

# 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

THE HIRE HEROES  
**2018** REPORT

# TABLE OF CONTENTS

## 1 INTRODUCTION

## 3 SECTION ONE | REGISTERED

- 4 *Registrants by State of Origin*
- 6 *Registration Rate*
- 7 *Veteran, Active Duty, Guard, and Reserve Registrants*
- 8 *Military Spouse Job Seekers*
- 9 *Registrant Origin by Metropolitan Area*
- 10 *Registrants by Service Branch and Metro Area*
- 11 *Registrant Gender and Race*
- 13 *Service Branch and Rank*
- 15 *Length of Military Service*
- 15 *Clients with Service-Connected Disabilities*
- 16 *Education Level and Initial Employment Status*
- 17 *Relationship between Desired Salary, Military Rank, Education Level, and Gender*
- 18 *Desired Job Function and Industry*
- 21 *How Registrants Find Hire Heroes*
- 22 *Registration by Service Era*
- 22 *Registration Timing*

## 27 SECTION TWO | HELPED

- 27 *Service Branch*
- 28 *Services Provided by Hire Heroes*
- 32 *Volunteer Program*
- 35 *Job Board*

## 37 SECTION THREE | HIRED

- 38 *Hired Clients Overview*
- 38 *Hires by Location of Origin*
- 40 *Client Migration*
- 45 *Salary Achievement*
- 50 *Hires by Job Function*
- 53 *Hires by Industry*
- 54 *Hires by Company*

## 56 CONCLUSION

## 57 APPENDIX

# INTRODUCTION

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.

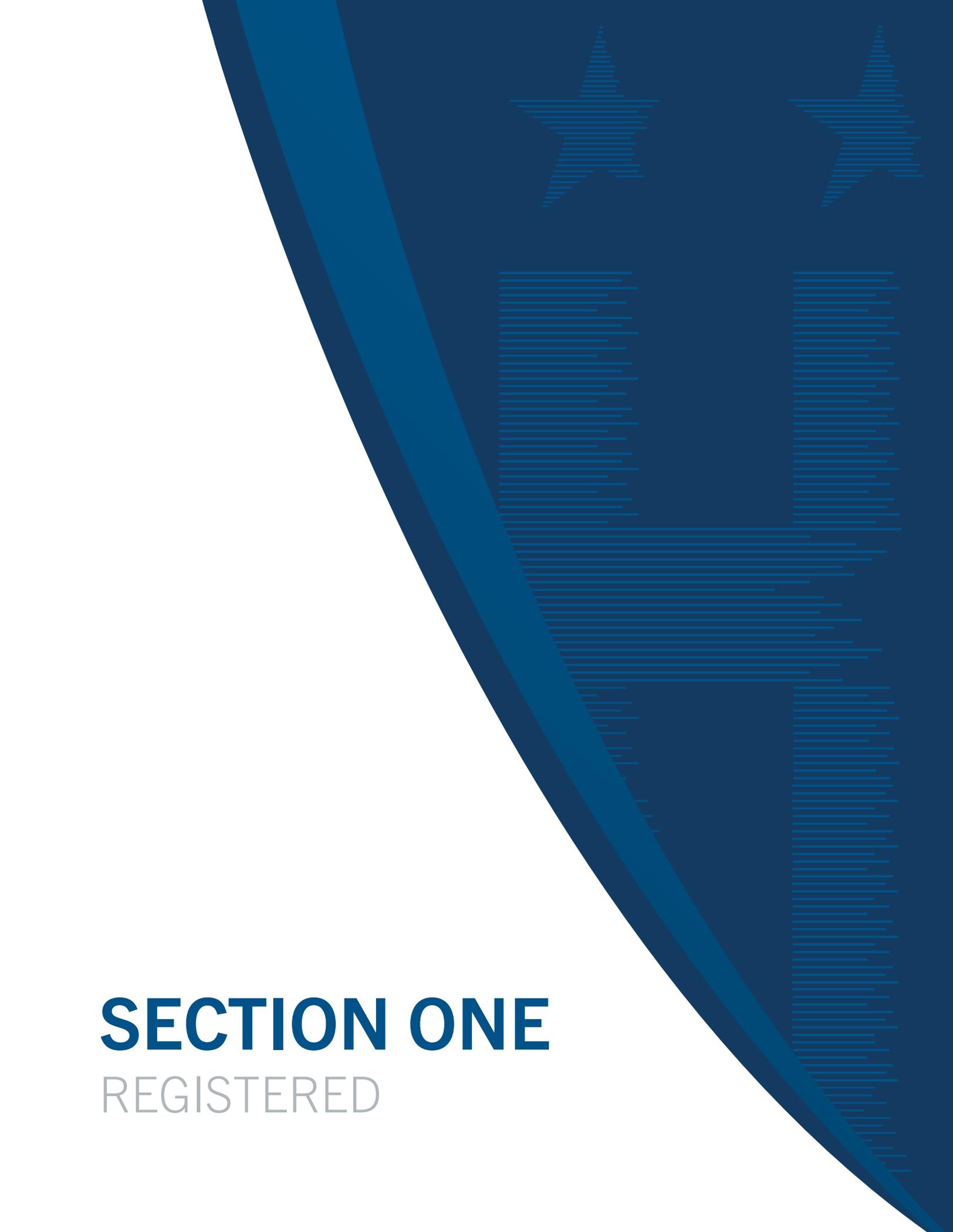
Just as last year, the 2018 Hire Heroes Report looks at the rich diversity of our job seekers and clients and seeks to articulate the myriad ways that they find our services, how we serve them, and how they're able to achieve success. Over the last year, we've worked to provide more granular detail by 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.

The background is a dark blue gradient. A thick, lighter blue curved line sweeps from the top left towards the bottom right. In the upper right quadrant, there are two five-pointed stars, each composed of horizontal lines of varying lengths, creating a textured, star-like effect.

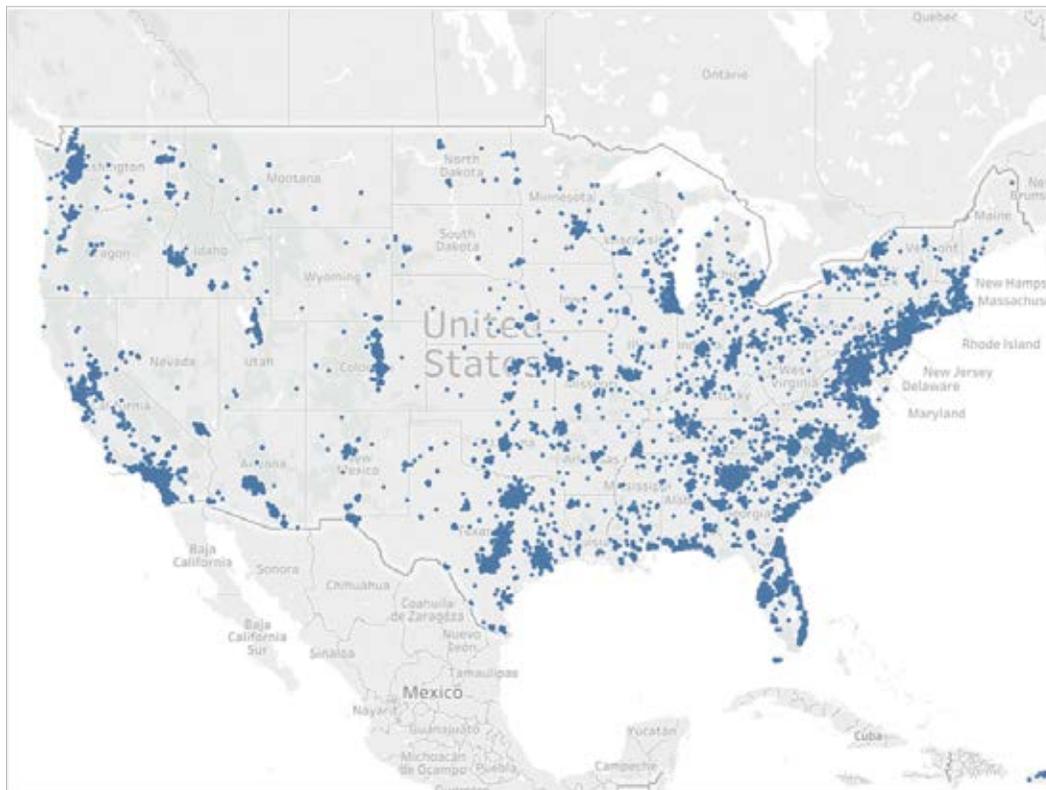
# SECTION ONE

REGISTERED

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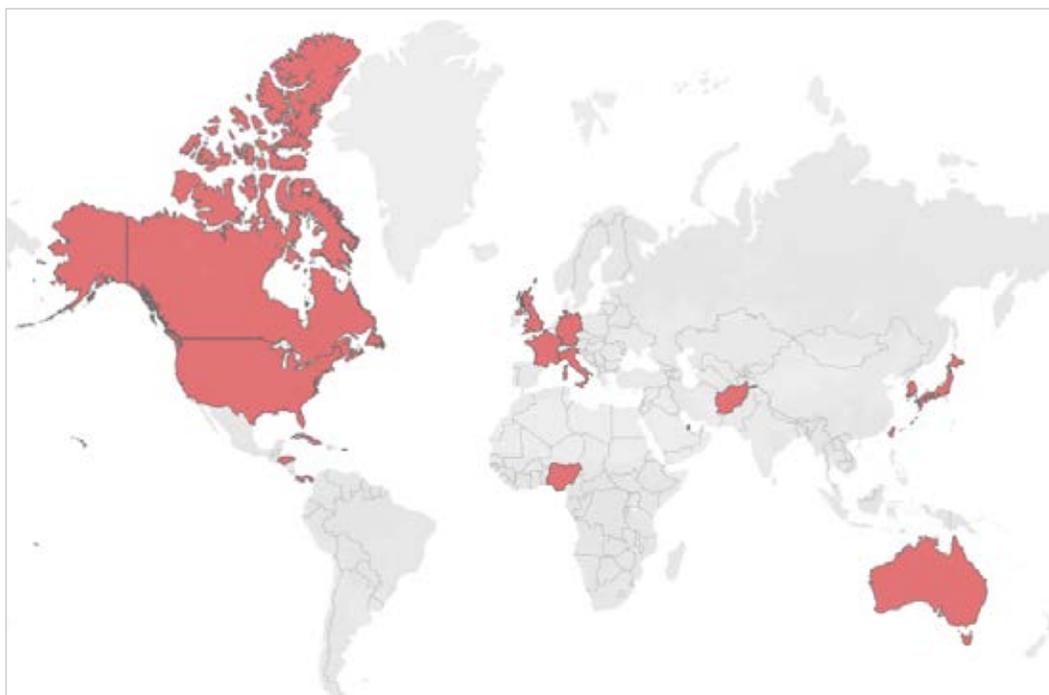
## REGISTERED

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.



*Figure 1: Total Registrants in Continental United States*

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 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.

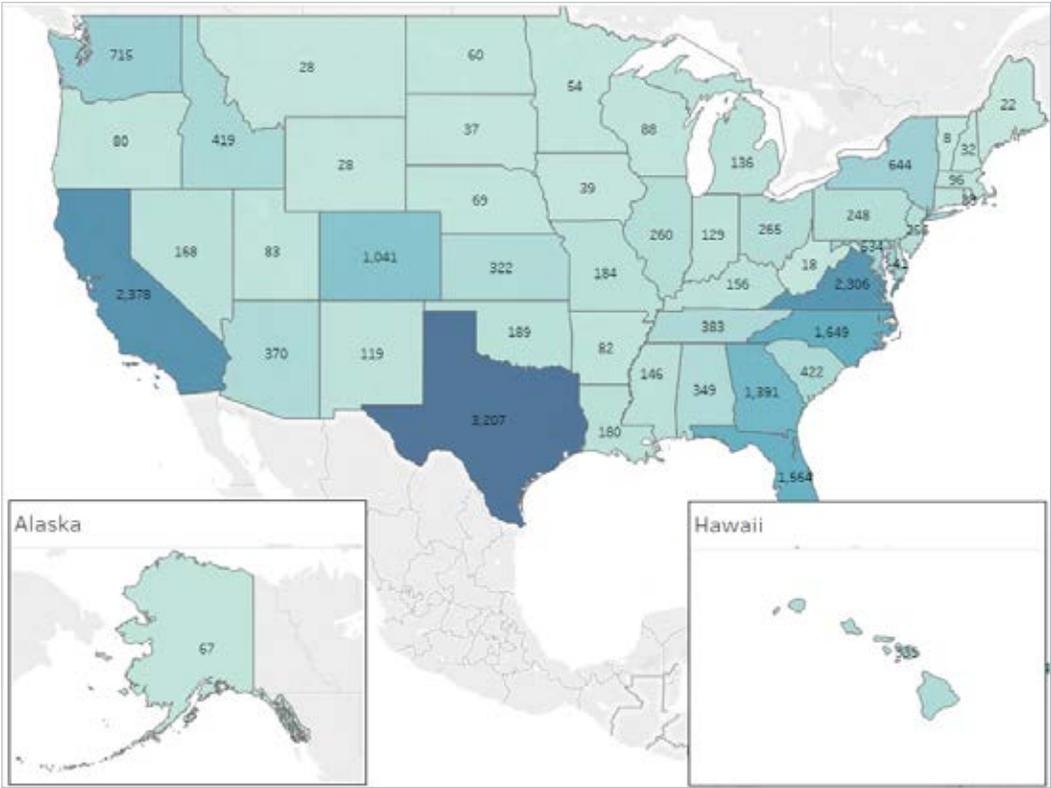


Figure 3: Registrants by State

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

Table 1: Top 10 States for Registrants

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.

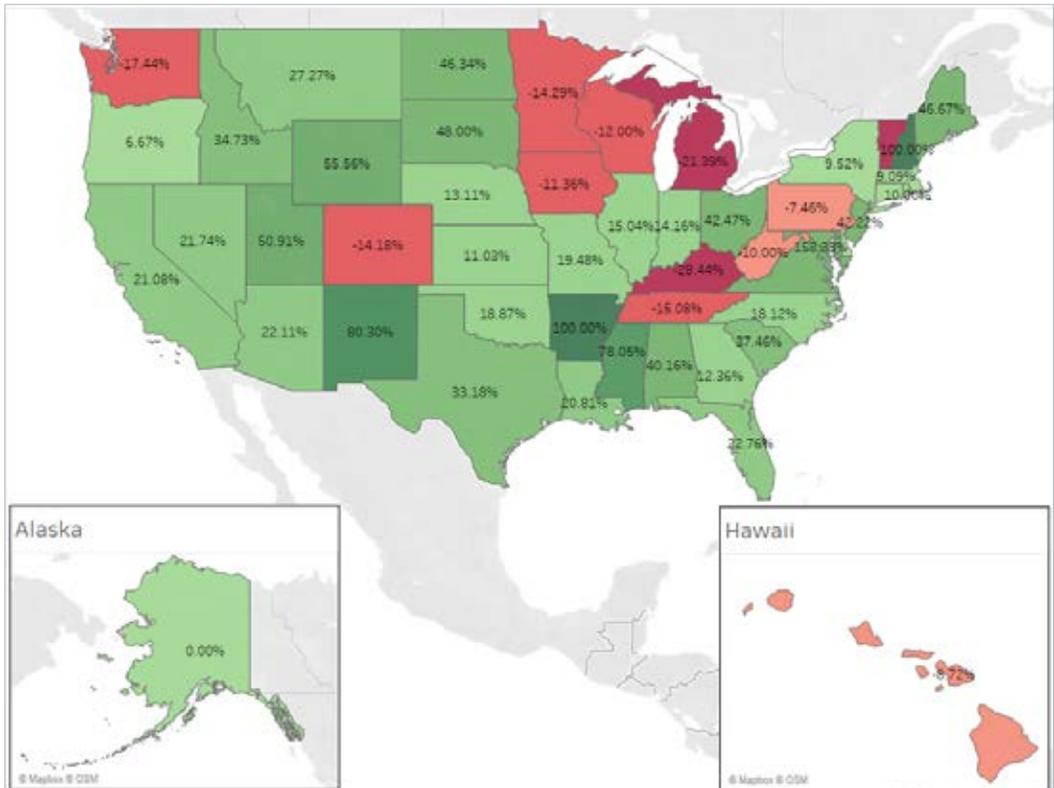


Figure 4: Change in Jobseekers by State: 2017 to 2018

**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.

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

*Table 2 - Registrants per 1,000 Residents by Metropolitan Area*

## 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.

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

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

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.

	ARMY DUTY ONLY	NATIONAL GUARD OR RESERVES
Army	77.29%	22.71%
Navy	91.82%	8.18%
Air Force	86.86%	13.14%
Marines	91.62%	8.38%
Coast Guard	92.09%	7.91%
<b>GRAND TOTAL</b>	<b>83.72%</b>	<b>16.28%</b>

*Table 4 - Duty Status by Service Branch*

STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
CA	12.66%	231
TX	11.29%	206
VA	11.13%	203
NC	8.99%	164
FL	8.61%	157
GA	6.91%	126
CO	4.61%	84
WA	3.23%	59
MD	2.58%	47
NY	1.81%	33

*Table 5 - Top 10 States for Spouse Group Registrants*

## REGISTRANT ORIGIN BY METROPOLITAN AREA

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.

METROPOLITAN AREA	TOTAL REGISTRANTS	% OF TOTAL
Virginia Beach-Norfolk-Newport News / VA-NC	1,104	4.84%
San Diego-Carlsbad-San Marcos / CA	1,059	4.64%
Washington-Arlington-Alexandria / DC-VA-MD-WV	1,051	4.60%
San Antonio-New Braunfels / TX	840	3.68%
Colorado Springs / CO	814	3.57%
Killeen-Temple-Fort Hood / NY	788	3.45%
Fayetteville / NC	626	2.74%
Atlanta-Sandy Springs-Marietta / GA	518	2.27%
Dallas-Fort Worth-Arlington / TX	508	2.23%
Tampa-St. Petersburg-Clearwater / FL	444	1.94%
Los Angeles-Long Beach-Santa Ana / CA	410	1.80%
New York-Northern New Jersey-Long Island / NY-NJ-PA	408	1.79%
Seattle-Tacoma-Bellevue / WA	399	1.75%
Riverside-San Bernardino-Ontario / CA	357	1.56%
Jacksonville / FL	354	1.55%
Honolulu / HI	331	1.45%
Houston-Sugar Land-Baytown / TX	321	1.41%
Boise City-Nampa / ID	273	1.20%
El Paso / TX	263	1.15%
Clarksville / TN-KY	260	1.14%

*Table 6 - Top 20 Metropolitan Areas for Registration*

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.

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

*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.

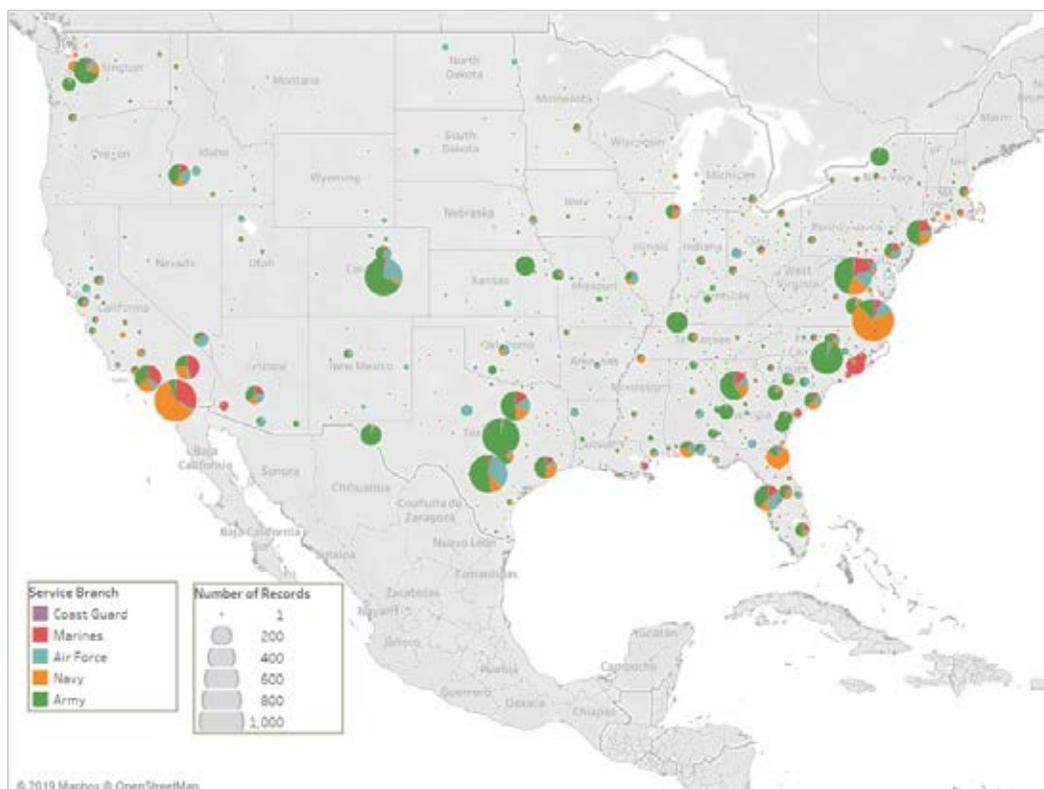


Figure 5 - Military Member Registration by Metropolitan Area

## 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.

Race	Gender		Grand Total
	Female	Male	
American Indian or Alaska Native	0.17%	0.45%	0.62%
Asian or Pacific Islander	1.41%	3.21%	4.62%
Black or African American	8.23%	14.00%	22.23%
Hispanic or Latino	3.46%	9.27%	12.73%
Prefer not to answer	1.05%	2.16%	3.21%
Two or more races	2.04%	4.13%	6.18%
White	11.05%	39.36%	50.41%
Grand Total	27.42%	72.58%	100.00%

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).

Race	Veteran or Service Member		Military Spouse or Caregiver		Grand Total
	Female	Male	Female	Male	
American Indian or Alaska Native	0.15%	0.48%	0.36%	0.07%	0.62%
Asian or Pacific Islander	0.98%	3.49%	5.78%	0.36%	4.62%
Black or African American	7.35%	15.16%	17.20%	2.14%	22.23%
Hispanic or Latino	2.57%	10.13%	12.56%	0.57%	12.73%
Prefer not to answer	0.78%	2.34%	3.78%	0.36%	3.21%
Two or more races	1.59%	4.51%	6.71%	0.29%	6.18%
White	7.42%	43.05%	48.04%	1.78%	50.41%
Grand Total	20.84%	79.16%	94.43%	5.57%	100.00%

*Table 9 - Registrant Race and Gender as Percentage of Veteran or Spouse Status*

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.

Race	Veteran or Service Member			Military Spouse or Caregiver			Grand Total
	Female	Male	Total	Female	Male	Total	
American Indian or Alaska Native	0.74%	0.61%	0.64%	0.38%	1.28%	0.43%	0.62%
Asian or Pacific Islander	4.71%	4.41%	4.47%	6.12%	6.41%	6.14%	4.62%
Black or African American	35.27%	19.15%	22.51%	18.22%	38.46%	19.34%	22.23%
Hispanic or Latino	12.32%	12.79%	12.69%	13.30%	10.26%	13.13%	12.73%
Prefer not to answer	3.74%	2.95%	3.11%	4.01%	6.41%	4.14%	3.21%
Two or more races	7.61%	5.70%	6.09%	7.11%	5.13%	7.00%	6.18%
White	35.61%	54.38%	50.47%	50.87%	32.05%	49.82%	50.41%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

*Table 10 - Registrant Race as Percentage of Gender, by Veteran or Spouse Status*

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.

	Air Force		Army		Coast Guard		Marines		Navy	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
American Indian or Alaska Native	0.33%	0.40%	0.63%	0.73%			1.17%		0.74%	
Asian or Pacific Islander	3.30%	5.18%	5.10%	4.27%	4.08%		3.24%	3.63%	5.27%	4.73%
Black or African American	21.35%	11.55%	28.03%	16.47%	4.08%	5.56%	14.15%	6.85%	25.13%	9.46%
Hispanic or Latino	9.21%	4.38%	14.56%	8.80%	13.27%	5.56%	21.67%	9.27%	11.24%	5.44%
Prefer not to answer	3.58%	5.18%	3.11%	2.67%	5.10%	8.33%	2.48%	2.82%	3.22%	1.89%
Two or more races	6.79%	5.18%	6.10%	4.53%	8.16%		6.63%	4.44%	6.58%	4.26%
White	55.44%	68.13%	42.47%	62.53%	65.31%	80.56%	50.66%	72.98%	47.82%	74.23%

Table 11 - Registrant Race as Percentage of Gender, by Veteran or Spouse Status

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.

	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
Junior Enlisted	13.25%	3.68%	3.24%	3.73%	0.20%	24.09%
Non-Commissioned Officer	14.46%	7.97%	6.50%	4.60%	0.34%	33.86%
Senior Non-Commissione..	11.68%	4.88%	5.95%	2.07%	0.19%	24.77%
Warrant Officer	2.14%	0.18%		0.22%	0.09%	2.63%
Company-Grade Officer	4.56%	1.27%	0.59%	0.84%	0.03%	7.30%
Field-Grade Officer	3.68%	1.59%	1.21%	0.75%	0.12%	7.34%
Grand Total	49.77%	19.56%	17.48%	12.21%	0.97%	100.00%

Table 12 - Registrant Race as Percentage of Gender, by Veteran or Spouse Status

Gender	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
Female	19.64%	24.01%	25.71%	11.62%	13.24%	20.50%
Male	80.36%	75.99%	74.29%	88.38%	86.76%	79.50%

Table 13 - Registrant Gender by Branch of Service

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.

Race	Gender	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
American Indian or Alaska Native	Female	0.14%	0.15%	0.08%	0.35%		0.16%
	Male	0.51%	0.51%	0.25%	0.64%		0.48%
Asian or Pacific Islander	Female	0.95%	1.38%	1.16%	0.18%		0.96%
	Male	3.94%	3.78%	2.31%	3.15%	2.94%	3.52%
Black or African American	Female	8.33%	7.78%	8.01%	1.87%	1.47%	7.32%
	Male	17.37%	15.17%	12.46%	11.21%	2.94%	15.21%
Hispanic or Latino	Female	2.46%	2.36%	2.23%	3.39%	0.74%	2.50%
	Male	10.82%	7.97%	6.56%	16.40%	10.29%	10.20%
Prefer not to answer	Female	0.65%	1.05%	1.28%		1.47%	0.77%
	Male	2.40%	1.93%	2.43%	2.51%	4.41%	2.35%
Two or more races	Female	1.44%	1.64%	2.35%	0.93%	0.74%	1.57%
	Male	4.35%	4.58%	4.29%	5.37%	5.15%	4.52%
White	Female	5.68%	9.64%	10.61%	4.90%	8.82%	7.23%
	Male	40.97%	42.05%	45.98%	49.10%	61.03%	43.22%
Grand Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

*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).

Service Branch	Gender		Grand Total
	Female	Male	
Coast Guard	11.98	19.37	17.17
Air Force	12.41	18.14	15.66
Navy	7.65	13.80	10.86
Army	8.01	12.55	10.87
Marines	5.01	7.51	7.21
Grand Total	8.21	12.24	10.81

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

## 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%.

Disability Rating	Service Branch					Grand Total
	Army	Navy	Air Force	Marines	Coast Guard	
10%	5.55%	8.92%	6.53%	6.91%	5.00%	6.51%
20%	4.82%	6.64%	5.28%	6.31%		5.39%
30%	7.67%	8.24%	10.80%	12.31%	10.00%	8.95%
40%	6.69%	7.09%	7.54%	6.91%		6.88%
50%	7.84%	10.98%	7.54%	8.11%	15.00%	8.45%
60%	7.92%	8.70%	10.05%	11.41%	15.00%	8.95%
70%	9.06%	10.98%	10.55%	9.91%	10.00%	9.78%
80%	12.24%	11.44%	13.57%	10.51%	15.00%	12.10%
90%	13.96%	11.90%	14.82%	12.31%	20.00%	13.55%
100%	24.24%	15.10%	13.32%	15.32%	10.00%	19.44%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

*Table 16 - Client Reported VA Disability Ratings by Service*

	Active Duty	Employed	Unemployed	Under employed - Insufficient income	Pending Medical Separation	Student - Not seeking full time employment	Temporary/ Contract Employee	Grand Total
High School/GED	16.17%	4.29%	9.03%	1.76%	1.58%	0.84%	0.59%	34.25%
2 Year Degree	8.04%	2.05%	4.49%	0.97%	0.61%	0.59%	0.35%	17.10%
4 Year Degree	13.21%	4.64%	9.34%	2.16%	0.79%	0.41%	0.59%	30.13%
Post-Graduate Degree	7.41%	3.12%	5.05%	1.11%	0.31%	0.11%	0.38%	17.51%
Doctorate	0.29%	0.16%	0.44%	0.06%	0.01%		0.04%	1.01%
Grand Total	44.12%	14.27%	28.34%	6.07%	3.29%	1.96%	1.94%	100.00%

Table 17 - Registration Education and Employment Status

## 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 underemployed, which is more than twice the

Highest Level of Education Completed	Rank Category		Grand Total
	Enlisted	Officer	
High School/GED	45.04%	4.41%	36.66%
2 Year Degree	21.71%	4.64%	18.19%
4 Year Degree	24.12%	41.38%	27.68%
Post-Graduate Degree	8.86%	47.44%	16.82%
Doctorate	0.27%	2.12%	0.65%
Grand Total	100.00%	100.00%	100.00%

Table 18 - Active Duty Registrant Education Level by Rank

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.

	Employed	Unemployed	Under employed - Insufficient income	Student - Not seeking full time employment	Temporary/ Contract Employee	Grand Total
High School/GED	6.26%	15.60%	2.92%	1.17%	0.67%	26.61%
2 Year Degree	3.17%	8.42%	1.25%	0.58%	0.58%	14.01%
4 Year Degree	7.26%	21.69%	4.25%	0.50%	1.83%	35.53%
Post-Graduate Degree	6.01%	11.93%	3.25%		1.00%	22.19%
Doctorate	0.25%	1.17%	0.17%		0.08%	1.67%
Grand Total	22.94%	58.80%	11.84%	2.25%	4.17%	100.00%

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.

High School/GED	\$52,487
2 Year Degree	\$56,212
4 Year Degree	\$62,258
Post-Graduate Degree	\$73,822
Doctorate	\$82,922
Grand Total	\$61,275

Table 20 - Desired Salary by Education

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).

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Junior Enlisted	\$46,360	\$49,750	\$53,985	\$62,877	\$74,091	\$50,645
Non-Commissioned Officer	\$53,931	\$55,154	\$57,917	\$65,275	\$73,889	\$56,684
Senior Non-Commissioned Officer	\$59,412	\$60,414	\$65,225	\$69,539	\$80,769	\$63,715
Warrant Officer	\$62,843	\$71,667	\$74,024	\$75,533	\$88,333	\$72,413
Company-Grade Officer	\$61,667	\$80,556	\$72,543	\$78,537	\$80,000	\$74,563
Field-Grade Officer	\$75,000	\$105,000	\$79,783	\$88,146	\$93,302	\$87,144
Grand Total	\$52,955	\$56,899	\$63,548	\$75,733	\$84,618	\$62,152

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.

	Female	Male	Grand Total
Veteran or Service Member	\$56,806	\$63,423	\$62,152
Military Spouse or Caregiver	\$49,780	\$57,549	\$50,240
Grand Total	\$54,838	\$63,388	\$61,275

*Table 22 - Desired Salary by Gender and Spouse Status*

	Female	Male	Grand Total
High School/GED	\$40,446	\$45,000	\$40,935
2 Year Degree	\$39,865	\$60,000	\$41,375
4 Year Degree	\$49,246	\$55,000	\$49,493
Post-Graduate Degree	\$56,639	\$69,615	\$57,311
Doctorate	\$71,818	\$105,000	\$73,261
Grand Total	\$49,780	\$57,549	\$50,240

*Table 23 - Spouse Desired Salary by Education Level and Gender*

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

*Table 24: Top 20 Desired Job Functions*

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.

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

*Table 25: Top 20 Desired Industries*

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 unreferral 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 unreferral intake and that Military Installations represented 16.92%. In 2018, Word of Mouth increased to 39.41%, but Military Installations decreased to 11.76%.

Word of Mouth	39.41%
Military Installation	11.76%
Other, not listed above	9.68%
LinkedIn	9.01%
Facebook	6.01%
Department of Veteran Affairs	5.84%
Hire Heroes USA Website	5.50%
USO	4.92%
Online Search Engine	3.34%
Other Referral	1.56%
Hiring Our Heroes	1.40%
Call Of Duty Endowment	0.58%
Blue Star Families	0.35%
Instagram	0.19%
Commercial/PSA	0.17%
Webinar/Hangout/Video Conference	0.15%
Twitter	0.09%
Partner Referral	0.03%
MVP	0.01%

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%.

Onward to Opportunity	76.53%
Mission 43	5.22%
Call of Duty Endowment	4.33%
AmericaServes	4.23%
Blue Star Families	2.85%
Workshop for Warriors	1.55%
Allies In Service	1.16%
Referral from Other Hire Heroes USA Program	0.90%
Hiring Our Heroes - Career Fellowship Program	0.71%
The Warrior Alliance	0.68%
USO	0.53%
Combined Arms	0.43%
New York Film Academy	0.39%
Texas Veterans Commission	0.13%
Marcus Institute for Brain Health	0.10%
New Horizons	0.10%
Warriors on Track	0.10%
Dog Tag	0.05%
Emory Healthcare Veterans Program	0.02%
Merging Vets and Players	0.02%

*Table 27 - Referral Partner Intake*

Most Recent Service Period	
Post 9/11	96.25%
Gulf War Era	2.70%
Peacetime 1975-1990	0.96%
Vietnam Era	0.08%
Peacetime 1955-1964	0.01%

*Table 28 - Military Group Registration by Service Era*

Rank Category (Detailed)	Registered w/ 12 months	Registered w/ 6 months
Junior Enlisted	38.92%	28.53%
Non-Commissioned Officer	51.76%	35.02%
Senior Non-Commissioned Officer	64.17%	36.61%
Warrant Officer	64.41%	34.19%
Company-Grade Officer	65.05%	45.00%
Field-Grade Officer	68.02%	44.22%
General Officer	85.71%	57.14%
Grand Total	50.26%	32.67%

*Table 29 - Registration Windows Around Military Separation Dates*

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.

	Registered before Separation	Registered after Separation
Junior Enlisted	37.79%	62.21%
Non-Commissioned Officer	53.53%	46.47%
Senior Non-Commissioned Officer	73.30%	26.70%
Warrant Officer	76.24%	23.76%
Company-Grade Officer	65.25%	34.75%
Field-Grade Officer	69.34%	30.66%
Grand Total	57.50%	42.50%

*Table 30 - Registration Windows Around Military Separation Dates*



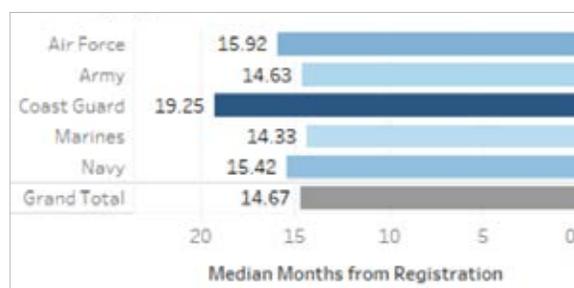
**Table 31 - Median Registration Timing by Rank, in Relation to Separation Date**

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.



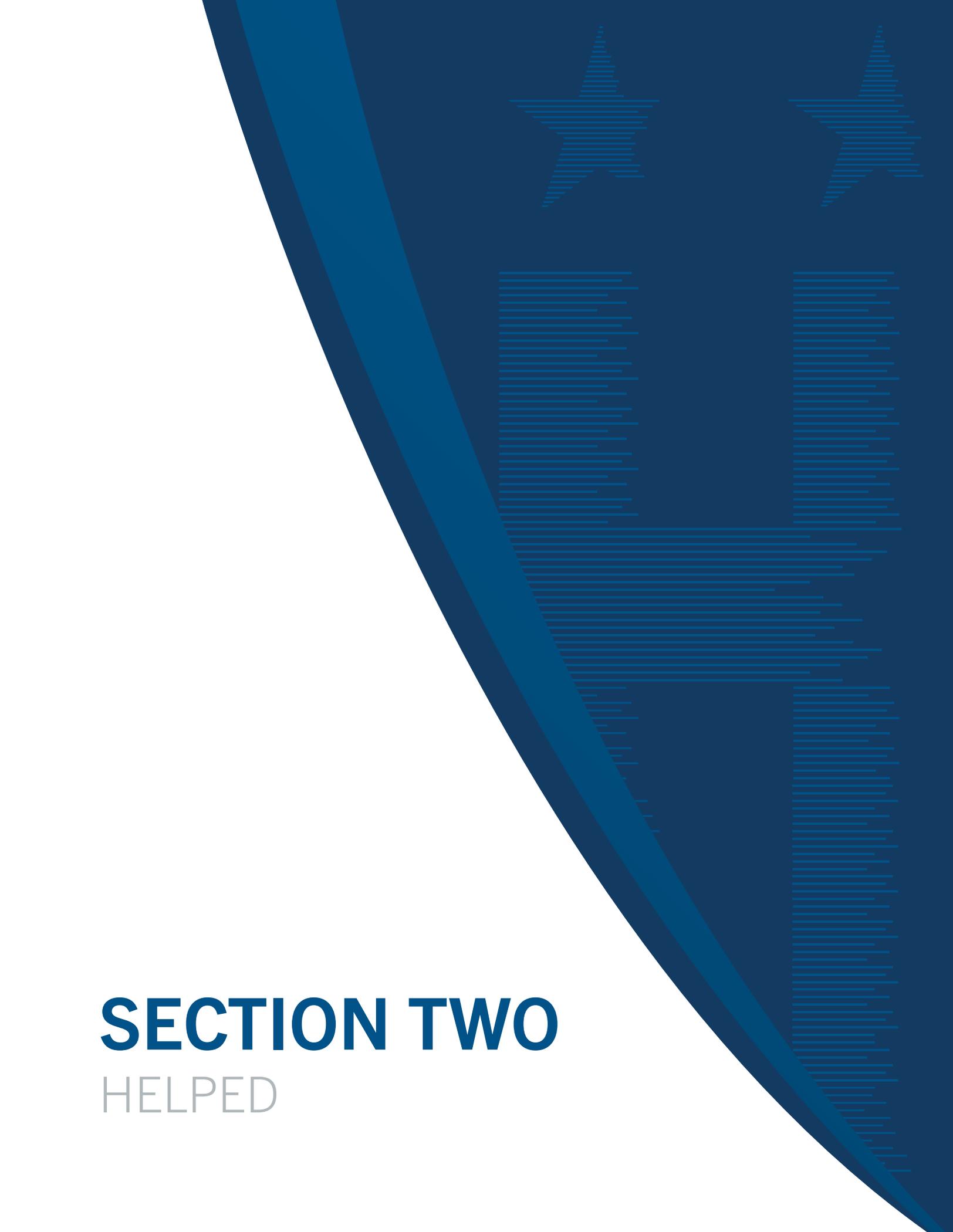
**Table 32 - Active Duty Registration Timing by Rank**



**Table 33- Registration Timing by Branch of Service**

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.

A stylized graphic of the American flag, featuring a dark blue field with two white stars and horizontal stripes, partially obscured by a large, curved, dark blue shape that sweeps across the top and right side of the page.

# 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.

	Number of Records	% of Total
Partnered Career Transition (PaCT) Client	12,680	92.19%
Job Board Only	514	3.74%
Online Events (Virtual Workshops, VCFs, etc.) Only	440	3.20%
Hire Heroes E-Learning Platform (HHELP) Only	120	0.87%

*Table 34 - Helped by Client Category*

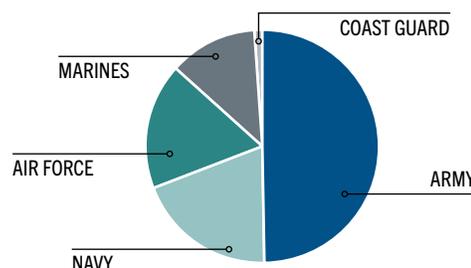
The data presented in this section reflects the demographic profile of clients served and the myriad ways in which we've been able to assist them.

## 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%.

Service Branch	
Army	49.86%
Navy	19.42%
Air Force	17.39%
Marines	12.25%
Coast Guard	1.08%

*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.

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

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 been 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.

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

*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.

Ways Clients Were Helped	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer
Registered to Use HHUSA Job Board	20.95%	22.52%	24.53%	22.84%	24.43%	27.72%
Used Volunteer Services	13.41%	11.71%	11.60%	8.95%	17.78%	13.75%
Used Federal Services	6.00%	7.67%	9.64%	10.19%	8.07%	11.20%
Virtual Career Fair Participant	3.53%	3.81%	4.31%	6.17%	5.56%	6.87%
Webinar Participant	1.86%	1.71%	2.92%	3.70%	3.27%	5.43%
Virtual Workshop Participant	1.05%	1.22%	2.57%	1.85%	1.85%	2.99%
Attended In-Person Workshop	1.38%	1.55%	1.30%	0.31%	1.31%	2.00%
Online Training Participant	0.89%	0.67%	1.08%	1.23%	1.09%	0.89%
Used Career Readiness Fund	0.24%	0.16%				

Table 38 - How Our Clients Were Helped by Rank Category

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.

Rank Category (Detailed)	Service Branch					Grand Total
	Air Force	Army	Coast Guard	Marines	Navy	
Junior Enlisted	5.82	5.62	6.00	5.76	5.81	5.69
Non-Commissioned Officer	5.79	5.74	5.89	5.85	5.96	5.81
Senior Non-Commissioned Officer	5.91	5.83	6.73	5.94	5.93	5.88
Warrant Officer		5.89	6.29	6.08	6.43	5.96
Company-Grade Officer	5.90	6.00	5.83	5.73	5.95	5.93
Field-Grade Officer	5.94	6.08	5.83	6.31	6.06	6.05
Grand Total	5.84	5.79	6.10	5.86	5.93	5.52

Table 39 - Number of Hire Heroes Services Used by Rank

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:

	HHUSA-FORMATTED RESUME	VALUE PROPOSITION DEVELOPMENT	INTERVIEW SKILLS TRAINING	LINKEDIN PROFILE REVISION	ADDITIONAL RESUME TAILORING	HHUSA JOB BOARD	FEDERAL SERVICES	VOLUNTEER SERVICES	VCF PARTICIPANT	WEBINAR PARTICIPANT	VIRTUAL WORKSHOP	HHUSA WORKSHOP	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	-0.02	-0.02	-0.03	0.03	0.02	0.02	0.04	0.01	0.01	0.00	0.01	0.01
VALUE PROPOSITION DEVELOPMENT	-0.02	1.00	0.67	0.32	0.27	0.03	0.00	0.00	0.03	0.00	0.01	0.02	-0.07
INTERVIEW SKILLS TRAINING	-0.02	0.67	1.00	0.42	0.14	0.05	0.00	0.01	0.01	0.01	-0.01	0.03	-0.06
LINKEDIN PROFILE REVISION	-0.03	0.32	0.42	1.00	0.19	0.04	0.02	0.03	0.01	0.01	0.01	0.03	-0.04
ADDITIONAL RESUME TAILORING	0.03	0.27	0.14	0.19	1.00	-0.02	0.02	-0.01	0.04	0.05	0.04	-0.01	-0.02
HHUSA JOB BOARD	0.02	0.03	0.05	0.04	-0.02	1.00	0.06	0.12	0.11	0.06	0.04	0.02	-0.02
FEDERAL SERVICES	0.02	0.00	0.00	0.02	0.02	0.06	1.00	0.07	0.07	0.05	0.04	0.01	0.03
VOLUNTEER SERVICES	0.04	0.00	0.01	0.03	-0.01	0.12	0.07	1.00	0.11	0.08	0.02	0.00	0.03
VCF PARTICIPANT	0.01	0.03	0.01	0.01	0.04	0.11	0.07	0.11	1.00	0.09	0.13	0.00	-0.01
WEBINAR PARTICIPANT	0.01	0.00	0.01	0.01	0.05	0.06	0.05	0.08	0.09	1.00	0.06	0.01	0.00
VIRTUAL WORKSHOP	0.00	0.01	-0.01	0.01	0.04	0.04	0.04	0.02	0.13	0.06	1.00	0.00	0.00
HHUSA WORKSHOP	0.01	0.02	0.03	0.03	-0.01	0.02	0.01	0.00	0.00	0.01	0.00	1.00	0.00
ONLINE TRAINING	0.01	-0.07	-0.06	-0.04	-0.02	-0.02	0.03	0.03	-0.01	0.00	0.00	0.00	1.00

Table 40 - Service Utilization Correlation

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.

	HHUSA-FORMATTED RESUME	VALUE PROPOSITION DEVELOPMENT	INTERVIEW SKILLS TRAINING	LINKEDIN PROFILE REVISION	ADDITIONAL RESUME TAILORING	HHUSA JOB BOARD	FEDERAL SERVICES	VOLUNTEER SERVICES	VCF PARTICIPANT	WEBINAR PARTICIPANT	VIRTUAL WORKSHOP	HHUSA WORKSHOP	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	0.14	0.12	0.10	0.15	0.09	0.13	0.05	0.02	0.02	0.02	0.00	0.07
VALUE PROPOSITION DEVELOPMENT	0.14	1.00	0.94	0.79	0.75	0.27	0.19	0.23	0.11	0.11	0.06	0.10	-0.05
INTERVIEW SKILLS TRAINING	0.12	0.94	1.00	0.81	0.69	0.27	0.18	0.23	0.10	0.10	0.6	0.10	-0.05
LINKEDIN PROFILE REVISION	0.10	0.79	0.81	1.00	0.66	0.25	0.17	0.20	0.10	0.10	0.06	0.09	-0.04
ADDITIONAL RESUME TAILORING	0.15	0.75	0.69	0.66	1.00	0.21	0.19	0.21	0.10	0.11	0.07	0.05	-0.03
HHUSA JOB BOARD	0.09	0.27	0.27	0.25	0.21	1.00	0.11	0.18	0.14	0.08	0.06	0.02	0.00
FEDERAL SERVICES	0.09	0.19	0.18	0.17	0.19	0.11	1.00	0.14	0.06	0.06	0.06	0.02	0.02
VOLUNTEER SERVICES	0.13	0.23	0.23	0.20	0.21	0.18	0.14	1.00	0.12	0.11	0.05	0.01	0.01
VCF PARTICIPANT	0.05	0.11	0.10	0.10	0.10	0.14	0.06	0.12	1.00	0.09	0.11	0.01	0.01
WEBINAR PARTICIPANT	0.02	0.11	0.10	0.10	0.11	0.08	0.06	0.11	0.09	1.00	0.17	0.01	0.00
VIRTUAL WORKSHOP	0.02	0.06	0.06	0.06	0.07	0.06	0.06	0.05	0.11	0.17	1.00	0.02	0.04
HHUSA WORKSHOP	0.00	0.10	0.10	0.09	0.05	0.02	0.02	0.01	0.01	0.01	0.02	1.00	-0.01
ONLINE TRAINING	0.07	-0.05	-0.05	-0.04	-0.03	0.00	0.02	0.03	0.01	0.00	0.04	-0.01	1.00

Table 41 - Service Utilization Correlation for Attrited Clients

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%).

Requested Support	% of Total Requests	Total Requests
Industry Specific	44.61%	939
Mock Interview	31.40%	661
LinkedIn Review	11.21%	236
Search Focus	7.46%	157
Job Search Best Practices	2.28%	48
Salary Negotiation	1.00%	21
Certifications / Training	0.86%	18
Resume Feedback	0.76%	16
CV / Portfolio Review	0.33%	7
Other	0.10%	2
<b>Grand Total</b>	<b>100.00%</b>	<b>2,105</b>

**Table 42 - Total Completed Volunteer Requests**

Requested Support	% of Total Requests	Total Requests
Industry Specific	44.61%	939
Mock Interview	31.40%	661
LinkedIn Review	11.21%	236
Search Focus	7.46%	157
Job Search Best Practices	2.28%	48
Salary Negotiation	1.00%	21
Certifications / Training	0.86%	18
Resume Feedback	0.76%	16
CV / Portfolio Review	0.33%	7
Other	0.10%	2
<b>Grand Total</b>	<b>100.00%</b>	<b>2,105</b>

**Table 43 - Total Completed Volunteer Requests by Military and Spouse Status**

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.

	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer
Industry Specific	50.00%	47.14%	40.31%	46.67%	39.44%	46.19%
Mock Interview	30.35%	32.14%	30.07%	26.67%	31.92%	30.96%
LinkedIn Review	7.96%	9.46%	16.99%	10.00%	10.80%	11.68%
Search Focus	6.22%	7.32%	6.97%	13.33%	10.80%	5.58%
Job Search Best Practices	2.49%	1.79%	3.05%		2.35%	2.54%
Salary Negotiation	0.25%	0.71%	0.87%	3.33%	2.35%	1.52%
Certifications / Training	1.24%	0.54%	0.87%		1.41%	
Resume Feedback	1.00%	0.54%	0.22%		0.94%	1.52%
CV / Portfolio Review	0.50%		0.65%			
Other		0.36%				

Table 44 - Total Completed Volunteer Requests by Rank Category

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%.

	Air Force	Army	Coast Guard	Marines	Navy
Industry Specific	45.59%	45.00%	44.83%	46.08%	44.47%
Mock Interview	30.09%	31.41%	27.59%	32.72%	28.79%
LinkedIn Review	11.25%	11.41%	17.24%	9.22%	12.85%
Search Focus	7.60%	7.28%	3.45%	5.53%	8.48%
Job Search Best Practices	1.52%	2.61%	3.45%	2.30%	2.83%
Salary Negotiation	1.82%	0.65%		0.92%	1.03%
Certifications / Training	0.61%	0.76%	3.45%	0.92%	0.77%
Resume Feedback	0.91%	0.65%		0.92%	0.51%
CV / Portfolio Review	0.30%	0.11%		1.38%	0.26%
Other	0.30%	0.11%			

Table 45 - Total Completed Volunteer Requests by Branch

	Female	Male
Industry Specific	43.12%	45.57%
Mock Interview	33.51%	30.07%
LinkedIn Review	9.87%	11.95%
Search Focus	8.83%	7.05%
Job Search Best Practices	3.38%	2.21%
Salary Negotiation	0.26%	1.14%
Certifications / Training	0.26%	0.87%
Resume Feedback	0.78%	0.67%
CV / Portfolio Review		0.34%
Other		0.13%

Table 46 - Total Completed Military Member Volunteer Requests by Gender

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.

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

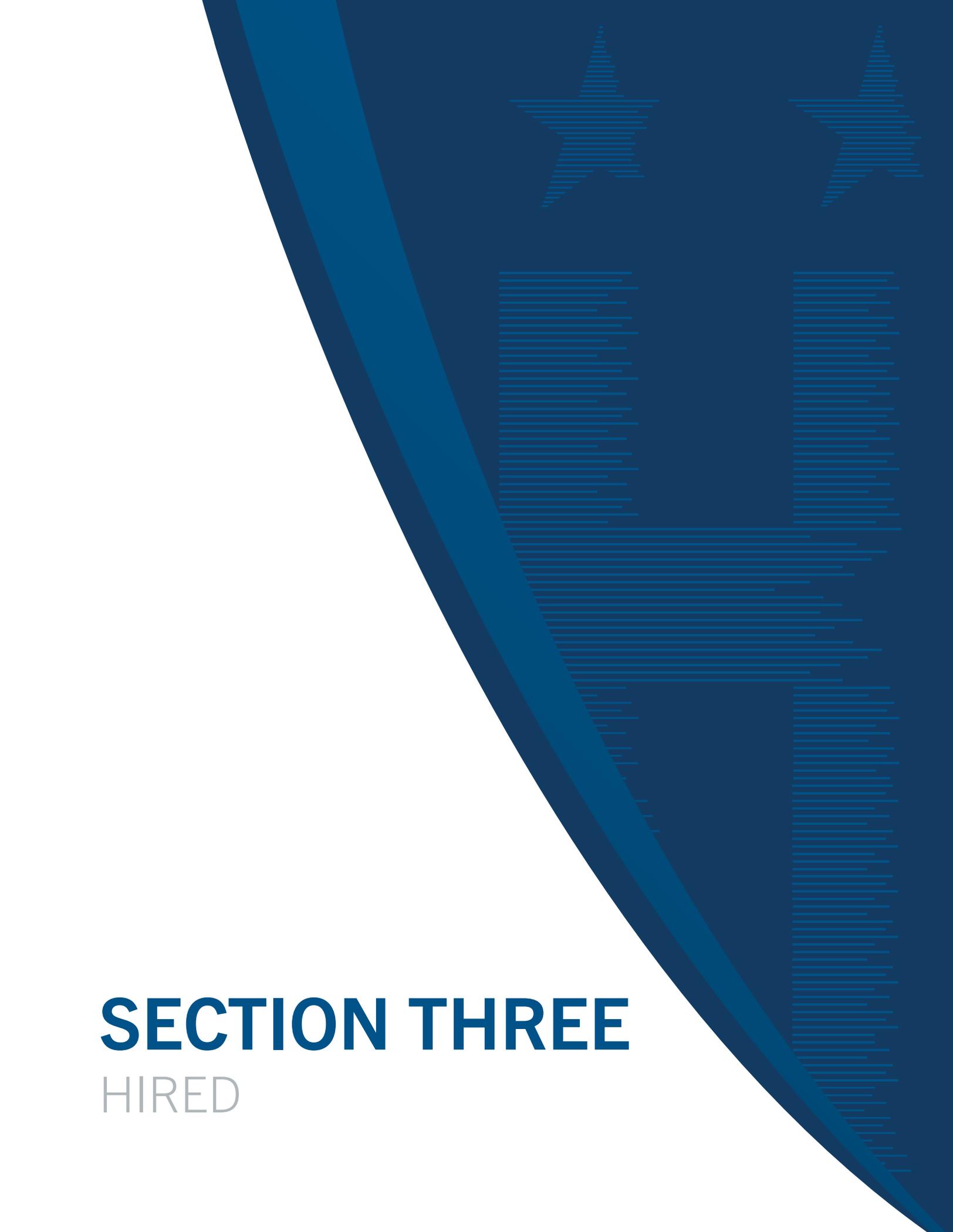
SECTION ONE:  
REGISTERED

**SECTION TWO:  
HELPED**

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX



# SECTION THREE

HIRED

# 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%.

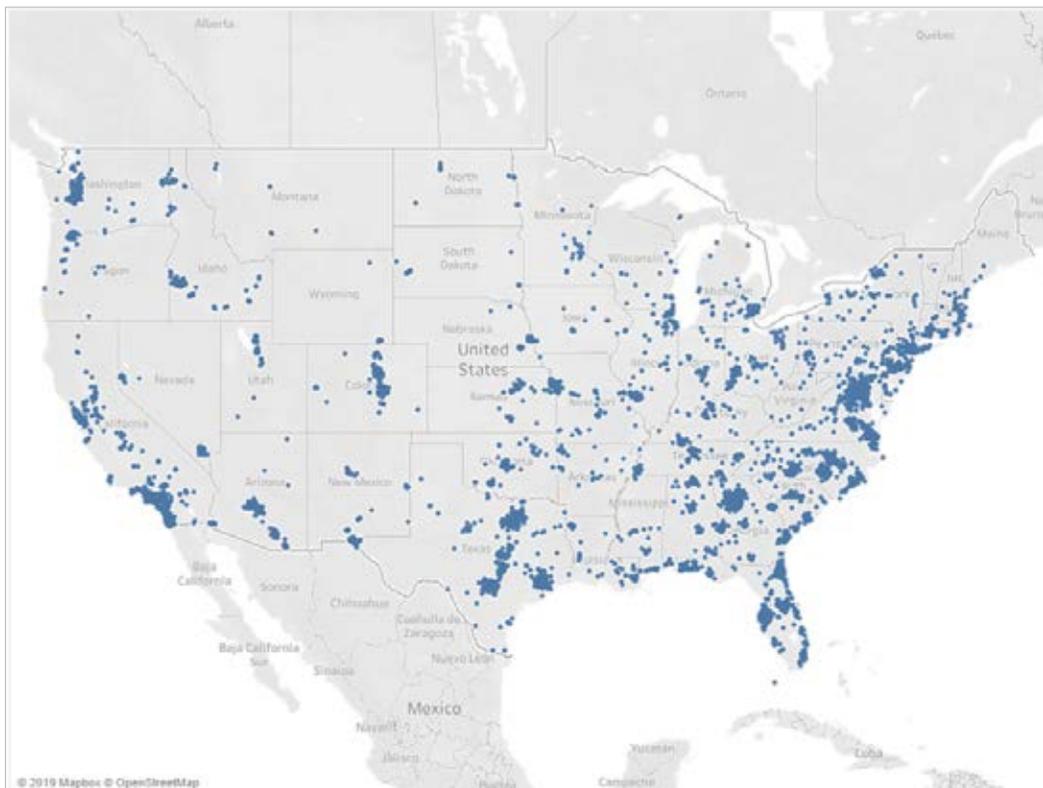


Figure 6 - Hires by Location

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

**SECTION THREE:  
HIRED**

CONCLUSION

APPENDIX

## 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.

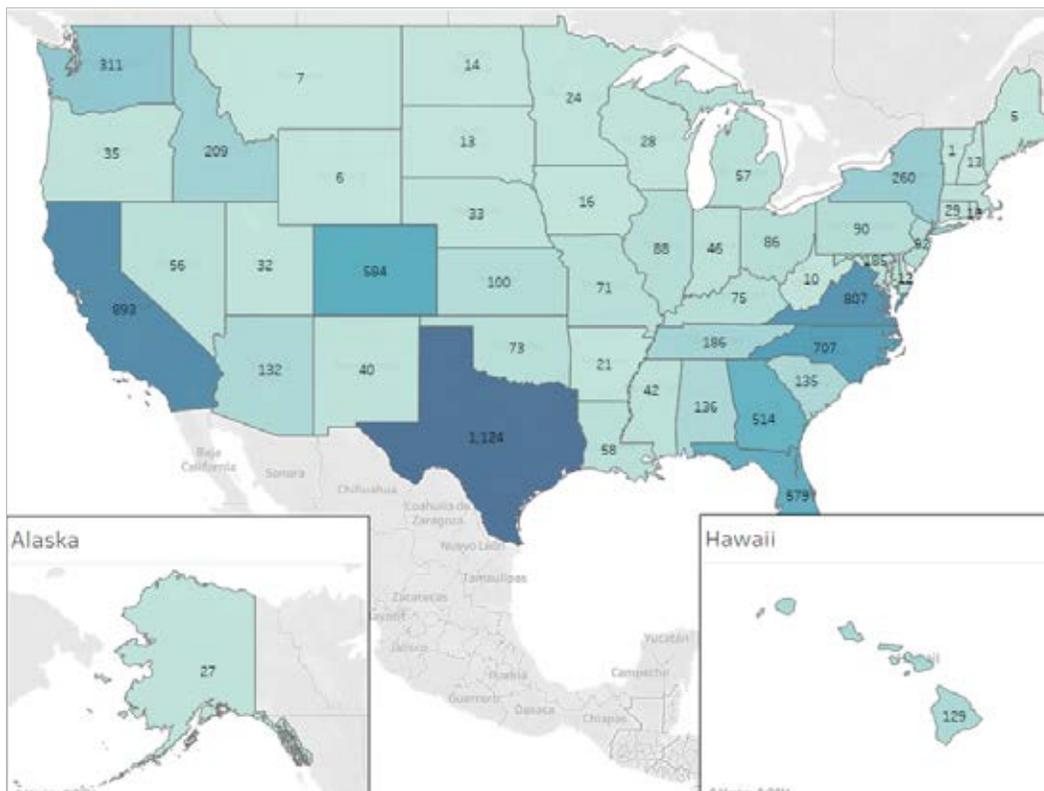


Figure 7 - Hires by Location at the Time of Registration for Services

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.

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

*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.

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

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

## 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.

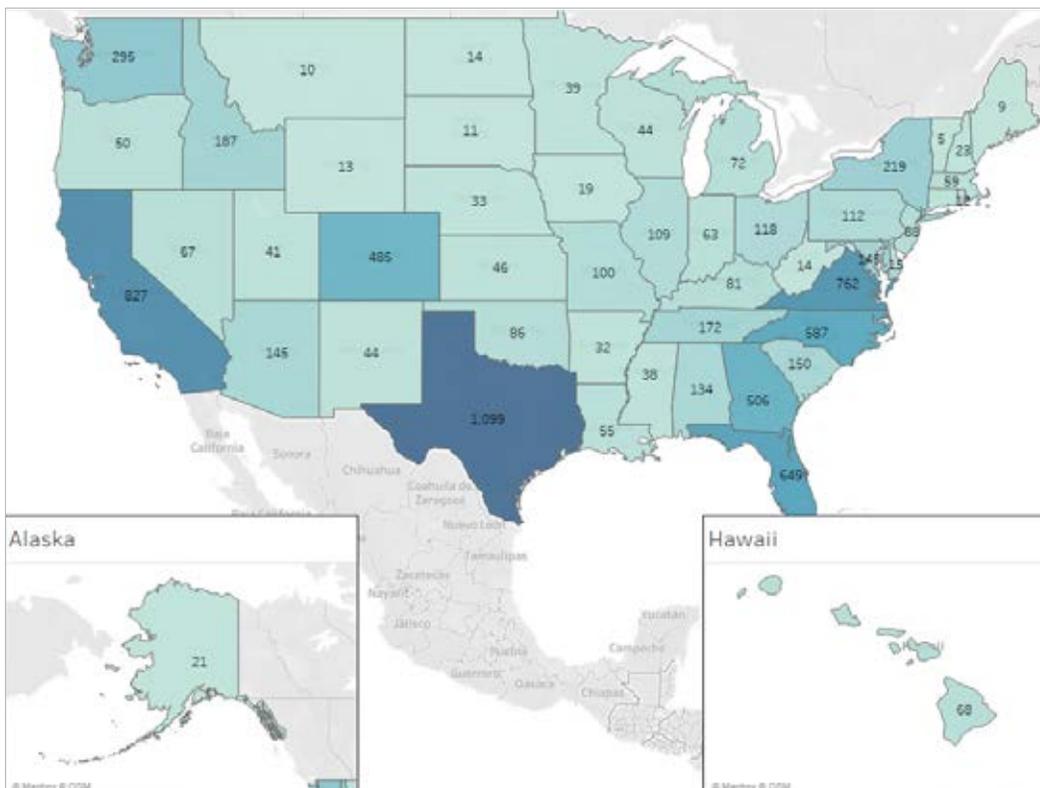
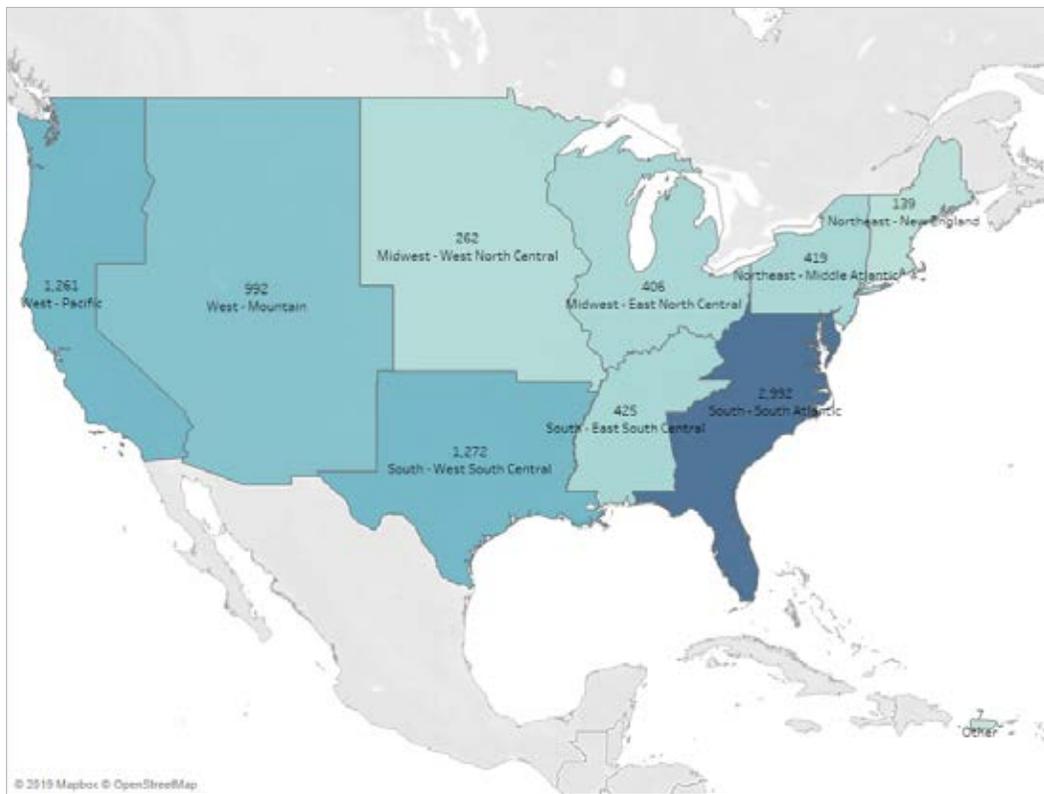


Figure 8 - Hires by State of Destination

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.



*Figure 9 - Hires by Census Region of Destination*

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.).

Census Region Origin	Census Region Destination								
	Midwest - East North Central	Midwest - West North Central	Northeast - Middle Atlantic	Northeast - New England	South - East South Central	South - South Atlantic	South - West South Central	West - Mountain	West - Pacific
Midwest - East North Central	243	13	4	1	5	19	5	4	5
Midwest - West North Central	15	177	3	1	7	30	16	9	7
Northeast - Middle Atlantic	12	6	316	5	8	59	15	4	7
Northeast - New England	2		2	79	2	7		1	1
South - East South Central	14	9	4	7	302	46	17	12	16
South - South Atlantic	41	21	44	24	49	2,554	75	37	58
South - West South Central	15	13	12	4	15	81	1,043	32	30
West - Mountain	24	11	16	6	13	64	40	821	43
West - Pacific	34	10	13	7	16	93	48	57	1,077

Table 49: Migration by Census Region and District

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.

Census Region Origin	Census Region Destination								
	Midwest - East North Central	Midwest - West North Central	Northeast - Middle Atlantic	Northeast - New England	South - East South Central	South - South Atlantic	South - West South Central	West - Mountain	West - Pacific
Midwest - East North Central		23.21%	7.14%	1.79%	8.93%	33.93%	8.93%	7.14%	8.93%
Midwest - West North Central	17.05%		3.41%	1.14%	7.95%	34.09%	18.18%	10.23%	7.95%
Northeast - Middle Atlantic	10.34%	5.17%		4.31%	6.90%	50.86%	12.93%	3.45%	6.03%
Northeast - New England	13.33%		13.33%		13.33%	46.67%		6.67%	6.67%
South - East South Central	11.20%	7.20%	3.20%	5.60%		36.80%	13.60%	9.60%	12.80%
South - South Atlantic	11.75%	6.02%	12.61%	6.88%	14.04%		21.49%	10.60%	16.62%
South - West South Central	7.43%	6.44%	5.94%	1.98%	7.43%	40.10%		15.84%	14.85%
West - Mountain	11.06%	5.07%	7.37%	2.76%	5.99%	29.49%	18.43%		19.82%
West - Pacific	12.23%	3.60%	4.68%	2.52%	5.76%	33.45%	17.27%	20.50%	
Grand Total	10.48%	5.46%	6.62%	3.86%	7.90%	28.15%	14.72%	10.99%	11.83%

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%.

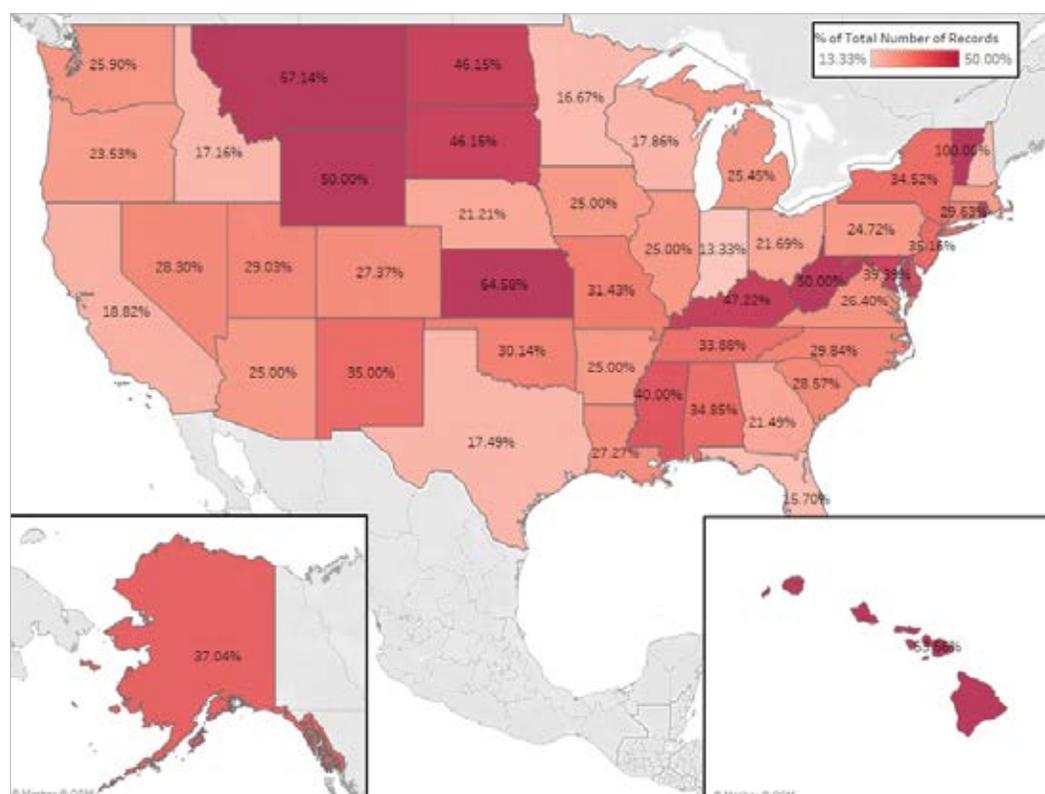


Figure 10: Percent of Registrants Departing to a New State for Employment

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.

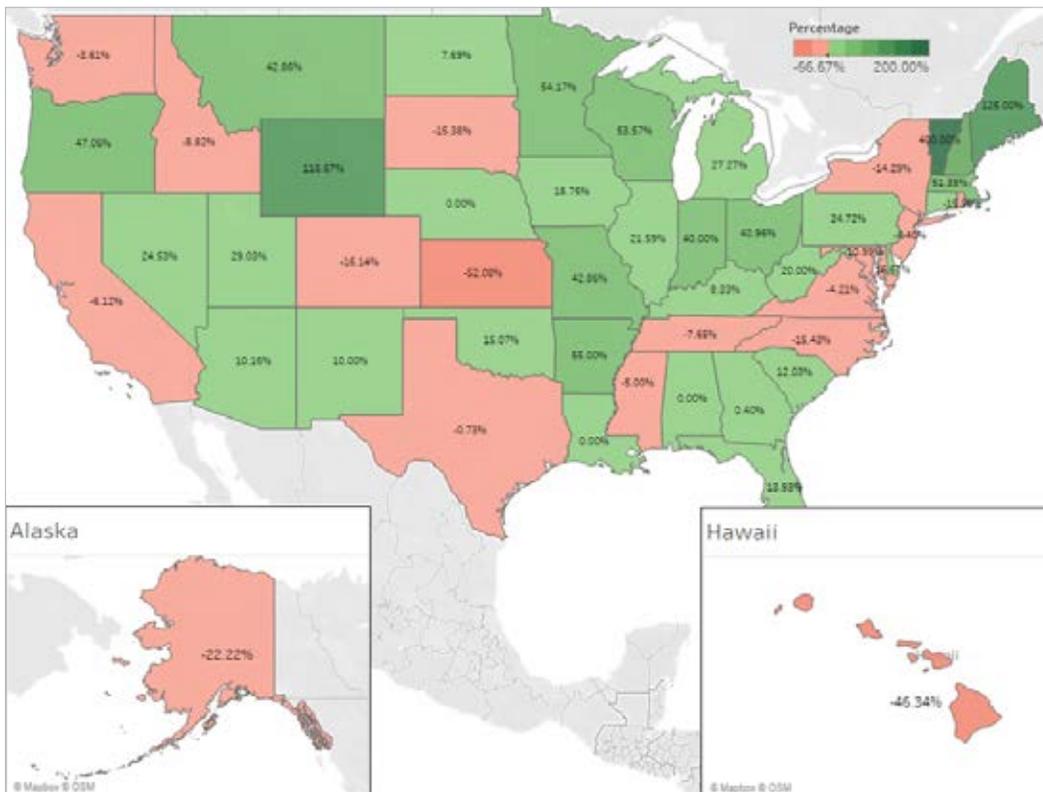


Figure 11 - Net Migration by State for Confirmed Hires

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.

	Female	Male	Grand Total
Veteran or Servicemember	\$51,626	\$60,110	\$58,652
Military Spouse or Caregiver	\$44,910	\$51,452	\$45,221
Grand Total	\$49,649	\$60,068	\$57,714

*Table 51 - Average Salary by Military Group or Spouse Group Status, and Gender*

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%).

	Female	Male	Grand Total
Junior Enlisted	\$42,202	\$47,300	\$46,287
Non-Commissioned Officer	\$49,406	\$53,941	\$53,002
Senior Non-Commissioned Officer	\$55,543	\$62,890	\$61,942
Warrant Officer	\$58,200	\$72,360	\$70,695
Company-Grade Officer	\$66,132	\$72,956	\$71,829
Field-Grade Officer	\$73,254	\$84,468	\$83,401
Grand Total	\$51,626	\$60,110	\$58,652

*Table 52 - Average Civilian Salary by Gender and Rank*

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.

Army		Navy	
Acquisition	\$76,818	Pilot	\$89,444
Special Forces	\$69,259	Surface Nuclear Power	\$78,478
Aviation	\$64,875	Special Warfare / Special Operations	\$77,500
Air Defense Artillery	\$63,333	Surface Operations	\$75,000
Civil Affairs	\$62,895	Cryptologic Warfare	\$70,500
Information Operations	\$61,962	Intelligence	\$69,615
Other; not listed	\$61,504	Naval Aircrewman	\$64,600
Armor	\$60,778	Fire Control	\$64,200
Military Intelligence	\$60,542	Electronics (General)	\$63,800
Public Affairs	\$59,286	Operations (General)	\$62,419

Air Force		Marines	
Acquisition	\$96,250	Flight Crew	\$95,000
Pilot	\$79,000	Recruiting and Retention Specialist	\$85,000
Communications Systems	\$78,529	Pilot	\$75,000
Cyber Warfare	\$76,596	Aviation Logistics	\$72,500
Computer Systems	\$72,447	Logistics	\$71,667
Logistics	\$68,000	Chemical, Biological, Radiological, and Nuclear (CBRN) Defense	\$71,667
Aircrew Operations	\$67,222	Aviation Ordnance	\$70,000
Air Traffic Control	\$67,000	Airfield Services	\$67,500
Other; not listed	\$66,556	Intelligence	\$65,000
Intelligence / Surveillance / Reconnaissance	\$65,000	Avionics	\$64,333

Table 53 - Salary Outcomes by Occupational Specialty

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.

	Veteran or Servicemember	Military Spouse or Caregiver	Grand Total
Full-Time	\$60,165	\$48,043	\$59,394
Part-Time	\$28,276	\$26,786	\$28,029
Seasonal	\$28,077	\$25,000	\$27,857
Temporary/Contract	\$56,515	\$42,917	\$55,529
Grand Total	\$58,532	\$45,145	\$57,598

Table 54 - Average Salary by Employment Type

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.

	Active Duty	Employed	Pending Medical Separation	Student	Temporary/Contract Employee	Under-Employed	Unemployed	Grand Total
High School/GED	\$51,989	\$50,000	\$48,398	\$39,531	\$47,759	\$47,277	\$44,412	\$49,040
2 Year Degree	\$57,337	\$54,297	\$55,698	\$38,333	\$46,364	\$45,385	\$45,736	\$53,160
4 Year Degree	\$66,454	\$62,013	\$59,516	\$52,500	\$58,111	\$50,519	\$51,939	\$59,918
Post-Graduate Degree	\$75,631	\$71,228	\$70,217	\$70,714	\$56,875	\$61,344	\$62,288	\$70,526
Doctorate	\$78,182	\$75,000			\$85,000	\$68,333	\$70,714	\$76,909
Grand Total	\$61,514	\$59,197	\$55,170	\$43,993	\$53,174	\$51,650	\$51,237	\$57,714

Table 55 - Average Salary by Education Level and Employment Status at the Time of Registration

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.

	Army	Navy	Marines	Air Force	Coast Guard	Grand Total
Junior Enlisted	\$45,438	\$47,008	\$45,310	\$50,385	\$45,000	\$46,297
Non-Commissioned Officer	\$51,102	\$55,932	\$52,139	\$55,091	\$53,000	\$53,005
Senior Non-Commissioned Officer	\$58,917	\$64,609	\$65,132	\$65,314	\$59,667	\$61,962
Warrant Officer	\$70,506	\$75,000	\$70,000		\$67,727	\$70,695
Company-Grade Officer	\$70,287	\$76,778	\$71,812	\$76,373	\$75,000	\$71,722
Field-Grade Officer	\$81,102	\$85,000	\$91,531	\$84,268	\$80,556	\$83,401
Grand Total	\$57,136	\$61,135	\$56,297	\$61,935	\$60,185	\$57,714

*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%).

Desired Salary	Attained Salary										Grand Total
	Less than \$20,000	\$20,000 - \$29,999	\$30,000 - \$39,999	\$40,000 - \$49,999	\$50,000 - \$59,999	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	\$90,000 - \$99,999	\$100,000+	
Less than \$..	38.71%	29.03%	12.90%	6.45%	3.23%	3.23%		3.23%		3.23%	100.00%
\$20,000 - \$..	6.92%	56.60%	22.64%	7.55%	5.66%	0.63%					100.00%
\$30,000 - \$..	3.01%	8.56%	47.45%	24.19%	10.19%	3.70%	1.74%	0.69%	0.23%	0.23%	100.00%
\$40,000 - \$..	1.05%	5.49%	17.59%	42.72%	18.59%	8.01%	3.33%	1.93%	0.58%	0.70%	100.00%
\$50,000 - \$..	1.25%	3.20%	7.72%	19.11%	40.42%	17.09%	5.93%	2.37%	1.36%	1.54%	100.00%
\$60,000 - \$..	0.54%	1.32%	5.96%	9.60%	15.72%	39.50%	13.79%	7.20%	2.25%	4.11%	100.00%
\$70,000 - \$..	0.87%	0.74%	2.22%	5.81%	8.78%	14.34%	37.95%	16.81%	7.17%	5.32%	100.00%
\$80,000 - \$..	0.38%	1.13%	0.94%	2.08%	6.23%	8.30%	12.83%	45.66%	13.40%	9.06%	100.00%
\$90,000 - \$..	0.47%		0.93%	0.93%	4.67%	4.21%	12.62%	19.63%	32.24%	24.30%	100.00%
\$100,000+	0.49%	0.74%	1.23%	1.23%	4.43%	4.19%	4.19%	10.10%	7.39%	66.01%	100.00%
Grand Total	1.39%	4.58%	12.83%	19.03%	18.60%	15.00%	9.99%	8.23%	3.79%	6.56%	100.00%

*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).

Desired Salary	Attained Salary										Grand Total
	Less than \$20,000	\$20,000 - \$29,999	\$30,000 - \$39,999	\$40,000 - \$49,999	\$50,000 - \$59,999	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	\$90,000 - \$99,999	\$100,000+	
Less than \$..	38.10%	23.81%	9.52%	9.52%	4.76%	4.76%		4.76%		4.76%	100.00%
\$20,000 - \$..	5.88%	55.29%	22.35%	5.88%	9.41%	1.18%					100.00%
\$30,000 - \$..	2.76%	8.29%	44.20%	25.41%	11.97%	3.50%	2.39%	0.74%	0.37%	0.37%	100.00%
\$40,000 - \$..	0.79%	5.21%	18.14%	40.77%	18.93%	8.60%	3.79%	2.21%	0.71%	0.87%	100.00%
\$50,000 - \$..	0.92%	3.07%	7.29%	19.56%	39.26%	17.25%	6.83%	2.68%	1.53%	1.61%	100.00%
\$60,000 - \$..	0.28%	1.21%	5.03%	9.50%	16.20%	40.04%	14.06%	6.80%	2.61%	4.28%	100.00%
\$70,000 - \$..	0.88%	0.88%	2.06%	5.15%	8.09%	13.53%	38.82%	17.50%	7.65%	5.44%	100.00%
\$80,000 - \$..	0.43%	1.08%	0.65%	1.95%	5.64%	7.81%	12.36%	46.85%	13.67%	9.54%	100.00%
\$90,000 - \$..	0.53%		1.06%	0.53%	4.76%	3.70%	12.17%	20.63%	31.75%	24.87%	100.00%
\$100,000+	0.55%	0.55%	1.09%	1.37%	4.64%	4.37%	4.37%	9.84%	7.38%	65.85%	100.00%
Grand Total	1.07%	3.82%	11.07%	17.84%	18.48%	15.62%	11.03%	9.20%	4.36%	7.51%	100.00%

Table 58 - Desired Salary Versus Attained Salary (Men Military Members)

Desired Salary	Attained Salary										Grand Total
	Less than \$20,000	\$20,000 - \$29,999	\$30,000 - \$39,999	\$40,000 - \$49,999	\$50,000 - \$59,999	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	\$90,000 - \$99,999	\$100,000+	
Less than \$..	33.33%	33.33%	33.33%								100.00%
\$20,000 - \$..	11.43%	51.43%	22.86%	14.29%							100.00%
\$30,000 - \$..	4.37%	8.74%	53.88%	21.35%	6.80%	3.88%	0.49%	0.49%			100.00%
\$40,000 - \$..	1.66%	5.63%	16.56%	47.68%	17.55%	7.62%	1.99%	0.99%	0.33%		100.00%
\$50,000 - \$..	2.19%	4.74%	9.85%	17.15%	42.34%	16.79%	3.28%	1.46%	1.09%	1.09%	100.00%
\$60,000 - \$..	1.81%	2.41%	11.45%	11.45%	15.66%	34.94%	10.84%	7.83%	0.60%	3.01%	100.00%
\$70,000 - \$..	0.93%		2.80%	7.48%	13.08%	17.76%	32.71%	14.02%	5.61%	5.61%	100.00%
\$80,000 - \$..		1.75%	3.51%	1.75%	12.28%	10.53%	15.79%	43.86%	8.77%	1.75%	100.00%
\$90,000 - \$..					5.56%	11.11%	11.11%	11.11%	38.89%	22.22%	100.00%
\$100,000+			3.57%		3.57%			10.71%	7.14%	75.00%	100.00%
Grand Total	2.50%	6.09%	18.60%	22.35%	19.35%	13.51%	6.67%	5.50%	2.09%	3.34%	100.00%

Table 59 - Desired Salary Versus Attained Salary (Women Military Members)

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.

Desired Salary	Attained Salary										Grand Total
	Less than \$20,000	\$20,000 - \$29,999	\$30,000 - \$39,999	\$40,000 - \$49,999	\$50,000 - \$59,999	\$60,000 - \$69,999	\$70,000 - \$79,999	\$80,000 - \$89,999	\$90,000 - \$99,999	\$100,000+	
Less than \$..	50.00%	50.00%									100.00%
\$20,000 - \$..	5.41%	67.57%	21.62%	5.41%							100.00%
\$30,000 - \$..	0.97%	10.68%	54.37%	21.36%	7.77%	2.91%	0.97%	0.97%			100.00%
\$40,000 - \$..	2.36%	8.66%	15.75%	49.61%	17.32%	3.15%	0.79%	1.57%		0.79%	100.00%
\$50,000 - \$..	3.19%	1.06%	6.38%	20.21%	51.06%	15.96%	1.06%			1.06%	100.00%
\$60,000 - \$..	2.27%		6.82%	4.55%	4.55%	43.18%	20.45%	13.64%		4.55%	100.00%
\$70,000 - \$..			6.25%	25.00%	6.25%	25.00%	25.00%	12.50%			100.00%
\$80,000 - \$..						22.22%	22.22%	11.11%	22.22%	22.22%	100.00%
\$90,000 - \$..				14.29%			28.57%	14.29%	28.57%	14.29%	100.00%
\$100,000+						14.29%	14.29%	14.29%	14.29%	42.86%	100.00%
Grand Total	2.68%	11.16%	20.98%	25.22%	18.08%	10.71%	4.69%	3.13%	1.12%	2.23%	100.00%

Table 60 - Desired Salary Versus Attained Salary (Military Spouses)

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.

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

Table 61 - Top 10 Metropolitan Areas by Average Salary

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

Table 62 - Top 10 Metropolitan Areas by Average Salary for Military Spouses

METROPOLITAN AREA	
Washington-Arlington-Alexandria / DC-VA-MD-WV	\$72,143
Honolulu / HI	\$62,333
Baltimore-Towson / MD	\$61,316
Jacksonville / NC	\$57,353
Austin-Round Rock-San Marcos / TX	\$57,000
Raleigh-Cary / NC	\$55,909
San Diego-Carlsbad-San Marcos / CA	\$55,580
Los Angeles-Long Beach-Santa Ana / CA	\$55,000
Philadelphia-Camden-Wilmington / PA-NJ-DE-MD	\$53,182
Dallas-Fort Worth-Arlington / TX	\$53,000

*Table 63 - Top 10 Metropolitan Areas by Average Salary for Women Veterans*

## 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.*

Job Function Hired In	% of Total	Number of Records	Average Salary
Administrative/Clerical	6.46%	543	\$43,453
Safety/Security/Law Enforcement	5.59%	470	\$50,340
Training/Instruction/Teaching	5.35%	450	\$58,067
Installation/Maintenance/Repair	5.16%	434	\$54,908
Analyst	4.72%	397	\$69,660
Management - Operations	4.60%	387	\$71,925
Customer Service	4.13%	347	\$36,758
Supply Chain/Logistics	4.08%	343	\$59,402
Management - General	3.59%	302	\$61,987
Other	3.29%	277	\$57,274

*Table 64 - Top 10 Job Functions for Hired Clients*

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.

Job Function Hired In	% of Total	Number of Records	Average Salary
Installation/Maintenance/Repair	6.45%	414	\$54,783
Safety/Security/Law Enforcement	6.20%	398	\$51,332
Management - Operations	5.36%	344	\$72,703
Training/Instruction/Teaching	5.23%	336	\$61,875
Analyst	4.77%	306	\$71,993
Supply Chain/Logistics	4.16%	267	\$61,330
Management - General	4.06%	261	\$63,391
Administrative/Clerical	3.27%	210	\$46,048
Transportation	3.21%	206	\$52,621
Customer Service	3.19%	205	\$38,707

*Table 65 - Top 10 Job Functions for Men Veterans*

Job Function Hired In	% of Total	Number of Records	Average Salary
Administrative/Clerical	16.53%	219	\$43,174
Healthcare	7.77%	103	\$47,233
Human Resources	5.89%	78	\$55,769
Training/Instruction/Teaching	5.81%	77	\$46,948
Analyst	5.66%	75	\$62,733
Customer Service	5.36%	71	\$35,563
Supply Chain/Logistics	5.06%	67	\$53,358
Safety/Security/Law Enforcement	4.38%	58	\$44,828
Other	3.70%	49	\$56,429
Banking/Finance	2.34%	31	\$50,161
Management - Operations	2.34%	31	\$68,548

*Table 66 - Top 10 Job Functions for Women Veterans*

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.

Job Function Hired In	% of Total	Number of Records	Average Salary
Administrative/Clerical	18.57%	109	\$38,761
Customer Service	11.07%	65	\$31,308
Healthcare	7.84%	46	\$48,478
Training/Instruction/Teaching	5.62%	33	\$45,909
Banking/Finance	4.43%	26	\$44,231
Consultant	4.09%	24	\$47,500
Other	4.09%	24	\$47,917
Human Resources	3.75%	22	\$52,273
Nonprofit - Social Services	3.41%	20	\$46,500
Accounting	2.56%	15	\$47,667
Management - General	2.56%	15	\$49,000
Analyst	2.56%	15	\$57,000

*Table 67 - Top 10 Job Functions for Military Spouses*

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.

Colorado Springs / CO	1	Safety/Security/Law Enforcement	39
	2	Installation/Maintenance/Repair	30
	3	Training/Instruction/Teaching	29
Virginia Beach-Norfolk-Newport News / VA-NC	1	Training/Instruction/Teaching	32
	2	Analyst	27
	3	Installation/Maintenance/Repair	26
San Diego-Carlsbad-San Marcos / CA	1	Administrative/Clerical	37
	2	Installation/Maintenance/Repair	24
	3	Training/Instruction/Teaching	22
Washington-Arlington-Alexandria / DC-VA-MD-WV	1	Analyst	34
	2	Consultant	26
	3	Human Resources	24
Fayetteville / NC	1	Supply Chain/Logistics	21
	2	Training/Instruction/Teaching	19
	3	Customer Service	16
Killeen-Temple-Fort Hood / TX	1	Training/Instruction/Teaching	17
	2	Supply Chain/Logistics	16
	3	Transportation	14
San Antonio-New Braunfels / TX	1	Healthcare	14
	1	Training/Instruction/Teaching	20
	2	Management - Operations	17
Dallas-Fort Worth-Arlington / TX	1	Analyst	17
	1	Administrative/Clerical	16
	2	Installation/Maintenance/Repair	14
Atlanta-Sandy Springs-Marietta / GA	3	Management - General	11
	1	Analyst	11
	1	Administrative/Clerical	20
Seattle-Tacoma-Bellevue / WA	2	Safety/Security/Law Enforcement	14
	3	Supply Chain/Logistics	11
	1	Management - Operations	12
	2	Consultant	11
	3	Administrative/Clerical	10

*Table 67 - Top 10 Job Functions for Military Spouses*

## 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).

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

*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).

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

*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.

Industry Hired In	% of Total	Number of Records	Average Salary
Government and Public Administration	19.92%	264	\$50,871
Health Care and Social Assistance	13.81%	183	\$47,077
Defense Contracting	12.83%	170	\$62,471
Educational Services	6.34%	84	\$43,095
Information - Information Technology	6.26%	83	\$64,880
Business Support - Admin/Staffing	4.91%	65	\$44,385
Other	4.38%	58	\$50,000
Transportation and Warehousing	4.23%	56	\$50,893
Banking/Finance/Insurance	4.08%	54	\$51,296
Retail Trade	3.62%	48	\$42,708

Table 71 - Top Hiring Industries for Military Spouses

## 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.*

OTHER HIRING COMPANY NAME (GROUP)	
Department of Veterans Affairs	133
Amazon	81
Lockheed Martin	73
United States Postal Service	71
Booz Allen Hamilton	70
Department of Defense	59
Department of the Army	57
CACI	47
General Dynamics	44
Northrop Grumman	39
Department of the Air Force	35
Department of the Navy	31
UPS	26
Department of Homeland Security	24
Leidos	24
SAIC	24
AECOM	23
Walmart	23
Accenture	22
Lowe's Home Improvement	22

Table 72 - Top 20 Hiring Companies

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 PLACEMENTS	
Federal Hire	13.12%
Non-Federal Hire	86.88%

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%.

	Veteran or Servicemember	Military Spouse or Caregiver	Grand Total
Full-Time	91.37%	83.56%	90.83%
Part-Time	4.52%	12.11%	5.04%
Seasonal	0.17%	0.17%	0.17%
Temporary/Contract	3.95%	4.15%	3.96%
Grand Total	100.00%	100.00%	100.00%

*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.

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

**CONCLUSION**

APPENDIX

The background is a solid red color. A thick, curved red line starts from the top left and curves downwards towards the bottom right. In the upper right quadrant, there is a grid of horizontal lines, with two stars positioned above it.

# APPENDIX

IN COLLABORATION WITH  
SAS AND PINNACLE SOLUTIONS

# APPENDIX CONTENTS

## 59 APPENDIX

- 59 *Is there a correlation between a client's race or gender?*
- 62 *Why are our clients better-educated than their non-client peers?*
- 65 *Why are our clients more racially- and gender-diverse than their non-client peers?*
- 67 *Why are junior enlisted clients signing up for services much closer to their separation dates than their more senior counterparts?*
- 69 *What is the relationship between a client's location and the types of industries / job functions that they're looking to enter?*
- 107 *What demographic indicators suggest a higher likelihood of a client's migration to another state?*
- 110 *What services are most closely-correlated with our clients achieving employment or high salaries?*
- 114 *How much is this impacted at all by job function, industry, or geography?*
- 122 *Is there any correlation between unemployment duration and a client's demographic profile, including location?*
- 125 *What factors (if any) are causing women veterans to have a lower average starting salary?*
- 130 *What demographic indicators show a propensity for success with the program?*
- 133 *Analysis of the underemployed population*
- 135 *More in-depth analysis of the demographic profile of our Veteran, Guard / Reserves, and Active Duty populations*
- 137 *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?*
- 137 *Trends based on our client's rank categories*
- 144 *Are there certain services that can be closely correlated to program success?*
- 150 *Are our clients leaving locations to take a job or are they staying where they are for the duration of their job search?*
- 150 *When evaluating success, are there common factors across categories?*
- 150 *Are there any outliers to organizational trends when looking at demographic expectations? Why do those outliers exist?*
- 151 *What inputs can be used to predict client outcomes?*
- 151 *Trend comparison between 2017 and 2018 datasets.*
- 155 *Confirmation (or correction) of existing methodologies*

## 156 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:

Desired Job Function	N	Chi-Square	DF	Prob
Management - Operations	2486	73.308702585	5	2.096129E-14
Human Resources	1471	59.278593787	5	1.713052E-11
Management - Programs	1538	53.939313508	5	2.156886E-10
Supply Chain/Logistics	1395	52.706153237	5	3.864492E-10
Management - General	1731	51.19133169	5	7.902257E-10
Management - Project	1981	47.882398042	5	3.7537696E-9
Safety/Security/Law Enforcement	1199	30.534638606	5	0.0000115725
IT - Information Security	996	30.368147576	5	0.0000124809
IT - General	921	25.208463827	5	0.0001269949
Training/Instruction/Teaching	967	22.97181447	5	0.00034178
Management - Executive/C-Suite	277	21.9219144	5	0.0005417993
IT - Help Desk/Support	551	21.920748332	5	0.0005420758
Business Development	465	17.623682246	5	0.0034569629
Quality Assurance/Quality Control	442	15.56766577	4	0.0036577026
Distribution/Shipping	198	17.105436527	5	0.0043041141
IT - Systems Management	677	16.598385695	5	0.0053279468
Banking/Finance	415	14.717477496	5	0.0116402495
Transportation	486	14.573588595	5	0.0123485106
General Business	275	13.673242009	5	0.0178238214
Recruiting/Talent Acquisition	264	13.500338779	5	0.019115073
Analyst	706	12.149635828	5	0.0327939652
Sales	269	11.802835703	5	0.0375915739
Natural Resources/Environmental	181	11.608680501	5	0.0405615362
Warehouse	417	11.396503904	5	0.0440611954

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%).

Business Development	182	55.122433967	5	1.231805E-10
Quality Assurance/Quality Control	168	54.934208368	5	1.346684E-10
IT - Systems Management	359	44.341895268	4	5.4478304E-9
Sales	303	42.802078396	5	4.0525908E-8
Supply Chain/Logistics	606	40.186697739	5	1.3693425E-7
Human Resources	354	35.591984978	4	3.5104592E-7
Management - Executive/C-Suite	86	30.291248207	4	4.2696656E-6
Management - Programs	366	31.577231929	5	7.2035128E-6
Installation/Maintenance/Repair	685	29.997760195	5	0.0000147636
Administrative/Clerical	906	29.298296893	5	0.0000202632
Engineering	303	26.885661396	4	0.0000209655
Management - Operations	683	26.003395428	5	0.0000891008
Media/Journalism/Newspaper	37	23.578431373	4	0.0000970181
Safety/Security/Law Enforcement	686	20.548264538	4	0.0003891206
Analyst	742	19.527850531	4	0.0006188021
Healthcare	377	19.487846366	4	0.000630131
IT - Information Security	448	17.380638828	4	0.0016299727
Restaurant/Food Service	66	18.602678571	5	0.0022786267
Consultant	464	18.597921668	5	0.0022832653
Warehouse	105	15.909543754	4	0.0031429755
Management - Project	492	14.785265538	4	0.0051679536
Purchasing/Procurement	48	12.720195175	3	0.0052824821
Management - General	503	14.467695546	4	0.0059426843
IT - General	300	14.766517049	5	0.0114079799
Customer Service	544	12.838148581	4	0.0120943122
Natural Resources/Environmental	61	14.498426122	5	0.0127348945
Firefighter/EMT/Emergency Service	52	10.587387387	3	0.014179666
Manufacturing	137	14.112153624	5	0.0149124792
Nonprofit - Social Services	112	10.169130824	4	0.037673057
General Labor	117	10.128838384	4	0.0383124482
Telecommunications	16	8.380952381	3	0.0387609662
IT - Computer/Software Engineering	252	10.013350285	4	0.0402033977

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 HIRE HEROES 2018 REPORT

### EXECUTIVE SUMMARY

### INTRODUCTION

### SECTION ONE: REGISTERED

### SECTION TWO: HELPED

### SECTION THREE: HIRED

### CONCLUSION

## APPENDIX

Industry	N	Chi-Square	DF	Prob
Defense Contracting	2264	93.654498849	5	1.14586E-18
Government and Public Administration	1749	86.599070487	5	3.477729E-17
Installation/Repair/Maintenance	349	52.24286465	5	4.810139E-10
Manufacturing	559	34.559323986	5	1.8421846E-6
Health Care and Social Assistance	903	32.871127935	5	3.991803E-6
Information - Information Technology	1389	22.237802864	4	0.0001797156
Transportation and Warehousing	683	23.898177802	5	0.0002271157
Business Support - Admin/Staffing	351	20.840859932	4	0.0003405236
Religious/Civic/Nonprofit	183	20.590766615	4	0.0003816566
Private Security	228	19.977021802	4	0.0005046423
Banking/Finance/Insurance	548	19.892834675	4	0.0005243217
Mining/Quarrying/Oil and Gas Extraction	155	19.121683102	4	0.000743837
Retail Trade	679	20.046244912	5	0.0012250024
Business Support - Facilities	77	16.886527778	4	0.0020335704
Other	756	16.395309835	5	0.0058015606
Utilities	162	11.912486534	3	0.0076890367
Publishing and Broadcasting	15	10.3125	3	0.0160882824
Professional - Legal	47	8.1168806222	2	0.0172759432
Aerospace and Aviation	519	11.375950587	4	0.0226484443
Business Support - Waste Management	35	10.980392157	4	0.0267852655
Real Estate/Rental and Leasing	129	10.930556187	4	0.0273556534
Hospitality/Accommodation/Food Services	195	12.188132228	5	0.0322989152

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.

	Army	Navy	Marines	Air Force	Military Total
<b>HS/GED</b>	327,244	221,005	156,184	16,433	720,866
<b>2-Year</b>	26,570	21,037	4,065	63,343	115,015
<b>4-Year</b>	75,562	35,004	18,204	45,987	174,757
<b>Adv</b>	40,792	22,355	4,209	40,388	107,744
<b>Total</b>	470,168	299,401	182,662	166,151	1,118,382

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.

	Army	Navy	Marines	Air Force	HHUSA Total
<b>HS/GED</b>	554	93	130	116	893
<b>2-Year</b>	92	17	9	29	147
<b>4-Year</b>	447	77	57	50	631
<b>Adv</b>	348	97	43	131	619
<b>Total</b>	1,441	284	239	326	2,290

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.

	Army		Navy		Marines		Air Force		Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
HS/ GED	3,19,673	7,571	220,796	209	153,824	2,360	164,503	130	858,796	10,270
2- Year	24,154	2,416	20,415	622	3,723	342	63,195	148	111,487	3,528
4- Year	29,639	45,923	19,470	15,534	4,270	13,934	22,286	23,701	75,665	99,092
Adv	4,811	35,981	2,362	1,993	513	3,696	4,653	3,573	12,339	45,243
<b>Total</b>	<b>378,277</b>	<b>91,891</b>	<b>263,043</b>	<b>18,358</b>	<b>162,330</b>	<b>20,332</b>	<b>254,637</b>	<b>27,552</b>	<b>1,058,287</b>	<b>158,133</b>

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.

	Army		Navy		Marines		Air Force		Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
HS/ GED	850	77	143	14	242	15	194	1	1,429	107
2- Year	90	80	22	18	11	4	49	-	172	102
4- Year	100	722	17	153	4	125	38	54	159	1,054
Adv	30	676	3	219	2	98	5	228	40	1,221
<b>Total</b>	<b>1,070</b>	<b>1,555</b>	<b>185</b>	<b>404</b>	<b>259</b>	<b>242</b>	<b>286</b>	<b>283</b>	<b>1,800</b>	<b>2,484</b>

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.

	Enlisted		Officers		Total		Ratio	
	Male	Female	Male	Female	Male	Female	Male	Female
<b>Army</b>	325,522	54,415	76,198	15,912	401,720	70,327	4.3	3.4
<b>Navy</b>	213,614	51,410	44,404	10,064	258,018	61,474	4.8	5.1
<b>Marine Corps</b>	149,352	13,938	19,522	1,589	168,874	15,527	7.7	8.8
<b>Air Force</b>	206,896	50,087	48,676	12,921	255,572	63,008	4.3	3.9
<b>Total</b>	895,384	169,850	188,800	40,486	1,084,184	210,336	4.7	4.2

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.

	Enlisted		Officers		Total		Ratio	
	Male	Female	Male	Female	Male	Female	Male	Female
<b>Army</b>	729	160	1,250	210	1,979	370	0.6	0.8
<b>Navy</b>	109	56	325	49	434	105	0.3	1.1
<b>Marine Corps</b>	200	19	220	10	420	29	0.9	1.9
<b>Air Force</b>	197	52	214	43	411	95	0.9	1.2
<b>Total</b>	1,235	287	2,009	312	3,244	599	0.6	0.9

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.

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

# 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.

Variable	Class	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		4.3129	0.1400	949.4733	<.0001
<b>Rank</b>	Company-Grade Officer	1.1799	0.0951	153.9753	<.0001
	Field-Grade Officer	1.4661	0.1108	175.1394	<.0001
	Warrant Officer	0.8490	0.1533	30.6745	<.0001
<b>Employment Status</b>	Employed	-4.5671	0.1166	1533.7216	<.0001
	Pending Medical Separation	-0.4593	0.2870	2.5603	0.1096
	Student	-5.0361	0.1788	793.5132	<.0001
	Temporary/Contract Employee	-5.0368	0.1911	694.5943	<.0001
	Under employed - Insufficient income	-5.0702	0.1385	1340.5694	<.0001
	Unemployed	-5.5024	0.1173	2201.9396	<.0001
<b>Disability Status</b>	Disabled	-2.1758	0.1369	252.7578	<.0001
<b>Education Level</b>	2 Year Degree	-0.5947	0.1147	26.9010	<.0001
	4 Year Degree	-0.7268	0.0909	63.9666	<.0001
	Doctorate	-1.1586	0.2332	24.6839	<.0001
	Other	-0.8583	0.1013	71.7144	<.0001
	Post-Graduate Degree	-0.7048	0.1100	41.0905	<.0001
<b>Gender</b>	Female	0.0105	0.0841	0.0157	0.9004
	Missing	-0.0262	0.0893	0.0859	0.7695
<b>Race</b>	American Indian or Alaska Native	-0.5671	0.5014	1.2789	0.2581
	Asian or Pacific Islander	0.5348	0.2058	6.7566	0.0093
	Black or African American	0.0630	0.1180	0.2854	0.5932
	Hispanic or Latino	0.0743	0.1387	0.2871	0.5921
	Two or more races	-0.0913	0.1782	0.2623	0.6085
	Unknown	0.0442	0.0811	0.2966	0.5860
<b>Service Branch</b>	Air Force	-0.3887	0.0949	16.3365	<.0001
	Coast Guard	-0.4556	0.2851	2.5537	0.1100
	Marines	-0.6257	0.0907	47.5438	<.0001
	Missing	-0.3480	0.1380	6.3608	0.0117
	Navy	-0.8041	0.0907	78.5433	<.0001
		Unknown	0.0442	0.0811	0.2966
<b>Location</b>	East North Central	-0.1478	0.1329	1.2377	0.2659
	East South Central	-0.1502	0.1415	1.1277	0.2883
	Middle Atlantic	0.1341	0.1117	1.4412	0.2299
	Mountain	-0.0797	0.1027	0.6016	0.4380
	New England	0.0153	0.2004	0.0058	0.9390
	Pacific	0.0819	0.0880	0.8673	0.3517
	Unknown	0.3253	0.2389	1.8540	0.1733
	West North Central	0.1261	0.1539	0.6720	0.4124
	West South Central	-0.1638	0.0891	3.3828	0.0659

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.

Desired Job Function	Division	Count	Percent
<b>Accounting</b>	South Atlantic	85	34
	Pacific	40	16
	West South Central	40	16
	Mountain	29	11.6
	Middle Atlantic	17	6.8
	East North Central	12	4.8
	East South Central	8	3.2
	West North Central	8	3.2
	Unknown	6	2.4
	New England	5	2
<b>Administrative/Clerical</b>	South Atlantic	905	36.418511066
	Pacific	431	17.344064386
	West South Central	389	15.653923541
	Mountain	283	11.38832998
	Middle Atlantic	129	5.1911468813
	East South Central	116	4.6680080483
	East North Central	91	3.661971831
	West North Central	68	2.7364185111
	Unknown	50	2.0120724346
	New England	23	0.9255533199
<b>Analyst</b>	South Atlantic	399	36.141304348
	Pacific	189	17.119565217
	West South Central	155	14.039855072
	Mountain	142	12.862318841
	Middle Atlantic	54	4.8913043478
	East North Central	45	4.0760869565
	East South Central	39	3.5326086957
	Unknown	38	3.4420289855
	West North Central	34	3.0797101449
	New England	9	0.8152173913
<b>Automotive</b>	South Atlantic	53	30.63583815
	West South Central	27	15.606936416
	Pacific	26	15.028901734
	Mountain	22	12.716763006
	East South Central	12	6.936416185
	West North Central	11	6.3583815029
	East North Central	9	5.2023121387
	Middle Atlantic	8	4.6242774566
	New England	4	2.3121387283
	Unknown	1	0.5780346821
<b>Banking/Finance</b>	South Atlantic	231	36.206896552
	West South Central	105	16.457680251
	Pacific	90	14.106583072
	Mountain	72	11.285266458
	Middle Atlantic	50	7.8369905956
	East South Central	24	3.7617554859
East North Central	23	3.605015674	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Banking/Finance</b>	South Atlantic	231	36.206896552
	West South Central	105	16.457680251
	Pacific	90	14.106583072
	Mountain	72	11.285266458
	Middle Atlantic	50	7.8369905956
	East South Central	24	3.7617554859
	East North Central	23	3.605015674
	New England	15	2.3510971787
	West North Central	15	2.3510971787
	Unknown	13	2.0376175549
<b>Biotech</b>	South Atlantic	15	27.777777778
	Pacific	13	24.074074074
	Mountain	11	20.37037037
	West South Central	6	11.111111111
	Middle Atlantic	4	7.4074074074
	East North Central	2	3.7037037037
	Unknown	2	3.7037037037
	East South Central	1	1.8518518519
<b>Brokerage</b>	South Atlantic	9	30
	Mountain	6	20
	West South Central	6	20
	Middle Atlantic	3	10
	Pacific	3	10
	East South Central	1	3.3333333333
	New England	1	3.3333333333
	West North Central	1	3.3333333333
<b>Business Development</b>	South Atlantic	241	37.364341085
	Pacific	107	16.589147287
	West South Central	95	14.728682171
	Mountain	86	13.333333333
	East South Central	35	5.4263565891
	Middle Atlantic	29	4.496124031
	West North Central	17	2.6356589147
	East North Central	16	2.480620155
	Unknown	10	1.5503875969
	New England	9	1.3953488372
<b>Construction</b>	South Atlantic	114	25.909090909
	West South Central	91	20.681818182
	Pacific	84	19.090909091
	Mountain	56	12.727272727
	Middle Atlantic	28	6.3636363636
	West North Central	26	5.9090909091
	East South Central	23	5.2272727273
	East North Central	10	2.2727272727
	Unknown	6	1.3636363636
	New England	2	0.4545454545

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Consultant</b>	South Atlantic	238	33.426966292
	Pacific	152	21.348314607
	West South Central	100	14.04494382
	Mountain	99	13.904494382
	Middle Atlantic	36	5.0561797753
	Unknown	23	3.2303370787
	West North Central	22	3.0898876404
	East South Central	20	2.808988764
	East North Central	15	2.106741573
	New England	7	0.9831460674
<b>Customer Service</b>	South Atlantic	302	36.429433052
	Pacific	148	17.852834741
	West South Central	115	13.872135103
	Mountain	103	12.424607961
	Middle Atlantic	48	5.7901085645
	East North Central	37	4.4632086852
	East South Central	28	3.3775633293
	West North Central	28	3.3775633293
	Unknown	14	1.6887816647
	New England	6	0.7237635706
<b>Design</b>	South Atlantic	34	31.481481481
	Pacific	33	30.555555556
	West South Central	11	10.185185185
	Mountain	8	7.4074074074
	Middle Atlantic	6	5.5555555556
	West North Central	6	5.5555555556
	East South Central	5	4.6296296296
	East North Central	3	2.7777777778
	New England	1	0.9259259259
	Unknown	1	0.9259259259
<b>Distribution/Shipping</b>	South Atlantic	98	32.558139535
	Pacific	63	20.930232558
	West South Central	39	12.956810631
	Mountain	37	12.292358804
	East South Central	24	7.9734219269
	Middle Atlantic	15	4.9833887043
	West North Central	9	2.9900332226
	East North Central	7	2.3255813953
	Unknown	7	2.3255813953
	New England	2	0.6644518272

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Engineering</b>	South Atlantic	184	30.114566285
	Pacific	136	22.258592471
	West South Central	84	13.747954173
	Mountain	79	12.929623568
	Middle Atlantic	31	5.0736497545
	West North Central	27	4.41898527
	East North Central	19	3.1096563011
	East South Central	19	3.1096563011
	Unknown	17	2.7823240589
	New England	15	2.4549918167
<b>Entrepreneurship/Franchise/Self-Employed</b>	South Atlantic	35	39.772727273
	Pacific	28	31.818181818
	West South Central	13	14.772727273
	Mountain	6	6.8181818182
	East South Central	2	2.2727272727
	Unknown	2	2.2727272727
	West North Central	2	2.2727272727
<b>Entry Level/New Grad</b>	South Atlantic	61	28.773584906
	Pacific	58	27.358490566
	West South Central	27	12.735849057
	East South Central	15	7.0754716981
	Middle Atlantic	15	7.0754716981
	Mountain	15	7.0754716981
	West North Central	11	5.1886792453
	East North Central	5	2.358490566
	Unknown	4	1.8867924528
	New England	1	0.4716981132
<b>Facilities Management</b>	South Atlantic	169	40.238095238
	Pacific	71	16.904761905
	West South Central	52	12.380952381
	Mountain	49	11.666666667
	Middle Atlantic	23	5.4761904762
	East South Central	18	4.2857142857
	Unknown	12	2.8571428571
	West North Central	12	2.8571428571
	East North Central	11	2.619047619
New England	3	0.7142857143	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Firefighter/EMT/Emergency Service</b>	South Atlantic	107	28.997289973
	Mountain	80	21.680216802
	Pacific	69	18.699186992
	West South Central	56	15.176151762
	Middle Atlantic	16	4.3360433604
	East North Central	12	3.2520325203
	West North Central	10	2.7100271003
	East South Central	8	2.1680216802
	New England	6	1.6260162602
	Unknown	5	1.3550135501
<b>Game Design/Development</b>	Pacific	15	30.612244898
	South Atlantic	11	22.448979592
	Middle Atlantic	7	14.285714286
	Mountain	6	12.244897959
	West North Central	3	6.1224489796
	East North Central	2	4.0816326531
	West South Central	2	4.0816326531
	East South Central	1	2.0408163265
	New England	1	2.0408163265
	Unknown	1	2.0408163265
<b>General Business</b>	South Atlantic	102	25.757575758
	Mountain	85	21.464646465
	Pacific	77	19.444444444
	West South Central	57	14.393939394
	East South Central	24	6.0606060606
	East North Central	14	3.5353535354
	West North Central	12	3.0303030303
	Middle Atlantic	11	2.7777777778
	New England	7	1.7676767677
	Unknown	7	1.7676767677
<b>General Labor</b>	South Atlantic	74	24.422442244
	Pacific	68	22.442244224
	Mountain	65	21.452145215
	West South Central	40	13.201320132
	Middle Atlantic	17	5.6105610561
	West North Central	17	5.6105610561
	East North Central	11	3.6303630363
	East South Central	10	3.300330033
	New England	1	0.3300330033

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Healthcare</b>	South Atlantic	438	32.11143695
	Pacific	242	17.741935484
	West South Central	238	17.448680352
	Mountain	188	13.782991202
	Middle Atlantic	63	4.6187683284
	East South Central	55	4.0322580645
	West North Central	48	3.5190615836
	East North Central	46	3.3724340176
	Unknown	26	1.9061583578
	New England	20	1.4662756598
<b>Human Resources</b>	South Atlantic	868	37.722729248
	West South Central	427	18.557149066
	Pacific	311	13.515862668
	Mountain	203	8.822511951
	East South Central	136	5.9104737071
	Middle Atlantic	123	5.3455019557
	East North Central	98	4.2590178183
	West North Central	64	2.7813993916
	Unknown	55	2.3902651021
	New England	16	0.6953498479
<b>IT - Computer Science</b>	South Atlantic	162	35.140997831
	Pacific	79	17.136659436
	Mountain	78	16.919739696
	West South Central	63	13.665943601
	Middle Atlantic	27	5.8568329718
	East South Central	20	4.3383947939
	East North Central	13	2.8199566161
	Unknown	9	1.9522776573
	West North Central	6	1.3015184382
	New England	4	0.8676789588
<b>IT - Computer/Software Engineering</b>	South Atlantic	207	36.315789474
	Pacific	111	19.473684211
	Mountain	71	12.456140351
	West South Central	70	12.280701754
	Middle Atlantic	35	6.1403508772
	East North Central	25	4.3859649123
	East South Central	18	3.1578947368
	West North Central	14	2.4561403509
	Unknown	13	2.2807017544
	New England	6	1.0526315789

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Healthcare</b>	South Atlantic	438	32.11143695
	Pacific	242	17.741935484
	West South Central	238	17.448680352
	Mountain	188	13.782991202
	Middle Atlantic	63	4.6187683284
	East South Central	55	4.0322580645
	West North Central	48	3.5190615836
	East North Central	46	3.3724340176
	Unknown	26	1.9061583578
	New England	20	1.4662756598
<b>Human Resources</b>	South Atlantic	868	37.722729248
	West South Central	427	18.557149066
	Pacific	311	13.515862668
	Mountain	203	8.822511951
	East South Central	136	5.9104737071
	Middle Atlantic	123	5.3455019557
	East North Central	98	4.2590178183
	West North Central	64	2.7813993916
	Unknown	55	2.3902651021
	New England	16	0.6953498479
<b>IT - Computer Science</b>	South Atlantic	162	35.140997831
	Pacific	79	17.136659436
	Mountain	78	16.919739696
	West South Central	63	13.665943601
	Middle Atlantic	27	5.8568329718
	East South Central	20	4.3383947939
	East North Central	13	2.8199566161
	Unknown	9	1.9522776573
	West North Central	6	1.3015184382
	New England	4	0.8676789588
<b>IT - Computer/Software Engineering</b>	South Atlantic	207	36.315789474
	Pacific	111	19.473684211
	Mountain	71	12.456140351
	West South Central	70	12.280701754
	Middle Atlantic	35	6.1403508772
	East North Central	25	4.3859649123
	East South Central	18	3.1578947368
	West North Central	14	2.4561403509
	Unknown	13	2.2807017544
	New England	6	1.0526315789

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>IT - General</b>	South Atlantic	539	32.726168792
	Pacific	332	20.157862781
	West South Central	263	15.968427444
	Mountain	193	11.718275653
	Middle Atlantic	100	6.0716454159
	East South Central	57	3.4608378871
	East North Central	53	3.2179720704
	West North Central	51	3.0965391621
	Unknown	41	2.4893746205
	New England	18	1.0928961749
<b>IT - Help Desk/Support</b>	South Atlantic	344	37.554585153
	West South Central	154	16.812227074
	Pacific	137	14.956331878
	Mountain	101	11.026200873
	Middle Atlantic	60	6.5502183406
	East South Central	42	4.5851528384
	West North Central	28	3.056768559
	East North Central	26	2.8384279476
	Unknown	16	1.7467248908
	New England	8	0.8733624454
<b>IT - Information Security</b>	South Atlantic	610	38.632045598
	Pacific	263	16.656111463
	West South Central	219	13.869537682
	Mountain	200	12.666244459
	Middle Atlantic	81	5.1298290057
	East South Central	51	3.2298923369
	East North Central	50	3.1665611146
	West North Central	46	2.9132362255
	Unknown	43	2.7232425586
	New England	16	1.0132995567
<b>IT - Systems Management</b>	South Atlantic	420	36.52173913
	Pacific	235	20.434782609
	West South Central	166	14.434782609
	Mountain	124	10.782608696
	Middle Atlantic	60	5.2173913043
	Unknown	39	3.3913043478
	East South Central	34	2.9565217391
	West North Central	34	2.9565217391
	East North Central	29	2.5217391304
	New England	9	0.7826086957

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Installation/Maintenance/Repair</b>	South Atlantic	523	34.049479167
	Pacific	274	17.838541667
	West South Central	248	16.145833333
	Mountain	177	11.5234375
	West North Central	85	5.5338541667
	East South Central	75	4.8828125
	Middle Atlantic	63	4.1015625
	East North Central	42	2.734375
	Unknown	33	2.1484375
	New England	16	1.0416666667
<b>Legal</b>	South Atlantic	46	33.576642336
	Pacific	21	15.328467153
	West South Central	20	14.598540146
	Mountain	17	12.408759124
	Middle Atlantic	9	6.5693430657
	East North Central	6	4.3795620438
	West North Central	6	4.3795620438
	East South Central	5	3.6496350365
	New England	4	2.9197080292
	Unknown	3	2.1897810219
<b>Management - Executive/C-Suite</b>	South Atlantic	174	42.962962963
	Pacific	63	15.555555556
	West South Central	55	13.580246914
	Mountain	43	10.617283951
	East South Central	19	4.6913580247
	East North Central	15	3.7037037037
	West North Central	11	2.7160493827
	Middle Atlantic	10	2.4691358025
	Unknown	10	2.4691358025
	New England	5	1.2345679012
<b>Management - General</b>	South Atlantic	986	35.416666667
	West South Central	474	17.025862069
	Pacific	413	14.834770115
	Mountain	317	11.386494253
	East South Central	156	5.6034482759
	East North Central	132	4.7413793103
	Middle Atlantic	120	4.3103448276
	West North Central	89	3.1968390805
	Unknown	64	2.2988505747
	New England	33	1.1853448276

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Management - Operations</b>	South Atlantic	1461	38.146214099
	West South Central	666	17.389033943
	Pacific	504	13.15926893
	Mountain	363	9.4778067885
	East South Central	227	5.9268929504
	Middle Atlantic	189	4.9347258486
	West North Central	139	3.6292428198
	East North Central	131	3.4203655352
	Unknown	101	2.637075718
	New England	49	1.2793733681
<b>Management - Programs</b>	South Atlantic	940	41.355037396
	West South Central	321	14.122305323
	Pacific	314	13.814342279
	Mountain	249	10.954685438
	East South Central	111	4.8834139903
	Middle Atlantic	107	4.7074351078
	Unknown	66	2.9036515618
	West North Central	66	2.9036515618
	East North Central	63	2.7716673999
	New England	36	1.5838099428
<b>Management - Project</b>	South Atlantic	1133	38.148148148
	Pacific	468	15.757575758
	West South Central	447	15.050505051
	Mountain	291	9.797979798
	East South Central	154	5.1851851852
	Middle Atlantic	150	5.0505050505
	East North Central	98	3.2996632997
	West North Central	95	3.1986531987
	Unknown	86	2.8956228956
	New England	48	1.6161616162
<b>Manufacturing</b>	South Atlantic	87	33.333333333
	Pacific	51	19.540229885
	West South Central	39	14.942528736
	Mountain	26	9.9616858238
	East North Central	18	6.8965517241
	East South Central	15	5.7471264368
	West North Central	12	4.5977011494
	Middle Atlantic	7	2.6819923372
	New England	3	1.1494252874
	Unknown	3	1.1494252874

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Marketing</b>	South Atlantic	87	33.984375
	Pacific	46	17.96875
	West South Central	38	14.84375
	Mountain	27	10.546875
	Middle Atlantic	20	7.8125
	East South Central	16	6.25
	East North Central	11	4.296875
	West North Central	5	1.953125
	New England	4	1.5625
	Unknown	2	0.78125
<b>Media/Journalism/Newspaper</b>	South Atlantic	66	37.5
	Pacific	42	23.8636364
	Mountain	19	10.795454545
	Middle Atlantic	16	9.0909090909
	West South Central	12	6.8181818182
	East South Central	7	3.972727273
	East North Central	5	2.809090909
	New England	3	1.7045454545
	Unknown	3	1.7045454545
	West North Central	3	1.7045454545
<b>Natural Resources/Environmental</b>	South Atlantic	71	26.691729323
	Pacific	56	21.052631579
	Mountain	47	17.669172932
	West South Central	41	15.413533835
	Middle Atlantic	12	4.5112781955
	East North Central	11	4.1353383459
	West North Central	10	3.7593984962
	East South Central	7	2.6315789474
	Unknown	6	2.2556390977
	New England	5	1.8796992481
<b>Nonprofit - Social Services</b>	South Atlantic	197	33.560477002
	West South Central	114	19.420783646
	Pacific	107	18.228279387
	Mountain	61	10.391822828
	Middle Atlantic	34	5.7921635434
	East South Central	23	3.9182282794
	East North Central	17	2.8960817717
	West North Central	17	2.8960817717
	Unknown	9	1.5332197615
	New England	8	1.3628620102

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Other</b>	South Atlantic	464	31.203765972
	Pacific	338	22.730329523
	Mountain	183	12.3066577
	West South Central	179	12.037659718
	East South Central	81	5.4472091459
	Middle Atlantic	73	4.9092131809
	West North Central	60	4.0349697377
	East North Central	51	3.4297242771
	Unknown	34	2.2864828514
	New England	24	1.6139878951
<b>Professional Services</b>	South Atlantic	105	26.515151515
	Pacific	77	19.444444444
	Mountain	75	18.939393939
	West South Central	61	15.404040404
	East North Central	23	5.8080808081
	West North Central	17	4.2929292929
	East South Central	16	4.0404040404
	Unknown	8	2.0202020202
	Middle Atlantic	7	1.7676767677
	New England	7	1.7676767677
<b>Purchasing/Procurement</b>	South Atlantic	85	36.480686695
	West South Central	44	18.884120172
	Pacific	27	11.587982833
	East South Central	20	8.5836909871
	Mountain	18	7.7253218884
	Middle Atlantic	17	7.2961373391
	Unknown	8	3.4334763948
	East North Central	7	3.0042918455
	West North Central	6	2.5751072961
	New England	1	0.4291845494
<b>Quality Assurance/Quality Control</b>	South Atlantic	255	35.714285714
	West South Central	127	17.787114846
	Pacific	100	14.005602241
	Mountain	82	11.484593838
	East South Central	35	4.9019607843
	Middle Atlantic	33	4.6218487395
	West North Central	25	3.5014005602
	East North Central	24	3.3613445378
	Unknown	19	2.6610644258
	New England	14	1.9607843137

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Real Estate</b>	South Atlantic	34	31.19266055
	Pacific	25	22.935779817
	Mountain	15	13.76146789
	West South Central	13	11.926605505
	East South Central	7	6.4220183486
	Middle Atlantic	6	5.504587156
	West North Central	5	4.5871559633
	East North Central	4	3.6697247706
<b>Recruiting/Talent Acquisition</b>	South Atlantic	146	37.922077922
	West South Central	67	17.402597403
	Pacific	52	13.506493506
	Mountain	33	8.5714285714
	East South Central	30	7.7922077922
	East North Central	24	6.2337662338
	Middle Atlantic	13	3.3766233766
	West North Central	13	3.3766233766
	New England	5	1.2987012987
	Unknown	2	0.5194805195
<b>Research</b>	South Atlantic	41	40.196078431
	Pacific	16	15.68627451
	Mountain	14	13.725490196
	East North Central	7	6.862745098
	Middle Atlantic	7	6.862745098
	West South Central	7	6.862745098
	East South Central	4	3.9215686275
	West North Central	3	2.9411764706
	Unknown	2	1.9607843137
	New England	1	0.9803921569
<b>Restaurant/Food Service</b>	South Atlantic	47	31.125827815
	Pacific	34	22.516556291
	West South Central	23	15.231788079
	Mountain	15	9.9337748344
	Middle Atlantic	9	5.9602649007
	East South Central	8	5.298013245
	East North Central	7	4.6357615894
	West North Central	5	3.3112582781
	Unknown	3	1.9867549669
<b>Retail</b>	South Atlantic	54	35.294117647
	Pacific	25	16.339869281
	West South Central	25	16.339869281
	Mountain	16	10.45751634
	Middle Atlantic	10	6.5359477124
	East North Central	9	5.8823529412
	East South Central	8	5.2287581699
	West North Central	4	2.614379085
	New England	2	1.3071895425

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Safety/Security/Law Enforcement</b>	South Atlantic	659	28.652173913
	Pacific	403	17.52173913
	West South Central	390	16.956521739
	Mountain	345	15
	Middle Atlantic	116	5.0434782609
	East South Central	114	4.9565217391
	West North Central	95	4.1304347826
	East North Central	93	4.0434782609
	Unknown	50	2.1739130435
	New England	35	1.5217391304
<b>Sales</b>	South Atlantic	143	34.541062802
	West South Central	74	17.874396135
	Pacific	58	14.009661836
	Mountain	48	11.594202899
	East North Central	21	5.0724637681
	East South Central	21	5.0724637681
	West North Central	21	5.0724637681
	Middle Atlantic	19	4.5893719807
	New England	6	1.4492753623
	Unknown	3	0.7246376812
<b>Science</b>	Pacific	24	27.586206897
	South Atlantic	24	27.586206897
	Mountain	13	14.942528736
	West South Central	10	11.494252874
	Middle Atlantic	8	9.1954022989
	East North Central	3	3.4482758621
<b>Skilled Labor/Trades</b>	West North Central	3	3.4482758621
	East South Central	2	2.2988505747
	Pacific	187	28.462709285
	South Atlantic	137	20.852359209
	West South Central	111	16.894977169
	Mountain	108	16.438356164
East North Central	35	5.3272450533	
West North Central	27	4.1095890411	
East South Central	22	3.3485540335	
Middle Atlantic	19	2.8919330289	
Unknown	7	1.0654490107	
New England	4	0.6088280061	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Strategy/Planning</b>	South Atlantic	125	45.787545788
	West South Central	41	15.018315018
	Pacific	39	14.285714286
	Mountain	30	10.989010989
	East South Central	9	3.2967032967
	Middle Atlantic	9	3.2967032967
	Unknown	9	3.2967032967
	East North Central	8	2.9304029304
	West North Central	3	1.0989010989
<b>Supply Chain/Logistics</b>	South Atlantic	987	38.705882353
	West South Central	459	18
	Pacific	324	12.705882353
	Mountain	226	8.862745098
	East South Central	163	6.3921568627
	Middle Atlantic	124	4.862745098
	East North Central	95	3.7254901961
	Unknown	81	3.1764705882
	West North Central	70	2.7450980392
New England	21	0.8235294118	
<b>Telecommunications</b>	South Atlantic	92	3.5249042146
	Pacific	55	21.072796935
	West South Central	39	14.942528736
	Mountain	27	10.344827586
	East South Central	11	4.214559387
	Middle Atlantic	10	3.8314176245
	Unknown	10	3.8314176245
	West North Central	8	3.0651340996
	East North Central	7	2.6819923372
New England	2	0.7662835249	
<b>Training/Instruction/Teaching</b>	South Atlantic	632	41.469816273
	West South Central	243	15.94488189
	Pacific	212	13.910761155
	Mountain	154	10.104986877
	East South Central	73	4.7900262467
	East North Central	57	3.7401574803
	Middle Atlantic	51	3.3464566929
	West North Central	42	2.7559055118
	Unknown	41	2.6902887139
New England	19	1.2467191601	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Division	Count	Percent
<b>Transportation</b>	South Atlantic	303	34.988452656
	West South Central	150	17.321016166
	Pacific	110	12.702078522
	Mountain	101	11.662817552
	East South Central	60	6.9284064665
	Middle Atlantic	40	4.6189376443
	East North Central	37	4.272517321
	Unknown	28	3.233256351
	West North Central	28	3.233256351
	New England	9	1.03926097
<b>Warehouse</b>	South Atlantic	245	33.793103448
	West South Central	133	18.344827586
	Pacific	100	13.793103448
	Mountain	87	12
	East North Central	40	5.5172413793
	East South Central	35	4.8275862069
	Middle Atlantic	34	4.6896551724
	West North Central	24	3.3103448276
	Unknown	21	2.8965517241
	New England	6	0.8275862069

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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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.

Hired Job Function	Division	Count	Percent
<b>Accounting</b>	South Atlantic	36	34.615384615
	Pacific	21	20.192307692
	Mountain	13	12.5
	West South Central	11	10.576923077
	Middle Atlantic	9	8.6538461538
	New England	5	4.8076923077
	East South Central	4	3.8461538462
	West North Central	3	2.8846153846
	East North Central	2	1.9230769231
<b>Administrative/Clerical</b>	South Atlantic	481	35.976065819
	Pacific	246	18.399401645
	West South Central	198	14.809274495
	Mountain	167	12.490650711
	East South Central	66	4.9364248317
	Middle Atlantic	63	4.7120418848
	East North Central	46	3.4405385191
	West North Central	42	3.1413612565
	Unknown	16	1.1967090501
	New England	12	0.8975317876
<b>Analyst</b>	South Atlantic	519	40.420560748
	Pacific	225	17.523364486
	West South Central	163	12.69470405
	Mountain	136	10.591900312
	Middle Atlantic	62	4.8286604361
	East South Central	51	3.9719626168
	West North Central	48	3.738317757
	East North Central	42	3.2710280374
	Unknown	30	2.3364485981
	New England	8	0.6230529595
<b>Automotive</b>	South Atlantic	46	37.398373984
	West South Central	18	14.634146341
	Mountain	15	12.195121951
	Pacific	13	10.569105691
	East North Central	11	8.9430894309
	West North Central	8	6.5040650407
	East South Central	4	3.2520325203
	Middle Atlantic	4	3.2520325203
New England	4	3.2520325203	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Banking/Finance</b>	South Atlantic	145	32.22222222
	West South Central	92	20.44444444
	Mountain	55	12.22222222
	Pacific	39	8.66666667
	East South Central	38	8.44444444
	Middle Atlantic	37	8.22222222
	East North Central	28	6.22222222
	West North Central	12	2.66666667
	New England	2	0.44444444
	Unknown	2	0.44444444
<b>Biotech</b>	South Atlantic	3	100
<b>Brokerage</b>	Mountain	5	35.71428571
	Pacific	4	28.57142857
	South Atlantic	3	21.42857142
	New England	2	14.28571428
<b>Business Development</b>	South Atlantic	114	42.22222222
	West South Central	62	22.96296296
	Mountain	28	10.37037037
	East South Central	19	7.03703703
	Pacific	18	6.66666667
	Middle Atlantic	14	5.18518518
	New England	10	3.70370370
	West North Central	4	1.48148148
	East North Central	1	0.37037037
	<b>Construction</b>	South Atlantic	76
Mountain		60	21.66064981
West South Central		57	20.57761732
Pacific		37	13.35740072
Middle Atlantic		16	5.77617328
East North Central		13	4.69314079
East South Central		9	3.24909747
West North Central		8	2.88808664
Unknown		1	0.36101083
<b>Consultant</b>		South Atlantic	283
	Pacific	112	16
	West South Central	99	14.14285714
	Mountain	88	12.57142857
	Middle Atlantic	44	6.28571428
	West North Central	28	4
	East North Central	24	3.42857142
	East South Central	10	1.42857142
	New England	7	1
	Unknown	5	0.71428571

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Customer Service</b>	South Atlantic	321	34.442060086
	West South Central	160	17.167381974
	Mountain	138	14.806866953
	Pacific	126	13.519313305
	Middle Atlantic	79	8.4763948498
	East South Central	32	3.4334763948
	East North Central	28	3.0042918455
	West North Central	28	3.0042918455
	Unknown	16	1.7167381974
<b>Design</b>	New England	4	0.4291845494
	South Atlantic	12	38.709677419
	Pacific	9	29.032258065
	West South Central	5	16.129032258
	Mountain	4	12.903225806
<b>Distribution/Shipping</b>	East North Central	1	3.2258064516
	South Atlantic	63	31.188118812
	Mountain	37	18.316831683
	West South Central	29	14.356435644
	Pacific	26	12.871287129
	East South Central	20	9.900990099
	Middle Atlantic	14	6.9306930693
	Unknown	6	2.9702970297
	West North Central	4	1.9801980198
<b>Engineering</b>	East North Central	3	1.4851485149
	South Atlantic	193	33.741258741
	Pacific	125	21.853146853
	Mountain	78	13.636363636
	West South Central	54	9.4405594406
	Middle Atlantic	31	5.4195804196
	East South Central	27	4.7202797203
	West North Central	25	4.3706293706
	East North Central	18	3.1468531469
	New England	12	2.0979020979
	Unknown	9	1.5734265734
<b>Entrepreneurship/Franchise/Self-Employed</b>	South Atlantic	20	38.461538462
	Pacific	16	30.769230769
	West South Central	9	17.307692308
	Middle Atlantic	3	5.7692307692
	New England	3	5.7692307692
	Mountain	1	1.9230769231
<b>Entry Level/New Grad</b>	South Atlantic	10	76.923076923
	Pacific	2	15.384615385
	West North Central	1	7.6923076923

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Facilities Management</b>	South Atlantic	76	34.703196347
	West South Central	40	18.264840183
	Pacific	37	16.894977169
	Mountain	33	15.068493151
	Middle Atlantic	12	5.4794520548
	New England	7	3.196347032
	West North Central	6	2.7397260274
	East South Central	5	2.2831050228
	East North Central	3	1.3698630137
<b>Firefighter/EMT/Emergency Service</b>	South Atlantic	31	32.291666667
	Pacific	26	27.083333333
	Mountain	11	11.458333333
	Middle Atlantic	10	10.416666667
	West South Central	6	6.25
	East North Central	4	4.166666667
	East South Central	4	4.166666667
	West North Central	2	2.083333333
	New England	1	1.041666667
	Unknown	1	1.041666667
<b>Game Design/Development</b>	South Atlantic	2	50
	Mountain	1	25
	West North Central	1	25
<b>General Business</b>	South Atlantic	24	44.444444444
	Pacific	10	18.518518519
	Mountain	8	14.814814815
	Middle Atlantic	5	9.2592592593
	East South Central	4	7.4074074074
	Unknown	2	3.7037037037
	East North Central	1	1.8518518519
<b>General Labor</b>	South Atlantic	49	23.557692308
	Mountain	42	20.192307692
	Pacific	34	16.346153846
	West South Central	26	12.5
	West North Central	22	10.576923077
	Middle Atlantic	15	7.2115384615
	East North Central	10	4.8076923077
	East South Central	8	3.8461538462
Unknown	2	0.9615384615	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Healthcare</b>	South Atlantic	182	31.325301205
	West South Central	108	18.588640275
	Pacific	84	14.457831325
	Mountain	82	14.113597246
	Middle Atlantic	39	6.7125645439
	East South Central	37	6.3683304647
	East North Central	25	4.3029259897
	New England	12	2.065404475
	West North Central	8	1.3769363167
	Unknown	4	0.6884681583
<b>Human Resources</b>	South Atlantic	283	44.496855346
	Pacific	88	13.836477987
	West South Central	82	12.893081761
	Mountain	65	10.220125786
	East South Central	36	5.6603773585
	Middle Atlantic	23	3.6163522013
	East North Central	19	2.9874213836
	West North Central	19	2.9874213836
	New England	12	1.8867924528
	Unknown	9	1.4150943396
<b>IT - Computer Science</b>	South Atlantic	35	46.666666667
	West South Central	12	16
	Pacific	9	12
	Middle Atlantic	7	9.3333333333
	Mountain	7	9.3333333333
	East South Central	4	5.3333333333
	East North Central	1	1.3333333333
<b>IT - Computer/Software Engineering</b>	South Atlantic	150	37.313432836
	Pacific	100	24.875621891
	Mountain	66	16.417910448
	West South Central	49	12.189054726
	Middle Atlantic	19	4.7263681592
	East South Central	7	1.7412935323
	West North Central	5	1.2437810945
	New England	3	0.7462686567
	Unknown	2	0.4975124378
	East North Central	1	0.2487562189

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>IT - General</b>	South Atlantic	226	36.334405145
	West South Central	93	14.951768489
	Pacific	90	14.469453376
	Mountain	68	10.932475884
	East South Central	30	4.8231511254
	Unknown	27	4.3408360129
	West North Central	27	4.3408360129
	Middle Atlantic	21	3.3762057878
	East North Central	20	3.2154340836
	New England	20	3.2154340836
<b>IT - Help Desk/Support</b>	South Atlantic	191	33.985765125
	West South Central	101	17.971530249
	Mountain	99	17.615658363
	Pacific	72	12.8113879
	East North Central	29	5.1601423488
	Middle Atlantic	27	4.8042704626
	East South Central	26	4.6263345196
	Unknown	8	1.4234875445
	West North Central	6	1.0676156584
	New England	3	0.5338078292
<b>IT - Information Security</b>	South Atlantic	305	40.397350993
	West South Central	124	16.42384106
	Mountain	105	13.907284768
	Pacific	96	12.715231788
	Middle Atlantic	44	5.8278145695
	West North Central	30	3.9735099338
	East North Central	21	2.7814569536
	East South Central	13	1.7218543046
	Unknown	12	1.5894039735
	New England	5	0.6622516556
<b>IT - Systems Management</b>	South Atlantic	279	43.799058085
	Pacific	92	14.442700157
	West South Central	87	13.657770801
	Mountain	66	10.361067504
	Middle Atlantic	44	6.9073783359
	East North Central	20	3.1397174254
	West North Central	18	2.8257456829
	Unknown	13	2.0408163265
	East South Central	12	1.8838304553
	New England	6	0.9419152276

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Installation/Maintenance/Repair</b>	South Atlantic	398	30.709876543
	Pacific	249	19.212962963
	West South Central	246	18.981481481
	Mountain	193	14.891975309
	East South Central	61	4.7067901235
	West North Central	54	4.166666667
	Middle Atlantic	38	2.9320987654
	East North Central	30	2.3148148148
	New England	16	1.2345679012
	Unknown	11	0.8487654321
	<b>Legal</b>	South Atlantic	15
Mountain		5	15.625
West South Central		4	12.5
East South Central		2	6.25
Pacific		2	6.25
East North Central		1	3.125
Middle Atlantic		1	3.125
Unknown		1	3.125
West North Central		1	3.125
<b>Management - Executive/C-Suite</b>	South Atlantic	70	46.666666667
	West South Central	27	18
	East South Central	17	11.333333333
	Pacific	14	9.3333333333
	Middle Atlantic	11	7.3333333333
	East North Central	6	4
	Mountain	4	2.666666667
	Unknown	1	0.666666667
<b>Management - General</b>	South Atlantic	353	37.916219119
	West South Central	139	14.930182599
	Pacific	115	12.352309345
	Mountain	103	11.063372718
	East South Central	53	5.6928034372
	East North Central	45	4.8335123523
	Middle Atlantic	42	4.5112781955
	West North Central	33	3.544575725
	Unknown	28	3.007518797
	New England	20	2.1482277121
<b>Management - Operations</b>	South Atlantic	420	33.762057878
	West South Central	217	17.443729904
	Pacific	198	15.916398714
	East South Central	87	6.9935691318
	Mountain	80	6.4308681672
	Middle Atlantic	79	6.3504823151
	East North Central	63	5.0643086817
	West North Central	55	4.421221865
	Unknown	24	1.9292604502
	New England	21	1.6881028939

Hired Job Function	Division	Count	Percent
<b>Natural Resources/Environmental</b>	Mountain	26	23.853211009
	South Atlantic	26	23.853211009
	Pacific	19	17.431192661
	West South Central	16	14.678899083
	Middle Atlantic	11	10.091743119
	West North Central	7	6.4220183486
	East South Central	3	2.752293578
	East North Central	1	0.9174311927
<b>Nonprofit - Social Services</b>	South Atlantic	39	24.683544304
	Pacific	38	24.050632911
	West South Central	23	14.556962025
	Mountain	18	11.392405063
	East South Central	14	8.8607594937
	Middle Atlantic	11	6.9620253165
	New England	5	3.164556962
	West North Central	5	3.164556962
	East North Central	3	1.8987341772
	Unknown	2	1.2658227848
<b>Other</b>	South Atlantic	291	39.430894309
	Pacific	123	16.666666667
	West South Central	103	13.956639566
	Mountain	79	10.704607046
	Middle Atlantic	38	5.1490514905
	East North Central	30	4.0650406504
	East South Central	28	3.7940379404
	West North Central	27	3.6585365854
	Unknown	19	2.5745257453
<b>Professional Services</b>	South Atlantic	54	30
	Pacific	37	20.555555556
	Mountain	34	18.888888889
	West South Central	19	10.555555556
	West North Central	16	8.888888889
	Middle Atlantic	8	4.444444444
	East North Central	5	2.777777778
	East South Central	4	2.222222222
	Unknown	3	1.666666667
<b>Purchasing/Procurement</b>	Pacific	42	44.210526316
	South Atlantic	19	20
	West South Central	11	11.578947368
	East South Central	10	10.526315789
	West North Central	6	6.3157894737
	Mountain	4	4.2105263158
Middle Atlantic	3	3.1578947368	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Quality Assurance/Quality Control</b>	South Atlantic	90	27.3556231
	West South Central	63	19.14893617
	Pacific	62	18.844984802
	Mountain	37	11.246200608
	Middle Atlantic	21	6.3829787234
	West North Central	17	5.1671732523
	East South Central	14	4.2553191489
	Unknown	13	3.9513677812
	East North Central	12	3.6474164134
<b>Real Estate</b>	South Atlantic	38	41.758241758
	West South Central	23	25.274725275
	Pacific	9	9.8901098901
	East South Central	7	7.6923076923
	Mountain	7	7.6923076923
	West North Central	4	4.3956043956
	Middle Atlantic	3	3.2967032967
<b>Recruiting/Talent Acquisition</b>	South Atlantic	69	37.096774194
	West South Central	46	24.731182796
	Pacific	16	8.6021505376
	East North Central	14	7.5268817204
	Mountain	14	7.5268817204
	East South Central	12	6.4516129032
	Middle Atlantic	10	5.376344086
	West North Central	5	2.688172043
	Middle Atlantic	11	33.333333333
<b>Research</b>	South Atlantic	10	30.303030303
	West South Central	6	18.181818182
	East South Central	3	9.0909090909
	Pacific	3	9.0909090909
	South Atlantic	53	42.4
<b>Restaurant/Food Service</b>	Pacific	27	21.6
	West South Central	21	16.8
	Middle Atlantic	7	5.6
	East North Central	5	4
	East South Central	5	4
	Mountain	3	2.4
	West North Central	3	2.4
	Unknown	1	0.8

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Retail</b>	Pacific	36	34.285714286
	South Atlantic	26	24.761904762
	West South Central	14	13.333333333
	Mountain	12	11.428571429
	Middle Atlantic	7	6.666666667
	East South Central	4	3.8095238095
	West North Central	4	3.8095238095
	East North Central	1	0.9523809524
	Unknown	1	0.9523809524
<b>Safety/Security/Law Enforcement</b>	South Atlantic	412	32.212666145
	Pacific	216	16.888193901
	Mountain	182	14.229867084
	West South Central	180	14.073494918
	Middle Atlantic	99	7.7404222048
	East South Central	67	5.2384675528
	West North Central	40	3.1274433151
	East North Central	34	2.6583268178
	Unknown	29	2.2673964034
<b>Sales</b>	New England	20	1.5637216575
	South Atlantic	185	33.575317604
	Pacific	87	15.789473684
	West South Central	72	13.067150635
	Mountain	69	12.522686025
	Middle Atlantic	40	7.2595281307
	East North Central	29	5.2631578947
	West North Central	26	4.7186932849
	East South Central	25	4.5372050817
<b>Science</b>	New England	18	3.2667876588
	South Atlantic	19	46.341463415
	Pacific	9	21.951219512
	Mountain	8	19.512195122
	East North Central	3	7.3170731707
	East South Central	1	2.4390243902
<b>Skilled Labor/Trades</b>	West South Central	1	2.4390243902
	Pacific	145	27.566539924
	West South Central	100	19.011406844
	South Atlantic	96	18.25095057
	Mountain	86	16.349809886
	West North Central	33	6.2737642586
	Middle Atlantic	25	4.752851711
	East North Central	20	3.8022813688
	East South Central	16	3.0418250951
	New England	3	0.5703422053
Unknown	2	0.3802281369	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
<b>Strategy/Planning</b>	South Atlantic	41	62.121212121
	West South Central	11	16.666666667
	Pacific	6	9.0909090909
	Mountain	4	6.0606060606
	Unknown	3	4.5454545455
	Middle Atlantic	1	1.5151515152
<b>Supply Chain/Logistics</b>	South Atlantic	412	37.798165138
	Pacific	186	17.064220183
	West South Central	146	13.394495413
	Mountain	114	10.458715596
	East South Central	57	5.2293577982
	East North Central	54	4.9541284404
	Middle Atlantic	54	4.9541284404
	West North Central	32	2.9357798165
	Unknown	20	1.8348623853
	New England	15	1.376146789
	<b>Telecommunications</b>	South Atlantic	37
Pacific		13	18.309859155
Middle Atlantic		9	12.676056338
Mountain		5	7.0422535211
West South Central		5	7.0422535211
East South Central		2	2.8169014085
<b>Training/Instruction/Teaching</b>		South Atlantic	584
	Pacific	163	13.029576339
	West South Central	161	12.869704237
	Mountain	127	10.151878497
	East South Central	92	7.3541167066
	West North Central	40	3.1974420464
	Middle Atlantic	34	2.7178257394
	East North Central	26	2.0783373301
	Unknown	15	1.1990407674
	New England	9	0.7194244604
	<b>Transportation</b>	South Atlantic	207
West South Central		153	21.398601399
Pacific		115	16.083916084
Mountain		104	14.545454545
East South Central		53	7.4125874126
West North Central		31	4.3356643357
Middle Atlantic		28	3.9160839161
East North Central		14	1.958041958
Unknown		6	0.8391608392
New England		4	0.5594405594

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	Division	Count	Percent
Warehouse	South Atlantic	86	35.245901639
	West South Central	50	20.491803279
	Pacific	35	14.344262295
	Mountain	30	12.295081967
	East South Central	10	4.0983606557
	Middle Atlantic	10	4.0983606557
	East North Central	8	3.2786885246
	West North Central	7	2.868852459
	Unknown	6	2.4590163934
	New England	2	0.8196721311

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:

Industry Hired In	Division	Count	Percent	
<b>Aerospace and Aviation</b>	South Atlantic	244	25.985090522	
	Pacific	161	17.145899894	
	West South Central	157	16.719914803	
	Mountain	126	13.418530351	
	East South Central	67	7.1352502662	
	West North Central	59	6.2832800852	
	East North Central	48	5.1118210863	
	Middle Atlantic	38	4.04685836	
	Unknown	24	2.5559105431	
	New England	15	1.5974440895	
<b>Agriculture/Forestry/Fishing and Hunting</b>	Mountain	32	26.446280992	
	South Atlantic	29	23.966942149	
	Pacific	21	17.355371901	
	West South Central	16	13.223140496	
	Middle Atlantic	8	6.6115702479	
	East North Central	6	4.958677686	
	West North Central	6	4.958677686	
	New England	2	1.652892562	
	East South Central	1	0.826446281	
	Pacific	91	39.912280702	
<b>Arts/Entertainment/Recreation</b>	South Atlantic	55	24.122807018	
	West South Central	34	14.912280702	
	Mountain	24	10.526315789	
	Middle Atlantic	8	3.5087719298	
	East North Central	7	3.0701754386	
	New England	4	1.7543859649	
	West North Central	3	1.3157894737	
	East South Central	2	0.8771929825	
	<b>Banking/Finance/Insurance</b>	South Atlantic	322	33.367875648
		West South Central	198	20.518134715
Mountain		103	10.67357513	
Middle Atlantic		97	10.051813472	
Pacific		97	10.051813472	
East South Central		53	5.4922279793	
East North Central		51	5.2849740933	
West North Central		29	3.0051813472	
New England		9	0.932642487	
Unknown		6	0.621761658	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Industry Hired In	Division	Count	Percent	
<b>Business Support - Admin/Staffing</b>	South Atlantic	262	41.194968553	
	Mountain	96	15.094339623	
	West South Central	74	11.635220126	
	Pacific	60	9.4339622642	
	East South Central	43	6.7610062893	
	Middle Atlantic	40	6.2893081761	
	East North Central	35	5.5031446541	
	West North Central	22	3.4591194969	
	Unknown	3	0.4716981132	
	New England	1	0.1572327044	
<b>Business Support - Facilities</b>	South Atlantic	43	28.859060403	
	Pacific	28	18.791946309	
	West South Central	25	16.77852349	
	East North Central	19	12.751677852	
	West North Central	16	10.738255034	
	Mountain	12	8.0536912752	
<b>Business Support - Waste Management</b>	Middle Atlantic	6	4.0268456376	
	South Atlantic	15	25.862068966	
	West North Central	13	22.413793103	
	West South Central	10	17.24137931	
	Middle Atlantic	9	15.517241379	
	Mountain	8	13.793103448	
<b>Construction</b>	Pacific	3	5.1724137931	
	South Atlantic	196	30.107526882	
	West South Central	130	19.969278034	
	Mountain	109	16.743471582	
	Pacific	85	13.056835637	
	East South Central	48	7.3732718894	
	Middle Atlantic	25	3.8402457757	
	West North Central	23	3.5330261137	
	East North Central	20	3.0721966206	
	Unknown	15	2.3041474654	
	<b>Defense Contracting</b>	South Atlantic	1604	40.505050505
		Pacific	716	18.080808081
		West South Central	542	13.686868687
Mountain		522	13.181818182	
East South Central		180	4.5454545455	
Middle Atlantic		108	2.7272727273	
East North Central		89	2.2474747475	
West North Central		87	2.196969697	
Unknown		84	2.1212121212	
New England		28	0.7070707071	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Industry Hired In	Division	Count	Percent
<b>Educational Services</b>	South Atlantic	300	35.971223022
	Pacific	147	17.625899281
	West South Central	108	12.949640288
	Mountain	106	12.709832134
	East South Central	60	7.1942446043
	West North Central	37	4.4364508393
	East North Central	33	3.9568345324
	Middle Atlantic	26	3.1175059952
	Unknown	12	1.4388489209
	New England	5	0.5995203837
<b>Government and Public Administration</b>	South Atlantic	1107	34.615384615
	Pacific	531	16.60412758
	West South Central	509	15.916197624
	Mountain	417	13.039399625
	East South Central	157	4.909318324
	Middle Atlantic	151	4.7217010632
	West North Central	114	3.564727955
	East North Central	95	2.9706066291
	Unknown	73	2.2826766729
	New England	44	1.3758599124
<b>Health Care and Social Assistance</b>	South Atlantic	453	31.502086231
	West South Central	254	17.663421419
	Pacific	238	16.550764951
	Mountain	163	11.335187761
	Middle Atlantic	90	6.2586926287
	East South Central	81	5.6328233658
	East North Central	60	4.1724617524
	New England	40	2.7816411683
	West North Central	39	2.7121001391
	Unknown	20	1.3908205841
<b>Hospitality/Accommodation/Food Services</b>	South Atlantic	137	36.052631579
	Middle Atlantic	67	17.631578947
	Pacific	62	16.315789474
	West South Central	54	14.210526316
	Mountain	30	7.8947368421
	East South Central	11	2.8947368421
	East North Central	10	2.6315789474
	Unknown	4	1.0526315789
	West North Central	3	0.7894736842
	New England	2	0.5263157895

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Industry Hired In	Division	Count	Percent	
<b>Information - Information Technology</b>	South Atlantic	1028	42.994562944	
	Pacific	367	15.349226265	
	West South Central	316	13.21622752	
	Mountain	268	11.208699289	
	Middle Atlantic	138	5.7716436637	
	West North Central	72	3.0112923463	
	East South Central	67	2.8021748223	
	East North Central	55	2.3002927645	
	Unknown	45	1.8820577164	
<b>Information - Telecommunications</b>	New England	35	1.4638226683	
	South Atlantic	119	32.872928177	
	Mountain	72	19.889502762	
	Pacific	45	12.430939227	
	Middle Atlantic	36	9.9447513812	
	West South Central	34	9.3922651934	
	East South Central	23	6.3535911602	
	West North Central	17	4.6961325967	
	New England	6	1.6574585635	
	East North Central	5	1.3812154696	
	Unknown	5	1.3812154696	
	<b>Installation/Repair/Maintenance</b>	South Atlantic	215	31.114327062
		Pacific	136	19.681620839
West South Central		106	15.340086831	
Mountain		80	11.577424023	
East North Central		39	5.6439942113	
Middle Atlantic		34	4.9204052098	
West North Central		33	4.7756874096	
East South Central		31	4.486251809	
New England		13	1.8813314038	
Unknown		4	0.5788712012	
<b>Management of Companies and Enterprises</b>		South Atlantic	181	35.3515625
	Pacific	114	22.265625	
	West South Central	90	17.578125	
	Mountain	34	6.640625	
	Middle Atlantic	31	6.0546875	
	East South Central	29	5.6640625	
	West North Central	16	3.125	
	East North Central	6	1.171875	
	New England	6	1.171875	
	Unknown	5	0.9765625	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Industry Hired In	Division	Count	Percent
<b>Manufacturing</b>	South Atlantic	369	36.936936937
	Pacific	171	17.117117117
	West South Central	127	12.712712713
	Mountain	98	9.8098098098
	East South Central	68	6.8068068068
	Middle Atlantic	56	5.6056056056
	East North Central	40	4.004004004
	West North Central	39	3.9039039039
	New England	20	2.002002002
	Unknown	11	1.1011011011
<b>Mining/Quarrying/Oil and Gas Extraction</b>	West South Central	115	47.520661157
	South Atlantic	42	17.355371901
	Pacific	31	12.809917355
	Mountain	24	9.9173553719
	West North Central	11	4.5454545455
	Unknown	8	3.305785124
	Middle Atlantic	5	2.0661157025
	East South Central	4	1.652892562
	East North Central	2	0.826446281
	<b>Other</b>	South Atlantic	476
Pacific		122	11.275415896
Mountain		119	10.998151571
West South Central		115	10.628465804
Middle Atlantic		78	7.2088724584
East South Central		67	6.1922365989
West North Central		38	3.5120147874
East North Central		31	2.865064695
Unknown		22	2.033271719
New England		14	1.2939001848
<b>Personal Care and Laundry Services</b>	Middle Atlantic	10	25
	South Atlantic	10	25
	Mountain	9	22.5
	West South Central	7	17.5
	East South Central	3	7.5
	New England	1	2.5
<b>Pharmaceutical and Medical</b>	South Atlantic	43	39.090909091
	Pacific	18	16.363636364
	West North Central	14	12.727272727
	Middle Atlantic	11	10
	West South Central	9	8.1818181818
	Mountain	6	5.4545454545
	East North Central	4	3.6363636364
	Unknown	3	2.7272727273
	New England	2	1.8181818182

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Industry Hired In	Division	Count	Percent
<b>Private Security</b>	South Atlantic	178	36.326530612
	Pacific	102	20.816326531
	Mountain	70	14.285714286
	West South Central	48	9.7959183673
	Middle Atlantic	41	8.3673469388
	West North Central	20	4.0816326531
	East South Central	16	3.2653061224
	Unknown	7	1.4285714286
	East North Central	5	1.0204081633
	New England	3	0.612244898
<b>Professional - Accounting</b>	Pacific	10	38.461538462
	South Atlantic	6	23.076923077
	Mountain	3	11.538461538
	West North Central	3	11.538461538
	Middle Atlantic	2	7.6923076923
	West South Central	2	7.6923076923
	East North Central	7	26.923076923
	Pacific	6	23.076923077
	South Atlantic	6	23.076923077
	East South Central	3	11.538461538
<b>Professional - Architectural/Engineering</b>	Mountain	3	11.538461538
	West North Central	1	3.8461538462
	South Atlantic	47	42.727272727
	Mountain	17	15.454545455
	East South Central	12	10.909090909
	Pacific	12	10.909090909
	West South Central	7	6.3636363636
	New England	4	3.6363636364
	East North Central	3	2.7272727273
	Unknown	3	2.7272727273
<b>Professional - Consulting Services</b>	West North Central	3	2.7272727273
	Middle Atlantic	2	1.8181818182
	South Atlantic	222	44.311377246
	Pacific	102	20.359281437
	West South Central	50	9.9800399202
	Mountain	47	9.381237525
	Middle Atlantic	26	5.1896207585
	East North Central	15	2.994011976
	New England	14	2.7944111776
	West North Central	12	2.3952095808
	East South Central	10	1.996007984
	Unknown	3	0.5988023952

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Industry Hired In	Division	Count	Percent
<b>Professional - Creative and Design</b>	Pacific	12	25
	South Atlantic	12	25
	West South Central	9	18.75
	West North Central	6	12.5
	East South Central	5	10.41666667
	Middle Atlantic	4	8.333333333
<b>Professional - Legal</b>	South Atlantic	26	53.06122449
	Mountain	5	10.204081633
	West North Central	5	10.204081633
	West South Central	5	10.204081633
	Pacific	4	8.1632653061
	Middle Atlantic	3	6.1224489796
<b>Publishing and Broadcasting</b>	East South Central	1	2.0408163265
	Pacific	11	39.285714286
	South Atlantic	9	32.142857143
	West South Central	4	14.285714286
	Mountain	3	10.714285714
<b>Real Estate/Rental and Leasing</b>	Middle Atlantic	1	3.5714285714
	South Atlantic	110	49.54954955
	West South Central	34	15.315315315
	Pacific	28	12.612612613
	Mountain	18	8.1081081081
	East North Central	8	3.6036036036
	East South Central	7	3.1531531532
	Middle Atlantic	7	3.1531531532
	New England	5	2.2522522523
	West North Central	5	2.2522522523
<b>Religious/Civic/Nonprofit</b>	South Atlantic	107	37.152777778
	West South Central	52	18.055555556
	Mountain	50	17.361111111
	Pacific	45	15.625
	East South Central	9	3.125
	East North Central	6	2.0833333333
	Middle Atlantic	6	2.0833333333
	West North Central	5	1.7361111111
	New England	4	1.3888888889
	Unknown	4	1.3888888889
<b>Retail Trade</b>	South Atlantic	338	30.341113106
	Pacific	208	18.671454219
	West South Central	197	17.684021544
	Mountain	151	13.55475763
	East South Central	70	6.2836624776
	Middle Atlantic	60	5.3859964093
	East North Central	43	3.8599640934
	West North Central	24	2.1543985637
	New England	13	1.1669658887
	Unknown	10	0.8976660682

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  $R^2$  value of 0.10 (Max-rescaled  $R^2 = 0.16$ ) and a c-statistic of 0.74. There were significant differences in group categories for client Rank ( $\chi^2 = 8.54$ ,  $df = 3$ ,  $p = 0.04$ ), Employment ( $\chi^2 = 58.75$ ,  $df = 6$ ,  $p < 0.01$ ), Disability ( $\chi^2 = 6.29$ ,  $df = 1$ ,  $p = 0.01$ ), Race ( $\chi^2 = 216.63$ ,  $df = 6$ ,  $p < 0.01$ ), and Location ( $\chi^2 = 30.72$ ,  $df = 9$ ,  $p < 0.01$ ). Education Level ( $\chi^2 = 2.74$ ,  $df = 5$ ,  $p = 0.74$ ), Gender ( $\chi^2 = 1.67$ ,  $df = 2$ ,  $p = 0.43$ ), and Service Branch ( $\chi^2 = 2.57$ ,  $df = 4$ ,  $p = 0.63$ ) did not seem to have a significant effect on a client's likelihood to migrate to a new state.

Variable	Class	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		-2.1454	0.1701	159.0645	<.0001
<b>Rank</b>	Company-Grade Officer	0.2778	0.1480	3.5253	0.0604
	Field-Grade Officer	-0.0535	0.1753	0.0931	0.7602
	Warrant Officer	-0.1737	0.1913	0.8240	0.3640
<b>Employment Status</b>	Employed	-0.2938	0.1413	4.3220	0.0376
	Pending Medical Separation	-0.0243	0.2471	0.0097	0.9217
	Student	-0.5693	0.3835	2.2037	0.1377
	Temporary/Contract Employee	-0.5853	0.4006	2.1342	0.1440
	Under employed - Insufficient income	-0.9672	0.2235	18.7262	<.0001
	Unemployed	-0.8594	0.1233	48.6157	<.0001
<b>Disability Status</b>	Disabled	-0.3658	0.1459	6.2859	0.0122
<b>Education Level</b>	2 Year Degree	-0.0239	0.1845	0.0167	0.8971
	4 Year Degree	0.0257	0.1406	0.0335	0.8548
	Doctorate	-0.1023	0.4289	0.0569	0.8115
	Other	-0.7391	0.6181	1.4297	0.2318
	Post-Graduate Degree	-0.1235	0.1705	0.5248	0.4688
<b>Gender</b>	Female	0.1118	0.1262	0.7849	0.3756
	Missing	-0.2669	0.3025	0.7786	0.3776
<b>Race</b>	American Indian or Alaska Native	0.9548	1.1205	0.7261	0.3941
	Asian or Pacific Islander	-0.2960	0.4787	0.3824	0.5363
	Black or African American	0.3644	0.2210	2.7179	0.0992
	Hispanic or Latino	-0.2142	0.3220	0.4427	0.5058
	Two or more races	0.3357	0.3402	0.9739	0.3237
	Unknown	1.5715	0.1266	154.1134	<.0001
<b>Service Branch</b>	Air Force	-0.0868	0.1423	0.3722	0.5418
	Coast Guard	0.4671	0.3979	1.3781	0.2404
	Marines	-0.1126	0.1486	0.5739	0.4487
	Navy	-0.0746	0.1374	0.2943	0.5874
<b>Division</b>	East North Central	0.2464	0.2240	1.2099	0.2713
	East South Central	0.4885	0.1857	6.9195	0.0085
	Middle Atlantic	-0.1575	0.2269	0.4818	0.4876
	Mountain	-0.1867	0.1504	1.5411	0.2145
	New England	0.5201	0.3245	2.5692	0.1090
	Pacific	-0.2900	0.1456	3.9657	0.0464
	Unknown	0.4722	0.3455	1.8674	0.1718
	West North Central	0.2505	0.2138	1.3728	0.2413
	West South Central	-0.3155	0.1465	4.6403	0.0312

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.

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 ( $\chi^2 = 31.93$ ,  $p < 0.01$ ).

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Variable	Class	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		-3.2005	0.1118	820.0218	<.0001
<b>Rank</b>	Company-Grade Officer	0.1672	0.0796	4.4192	0.0355
	Field-Grade Officer	-0.0123	0.0906	0.0184	0.8922
	Warrant Officer	0.1411	0.1013	1.9428	0.1634
<b>Employment Status</b>	Employed	-0.1306	0.0733	3.1705	0.0750
	Pending Medical Separation	0.0138	0.1346	0.0105	0.9185
	Student	-0.1679	0.1684	0.9943	0.3187
	Temporary/Contract Employee	0.1040	0.1865	0.3110	0.5770
	Under employed - Insufficient income	-0.0255	0.0996	0.0658	0.7976
	Unemployed	0.1820	0.0628	8.3977	0.0038
<b>Disability Status</b>	Disabled	-0.0203	0.0672	0.0912	0.7627
<b>Education Level</b>	2 Year Degree	0.0373	0.0879	0.1806	0.6709
	4 Year Degree	0.2428	0.0708	11.7548	0.0006
	Doctorate	0.2133	0.2102	1.0289	0.3104
	Other	-1.0325	0.1700	36.8743	<.0001
	Post-Graduate Degree	0.2700	0.0868	9.6690	0.0019
<b>Gender</b>	Female	-0.3212	0.0616	27.1624	<.0001
	Missing	-1.5856	0.1396	129.0908	<.0001
<b>Race</b>	American Indian or Alaska Native	-1.0430	0.4361	5.7209	0.0168
	Asian or Pacific Islander	-0.2076	0.1478	1.9725	0.1602
	Black or African American	-0.1549	0.0847	3.3448	0.0674
	Hispanic or Latino	0.0691	0.1018	0.4609	0.4972
	Two or more races	-0.0239	0.1345	0.0317	0.8588
	Unknown	0.8598	0.0679	160.3027	<.0001
<b>Service Branch</b>	Air Force	0.0333	0.0737	0.2046	0.6510
	Coast Guard	-0.0533	0.2135	0.0624	0.8027
	Marines	-0.0533	0.0728	0.5360	0.4641
	Missing	-1.1742	0.4166	7.9446	0.0048
	Navy	-0.0675	0.0689	0.9606	0.3270
<b>Location</b>	East North Central	0.00991	0.1218	0.0066	0.9352
	East South Central	0.2543	0.1088	5.4662	0.0194
	Middle Atlantic	0.0455	0.1065	0.1830	0.6688
	Mountain	0.4030	0.0804	25.1285	<.0001
	New England	-0.0260	0.1899	0.0188	0.8910
	Pacific	0.2148	0.0731	8.6318	0.0033
	Unknown	-0.4593	0.1875	6.0010	0.0143
	West North Central	0.2607	0.1211	4.6368	0.0313
	West South Central	0.1843	0.0710	6.7341	0.0095

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Variable	Class	Estimate	StdErr	ChiSq	Prob
HHUSA-formatted Resume	True	0.2768	0.1173	5.5648	0.0183
Value Proposition Dev	True	1.6673	0.1327	157.9568	<.0001
Addl. Resume Tailoring	True	0.7210	0.0678	112.9402	<.0001
Interview Skills Training	True	0.2507	0.1145	4.7974	0.0285
LinkedIn Profile Revision	True	0.1589	0.0624	6.4821	0.0109
HHUSA Jobs Board	True	0.3257	0.0582	31.3156	<.0001
Federal Services	True	0.3128	0.0980	10.1831	0.0014
Volunteer Services	True	0.4129	0.0731	31.9281	<.0001
VCF Participation	True	0.1990	0.1262	2.4864	0.1148
Webinar Participation	True	-0.5178	0.1698	9.2987	0.0023
HHUSA Workshop	True	-0.1737	0.1952	0.7913	0.3737
Online Training Participation	True	-2.3911	1.0584	5.1039	0.0239
Virtual Workshop	True	-0.1871	0.2509	0.5564	0.4557

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.

Variable	Class	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		-5.2237	0.1739	902.4226	<.0001
<b>Rank</b>	Company-Grade Officer	1.3656	0.0970	198.3131	<.0001
	Field-Grade Officer	1.3250	0.1069	153.5858	<.0001
	Warrant Officer	1.6051	0.1171	187.9200	<.0001
<b>Employment Status</b>	Employed	0.1439	0.0901	2.5516	0.1102
	Pending Medical Separation	-0.0437	0.1831	0.0569	0.8115
	Student	-0.6785	0.3458	3.8509	0.0497
	Temporary/Contract Employee	-0.2528	0.2688	0.8847	0.3469
	Under employed - Insufficient income	-0.2735	0.1432	3.6492	0.0561
	Unemployed	-0.1465	0.0837	3.0675	0.0799
<b>Disability Status</b>	Disabled	-0.2325	0.0943	6.0777	0.0137
<b>Education Level</b>	2 Year Degree	0.5363	0.1509	12.6315	0.0004
	4 Year Degree	1.0297	0.1133	82.6629	<.0001
	Doctorate	1.3735	0.2336	34.5627	<.0001
	Other	0.0160	0.2660	0.0036	0.9520
	Post-Graduate Degree	1.2828	0.1239	107.2654	<.0001
<b>Gender</b>	Female	-0.7434	0.0903	67.7933	<.0001
	Missing	-1.8402	0.2389	59.3126	<.0001
<b>Race</b>	American Indian or Alaska Native	-0.5036	0.6390	0.6211	0.4306
	Asian or Pacific Islander	0.1793	0.1870	0.9194	0.3376
	Black or African American	-0.1725	0.1194	2.0874	0.1485
	Hispanic or Latino	-0.0483	0.1475	0.1075	0.7430
	Two or more races	0.1364	0.1807	0.5699	0.4503
	Unknown	0.5266	0.0822	41.0011	<.0001
<b>Service Branch</b>	Air Force	0.3024	0.0955	10.0301	0.0015
	Coast Guard	-0.1378	0.2670	0.2662	0.6059
	Marines	0.0716	0.1001	0.5117	0.4744
	Missing	-1.2052	0.5354	5.0663	0.0244
	Navy	0.1534	0.0877	3.0596	0.0803
<b>Location</b>	East North Central	-0.1642	0.1698	0.9360	0.3333
	East South Central	0.1308	0.1369	0.9134	0.3392
	Middle Atlantic	0.1359	0.1412	0.9252	0.3361
	Mountain	0.1133	0.1055	1.1533	0.2828
	New England	-0.0418	0.2371	0.0311	0.8600
	Pacific	0.1741	0.0940	3.4306	0.0640
	Unknown	-0.1963	0.2187	0.8054	0.3695
	West North Central	0.2316	0.1561	2.2016	0.1379
	West South Central	0.0905	0.0928	0.9520	0.3292

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Variable	Class	Estimate	StdErr	ChiSq	Prob
HHUSA-formatted Resume	True	0.1590	0.1394	1.3011	0.2540
Value Proposition Dev	True	1.6671	0.1882	78.4895	<.0001
Addl. Resume Tailoring	True	0.3083	0.0836	13.5821	0.0002
Interview Skills Training	True	0.1776	0.1515	1.3743	0.2411
LinkedIn Profile Revision	True	0.0862	0.0845	1.0416	0.3074
HHUSA Job Board	True	0.1710	0.0706	5.8662	0.0154
Federal Services	True	0.2638	0.1104	5.7115	0.0169
Volunteer Services	True	0.3149	0.0839	14.0893	0.0002
VCF Participant	True	0.2700	0.1361	3.9327	0.0474
Webinar Participant	True	-0.3317	0.1900	3.0498	0.0807
HHUSA Workshop	True	-0.2736	0.2529	1.1703	0.2793
Online Training	True	-1.9500	1.0607	3.3801	0.0660
Virtual Workshop	True	-0.1228	0.2933	0.1754	0.6754

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.

Hired Job Function	High Salary	Count	Percent
<b>Accounting</b>	No	41	73.214285714
	Yes	15	26.785714286
<b>Administrative/Clerical</b>	No	546	86.80445151
	Yes	83	13.19554849
<b>Analyst</b>	Yes	396	70.588235294
	No	165	29.411764706
<b>Automotive</b>	No	57	82.608695652
	Yes	12	17.391304348
<b>Banking/Finance</b>	No	140	63.063063063
	Yes	82	36.936936937
<b>Biotech</b>	No	1	100
<b>Brokerage</b>	No	5	71.428571429
	Yes	2	28.571428571
<b>Business Development</b>	Yes	65	68.421052632
	No	30	31.578947368
<b>Construction</b>	No	91	67.407407407
	Yes	44	32.592592593
<b>Consultant</b>	Yes	198	66.891891892
	No	98	33.108108108
<b>Customer Service</b>	No	396	94.736842105
	Yes	22	5.2631578947
<b>Design</b>	No	10	58.823529412
	Yes	7	41.176470588
<b>Distribution/Shipping</b>	No	88	82.242990654
	Yes	19	17.757009346
<b>Engineering</b>	Yes	201	72.563176895
	No	76	27.436823105
<b>Entrepreneurship/Franchise/Self-Employed</b>	No	12	57.142857143
	Yes	9	42.857142857
<b>Entry Level/New Grad</b>	No	5	83.333333333
	Yes	1	16.666666667
<b>Facilities Management</b>	No	54	58.695652174
	Yes	38	41.304347826
<b>Firefighter/EMT/Emergency Service</b>	No	42	75
	Yes	14	25
<b>Game Design/Development</b>	No	2	66.666666667
	Yes	1	33.333333333
<b>General Business</b>	No	16	69.565217391
	Yes	7	30.434782609
<b>General Labor</b>	No	101	97.115384615
	Yes	3	2.8846153846
<b>Healthcare</b>	No	241	73.03030303
	Yes	89	26.96969697
<b>Human Resources</b>	No	177	56.730769231
	Yes	135	43.269230769

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	High Salary	Count	Percent
IT - Computer Science	Yes	19	55.882352941
	No	15	44.117647059
IT - Computer/Software Engineering	Yes	125	70.224719101
	No	53	29.775280899
IT - General	No	171	61.510791367
	Yes	107	38.489208633
IT - Help Desk/Support	No	204	81.927710843
	Yes	45	18.072289157
IT - Information Security	Yes	253	81.877022654
	No	56	18.122977346
IT - Systems Management	Yes	190	72.796934866
	No	71	27.203065134
Installation/Maintenance/Repair	No	438	70.759289176
	Yes	181	29.240710824
Legal	No	10	50
	Yes	10	50
Management - Executive/C-Suite	Yes	48	96
	No	2	4
Management - General	Yes	218	52.530120482
	No	197	47.469879518
Management - Operations	Yes	397	71.790235081
	No	156	28.209764919
Management - Programs	Yes	211	78.731343284
	No	57	21.268656716
Management - Project	Yes	296	81.318681319
	No	68	18.681318681
Manufacturing	No	93	72.65625
	Yes	35	27.34375
Marketing	No	40	80
	Yes	10	20
Media/Journalism/Newspaper	No	18	62.068965517
	Yes	11	37.931034483
Natural Resources/Environmental	No	35	71.428571429
	Yes	14	28.571428571
Nonprofit - Social Services	No	64	84.210526316
	Yes	12	15.789473684
Other	No	218	61.06442577
	Yes	139	38.93557423
Professional Services	No	59	68.604651163
	Yes	27	31.395348837
Purchasing/Procurement	Yes	22	53.658536585
	No	19	46.341463415
Quality Assurance/Quality Control	Yes	84	58.333333333
	No	60	41.666666667

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Job Function	High Salary	Count	Percent
Real Estate	No	28	60.869565217
	Yes	18	39.130434783
Recruiting/Talent Acquisition	No	45	58.441558442
	Yes	32	41.558441558
Research	Yes	8	53.333333333
	No	7	46.666666667
Restaurant/Food Service	No	63	94.029850746
	Yes	4	5.9701492537
Retail	No	61	95.3125
	Yes	3	4.6875
Safety/Security/Law Enforcement	No	492	73.763118441
	Yes	175	26.236881559
Sales	No	193	77.510040161
	Yes	56	22.489959839
Science	No	8	50
	Yes	8	50
Skilled Labor/Trades	No	192	79.338842975
	Yes	50	20.661157025
Strategy/Planning	Yes	20	71.428571429
	No	8	28.571428571
Supply Chain/Logistics	No	282	57.317073171
	Yes	210	42.682926829
Telecommunications	No	19	61.290322581
	Yes	12	38.709677419
Training/Instruction/Teaching	No	306	54.159292035
	Yes	259	45.840707965
Transportation	No	227	70.716510903
	Yes	94	29.283489097
Warehouse	No	115	90.551181102
	Yes	12	9.4488188976

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.

Hired Industry	High Salary	Count	Percent
Aerospace and Aviation	Yes	257	58.409090909
	No	183	41.590909091
Agriculture/Forestry/Fishing and Hunting	No	50	81.967213115
	Yes	11	18.032786885
Arts/Entertainment/Recreation	No	89	77.391304348
	Yes	26	22.608695652
Banking/Finance/Insurance	No	260	57.395143488
	Yes	193	42.604856512
Business Support - Admin/Staffing	No	195	69.395017794
	Yes	86	30.604982206
Business Support - Facilities	No	38	62.295081967
	Yes	23	37.704918033
Business Support - Waste Management	No	18	66.666666667
Construction	Yes	9	33.333333333
	No	183	60.197368421
Defense Contracting	Yes	121	39.802631579
	No	1145	66.686080373
Educational Services	No	572	33.313919627
	Yes	292	75.064267352
Government and Public Administration	Yes	97	24.935732648
	No	964	63.925729443
Health Care and Social Assistance	Yes	544	36.074270557
	No	507	71.308016878
Hospitality/Accommodation/Food Services	Yes	204	28.691983122
	No	144	82.285714286
Information - Information Technology	Yes	31	17.714285714
	Yes	598	59.680638723
Information - Telecommunications	No	404	40.319361277
	No	97	58.43373494
Installation/Repair/Maintenance	Yes	69	41.56626506
	No	256	74.418604651
Management of Companies and Enterprises	Yes	88	25.581395349
	Yes	160	72.072072072
Manufacturing	No	62	27.927927928
	No	263	56.559139785
Mining/Quarrying/Oil and Gas Extraction	Yes	202	43.440860215
	No	60	52.173913043
	Yes	55	47.826086957

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Hired Industry	High Salary	Count	Percent
Other	No	335	63.088512241
	Yes	196	36.911487759
Personal Care and Laundry Services	No	11	78.571428571
	Yes	3	21.428571429
Pharmaceutical and Medical	No	34	61.818181818
	Yes	21	38.181818182
Private Security	No	198	80.487804878
	Yes	48	19.512195122
Professional - Accounting	No	6	60
	Yes	4	40
Professional - Advertising	No	7	63.636363636
	Yes	4	36.363636364
Professional - Architectural/Engineering	No	29	61.70212766
	Yes	18	38.29787234
Professional - Consulting Services	No	131	66.836734694
	Yes	65	33.163265306
Professional - Creative and Design	No	17	70.833333333
	Yes	7	29.166666667
Professional - Legal	No	19	73.076923077
	Yes	7	26.923076923
Publishing and Broadcasting	No	9	69.230769231
	Yes	4	30.769230769
Real Estate/Rental and Leasing	No	62	62
	Yes	38	38
Religious/Civic/Nonprofit	No	93	80.869565217
	Yes	22	19.130434783
Retail Trade	No	401	74.674115456
	Yes	136	25.325884544
Transportation and Warehousing	No	509	70.401106501
	Yes	214	29.598893499
Utilities	No	77	56.617647059
	Yes	59	43.382352941
Wholesale Trade	No	36	75
	Yes	12	25

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.

Division	Count	Percent
East North Central	399	3.4944823962
East South Central	592	5.1847959362
Middle Atlantic	598	5.2373445437
Mountain	1440	12.611665791
New England	135	1.1823436679
Pacific	1943	17.016990716
South Atlantic	3925	34.375547381
Unknown	182	1.5939744263
West North Central	419	3.6696444211
West South Central	1785	15.63321072

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.

Division	High Salary	Count	Percent
East North Central	No	1348	90.469798658
East North Central	Yes	142	9.5302013423
East South Central	No	1591	86.702997275
East South Central	Yes	244	13.297002725
Middle Atlantic	No	1618	85.972369819
Middle Atlantic	Yes	264	14.027630181
Mountain	No	3434	87.113140538
Mountain	Yes	508	12.886859462
New England	No	423	85.975609756
New England	Yes	69	14.024390244
Pacific	No	5162	85.633709356
Pacific	Yes	866	14.366290644
South Atlantic	No	10346	85.257519571
South Atlantic	Yes	1789	14.742480429
Unknown	No	958	90.207156309
Unknown	Yes	104	9.7928436911
West North Central	No	1156	87.575757576
West North Central	Yes	164	12.424242424
West South Central	No	5063	87.640643933
West South Central	Yes	714	12.359356067

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.

Parameter	Class	Estimate	StdErr	tValue	Probt
<b>Intercept</b>		4.916546453	0.03755370	130.92	<.0001
<b>Rank</b>	Company-Grade Officer	0.048967443	0.03515585	1.39	0.1637
	Field-Grade Officer	0.063944765	0.04087759	1.56	0.1178
	Warrant Officer	0.083960565	0.04562412	1.84	0.0658
	Junior Enlisted	0.000000000	.	.	.
<b>Employment Status</b>	Employed	-	0.03458926	-7.42	<.0001
	Pending Medical Separation	-	0.06385580	-1.02	0.3100
		0.064841081			
	Student	-	0.08420106	-1.85	0.0637
		0.156152694			
	Temporary/Contract Employee	-	0.08601585	-2.55	0.0107
	0.219606820				
	Under employed - Insufficient income	-	0.04633484	-5.75	<.0001
	0.266400565				
	Unemployed	-	0.02838072	-13.94	<.0001
	0.395640914				
	Active Duty	0.000000000	.	.	.
<b>Disability Status</b>	Disabled	-	0.03008443	-1.37	0.1719
	0.041108780				
	Not Disabled	0.000000000	.	.	.
<b>Education Level</b>	2 Year Degree	0.051515934	0.04233082	1.22	0.2237
	4 Year Degree	0.135129113	0.03239110	4.17	<.0001
	Doctorate	0.212017198	0.09552027	2.22	0.0265
	Other	0.017644853	0.10041663	0.18	0.8605
	Post-Graduate Degree	0.155989592	0.03910877	3.99	<.0001
	High School/GED	0.000000000	.	.	.
<b>Gender</b>	Female	0.009111180	0.02981214	0.31	0.7599
	Missing	-	0.07857551	-6.93	<.0001
	0.544642102				
	Male	0.000000000	.	.	.
<b>Race</b>	American Indian or Alaska Native	0.119779068	0.25647853	0.47	0.6405
	Asian or Pacific Islander	0.019164594	0.07302449	0.26	0.7930
	Black or African American	0.110686408	0.04225465	2.62	0.0088
	Hispanic or Latino	0.016440328	0.04944099	0.33	0.7395
	Two or more races	0.102168934	0.06545912	1.56	0.1187
	Unknown	0.288232774	0.02535217	11.37	<.0001
	White	0.000000000	.	.	.

Parameter	Class	Estimate	StdErr	tValue	Probt
<b>Service Branch</b>	Air Force	-0.000442341	0.03365138	-0.01	0.9895
	Coast Guard	0.071587571	0.10021901	0.71	0.4751
	Marines	-0.054288063	0.03403736	-1.59	0.1108
	Missing	-0.031106825	0.25663860	-0.12	0.9035
	Navy	-0.031867992	0.03204469	-0.99	0.3200
	Army	0.000000000	.	.	.
<b>Location</b>	East North Central	0.084045109	0.05792026	1.45	0.1468
	East South Central	-0.068500816	0.04977500	-1.38	0.1688
	Middle Atlantic	0.029975447	0.04981932	0.60	0.5474
	Mountain	0.033653298	0.03596307	0.94	0.3494
	New England	-0.011534026	0.08797129	-0.13	0.8957
	Pacific	0.133791943	0.03340015	4.01	<.0001
	Unknown	0.311862919	0.09716077	3.21	0.0013
	West North Central	0.028995198	0.05587799	0.52	0.6039
	West South Central	0.004546015	0.03293703	0.14	0.8902
	South Atlantic	0.000000000	.	.	.

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- $R^2$  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 ( $\chi^2 = 11.29$ ,  $df = 8$ ,  $p = 0.19$ ).

Variable	Class	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		-3.6910	0.2955	156.0642	<.0001
<b>Rank</b>	Company-Grade Officer	1.7804	0.1698	109.9405	<.0001
	Field-Grade Officer	1.4674	0.2089	49.3497	<.0001
	Warrant Officer	1.8739	0.2516	55.4634	<.0001
<b>Employment Status</b>	Employed	0.3650	0.1717	4.5195	0.0335
	Pending Medical Separation	-0.8820	0.3544	6.1951	0.0128
	Student	-1.0923	0.7522	2.1086	0.1465
	Temporary/Contract Employee	0.7259	0.4216	2.9653	0.0851
	Under employed - Insufficient income	-0.3776	0.2395	2.4853	0.1149
<b>Disability Status</b>	Unemployed	-0.2982	0.1643	3.2941	0.0695
	Disabled	-0.1545	0.1791	0.7447	0.3882
<b>Education Level</b>	2 Year Degree	1.0269	0.3260	9.9219	0.0016
	4 Year Degree	1.3200	0.2711	23.7111	<.0001
	Doctorate	2.6539	0.4166	40.5841	<.0001
	Post-Graduate Degree	1.7405	0.2832	37.7645	<.0001
<b>Race</b>	Asian or Pacific Islander	-0.1329	0.3743	0.1261	0.7226
	Black or African American	0.1019	0.1872	0.2961	0.5863
	Hispanic or Latino	-0.4655	0.2947	2.4951	0.1142
	Two or more races	-0.2755	0.3457	0.6353	0.4254
	Unknown	0.1780	0.1464	1.4794	0.2239
<b>Service Branch</b>	Air Force	-0.0807	0.1792	0.2030	0.6523
	Coast Guard	-0.6116	0.5869	1.0857	0.2974
	Marines	0.0330	0.2773	0.0142	0.9053
	Missing	-0.1292	0.6301	0.0420	0.8376
	Navy	-0.2591	0.1854	1.9535	0.1622
<b>Location</b>	East North Central	-0.3443	0.4210	0.6690	0.4134
	East South Central	0.00969	0.2763	0.0012	0.9720
	Middle Atlantic	-0.2239	0.3252	0.4741	0.4911
	Mountain	0.4465	0.2132	4.3863	0.0362
	Pacific	0.3238	0.1845	3.0826	0.0791
	Unknown	-0.4962	0.4159	1.4236	0.2328
	West North Central	0.2790	0.3663	0.5804	0.4462
West South Central	0.0846	0.1726	0.2402	0.6241	

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

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:

Summary of Stepwise Selection							
Step	Effect		DF	Entry	Score ChiSq	Wald ChiSq	Prob
	Entered	Removed					
1	Management – Project		1	8	62.43		< 0.01
2	Analyst		1	9	68.98		< 0.01
3	Engineering		1	10	66.20		< 0.01
4	IT – InfoSec		1	11	45.27		< 0.01
5		IT - InfoSec	1	10		0.0016	0.97

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.

Variable	Class	DF	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		1	-3.8131	0.3107	150.5793	<.0001
<b>Rank</b>	Company-Grade Officer	1	1.6134	0.1847	76.2896	<.0001
	Field-Grade Officer	1	1.3714	0.2208	38.5789	<.0001
	Warrant Officer	1	1.8266	0.2668	46.8711	<.0001
<b>Employment Status</b>	Employed	1	0.1001	0.1903	0.2769	0.5988
	Pending Medical Separation	1	-0.6804	0.3574	3.6254	0.0569
	Student	1	-1.3834	0.9410	2.1611	0.1415
	Temporary/Contract Employee	1	0.7186	0.4530	2.5161	0.1127
	Under employed - Insufficient income	1	-0.1885	0.2464	0.5848	0.4444
	Unemployed	1	-0.2540	0.1748	2.1105	0.1463
<b>Disability Status</b>	Disabled	1	-0.4803	0.2077	5.3500	0.0207
<b>Education Level</b>	2 Year Degree	1	0.8756	0.3416	6.5697	0.0104
	4 Year Degree	1	1.1483	0.2776	17.1104	<.0001
	Doctorate	1	2.8678	0.4153	47.6878	<.0001
	Post-Graduate Degree	1	1.6696	0.2888	33.4182	<.0001
<b>Race</b>	Asian or Pacific Islander	1	-0.2253	0.4055	0.3087	0.5785
	Black or African American	1	0.3143	0.1977	2.5284	0.1118
	Hispanic or Latino	1	-0.2026	0.3003	0.4550	0.5000
	Two or more races	1	-0.1718	0.3849	0.1992	0.6553
	Unknown	1	0.2071	0.1598	1.6780	0.1952
<b>Service Branch</b>	Air Force	1	-0.0964	0.1919	0.2523	0.6155
	Coast Guard	1	-0.2556	0.5874	0.1894	0.6635
	Marines	1	0.3422	0.2802	1.4921	0.2219
	Missing	1	0.1659	0.6392	0.0673	0.7952
	Navy	1	-0.4130	0.2072	3.9728	0.0462
<b>Location</b>	East North Central	1	-0.6877	0.4901	1.9684	0.1606
	East South Central	1	0.3346	0.2822	1.4062	0.2357
	Middle Atlantic	1	-0.1267	0.3485	0.1322	0.7162
	Mountain	1	0.4104	0.2345	3.0630	0.0801
	Pacific	1	0.3598	0.1981	3.2990	0.0693
	Unknown	1	-0.8315	0.5081	2.6780	0.1017
	West North Central	1	0.3456	0.3932	0.7724	0.3795
	West South Central	1	0.1291	0.1812	0.5079	0.4761
<b>Analyst</b>	True	1	2.2897	0.2959	59.8933	<.0001
<b>Management – Project Engineering</b>	True	1	3.1814	0.4407	52.1143	<.0001
	True	1	5.1060	1.0826	22.2465	<.0001

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

## 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.

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Variable	Class	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		-0.9986	0.0727	188.5501	<.0001
<b>Rank</b>	Company-Grade Officer	0.2428	0.0727	11.1533	0.0008
	Field-Grade Officer	0.0445	0.0832	0.2856	0.5931
	Warrant Officer	0.2259	0.0933	5.8706	0.0154
<b>Employment Status</b>	Employed	-0.2817	0.0663	18.0825	<.0001
	Pending Medical Separation	0.0788	0.1262	0.3903	0.5322
	Student	-0.2668	0.1535	3.0212	0.0822
	Temporary/Contract Employee	-0.1595	0.1650	0.9342	0.3338
	Under employed - Insufficient income	-0.1152	0.0910	1.6030	0.2055
	Unemployed	0.0946	0.0571	2.7494	0.0973
<b>Disability Status</b>	Disabled	0.4506	0.0636	50.1458	<.0001
<b>Education Level</b>	2 Year Degree	0.1354	0.0802	2.8481	0.0915
	4 Year Degree	0.4947	0.0643	59.1596	<.0001
	Doctorate	0.5283	0.1933	7.4677	0.0063
	Other	-1.6429	0.1574	108.9702	<.0001
	Post-Graduate Degree	0.5454	0.0786	48.1120	<.0001
<b>Gender</b>	Female	-0.3736	0.0564	43.9366	<.0001
	Missing	-3.1187	0.1237	635.3624	<.0001
<b>Race</b>	American Indian or Alaska Native	-1.0564	0.4141	6.5080	0.0107
	Asian or Pacific Islander	-0.1169	0.1360	0.7390	0.3900
	Black or African American	-0.0906	0.0779	1.3508	0.2451
	Hispanic or Latino	0.00322	0.0914	0.0012	0.9719
	Two or more races	-0.00799	0.1217	0.0043	0.9477
	Unknown	0.6396	0.0508	158.3160	<.0001
<b>Service Branch</b>	Air Force	0.0627	0.0672	0.8708	0.3507
	Coast Guard	0.0415	0.1998	0.0432	0.8354
	Marines	-0.00889	0.0667	0.0178	0.8940
	Missing	-1.5121	0.4016	14.1725	0.0002
	Navy	0.0107	0.0632	0.0288	0.8651
<b>Location</b>	East North Central	-0.1321	0.1108	1.4227	0.2330
	East South Central	0.1886	0.1010	3.4879	0.0618
	Middle Atlantic	0.00996	0.0972	0.0105	0.9184
	Mountain	0.2597	0.0728	12.7276	0.0004
	New England	-0.1255	0.1707	0.5405	0.4622
	Pacific	0.1175	0.0660	3.1743	0.0748
	Unknown	-0.5901	0.1716	11.8299	0.0006
	West North Central	0.0859	0.1091	0.6201	0.4310
	West South Central	0.0843	0.0650	1.6802	0.1949

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

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 under employed 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 ( $\chi^2 = 16.79$ ,  $df = 8$ ,  $p = 0.03$ ).

Variable	Class	Estimate	StdErr	ChiSq	Prob
<b>Intercept</b>		-1.3665	0.2622	27.1658	<.0001
<b>Rank</b>	Company-Grade Officer	0.4718	0.2743	2.9577	0.0855
	Field-Grade Officer	-0.2723	0.3610	0.5692	0.4506
	Warrant Officer	0.6109	0.5275	1.3413	0.2468
<b>Disability Status</b>	Disabled	0.2966	0.2022	2.1522	0.1424
<b>Education Level</b>	2 Year Degree	-0.1346	0.2847	0.2235	0.6364
	4 Year Degree	0.6436	0.2267	8.0590	0.0045
	Doctorate	0.8644	0.7758	1.2413	0.2652
	Other	-1.2864	0.5046	6.4982	0.0108
<b>Gender</b>	Post-Graduate Degree	0.6668	0.2976	5.0198	0.0251
	Female	-0.1109	0.2055	0.2915	0.5893
	Missing	-3.7629	0.7420	25.7181	<.0001
<b>Race</b>	American Indian or Alaska Native	-0.5705	1.1447	0.2484	0.6182
	Asian or Pacific Islander	-0.2762	0.6548	0.1779	0.6732
	Black or African American	-0.1834	0.3013	0.3706	0.5427
	Hispanic or Latino	0.1367	0.3705	0.1361	0.7122
	Two or more races	-0.4154	0.4561	0.8295	0.3624
	Unknown	0.6794	0.2011	11.4139	0.0007
<b>Service Branch</b>	Air Force	-0.1466	0.2711	0.2923	0.5888
	Coast Guard	-0.0629	0.6866	0.0084	0.9270
	Marines	-0.0853	0.2445	0.1216	0.7273
	Navy	0.4255	0.2508	2.8787	0.0898
<b>Location</b>	East North Central	0.1508	0.3684	0.1675	0.6823
	East South Central	0.6728	0.4381	2.3582	0.1246
	Middle Atlantic	0.4379	0.3134	1.9519	0.1624
	Mountain	1.0540	0.2950	12.7655	0.0004
	New England	0.3783	0.6277	0.3633	0.5467
	Pacific	0.0948	0.2515	0.1421	0.7062
	West North Central	0.4227	0.4813	0.7713	0.3798
West South Central	-0.0839	0.2702	0.0963	0.7563	

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 ( $\hat{\beta} = 1.05$ ,  $\chi^2 = 12.77$ ,  $p < 0.01$ ).

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 resultants 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  $R^2 = 0.31$ .

Variable	Class	Estimate	StdErr	WaldChiSq	ProbChiSq
<b>Intercept</b>		-0.9989	0.0729	187.6387	<.0001
<b>Rank</b>	Company-Grade Officer	0.2562	0.0732	12.2564	0.0005
	Field-Grade Officer	0.0583	0.0837	0.4854	0.4860
	Warrant Officer	0.2359	0.0934	6.3732	0.0116
<b>Employment Status</b>	Employed	-0.3315	0.0766	18.7174	<.0001
	Pending Medical Separation	0.0787	0.1262	0.3895	0.5326
	Student	-0.3300	0.1600	4.2523	0.0392
	Temporary/Contract Employee	-0.2204	0.1722	1.6378	0.2006
	Under employed - Insufficient income	-0.1865	0.1063	3.0774	0.0794
	Unemployed	0.0168	0.0786	0.0457	0.8306
<b>Disability Status</b>	Disabled	0.4232	0.0657	41.4397	<.0001
<b>Education Level</b>	2 Year Degree	0.1304	0.0803	2.6373	0.1044
	4 Year Degree	0.4867	0.0645	56.9120	<.0001
	Doctorate	0.5168	0.1937	7.1182	0.0076
	Other	-1.6407	0.1574	108.6771	<.0001
	Post-Graduate Degree	0.5379	0.0788	46.6515	<.0001
<b>Gender</b>	Female	-0.3746	0.0564	44.1698	<.0001
	Missing	-3.0998	0.1242	622.6731	<.0001
<b>Race</b>	American Indian or Alaska Native	-1.0665	0.4141	6.6337	0.0100
	Asian or Pacific Islander	-0.1126	0.1360	0.6847	0.4080
	Black or African American	-0.0907	0.0779	1.3538	0.2446
	Hispanic or Latino	0.00384	0.0914	0.0018	0.9665
	Two or more races	-0.00851	0.1218	0.0049	0.9443
	Unknown	0.6373	0.0508	157.0745	<.0001
<b>Service Branch</b>	Air Force	0.0572	0.0675	0.7177	0.3969
	Coast Guard	0.0348	0.2000	0.0303	0.8618
	Marines	-0.0164	0.0672	0.0593	0.8076
	Missing	-1.4940	0.4028	13.7579	0.0002
	Navy	0.00159	0.0638	0.0006	0.9801
<b>Location</b>	East North Central	-0.1326	0.1109	1.4311	0.2316
	East South Central	0.1862	0.1010	3.3960	0.0654
	Middle Atlantic	0.0102	0.0973	0.0110	0.9165
	Mountain	0.2594	0.0728	12.6979	0.0004
	New England	-0.1247	0.1707	0.5331	0.4653
	Pacific	0.1167	0.0660	3.1295	0.0769
	Unknown	-0.5883	0.1716	11.7559	0.0006
	West North Central	0.0852	0.1091	0.6103	0.4347
	West South Central	0.0826	0.0651	1.6102	0.2045
<b>Veteran Status</b>	True	0.1104	0.0694	2.5351	0.1113
<b>Reserves / National Guard</b>	True	-0.00708	0.0583	0.0147	0.9034

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).

Service Rank	N	Company Officer	Field Officer	General Officer	Junior Enlisted	Warrant Officer
E-1	121	8.47%	5.93%	0.00%	32.20%	1.69%
E-2	274	7.09%	7.48%	0.00%	26.38%	3.15%
E-3	1384	6.00%	5.69%	0.16%	27.73%	3.50%
E-4	7099	6.84%	6.58%	0.03%	26.14%	2.50%
E-5	7163	7.00%	6.50%	0.02%	25.70%	2.52%
E-6	4982	6.93%	6.14%	0.00%	25.41%	2.16%
E-7	5311	7.18%	6.43%	0.04%	24.49%	2.62%
E-8	2377	6.31%	6.27%	0.00%	23.39%	2.76%
E-9	996	5.67%	7.45%	0.22%	25.70%	3.11%
O-1	109	4.12%	6.19%	0.00%	27.84%	1.03%
O-2	514	6.14%	6.59%	0.00%	26.59%	2.27%
O-3	2102	7.90%	7.04%	0.00%	24.44%	2.72%
O-4	1083	5.91%	6.12%	0.00%	24.39%	2.96%
O-5	1064	7.43%	7.32%	0.00%	22.82%	2.80%
O-6	484	8.24%	6.41%	0.00%	25.86%	3.20%
O-7	9	0.00%	0.00%	0.00%	25.00%	0.00%
O-8	2	0.00%	0.00%	0.00%	50.00%	0.00%
O-9	1	0.00%	100.00%	0.00%	0.00%	0.00%
W-1	25	8.70%	0.00%	0.00%	21.74%	0.00%
W-2	188	7.02%	7.02%	0.00%	19.88%	1.75%
W-3	351	4.56%	6.19%	0.00%	27.04%	1.95%
W-4	272	9.13%	5.22%	0.00%	23.04%	0.87%
W-5	52	4.35%	10.87%	0.00%	30.43%	2.17%

The next analysis was performed on client employment status. The table can be found below.

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Service Rank	N	Active Duty	Employed	Pending Medical Separation	Student	Temp/Contract	Underemployed	Unemployed
E-1	121	44.92%	16.95%	2.54%	4.24%	0.85%	7.63%	22.88%
E-2	274	44.09%	18.11%	3.94%	1.97%	2.36%	4.72%	24.80%
E-3	138	47.27%	14.33%	2.80%	2.10%	1.40%	6.00%	26.09%
E-4	709	48.52%	15.73%	2.81%	1.73%	1.81%	5.37%	24.02%
E-5	716	47.03%	16.39%	3.13%	2.15%	1.67%	5.60%	24.02%
E-6	498	47.47%	16.42%	3.46%	2.07%	1.39%	5.06%	24.13%
E-7	531	48.16%	16.55%	2.66%	2.22%	1.70%	5.38%	23.33%
E-8	237	49.72%	16.74%	2.71%	1.82%	1.40%	6.03%	21.56%
E-9	996	46.16%	17.46%	3.78%	2.22%	1.78%	4.34%	24.25%
O-1	109	44.33%	15.46%	2.06%	2.06%	1.03%	9.28%	25.77%
O-2	514	47.73%	13.86%	2.95%	3.86%	2.05%	6.14%	23.41%
O-3	210	45.46%	17.61%	3.31%	2.93%	1.39%	4.70%	24.60%
O-4	108	48.36%	16.26%	3.27%	2.11%	0.84%	4.54%	24.60%
O-5	106	46.50%	15.39%	3.23%	2.15%	1.61%	7.21%	23.90%
O-6	484	44.62%	21.05%	1.83%	1.83%	1.83%	7.78%	21.05%
O-7	9	62.50%	0.00%	0.00%	0.00%	0.00%	0.00%	37.50%
O-8	2	50.00%	50.00%	0.00%	0.00%	0.00%	0.00%	0.00%
O-9	1	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%
W-1	25	34.78%	26.09%	0.00%	4.35%	0.00%	13.04%	21.74%
W-2	188	43.86%	11.11%	4.68%	2.92%	1.17%	7.02%	29.24%
W-3	351	46.58%	17.26%	2.28%	1.30%	0.33%	5.86%	26.38%
W-4	272	52.61%	16.52%	2.61%	1.74%	1.74%	4.35%	20.43%
W-5	52	47.83%	15.22%	2.17%	4.35%	0.00%	0.00%	30.43%

Education was also compared.

## THE HIRE HEROES 2018 REPORT

### EXECUTIVE SUMMARY

### INTRODUCTION

### SECTION ONE: REGISTERED

### SECTION TWO: HELPED

### SECTION THREE: HIRED

### CONCLUSION

## APPENDIX

Service Rank	N	2-Year	4-Year	Doctorate	High School/GED	Other	Post Graduate
E-1	121	15.25%	22.03%	0.85%	34.75%	14.41%	12.71%
E-2	274	14.17%	24.02%	0.79%	29.53%	16.54%	14.96%
E-3	1384	13.47%	24.38%	0.55%	33.57%	15.81%	12.23%
E-4	7099	13.77%	23.71%	0.67%	31.83%	15.24%	14.77%
E-5	7163	14.85%	24.46%	0.96%	30.54%	15.14%	14.06%
E-6	4982	14.91%	23.57%	0.92%	31.71%	15.47%	13.42%
E-7	5311	14.24%	24.59%	0.59%	31.86%	14.39%	14.33%
E-8	2377	13.66%	24.23%	1.12%	32.65%	15.67%	12.68%
E-9	996	14.02%	24.92%	0.78%	29.25%	15.02%	16.02%
O-1	109	18.56%	22.68%	0.00%	31.96%	12.37%	14.43%
O-2	514	14.09%	22.27%	1.14%	31.82%	16.36%	14.32%
O-3	2102	13.13%	25.03%	1.01%	31.27%	15.37%	14.19%
O-4	1083	15.21%	24.50%	0.00%	32.84%	13.62%	13.83%
O-5	1064	12.70%	26.26%	0.54%	29.60%	17.01%	13.89%
O-6	484	14.19%	25.63%	0.69%	27.92%	18.54%	13.04%
O-7	9	0.00%	25.00%	0.00%	62.50%	0.00%	12.50%
O-8	2	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%
O-9	1	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
W-1	25	26.09%	39.13%	0.00%	26.09%	8.70%	0.00%
W-2	188	15.20%	18.71%	1.17%	33.92%	12.28%	18.71%
W-3	351	12.70%	21.17%	0.65%	39.41%	13.03%	13.03%
W-4	272	13.48%	26.09%	0.43%	30.00%	16.96%	13.04%
W-5	52	21.74%	26.09%	0.00%	26.09%	13.04%	13.04%

Next is a table of the Disabled status of HHUSA clients.

Service Rank	N	Disabled	Not Disabled
E-1	121	11.02%	88.98%
E-2	274	9.06%	90.94%
E-3	1384	11.68%	88.32%
E-4	7099	11.74%	88.26%
E-5	7163	11.81%	88.19%
E-6	4982	11.45%	88.55%
E-7	5311	11.48%	88.52%
E-8	2377	10.80%	89.20%
E-9	996	10.90%	89.10%
O-1	109	14.43%	85.57%
O-2	514	9.09%	90.91%
O-3	2102	12.17%	87.83%
O-4	1083	12.14%	87.86%
O-5	1064	13.99%	86.01%
O-6	484	11.21%	88.79%
O-7	9	0.00%	100.00%
O-8	2	0.00%	100.00%
O-9	1	0.00%	100.00%
W-1	25	13.04%	86.96%
W-2	188	9.94%	90.06%
W-3	351	14.98%	85.02%
W-4	272	11.30%	88.70%
W-5	52	13.04%	86.96%

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

The following table is a breakdown of the HHUSA client's listed gender.

Service Rank	N	Female	Male	Unknown
E-1	121	16.10%	51.69%	32.20%
E-2	274	16.93%	59.45%	23.62%
E-3	1384	15.97%	58.96%	25.08%
E-4	7099	14.63%	60.94%	24.43%
E-5	7163	15.43%	59.88%	24.69%
E-6	4982	14.95%	61.19%	23.86%
E-7	5311	14.43%	62.44%	23.13%
E-8	2377	14.03%	59.73%	26.24%
E-9	996	16.80%	60.51%	22.69%
O-1	109	16.49%	60.82%	22.68%
O-2	514	12.05%	65.45%	22.50%
O-3	2102	15.31%	60.14%	24.55%
O-4	1083	16.47%	61.99%	21.54%
O-5	1064	14.53%	62.86%	22.60%
O-6	484	15.79%	60.41%	23.80%
O-7	9	37.50%	50.00%	12.50%
O-8	2	0.00%	50.00%	50.00%
O-9	1	0.00%	100.00%	0.00%
W-1	25	13.04%	73.91%	13.04%
W-2	188	15.20%	60.23%	24.56%
W-3	351	14.33%	63.84%	21.82%
W-4	272	13.04%	61.74%	25.22%
W-5	52	19.57%	52.17%	28.26%

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

Service Rank	N	American Indian or Alaska Native	Asian or Pacific Islander	Black or African American	Hispanic or Latino	Two or More Races	Prefer not to Answer	White
E-1	121	0.00%	0.85%	4.24%	3.39%	0.85%	74.58%	16.10%
E-2	274	0.39%	0.79%	6.30%	6.30%	1.57%	62.20%	22.44%
E-3	1384	0.31%	1.48%	10.51%	4.67%	3.04%	61.29%	18.69%
E-4	7099	0.36%	2.00%	10.18%	6.03%	2.89%	54.86%	23.68%
E-5	7163	0.25%	1.81%	10.06%	5.73%	2.96%	55.45%	23.75%
E-6	4982	0.25%	2.20%	10.14%	5.91%	2.61%	55.52%	23.36%
E-7	5311	0.57%	2.01%	10.87%	5.76%	2.89%	51.57%	26.33%
E-8	2377	0.47%	2.06%	10.38%	5.61%	3.32%	53.60%	24.56%
E-9	996	0.22%	1.78%	12.79%	6.23%	3.34%	51.17%	24.47%
O-1	109	0.00%	2.06%	10.31%	10.31%	4.12%	46.39%	26.80%
O-2	514	0.68%	1.82%	12.27%	7.73%	2.95%	52.50%	22.05%
O-3	2102	0.32%	2.67%	9.66%	6.08%	3.52%	51.28%	26.47%
O-4	1083	0.21%	1.80%	11.40%	8.24%	3.38%	49.21%	25.77%
O-5	1064	0.32%	2.91%	11.73%	6.78%	2.48%	50.05%	25.73%
O-6	484	0.46%	2.75%	12.59%	6.64%	1.83%	47.14%	28.60%
O-7	9	0.00%	0.00%	0.00%	12.50%	0.00%	37.50%	50.00%
O-8	2	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
O-9	1	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%
W-1	25	0.00%	0.00%	13.04%	13.04%	0.00%	52.17%	21.74%
W-2	188	0.00%	2.34%	7.60%	7.02%	0.58%	54.39%	28.07%
W-3	351	0.00%	2.28%	12.70%	4.89%	5.54%	50.16%	24.43%
W-4	272	0.00%	4.78%	8.26%	8.70%	2.61%	49.13%	26.52%
W-5	52	0.00%	0.00%	10.87%	6.52%	2.17%	60.87%	19.57%

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

Service Rank	N	Air Force	Army	Coast Guard	Marines	Missing	Navy
E-1	121	17.80%	47.46%	0.85%	8.47%	2.54%	22.88%
E-2	274	16.93%	46.06%	1.57%	13.39%	1.57%	20.47%
E-3	1384	17.83%	49.61%	0.62%	12.07%	2.10%	17.76%
E-4	7099	17.27%	50.20%	0.95%	11.62%	1.86%	18.10%
E-5	7163	17.35%	49.66%	1.10%	11.46%	1.93%	18.50%
E-6	4982	16.84%	49.43%	1.15%	12.21%	1.71%	18.66%
E-7	5311	16.86%	49.50%	1.07%	12.32%	2.05%	18.20%
E-8	2377	17.91%	48.36%	1.40%	11.41%	2.15%	18.76%
E-9	996	18.35%	50.83%	0.67%	11.01%	1.89%	17.24%
O-1	109	18.56%	50.52%	0.00%	13.40%	0.00%	17.53%
O-2	514	16.14%	50.91%	1.14%	13.41%	0.68%	17.73%
O-3	2102	17.98%	49.89%	0.91%	11.42%	1.28%	18.52%
O-4	1083	17.42%	51.11%	0.84%	11.83%	1.90%	16.90%
O-5	1064	16.68%	50.27%	0.54%	10.87%	2.26%	19.38%
O-6	484	13.50%	52.17%	0.92%	9.84%	2.97%	20.59%
O-7	9	12.50%	37.50%	0.00%	12.50%	0.00%	37.50%
O-8	2	0.00%	50.00%	0.00%	0.00%	0.00%	50.00%
O-9	1	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
W-1	25	4.35%	52.17%	0.00%	13.04%	4.35%	26.09%
W-2	188	17.54%	42.69%	0.58%	14.62%	2.34%	22.22%
W-3	351	14.33%	51.47%	0.65%	10.75%	2.28%	20.52%
W-4	272	19.57%	45.22%	1.30%	13.91%	1.30%	18.70%
W-5	52	28.26%	45.65%	2.17%	10.87%	2.17%	10.87%

And finally location was analyzed.

Service Rank	N	East North Central	East South Central	Middle Atlantic	Mountain	New England	Pacific	South Atlantic	Unknown	West North Central	West South Central
E-1	121	5.08%	7.63%	6.78%	13.56%	0.85%	9.32%	31.36%	1.69%	4.24%	19.49%
E-2	274	5.51%	4.33%	3.94%	9.45%	1.57%	17.32%	33.46%	2.36%	2.36%	19.69%
E-3	1384	3.43%	5.14%	4.36%	12.31%	1.87%	15.42%	33.10%	2.65%	4.52%	17.21%
E-4	7099	4.08%	5.40%	4.70%	11.18%	1.45%	17.10%	32.84%	2.70%	3.76%	16.77%
E-5	7163	4.41%	5.76%	4.60%	11.92%	1.41%	16.18%	32.26%	2.71%	3.78%	16.98%
E-6	4982	4.36%	4.77%	4.63%	11.45%	1.17%	16.75%	33.42%	2.36%	4.00%	17.09%
E-7	5311	4.40%	5.03%	5.47%	11.10%	1.28%	17.28%	32.97%	2.51%	3.81%	16.15%
E-8	2377	4.96%	5.29%	5.05%	10.20%	1.68%	15.90%	35.22%	2.20%	4.68%	14.83%
E-9	996	3.78%	4.12%	4.89%	13.79%	1.22%	15.91%	33.93%	2.67%	3.78%	15.91%
O-1	109	3.09%	5.15%	3.09%	10.31%	0.00%	9.28%	46.39%	1.03%	7.22%	14.43%
O-2	514	4.55%	6.14%	4.77%	9.77%	0.91%	16.82%	35.45%	2.05%	3.86%	15.68%
O-3	2102	4.54%	5.12%	4.06%	10.67%	1.81%	16.44%	35.33%	2.72%	3.68%	15.64%
O-4	1083	4.44%	5.70%	4.75%	13.62%	1.80%	13.20%	33.69%	2.32%	3.17%	17.32%
O-5	1064	3.44%	3.98%	4.20%	11.84%	1.61%	16.79%	33.91%	2.91%	3.88%	17.44%
O-6	484	4.35%	5.49%	5.49%	11.21%	0.92%	16.25%	35.47%	1.14%	3.89%	15.79%
O-7	9	12.50%	12.50%	12.50%	0.00%	0.00%	25.00%	0.00%	0.00%	25.00%	12.50%
O-8	2	0.00%	0.00%	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%	0.00%	0.00%
O-9	1	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%
W-1	25	17.39%	0.00%	4.35%	13.04%	4.35%	8.70%	43.48%	0.00%	0.00%	8.70%
W-2	188	6.43%	5.26%	5.85%	6.43%	1.75%	19.30%	32.75%	1.75%	4.09%	16.37%
W-3	351	5.54%	6.51%	2.93%	9.77%	1.63%	17.26%	35.83%	1.63%	3.58%	15.31%
W-4	272	4.78%	3.91%	4.35%	13.91%	1.30%	18.26%	31.30%	0.87%	3.04%	18.26%
W-5	52	4.35%	6.52%	2.17%	8.70%	4.35%	17.39%	36.96%	2.17%	4.35%	13.04%

In addition to the demographic breakdowns across service ranks, client outcomes were also analyzed.

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

Service Rank	N	Registered Before Separation	Successfully Hired	Salary Midpoint	Above Average Salary	Moved to a new State	Average Distance Moved
E-1	121	28.10%	32.23%	\$34,167	0.00%	12.50%	181
E-2	274	37.23%	36.50%	\$38,468	1.82%	17.74%	84
E-3	1384	37.28%	29.77%	\$40,661	2.53%	10.21%	174
E-4	7099	43.43%	31.19%	\$46,143	5.21%	17.14%	249
E-5	7163	49.78%	30.71%	\$51,182	8.39%	17.76%	310
E-6	4982	62.65%	32.04%	\$55,363	11.56%	16.54%	292
E-7	5311	74.05%	31.67%	\$59,653	16.16%	15.22%	241
E-8	2377	77.28%	31.89%	\$64,405	21.12%	15.35%	246
E-9	996	76.51%	29.32%	\$69,431	21.89%	13.54%	245
O-1	109	64.22%	32.11%	\$59,103	17.43%	23.08%	384
O-2	514	64.79%	31.91%	\$65,802	21.01%	18.72%	313
O-3	2102	65.94%	31.87%	\$74,649	28.35%	23.38%	442
O-4	1083	65.93%	30.75%	\$79,050	26.41%	18.16%	275
O-5	1064	74.91%	32.80%	\$85,970	30.08%	17.52%	254
O-6	484	69.42%	30.79%	\$89,834	27.69%	23.84%	339
O-7	9	77.78%	55.56%	\$55,000	0.00%	0.00%	.
O-8	2	50.00%	0.00%	.	0.00%	.	.
O-9	1	0.00%	100.00%	\$25,000	0.00%	0.00%	.
W-1	25	60.00%	44.00%	\$51,875	8.00%	12.50%	154
W-2	188	70.21%	36.70%	\$71,429	21.81%	26.79%	483
W-3	351	79.77%	35.33%	\$71,777	25.36%	16.53%	242
W-4	272	77.94%	32.72%	\$72,768	31.25%	14.29%	251
W-5	52	84.62%	28.85%	\$78,333	36.54%	16.67%	147

**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.

HHUSA Service	HHUSA-formatted Resume	Value Proposition Dev	Interview Skills Training	LinkedIn Profile Revision	Add. Resume Tailoring	HHUSA Job Board	Federal Services	Volunteer Services	VCF Participant	Webinar Participant	Virtual Workshop	HHUSA Workshop	Online Training
HHUSA-formatted Resume	1.00	-0.02	-0.02	-0.03	0.03	0.02	0.02	0.04	0.01	0.01	0.00	0.01	0.01
Value Proposition Dev	-0.02	1.00	0.67	0.32	0.27	0.03	0.00	0.00	0.03	0.00	0.01	0.02	-0.07
Interview Skills Training	-0.02	0.67	1.00	0.42	0.14	0.05	0.00	0.01	0.01	0.01	-0.01	0.03	-0.06
LinkedIn Profile Revision	-0.03	0.32	0.42	1.00	0.19	0.04	0.02	0.03	0.01	0.01	0.01	0.03	-0.04
Add. Resume Tailoring	0.03	0.27	0.14	0.19	1.00	-0.02	0.02	-0.01	0.04	0.05	0.04	-0.01	-0.02
HHUSA Job Board	0.02	0.03	0.05	0.04	-0.02	1.00	0.06	0.12	0.11	0.06	0.04	0.02	-0.02
Federal Services	0.02	0.00	0.00	0.02	0.02	0.06	1.00	0.07	0.07	0.05	0.04	0.01	0.03
Volunteer Services	0.04	0.00	0.01	0.03	-0.01	0.12	0.07	1.00	0.11	0.08	0.02	0.00	0.03
VCF Participant	0.01	0.03	0.01	0.01	0.04	0.11	0.07	0.11	1.00	0.09	0.13	0.00	-0.01
Webinar Participant	0.01	0.00	0.01	0.01	0.05	0.06	0.05	0.08	0.09	1.00	0.06	0.01	0.00
Virtual Workshop	0.00	0.01	-0.01	0.01	0.04	0.04	0.04	0.02	0.13	0.06	1.00	0.00	0.00
HHUSA Workshop	0.01	0.02	0.03	0.03	-0.01	0.02	0.01	0.00	0.00	0.01	0.00	1.00	0.00
Online Training	0.01	-0.07	-0.06	-0.04	-0.02	-0.02	0.03	0.03	-0.01	0.00	0.00	0.00	1.00

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.

## THE HIRE HEROES 2018 REPORT

### EXECUTIVE SUMMARY

### INTRODUCTION

### SECTION ONE: REGISTERED

### SECTION TWO: HELPED

### SECTION THREE: HIRED

### CONCLUSION

## APPENDIX

HHUSA Service	HHUSA formatted Resume	Value Proposition Dev	Interview Skills Training	LinkedIn Profile Revision	Addl. Resume Tailoring	HHUSA Job Board	Federal Services	Volunteer Services	VCF Participant	Webinar Participant	Virtual Workshop	HHUSA Workshop	Online Training
HHUSA formatted Resume	1.00	0.14	0.12	0.10	0.15	0.09	0.09	0.13	0.05	0.02	0.02	0.00	0.07
Value Proposition Dev	0.14	1.00	0.94	0.79	0.75	0.27	0.19	0.23	0.11	0.11	0.06	0.10	-0.05
Interview Skills Training	0.12	0.94	1.00	0.81	0.69	0.27	0.18	0.23	0.10	0.10	0.06	0.10	-0.05
LinkedIn Profile Revision	0.10	0.79	0.81	1.00	0.66	0.25	0.17	0.20	0.10	0.10	0.06	0.09	-0.04
Addl. Resume Tailoring	0.15	0.75	0.69	0.66	1.00	0.21	0.19	0.21	0.10	0.11	0.07	0.05	-0.08
HHUSA Job Board	0.09	0.27	0.27	0.25	0.21	1.00	0.11	0.18	0.14	0.08	0.05	0.02	0.00
Federal Services	0.09	0.19	0.18	0.17	0.19	0.11	1.00	0.14	0.06	0.06	0.06	0.02	0.02
Volunteer Services	0.13	0.23	0.23	0.20	0.21	0.18	0.14	1.00	0.12	0.11	0.05	0.01	0.09
VCF Participant	0.05	0.11	0.10	0.10	0.10	0.14	0.06	0.12	1.00	0.09	0.11	0.01	0.01
Webinar Participant	0.02	0.11	0.10	0.10	0.11	0.08	0.06	0.11	0.09	1.00	0.17	0.01	0.00
Virtual Workshop	0.02	0.06	0.06	0.06	0.07	0.06	0.06	0.05	0.11	0.17	1.00	0.02	0.04
HHUSA Workshop	0.00	0.10	0.10	0.09	0.05	0.02	0.02	0.01	0.01	0.01	0.02	1.00	-0.01
Online Training	0.07	-0.05	-0.05	-0.04	-0.03	0.00	0.02	0.03	0.01	0.00	0.04	-0.01	1.00

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.

THE HIRE HEROES  
2018 REPORT

EXECUTIVE  
SUMMARY

INTRODUCTION

SECTION ONE:  
REGISTERED

SECTION TWO:  
HELPED

SECTION THREE:  
HIRED

CONCLUSION

APPENDIX

	HHUSA formatted Resume	Value Proposit ion Dev	Intervie w Skills Training	Linkedi n Profile Revision	Addl. Resume Tailoring	HHUSA A Job Board	Feder al Servic es	Volunt eer Servic es	VCF Partic ipant	Webina r Partcip ant	Virtual Worksh op	HHUSA Worksh op	Onlin e Train ing
HHUSA Service HHUSA formatted Resume Value	1.00	0.14	0.13	0.09	0.13	0.08	0.06	0.09	0.04	0.02	0.02	0.02	0.05
Propositio n Dev	0.14	1.00	0.94	0.79	0.77	0.31	0.19	0.25	0.12	0.10	0.06	0.09	-0.05
Interview Skills Training	0.13	0.94	1.00	0.81	0.71	0.31	0.19	0.25	0.11	0.10	0.05	0.09	-0.05
Linkedi n Profile Revision	0.09	0.79	0.81	1.00	0.66	0.27	0.17	0.21	0.10	0.09	0.05	0.09	-0.05
Addl. Resume Tailoring	0.13	0.77	0.71	0.66	1.00	0.22	0.17	0.19	0.11	0.10	0.07	0.05	-0.04
HHUSA Job Board	0.08	0.31	0.31	0.27	0.22	1.00	0.12	0.19	0.14	0.08	0.05	0.05	-0.01
Federal Services	0.06	0.19	0.19	0.17	0.17	0.12	1.00	0.12	0.08	0.06	0.06	0.08	0.02
Volunteer Services	0.09	0.25	0.25	0.21	0.19	0.19	0.12	1.00	0.13	0.11	0.04	0.09	0.02
VCF Participan t	0.04	0.12	0.11	0.10	0.11	0.14	0.08	0.13	1.00	0.10	0.12	0.01	0.00
Webinar Participan t	0.02	0.10	0.10	0.09	0.10	0.08	0.06	0.11	0.10	1.00	0.12	0.02	0.00
Virtual Workshop	0.02	0.06	0.05	0.05	0.07	0.06	0.06	0.04	0.12	0.12	1.00	0.02	0.09
HHUSA Workshop	0.02	0.09	0.09	0.09	0.05	0.05	0.03	0.09	0.01	0.02	0.02	1.00	-0.01
Online Training	0.05	-0.05	-0.05	-0.05	-0.04	-0.01	0.02	0.02	0.00	0.00	0.03	-0.01	1.00

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.

## THE HIRE HEROES 2018 REPORT

### EXECUTIVE SUMMARY

### INTRODUCTION

### SECTION ONE: REGISTERED

### SECTION TWO: HELPED

### SECTION THREE: HIRED

### CONCLUSION

## APPENDIX

HHUSA Service	HHUSA formatted Resume	Value Proposition Dev	Interview Skills Training	LinkedIn Profile Revision	Addl. Resume Tailoring	HHUSA Job Board	Federal Services	Volunteer Services	VCF Participant	Webinar Participant	Virtual Workshop	HHUSA Workshop	Online Training
HHUSA formatted Resume	1.00	0.02	0.02	0.02	0.07	0.03	0.04	0.07	0.01	0.00	-0.01	-0.02	-0.01
Value Proposition Dev	0.02	1.00	0.81	0.50	0.35	0.10	0.07	0.07	0.05	0.02	0.01	0.05	-0.13
Interview Skills Training	0.02	0.81	1.00	0.54	0.25	0.09	0.04	0.07	0.04	0.02	0.01	0.03	-0.12
LinkedIn Profile Revision	0.02	0.50	0.54	1.00	0.30	0.11	0.05	0.08	0.05	0.02	0.02	0.01	-0.08
Addl. Resume Tailoring	0.07	0.35	0.25	0.30	1.00	0.03	0.07	0.06	0.03	0.04	0.05	0.00	-0.06
HHUSA Job Board	0.03	0.10	0.09	0.11	0.03	1.00	0.06	0.14	0.13	0.06	0.04	-0.03	-0.01
Federal Services	0.04	0.07	0.04	0.05	0.07	0.06	1.00	0.08	0.02	0.08	0.03	0.00	-0.01
Volunteer Services	0.07	0.07	0.07	0.08	0.06	0.14	0.08	1.00	0.08	0.01	0.01	-0.03	-0.02
VCF Participant	0.01	0.05	0.04	0.05	0.03	0.13	0.02	0.08	1.00	0.06	0.16	0.00	-0.01
Webinar Participant	0.00	0.02	0.02	0.02	0.04	0.06	0.03	0.01	0.06	1.00	0.13	-0.01	-0.01
Virtual Workshop	-0.01	0.01	0.01	0.02	0.05	0.04	0.03	0.01	0.16	0.13	1.00	0.00	0.04
HHUSA Workshop	-0.02	0.02	0.02	0.01	0.00	-0.03	0.00	-0.03	0.00	-0.01	0.00	1.00	-0.01
Online Training	-0.01	-0.13	-0.12	-0.06	-0.06	-0.01	-0.01	-0.02	-0.01	-0.01	0.04	-0.01	1.00

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.

## THE HIRE HEROES 2018 REPORT

### EXECUTIVE SUMMARY

### INTRODUCTION

### SECTION ONE: REGISTERED

### SECTION TWO: HELPED

### SECTION THREE: HIRED

### CONCLUSION

## APPENDIX

Exp Conf	Conf	Support	Lift	Count	Rule	Index
14.72	21.11	6.01	1.43	672	HHUSA Job Boar ==> Volunteer Serv	1
28.49	40.85	6.01	1.43	672	Volunteer Serv ==> HHUSA Job Boar	2
69.41	72.76	57.22	1.05	6394	Created Linked ==> Resume Tailori	3
78.65	82.44	57.22	1.05	6394	Resume Tailori ==> Created Linked	4
78.65	82.43	76.94	1.05	8597	Interview Skil==> Created Linked	5
93.34	97.83	76.94	1.05	8597	Created Linked ==> Interview Skil	6
69.41	71.39	6.32	1.08	706	Federal Servic ==> Resume Tailori	7
96.78	99.33	92.72	1.08	10360	Interview Skil==> Value Proposit	8
93.34	95.80	92.72	1.08	10360	Value Proposit ==> Interview Skil	9
69.41	70.95	68.66	1.02	7672	Value Proposit ==> Resume Tailori	10
96.78	98.92	68.66	1.02	7672	Resume Tailori ==> Value Proposit	11
78.65	80.30	11.82	1.02	1321	Volunteer Serv ==> Created Linked	12
14.72	15.08	11.82	1.02	1321	Created Linked ==> Volunteer Serv	13
78.65	80.13	77.55	1.02	8665	Value Proposit ==> Created Linked	14
96.78	98.60	77.55	1.02	8665	Created Linked ==> Value Proposit	15
78.65	79.58	7.04	1.01	787	Federal Servic ==> Created Linked	16
78.65	79.48	22.64	1.01	2530	HHUSA Job Boar ==> Created Linked	17
28.49	28.79	22.64	1.01	2530	Created Linked ==> HHUSA Job Boar	18
69.41	70.01	65.35	1.01	7302	Interview Skil==> Resume Tailori	19
93.34	94.15	65.35	1.01	7302	Resume Tailori ==> Interview Skil	20
28.49	28.54	26.64	1.00	2977	Interview Skil==> HHUSA Job Boar	21
93.34	93.53	26.64	1.00	2977	HHUSA Job Boar ==> Interview Skil	22
28.49	28.20	27.30	0.99	3050	Value Proposit ==> HHUSA Job Boar	23
96.78	95.82	27.30	0.99	3050	HHUSA Job Boar ==> Value Proposit	24
93.34	91.98	13.54	0.99	1513	Volunteer Serv ==> Interview Skil	25
14.72	14.51	13.54	0.99	1513	Interview Skil==> Volunteer Serv	26
96.78	94.94	8.40	0.98	939	Federal Servic ==> Value Proposit	27
93.34	91.30	8.08	0.98	903	Federal Servic ==> Interview Skil	28
14.72	14.38	13.92	0.98	1555	Value Proposit ==> Volunteer Serv	29
96.78	94.53	13.92	0.98	1555	Volunteer Serv ==> Value Proposit	30
69.41	66.99	9.86	0.97	1102	Volunteer Serv ==> Resume Tailori	31
14.72	14.21	9.86	0.97	1102	Resume Tailori ==> Volunteer Serv	32
28.49	27.35	18.98	0.96	2121	Resume Tailori ==> HHUSA Job Boar	33
69.41	66.64	18.98	0.96	2121	HHUSA Job Boar ==> Resume Tailori	34

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).

Rank	Year	COUNT	PERCENT
Company-Grade Officer	2017	1178	3.2755887996
Company-Grade Officer	2018	1547	4.3016433557
Field-Grade Officer	2017	1033	2.8723966299
Field-Grade Officer	2018	1598	4.443455774
General Officer	2017	5	0.0139031783
General Officer	2018	7	0.0194644496
Junior Enlisted	2017	4385	12.19308734
Junior Enlisted	2018	4493	12.49339599
Non-Commissioned Officer	2017	5806	16.144370603
Non-Commissioned Officer	2018	6339	17.626449406
Senior Non-Commissioned Officer	2017	3978	11.061368629
Senior Non-Commissioned Officer	2018	4706	13.085671384
Warrant Officer	2017	385	1.0705447265
Warrant Officer	2018	503	1.3986597336

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.

Employment Status	Year	COUNT	PERCENT
Active Duty	2017	7556	23.401158289
Active Duty	2018	7814	24.200192016
Employed	2017	2129	6.5935767599
Employed	2018	3142	9.7308680975
Pending Medical Separation	2017	413	1.2790733686
Pending Medical Separation	2018	559	1.7312397411
Student	2017	299	0.9260119545
Student	2018	383	1.1861624702
Temporary/Contract Employee	2017	239	0.7401901576
Temporary/Contract Employee	2018	273	0.8454891759
Under employed - Insufficient income	2017	842	2.6076992165
Under employed - Insufficient income	2018	923	2.8585586423
Unemployed	2017	3868	11.97931184
Unemployed	2018	3849	11.920468271

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.

Disability Status	Year	COUNT	PERCENT
Disabled	2017	1793	4.9856797264
Disabled	2018	2377	6.6095709479
Not Disabled	2017	14977	41.64558018
Not Disabled	2018	16816	46.759169146

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%).

Education	Year	COUNT	PERCENT
2 Year Degree	2017	2489	6.9210021411
2 Year Degree	2018	2469	6.865389428
4 Year Degree	2017	4196	11.667547201
4 Year Degree	2018	4872	13.547256903
Doctorate	2017	125	0.3475794567
Doctorate	2018	269	0.7479909907
High School/GED	2017	6057	16.842310152
High School/GED	2018	4965	13.805856019
Other	2017	1583	4.4017462392
Other	2018	3452	9.5987542752
Post-Graduate Degree	2017	2320	6.4510747157
Post-Graduate Degree	2018	3166	8.8034924784

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%).

Gender	Year	COUNT	PERCENT
Female	2017	2331	8.7%
Female	2018	3007	11.2%
Male	2017	9944	37.2%
Male	2018	11483	42.9%

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

Race	Year	COUNT	PERCENT
American Indian or Alaska Native	2017	21	0.1%
American Indian or Alaska Native	2018	91	0.6%
Asian or Pacific Islander	2017	73	0.5%
Asian or Pacific Islander	2018	633	4.0%
Black or African American	2017	499	3.2%
Black or African American	2018	3146	20.0%
Hispanic or Latino	2017	252	1.6%
Hispanic or Latino	2018	1780	11.3%
Two or more races	2017	151	1.0%
Two or more races	2018	854	5.4%
White	2017	1110	7.1%
White	2018	7119	45.3%

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).

Service Branch	Year	COUNT	PERCENT
Air Force	2017	2786	8.1%
Air Force	2018	3108	9.0%
Army	2017	8595	24.9%
Army	2018	8839	25.6%
Coast Guard	2017	174	0.5%
Coast Guard	2018	173	0.5%
Marines	2017	2012	5.8%
Marines	2018	2164	6.3%
Navy	2017	3163	9.2%
Navy	2018	3476	10.1%

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.

Division	Year	COUNT	PERCENT
East North Central	2017	736	2.1%
East North Central	2018	754	2.2%
East South Central	2017	918	2.6%
East South Central	2018	917	2.6%
Middle Atlantic	2017	905	2.6%
Middle Atlantic	2018	977	2.8%
Mountain	2017	1933	5.5%
Mountain	2018	2009	5.8%
New England	2017	241	0.7%
New England	2018	251	0.7%
Pacific	2017	2967	8.5%
Pacific	2018	3061	8.8%
South Atlantic	2017	5555	15.9%
South Atlantic	2018	6580	18.9%
West North Central	2017	619	1.8%
West North Central	2018	701	2.0%
West South Central	2017	2503	7.2%
West South Central	2018	3274	9.4%

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

U.S. Department of Defense. (2017). 2017 Demographic Profile. Department of Defense. <https://download.militaryonesource.mil/12038/MOS/Reports/2017-demographics-report.pdf>.

## 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. The following table below contains the variable as well as its reference value used to make comparisons.

Variable	Reference Value
Rank	Junior Enlisted
Employment Status	Active Duty
Disability Status	Not Disabled
Education Level	High School/GED
Gender	Male
Race	White
Service Branch	Army
Location	South Atlantic

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.