by Pacific (16.47%), West South Central (15.21%), Mountain (12.28%), Middle Atlantic (5.33%), East South Central (5.03%), West North Central (3.47%), East North Central (3.31%), and New England (1.23%).

Like before, the division locations tended to follow hired client proportions, but some job functions stood out. Brokerage jobs seemed to be accepted by Mountain (35.71%) and Pacific (28.57%) based clients. Restaurant/Food services tended to hire those in the South Atlantic (42.4%) and Pacific (21.6%) divisions. Clients hired into Real Estate tended to be located in the South Atlantic (41.75%) and West South Central (25.27%) divisions. Of the Research jobs, higher than expected proportions tended to be located in the Middle Atlantic (33.33%) and West South Central (18.18%).

As noted earlier, clients from South Atlantic desired jobs in upper level or management. This tended to manifest in the Executive Management (46.67%), Management Programs (39.51%), and Strategy/Planning (62.12%) areas. Jobs related to IT also tended to hire people from South Atlantic division: IT – Computer Science (46.67%), IT – Information Security (40.40%), IT – Systems Management (43.80%). Finally, clients from South Atlantic tended to accept job functions related to Analyst (40.42%), Business Development (42.22%), Consultant (40.43%), Entry Level (76.92%), General Business (44.44%), Human Resources (44.50%), , Legal (46.88%), Marketing (46.36%), Science (46.34%), Telecommunications (52.11%), Training/Instruction/Teaching (46.68%).

Pacific clients followed some of the desired job functions seen in the prior analysis. Higher than expected hiring include jobs in Engineering (21.85%), Entrepreneurship (30.77%), Firefighter/EMT/Emergency Services (27.08%), IT – Computer/Software Engineering (24.88%), Nonprofit – Social Services (24.05%), Purchasing/Procurement (44.21%), Retail (34.29%), and Skilled Labor/Trades (27.57%).

Other interesting results that seemed to stand out include West South Central clients with higher proportions in being hired for Banking/Finance (20.44%), Recruiting/Talent Acquisition (24.73%). Mountain clients tended to get jobs in Construction (21.66%), Distribution/Shipping (18.31%), General Labor (20.19%), and Natural Resources/Environmental (23.85%).

The table for the results of the frequency analysis of a client’s hired job function by location has also been included.
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The frequency analysis was repeated one last time to investigate the industry that HHUSA clients were hired into. Most of the results tended to match the location hired proportions, but a few industry trends did stand out. For clients in the South Atlantic, higher proportions of hiring tended to occur in industries related to Business Support – Admin/Staffing (41.19%), Defense Contracting (40.51%), Information – Information Technology (42.99%), Pharmaceutical and Medical (39.09%), Professional – Architectural/Engineering (42.73%), Professional – Consulting Services (44.31%), Professional – Legal (53.06%), Real Estate/Rental and Leasing (49.55%).

Pacific division clients had a few industries that they tended to have higher than expected representation in. This includes the Arts/Entertainment/Recreation (39.91%), Management of Companies and Enterprises (22.27%), Professional – Accounting (38.46%) industries.

West South Central clients made up a very high proportion of the hires taking place in the Mining/Quarrying/Oil and Gas Extraction (47.52%) industry. There were also higher than expected hiring trends related to the Banking/Finance/Insurance (20.52%) and Construction (19.97%) industries.

Finally, clients based in the Mountain division tended to have higher than expected proportions being hired in industries related to Agriculture/Forestry/Fishing and Hunting (26.45%) and Information – Telecommunications (19.89%).

The table that contains the results comparing the industry that clients were hired in to their location is the following:

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| Personal Care and Laundry Services     | Middle Atlantic | 10    | 25          |

<p>| Pharmaceutical and Medical            | South Atlantic | 43    | 39.09 %     |
| Pacific                                | 18             | 18    | 16.36 %     |
| West North Central                     | 14             | 14    | 12.72 %     |
| Middle Atlantic                        | 11             | 11    | 10          |
| West South Central                     | 9              | 9     | 8.18 %      |
| Mountain                               | 6              | 6     | 5.45 %      |
| East North Central                     | 4              | 4     | 3.63 %      |
| Unknown                                | 3              | 3     | 2.77 %      |
| New England                            | 2              | 2     | 1.81 %      |</p>
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THE HIRE HEROES 2018 REPORT

EXECUTIVE SUMMARY

INTRODUCTION

SECTION ONE: REGISTERED

SECTION TWO: HELPED

SECTION THREE: HIRED

CONCLUSION

APPENDIX
What demographic indicators suggest a higher likelihood of a client’s migration to another state?

KEY TAKEAWAYS:

- Rank, Employment, Disability, Race, and Location have significant impact on the likelihood a client will migrate to a different state.
- Junior Enlisted are more likely to migrate than company-grade officers.
- Unemployed and Under-employed clients are much less likely to move to a new state.
- Disabled clients are much less likely to migrate.
- East South Central clients more likely to migrate, while Pacific and West South Central not likely.

In order to investigate what demographic indicators suggest a higher likelihood of a client to migrate to another state, an indicator flag was created on client data who were successful in getting hired to a new job (N = 11418). This event variable was the result of comparing the state of the HHUSA client when they registered for services and the state of the company that they were hired in. Of the hired clients, 1942 (17.01%) had indicated that the company that they were hired in was in a new state.

Demographic variables were entered into a logistic regression model in order to predict the likelihood a hired client would move to a new state. These predictor variables include the client’s Rank, Employment, Disability Status, Education Level, Gender, Race, Service Branch, and Location. Of the clients in the data, a total of 3970 of them had appropriate location data to model with.

The resulting logistic regression model had an R² value of 0.10 (Max-rescaled R² = 0.16) and a c-statistic of 0.74. There were significant differences in group categories for client Rank (χ² = 8.54, df = 3, p = 0.04), Employment (χ² = 58.75, df = 6, p < 0.01), Disability (χ² = 6.29, df = 1, p = 0.01), Race (χ² = 216.63, df = 6, p < 0.01), and Location (χ² = 30.72, df = 9, p < 0.01). Education Level (χ² = 2.74, df = 5, p = 0.74), Gender (χ² = 1.67, df = 2, p = 0.43), and Service Branch (χ² = 2.57, df = 4, p = 0.63) did not seem to have a significant effect on a client’s likelihood to migrate to a new state.
Further investigation into the demographic variables reveal where the differences occur between groups. Employment was also using Active Duty as a baseline comparison. Significant difference emerges when compared against clients that are Under Employed ($\hat{\beta} = -0.97$, $p < 0.01$) or Unemployed ($\hat{\beta} = -0.86$, $p < 0.01$). If a client is Under Employed, they are only 0.38 times likely to migrate to a new state when accepting a new job. Comparable, Unemployed clients are only 0.42 times likely to migrate to a new state. This may indicate that relocation is more of a hardship for these groups versus a client that is considered Active Duty.

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Having a disability also appears to lower a client’s likelihood to migrate to a new state. Clients that reported a disability status are only 0.73 times likely when compared to the not disabled baseline used in this study ($\hat{\beta} = -0.37$, $p = 0.01$). Being disabled may present a greater hardship in order to relocate for a job.

Analysis results show that there were significant differences between race groups; however, when compared to the baseline White group, only the clients listing an Unknown race differed ($\hat{\beta} = 1.57$, $p < 0.01$). Results would indicate that clients that did not identify their race are 4.81 times more likely to relocate to a new state than those that identified as white.

The final demographic variable that had significant differences were based on a client’s location. The primary location of HHUSA clients are located in the South Atlantic division, which was set as a baseline for the analysis. Clients located in the East South Central division were 1.63 times more likely to migrate to a new state than South Atlantic clients ($\hat{\beta} = 0.49$, $p < 0.01$). Clients that lived in the Pacific division ($\hat{\beta} = -0.29$, $p = 0.05$) and West South Central ($\hat{\beta} = -0.32$, $p = 0.03$) were significantly less likely to relocate to a new state. A possible explanation for this negative likelihood may be due to perception of more jobs available, or a higher percentage of those that are under employed or unemployed. Additional analysis may be required.
What services are most closely-correlated with our clients achieving employment or high salaries?

KEY TAKEAWAYS:

− Resume Tailoring and having a formatted resume are very helpful services for employment.
− Using the HHUSA Job Board, Value Proposition Development, LinkedIn Profile Revision, using the Federal Job Board and Using Volunteer Services are all helpful in achieving employment.
− Value Proposition Development, Resume Tailoring, HHUSA Job Board, Federal Job Board, Volunteer Services and VCF all are services with significant ties to achieving a high salary.

Employment success was first analyzed using logistic regression to determine if HHUSA clients were able to achieve a new job. The model built for this study included predictor variables that acted as binary flags for participation in HHUSA services. These services included:

- Initial HHUSA-formatted Resume
- Value Proposition Development
- Additional Resume Tailoring Tips
- Interview Skills Training
- LinkedIn Profile Revision
- Registered to Use HHUSA Job Board
- Used Federal Services
- VCF Participant
- Webinar Participant
- Used Volunteer Services
- Virtual Workshop Participant
- Attended HHUSA Workshop
- Online Training Participant

The services for Used Career Readiness Fund and Federal Program Participant were not used due to low participation counts. In addition to the predictor variables, demographic covariates were also included in the model process in order to control for client rank, employment status, disability, education level, gender, race, service branch, and location. The model successfully converged using 13,317 valid observations.

The amount of variance accounted for by the model was $R^2 = 0.32$, Max-rescaled = 0.45. The resulting model also contained a fair amount of predictive capability, $c = 0.84$. When controlling for the covariate demographic variables, significant differences were observed between participants that took part in some HHUSA services. The services that had significant differences include the Initial HHUSA-formatted Resume ($\chi^2 = 5.56$, $p = 0.02$), Value Proposition Development ($\chi^2 = 157.96$, $p < 0.01$), Additional Resume Tailoring Tips ($\chi^2 = 112.94$, $p < 0.01$), LinkedIn Profile Revision ($\chi^2 = 6.48$, $p = 0.01$), Registered to Use HHUSA Job Board ($\chi^2 = 31.32$, $p < 0.01$), Used Federal Services ($\chi^2 = 10.18$, $p < 0.01$), Used Volunteer Services ($\chi^2 = 31.93$, $p < 0.01$).
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Results indicated that HHUSA service participation by clients generally provided a higher likelihood of successfully finding a job. The service that increased a client’s likelihood of successfully getting hired the most was the HHUSA service that offered Value Proposition Development. Clients that took part in this program were 5.3 times more likely to be hired, \( \hat{\beta} = 1.66, p < 0.01 \). Resume Tailoring was the next service with the greatest success with clients being 2.06 times more likely to get a job, \( \hat{\beta} = 0.72, p < 0.01 \). Clients that used the HHUSA job board \( \hat{\beta} = 0.33, p < 0.01 \), used federal services \( \hat{\beta} = 0.31, p < 0.01 \), had HHUSA assist with a LinkedIn profile \( \hat{\beta} = 0.16, p = 0.01 \), and used volunteer services \( \hat{\beta} = 0.41, p < 0.01 \) also found jobs at a rate of approximately 1.3 to 1.5 times higher than those that did not use these services.

A similar analysis was conducted on the same population of clients, but this time predicting the likelihood of a client getting hired into a job with an above average salary. For the purposes of this study, an above average salary is achieved when a client reported getting a job with a salary that is in the $60,000 or higher salary bands (n = 1802). The same demographic variables were used as covariates in the model, while the predictor variables included the HHUSA services.

The resulting model had an \( R^2 \) value of 0.23 (Max-rescaled \( R^2 = 0.41 \)) with a c-statistic of 0.88. The demographic covariates included in the model contained a large amount of significant differences between groups. These differences are found in client Rank \( (\chi^2 = 267.63, df = 3, p < 0.01) \), Employment \( (\chi^2 = 16.29, df = 6, p = 0.01) \), Disability \( (\chi^2 = 6.08, df = 1, p = 0.01) \), Education \( (\chi^2 = 124.09, df = 5, p < 0.01) \), Gender \( (\chi^2 = 120.57, df = 2, p < 0.01) \), Race \( (\chi^2 = 56.11, df = 6, p < 0.01) \), and Service Branch \( (\chi^2 = 17.60, df = 5, p < 0.01) \). Individual differences between group categories can be found in the following table.

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The impact of a client participating in HHUSA services was investigated through this modeling process. From the results, there were significant differences in clients that took part in the Value Proposition Development ($\hat{\beta} = 1.67, p < 0.01$), Additional Resume Tailoring Tips ($\hat{\beta} = 0.31, p < 0.01$), HHUSA Job Board ($\hat{\beta} = 0.17, p = 0.02$), Federal Services ($\hat{\beta} = 0.26, p = 0.02$), Volunteer Services ($\hat{\beta} = 0.31, p < 0.01$), and VCF participation ($\hat{\beta} = 0.27, p < 0.05$).

We know that high salaries are closely associated with clients’ education level and military experience level. How much is this impacted at all by job function, industry, or geography?

**KEY TAKEAWAYS:**

- Key job functions for high salaries include Analyst, Business, Consulting, Engineering, IT, and Management skills.
- Aerospace, Defense Contracting, IT, Management, and Consulting industries also trend to have high salaries.
- South Atlantic, Pacific, Middle Atlantic, New England, and East South Central have highest likelihood of achieving high salaries. Areas in particular include: Virginia, Maryland, District of Columbia, Texas, California, Hawaii, Colorado, Massachusetts, Connecticut, and Rhode Island.

Frequency analysis was conducted on client data to investigate what impact job function, industry, or geography might have on having a high salary. Of the 11,418 hired clients in the data, 4,864 (42.60%) reported having an above average salary. The job function that a client was hired in was first analyzed.
There appeared to be a few job functions that indicated higher salaries for HHUSA clients. Of the 561 Analyst job function, 396 (70.59%) reported having higher salaries. Business Development also had 65 (68.42%) out of 95 indicating high salary. Consultants also continued this trend with 198 (66.89%) out of 296. Another job function was Engineering with 201 (72.56%) out of 277 reporting high salaries.

Similar trends existed within IT job functions: IT — Computer/Software Engineering, 125 (70.22%) out of 178, IT — Information Security, 253 (81.88%) out of 309, and IT — Systems Management, 190 (72.80%) out of 261. This trend continued with job functions related to Management: Management — Executive reported 48 (96.00%) out of 50, Management — Operations, 397 (71.79%) out of 553, and Management — Programs, 211 (78.73%) out of 268, Management — Project, 296 (81.32%) out of 364. Of the 28 hired in Strategy/Planning job function, 71.43% (20) had high salaries.

Quality Assurance/Quality Control was borderline significant for clients indicating higher salaries with 84 (58.33%) out of 144.

A table with the complete results has been included.
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<th>Hired Job Function</th>
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<th>Count</th>
<th>Percent</th>
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Next, the client’s industry that they were hired in was analyzed. This was done in a similar manner, using statistics to identify areas of significantly higher salary. The Aerospace and Aviation industry reportedly hired clients at a significantly higher salary, 257 (58.41%) out of 440. A similar trend was also found in clients hired into the Defense Contracting industry, 1145 (66.69%) out of 1717. Information – Information Technology also tended to have higher salaries, 598 (59.68%) out of 1002.

As seen previously, industries related to management tended to have higher salaries as well, with Management of Companies and Enterprises, reporting 160 (72.07%) out of 222. Similar to this trend is the Professional – Consulting Services industry, 131 (66.84%) out of 196.

Attached below is the table of results produced for this analysis.

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<th>Hired Job Function</th>
<th>High Salary</th>
<th>Count</th>
<th>Percent</th>
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The final analysis focused on the location. The following table represents the breakdown of HHUSA clients based on the division that they are located in.

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<th>Percent</th>
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The majority of HHUSA clients are located in the South Atlantic division (34.38%), followed closely by Pacific (17.07%), West South Central (15.63%), and Mountain (12.61%). Frequency analysis was conducted on the individual divisions in order to provide a breakdown of clients being hired at an above average salary based on their geographic location.

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When looking at the results of this analysis, it appears that clients located in the South Atlantic, Pacific, Middle Atlantic, New England, and East South Central tended to have better results being hired at a higher salary. For the South Atlantic clients, approximately 14.74% of them acquired high salary jobs. The locations that had the best likelihood of hiring clients located in this division at above average salaries include Virginia (54.38%), Maryland (65.45%), District of Columbia (77.22%), Texas (58.14%), and California (65.38%).
For the HHUSA clients located in the Pacific division, the locations that tended to provide them with higher salary jobs included Hawaii (58.93%), Texas (59.38%), and Colorado (57.89%). Middle Atlantic clients had the best likelihood of being hired at an above average salary in Virginia (78.95%). Finally, the HHUSA clients from the New England division tended to achieve high salaries when obtaining jobs in Massachusetts (56.67%), Connecticut (52.63%), and Rhode Island (55.56%).

Is there any correlation between unemployment duration and a client’s demographic profile, including location?

KEY TAKEAWAYS:

- Active Duty clients take significantly longer times to get a job.
- Higher levels of education tend to also take longer times to get hired.
- Black or African Americans are unemployed longer when compared to Whites.
- Clients in the Pacific division also take longer to find a new job.

In order to study the effects of how long it takes a HHUSA client to find a job and the client’s demographic profile, a general linearized model (GLM) was created. When initially investigating the number of days it took a client to successfully get a job, it appeared that the variable was positively skewed. In order to correct this skewness prior to modeling, a log transformation was applied to the variable. This transformed variable was used as a response variable, while explanatory variables included the client’s rank, employment status, disability, education level, gender, race, service branch, and location.

The overall results of the modeling showed that there were significant differences in the explanatory variables used in the model (df = 37, F = 15.97, p < 0.01). The amount of variance explained by the demographic variables was $R^2 = 13.05$. Of the modeling population used, the mean number days it took for a HHUSA client to get hired was approximately 151 days. Of the demographic variables in the model, there were significant differences in employment status (df = 6, $F = 34.04$, p < 0.01), education level (df = 5, $F = 4.37$, p < 0.01), gender (df = 2, $F = 24.28$, p < 0.01), race (df = 6, $F = 25.15$, p < 0.01), and location (df = 9, $F = 3.54$, p < 0.01). A client’s rank (df = 3, $F = 1.53$, p = 0.20), disability status (df = 1, $F = 1.87$, p = 0.17), and service branch (df = 5, $F = 0.78$, p = 0.56) did not appear to have significant differences between groups.
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</table>
There were significant differences in how long it takes a HHUSA client to become employed based on their employment status when signing up for the service. Clients that are Active Duty take a significantly longer time to be hired when compared to others that are already employed, students, temporary, under employed, or unemployed. A possible reason for this may be that they have to wait for the service date to finish before progressing through the hiring process.

When considering a client’s education level, there were significant differences in time to find a job between those with a High School education and 4-Year, Doctorate, or Post-Graduate Degrees. Analysis seems to indicate that clients with higher degrees typically take a longer time to find a job.

Males and Females did not differ in the length it takes to find a job. The main difference is when comparing Males against HHUSA clients that did not indicate which gender they were. Clients with missing gender tend to find work faster than clients that listed their gender as Males.

When considering a client’s race and how long it takes to find a job, there were significant differences between those that listed their race as White and those that identified as Black or African American. The results indicate that Black or African American HHUSA clients took a significantly longer time to find a job when compared to White clients. Results also indicate that clients with an Unknown race also had a significantly longer time until they were employed when compared to Whites.

Finally, significant differences were compared at a client’s location at the time of signing up for HHUSA services. Clients in the Pacific division took a significantly longer time to find employment through HHUSA services when compared to clients in the South Atlantic division. Results also indicated significant differences when comparing South Atlantic clients to those of an Unknown division.

As a follow-up to the analysis, a second model was created that allowed for interaction variables to be entered into the model. These variables included education level by race, education level by location, race by location, and a three way interaction between race, education, and location.

Results indicate that these interaction terms did not produce significant contribution to the model.
What factors (if any) are causing women veterans to have a lower average starting salary—if we take those factors out, do they still have a lower starting salary?

**KEY TAKEAWAYS:**

- Rank is most important demographic indicator of achieving higher salary.
- Education level comes next, with all forms of education higher than High School/GED leading to significantly higher likelihood of achieving a higher salary.
- Females already Employed had a much higher likelihood of being hired with a high salary than those with the Active Duty status.

Earlier results in this document confirm that there are statistically significant differences in starting salaries between males and females. The prior analysis confirms that males tend to have a higher likelihood of achieving an above average salary. In order to further investigate salary differences in female veterans, a logistic regression model was created on just the female HHUSA client population. The salary information was used as the response variable in the model (high vs. low salary) and demographic covariates were entered into the model. These covariates include the client’s Rank, Employment Status, Disability Status, Education Level, Race, Service Branch, and Division.

When modeling, there were problems with low frequencies of some of the groups during model creation. Because of this, some populations were excluded. This included clients that had an education level of Other, a race of American Indian or Alaska Native, and those from the New England division. Future research would need to include a higher number of clients in these categories if they are to be included.

The resulting model was built off a total of 2576 records. Of those, 451 (10.53%) of the participants had achieved an above average salary when compared to the whole HHUSA client population. The pseudo-R² of the model was 0.20, with a max-rescaled $R^2 = 0.33$. The c-statistic for the resulting model was 0.83. Overall, there were significant differences between covariate groups, $\chi^2 = 564.21$, df = 32, $p < 0.01$.

The main differences in salary appear to be attributed to female client Rank ($\chi^2 = 122.76$, df = 3, $p < 0.01$), Employment Status ($\chi^2 = 27.55$, df = 6, $p < 0.01$), and Education Level ($\chi^2 = 50.94$, df = 4, $p < 0.01$). Female HHUSA clients did not seem to have significant differences based on Disability Status ($\chi^2 = 0.74$, df = 1, $p = 0.39$), Race ($\chi^2 = 7.09$, df = 5, $p = 0.21$), Service Branch ($\chi^2 = 3.01$, df = 5, $p = 0.70$), or Location ($\chi^2 = 11.29$, df = 8, $p = 0.19$).
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The largest difference in the likelihood of a female HHUSA client being hired at an above average salary is due to their Rank. Female clients of the Junior Enlisted rank have lower chances of high pay when compared to their peers. Female Company-Grade Officers are 5.93 times more likely to have an above average salary compared to Junior Enlisted. Warrant Officers are similar, with a likelihood about 6.51 times more likely. Finally, Field-Grade Officers have 4.34 times higher odds of being hired at a higher salary than Female Junior Enlisted clients.

Results would indicate that Employment Status of the female client has a role in the client’s likelihood of being hired at a high salary. When compared to Active Duty female members, female clients that were already employed have a 1.44 times greater chance of achieving a higher salary.

The final difference in demographic variables for Female salaries is being driven by Education Level. Female HHUSA clients with a High School/GED education are at a significant disadvantage when compared to all other levels. When compared to those with a High School or GED education level, female clients with a 2-year degree are 3.49 times more likely to be hired at an above average starting salary. This difference becomes 4.90 times more likely when the female client has a 4-year degree. Earning a Post-Graduate degree increases it even more, bringing it up to 6.67 times. Finally, female HHUSA clients that have a Doctorate level degree have a 14.52 times higher likelihood of being hired at an above average salary level.

A further study of female veterans was conducted in order to account for job function’s role in the HHUSA client getting hired to a high salary job. A logistic regression model was built with a response variable indicating the client was able to be hired into a high salaried position. This model forced covariates into the resulting equation in order to account for the demographic variables described in the previous study. Finally, binary indicator variables indicating a client’s hired job function were included based on a Stepwise variable selection method. The probability threshold for a job function to enter the model was set at $p < 0.05$.

The final resulting model converged with an $R^2 = 0.25$ and a Max-rescaled $R^2 = 0.42$. The c-statistic indicated good predictability of the model, $c = 0.87$. A table containing the Stepwise variable selection summary is as follows:
Of the eligible job functions, 4 of them had achieved entry during the model building process. These job functions included Management – Project, Analyst, Engineering, and IT – Information Security. As part of the model building process, the job function predictor variables were re-evaluated at each step in the selection. As IT – Information Security entered the model, it no longer provided a significant contribution to the model and was removed.

A table of the final model’s parameter effects is below.

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What demographic indicators show a propensity for success with the program?

KEY TAKEAWAYS:

- Company-Grade officers had more success than Junior Enlisted.
- Unemployed clients more likely to have success than Active Duty. Those already employed less likely to have success.
- Disabled and Pending Disabled clients have more success than not disabled.
- 4-year degree, post-graduate, and doctorate degrees all had higher likelihood of success than High School/GED.

A logistic regression model was used to determine what demographic indicators show a propensity for success in the HHUSA program. Of the records used, 13,317 had the appropriate response or explanatory variables required for modeling. Approximately 30% of these records had indicated that they were able to achieve a job through the program. The demographic indicators used in this model include the client’s Rank, Employment Status, Disability Status, Education Level, Gender, Race, Service Branch, and Location.

The resulting model had a pseudo-$R^2 = 0.22$ and a Max-rescaled $R^2 = 0.31$. There were significant differences in the overall model, $\chi^2 = 1432.1897$, df = 37, $p < 0.01$. When looking at the individual effects of the demographic variables, there were significant differences in each group.
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Starting with Rank, the analysis results indicate that Company-Grade Officers have a significantly higher success rate than Junior Enlisted clients ($\hat{\beta} = 0.24, \chi^2 = 11.15, p < 0.01$). Warrant Officers also showed a significantly higher success rate when compared to Junior Enlisted clients ($\hat{\beta} = 0.23, \chi^2 = 5.87, p = 0.02$). There were no significant differences in success when comparing Junior Enlisted clients with either Field-Grade Officers.

Clients that are already employed had a significantly lower chance of achieving success when compared to the baseline Active Duty client ($\hat{\beta} = -0.28, \chi^2 = 18.08, p < 0.01$). There were no other differences in success rates when comparing the other Employment Status groups with Active Duty clients.

Disability status also tended to have more success than those that were not disabled. Clients that indicated that they were disabled had significantly higher likelihood of getting hired than those that are not disabled ($\hat{\beta} = 0.45, \chi^2 = 50.15, p < 0.01$).

There were significant differences in Education Levels of HHUSA clients. Clients that had a 4-year degree ($\hat{\beta} = 0.49, \chi^2 = 59.16, p < 0.01$), Post-Graduate degree ($\hat{\beta} = 0.55, \chi^2 = 48.11, p < 0.01$), and Doctorate degrees ($\hat{\beta} = 0.53, \chi^2 = 7.47, p < 0.01$) all had significantly higher likelihood of getting hired than the baseline High School/GED clients. Clients that had a 2-Year degree ($\hat{\beta} = 0.14, \chi^2 = 2.85, p = 0.09$) were not significant at the 0.05 level. Alternatively, HHUSA clients that belong to the Other group ($\hat{\beta} = -1.64, \chi^2 = 108.97, p < 0.01$) had significantly lower success rates than High School/GED clients.

The results indicated that there were significant differences between client reported race groups. In this study, it appears that when compared to Whites, HHUSA clients that identified as American Indian or Alaska Natives had significantly lower rates of success ($\hat{\beta} = -1.06, \chi^2 = 6.51, p = 0.01$). The other significant difference appeared when comparing Whites against clients with an Unknown race. Clients with an Unknown race identity had significantly higher success likelihoods than those that indicated their race as White ($\hat{\beta} = 0.64, \chi^2 = 158.32, p < 0.01$).

A significant difference was observed with regards to client Service Branch; however, it was between the baseline Army and those with missing Service Branch information. Results indicate that clients that had missing data were significantly less likely to get hired ($\hat{\beta} = -1.51, \chi^2 = 14.17, p < 0.01$).

Finally, the results also indicate that there was a significant difference in success rates between South Atlantic and Unknown locations. Clients in the Unknown location categories were significantly less likely to be successful than the baseline South Atlantic clients ($\hat{\beta} = -0.59, \chi^2 = 11.83, p < 0.01$).
Analysis of the underemployed population—success rate, change in salary—what does their demographic profile look like?

KEY TAKEAWAYS:

− Somewhat similar to Active Duty clients in terms of Racial breakdown.
− Slightly higher percentages of Junior Enlisted and Non-Commissioned Officers than general population.
− Tend to have slightly higher education levels than typical clients.
− Higher number of females in this category.
− Marines also tend to be Underemployed.
− Education played a role in helping underemployed clients achieve success. Having a 4-year or post-graduate degree had 2 times the likelihood of success compared to High School/GED.
− Change in salary was under reported in the survey data and a model could not be produced.

A frequency analysis was first conducted in order to determine the demographic profile of the clients that listed under employed as their employment status. When compared to the general population, the Under Employed group tends to be made up of a higher proportion of Junior Enlisted and Non-Commissioned officers. The Under Employed also tends to have a slightly higher makeup of 4-year degrees and ‘Other’ listed as their education status. Another way that this group differs is by gender breakdown, with a higher proportion of females making up this group. The final difference between this group and the general population is that it has a slightly higher makeup of the Marines service branch.

A model was created in order to further investigate the success rate of just the under employed population. A logistic regression model was used, with a hired flag being used as a response variable. The demographic variables were used as dependent variables within the model—these variables included Rank, Disability Status, Education Level, Gender, Race, Service Branch, and Location. There was a total of 880 records used in the modeling, with 266 (30%) achieving success in the program.

The resulting model contained an $R^2 = 0.22$, with a Max-rescaled $R^2 = 0.31$. The c-statistic for this model was 0.78, indicating good predictive performance. The overall model contained significant differences within the dependent variables, $\chi^2 = 214.84$, df = 29, $p < 0.01$. Further investigation of the variables show significant differences in Education Levels ($\chi^2 = 21.53$, df = 5, $p < 0.01$), Gender ($\chi^2 = 25.76$, df = 30, $p < 0.01$), Race ($\chi^2 = 20.59$, df = 6, $p < 0.01$), and Location ($\chi^2 = 16.79$, df = 8, $p = 0.03$).
The individual differences between groups were investigated further. There were some differences in successfully getting a job when it comes to the client’s education level. When compared to the baseline High School/GED group, clients that had a 4-year degree were about 2 times more likely to get hired (\( \hat{\beta} = 0.64, \chi^2 = 8.06, p < 0.01 \)). Another significant difference that emerged was when comparing to clients with a post-graduate degree. Under employed clients with post-graduate degrees have about two times higher likelihood of getting a job than those with just a High School/GED education (\( \hat{\beta} = 0.67, \chi^2 = 5.02, p = 0.03 \)).

For the Under Employed, there were reported differences in Gender and Race, but not between known groups. The observed difference in Gender was between Males and those with a Missing gender value (\( \hat{\beta} = -3.76, \chi^2 = 25.72, p < 0.01 \)). With Race, the only observed difference was found between the White baseline group and those with an Unknown value (\( \hat{\beta} = 0.68, \chi^2 = 11.41, p < 0.01 \)).

The final differences that were explored were within a client’s location. The results of the model indicate that there was only one difference when looking at this group. A difference exists when comparing the South Atlantic baseline group to the Mountain group. Under employed clients in the Mountain location have 2.87 times the likelihood of achieving success than those in South Atlantic (\( \hat{\beta} = 1.05, \chi^2 = 12.77, p < 0.01 \)).

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Modeling was used in an attempt to investigate salary change in clients that were Under employed, but there was too small of a sample that reported a salary change in the survey data (N = 17).

**More in-depth analysis of the demographic profile of our Veteran, Guard / Reserves, and Active Duty populations; are there different resultant or outcomes from this population?**

**KEY TAKEAWAYS:**

- Veterans and National Guard / Reserves both tend to have higher proportions of Junior Enlisted and Non-Commissioned Officers.
- After accounting for the demographic covariates in the model, neither Veteran Status nor National Guard / Reserves Status had a significant positive impact on successfully obtaining a job.

Frequency analysis was conducted to investigate differences in demographic profiles comparing the Veteran, National Guard / Reserves populations with the typical HHUSA client population. In the general population, the proportion of clients that had a successful outcome from their services was approximately 31.7%. The Veteran population had reported a slightly higher success rate of 38.1%. National Guard / Reserves reported a slightly lower success rate, with about 30.4% with being hired through HHUSA services.

The Veteran population had some other differences when compared to the typical HHUSA population. Veterans had higher populations of Junior Enlisted (35.43%) and Non-Commissioned Officers (37.57%). Veteran clients also report a higher proportion of individuals achieving a 4-year degree (30.03%). Some differences exist with reported Genders, with a much smaller group reporting Missing. For the Veterans, approximately 21.82% were Females and 69.85% Males. Veteran clients also had a slightly higher Black or African American (13.21%) population than the typical client (10.14%). Finally, Veterans had a slightly higher proportion of Marines (14.62%).

National Guard and Reserves clients also had slight differences when compared to the typical client. Like the Veterans, the National Guard / Reserves group reported higher proportions of Junior Enlisted (28.92%) and Non-Commissioned Officers (35.29%). There were also much fewer Senior Non-Commissioned Officers (18.22%). The National Guard and Reserves clients had education levels, gender, and racial proportions very similar to the typical HHUSA client. A large difference in National Guard / Reserves is that they make up a large proportion of the Army Service Branch (67.04%). They are much less likely to be Navy or Marines when compared to the typical HHUSA client.

Successful outcomes were further analyzed using statistical modeling. A logistic regression model was used in order to model on whether a client successfully was hired into a new job. Covariates were entered into the model in order to control for Rank, Employment Status, Disability Status, Education Level, Gender, Race, Service Branch, and Location. Binary predictor variables were entered into the model to indicate a client’s Veteran or National Guard / Reserves status. The model successfully converged and produced a resulting $R^2 = 0.22$, Max-rescaled $R^2 = 0.31$. 
Results from the model did show significant differences within modeling variables, $\chi^2 = 3239.73$, df = 39, $p < 0.01$. After controlling for the demographic variables, modeling results show that Veteran status did not have a significant increased likelihood of success ($\chi^2 = 2.54$, $p = 0.11$). National Guard / Reserves status also did not seem to have a significant effect within the model ($\chi^2 = 0.01$, $p = 0.90$).
With regards to outcomes of our total population versus those that report a disability—is there a significant change in success based on this distinction?

**KEY TAKEAWAYS:**

- There are significant differences in outcome based on Disability Status.
- Disability status also tended to have more success than those that were not disabled.

The results from this model come from an earlier one that predicted success rates in HHUSA clients. Please see Page 51.

**For our 2017 dataset, we looked at trends based on our client’s rank categories, but each category includes three or four specific military ranks—we’d like to see this analysis broke out by individual ranks to determine if there are any trends that exist beyond the rank category itself.**

**KEY TAKEAWAYS**

- Majority of clients are made up of the E-1 through E-9 Service Ranks.
- Junior Enlisted represents about a quarter of each Service Rank.
- Active Duty is nearly 50% of each Service Rank, followed by nearly 25% being Unemployed.
- For Education, it is mainly a consistent 1/3 of each rank has about a High School/GED education across ranks. Four-Year degrees (~25%) and Post-Graduate (12%) represent most of the remainder.
- W-1 through W-4 tends to have slightly higher proportions labeled as Disabled status.
- Males make up the majority of those reporting genders. There are high proportions of clients that this data is unavailable for.
- There tends to be slightly higher proportions of Black or African Americans and Hispanic or Latinos towards Officer/Warrant Officer ranks when compared to Enlisted.
- Nearly half of clients are listed as Army across all Service Ranks. Air Force and Navy come next, both around ~20%.
- Approximately 1/3 of each Service Rank is located in the South Atlantic. Pacific and West South Central are the next highest groups, making up ~17% each. New England is the lowest reported proportion, with somewhat higher rates in W-1 through W-4 categories.
- When looking at outcomes, lower Enlisted ranks have much lower registration rates and salaries.

Summary reports were built in order to explore the HHUSA client data based on the Service Rank value. First, the value was compared against their reported detail rank (Note: Non-Commissioned and Senior Non-Commissioned Officers are not displayed).
The next analysis was performed on client employment status. The table can be found below.

<table>
<thead>
<tr>
<th>Service Rank</th>
<th>N</th>
<th>Company Officer</th>
<th>Field Officer</th>
<th>General Officer</th>
<th>Junior Enlisted</th>
<th>Warrant Officer</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>121</td>
<td>8.47%</td>
<td>5.93%</td>
<td>0.00%</td>
<td>32.20%</td>
<td>1.69%</td>
</tr>
<tr>
<td>E-2</td>
<td>274</td>
<td>7.09%</td>
<td>7.48%</td>
<td>0.00%</td>
<td>26.38%</td>
<td>3.15%</td>
</tr>
<tr>
<td>E-3</td>
<td>1384</td>
<td>6.00%</td>
<td>5.69%</td>
<td>0.16%</td>
<td>27.73%</td>
<td>3.50%</td>
</tr>
<tr>
<td>E-4</td>
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<td>6.84%</td>
<td>6.58%</td>
<td>0.03%</td>
<td>26.14%</td>
<td>2.50%</td>
</tr>
<tr>
<td>E-5</td>
<td>7163</td>
<td>7.00%</td>
<td>6.50%</td>
<td>0.02%</td>
<td>25.70%</td>
<td>2.52%</td>
</tr>
<tr>
<td>E-6</td>
<td>4982</td>
<td>6.93%</td>
<td>6.14%</td>
<td>0.00%</td>
<td>25.41%</td>
<td>2.16%</td>
</tr>
<tr>
<td>E-7</td>
<td>5311</td>
<td>7.18%</td>
<td>6.43%</td>
<td>0.04%</td>
<td>24.69%</td>
<td>2.62%</td>
</tr>
<tr>
<td>E-8</td>
<td>2377</td>
<td>6.33%</td>
<td>6.27%</td>
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</tr>
<tr>
<td>E-9</td>
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<td>5.67%</td>
<td>7.45%</td>
<td>0.22%</td>
<td>25.70%</td>
<td>3.11%</td>
</tr>
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<td>6.19%</td>
<td>0.00%</td>
<td>27.84%</td>
<td>1.03%</td>
</tr>
<tr>
<td>O-2</td>
<td>514</td>
<td>6.14%</td>
<td>6.59%</td>
<td>0.00%</td>
<td>26.59%</td>
<td>2.27%</td>
</tr>
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<td>O-3</td>
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<td>7.90%</td>
<td>7.04%</td>
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<td>2.72%</td>
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<td>5.91%</td>
<td>6.12%</td>
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<td>24.39%</td>
<td>2.96%</td>
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<td>7.43%</td>
<td>7.32%</td>
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<td>22.82%</td>
<td>2.80%</td>
</tr>
<tr>
<td>O-6</td>
<td>484</td>
<td>8.24%</td>
<td>5.41%</td>
<td>0.00%</td>
<td>25.86%</td>
<td>3.20%</td>
</tr>
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<td>0.00%</td>
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<td>25.00%</td>
<td>0.00%</td>
</tr>
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<td>0.00%</td>
</tr>
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<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>W-1</td>
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<td>8.70%</td>
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<td>21.74%</td>
<td>0.00%</td>
</tr>
<tr>
<td>W-2</td>
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<td>7.02%</td>
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<td>19.88%</td>
<td>1.79%</td>
</tr>
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<td>1.95%</td>
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<td>23.04%</td>
<td>0.87%</td>
</tr>
<tr>
<td>W-5</td>
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<td>4.35%</td>
<td>10.87%</td>
<td>0.00%</td>
<td>30.43%</td>
<td>2.17%</td>
</tr>
<tr>
<td>Service Rank</td>
<td>N</td>
<td>Active Duty</td>
<td>Employed</td>
<td>Pending Medical Separation</td>
<td>Student</td>
<td>Temp/Contract</td>
</tr>
<tr>
<td>--------------</td>
<td>----</td>
<td>-------------</td>
<td>----------</td>
<td>-----------------------------</td>
<td>---------</td>
<td>---------------</td>
</tr>
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<td>121</td>
<td>44.92%</td>
<td>16.95%</td>
<td>2.54%</td>
<td>4.24%</td>
<td>0.85%</td>
</tr>
<tr>
<td>E-2</td>
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<td>2.36%</td>
</tr>
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<td>2.10%</td>
<td>1.40%</td>
</tr>
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<td>48.52%</td>
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<td>2.81%</td>
<td>1.73%</td>
<td>1.81%</td>
</tr>
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<td>47.03%</td>
<td>16.39%</td>
<td>3.13%</td>
<td>2.15%</td>
<td>1.67%</td>
</tr>
<tr>
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<td>2.07%</td>
<td>1.39%</td>
</tr>
<tr>
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<td>48.16%</td>
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<td>2.22%</td>
<td>1.70%</td>
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<td>1.40%</td>
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<td>17.46%</td>
<td>3.78%</td>
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<td>1.78%</td>
</tr>
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<td>2.06%</td>
<td>1.03%</td>
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<td>1.39%</td>
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<td>3.27%</td>
<td>2.11%</td>
<td>0.84%</td>
</tr>
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<td>46.50%</td>
<td>15.39%</td>
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<td>1.61%</td>
</tr>
<tr>
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<td>484</td>
<td>44.62%</td>
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<td>1.83%</td>
<td>1.83%</td>
</tr>
<tr>
<td>O-7</td>
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<td>62.50%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>O-8</td>
<td>2</td>
<td>50.00%</td>
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<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>O-9</td>
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<td>0.00%</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>W-1</td>
<td>25</td>
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<td>4.35%</td>
<td>0.00%</td>
</tr>
<tr>
<td>W-2</td>
<td>188</td>
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<td>1.17%</td>
</tr>
<tr>
<td>W-3</td>
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<td>0.33%</td>
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<td>1.74%</td>
<td>1.74%</td>
</tr>
<tr>
<td>W-5</td>
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<td>47.83%</td>
<td>15.22%</td>
<td>2.17%</td>
<td>4.35%</td>
<td>0.00%</td>
</tr>
</tbody>
</table>

Education was also compared.
Next is a table of the Disabled status of HHUSA clients.

<table>
<thead>
<tr>
<th>Service Rank</th>
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<th>Disabled</th>
<th>Not Disabled</th>
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</thead>
<tbody>
<tr>
<td>E-1</td>
<td>121</td>
<td>11.02%</td>
<td>88.98%</td>
</tr>
<tr>
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<td>274</td>
<td>9.06%</td>
<td>90.94%</td>
</tr>
<tr>
<td>E-3</td>
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</tr>
<tr>
<td>E-4</td>
<td>7099</td>
<td>11.74%</td>
<td>88.26%</td>
</tr>
<tr>
<td>E-5</td>
<td>7163</td>
<td>11.81%</td>
<td>88.19%</td>
</tr>
<tr>
<td>E-6</td>
<td>4982</td>
<td>11.45%</td>
<td>88.55%</td>
</tr>
<tr>
<td>E-7</td>
<td>5311</td>
<td>11.48%</td>
<td>88.52%</td>
</tr>
<tr>
<td>E-8</td>
<td>2377</td>
<td>10.80%</td>
<td>89.20%</td>
</tr>
<tr>
<td>E-9</td>
<td>996</td>
<td>10.90%</td>
<td>89.10%</td>
</tr>
<tr>
<td>O-1</td>
<td>109</td>
<td>14.43%</td>
<td>85.57%</td>
</tr>
<tr>
<td>O-2</td>
<td>514</td>
<td>9.09%</td>
<td>90.91%</td>
</tr>
<tr>
<td>O-3</td>
<td>2102</td>
<td>12.17%</td>
<td>87.83%</td>
</tr>
<tr>
<td>O-4</td>
<td>1083</td>
<td>12.14%</td>
<td>87.86%</td>
</tr>
<tr>
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<td>1064</td>
<td>13.99%</td>
<td>86.01%</td>
</tr>
<tr>
<td>O-6</td>
<td>484</td>
<td>11.21%</td>
<td>88.79%</td>
</tr>
<tr>
<td>O-7</td>
<td>9</td>
<td>0.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>O-8</td>
<td>2</td>
<td>0.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>O-9</td>
<td>1</td>
<td>0.00%</td>
<td>100.00%</td>
</tr>
<tr>
<td>W-1</td>
<td>25</td>
<td>13.04%</td>
<td>86.96%</td>
</tr>
<tr>
<td>W-2</td>
<td>188</td>
<td>9.94%</td>
<td>90.06%</td>
</tr>
<tr>
<td>W-3</td>
<td>351</td>
<td>14.98%</td>
<td>85.02%</td>
</tr>
<tr>
<td>W-4</td>
<td>272</td>
<td>11.30%</td>
<td>88.70%</td>
</tr>
<tr>
<td>W-5</td>
<td>52</td>
<td>13.04%</td>
<td>86.96%</td>
</tr>
</tbody>
</table>
The following table is a breakdown of the HHUSA client’s listed gender.

<table>
<thead>
<tr>
<th>Service Rank</th>
<th>N</th>
<th>Female</th>
<th>Male</th>
<th>Unknown</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>121</td>
<td>16.10%</td>
<td>51.59%</td>
<td>32.20%</td>
</tr>
<tr>
<td>E-2</td>
<td>274</td>
<td>16.93%</td>
<td>59.45%</td>
<td>23.62%</td>
</tr>
<tr>
<td>E-3</td>
<td>1384</td>
<td>15.57%</td>
<td>58.96%</td>
<td>25.08%</td>
</tr>
<tr>
<td>E-4</td>
<td>7099</td>
<td>14.63%</td>
<td>60.94%</td>
<td>24.43%</td>
</tr>
<tr>
<td>E-5</td>
<td>7163</td>
<td>15.43%</td>
<td>59.88%</td>
<td>24.69%</td>
</tr>
<tr>
<td>E-6</td>
<td>4982</td>
<td>14.95%</td>
<td>61.19%</td>
<td>23.86%</td>
</tr>
<tr>
<td>E-7</td>
<td>5311</td>
<td>14.43%</td>
<td>62.44%</td>
<td>23.33%</td>
</tr>
<tr>
<td>E-8</td>
<td>2377</td>
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<td>59.73%</td>
<td>26.24%</td>
</tr>
<tr>
<td>E-9</td>
<td>996</td>
<td>16.60%</td>
<td>60.51%</td>
<td>22.69%</td>
</tr>
<tr>
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<td>60.82%</td>
<td>22.68%</td>
</tr>
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<td>514</td>
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<td>65.45%</td>
<td>22.50%</td>
</tr>
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<td>60.14%</td>
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<td>61.99%</td>
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</tr>
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<td>1064</td>
<td>14.53%</td>
<td>62.86%</td>
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</tr>
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<td>484</td>
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<td>23.80%</td>
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<td>50.00%</td>
<td>12.50%</td>
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</tr>
<tr>
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<td>13.04%</td>
</tr>
<tr>
<td>W-2</td>
<td>188</td>
<td>15.20%</td>
<td>60.23%</td>
<td>24.56%</td>
</tr>
<tr>
<td>W-3</td>
<td>351</td>
<td>14.33%</td>
<td>63.84%</td>
<td>21.82%</td>
</tr>
<tr>
<td>W-4</td>
<td>272</td>
<td>13.04%</td>
<td>61.74%</td>
<td>25.22%</td>
</tr>
<tr>
<td>W-5</td>
<td>52</td>
<td>19.57%</td>
<td>52.17%</td>
<td>28.26%</td>
</tr>
</tbody>
</table>

The next breakdown is by the client’s listed race values.

<table>
<thead>
<tr>
<th>Service Rank</th>
<th>N</th>
<th>American Indian or Alaska Native</th>
<th>Asian or Pacific Islander</th>
<th>Black or African American</th>
<th>Hispanic or Latino</th>
<th>Two or More Races</th>
<th>Prefer not to Answer</th>
<th>White</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>121</td>
<td>0.00%</td>
<td>0.85%</td>
<td>4.24%</td>
<td>3.39%</td>
<td>0.85%</td>
<td>74.58%</td>
<td>16.30%</td>
</tr>
<tr>
<td>E-2</td>
<td>274</td>
<td>0.39%</td>
<td>0.79%</td>
<td>6.30%</td>
<td>6.30%</td>
<td>1.57%</td>
<td>62.20%</td>
<td>22.44%</td>
</tr>
<tr>
<td>E-3</td>
<td>1384</td>
<td>0.31%</td>
<td>1.48%</td>
<td>10.51%</td>
<td>4.57%</td>
<td>3.04%</td>
<td>61.29%</td>
<td>18.69%</td>
</tr>
<tr>
<td>E-4</td>
<td>7099</td>
<td>0.36%</td>
<td>2.00%</td>
<td>10.18%</td>
<td>6.03%</td>
<td>2.89%</td>
<td>54.86%</td>
<td>23.68%</td>
</tr>
<tr>
<td>E-5</td>
<td>7163</td>
<td>0.25%</td>
<td>1.81%</td>
<td>10.06%</td>
<td>5.73%</td>
<td>2.96%</td>
<td>55.49%</td>
<td>23.75%</td>
</tr>
<tr>
<td>E-6</td>
<td>4982</td>
<td>0.25%</td>
<td>2.20%</td>
<td>10.14%</td>
<td>5.91%</td>
<td>2.61%</td>
<td>55.52%</td>
<td>23.36%</td>
</tr>
<tr>
<td>E-7</td>
<td>2511</td>
<td>0.57%</td>
<td>2.01%</td>
<td>10.87%</td>
<td>5.76%</td>
<td>2.89%</td>
<td>51.77%</td>
<td>26.33%</td>
</tr>
<tr>
<td>E-8</td>
<td>2377</td>
<td>0.47%</td>
<td>2.06%</td>
<td>10.38%</td>
<td>5.61%</td>
<td>3.32%</td>
<td>53.60%</td>
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</tr>
<tr>
<td>E-9</td>
<td>596</td>
<td>0.22%</td>
<td>1.78%</td>
<td>12.75%</td>
<td>6.23%</td>
<td>3.34%</td>
<td>51.17%</td>
<td>24.47%</td>
</tr>
<tr>
<td>O-1</td>
<td>109</td>
<td>0.00%</td>
<td>2.06%</td>
<td>10.31%</td>
<td>10.31%</td>
<td>4.12%</td>
<td>46.39%</td>
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</tr>
<tr>
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<td>7.73%</td>
<td>2.95%</td>
<td>52.50%</td>
<td>22.05%</td>
</tr>
<tr>
<td>O-3</td>
<td>2102</td>
<td>0.52%</td>
<td>2.67%</td>
<td>9.66%</td>
<td>6.08%</td>
<td>3.52%</td>
<td>51.28%</td>
<td>26.47%</td>
</tr>
<tr>
<td>O-4</td>
<td>1083</td>
<td>0.21%</td>
<td>1.80%</td>
<td>11.40%</td>
<td>8.24%</td>
<td>3.33%</td>
<td>49.21%</td>
<td>25.77%</td>
</tr>
<tr>
<td>O-5</td>
<td>1064</td>
<td>0.32%</td>
<td>2.91%</td>
<td>11.73%</td>
<td>6.78%</td>
<td>2.48%</td>
<td>50.05%</td>
<td>25.73%</td>
</tr>
<tr>
<td>O-6</td>
<td>484</td>
<td>0.46%</td>
<td>2.75%</td>
<td>12.56%</td>
<td>6.64%</td>
<td>1.83%</td>
<td>47.14%</td>
<td>28.60%</td>
</tr>
<tr>
<td>O-7</td>
<td>9</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>12.50%</td>
<td>0.00%</td>
<td>37.50%</td>
<td>50.00%</td>
</tr>
<tr>
<td>O-8</td>
<td>2</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>100.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>O-9</td>
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<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>100.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>W-1</td>
<td>25</td>
<td>0.00%</td>
<td>0.00%</td>
<td>13.04%</td>
<td>13.04%</td>
<td>0.00%</td>
<td>52.17%</td>
<td>21.74%</td>
</tr>
<tr>
<td>W-2</td>
<td>188</td>
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<td>2.34%</td>
<td>7.60%</td>
<td>7.02%</td>
<td>0.58%</td>
<td>54.39%</td>
<td>28.07%</td>
</tr>
<tr>
<td>W-3</td>
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<td>2.28%</td>
<td>12.70%</td>
<td>4.39%</td>
<td>5.54%</td>
<td>50.16%</td>
<td>24.43%</td>
</tr>
<tr>
<td>W-4</td>
<td>272</td>
<td>0.00%</td>
<td>4.78%</td>
<td>8.26%</td>
<td>8.70%</td>
<td>2.61%</td>
<td>49.13%</td>
<td>26.52%</td>
</tr>
<tr>
<td>W-5</td>
<td>52</td>
<td>0.00%</td>
<td>0.00%</td>
<td>10.87%</td>
<td>6.52%</td>
<td>2.17%</td>
<td>60.87%</td>
<td>39.57%</td>
</tr>
</tbody>
</table>
The next breakdown is by the client’s listed race values.

<table>
<thead>
<tr>
<th>Service Rank</th>
<th>N</th>
<th>Air Force</th>
<th>Army</th>
<th>Coast Guard</th>
<th>Marines</th>
<th>Missing</th>
<th>Navy</th>
</tr>
</thead>
<tbody>
<tr>
<td>E-1</td>
<td>121</td>
<td>17.80%</td>
<td>47.46%</td>
<td>0.65%</td>
<td>8.47%</td>
<td>2.54%</td>
<td>22.88%</td>
</tr>
<tr>
<td>E-2</td>
<td>274</td>
<td>16.93%</td>
<td>46.06%</td>
<td>1.57%</td>
<td>13.39%</td>
<td>1.57%</td>
<td>20.47%</td>
</tr>
<tr>
<td>E-3</td>
<td>1384</td>
<td>17.83%</td>
<td>49.61%</td>
<td>0.62%</td>
<td>12.07%</td>
<td>2.10%</td>
<td>17.76%</td>
</tr>
<tr>
<td>E-4</td>
<td>7099</td>
<td>17.27%</td>
<td>50.20%</td>
<td>0.95%</td>
<td>11.62%</td>
<td>1.86%</td>
<td>18.10%</td>
</tr>
<tr>
<td>E-5</td>
<td>7163</td>
<td>17.35%</td>
<td>49.66%</td>
<td>1.10%</td>
<td>11.46%</td>
<td>1.93%</td>
<td>18.50%</td>
</tr>
<tr>
<td>E-6</td>
<td>4982</td>
<td>16.84%</td>
<td>49.43%</td>
<td>1.15%</td>
<td>12.21%</td>
<td>1.71%</td>
<td>18.66%</td>
</tr>
<tr>
<td>E-7</td>
<td>5311</td>
<td>16.86%</td>
<td>49.50%</td>
<td>1.07%</td>
<td>12.32%</td>
<td>2.05%</td>
<td>18.20%</td>
</tr>
<tr>
<td>E-8</td>
<td>2377</td>
<td>17.91%</td>
<td>48.36%</td>
<td>1.40%</td>
<td>11.41%</td>
<td>2.15%</td>
<td>18.76%</td>
</tr>
<tr>
<td>E-9</td>
<td>996</td>
<td>18.35%</td>
<td>50.83%</td>
<td>0.67%</td>
<td>11.01%</td>
<td>1.89%</td>
<td>17.24%</td>
</tr>
<tr>
<td>O-1</td>
<td>109</td>
<td>18.56%</td>
<td>50.52%</td>
<td>0.00%</td>
<td>13.40%</td>
<td>0.00%</td>
<td>17.93%</td>
</tr>
<tr>
<td>O-2</td>
<td>514</td>
<td>16.14%</td>
<td>50.91%</td>
<td>1.14%</td>
<td>13.41%</td>
<td>0.68%</td>
<td>17.73%</td>
</tr>
<tr>
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<td>0.91%</td>
<td>11.42%</td>
<td>1.28%</td>
<td>18.52%</td>
</tr>
<tr>
<td>O-4</td>
<td>1083</td>
<td>17.42%</td>
<td>51.11%</td>
<td>0.84%</td>
<td>11.83%</td>
<td>1.90%</td>
<td>16.90%</td>
</tr>
<tr>
<td>O-5</td>
<td>1064</td>
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<td>50.27%</td>
<td>0.54%</td>
<td>10.87%</td>
<td>2.26%</td>
<td>19.38%</td>
</tr>
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<td>52.17%</td>
<td>0.92%</td>
<td>9.84%</td>
<td>2.97%</td>
<td>20.59%</td>
</tr>
<tr>
<td>O-7</td>
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<td>12.50%</td>
<td>37.50%</td>
<td>0.00%</td>
<td>12.50%</td>
<td>0.00%</td>
<td>37.50%</td>
</tr>
<tr>
<td>O-8</td>
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<td>0.00%</td>
<td>50.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>50.00%</td>
</tr>
<tr>
<td>O-9</td>
<td>1</td>
<td>0.00%</td>
<td>100.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
<td>0.00%</td>
</tr>
<tr>
<td>W-1</td>
<td>25</td>
<td>4.35%</td>
<td>52.17%</td>
<td>0.00%</td>
<td>13.04%</td>
<td>4.35%</td>
<td>26.09%</td>
</tr>
<tr>
<td>W-2</td>
<td>188</td>
<td>17.54%</td>
<td>42.69%</td>
<td>0.58%</td>
<td>14.62%</td>
<td>2.34%</td>
<td>22.22%</td>
</tr>
<tr>
<td>W-3</td>
<td>351</td>
<td>14.33%</td>
<td>51.47%</td>
<td>0.65%</td>
<td>10.75%</td>
<td>2.28%</td>
<td>20.52%</td>
</tr>
<tr>
<td>W-4</td>
<td>272</td>
<td>19.57%</td>
<td>45.22%</td>
<td>1.30%</td>
<td>13.91%</td>
<td>1.30%</td>
<td>18.70%</td>
</tr>
<tr>
<td>W-5</td>
<td>52</td>
<td>28.26%</td>
<td>45.85%</td>
<td>2.17%</td>
<td>10.87%</td>
<td>2.17%</td>
<td>10.87%</td>
</tr>
</tbody>
</table>

And finally location was analyzed.
In addition to the demographic breakdowns across service ranks, client outcomes were also analyzed.
We have a number of teams and programs working together to deepen the scope of our service delivery. We have also referred our clients to sister organizations to expand that breadth of support. Are there certain services that can be closely correlated to program success?

**KEY TAKEAWAYS:**

- Value Proposition is often correlated with Interview Skills, Creating a LinkedIn account, and resume tailoring tips.
- Interview Skills is also correlated with Created LinkedIn Accounts.

In order to investigate this, the HHUSA client data was filtered out to only include clients that were successfully hired through HHUSA’s program. Using this subset of data, correlations were created with each of the HHUSA Service indicator variables. The following table was produced.
The table’s values have been color coded based on the strength of the correlation. Value Proposition was the main HHUSA service that had moderate to strong correlations with other services. These services included Interview Skills ($r = 0.67$), Created LinkedIn Account ($r = 0.32$), and Resume Tailoring Tips ($r = 0.27$). It should also be noted that Created LinkedIn Account also had a somewhat high correlation with Interview Skills ($r = 0.42$).

In addition to just analyzing the HHUSA clients that were hired, a table has also been provided for those that were unsuccessful in achieving a job. Below is a table that contains the correlations between use of services for this group.
Even when filtering the data to only include the subsection of clients that were not hired, the strongest correlation between HHUSA service offerings is between Value Proposition Development and Interview Skills Training ($r = 0.94$). Value Proposition Development also had high correlations with LinkedIn Profile Revision ($r = 0.79$) and Additional Resume Tailoring ($r = 0.75$), and moderate correlations with clients that used HHUSA Job Boards ($r = 0.27$), Federal Services ($r = 0.19$), and Volunteer Services ($r = 0.23$).

In addition to Value Proposition Development, HHUSA clients receiving Interview Skills Training also had high correlations with LinkedIn Profile Revision ($r = 0.81$) and Additional Resume Tailoring ($r = 0.69$), and moderate correlations with HHUSA Job Board ($r = 0.25$) and Volunteer Services ($r = 0.20$).

LinkedIn Profile Revision services had a high correlation with Additional Resume Tailoring ($r = 0.66$), and moderate correlations with HHUSA Job Board ($r = 0.25$) and Volunteer Services ($r = 0.20$). And finally, HHUSA clients that received services for Additional Resume Tailoring also had moderate correlations with services for HHUSA Job Board ($r = 0.21$) and Volunteer Services ($r = 0.21$).

Analysis continued on HHUSA services by next dividing the client population based on their activity status. A binary flag was created to indicate clients that stopped out/dropped out of HHUSA account activity. The analysis was rerun on these two populations, producing two tables containing the correlations of services. The table below contains the results of HHUSA clients that remained active accounts while looking for work.
For the active clients, the Value Proposition Development seemed to have the overall highest correlations. This service was highly correlated with Interview Skills Training ($r = 0.94$), LinkedIn Profile Revision ($r = 0.79$), Additional Resume Tailoring ($r = 0.77$), and the HHUSA Job Board ($r = 0.31$). Value Proposition Development also had a moderate correlation with Volunteer Services ($r = 0.25$).

Interview Skills Training also had high correlations with LinkedIn Profile Revision ($r = 0.81$), Additional Resume Tailoring ($r = 0.71$), and HHUSA Job Board ($r = 0.31$). The final strong correlation within the table exists between LinkedIn Profile Revision and Additional Resume Tailoring ($r = 0.66$). It is also important to note that there are several other moderate correlations present, seen between Volunteer Services and Interview Skills ($r = 0.25$) and LinkedIn Profile Revision ($r = 0.21$) as well with HHUSA Job Board and LinkedIn Profile Revision ($r = 0.27$) and Additional Resume Tailoring ($r = 0.22$).

This analytical method was repeated for the client base that became inactive and stopped/dropped out. The following table contains the resulting correlations.
For the HHUSA clients that became inactive, the results once again show several services paired with Value Proposition Development. Value Proposition Development remained highly correlated with Interview Skills Training ($r=0.81$), LinkedIn Profile Revision ($r = 0.50$), and Additional Resume Tailoring ($r = 0.35$). Interview Skills Training was also highly correlated with LinkedIn Profile Revision ($r = 0.54$). Moderate correlations were found between the Additional Resume Tailoring service and Interview Skills Training ($r = 0.25$) and LinkedIn Profile Revision ($r = 0.30$).

Further investigations were conducted in order to explore associations between HHUSA services that clients received. Association Analysis was conducted in order to establish rules for association between HHUSA services. In this study of HHUSA clients that were successfully hired, the maximum items allowed to build rules was set to 2, a minimum confidence level was set to 10%, and a support percentage of 5% was used. The results can be found in the table below.
From these rules, the highest amount of lift exists between HHUSA Job Board and Volunteer Services (Lift = 1.43). For clients that sign up for HHUSA Job Board services, these same clients also sign up for Volunteer Services at 21.11% of the time. The reverse is also high in lift (1.43), where clients that sign up for Volunteer Services also sign up for HHUSA Job Board services 40.85% of the time.

The most commonly occurring rules in the hired HHUSA clients are between Value Proposition Development and Interview Skills Training (Support = 92.72%), Created LinkedIn Profile and Value Proposition Development (Support = 77.55%), Created LinkedIn Profile and Interview Skills Training (Support = 76.94%), and Resume Tailoring Tips and Value Proposition Development (Support = 68.66%). It seems that these are the main services that are highly associated with one another.
Are our clients leaving locations to take a job or are they staying where they are for the duration of their job search? We’d like to see this analysis conducted across our varied demographic profiles.

Analysis has been included in section 3, starting on page 37.

We would also like to see expanded analysis of our migration data.

This also seems to be related to section 3, starting on page 37.

When evaluating success, are there common factors across categories?

KEY TAKEAWAYS

− Rank and education help play a key role in achieving success.
− For HHUSA Services, Value Proposition, Resume Tailoring, Interview Skills, Creating LinkedIn Account all seem to be correlated to successful employment.

Are there any outliers to organizational trends when looking at demographic expectations (i.e. we’d assume that clients with more advanced rank would achieve greater salaries)? Why do those outliers exist?

KEY TAKEAWAYS

− Females tended to have a lower likelihood of getting hired for an above average salaried job. Possible reasons for this is bias in the data due to uneven group sizes.
− Results indicated that females can help close this gap through rank advancement and education level.
− Management, Analysis, InfoSec, and Business Development job functions tended to have higher than average pay.

There were some issues in the data that were mainly caused through small sample sizes. Examples include General Officers and Native American or Alaska Native clients. There were several organizational trends that were noticed in this report. The main one seemed to be that males tended to have a higher likelihood of being hired in a position of higher salary than females.
One of the reasons that this may exist is that there tends to be a much higher proportion of males within the client population, which may skew some of the results in their favor. It was also seen that males tend to be interested in management and technical positions, while females tend to be more interested in those related to healthcare and social sciences.

Following up on the gender outlier, it does appear that females can close the gap when they achieve a higher rank and education. Also, the main job functions that appeared to help females achieve a higher salary are those related to Project Management, Analyst, and IT roles.

Another outlier that seemed to exist was when comparing other races against Native American or Alaska Native clients. Unfortunately, this demographic group has a very small representation in the overall HHUSA client population, and any results reported may not be accurate due to bias. A similar occurrence can be seen with the General Officer population. This is another very small population among HHUSA clients.

**What inputs can be used to predict client outcomes?**

These studies and modeling were able to use demographic variables as predictors for various outcomes. These variables include: Rank, Employment Status, Education Level, Disability, Gender, Race, Service Branch, and Location. The ones that seem to be common to success categories are Education Level and Rank.

**Trend comparison between 2017 and 2018 datasets.**

**KEY TAKEAWAYS**

- Large growth in Field-Grade (55%), Company-Grade (31%), and Warrant officers (31%).
- Clients already employed had a 48% increase. This trend was also followed by those pending medical separation (35%) and students (28%).
- Disabled clients increased year-over-year by 33%.
- Those with 4-year degree (16%) or higher (Post-Graduate 36%, Doctorate 115%) also trended higher.
- The percentage reporting as female also increased by 29%.
- There may be some data quality issues with reported race between the two years.

Clients in the HHUSA data were assigned a value based on the year that they created their account. Of the 35,963 clients in this study, 16,770 (46.63%) signed up in 2017 while the remaining 19,193 (53.37%) signed up in 2018. This would indicate an approximate 14% increase in clients year-over-year.

The first demographic variable investigated was the client’s rank (see table below).
The largest proportion increase from 2017 to 2017 comes in the form of Field-Grade Officers, increasing from 1,033 to 1,598 and showing a 55% increase. The next highest proportion would include Company-Grade Officers (31%) and Warrant Officers (31%). The slowest growth seemed to come from the Junior Enlisted clients, only growing at about 2% year-over-year.

Employment was investigated next.

The largest change year-over-year occurred in those clients that are already employed, increasing from 2,129 to 3,142 for a 48% increase. These were followed by those pending medical separation (35%) and students (28%). Clients that were Unemployed and Active Duty, the two largest groups, grew at a much slower pace.
When looking at the trends for HHUSA demographics, the number of disabled clients increased by 33%, going from 1,793 to 2,377. Those clients that were not disabled grew from 14,977 to 16,816 (12%).

<table>
<thead>
<tr>
<th>Education</th>
<th>Year</th>
<th>COUNT</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>2 Year Degree</td>
<td>2017</td>
<td>2489</td>
<td>6.12%</td>
</tr>
<tr>
<td>2 Year Degree</td>
<td>2018</td>
<td>2469</td>
<td>6.06%</td>
</tr>
<tr>
<td>4 Year Degree</td>
<td>2017</td>
<td>4195</td>
<td>11.67%</td>
</tr>
<tr>
<td>4 Year Degree</td>
<td>2018</td>
<td>4872</td>
<td>13.54%</td>
</tr>
<tr>
<td>Doctorate</td>
<td>2017</td>
<td>125</td>
<td>0.34%</td>
</tr>
<tr>
<td>Doctorate</td>
<td>2018</td>
<td>269</td>
<td>0.74%</td>
</tr>
<tr>
<td>High School/GED</td>
<td>2017</td>
<td>6057</td>
<td>16.44%</td>
</tr>
<tr>
<td>High School/GED</td>
<td>2018</td>
<td>4965</td>
<td>13.80%</td>
</tr>
<tr>
<td>Other</td>
<td>2017</td>
<td>1543</td>
<td>4.20%</td>
</tr>
<tr>
<td>Other</td>
<td>2018</td>
<td>3452</td>
<td>9.59%</td>
</tr>
<tr>
<td>Post-Graduate Degree</td>
<td>2017</td>
<td>2370</td>
<td>6.45%</td>
</tr>
<tr>
<td>Post-Graduate Degree</td>
<td>2018</td>
<td>3666</td>
<td>9.80%</td>
</tr>
</tbody>
</table>

For education trends, HHUSA saw an increase in clients reporting higher levels of education. Clients holding a four-Year Degrees (16%), Post-Graduate Degrees (36%), and Doctorates (115%) all trended upwards. Those with two-year degrees stayed about the same (-1%), while High School/GED saw a large decrease (-18%). Clients listing the Other category doubled from 1,583 to 3,452 (118%).

<table>
<thead>
<tr>
<th>Gender</th>
<th>Year</th>
<th>COUNT</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Female</td>
<td>2017</td>
<td>2331</td>
<td>8.7%</td>
</tr>
<tr>
<td>Female</td>
<td>2018</td>
<td>3007</td>
<td>11.2%</td>
</tr>
<tr>
<td>Male</td>
<td>2017</td>
<td>9944</td>
<td>37.2%</td>
</tr>
<tr>
<td>Male</td>
<td>2018</td>
<td>11483</td>
<td>42.9%</td>
</tr>
</tbody>
</table>

HHUSA experienced a higher percentage of growth in female (29%) clients than male (15%) clients when comparing 2017 to 2018.

<table>
<thead>
<tr>
<th>Race</th>
<th>Year</th>
<th>COUNT</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>American Indian or Alaska Native</td>
<td>2017</td>
<td>21</td>
<td>0.1%</td>
</tr>
<tr>
<td>American Indian or Alaska Native</td>
<td>2018</td>
<td>91</td>
<td>0.6%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>2017</td>
<td>73</td>
<td>0.5%</td>
</tr>
<tr>
<td>Asian or Pacific Islander</td>
<td>2018</td>
<td>633</td>
<td>4.0%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>2017</td>
<td>499</td>
<td>3.2%</td>
</tr>
<tr>
<td>Black or African American</td>
<td>2018</td>
<td>3146</td>
<td>20.0%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>2017</td>
<td>252</td>
<td>1.6%</td>
</tr>
<tr>
<td>Hispanic or Latino</td>
<td>2018</td>
<td>1780</td>
<td>11.3%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>2017</td>
<td>151</td>
<td>1.0%</td>
</tr>
<tr>
<td>Two or more races</td>
<td>2018</td>
<td>854</td>
<td>5.4%</td>
</tr>
<tr>
<td>White</td>
<td>2017</td>
<td>1110</td>
<td>7.1%</td>
</tr>
<tr>
<td>White</td>
<td>2018</td>
<td>7119</td>
<td>45.3%</td>
</tr>
</tbody>
</table>
There appeared to be some very considerable differences in the year-to-year trends when looking at the race category, possibly due to a data quality issue (There are a lot of Unknown data for 2017).

<table>
<thead>
<tr>
<th>Service Branch</th>
<th>Year</th>
<th>COUNT</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Air Force</td>
<td>2017</td>
<td>2786</td>
<td>8.1%</td>
</tr>
<tr>
<td>Air Force</td>
<td>2018</td>
<td>3108</td>
<td>9.0%</td>
</tr>
<tr>
<td>Army</td>
<td>2017</td>
<td>8595</td>
<td>24.9%</td>
</tr>
<tr>
<td>Army</td>
<td>2018</td>
<td>8891</td>
<td>25.6%</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>2017</td>
<td>174</td>
<td>0.5%</td>
</tr>
<tr>
<td>Coast Guard</td>
<td>2018</td>
<td>173</td>
<td>0.5%</td>
</tr>
<tr>
<td>Marines</td>
<td>2017</td>
<td>2012</td>
<td>5.8%</td>
</tr>
<tr>
<td>Marines</td>
<td>2018</td>
<td>2164</td>
<td>6.3%</td>
</tr>
<tr>
<td>Navy</td>
<td>2017</td>
<td>3163</td>
<td>9.2%</td>
</tr>
<tr>
<td>Navy</td>
<td>2018</td>
<td>3476</td>
<td>10.1%</td>
</tr>
</tbody>
</table>

For clients reporting a service branch, the largest year-over-year increase can be seen in the Air Force (12%). The Navy (10%) and Marines (8%) followed a similar trend.

<table>
<thead>
<tr>
<th>Division</th>
<th>Year</th>
<th>COUNT</th>
<th>PERCENT</th>
</tr>
</thead>
<tbody>
<tr>
<td>East North Central</td>
<td>2017</td>
<td>736</td>
<td>2.1%</td>
</tr>
<tr>
<td>East North Central</td>
<td>2018</td>
<td>754</td>
<td>2.2%</td>
</tr>
<tr>
<td>East South Central</td>
<td>2017</td>
<td>918</td>
<td>2.6%</td>
</tr>
<tr>
<td>East South Central</td>
<td>2018</td>
<td>917</td>
<td>2.6%</td>
</tr>
<tr>
<td>Middle Atlantic</td>
<td>2017</td>
<td>906</td>
<td>2.6%</td>
</tr>
<tr>
<td>Middle Atlantic</td>
<td>2018</td>
<td>977</td>
<td>2.8%</td>
</tr>
<tr>
<td>Mountain</td>
<td>2017</td>
<td>1933</td>
<td>5.5%</td>
</tr>
<tr>
<td>Mountain</td>
<td>2018</td>
<td>2009</td>
<td>5.8%</td>
</tr>
<tr>
<td>New England</td>
<td>2017</td>
<td>241</td>
<td>0.7%</td>
</tr>
<tr>
<td>New England</td>
<td>2018</td>
<td>251</td>
<td>0.7%</td>
</tr>
<tr>
<td>Pacific</td>
<td>2017</td>
<td>2967</td>
<td>8.5%</td>
</tr>
<tr>
<td>Pacific</td>
<td>2018</td>
<td>3061</td>
<td>8.8%</td>
</tr>
<tr>
<td>South Atlantic</td>
<td>2017</td>
<td>5555</td>
<td>15.9%</td>
</tr>
<tr>
<td>South Atlantic</td>
<td>2018</td>
<td>6580</td>
<td>18.9%</td>
</tr>
<tr>
<td>West North Central</td>
<td>2017</td>
<td>619</td>
<td>1.8%</td>
</tr>
<tr>
<td>West North Central</td>
<td>2018</td>
<td>701</td>
<td>2.0%</td>
</tr>
<tr>
<td>West South Central</td>
<td>2017</td>
<td>2503</td>
<td>7.2%</td>
</tr>
<tr>
<td>West South Central</td>
<td>2018</td>
<td>3274</td>
<td>9.4%</td>
</tr>
</tbody>
</table>

The final table shows the trend information for client location. The largest proportion of growth tended to be from clients located in the West South Central division (31%). South Atlantic (18%), West North Central (13%) and the Middle Atlantic (8%) followed afterwards.
Confirmation (or correction) of existing methodologies and recommendations for collection best practices going forward.

Data exploration in this study found some issues related to data integrity. This typically existed in fields that allowed general text entry. An example of this can be found in the Language category, where people entered a vast amount of text into the field. Another issue that was somewhat common in the data was related to categorical data and different spellings of groups. For example, in the Service Branch, entry values existed for both ‘Marines’ and ‘marines’.

Best practices for data management can be implemented to help improve HHUSA data integrity. Forced Choice entry on response items can help mitigate some of these problems. Another method for helping control data management would be to use Quality Knowledge Base (QKB) tables and other schemas to help clean data. Doing so could help cleanse data and convert it into a standard format (for instance, values for ‘Virginia’, ‘VA’, ‘va’ would all resolve to ‘VA’). Another suggestion would be to possibly create match codes to help standardize data and eliminate any possible duplicate data. SAS has some options in order to help assist with this. In addition to a SAS Enterprise Guide, there is also a solution called SAS Data Management Studio.

Demographics are multifaceted, and can be evaluated based on the following factors:

- Race
- Gender
- Service Branch
- Service Rank
- National Guard / Reserve Status
- Military Spouse Status
- Employment Status
- Service Length
- Disability Rating
- Service Era
- Education Level
- Enrolled in School
- Languages Spoken
- Military Occupational Specialty
- Location
REFERENCES


Appendix – Statistics

Statistical analysis was completed using SAS Enterprise Guide 7.15HF7 with the SAS STAT module.

Frequency Analysis refers to the Frequency Procedure. PROC FREQ Documentation

Logistic Regression analysis is used when doing statistical modeling for categorical outcomes. PROC LOGISTIC DOCUMENTATION

Regression Analysis was performed with the GLM procedure. PROC GLM Documentation

When performing statistical analysis, models controlled for a number of categorical demographic variables. These following table below contains the variable as well as it’s reference value used to make comparisons.

<table>
<thead>
<tr>
<th>Variable</th>
<th>Reference Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Rank</td>
<td>Junior Enlisted</td>
</tr>
<tr>
<td>Employment Status</td>
<td>Active Duty</td>
</tr>
<tr>
<td>Disability Status</td>
<td>Not Disabled</td>
</tr>
<tr>
<td>Education Level</td>
<td>High School/GED</td>
</tr>
<tr>
<td>Gender</td>
<td>Male</td>
</tr>
<tr>
<td>Race</td>
<td>White</td>
</tr>
<tr>
<td>Service Branch</td>
<td>Army</td>
</tr>
<tr>
<td>Location</td>
<td>South Atlantic</td>
</tr>
</tbody>
</table>

Statistical Significance for this report was measured at a probability threshold of \( p = 0.05 \). This allows for a minimum of a 95% confidence level when reporting results from statistical modeling.