



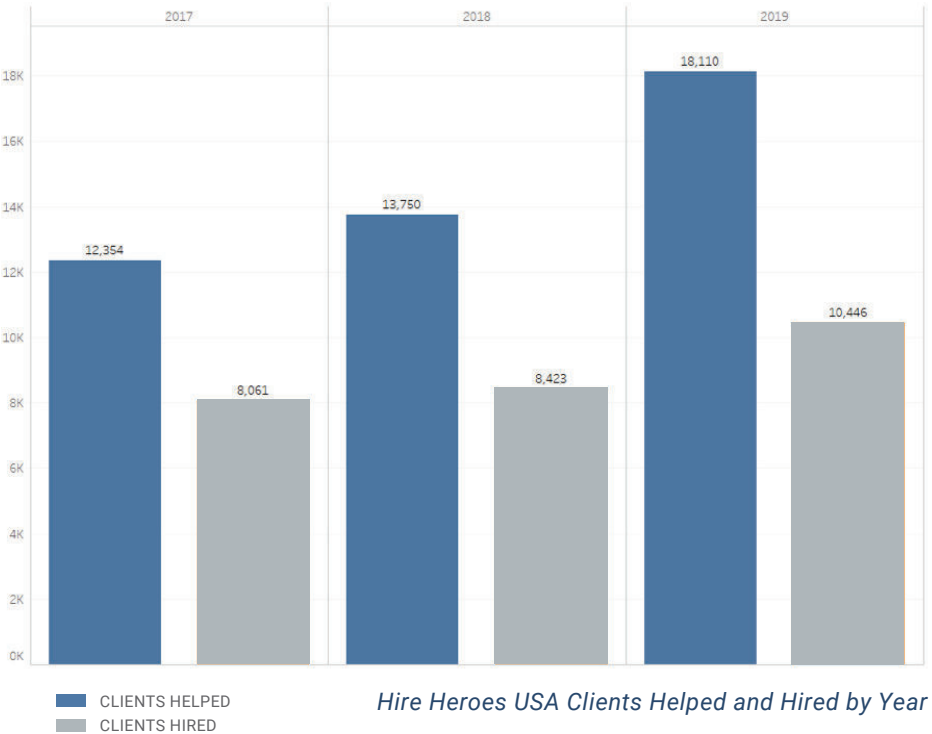
HIRE HEROES USA

THE HIRE HEROES
2019 REPORT

EXECUTIVE SUMMARY

**EXECUTIVE
SUMMARY**

This is the third year we have produced The Hire Heroes Report, a unique and unparalleled analysis of veteran job seekers and the employment environment. This year's report is an analysis of over 60,000 client records, a single year's worth of Hire Heroes USA data. This year's report reflects the latest chapter in sustained organizational growth and positive outcomes, which is reflected in the chart below:



For this year's report, we analyzed volumes of data using our internal Operations and Evaluation team, who were further supported through a partnership with SAS and Pinnacle, Inc. As a result, this year's report provides some of the most significant insights ever observed from an organization like Hire Heroes USA. None of this would be possible without the generosity of the Walmart Foundation and Wells Fargo. Their support has directly impacted our ability to conduct this analysis, and we are grateful for their commitment and dedication to the military and veteran community.

Our 2019 data includes extensive refinement of collection techniques and analysis points, including greater insight into military occupational specialties, Reserve Component segmentation, unemployment duration by demographic group, and greater understanding of our population of self-identified military spouses that are also veterans.

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



KEY FINDINGS

- 96.4% of Hire Heroes USA job seekers are Post 9/11. [learn more](#)
- Hire Heroes USA job seekers, particularly Active Duty enlisted, have higher levels of educational attainment than their peers reported across the Department of Defense. [learn more](#)
- 67.9% of Hire Heroes USA clients meet or exceed their desired salary, earning an average salary of \$59,573 - an increase of 3.2% from 2018. [learn more](#)
- Clients that completed a job-to-job transition earned on average \$25,133 more in their new careers. [learn more](#)
- Hire Heroes USA job seekers are more racially diverse and more gender diverse than their active duty counterparts reported by the Department of Defense. [learn more](#)
- More than 50% of Hire Heroes clients served in the military for less than 10 years. Another 30% served for over 20 years. [learn more](#)
- The average age of a Hire Heroes USA job seeker is 35 years old and the median job seeker has served in the military for 9 years. Marines are our youngest branch; Coast Guard is the oldest. [learn more](#)
- 31.3% of our confirmed hires migrated to a new state for work, traveling an average distance of 367 miles for new employment. Kansas lost the most confirmed hires to other states due to outbound migration (46.8%), while Idaho lost the fewest (15.9%). [learn more](#)
- Male veterans most frequently go into Safety/Security/Law Enforcement (7.1%), Installation/Maintenance/Repair (5.9%), and Management - Operations (4.8%), while female veterans most frequently go into Administrative/Clerical (16.8%), Healthcare Professional (8.2%), and Customer Service (6.3%). [learn more](#)
- 23.2% of self-identified military spouses have served in the military at some point in time; 51.5% of this subset of spouses are men. [learn more](#)
- Our top hiring companies continue to be organizations centered around serving military populations (e.g. the Departments of Veteran Affairs and the Army), large retailers (Amazon and Walmart), or defense contractors (CACI and Lockheed Martin). [learn more](#)
- The median unemployment duration for the Hire Heroes USA client is 12 weeks, which is slightly longer than the median duration for military veterans of 10.2 weeks (BLS 2020). The median unemployment duration for military spouses is 18 weeks. [learn more](#)
- Of the military members who registered for our services, 20.6% self-identified as female. [learn more](#)
- The plurality of service members seeking Hire Heroes USA's services have Infantry, Logistics, or Aviation/Aerospace Maintenance military occupations. [learn more](#)
- Military spouses were more than twice as likely than their veteran peers to participate in one of our Webinars and Virtual Workshops; spouses were also much more likely to use services provided by our volunteer team. [learn more](#)

Women veterans and military spouses continue to be a major area of interest for our organization, and more information about those groups can be found at many places in the report. But we're also seeing significant trends among Junior Enlisted job seekers and military members serving as part of a Reserve Component.

EXECUTIVE SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

**EXECUTIVE
SUMMARY**

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Among our military members serving in the Reserve Component members, we find that:

- The largest percentage of Reserve Component registrants are within the Army--this is nearly twice the rate as our overall military member population. [learn more](#)
- They are more gender-diverse than their Active Duty counterparts, with 22.0% of the total registrants also in a Reserve Component self-identifying as female. [learn more](#)
- While sharing the same degree of racial diversity as our overall military population overall, has subcategories that are some of our most racially-diverse groups of military members, including the Army Reserve, whose job seekers are 58.7% nonwhite. [learn more](#)

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

- Become a more sizable part of our client base, as the proportion of Junior Enlisted registrants increased more than four percentage points. [learn more](#)
- Maintain higher underemployment rates than more senior job seekers. [learn more](#)
- Remain as the only rank demographic that register after they separate from the military, waiting nearly three years before using our services. [learn more](#)
- Utilize fewer Hire Heroes service offerings than their more experienced counterparts. [learn more](#)
- The more junior the client, the less likely they were to both migrate to a new state, and if they did choose to migrate, the shorter the distance traveled. [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. Even with these successes, we still have concerning trends in our Junior Enlisted and military spouse demographics that 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.

JASON DOZIER

Director of Program
Operations & Evaluation



HANNAH HYDE

Manager of Program
Evaluation & Compliance



TABLE OF

S T I N E N T I C O N T E N T S

1

INTRODUCTION

4

SECTION ONE | REGISTERED

- 5 *Registrants by State of Origin*
- 7 *Registration Rate*
- 9 *Registrant Origin by Metropolitan Area*
- 11 *Registrants by Service Branch and Metro Area*
- 13 *Registration by Service Era*
- 13 *Veteran, Active Duty, Guard, and Reserve Registrants*
- 14 *Reserve Component*
- 16 *Military Spouse Job Seekers*
- 18 *Registrant Gender and Race*
- 20 *Service Branch and Rank*
- 23 *Length of Military Service*
- 24 *Registrant Age*
- 26 *Military Occupations*
- 26 *Service-Connected Disabilities*
- 27 *Education Level and Initial Employment Status*
- 28 *Relationship between Desired Salary, Military Rank, Education Level, and Gender*
- 30 *Junior Enlisted Population*
- 32 *Desired Job Function and Industry*
- 35 *How Registrants Find Hire Heroes*
- 36 *Registration Timing*

42

SECTION TWO | HELPED

- 43 *Service Branch*
- 43 *Services Provided by Hire Heroes*
- 48 *Volunteer Program*
- 51 *Job Board*

53

SECTION THREE | HIRED

- 53 *Hired Clients Overview*
- 54 *Hires by Location of Origin*
- 57 *Client Migration*
- 62 *Salary Achievement*
- 69 *Hires by Job Function*
- 72 *Hires by Industry*
- 73 *Hires by Company*
- 76 *Unemployment Duration*

80

CONCLUSION

83

APPENDIX



INTRODUCTION

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

From the inception of the organization, Hire Heroes USA's mission has been to empower U.S. military members, veterans and military spouses to succeed in the civilian workforce. Our unwavering dedication to each client's success drives us forward in our service delivery methodologies, ensuring we continue to equip our clients with the resources and support they need to be successful in their journey – whether they are entering the civilian workforce for the first time, or are seeking more gainful employment. In 2018 we implemented several changes to our service delivery model including the addition of Virtual Workshops and Career Fairs, Webinars and expansions to our Partnered Career Transition (PaCT) program. These updates and additions ensure our clients are receiving the most efficient and effective support available. As always, we provide our services at no cost to our clients, and as a 501 (c) 3 non-profit we rely on the support of partnerships and the generosity of our communities to continue supporting our clients without sacrificing the one-on-one personal care provided to each and every individual that comes to us.

The 2019 Hire Heroes Report examines the diverse group of job seekers and clients that registered for our services in 2019 – including where they registered, how they heard about us, and the services they utilized. We also dive into the data for our clients that were confirmed as hired in 2019 by looking at the industries they were hired into, the starting salaries they attained and migration patterns from states and regions. Over the past several years we have worked to design our programs to provide increasingly granular data, which allows us to glean sharp insights into the characteristics of our client base. We examined and better streamlined our intake process and job seeker experiences to allow us to better serve our clients as a whole. Additionally, this gives us the ability to cohesively examine each population – regardless of if they register through MyTrak, attend a webinar, or sign up for our job board.

The Hire Heroes USA registration process includes questions pertaining to race, gender, spousal status, and education level, among others. When our job seekers provide us with insights into these categories, we are better able to understand our client base and the demographics that distinguish each individual. As we observed in previous years, our clientele continues to surpass the Department of Defense in racial and gender diversity. In this edition of the Hire Heroes Report we will further explore the gender pay disparities observed in previous years, the registration timing of veteran and military member job seekers as it relates to their separation from the military (and its impact on their time to hired), and how level of education completed relates to a client's salary attainment.

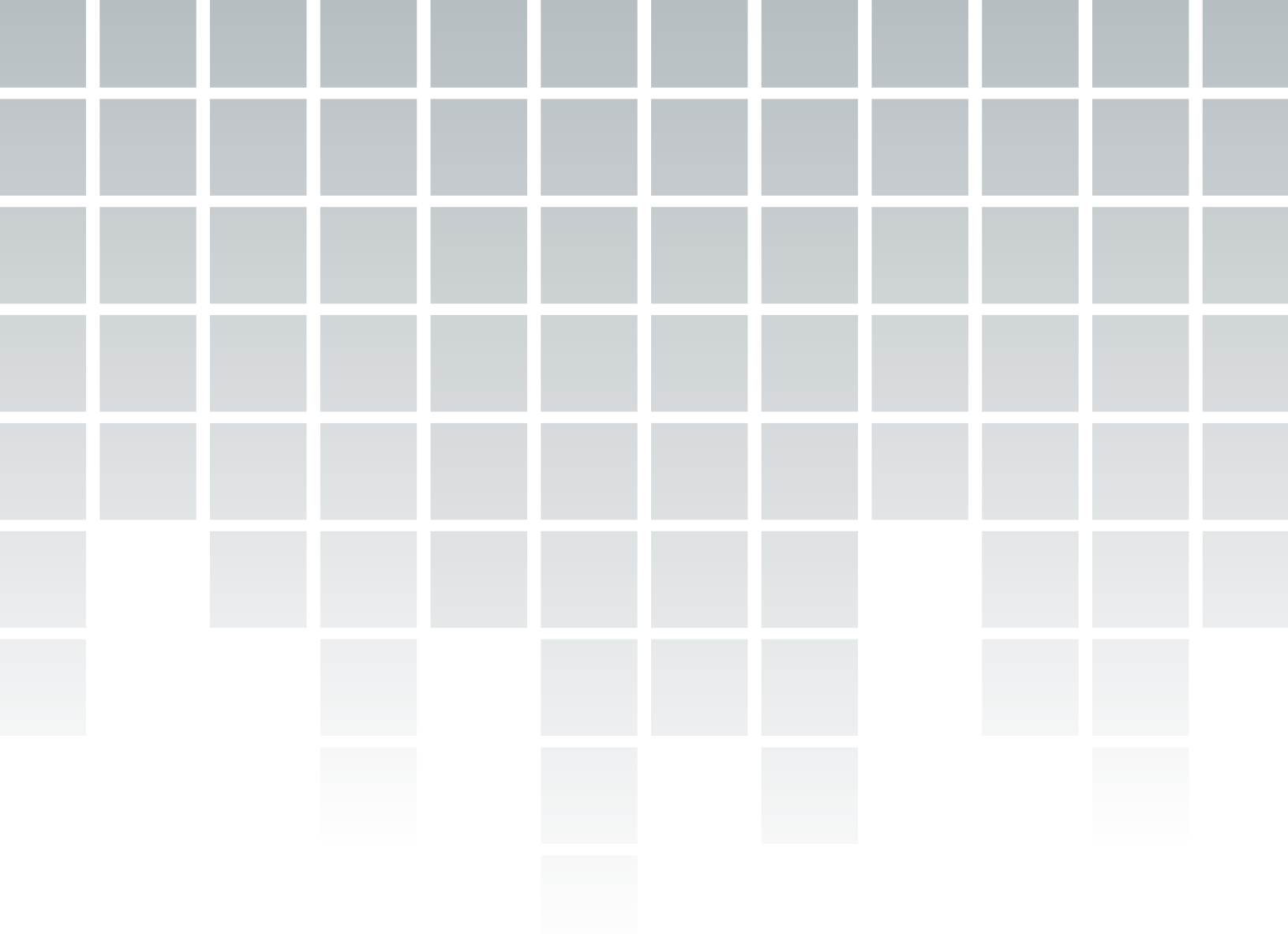
For the second year in a row, Hire Heroes USA partnered with SAS Institute and Pinnacle Solutions, Inc. to examine and understand the data even further. Through our partnership with them, we discovered insights such as: clients participating in Interview Skills Training services were 2.9 times more likely to find a job than their

★★★★

1

peers that did not and that, when looking at military rank, more junior clients were less likely to migrate to a new state when hired. Many of the observations garnered by SAS institute and Pinnacle Solutions are woven into the narrative of the 2019 Hire Heroes Report, however the full set of questions provided to SAS and Pinnacle may be found in the Appendix of this document – along with their methodologies and key takeaways.

Hire Heroes USA reviewed tens of thousands of job seeker records and data points to compile the findings presented in this report. We look to use this information to further our mission to empower military members, veterans and their spouses to succeed in the civilian workforce by striving to design efficient and effective programs. We anticipate that the information presented here will advance our suite of service delivery, but will further the national conversation about military member, veteran and military spouse services. By slicing the data and leveraging what is learned, we hope to corroborate, or challenge, accounts produced by other veteran service organizations, think tanks and federal entities. We understand that tens of thousands of client records are more than just data points – they are tens of thousands of individuals and their families. We hope to tell the story of those individuals and the unique experiences that make them who they are.



SECTION ONE

REGISTERED



SECTION ONE

REGISTERED

In 2019 alone, 30,498 service members, veterans and military spouses registered as job seekers for Hire Heroes USA's services. Nearly 8,000 more jobseekers registered last year, a 33.59% increase from 2018. The dots displayed in *Figure 1* reflect each individual that registered from across the continental United States.

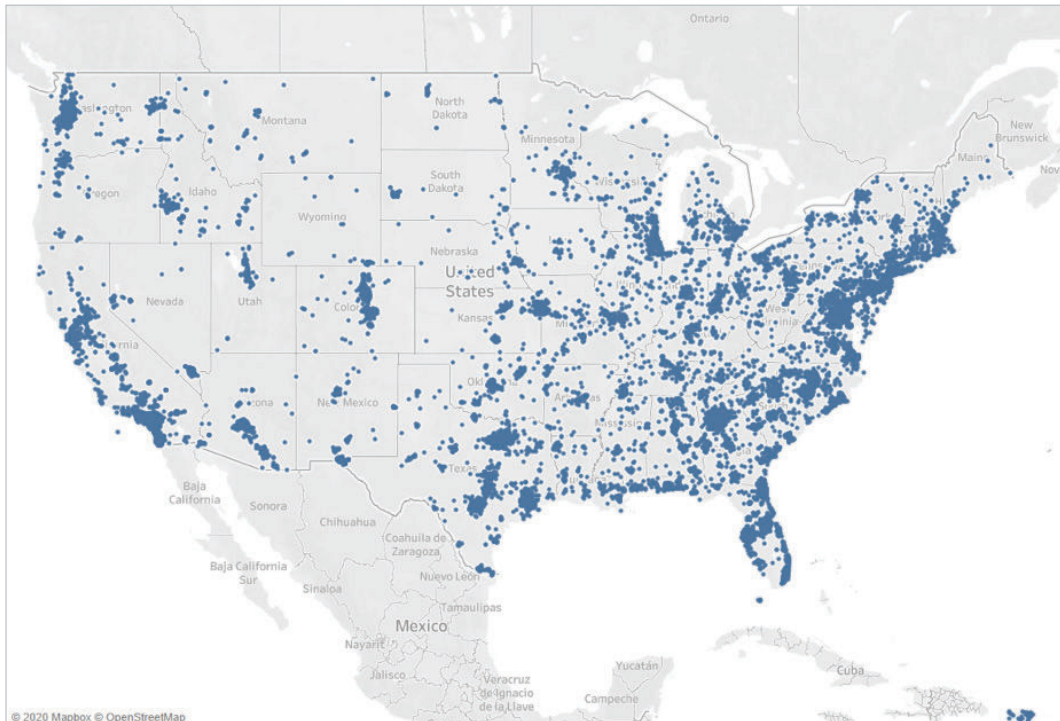


Figure 1 - Total Registrants in Continental United States

Just as in 2017 and 2018, Hire Heroes registrants came from all 50 states, the District of Columbia, Guam, and Puerto Rico. Our job seekers also registered from many countries across the globe, including: Canada, the United Kingdom, Germany, Italy, Colombia, China, India, Pakistan, Afghanistan, Australia, and many more. *Figure 2* illustrates which countries our job seekers were located in when they registered for our services in 2019.

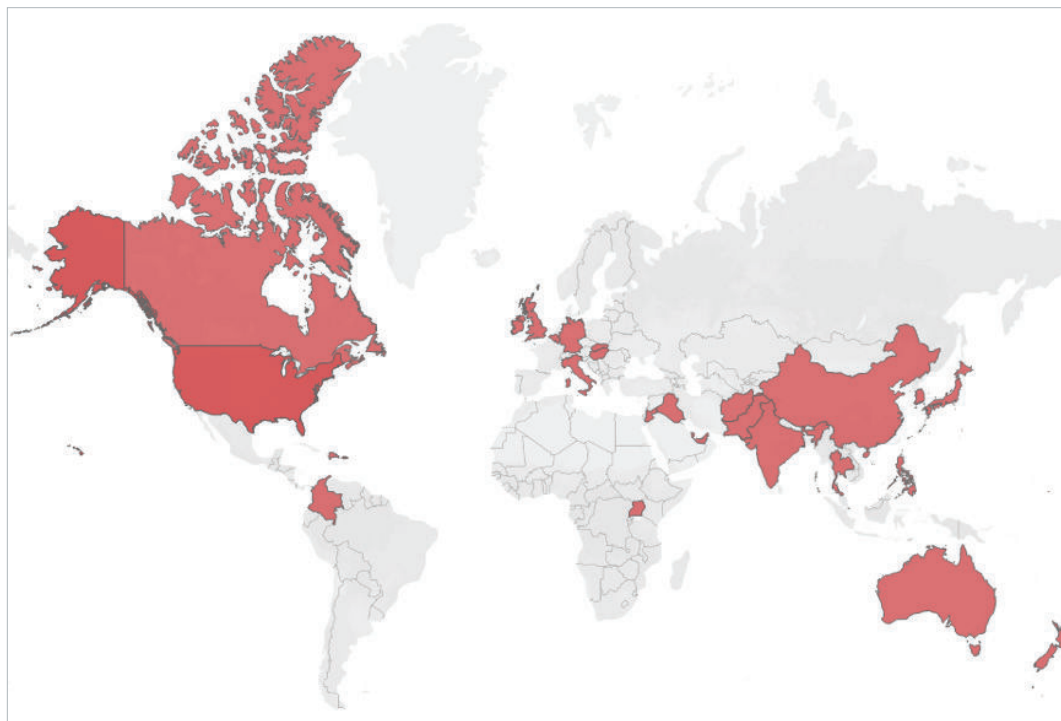


Figure 2 - Global Registration

REGISTRANTS BY STATE OF ORIGIN

Hire Heroes remains headquartered in Georgia and continues to maintain offices in California, Colorado, North Carolina, Washington, and Idaho. In previous years, the location of Hire Heroes offices, along with the proximity and concentration of military bases, had influenced the high number of registrants from individual states. Texas and California's representation across our client population continues to grow (ratios increased .56% and .58% respectively), while it dropped in states like North Carolina, Washington, and Colorado that have significant Hire Heroes presence.

In *Figure 3*, the darkest colors represent states with the highest number of clients who registered with Hire Heroes in 2019. *Table 1* identifies the Top 10 states for registrants, and details how many individuals registered from each of those states.

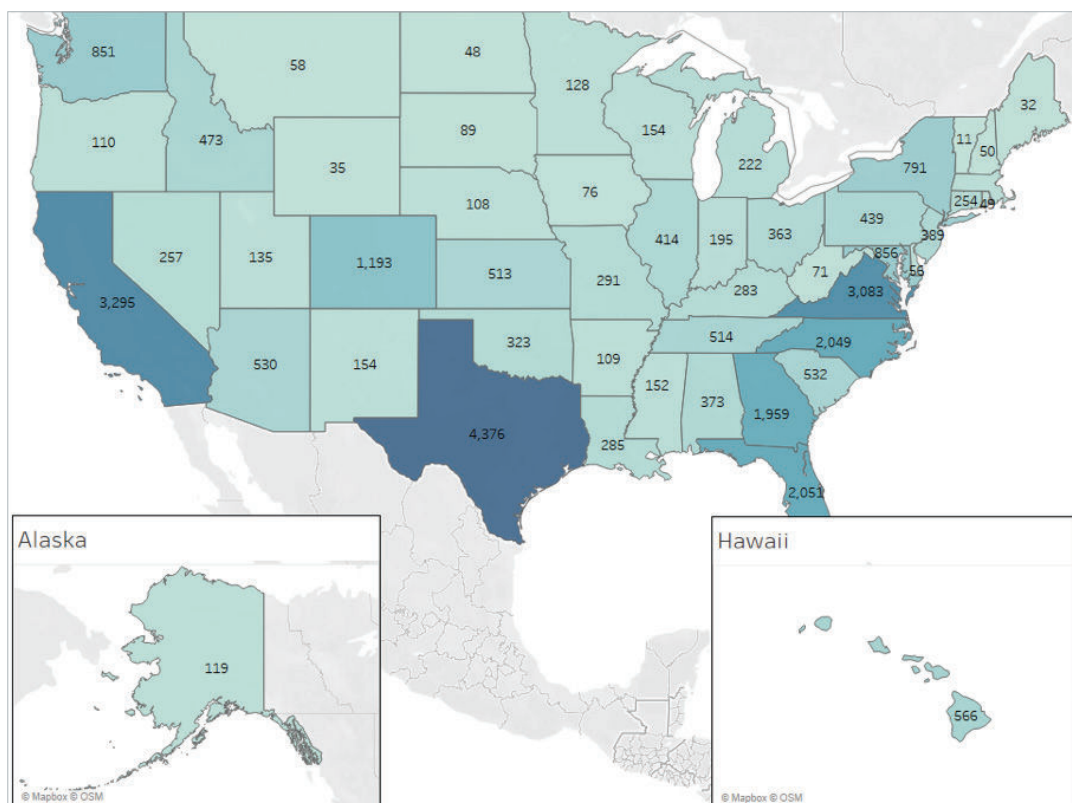


Figure 3 - Registrants by State

STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
TX	14.61%	4,376
CA	11.00%	3,295
VA	10.29%	3,083
FL	6.85%	2,051
NC	6.84%	2,049
GA	6.54%	1,959
CO	3.98%	1,193
MD	2.86%	856
WA	2.84%	851
NY	2.64%	791

Table 1 - Top 10 States for Registrants

Texas, California, and Virginia continue to be our largest states of origin for registrants, with each experiencing registration increases of 36.45%, 38.56%, and 33.69% respectively since our 2018 report. This also outpaces our overall growth in jobseeker intake. Not only did these states grow in terms of raw jobseekers, but they also grew in terms of the total proportion of registrants that originated from those locations.

Hire Heroes USA's year-over-year growth is reflected in the following map, *Figure 4*. Every state grew in intake compared to 2018 with the exception of North Dakota, which saw a 17.24% decline in jobseekers. The biggest spikes appear to be in states that historically haven't had large populations of Hire Heroes USA jobseekers or veterans, including Montana, South Dakota, Minnesota,

Wisconsin, Kentucky, and West Virginia. Notably, some of our slowest growth occurred in states where Hire Heroes USA maintains offices, including Washington, Idaho, Colorado, and North Carolina.

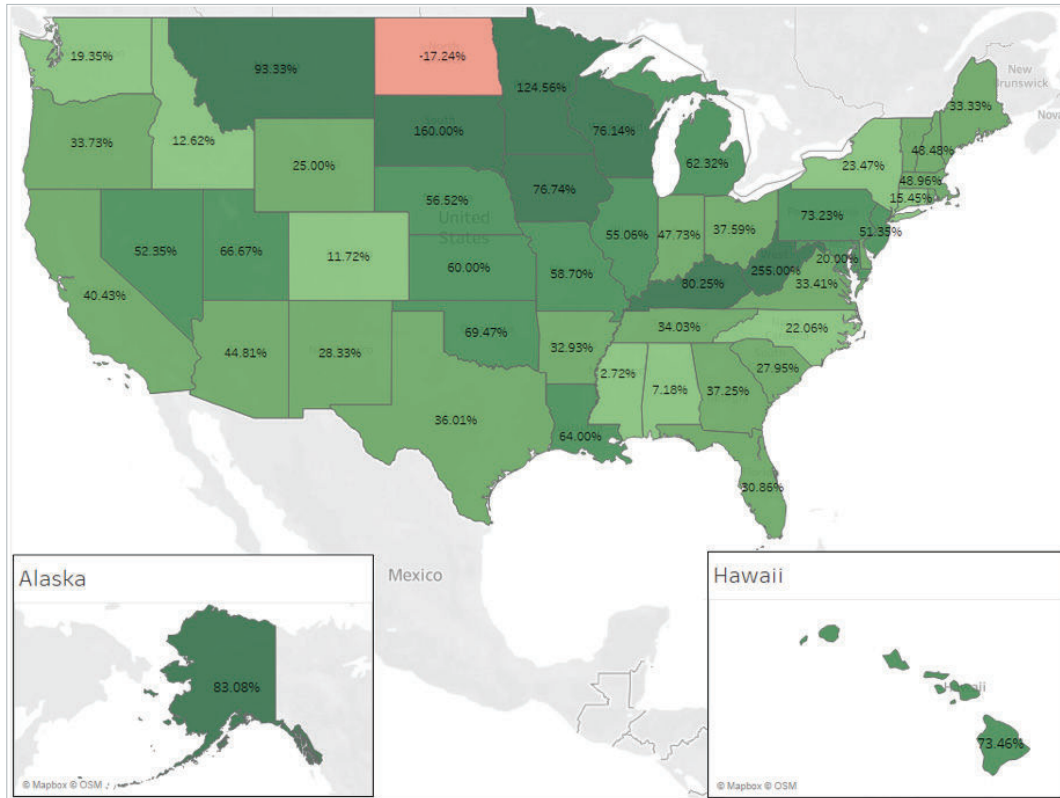


Figure 4 - Change in Jobseekers by State: 2018 to 2019

REGISTRATION RATE

Though our clients register from many states and metropolitan areas from across the country, in some cases, registration volume is a function of the unique veteran demographics of that state or metropolitan area.

Figure 5 looks at the registration rate of Hire Heroes USA job seekers by state veteran populations. States in green have registration rates higher than our organizational average, while states in red are lower than that average. Our highest registration rates are mostly in states with Hire Heroes USA offices--the most significant exception to this are Hawaii and Virginia, which have the highest registration of all states with 4.42 and 3.76 Hire Heroes registrants per 1,000 veteran residents respectively. The lowest registration rate is Maine, with just 0.28 Hire Heroes registrants per 1,000 veteran residents.

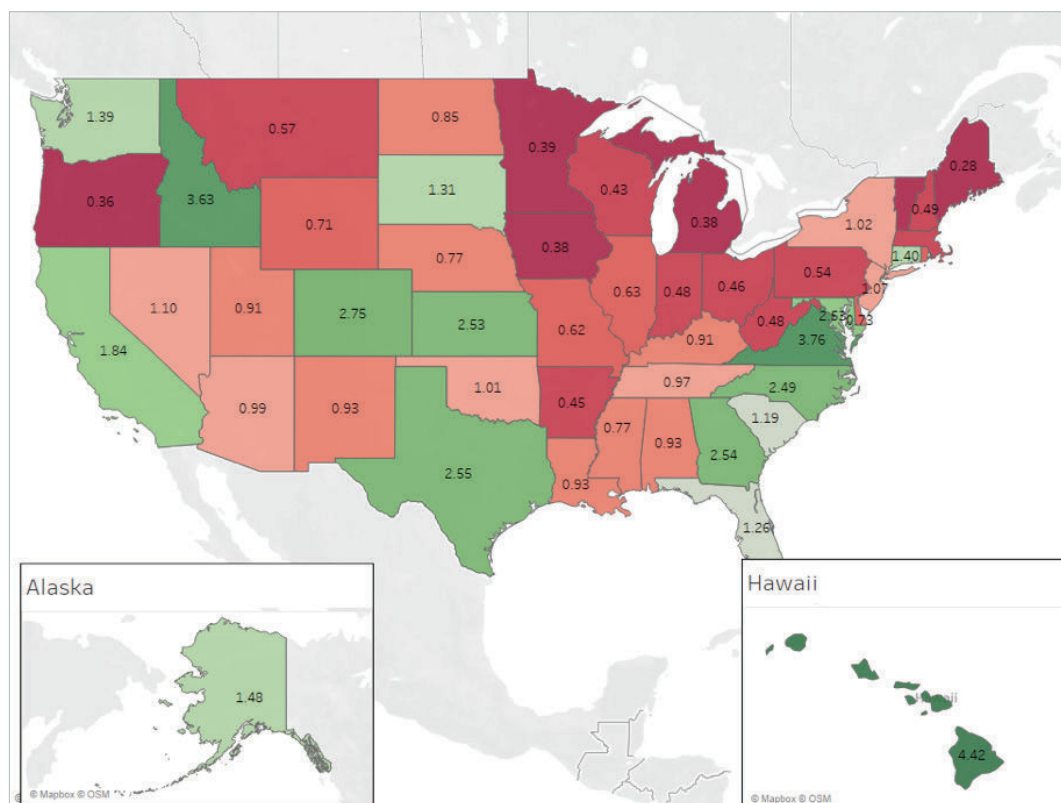


Figure 5 - Veteran Registrants per 1,000 Veteran Residents by State

Looking at this more granularly, the following table highlights the Top 20 locations where we receive the most registrants, also controlled for the area’s overall veteran populations. Note that in last year’s reporting, we calculated ratios based on the entire population of the metropolitan areas listed here (determining a registration rate per 1,000 residents), but this year we’ve refined this analysis to only look at the veteran populations specifically.

Because of the change, *Table 2* indicates the number of registrants per 100 residents in that specific metropolitan area. Despite the shift in methodology and though we only saw 363 jobseekers from this location, Manhattan, KS--home to the Army’s Fort Riley--continues to lead all other metropolitan areas with just under two registrants per 100 residents.

METROPOLITAN AREA	TOTAL REGISTRANTS	REGISTRANTS PER 100
MANHATTAN / KS	363	1.96
MOUNTAIN HOME, ID	67	1.42
HINESVILLE, GA	244	1.35
WATERTOWN-FORT DRUM, NY	193	1.18
SANFORD, NC	55	1.17
KILLEEN-TEMPLE, TX	929	1.11
ABILENE, TX	144	0.98
FAYETTEVILLE, NC	715	0.86
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS, VA-NC	1,267	0.85
COLORADO SPRINGS, CO	824	0.79
EL PASO, TX	468	0.78
PINEHURST-SOUTHERN PINES, NC	72	0.73
OZARK, AL	49	0.69
KODIAK, AK	7	0.67
URBAN HONOLULU, HI	517	0.62
JACKSONVILLE, NC	255	0.60
ELIZABETHTOWN-FORT KNOX, KY	137	0.59
ANCHORAGE, AK	59	0.57
FORT LEONARD WOOD, MO	53	0.55
CLARKSVILLE, TN-KY	272	0.54

Table 2 - Veteran Registrants per 100 Residents by Metropolitan Area

REGISTRANT ORIGIN BY METROPOLITAN AREA

Table 3 shows the top metropolitan areas for all Hire Heroes registrants in 2019. Virginia was the top source for registrants in last year's report, but it was supplanted by Washington, DC in 2019. San Diego had historically been our largest registrant source but is now third.

EXECUTIVE
SUMMARY

INTRODUCTION

**SECTION ONE:
REGISTERED**

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

METROPOLITAN AREA	TOTAL REGISTRANTS	% OF TOTAL
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	1,533	5.37%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	1,453	5.09%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	1,409	4.94%
KILLEEN-TEMPLE-FORT HOOD / TX	1,006	3.52%
SAN ANTONIO-NEW BRAUNFELS / TX	983	3.44%
COLORADO SPRINGS / CO	907	3.18%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	742	2.60%
FAYETTEVILLE / NC	712	2.49%
DALLAS-FORT WORTH-ARLINGTON / TX	608	2.13%
HONOLULU / HI	595	2.08%
JACKSONVILLE / FL	551	1.93%
EL PASO / TX	544	1.91%
NEW YORK-NORTHERN NEW JERSEY-LONG ISLAND / NY-NJ-PA	502	1.76%
LOS ANGELES-LONG BEACH-SANTA ANA / CA	502	1.76%
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	494	1.73%
HOUSTON-SUGAR LAND-BAYTOWN / TX	493	1.73%
TAMPA-ST. PETERSBURG-CLEARWATER / FL	443	1.55%
SEATTLE-TACOMA-BELLEVUE / WA	433	1.52%
MANHATTAN / KS	384	1.35%
BALTIMORE-TOWSON / MD	378	1.32%

Table 3 - Top 20 Metropolitan Areas for Registration

The following table, *Table 4*, presents the metropolitan areas where our military spouses originate. For the first time, San Diego is no longer the largest metropolitan area for our military spouse job seekers. With a 125.77% growth in spouse registrants from our 2018 dataset, the Washington DC area is now our largest source of military spouse registrants.

EXECUTIVE
SUMMARY

INTRODUCTION

**SECTION ONE:
REGISTERED**SECTION TWO:
HELPEDSECTION THREE:
HIRED

CONCLUSION

APPENDIX

METROPOLITAN AREA	TOTAL REGISTRANTS	% OF TOTAL
WASHINGTON-ARLINGTON-ALEXANDRIA / DC-VA-MD-WV	219	7.42%
SAN DIEGO-CARLSBAD-SAN MARCOS / CA	209	7.08%
VIRGINIA BEACH-NORFOLK-NEWPORT NEWS / VA-NC	186	6.30%
SAN ANTONIO-NEW BRAUNFELS / TX	108	3.66%
FAYETTEVILLE / NC	89	3.02%
JACKSONVILLE / FL	85	2.88%
COLORADO SPRINGS / CO	83	2.81%
HONOLULU / HI	78	2.64%
KILLEEN-TEMPLE-FORT HOOD / TX	77	2.61%
EL PASO / TX	76	2.58%
ATLANTA-SANDY SPRINGS-MARIETTA / GA	65	2.20%
RIVERSIDE-SAN BERNARDINO-ONTARIO / CA	63	2.13%
TAMPA-ST. PETERSBURG-CLEARWATER / FL	55	1.86%
BALTIMORE-TOWSON / MD	55	1.86%
DALLAS-FORT WORTH-ARLINGTON / TX	46	1.56%
SEATTLE-TACOMA-BELLEVUE / WA	42	1.42%
NEW YORK-NORTHERN NEW JERSEY-LONG ISLAND / NY-NJ-PA	40	1.36%
JACKSONVILLE / NC	40	1.36%
CLARKSVILLE / TN-KY	38	1.29%
LOS ANGELES-LONG BEACH-SANTA ANA / CA	35	1.19%

Table 4 - Top 20 Metropolitan Areas for Military Spouses

REGISTRANTS BY SERVICE BRANCH AND METRO AREA

We recognize that different metropolitan areas are centered around different 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, and that reality is reflected in our registration. 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.

EXECUTIVE
SUMMARY

INTRODUCTION

**SECTION ONE:
REGISTERED**

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

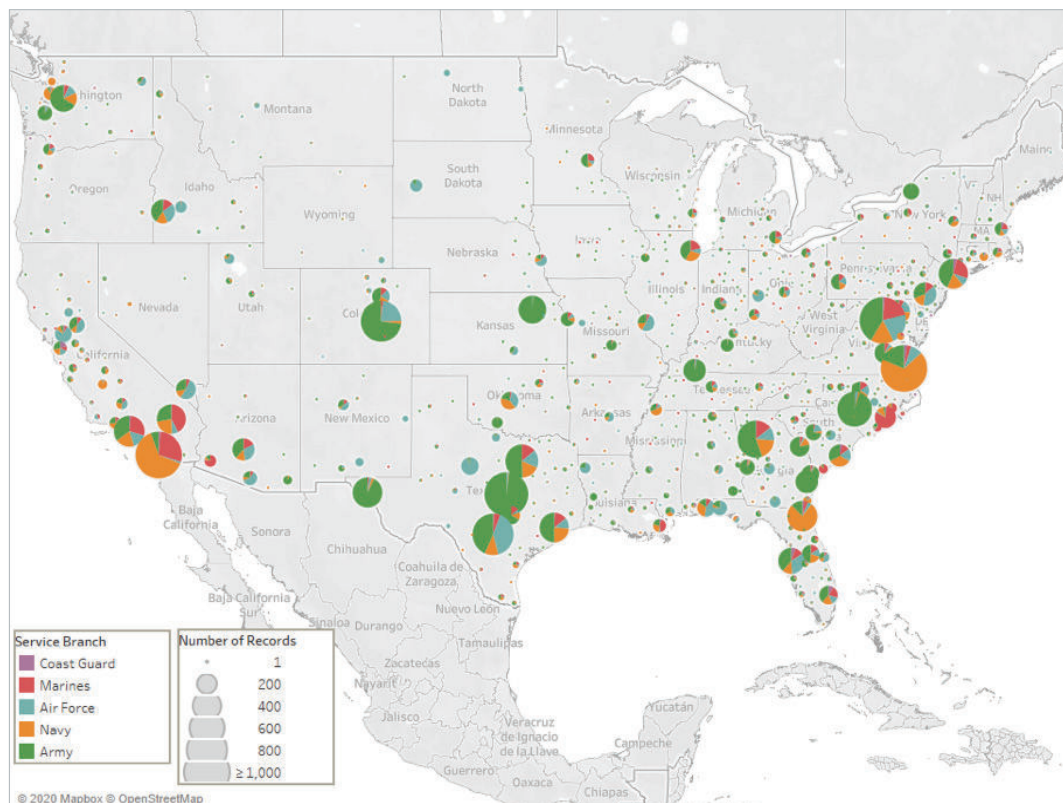
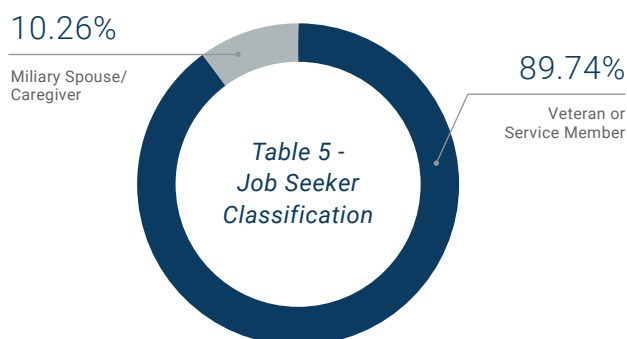


Figure 6 - Military Member Registration by Metropolitan Area

Our job seekers make up two distinct groups--1) those with some degree of military service and 2) military spouses. Military members--which include separated military veterans, individuals who were on active duty status at the time of registration, and reserve component personnel (including members of both the National Guard and Reserves) -- make up the vast majority of our job seekers. Military spouses make up a smaller portion of our registrants, but that has been rapidly growing year over year, largely through the success of our Serving Spouses program. For simplicity, we'll call the largest group the "Military Group" and the smallest group the "Spouse Group." Table 5 shows the breakdown between the two, with military spouses making up just over 10% of our job seeker population.



REGISTRATION BY SERVICE ERA

Just as with last year's registrants, the vast majority of military members who registered with us served in the Post-9/11 Era, having separated from the military after September 11, 2001. Over 96% of our 2019 registrants served during the Post-9/11 Era. While this is a marginal increase over the previous year, it illustrates the continued trend of our major stake in the success of the Post-9/11 military generation.

Most Recent Service Period	
Post 9/11	96.35%
Gulf War Era	2.60%
Peacetime 1975-1990	0.95%
Vietnam Era	0.09%
Peacetime 1955-1964	0.01%

Table 6 - Military Group Registration by Service Era

VETERAN, ACTIVE DUTY, GUARD, AND RESERVE REGISTRANTS

Table 7 highlights the top ten states of origin for our Military Group registrants. Over a quarter of our military clients come from either Texas or California. This aligns with reporting from the Department of Defense which shows that 24% of all Active Duty military personnel are located in these two states.

STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
TX	14.80%	3,985
CA	10.80%	2,908
VA	9.99%	2,689
FL	6.79%	1,829
NC	6.72%	1,808
GA	6.51%	1,753
CO	4.03%	1,085
WA	2.80%	754
MD	2.78%	749
NY	2.72%	731

Table 7 - Top 10 States for Military Group Registrants

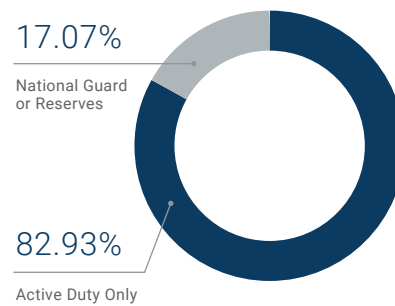
RESERVE COMPONENT

In 2019, we were able to develop a greater understanding of our jobseekers serving as part of a Reserve Component organization, and we've seen that reflected in our growth across that population. In 2018, National Guard members or Reservists made up 16.28% of our military member job seekers. In 2019, that increased to 17.07%. With the exception of the Marines, the percentage of National Guard or Reservist job seekers increased across all branches.

Table 8 highlights the breakdown of job seekers by service branch and duty status. The Army continues to have the largest proportion of Reserve and Guard registrants, while the Marines have the smallest.

	Active Duty Only	National Guard or Reserves
Army	75.91%	24.09%
Navy	91.39%	8.61%
Air Force	85.67%	14.33%
Marines	91.85%	8.15%
Coast Guard	89.47%	10.53%
Grand Total	82.93%	17.07%

Table 8 - Duty Status by Service Branch



Last year, Hire Heroes USA began collecting more detailed information about the circumstances of a service member's status as a member of the Reserve Component. Specifically, we are now able to make distinctions between the Army Reserve, Air National Guard, Marine Corps Reserve, and other reserve component institutions for the very first time.

Table 9 describes this breakdown of Reserve Component members. Of the 17.07% of our military members that have served as part of the Reserve Component, the plurality serve in the Army National Guard (40.38%). In fact, the vast majority (70.29%) serve as part of an Army affiliate. The smallest component is the Coast Guard Reserve, with less than a percentage of all our Reserve Component registrants serving with that institution.

AIR FORCE RESERVE	6.91%
AIR NATIONAL GUARD	7.80%
ARMY NATIONAL GUARD	40.38%
ARMY RESERVE	29.91%
COAST GUARD RESERVE	0.30%
MARINE CORPS RESERVE	5.23%
NAVY RESERVE	9.48%

Table 9 - Reserve Component Breakdown

Table 10 highlights the gender breakdown across Reserve Component statuses. Overall, women make up 22.00% of these military members, though more than a quarter of Air Force Reserve (34.78%), Air National Guard (31.17%), Army Reserve (27.61%), and Navy Reserve (27.08%) members are women. This is much higher than our overall military member population, where only 20.58% of our military member registrants are women. Much more on this will be discussed further on in the report.

	Female	Male
Air Force Reserve	34.78%	65.22%
Air National Guard	31.17%	68.83%
Army National Guard	14.53%	85.47%
Army Reserve	27.61%	72.39%
Coast Guard Reserve		100.00%
Marine Corps Reserve	9.43%	90.57%
Navy Reserve	27.08%	72.92%
Grand Total	22.00%	78.00%

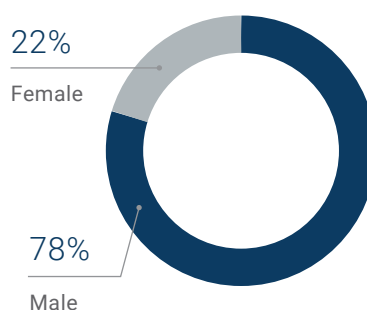


Table 10 - Reserve Component Breakdown by Gender

Table 11 shows that race varies greatly across Reserve Component organizations. 52.05% of our reservists and National Guard members are white, which is within a percentage point of our military member population as a whole. But each organization tells a different story. Though each organization is majority or plurality white, some organizations have much greater degrees of racial diversity than others. For instance, 58.74% of our Army Reserve jobseekers are nonwhite (28.67% are Black or African American) --conversely 36.99% of our Air National Guard are nonwhite (only 8.22% are Black or African American).

	American Indian or Alaska N..	Asian or Pacific Islander	Black or African American	Hispanic or Latino	Two or more races	White
Air Force Reserve	1.59%	4.76%	26.98%	11.11%	6.35%	49.21%
Air National Guard		6.85%	8.22%	6.85%	15.07%	63.01%
Army National Guard	1.02%	4.86%	16.62%	14.07%	5.63%	57.80%
Army Reserve	0.35%	5.59%	28.67%	16.08%	8.04%	41.26%
Coast Guard Reserve				50.00%		50.00%
Marine Corps Reserve	4.08%	2.04%	4.08%	26.53%	6.12%	57.14%
Navy Reserve	2.30%	2.30%	24.14%	10.34%	9.20%	51.72%
Grand Total	1.05%	4.84%	20.29%	14.30%	7.47%	52.05%

Table 11 - Reserve Component Breakdown by Race

Note that there will be a larger discussion of race, gender, and how it intersects with branch and rank categories later in this document.

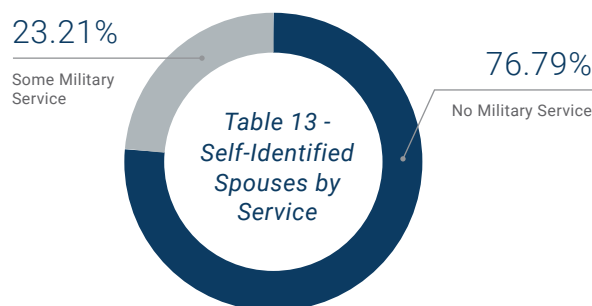
MILITARY SPOUSE JOB SEEKERS

Military spouses continue to be an important focus area for Hire Heroes USA, as they have been for many years. *Table 12* displays the primary states from which spouses registered in 2019. The locations strongly mirror the Military Group registrants, with some deviation as to which states provide the most spouse job seekers to our organization. For instance, California has historically almost always provided the plurality of military spouse job seekers for Hire Heroes USA, but in 2019, both Virginia and Texas overcame California in our rankings. Virginia’s spouse growth continues to be remarkable, as the number of spouses originating from there nearly doubled for the second year in a row.

STATE OF ORIGIN	% OF RECORDS	TOTAL REGISTRANTS
VA	12.98%	394
TX	12.88%	391
CA	12.75%	387
NC	7.94%	241
FL	7.31%	222
GA	6.79%	206
CO	3.56%	108
MD	3.53%	107
WA	3.20%	97
HI	2.54%	77

Table 12 - Top Ten States for Spouse Group Registrants

Last year, Hire Heroes USA worked to gain a better understanding about our military spouse population through several different means. We now ask our spouse jobseekers to characterize the nature of their partner or spouse’s military service. As we can see from *Table 13*, 76.79% of self-identified military spouses have never served in the military and 23.21% served at some point in time (this includes those currently serving, those who have already separated, and those serving in a reserve component)—note that for the purposes of this report, this group is the population we’ll be further discussing as we talk about our military spouses in general.



As described in *Table 14*, the vast majority (72.10%) of our military spouses are partnered with service members that are actively serving in the military.

CURRENTLY SERVING	72.10%
PRIOR SERVICE / SEPARATED	19.34%
RETIRED	2.35%
RESERVE COMPONENT	6.21%
NAVY RESERVE	9.48%

Table 14 - Spouse or Partner's Military Status

As alluded earlier, we recognize that many veterans consider themselves military spouses, even if they themselves served in the military at one point in time. Though those individuals are considered military members throughout the rest of this report, we wanted to highlight this aspect of the military spouse population. It is notable that there are significant gender differences between self-identified military spouses that served in the military and those that didn't.

As *Table 15* shows, overall, 83.08% of our self-identified military spouses are women. However, 95.03% of our military spouse population that never served in the military are women. This is consistent with our historical reporting which has considered spouses to be a separate population of jobseekers from those that have served. However, when evaluating those with any military service at all (including those currently serving, those who have already separated, and those serving in a reserve component), we see that the majority (51.47%) of this military spouse population are men.

	Female	Male
No Military Service	95.03%	4.97%
Some Military Service	48.53%	51.47%
Grand Total	83.08%	16.92%

Table 15 - Self-Identified Spouses by Gender

Looking deeper, *Table 16* shows the breakdown of registrants that self-identified as military spouses by the categorization of their partner's military service. From here, we can see that 65.31% of self-identified military spouses have a partner that is currently serving in the military and 28.41% have a partner that has already separated. The relationship between those categories drastically differ depending on whether the spouse themselves is currently serving, has already separated, or has never served. For instance, 58.44% of currently serving spouses are married to or partnered with another currently serving servicemember.

Spouse Military Status	Partner's Military Status		
	Currently Serving	Prior Service	Reserve Component
No Military Service	72.10%	21.69%	6.21%
Currently Serving	58.44%	36.36%	5.19%
Prior Service	38.63%	56.54%	4.83%
Reserve Component	37.70%	34.43%	27.87%
Grand Total	65.31%	28.41%	6.28%

Table 16 - Self-Identified Spouses by Partner's Military Status

REGISTRANT GENDER AND RACE

Women made up 28.27% of registrants in 2019 (compared to 27.42% of registrants in 2018), reflecting a nearly 3-point increase in the percentage of women registrants over the last two years. As we observed last year, gender diversity varies dramatically across racial categories. *Table 17* 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, but that percentage continues to drop, especially as Latinos and multi-racial jobseeker populations become a bigger part of our registrant pool.

Race	Gender		Grand Total
	Female	Male	
American Indian or Alaska Native	0.20%	0.54%	0.74%
Asian or Pacific Islander	1.62%	3.02%	4.64%
Black or African American	7.78%	14.06%	21.83%
Hispanic or Latino	3.90%	10.06%	13.96%
Two or more races	2.59%	4.85%	7.44%
White	12.18%	39.20%	51.38%
Grand Total	28.27%	71.73%	100.00%

Table 17 - Registrant Race and Gender

Our Spouse Group continues to be significantly majority-female, with women representing 95.19% of our military spouses. *Table 18* further examines race and gender relationships amongst registrants by categorizing military members and military spouses. Women veterans make up only 20.60% of our military members, which is a marginal decrease from 2018. Despite this marginal drop, women veteran job seekers continue to vastly out-pace the Department of Defense's reporting. Comparatively, women make up only 16.5% of the total US active-duty military population (2018 Department of Defense Demographics Report, 2019)

Race	Veteran or Service Member		Military Spouse / Caregiver		Grand Total
	Female	Male	Female	Male	
American Indian or Alaska Native	0.14%	0.60%	0.75%	0.04%	0.74%
Asian or Pacific Islander	1.05%	3.34%	6.61%	0.25%	4.64%
Black or African American	7.12%	15.45%	13.55%	1.88%	21.83%
Hispanic or Latino	2.77%	11.16%	13.80%	0.46%	13.96%
Two or more races	2.01%	5.37%	7.65%	0.29%	7.44%
White	7.52%	43.48%	52.84%	1.88%	51.38%
Grand Total	20.60%	79.40%	95.19%	4.81%	100.00%

Table 18 - Registrant Race and Gender as Percentage of Veteran or Spouse Status

The following table, Table 19, highlights race as a percentage of gender, split between Military and Spouse cohorts. Just as last year, military member clients are commonly white men, and military spouses are often white women. Notably, women veterans are likely to be nonwhite, while most male military spouses are likely to be nonwhite.

Race	Veteran or Service Member			Military Spouse / Caregiver			Grand Total
	Female	Male	Total	Female	Male	Total	
American Indian or Alaska Native	0.67%	0.75%	0.74%	0.79%	0.87%	0.79%	0.74%
Asian or Pacific Islander	5.11%	4.20%	4.39%	6.94%	5.22%	6.86%	4.64%
Black or African American	34.53%	19.46%	22.57%	14.23%	39.13%	15.43%	21.83%
Hispanic or Latino	13.43%	14.05%	13.92%	14.49%	9.57%	14.26%	13.96%
Two or more races	9.76%	6.77%	7.38%	8.04%	6.09%	7.94%	7.44%
White	36.49%	54.76%	51.00%	55.51%	39.13%	54.72%	51.38%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 19 - Registrant Race as Percentage of Gender, by Veteran or Spouse Status

Our racial and gender distributions are largely unchanged between our 2018 and 2019 datasets, but the biggest observed shifts happened with our military spouses. In 2018, 19.34% of our military spouses self-identified as Black or African American while in 2019 that number dropped to 15.43%--conversely, our population of white spouses grew from 49.82% to 54.72%

Table 20 highlights the racial breakout of our military members by branch and rank categories. As we've reported in years past, Hire Heroes USA job seekers are more racially diverse than their active duty counterparts reported by the Department of Defense. Overall, DoD reports that one-third (31.0%) of active duty members belong to a racial minority. The Navy has the highest percentage of racial minorities among enlisted members (41.1%), and the Army has the highest percentage of racial minorities among its officers (26.5%) (DoD 2019). This same trend occurs with our job seekers. Comparatively among Hire Heroes clients, 42.29% of Army officers are nonwhite, while 50.40% of Navy Enlisted are nonwhite.

Digging deeper, with our Black military members, we find that their registration rates continue to outpace the percentage of Black service members in the Department of

Defense (22.57% versus the 17.1% reported by Department of Defense (DoD 2019). Among our Army and Navy clients, 21.03% of our Army officers were Black or African American (which is the highest proportion of any branch we serve) while 15.12% of our Navy officers were Black or African-American. Both organizations saw more than a 5% increase in their Black officers from the previous year's reporting. Expansion in racial diversity is largely limited to our jobseekers who fall in the officer corps--nonwhite participation amongst Enlisted ranks dropped across all branches of service in 2019.

	Air Force		Army		Coast Guard		Marines		Navy	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
American Indian or Alaska Native	0.67%	0.56%	0.68%	0.58%	0.91%		0.85%		1.02%	0.68%
Asian or Pacific Islander	4.47%	4.44%	4.66%	4.09%	2.28%	4.08%	3.34%	2.80%	5.06%	2.93%
Black or African American	20.02%	9.44%	28.00%	21.03%	6.39%		13.22%	8.04%	22.86%	15.12%
Hispanic or Latino	9.70%	6.94%	14.94%	10.86%	15.53%	4.08%	23.10%	10.84%	13.17%	7.45%
Two or more races	8.45%	6.67%	7.56%	5.72%	6.85%	10.20%	6.63%	3.50%	8.30%	5.19%
White	56.68%	71.94%	44.16%	57.71%	68.04%	81.63%	52.87%	74.83%	49.60%	68.62%

Table 20 - Military Member Race by Branch and Rank

As reported before, 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 21*, nearly half of Military Group registrants served in the Army. This is consistent with previous years reporting, but the Army's plurality continues to shrink, dropping 1.67% from the previous year. All other branches with the exception of the Marines grew in proportion. Despite this reduction, the Army represents only 36.2% of the active duty military population; thus, because the Army comprises 48.10% of our military members, they continue to be over-represented across our Military Group registrants. The rest of DoD's active-duty community is spread across other services as follows: 24.9% Navy, 24.7% Air Force, and 14.2% Marine Corps, meaning that our registrants continue to significantly under-represent non-Army branches (DoD 2019).

The biggest shifts from 2019 came from our rank categories, with the proportion of Junior Enlisted registrants jumping more than four points. That growth in Junior Enlisted occurred across all branches, but the Army's proportion increased the most, increasing from 13.25% of all military members to 15.08%. More senior categories, including senior non-commissioned officers, company-grade officers, and field-grade officers, all dropped in proportionality.

Taken together, 85.24% of Military Group registrants were Enlisted military members (this is a two-percentage point increase from 2018). Comparatively, 82.3% of the total DoD population is Enlisted (DoD 2019).

	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
Junior Enlisted	15.08%	4.49%	4.23%	4.55%	0.26%	28.62%
Non-Commissioned Officer	14.29%	8.76%	6.70%	4.12%	0.53%	34.40%
Senior Non-Commissioned Officer	10.03%	4.52%	5.43%	2.01%	0.24%	22.22%
Warrant Officer	1.82%	0.20%	0.00%	0.24%	0.07%	2.34%
Company-Grade Officer	3.65%	0.97%	0.60%	0.63%	0.08%	5.93%
Field-Grade Officer	3.23%	1.26%	1.28%	0.61%	0.11%	6.48%
Grand Total	48.10%	20.20%	18.25%	12.16%	1.29%	100.00%

Table 21 - Military Group Registrants by Rank and Branch

When military members register for our services, questions about service and separation dates are included in their questionnaire, along with questions about any Reserve Component obligations they may have. Through this process, we're able to group our military members into three distinct categories--those who are currently serving at the time of registration, those who have already served and separated from the military at the time of registration, and those serving as part of some Reserve Component such as the Army Reserves or National Guard.

Through this analysis, we see slightly different trends with the distribution of our military members. The following two tables highlight these trends. *Table 22* shows the percentage of each rank category that falls under the different service dispositions. A slight plurality of our registrants have already separated when grouping as three categories. But when we combine currently serving members with those in a reserve component, we find that the majority of our military members have an active or current service obligation.

This breakdown varies significantly across rank categories. For instance, 60.89% of our Junior Enlisted registrants have already separated from the military by the time they register for our services. More senior rank categories--including commissioned officers and senior non-commissioned officers--typically register before they've separated from the military. There will be more discussion of registration timing later in this report.

	Currently Serving	Prior Service	Reserve Component
Junior Enlisted	31.18%	60.89%	7.93%
Non-Commissioned Officer	45.42%	47.46%	7.12%
Senior Non-Commissioned Officer	65.08%	26.04%	8.88%
Warrant Officer	69.38%	23.29%	7.33%
Company-Grade Officer	51.93%	39.40%	8.67%
Field-Grade Officer	54.73%	35.44%	9.82%
General Officer	20.00%	40.00%	40.00%
Grand Total	45.26%	47.08%	7.67%

Table 22 - Rank Category by Service Disposition

When looking at service branches by service disposition, we see that—with the exception of the Marine Corps—active duty personnel maintain clear majorities and pluralities across each service branch. The largest majorities of active duty registrants are with the Air Force, Coast Guard, and Navy. Conversely, the largest percentage of Reserve Component registrants are within the Army—this is nearly twice the rate as our overall military member population.

	Currently Serving	Prior Service	Reserve Component
Air Force	54.55%	38.62%	6.83%
Army	45.42%	40.96%	13.62%
Coast Guard	55.92%	38.16%	5.92%
Marines	42.75%	54.18%	3.07%
Navy	54.71%	42.39%	2.90%
Grand Total	45.26%	47.08%	7.67%

Table 23 - Service Branch by Service Disposition

The following table looks specifically at gender diversity among our military clients. *Table 24* indicates that, overall, women veterans make up roughly the same proportion of our military members in 2019 as they did in 2018 (reflecting a slight increase from 20.50% to 20.58%). Just like our previous two years of reporting, the Marine Corps was our least gender-diverse branch, with women representing only 11.43% of Marine registrants. Conversely, the Air Force remains our most female-represented branch. The biggest change from 2018 is with the Coast Guard, which increased from 13.24% female in 2018 to 17.22% female in 2019.

Looking at Department of Defense active duty reporting, women make up 8.6% of the Marine Corps, which is the lowest rate across DoD, and 20.2% of the Air Force, which is the highest (DoD 2019). Across all branches, women make up 16.5% of active duty members. With women making up 20.58% of our Military Group registrants, Hire Heroes enrollment of women clients appreciably exceeded their proportion in the DoD.

	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
Female	20.04%	22.40%	26.36%	11.43%	17.22%	20.58%
Male	79.96%	77.60%	73.64%	88.57%	82.78%	79.42%

Table 24 - Registrant Gender by Branch of Service

Further exploring by race, ethnicity, and gender in *Table 25*, we see our 2019 racial and demographic distributions are largely unchanged from 2018. We see the Army continues to be the most racially diverse branch for our registrants.

Race	Gender	Army	Navy	Air Force	Marines	Coast Guard	Grand Total
American Indian or Alaska Native	Female	0.13%	0.17%	0.23%			0.14%
	Male	0.53%	0.80%	0.42%	0.74%	0.73%	0.59%
Asian or Pacific Islander	Female	1.10%	1.28%	1.12%	0.43%		1.05%
	Male	3.40%	3.45%	3.29%	2.85%	2.56%	3.31%
Black or African American	Female	8.41%	6.91%	7.23%	1.99%	1.47%	7.02%
	Male	18.27%	15.00%	11.64%	10.65%	3.66%	15.29%
Hispanic or Latino	Female	2.71%	2.96%	2.43%	3.04%	2.20%	2.74%
	Male	11.42%	9.46%	6.92%	18.49%	10.26%	11.05%
Prefer not to answer	Female	0.23%	0.19%	0.34%	0.08%		0.22%
	Male	0.60%	0.88%	0.86%	0.86%	2.56%	0.76%
Two or more races	Female	1.80%	2.20%	2.92%	1.09%	1.47%	2.00%
	Male	5.31%	5.65%	5.17%	5.03%	5.86%	5.33%
White	Female	5.67%	8.70%	12.09%	4.80%	12.09%	7.42%
	Male	40.42%	42.36%	45.34%	49.96%	57.14%	43.09%
Grand Total		100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 25 - Registrant Race, Ethnicity and Gender by Branch of Service

LENGTH OF MILITARY SERVICE

Table 26 explores service tenures across branch and gender categories. 2019 veteran jobseekers have shorter service tenures than those who'd registered in either 2017 or 2018. Last year, the median Hire Heroes military member had a service tenure of 10.81 years--in 2019 that dropped to 9 years. Those changes were consistent across genders (men dropped from 12.24 years to 9.53 years) and branch of service. However, categories remained unchanged proportionally--women maintained shorter service tenures than men, and Marines had the shortest service tenures out of all of the branches that we work with.

Service Branch	Female	Male	Grand Total
Air Force	9.80	12.84	11.75
Army	7.72	9.39	8.86
Coast Guard	8.02	17.24	15.06
Marines	4.93	5.89	5.68
Navy	7.27	10.16	9.45
Grand Total	7.77	9.53	9.00

Table 26 - Length of Military Service by Registrant Branch and Gender

Looking further, we grouped our registrants into five-year service tenure intervals. In *Table 27*, we see a clear trend that most of our clients are either at the front end or tail end of their service. Only 18.07% are in the ten-year period between 10 years of service and retirement eligibility. Across the board, a plurality (28.54%) are retirement-eligible, with large pluralities of Air Force and Coast Guard registrants falling in this category. Only 18.07% are in the ten-year period between 10 years of service and retirement eligibility.

	Less than 5 years	Between 5 and 10 years	Between 10 and 15 years	Between 15 and 20 years	Greater than 20 years
Air Force	16.79%	28.15%	10.56%	9.89%	34.62%
Army	27.20%	26.52%	10.32%	8.20%	27.76%
Coast Guard	17.53%	20.62%	11.68%	15.81%	34.36%
Marines	40.82%	27.32%	7.05%	6.20%	18.60%
Navy	20.74%	31.50%	9.70%	7.49%	30.57%
Grand Total	25.55%	27.84%	9.85%	8.22%	28.54%

Table 27 - Service Tenure by Registrant Branch

REGISTRANT AGE

In 2019, Hire Heroes USA began asking jobseekers to include their birthday as part of the registration. We were able to then bucket our registrants into age categories, and also use age to better understand rank groupings. Through our analysis, we know that the average age of a Hire Heroes USA client is just over 35 years old, but that only tells part of the story.

Table 28 indicates the age distribution of our 2019 registrants, broken out by whether they served in the military or whether they're a military spouse. Notably, amongst our military members, the greatest age concentration is among those in their late 20s and early 30s, while other age distributions among our military spouses are largely evenly spread out between the late 20s and early 40s.

Age Category	Veteran or Service Member	Military Spouse / Caregiver
19 years and younger	0.51%	0.63%
20-24 years	12.34%	8.70%
25-29 years	20.60%	19.95%
30-34 years	16.33%	22.85%
35-39 years	17.33%	19.86%
40-44 years	16.21%	14.25%
45-49 years	9.53%	7.83%
50-54 years	4.52%	3.96%
55-59 years	1.81%	1.50%
60-64 years	0.54%	0.48%
65 years and over	0.27%	

Table 28 - Registrant Age by Veteran or Spouse Status

On average, there isn't much demographic variance between race and gender categories when it comes to age. *Table 29* highlights race and gender crosstabs and displays average ages for each category. The standard deviation across all categories is just 1.06 years.

Race	Female	Male	Grand Total
American Indian or Alaska Native	35.11	33.65	34.03
Asian or Pacific Islander	34.53	34.00	34.17
Black or African American	35.56	36.82	36.36
Hispanic or Latino	32.98	33.83	33.59
Two or more races	34.05	33.87	34.00
White	34.60	35.67	35.41
Grand Total	34.61	35.44	35.21

Table 29 - Average Age by Race and Gender

However, when looking at military members, rank category and service branch crosstabs tell a different story. While it makes sense for age to largely correspond with seniority (the average age for a junior enlisted registrant is 29.31 while the average age for a Field Grade Officer is 45.99), there is some disparity based on the branch of service. Generally, the Marines are our youngest branch while the Coast Guard is our oldest branch. That trend is consistent regardless of if military members were on active duty status when they registered (listed here as currently serving), were separated at the time of registration (listed here as prior service) or were part of a Reserve Component organization. The standard deviation of age is roughly two years with Currently Serving and Prior Service Populations, but it's 3.81 years with Reserve Component.

		Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Currently Serving	Air Force	25.04	31.11	41.14		31.80	43.89	34.98
	Army	24.44	31.18	41.45	41.65	30.53	45.24	34.04
	Coast Guard	27.08	34.21	42.29	43.38	37.14	45.36	37.65
	Marines	22.88	27.44	39.91	41.54	30.00	44.00	31.82
	Navy	25.18	30.72	41.00	45.64	33.07	45.35	34.58
Prior Service	Air Force	33.87	37.07	46.11		37.34	47.22	38.10
	Army	32.15	37.01	46.52	43.84	37.81	49.56	36.49
	Coast Guard	36.52	36.84	48.00	45.00	36.33	48.00	39.19
	Marines	31.25	33.19	44.05	43.40	34.75	44.75	33.20
	Navy	33.93	37.30	46.27	53.67	39.75	46.78	37.32
Reserve Component	Air Force	26.66	34.07	45.58		35.00	45.23	36.17
	Army	25.20	34.15	45.04	50.47	32.09	47.79	35.89
	Coast Guard	29.00	35.60	41.33	47.00	34.00		38.25
	Marines	22.39	30.10	41.25	36.00	26.29	41.50	28.73
	Navy	28.07	35.37	44.25	34.00	33.33	47.83	37.59
Grand Total		29.31	33.54	42.52	43.12	32.95	45.99	35.24

Table 30 - Average Age by Branch, Rank Category and Service Status

EXECUTIVE
SUMMARY

INTRODUCTION

**SECTION ONE:
REGISTERED**

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

MILITARY OCCUPATIONS

In 2018, we began grouping registrants based on the occupations in the military. *Table 31* showcases the Top 10 military occupations for each branch in terms of jobseeker intake. These occupations vary dramatically across branches of service, with the largest numbers of Army and Marines falling into the infantry while large numbers of the Navy and Air Force fell under aerospace or aviation maintenance.

ARMY		NAVY	
Logistics / Supply Chain	13.05%	Aviation Maintenance	11.81%
Infantry	11.02%	Hospital Corpsman	8.13%
Maintenance / Ordnance	7.19%	Personnel / Yeoman / Admin	6.62%
Signal Corps / Communications Systems	6.81%	Electronics (General)	6.54%
Adjutant General / Personnel / Human Resources	6.31%	Logistics	6.18%
Medical / Health / Behavioral Services	5.42%	Cryptologic Technician	4.64%
Aviation	4.85%	Operations (General)	4.08%
Transportation	4.60%	Surface Engineering / Repair	3.57%
Military Intelligence	4.45%	Fire Control	3.49%
Engineer	4.36%	Intelligence	3.41%
AIR FORCE		MARINES	
Aerospace Maintenance	14.89%	Infantry	15.17%
Security Forces	9.83%	Communications	9.15%
Medical / Health / Behavioral Services	8.90%	Logistics	9.09%
Logistics	6.37%	Personnel & Administration	8.23%
Personnel	6.24%	Motor Transport	6.14%
Aircrew Operations	5.74%	Aircraft Maintenance	5.53%
Intelligence / Surveillance / Reconnaissance	4.77%	Supply Administration and Operations	4.73%
Computer Systems	4.26%	Engineer, Construction, Facilities, & Equipment	4.67%
Communications Systems	3.97%	Intelligence	3.99%
Munitions and Weapons	3.50%	Artillery	2.64%

Table 31 - Top 10 Military Occupations by Branch

SERVICE-CONNECTED DISABILITIES

As reported last year, Hire Heroes only collects disability rating data from registrants after we've assigned them to a Transition Specialist as a client. *Table 32* highlights the breakouts across the 2,413 job seekers that self-reported a VA service-connected disability. Those self-reporting as 100% grew from 19.44% of those with a disability to 22.16%, with the biggest growth coming from our Air Force population (13.32% to 21.29%).

Disability Rating	Service Branch					Grand Total
	Army	Navy	Air Force	Marines	Coast Guard	
10%	6.28%	9.09%	7.79%	7.66%	15.22%	7.29%
20%	2.87%	4.43%	4.01%	5.06%	4.35%	3.67%
30%	5.86%	6.21%	7.79%	8.83%	15.22%	6.75%
40%	7.11%	8.43%	5.96%	7.27%	2.17%	7.14%
50%	5.79%	8.09%	7.66%	6.88%	8.70%	6.67%
60%	8.62%	10.42%	9.49%	10.39%	6.52%	9.32%
70%	10.89%	8.43%	9.98%	10.52%	13.04%	10.28%
80%	11.91%	12.86%	11.19%	15.06%	13.04%	12.44%
90%	15.05%	14.19%	14.84%	11.17%	13.04%	14.27%
100%	25.61%	17.85%	21.29%	17.14%	8.70%	22.16%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 32 - Client Reported VA Disability Ratings by Service

EDUCATION LEVEL AND INITIAL EMPLOYMENT STATUS

Table 33 highlights distribution of our job seekers based on employment status at the time of registration and initial employment status. The only significant change from previous reporting is that our unemployed job seeker population dropped four points (to just under a quarter of all registrants), and those with a bachelor's degree or above dropped four points from roughly the 50% of all registrants that we observed in 2018.

	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	18.51%	5.14%	9.49%	2.12%	1.62%	0.94%	0.63%	38.44%
2 Year Degree	8.21%	2.43%	3.91%	0.86%	0.63%	0.61%	0.38%	17.03%
4 Year Degree	11.95%	4.33%	7.63%	1.99%	0.75%	0.40%	0.74%	27.78%
Post-Graduate Degree	7.76%	2.67%	3.75%	1.12%	0.31%	0.09%	0.41%	16.10%
Doctorate	0.28%	0.09%	0.16%	0.05%	0.02%	0.01%	0.04%	0.65%
Grand Total	46.71%	14.66%	24.94%	6.15%	3.33%	2.04%	2.19%	100.00%

Table 33 - Registration Education and Employment Status

Table 34 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. While these figures are largely unchanged from last year, the percentage of officers with a Doctorate degree doubled to 4.06%. This continues to remain in sharp contrast to the overall Department of Defense population, where only 8.4% of Enlisted members and 84.8% of officers have at least a Bachelor's degree or higher (DoD 2019). Active duty Hire Heroes registrants have a disproportionately higher level of educational attainment than the general military population.

Highest Level of Education Completed	Enlisted	Officer	Grand Total
High School/GED	48.15%	3.09%	38.41%
2 Year Degree	20.36%	3.40%	16.70%
4 Year Degree	22.51%	40.65%	26.43%
Post-Graduate Degree	8.64%	48.81%	17.32%
Doctorate	0.34%	4.06%	1.14%
Grand Total	100.00%	100.00%	100.00%

Table 34 - Active Duty Registrant Education Level by Rank

Just as we confirmed in previous reporting, while a large concentration of job seekers have at least a high school diploma / GED or two-year degrees, military spouses are much better-educated than their veteran counterparts. That has become starker in 2019, as spouses with a bachelor's degree grew roughly four points from last year's reporting. The percentage of unemployed spouses decreased from 58.80% to 52.09%, but the percentage of underemployed spouses increased from 11.84% to 13.49%.

	Employed	Unemployed	Under employed - Insufficient income	Student - Not seeking full time employment	Temporary/ Contract Employee	Pending Medical Separation	Grand Total
High School/GED	6.14%	13.74%	2.57%	0.91%	0.40%		23.75%
2 Year Degree	3.72%	5.89%	1.41%	0.75%	0.45%	0.05%	12.28%
4 Year Degree	9.81%	20.94%	5.54%	0.70%	1.91%	0.05%	38.95%
Post-Graduate Degree	7.20%	10.82%	3.88%	0.30%	1.56%		23.75%
Doctorate	0.35%	0.70%	0.10%		0.10%		1.26%
Grand Total	27.23%	52.09%	13.49%	2.67%	4.43%	0.10%	100.00%

Table 35 - Spouse Initial Employment Status and Education Attainment

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

Table 36 shows registrants' desired salary based on their rank and level of education. Desired salary amounts increase with increased levels of educational attainment. Consistent across each rank category, the higher the educational attainment, the more money a registrant expects to make when they find employment. Overall, the average desired salary has remained largely unchanged from our 2018 reporting, though we've seen movement in the data depending on the level of educational attainment. Those with bachelor's degrees or higher were seeking significantly larger salaries than previous years, while those with a high school diploma or GED sought less. Looking across all job seekers, the average Hire Heroes registrant is seeking a salary of \$61,044.

High School/GED	\$51,893
2 Year Degree	\$56,888
4 Year Degree	\$64,224
Post-Graduate Degree	\$77,180
Doctorate	\$86,509
Grand Total	\$61,044

Table 36 - 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 37). All rank categories sought greater salaries in 2019 than in 2018 (roughly \$4,000 more per category) with the significant exception of our junior enlisted population, which experienced a decline in desired salaries between cohorts.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Junior Enlisted	\$46,323	\$50,723	\$56,080	\$66,169	\$79,706	\$50,201
Non-Commissioned Officer	\$55,106	\$56,546	\$61,892	\$69,762	\$74,474	\$58,326
Senior Non-Commissioned Officer	\$63,131	\$64,039	\$70,494	\$75,831	\$85,870	\$68,112
Warrant Officer	\$71,410	\$71,774	\$77,701	\$82,984	\$75,000	\$76,891
Company-Grade Officer	\$55,000	\$80,000	\$75,894	\$81,944	\$91,500	\$77,947
Field-Grade Officer	\$80,000	\$70,000	\$83,169	\$91,498	\$95,778	\$90,271
Grand Total	\$52,889	\$58,050	\$66,747	\$79,848	\$89,253	\$62,423

Table 37 - 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. Just as we observed in previous reporting, regardless of 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.

	Female	Male	Grand Total
Veteran or Service Member	\$57,144	\$62,984	\$62,423
Military Spouse / Caregiver	\$47,820	\$56,589	\$48,999
Grand Total	\$53,947	\$62,935	\$61,044

Table 38 - Desired Salary by Gender and Spouse Status

	Female	Male	Grand Total
High School/GED	\$35,887	\$46,034	\$37,146
2 Year Degree	\$41,540	\$48,125	\$42,054
4 Year Degree	\$47,659	\$61,486	\$48,976
Post-Graduate Degree	\$60,411	\$70,000	\$61,214
Doctorate	\$76,111	\$105,000	\$73,947
Grand Total	\$47,820	\$56,589	\$48,999

Table 39 - Spouse Desired Salary by Education Level and Gender

Desired salaries continue to be strongly defined by gender, regardless of educational attainment. At \$61,486, male spouses with a bachelor's degree are seeking salaries of nearly \$13,000 more than their female counterparts.

JUNIOR ENLISTED POPULATION

Though we earlier discussed our Junior Enlisted population in the context of all of the rank categories that we work with, we wanted to explore this population even further. *Table 40* shows that the vast majority of our Junior Enlisted population are the rank of E-4.

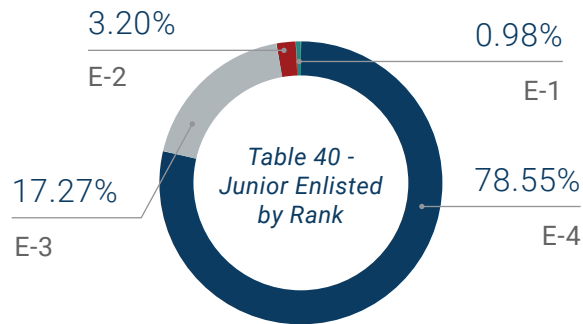


Table 41 breaks out each service branch as a percentage of each rank grouping. The vast majority of E-1s and E-2s are members of the Army, but the branch proportionality becomes better distributed across some of the higher ranks. For instance, 72.09% of E-2s are Army, but only 36.59% of E-3s are Army.

	E-1	E-2	E-3	E-4
Air Force	13.24%	9.30%	14.91%	15.02%
Army	66.18%	72.09%	36.59%	55.32%
Coast Guard			1.20%	0.91%
Marines	5.88%	6.51%	23.48%	14.73%
Navy	14.71%	12.09%	23.82%	14.03%

Table 41 - Junior Enlisted by Service Branch

Table 42 looks at our Junior Enlisted population by rank and by educational attainment. Generally speaking, the highest ranks of Junior Enlisted members have higher educational attainment than lower ranks (E-4s have Bachelor's degrees at twice the rate as E-1s and three times the rate as E-2s).

	E-1	E-2	E-3	E-4
High School/GED	75.00%	75.74%	61.19%	56.65%
2 Year Degree	4.17%	11.83%	13.79%	14.47%
4 Year Degree	10.42%	7.69%	18.88%	21.19%
Post-Graduate Degree	8.33%	3.55%	5.41%	7.19%
Doctorate	2.08%	1.18%	0.74%	0.50%

Table 42 - Junior Enlisted by Education Attainment

The following tables look at our Junior Enlisted population by race and gender diversity. Looking at *Table 43*, generally speaking, our lowest ranks are more racially diverse than the highest categories of Junior Enlisted. While nonwhite populations shrink as ranks increase, the exception is with Asian or Pacific Islanders--this population makes up 3.33% and 2.65% of E-1s and E-2s respectively, but 5.44% of E-4s.

	E-1	E-2	E-3	E-4
American Indian or Alaska Native	1.67%	0.53%	0.77%	0.95%
Asian or Pacific Islander	3.33%	2.65%	3.26%	5.44%
Black or African American	26.67%	24.87%	23.30%	22.69%
Hispanic or Latino	16.67%	14.29%	17.35%	16.67%
Prefer not to answer	3.33%	1.06%	1.15%	1.18%
Two or more races	11.67%	12.70%	9.59%	8.32%
White	36.67%	43.92%	44.58%	44.75%

Table 43 - Junior Enlisted by Race

With gender diversity, the proportion of women are largely consistent across rank categories. Each category has a higher proportion of women than our overall military member population (20.58%).

	E-1	E-2	E-3	E-4
Female	22.22%	23.65%	24.75%	22.55%
Male	77.78%	76.35%	75.25%	77.45%

Table 44 - Junior Enlisted by Gender

The following table looks at our Junior Enlisted population by initial employment status. There are two big takeaways from this--more than half of all E-1s report that they're unemployed, while that proportion goes down as they progress through the ranks. The inverse is true for those that are self-identified as Active Duty--11.29% of E-1s self-identify as Active Duty at the time of registration, while 32.23% of E-4s do.

	E-1	E-2	E-3	E-4
Active Duty	11.29%	16.49%	22.33%	32.23%
Employed	14.52%	25.26%	21.29%	18.94%
Pending Medical Separation		2.06%	3.28%	3.28%
Student - Not seeking full time employment	6.45%	5.67%	4.13%	3.78%
Temporary/Contract Employee	1.61%	4.64%	2.53%	2.56%
Under employed - Insufficient income	11.29%	8.25%	10.88%	9.27%
Unemployed	54.84%	37.63%	35.55%	29.94%

Table 45 - Junior Enlisted by Initial Employment Status

Table 46 shows our Junior Enlisted population by service disposition. Of note, 71.43% of E-1s are prior service or separated from the military, and 18.57% of E-1s are in a reserve component. Both of these populations have smaller proportions as they progress through the ranks. Combined with *Table 45*, these tables suggest that our

most junior clients are most likely to have either already been separated from the military, or in an employment status that's in flux.

	E-1	E-2	E-3	E-4
Currently Serving	10.00%	16.16%	23.59%	33.73%
Prior Service	71.43%	63.76%	66.80%	59.34%
Reserve Component	18.57%	20.09%	9.61%	6.93%

Table 46 - Junior Enlisted by Service Disposition

Finally, *Table 47* looks at desired salaries across our Junior Enlisted ranks, broken out by gender. Just as we identified across our larger rank groupings, Junior Enlisted clients typically demand bigger salaries as they become more experienced or tenured.

Gender	E-1	E-2	E-3	E-4	Grand Total
Female	\$30,714	\$29,271	\$32,463	\$35,899	\$34,986
Male	\$26,531	\$32,968	\$33,605	\$37,770	\$36,797
Grand Total	\$26,000	\$30,437	\$31,648	\$35,011	\$34,196

Table 47 - Junior Enlisted Average Desired Salary

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.

Table 48 highlights the results of a frequency analysis looking at our desired job functions. Just as we reported last year, Operations Management is the most popular job function with 4,074 registrants wanting to go into those careers. While this is a 76.36% increase from our 2018 reporting, the proportion of registrants seeking these jobs actually dropped from 14.92% to 13.36%.

	% OF REGISTRANTS	TOTAL REGISTRANTS
MANAGEMENT - OPERATIONS	13.36%	4,074
MANAGEMENT - GENERAL	12.85%	3,920
ADMINISTRATIVE / CLERICAL	11.80%	3,598
MANAGEMENT - PROJECT	11.12%	3,391
HUMAN RESOURCES	10.63%	3,242
SAFETY / SECURITY / LAW ENFORCEMENT	9.09%	2,771
TRAINING / INSTRUCTION / TEACHING	9.03%	2,754
MANAGEMENT - PROGRAMS	8.77%	2,675
SUPPLY CHAIN / LOGISTICS	8.12%	2,476
ANALYST	7.38%	2,250
CUSTOMER SERVICE	7.35%	2,242
IT - INFORMATION SECURITY	7.33%	2,234
IT - GENERAL	6.45%	1,966
HEALTHCARE	6.14%	1,873
CONSULTANT	6.12%	1,865
QUALITY ASSURANCE / QUALITY CONTROL	5.50%	1,677
IT - SYSTEMS MANAGEMENT	5.24%	1,597
FACILITIES MANAGEMENT	5.15%	1,572
BUSINESS DEVELOPMENT	4.87%	1,484
ENTRY LEVEL / NEW GRAD	4.86%	1,483

Table 48 - Top 20 Desired Job Functions

As observed in previous years, jobseekers are very specific about the types of occupations they're seeking, but they are less specific when it comes to desired industries. In 2019, more than 11% of all job seekers were willing to work in any industry. After excluding this population, we see that 22.06% of jobseekers sought occupations in some form of government, 19.41% sought occupations in Defense Contracting, and 13.57% sought those in Business Support - Admin/Staffing. Our most common category, Government and Public Administration, saw a whopping 155% increase in raw numbers, and saw its frequency rate increase from 16.99% to 22.06%. Defense Contracting also significantly increased--jumping from 11.23% to 19.41% in frequency and a whopping 240% in raw numbers.

	% OF REGISTRANTS	TOTAL REGISTRANTS
GOVERNMENT AND PUBLIC ADMINISTRATION	22.06%	6,728
DEFENSE CONTRACTING	19.41%	5,920
BUSINESS SUPPORT - ADMIN / STAFFING	13.57%	4,138
INFORMATION - INFORMATION TECHNOLOGY	13.06%	3,983
MANAGEMENT OF COMPANIES AND ENTERPRISES	12.47%	3,803
OTHER	10.89%	3,320
AEROSPACE AND AVIATION	10.19%	3,108
HEALTHCARE AND SOCIAL ASSISTANCE	9.29%	2,832
TRANSPORTATION AND WAREHOUSING	8.29%	2,527
PRIVATE SECURITY	7.70%	2,348
EDUCATIONAL SERVICES	7.33%	2,235
BANKING / FINANCE / INSURANCE	6.41%	1,954
INSTALLATION / REPAIR / MAINTENANCE	5.66%	1,727
PROFESSIONAL - CONSULTING SERVICES	5.29%	1,612
INFORMATION - TELECOMMUNICATIONS	5.24%	1,598
AGRICULTURE / FORESTRY / FISHING AND HUNTING	5.05%	1,541
MANUFACTURING	4.52%	1,377
BUSINESS SUPPORT - FACILITIES	4.41%	1,346
ARTS / ENTERTAINMENT / RECREATION	4.37%	1,332
CONSTRUCTION	4.24%	1,294

Table 49 - Top 20 Desired Industries

Same as last 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. Specifically, Frequency analyses were ran on our 2019 client data to determine differences in desired job functions, hired job functions, and hired 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, 38 of them appear to have significant differences in race and gender preferences.

Similar to prior year's analysis, job desires for management and executive positions tended to show the largest difference between groups. When looking at differences between male and female behavior across races, women that were Black or African American or Two or more races tended to have higher differentials for desired job

functions than the other listed races. Women tended to be hired in job functions related to Accounting, Administrative/Clerical, Healthcare, Human Resources, Legal, and Social Services. Black or African American females had high percentages of hires in Accounting, Legal, Computer Science, Social Services, and Warehousing.

Our SAS partners found that, similar to the previous year, Management Operations showed the greatest difference between demographic breakdowns. Within this job function, the majority were males (84.74%), with each racial category having similar breakdowns. When comparing race and gender breakdowns, Black or African American females had the highest difference (24.25%) when comparing to their male counterparts (75.75%). White females had the lowest, with only 11.48% compared to White males (88.52%). Further investigation into other various Management desired jobs indicated similar results, as was seen in Business Development (76.71%), Construction (95.84%), Distribution/Shipping (79.46%), Engineering (92.63%), Entrepreneurship (77.79%), Facilities Management (87.37%), Emergency Services (87.83%), General Business (73.07%), IT (83.54%), Information Security (85.02%), Purchasing/Procurement (70.20%), Quality Assurance (82.15%), Recruiting/Talent Acquisition (71.78%), Safety/Security/Law Enforcement (87.27%), Skilled Labor (94.13%), Strategy/Planning (79.43%), and Supply Chain/Logistics (75.98%).

While Consultant roles were primarily desired by males (77.60%), female clients listed as Black or African American (36.23%) and Two or more races (30.56%) had somewhat higher percentages compared to other female groups. This seemed to be a trend across most of the male dominated industries.

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. Word of Mouth's plurality remains unchanged between 2018 and 2019, but those that heard about us from Military Installations increased from 11.76% to 13.23%. Please note that future reporting will break this down even further, as Transition Assistance Program Support and Chain of Command are now listed as subcategories for this question at registration.

Despite the marginal changes to how jobseekers may have heard about us, there were significant shifts in our population of referrals. In 2017, 76.53% of our referred

Word of Mouth	39.00%
Military Installation	13.23%
Other, not listed above	9.27%
LinkedIn	7.22%
Department of Veteran Affairs	6.06%
Hire Heroes USA Website	4.99%
Facebook	4.72%
USO	3.83%
Online Search Engine	3.15%
Call Of Duty Endowment	3.10%
Hiring Our Heroes	2.01%
Other Referral	1.54%
Commercial/PSA	0.56%
Instagram	0.49%
Webinar/Hangout/Video Conference	0.24%
Blue Star Families	0.20%
Transition Assistance Program	0.16%
Twitter	0.15%
Other	0.03%
Friend or Colleague	0.03%
Other Military Installation Referral	0.01%
Other Referring Organization	0.01%
VolunteerMatch.org	0.01%

Table 50 - How Registrants Heard About Us

Onward to Opportunity	67.45%
USO	11.58%
Blue Star Families	6.14%
Mission 43	4.72%
AmericaServes	3.88%
Combined Arms	2.08%
Call of Duty Endowment	1.63%
The Warrior Alliance	1.12%
Workshop for Warriors	0.81%
Military Spouse Advocacy Network	0.23%
America's Warrior Partnership	0.14%
Hiring Our Heroes - Career Fellowship Program	0.07%
Allies In Service	0.06%
FLIR	0.02%
Warriors on Track	0.02%
Marcus Institute for Brain Health	0.01%
MARSOC	0.01%
Texas Veterans Commission	0.01%

Table 51 - Referral Partner Intake

clients came from Onward to Opportunity, but that has dropped to 67.45% in 2018. This is largely due to the growth of our relationships with the USO and Blue Star Families, which comprised 11.58% and 6.14% of our jobseeker referrals respectively.

REGISTRATION TIMING

Definitions of “transitioning” or “transitioned” veterans vary across organizations, funders, and other stakeholders. In deference to that diversity, Table 52 looks at all service members that separated within six or twelve months from their separation dates, on either side of that date. So the populations reflected below include both those who may not be separating for the next several years, and those who have been in the civilian workforce for some time. In essence, we’re looking at one- and two-year windows. In our previous report, we noted that 50.26% of our military members register for services within the year preceding or the year following their separation date from the military. This was a significant drop from our 2017 dataset, where 82.53% of our military members registered for services during this window. That downward trend appears to continue, because only 39.37% of our military members registered within a year of their separation date. That same downward trend is reflected in our evaluation of our six-month periods as well: in 2017, 65.53% of military members registered within six months of separation and in 2018 that was halved to 32.67%--but in 2019, that number has dropped to 24.05%.

Just as we observed last year, Junior Enlisted jobseekers are the most likely to register outside of those windows, with 28.58% registering within twelve months and 20.71% registering within six months.

Rank Category (Detailed)	Registered w/i	Registered w/i
	12 Months	6 Months
Junior Enlisted	28.58%	20.71%
Non-Commissioned Officer	40.47%	26.27%
Senior Non-Commissioned Officer	52.38%	25.67%
Warrant Officer	54.23%	23.78%
Company-Grade Officer	47.65%	31.89%
Field-Grade Officer	50.08%	30.28%
Grand Total	39.38%	24.05%

Table 52 - Registration Timing for Veteran Registrants

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 the total population is largely unchanged. Despite that, we did observe shifts in certain populations of our clients with more company-grade (34.75% to 38.46%) and field-grade (30.66% to 34.07%) officers deciding to register after separation. Only 37.14% of our 2017 job seekers registered after separating from the military, but that increased to 42.50% in 2018. Though percentages for junior enlisted are largely unchanged (62.21% to 61.52%), our youngest cohort are clients who continue to be the only population where the majority register for services after separation.

	Registered before Separation	Registered after Separation
Junior Enlisted	38.48%	61.52%
Non-Commissioned Officer	55.25%	44.75%
Senior Non-Commissioned Officer	74.52%	25.48%
Warrant Officer	78.06%	21.94%
Company-Grade Officer	61.54%	38.46%
Field-Grade Officer	65.93%	34.07%
Grand Total	56.40%	43.60%

Table 53 - Registration Windows Around Military Separation Dates

Figure 7 highlights this same trend, but broken out by individual rank:

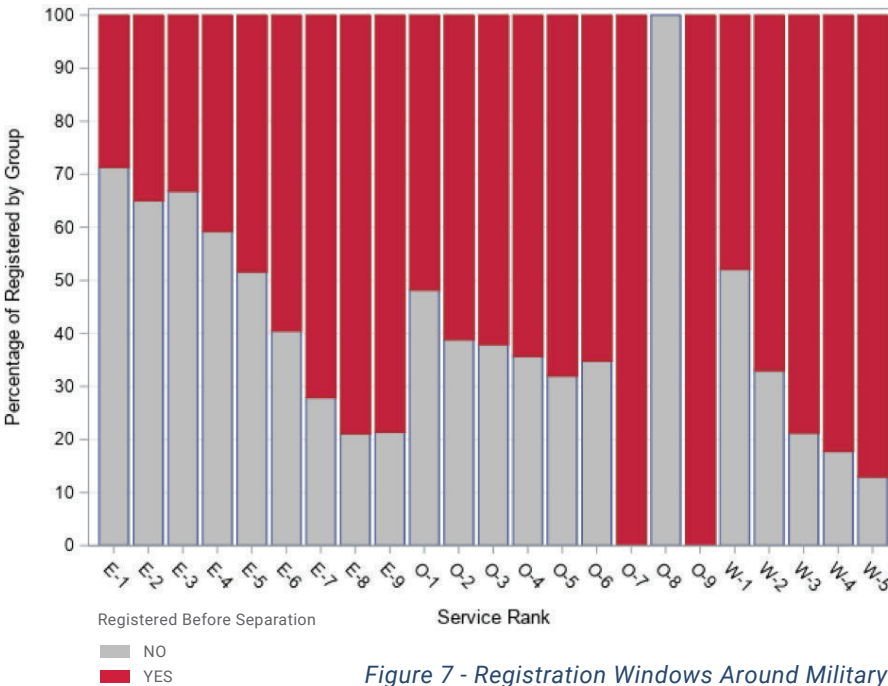


Figure 7 - Registration Windows Around Military Separation Dates by Rank

Digging deeper, we observe that the median Hire Heroes job seeker registers for services 4.08 months before separating from the military, which is slightly less than the 4.58 months we reported last year. Once again, that breakout varies across rank categories. Last year we reported that junior enlisted job seekers were the only rank group with a median job seeker registering for services after separation, and that continues to be the case. There has been some marginal improvement here, in that before the median junior enlisted job seeker registered 38.50 months after registration which has been reduced down to 32.67 months.

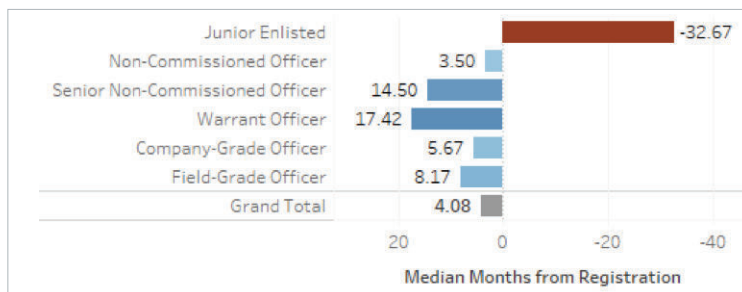


Table 54 - Median Registration Timing by Rank, in Relation to Separation Date

Just as we reported last year, 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 2018 dataset (an overall median of 14.67 in 2018 versus the 15.17 that we reported in 2019). With the exception of Junior Enlisted and Company Grade Officers, every cohort of our military members waited longer to register for our services. The biggest delay occurred with our Senior Non-Commissioned Officers and Warrant Officers who each delayed registration by over two months compared to their counterparts in 2018.

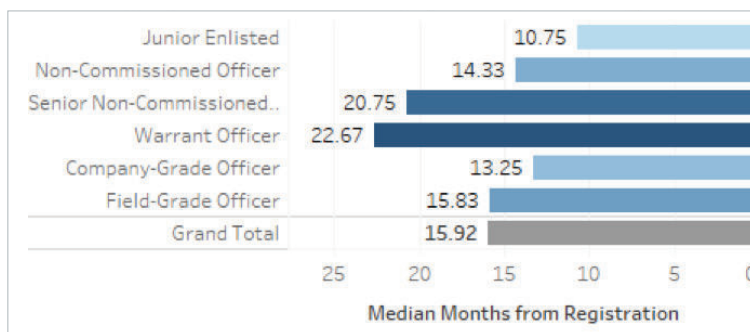


Table 55 - Active Duty Registration Timing by Rank

Finally, we see in *Table 56* how service branch corresponds with registration timing. For the past two years, Marines have registered closest to their separation dates than any other branch, though nearly all branches experienced longer delays in their

registration. Note that there's far less deviation between the branches in our 2019; in 2018 nearly five months separated the shortest and longest waits, while in 2019, that separation was only a month and a half.

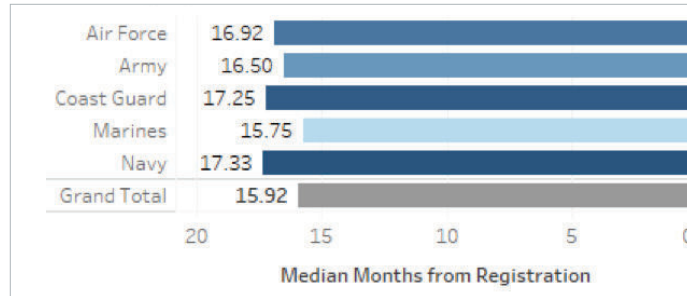


Table 56 - Registration Timing by Branch of Service

The SAS team analysis highlighted similar trends, as detailed in Table 57. When examining the differences in registration rates between client ranks while controlling for other demographics, the results indicate that Junior Enlisted clients are significantly less likely to register before their service end date than Company-Grade Officers. This year's data indicates that there were no observed differences between Junior Enlisted clients and Field-Grade Officers and Warrant Officers. The results show that Company-Grade Officers are 1.80 times more likely to register for **Hire Heroes USA (HHUSA)** services before their service ends than Junior Enlisted.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		5.4173	0.1263	1840.1835	<.0001
Rank	Company-Grade Officer	0.5885	0.1342	19.2258	<.0001
	Field-Grade Officer	0.1498	0.1717	0.7612	0.3829
	Warrant Officer	0.00437	0.2911	0.0002	0.9880
Employment Status	Employed	-5.8827	0.1093	2896.8603	<.0001
	Pending Medical Separation	-0.7513	0.2105	12.7432	0.0004
	Student	-5.6712	0.1586	1278.4213	<.0001
	Temporary/Contract Employee	-5.9026	0.1712	1188.9684	<.0001
	Under employed - Insufficient income	-5.9594	0.1290	2134.8094	<.0001
	Unemployed	-6.0963	0.1057	3325.9424	<.0001
Disability Status	Disabled	-2.0084	0.0823	595.5316	<.0001
Education Level	2 Year Degree	-0.3438	0.0972	12.5153	0.0004
	4 Year Degree	-0.1994	0.0836	5.6980	0.0170
	Doctorate	-0.8689	0.4757	3.3362	0.0678
	Other	-0.9083	0.0802	128.3211	<.0001
	Post-Graduate Degree	-0.3509	0.1171	8.9736	0.0027
Gender	Female	0.0727	0.0703	1.0710	0.3007

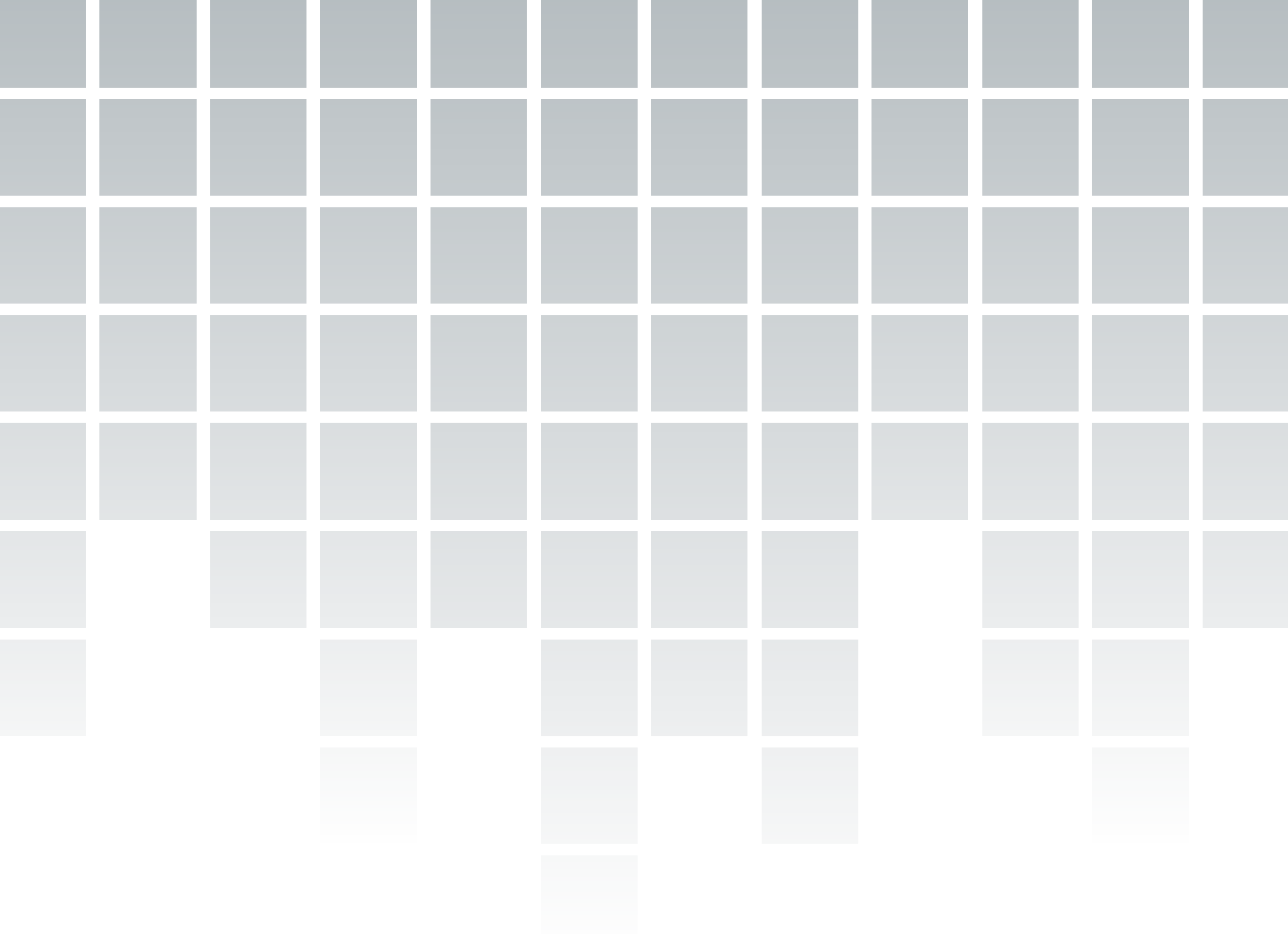
Table 57 - Modeling Results for Predicting HHUSA Clients Signing Up Before Military Separation Date

Variable	Class	Estimate	StdErr	ChiSq	Prob
Race	American Indian or Alaska Native	0.3991	0.2836	1.9803	0.1594
	Asian or Pacific Islander	0.1986	0.1399	2.0145	0.1558
	Black or African American	-0.1541	0.0787	3.8348	0.0502
	Hispanic or Latino	0.1744	0.0884	3.8950	0.0484
	Two or more races	0.0694	0.1103	0.3959	0.5292
	Unknown	-0.4670	0.2385	3.8333	0.0502
Service Branch	Air Force	-0.2504	0.0799	9.8260	0.0017
	Coast Guard	-0.6997	0.2842	6.0611	0.0138
	Marines	-1.0737	0.1025	109.7304	<.0001
	Navy	-0.9613	0.0866	123.2217	<.0001

Table 57 - Modeling Results for Predicting HHUSA Clients Signing Up Before Military Separation Date (cont.)

Like last year, 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, pending medical separation, students, temporary/contract employees, underemployed, or unemployed. SAS also found that:

- Disabled clients were found less likely to register before their separation date when compared to clients that were not disabled.
- When considering the client’s education level, clients with higher levels of education are much less likely to register before their separation date.
- There was one significant difference observed between the race groups in registering for HHUSA services. When compared to Whites, Hispanic or Latino clients had slightly greater chance of registering before their separation date.
- When compared to the Army, clients in the Air Force, Marines, Coast Guard, and Navy all had less likelihood of registering for HHUSA services before their separation date.



SECTION TWO

HELPED

SECTION TWO

HELPED

As we've discussed before, Hire Heroes USA works to provide high-quality, personalized services to the veterans and spouses who register for our services. However, in order to maintain that quality, we have a set limit on the number of new jobseekers that our Transition Specialists work with each week through our Partnered Career Transition (PaCT) program. In light of this, we prioritize by greatest need and provide waitlisted registrants with opportunities to complete the process at a later date (typically within a week). However, Hire Heroes USA offers a number of programs that provide our organization with opportunities to offer services that, while relatively lower-touch, provide immense value to the jobseekers that use them. 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. Through a combination of these efforts, Hire Heroes USA served 18,005 veterans and military spouses in 2019 through direct engagement with our programming.

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 2019, broken out by Client Category at the time of analysis.

	Total Number of Records	% of Total
Partnered Career Transition (PaCT) Client	16,328	90.69%
Hire Heroes E-Learning Platform (HHELP) Only	765	4.25%
Online Events (Virtual Workshops, VCFs, etc.) Only	481	2.67%
Job Board Only	431	2.39%

Table 58 - Helped by Client Category

Though our PaCT program impact grew by nearly 4,000 military members and spouses, the proportion of PaCT Helped actually decreased from 92.19% to 90.69% of our overall helped. This is largely due to the growth of our Hire Heroes E-Learning Platform (HHELP)--this was a service offering that rolled out in 2018, and it's pilot continued into last summer with a robust array of webinars, training modules, and other curated resources for clients who prefer to work at their own pace. Most HHELP participants ended up transitioning into our PaCT program, but we recognize the positive impact that the program provided to our clients.

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, 89.36% were veterans or service members (comprising the “Military Group” of clients), and 10.64% were military spouses (which is an increase of a percentage point from 2018). Table 59 highlights the branches of service for the Military Group. Just as last year, this breakdown for each branch is within 1% of our overall percentage breakdown at registration, suggesting that the populations that our services support are consistent with our overall intake.

Service Branch	
Army	48.89%
Navy	20.16%
Air Force	18.30%
Marines	11.50%
Coast Guard	1.15%

Table 59 - Client Branch of Service

SERVICES PROVIDED BY HIRE HEROES

Table 60 highlights how our team helped clients in 2019. As we discussed last year, 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.

Nearly 4,000 more clients were assessed in 2019 compared to 2018, but assessments made up a smaller percentage of how clients were helped (dropping from 91.98% to 88.93%). This is largely due to the growth of other service delivery vehicles, particularly our Virtual and Federal Program pilots which had 993 and 740 participants respectively.

Ways Clients Were Helped	Number of Records	% of Total Number of
		Records
Initial Assessment	16,012	88.93%
Initial HHUSA-formatted Resume	15,165	84.23%
Additional Resume Tailoring Tips	13,200	73.31%
Value Proposition Development	11,491	63.82%
LinkedIn Profile Revision	10,795	59.96%
Interview Skills Training	10,616	58.96%
Registered to Use HHUSA Job Board	4,628	25.70%
Used Volunteer Services	2,364	13.13%
Used Federal Services	1,511	8.39%
Virtual Program Participant	993	5.52%
Virtual Career Fair Participant	817	4.54%
Federal Program Participant	740	4.11%
Webinar Participant	683	3.79%
Virtual Workshop Participant	443	2.46%
Career Transition Workshop Participant	76	0.42%
Used Career Readiness Fund	31	0.17%

Table 60 - How Clients Were Helped

Digging deeper, the below table highlights the rates at which our veteran and military spouse populations utilized our services. For instance, military spouses were more than twice as likely to participate in one of our Webinars and Virtual Workshops. Spouses were also much more likely to use services provided by our volunteer team.

Across the board, Hire Heroes clients used most services less than their 2018 counterparts (for example, veteran utilization of Interview Skills Training dropped from 79.01% in 2018 to 58.09% in 2019), but they used a broader array of services more frequently.

Ways Clients Were Helped	Veteran or Service Member	Military Spouse or Caregiver
Initial Assessment	88.76%	90.40%
Initial HHUSA-formatted Resume	83.81%	87.73%
Additional Resume Tailoring Tips	72.86%	77.09%
Value Proposition Development	63.14%	69.52%
LinkedIn Profile Revision	58.85%	69.21%
Interview Skills Training	58.09%	66.28%
Registered to Use HHUSA Job Board	25.26%	29.44%
Used Volunteer Services	12.57%	17.80%
Used Federal Services	8.07%	11.12%
Virtual Program Participant	5.52%	5.48%
Virtual Career Fair Participant	4.59%	4.12%
Federal Program Participant	4.06%	4.54%
Webinar Participant	3.21%	8.72%
Virtual Workshop Participant	2.14%	5.11%
Career Transition Workshop Participant	0.39%	0.68%
Used Career Readiness Fund	0.19%	0.05%

Table 61 - 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. Similarly, to the trend that we identified last year, Junior Enlisted military members are using services at a lower rate than their more senior peers. For instance, only 11.51% of Junior Enlisted leveraged Volunteer Services in 2019, compared to officers which were utilizing those services at rates of 17% or greater. The same trends can be observed with our virtual offerings--for instance, Field Grade Officers are more than 5 times more likely to participate in a Virtual Workshop than a Junior Enlisted jobseeker. To better highlight differences across rank categories, the following table removes values with a frequency of higher than 50% of each population.

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	23.67%	23.55%	23.71%	25.17%	26.69%	26.69%
Used Volunteer Services	11.51%	11.56%	12.92%	14.92%	18.76%	17.48%
Used Federal Services	6.10%	7.47%	9.86%	12.59%	9.29%	10.90%
Virtual Program Participant	5.22%	5.70%	5.89%	6.29%	5.41%	5.83%
Virtual Career Fair Participant	4.45%	4.03%	4.80%	3.96%	5.86%	5.74%
Webinar Participant	1.25%	1.71%	3.63%	4.20%	3.97%	6.25%
Virtual Workshop Participant	1.09%	1.03%	2.93%	3.26%	2.25%	5.66%
Career Transition Workshop Particip..	0.24%	0.25%	0.52%		0.27%	0.76%
Used Career Readiness Fund	0.35%	0.23%	0.08%		0.18%	

Table 62 - How Clients Were Helped by Rank Category

Table 63 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 and as observed in years previous, regardless of service branch, senior Military Group clients use more Hire Heroes services than do junior clients. More specifically, Field Grade Marines used the most services across military members, while again, Army Junior Enlisted used the least. Overall, the average Hire Heroes USA client in 2019 used fewer different services than the average client in 2018 (5.04 versus 5.52).

Rank Category (Detailed)	Service Branch					Grand Total
	Air Force	Army	Coast Guard	Marines	Navy	
Junior Enlisted	4.79	4.62	5.68	4.82	5.08	4.76
Non-Commissioned Officer	4.92	4.87	4.79	4.99	5.19	4.97
Senior Non-Commissioned Officer	5.25	5.08	5.10	5.31	5.43	5.21
Warrant Officer		4.94	5.20	5.71	5.41	5.06
Company-Grade Officer	5.39	5.23	5.08	5.61	5.45	5.32
Field-Grade Officer	5.44	5.37	5.37	5.69	5.34	5.41
Grand Total	5.06	4.92	5.11	5.11	5.25	5.04

Table 63 - Number of Hire Heroes Services Used by Rank

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 Interview Skills Training. Clients that used this service were 2.9 times more likely to find a job than those that did not use it. The next service that had a large impact was using Volunteer Services, who were 2.2 times more likely to find employment. Clients that utilized the HHUSA Job Board were 1.8 times more likely to find a job than those that did not use it. Next, the HHUSA Clients that used LinkedIn Profile Revision services were 2.0 times more likely to be hired than those that did not. Using Federal Services helped a client be 1.4 times more likely to find work. Having VCF participation helped clients find a job at a rate of 1.4 times that of non-participants.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

**SECTION TWO:
HELPED**

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Looking at salary attainment, when controlling for the demographic covariates in the model, the remaining HHUSA services indicated that a few of them helped the hired 2019 clients achieve a high salary. In this cohort, the service that had the greatest impact on a client’s success was their participation in the HHELP program, listed here as Online Training. Hired HHUSA clients that were Online Training Participants were 3.3 times more successful in finding an above average salary than those that did not participate. In a similar note, when a hired HHUSA client participated in a Virtual Workshop, they were 2.1 times more likely to have a high salary. Finally, being a VCF participant also increases the likelihood by 1.8 times.

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	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	-0.04	-0.02	0.00	-0.02	0.04	0.05	0.11	0.03	0.08	0.05	0.09
VALUE PROPOSITION DEVELOPMENT	-0.04	1.00	0.78	0.36	0.56	-0.07	-0.01	-0.01	0.02	-0.01	0.03	-0.08
INTERVIEW SKILLS TRAINING	-0.02	0.78	1.00	0.44	0.52	-0.04	0.00	0.02	0.02	0.00	0.03	-0.08
LINKEDIN PROFILE REVISION	0.00	0.36	0.44	1.00	0.36	0.04	0.02	0.06	0.03	0.02	0.04	-0.10
RESUME TAILORING	-0.02	0.56	0.52	0.36	1.00	-0.02	-0.01	-0.01	0.02	-0.01	0.02	-0.01
HHUSA JOB BOARD	0.04	-0.07	-0.04	0.04	-0.02	1.00	0.08	0.13	0.12	0.07	0.06	-0.01
FEDERAL SERVICES	0.05	-0.01	0.00	0.02	-0.01	0.08	1.00	0.05	0.06	0.06	0.06	0.00
VOLUNTEER SERVICES	0.11	-0.01	0.02	0.06	-0.01	0.13	0.05	1.00	0.10	0.11	0.08	0.02
VCF PARTICIPANT	0.03	0.02	0.02	0.03	0.02	0.12	0.06	0.10	1.00	0.11	0.14	0.01
WEBINAR PARTICIPANT	0.08	-0.01	0.00	0.02	-0.01	0.07	0.06	0.11	0.11	1.00	0.23	0.01
VIRTUAL WORKSHOP	0.05	0.03	0.03	0.04	0.02	0.06	0.06	0.08	0.14	0.23	1.00	0.00
ONLINE TRAINING	0.09	-0.08	-0.08	-0.10	-0.01	-0.01	0.00	0.02	0.01	0.01	0.00	1.00

Table 64 - Service Utilization Correlation

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 ($r = 0.78$), LinkedIn Profile Revision ($r = 0.36$), and Resume Tailoring Tips ($r = 0.56$). It should also be noted that Created LinkedIn Account also had a somewhat high correlation with Interview Skills ($r = 0.44$) and Additional Resume Tailoring Tips ($r = 0.36$). There were also mild correlations between Virtual Workshop participation with Webinar participation ($r = 0.23$).

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.

	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	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	0.12	0.11	0.10	0.13	0.09	0.04	0.08	0.04	0.04	0.04	0.03
VALUE PROPOSITION DEVELOPMENT	0.12	1.00	0.91	0.68	0.84	0.23	0.12	0.16	0.05	0.09	0.06	-0.04
INTERVIEW SKILLS TRAINING	0.11	0.91	1.00	0.72	0.81	0.22	0.12	0.16	0.04	0.09	0.06	-0.04
LINKEDIN PROFILE REVISION	0.10	0.68	0.72	1.00	0.69	0.22	0.12	0.17	0.04	0.09	0.05	-0.04
RESUME TAILORING	0.13	0.84	0.81	0.69	1.00	0.27	0.13	0.21	0.05	0.10	0.06	-0.03
HHUSA JOB BOARD	0.09	0.23	0.22	0.22	0.27	1.00	0.11	0.20	0.09	0.10	0.07	-0.01
FEDERAL SERVICES	0.04	0.12	0.12	0.12	0.13	0.11	1.00	0.09	0.06	0.05	0.11	-0.02
VOLUNTEER SERVICES	0.08	0.16	0.16	0.17	0.21	0.20	0.09	1.00	0.10	0.14	0.09	-0.01
VCF PARTICIPANT	0.04	0.05	0.04	0.04	0.05	0.09	0.06	0.10	1.00	0.13	0.08	-0.01
WEBINAR PARTICIPANT	0.04	0.09	0.09	0.09	0.10	0.10	0.05	0.14	0.13	1.00	0.14	0.00
VIRTUAL WORKSHOP	0.04	0.06	0.06	0.05	0.06	0.07	0.11	0.09	0.08	0.14	1.00	-0.01
ONLINE TRAINING	0.03	-0.04	-0.04	-0.04	-0.03	-0.01	-0.02	-0.01	-0.01	0.00	-0.01	1.00

Table 65 - Service Utilization Correlation for Attrited Clients

The strongest correlation of services for clients that were not hired include Value Proposition Development and Interview Skills ($r = 0.91$). Value Proposition Development was also highly correlated with LinkedIn Profile Revision ($r = 0.68$) and Resume Tailoring ($r = 0.84$). It is also mildly correlated with HHUSA Job Boards ($r = 0.21$).

Interview Skills Training is highly correlated with LinkedIn Resume Revision ($r = 0.72$) and Resume Tailoring Skills ($r = 0.81$). This service is also mildly correlated with HHUSA Job Boards ($r = 0.22$). Similarly, LinkedIn Resume Revision is also highly correlated with Resume Tailoring Tips ($r = 0.69$) and mildly related to HHUSA Job Boards ($r = 0.27$).

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 composed of veterans, military spouses, children of veterans, and veteran advocates. We add new volunteers every week to grow our network of expertise.

Table 66 shows the number of completed volunteer program requests, broken out by Military and Spouse Group clients, and by request type. The 3,401 completed requests in 2019 mark a 61.56% increase across all requests. While there were sizable increases across the various types of requests, the most significant requests were with Job Search Best Practices, which more than tripled since our 2018 reporting, and with LinkedIn Reviews, which more than doubled. As a proportion of all requests, LinkedIn Reviews grew significantly, increasing from 11.21% of all volunteer requests in 2018 to 17.55%.

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.

Requested Support	% of Total Requests	Total Requests
Industry Specific	38.58%	1,312
Mock Interview	27.14%	923
LinkedIn Review	17.55%	597
Search Focus	6.00%	204
Job Search Best Practices	5.17%	176
Salary Negotiation	1.94%	66
Certifications / Training	0.94%	32
Entrepreneurship	0.94%	32
Resume Feedback	0.82%	28
Other	0.68%	23
CV / Portfolio Review	0.24%	8
Grand Total	100.00%	3,401

Table 66 - Total Completed Volunteer Requests

Last year, we compared the utilization rates of various volunteer requests between military and spouse members across logged requests. In 2018, spouses outpaced military members in utilization for mock interviews by more than six percentage points, but that utilization rate increased for our military members. Overall, while rates went down for industry specific requests, they increased significantly for LinkedIn Reviews- in fact, for spouses that utilized requests in 2018, 8.76% took advantage of LinkedIn reviews, while that proportion more than doubled in 2019 (increased to 19.96%).

	Veteran or Service Member	Military Spouse or Caregiver
Industry Specific	38.85%	37.13%
Mock Interview	27.26%	26.49%
LinkedIn Review	17.10%	19.96%
Search Focus	5.83%	6.90%
Job Search Best Practices	5.45%	3.73%
Salary Negotiation	1.99%	1.68%
Certifications / Training	0.98%	0.75%
Resume Feedback	0.87%	0.56%
CV / Portfolio Review	0.17%	0.56%
Other	0.63%	0.93%
Entrepreneurship	0.87%	1.31%

Table 67 - Total Completed Volunteer Requests by Military and Spouse Status

Looking specifically at our military population, we see that our junior enlisted clients have the lowest utilization proportions for certain key volunteer requests. In particular, Junior Enlisted registrants have some of the lowest utilization of our Mock Interview, LinkedIn, and Salary Negotiation Services.

	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Industry Specific	44.31%	36.76%	36.02%	33.33%	38.19%	37.15%	38.58%
Mock Interview	25.55%	27.69%	26.56%	27.16%	31.25%	25.00%	26.94%
LinkedIn Review	13.59%	16.57%	22.95%	24.69%	13.89%	21.18%	17.75%
Search Focus	6.50%	6.53%	4.73%	4.94%	6.60%	4.86%	5.80%
Job Search Best Practices	6.20%	5.93%	5.84%	6.17%	4.51%	2.08%	5.43%
Salary Negotiation	0.74%	2.30%	1.53%	2.47%	1.39%	5.21%	1.95%
Certifications / Training	0.59%	1.33%	1.25%		0.35%	0.35%	0.96%
Resume Feedback	0.74%	1.21%	0.28%	1.23%	1.39%	0.69%	0.85%
CV / Portfolio Review	0.15%		0.14%		0.69%	0.35%	0.20%
Other	0.59%	0.60%	0.14%		0.69%	1.74%	0.61%
Entrepreneurship	1.03%	1.09%	0.56%		1.04%	1.39%	0.92%
Grand Total	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%	100.00%

Table 68 - Total Completed Volunteer Requests by Rank Category

Furthermore, Junior Enlisted clients are underrepresented across our volunteer requests in general. 23.11% of volunteer requests come from Junior Enlisted servicemembers, even though they make up 28.62% of all jobseekers.

	Junior Enlisted	Non-Commissioned Officer	Senior Non-Commissioned Officer	Warrant Officer	Company-Grade Officer	Field-Grade Officer	Grand Total
Industry Specific	26.55%	26.90%	22.92%	2.39%	9.73%	9.47%	100.00%
Mock Interview	21.93%	29.02%	24.21%	2.79%	11.41%	9.13%	100.00%
LinkedIn Review	17.69%	26.35%	31.73%	3.85%	7.69%	11.73%	100.00%
Search Focus	25.88%	31.76%	20.00%	2.35%	11.18%	8.24%	100.00%
Job Search Best Practices	26.42%	30.82%	26.42%	3.14%	8.18%	3.77%	100.00%
Salary Negotiation	8.77%	33.33%	19.30%	3.51%	7.02%	26.32%	100.00%
Certifications / Training	14.29%	39.29%	32.14%		3.57%	3.57%	100.00%
Resume Feedback	20.00%	40.00%	8.00%	4.00%	16.00%	8.00%	100.00%
CV / Portfolio Review	16.67%		16.67%		33.33%	16.67%	100.00%
Other	22.22%	27.78%	5.56%		11.11%	27.78%	100.00%
Entrepreneurship	25.93%	33.33%	14.81%		11.11%	14.81%	100.00%
Grand Total	23.11%	28.23%	24.55%	2.77%	9.83%	9.83%	100.00%

Table 69 - Total Completed Volunteer Requests by Request Type and Rank Category

Looking further at our requisition utilization proportionality by military branch, we see that certain branches are utilizing services like Industry Specific and LinkedIn Review at much different rates. For instance, 25.00% of requests from Coast Guards personnel went towards LinkedIn Reviews, while only 14.99% of Navy requests went towards that. Compared to 2018 Data, Marines are using services like LinkedIn Reviews with much greater proportion (9.22% in 2018 versus 16.32% in 2019), but they're also using services like Mock Interviews with much less frequency (32.72% in 2018 versus 22.80% in 2019).

	Air Force	Army	Coast Guard	Marines	Navy
Industry Specific	35.50%	37.74%	28.57%	44.82%	40.19%
Mock Interview	25.95%	27.40%	28.57%	22.80%	29.35%
LinkedIn Review	21.08%	17.81%	25.00%	16.32%	14.99%
Search Focus	6.85%	6.11%	7.14%	5.44%	4.47%
Job Search Best Practices	4.68%	5.89%	3.57%	5.44%	5.10%
Salary Negotiation	2.16%	1.58%		2.85%	1.91%
Certifications / Training	1.26%	0.60%		0.78%	1.59%
Resume Feedback	0.72%	0.75%	3.57%	0.78%	0.96%
CV / Portfolio Review	0.18%	0.23%		0.26%	0.16%
Other	0.36%	0.75%		0.52%	0.64%
Entrepreneurship	1.26%	1.13%	3.57%		0.64%

Table 70 - Total Completed Volunteer Requests by Branch

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 for most types of requests. The biggest exception is with Industry Specific requests, from which male veterans use this service more commonly by proportion than women by more than 8 percentage points; and with Mock Interviews, which women use a greater proportion of than men by nearly 8 percentage points. The proportion of women veterans using Industry Specific volunteer requests dropped significantly from 2018 (31.95% from 43.12%), but the proportion of LinkedIn Reviews grew considerably (17.11% from 9.87%).

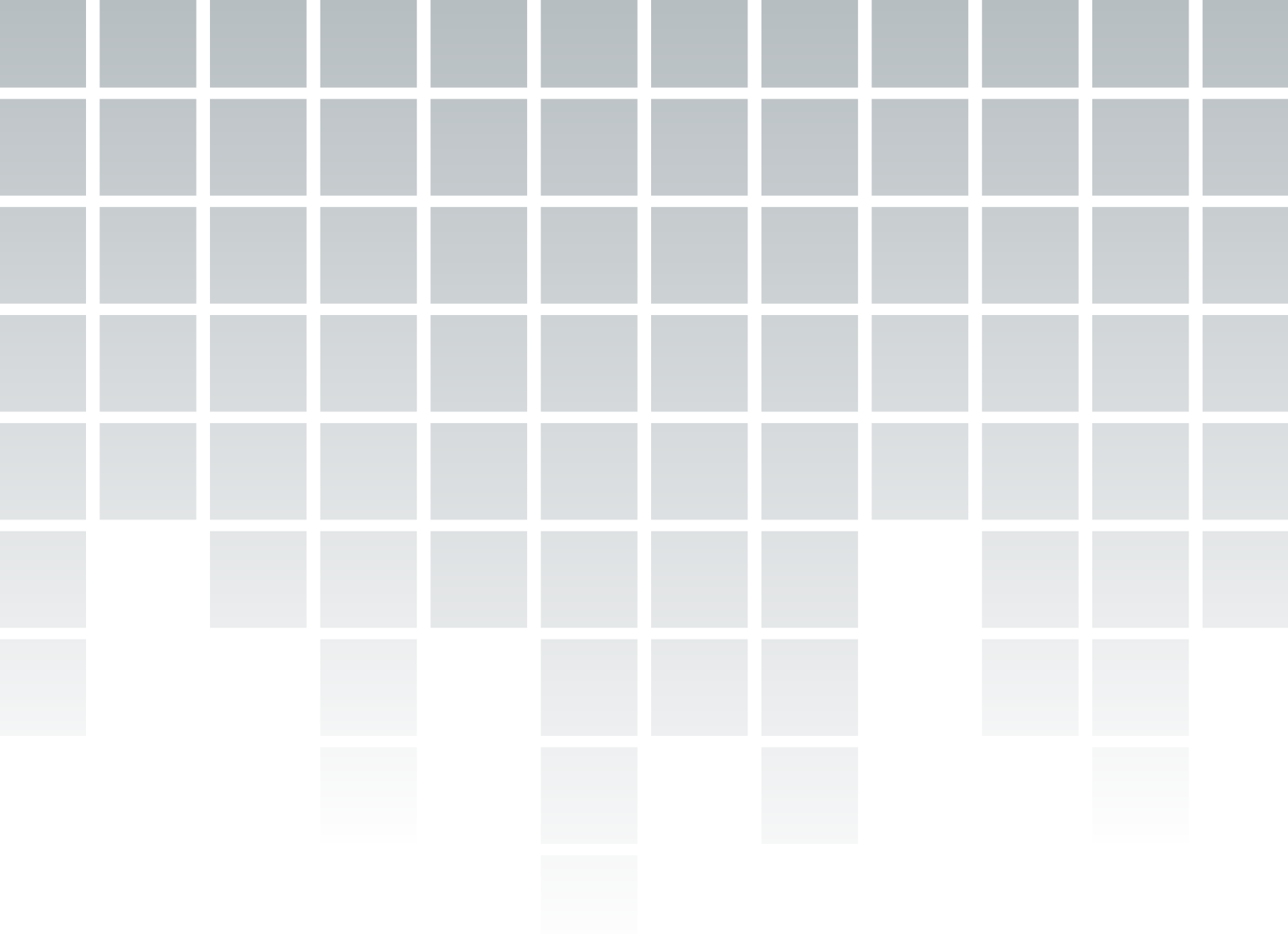
	Female	Male
Industry Specific	31.95%	40.44%
Mock Interview	33.27%	25.82%
LinkedIn Review	17.11%	17.12%
Search Focus	6.02%	5.97%
Job Search Best Practices	5.26%	5.41%
Salary Negotiation	0.94%	2.13%
Certifications / Training	1.50%	0.88%
Resume Feedback	1.13%	0.79%
CV / Portfolio Review	0.19%	0.23%
Other	0.56%	0.65%
Entrepreneurship	2.07%	0.56%

Table 71 - Total Completed Military Member Volunteer Requests by Gender

JOB BOARD

At any one time, the Hire Heroes USA Job Board provides clients with over 20,000 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.

4,628 of our 2019 Helped clients utilized the Job Board. 337,036 jobs were posted on the Board in 2019, which is an increase of 14.41% from 2018, which includes 1,806 active employer accounts (53.57% increase) and 13,639 active job seeker profiles (63.30% increase). The Job Board continues to be an excellent way for veterans, service members, and military spouses to connect with companies.



SECTION THREE

HIRED



SECTION THREE

HIRED

This section of the Hire Heroes Report explores the results and outcomes of our successfully employed clients. Please note that our hired cohort is tied to when a client is confirmed hired by one of our team members; in other words, a person's identification as a 2019 confirmed hire doesn't mean that they started working in 2019. For instance, a client who starts work in December 2018 will count as a 2019 hire if that's when their "confirmed hired" status was reviewed and approved by one of our team members. While several of these clients re-registered in 2019 for services, some initially registered in earlier years or may have been assisted by our organization before. Thus, our hired population is not entirely a subset of our intake or helped cohorts in 2019, and as such, should be viewed independently.

In total, Hire Heroes helped 10,607 veterans, service members, and military spouses find employment in 2019, with 10,446 individuals finding employment through our services for the very first time. This is an increase of 24.01% confirmed hires compared to 2018, which in itself was a 4.50% increase from 2017. While this number reflects a marginal increase across our entire client population, there continues to have been significant increases across specific subsets. For instance, last year we reported that 582 military spouses were hired through our services, which was an increase of 23.56% from 2017; but in 2019, we confirmed 955, which was a whopping increase of 64.08%. Military spouses continue to be a major part of our organization's success, growing from 6.90% of our total hires in 2018 to 9.14% of our total hires in 2019.

Our population of successful women military veterans increased significantly as well; 1,611 women veterans were confirmed hired in 2018, which was an increase of 20.76% from 2017. In 2018, women veterans represented 17.17% of our hires with a military background; in 2018, that number grew to 17.97%.

HIRED CLIENTS OVERVIEW

Figure 8 illustrates all locations of 2019 confirmed hires within the continental U.S. As observed in previous years, as well as in the registrant dataset, hires tend to occur in communities with military installations. Large metropolitan areas and regions near our offices also see a high rate of hires.

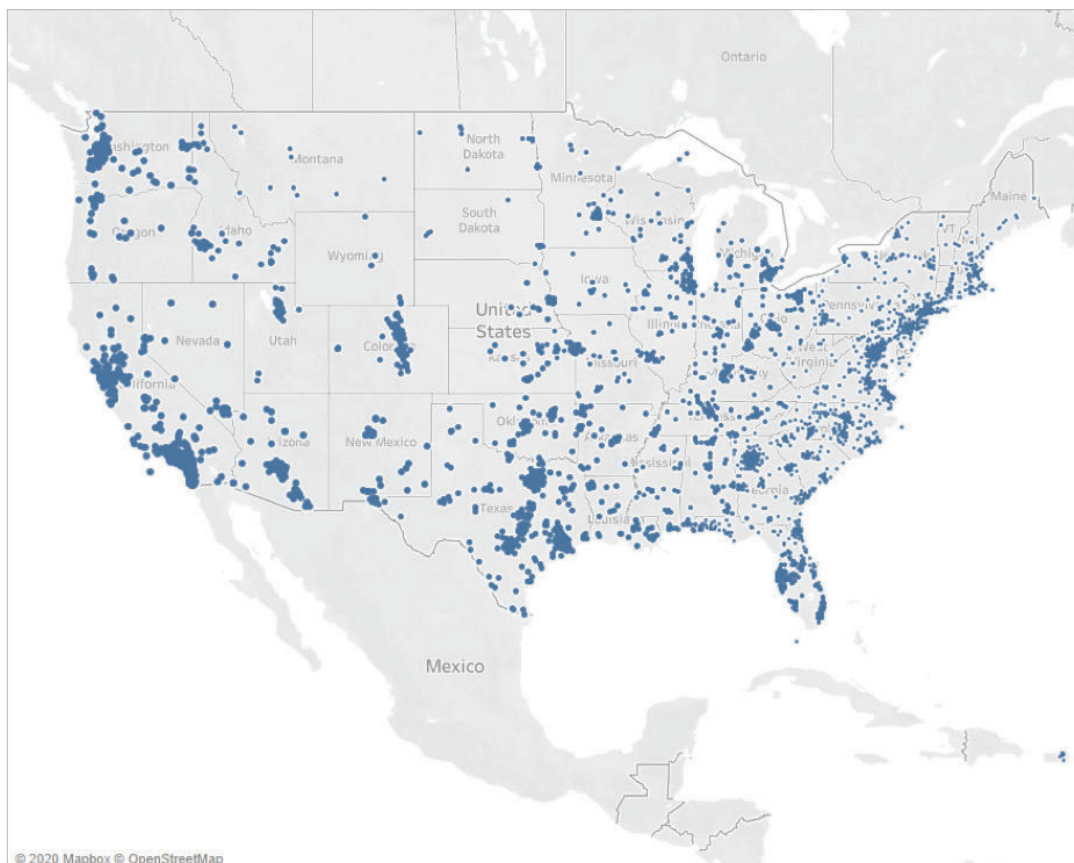


Figure 8 - Hires by Location

HIRES BY LOCATION OF ORIGIN

As discussed in earlier reporting, we recognize 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. We evaluated our hired population in terms of both state of origin at the time in which they registered for services, as well as their destination locations.

Figure 9 shows where confirmed hired clients are located at the time they register for our services. Texas, as with years prior, has the highest total with 1,456 resident clients hired. California follows Texas with 1,105 resident clients hired - Virginia, North Carolina, Georgia, Florida and Colorado follow subsequently in that order. 2019 hires by state of origin followed the same trend as 2018, however we did see Colorado, previously ranked fifth, drop to seventh.

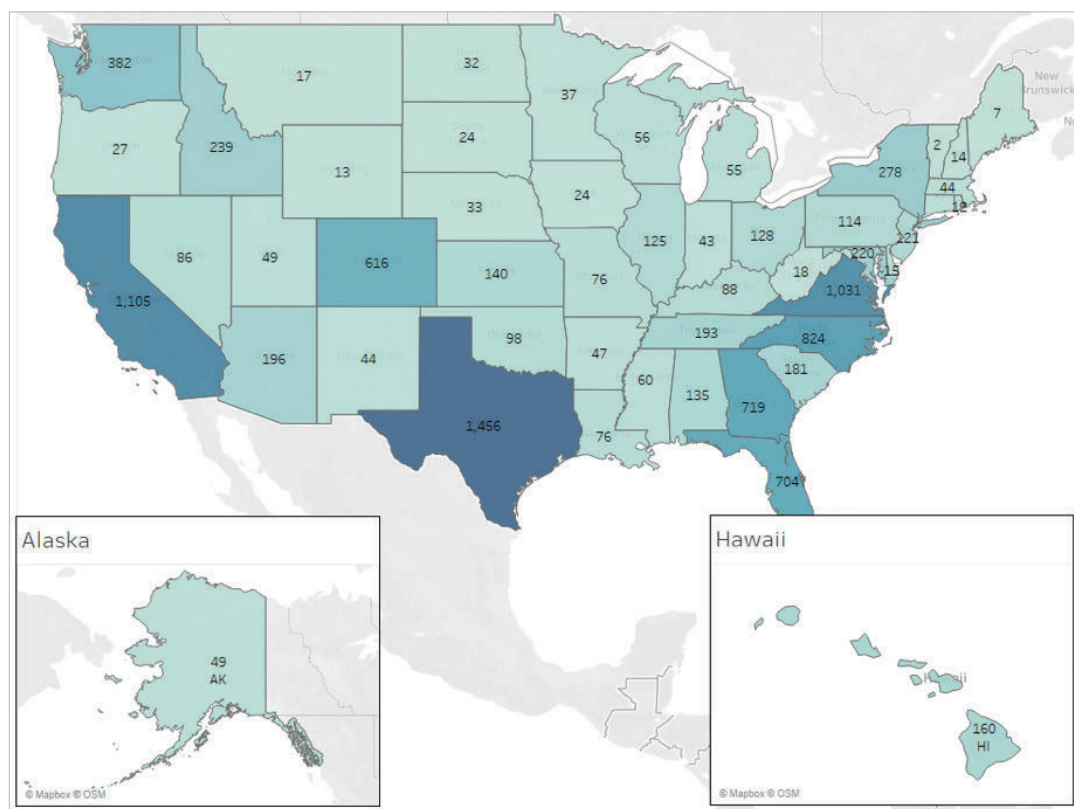


Figure 9 - Hires by Location at the Time of Registration for Services

Table 72 shows the ranking of hires by metropolitan area by the number of hires and percentage of all hires. The Top 3 locations remained unchanged from last year, with Virginia Beach, San Diego and Colorado Springs metropolitan areas topping the list. While still in the Top 3, Colorado Springs fell from highest ranked to third, dropping from 5.65% of total hires to 4.96%. Virginia Beach ranked first with an increase of 28.82% over last year’s hires total – the highest increase of any metropolitan area. In last year’s reporting, Atlanta saw a sharp dip in hires from 2017. But in 2019, Atlanta saw a 28.22% increase in hires, which was an increase that was second only to Virginia Beach. San Antonio and Killeen, TX--home of the Army’s Fort Hood military base--both saw significant increases as well (26.53% and 25.22%). The only major metropolitan area to experience a drop in hires for 2019 was Dallas, TX, which saw a decrease of 2.87%.

For 2019, hires from the Top 10 metropolitan areas accounted for more than one third of the total hires for the year (35.07%), only slightly less than the portion for 2018 (36.11%).

Metropolitan Area	Number of Records	% of Total
Virginia Beach-Norfolk-Newport News / VA-NC	569	5.87%
San Diego-Carlsbad-San Marcos / CA	499	5.14%
Colorado Springs / CO	481	4.96%
Washington-Arlington-Alexandria / DC-VA-MD-WV	443	4.57%
Killeen-Temple-Fort Hood / TX	345	3.56%
San Antonio-New Braunfels / TX	343	3.54%
Fayetteville / NC	288	2.97%
Atlanta-Sandy Springs-Marietta / GA	287	2.96%
Dallas-Fort Worth-Arlington / TX	209	2.15%
Seattle-Tacoma-Bellevue / WA	200	2.06%

Table 72 - Location of Hires by Metropolitan Area

Table 73 shows that we had a substantial increase in spouse hires in 2019, which was 61.57% more than the previous year. The Top 3 metropolitan areas for spouse hires remained the same, however the order shuffled slightly. In 2019, Virginia Beach, Washington D.C. and San Diego, all ranked in the Top 3 in that order. However, San Diego fell from first in 2018 to third in 2019, and Virginia Beach rose from third to first in 2019.

Military spouse hires continue to be more concentrated than our overall client population, with 43.44% occurring within the Top 10 metropolitan areas. We did see a wider distribution across those areas in 2019, with the top spot falling from 11.39% of total spouse hires in 2018 to 8.78% of the total spouse hires in 2019. The difference in the total percentage of spouse hires between the top location, Virginia Beach, and the tenth location, Killeen, TX (Fort Hood), was a spread of 6.61%. This is in contrast to 2018 which saw a spread of 9.35% between the first and tenth ranked metropolitan areas.

Metropolitan Area	Number of Records	% of Total Number of..
Virginia Beach-Norfolk-Newport News / VA-NC	77	8.78%
Washington-Arlington-Alexandria / DC-VA-MD-WV	51	5.82%
San Diego-Carlsbad-San Marcos / CA	49	5.59%
Colorado Springs / CO	40	4.56%
Fayetteville / NC	34	3.88%
San Antonio-New Braunfels / TX	33	3.76%
Jacksonville / FL	27	3.08%
Atlanta-Sandy Springs-Marietta / GA	27	3.08%
El Paso / TX	24	2.74%
Killeen-Temple-Fort Hood / TX	19	2.17%

Table 73 - Location of Hires by Metropolitan Area for Military Spouses

CLIENT MIGRATION

Many of our clients accept jobs that require them to relocate from their home state at the time of registration. To help us understand where our clients are moving to, our team asks clients where they will be working when verifying hires. We then compare the home address listed at the time clients register against the location of where they were hired to get a sense of how our clients are migrating across the country. *Figure 10* shows how many clients were hired into each U.S. state in 2019.

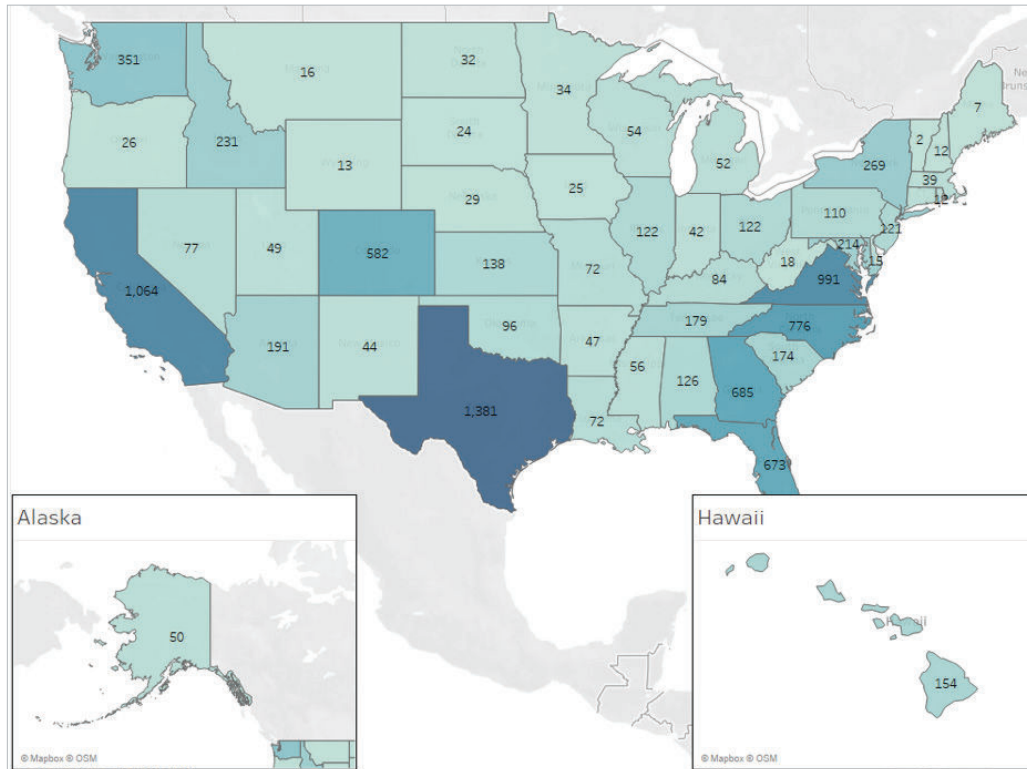


Figure 10 - Hires by State of Destination

As we've observed in previous years, 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 in illustrating broad client migration patterns clearly and concisely. Visualized in alignment with the federal government definitions, *Figure 11* groups hire destinations by Census Region and Census District.

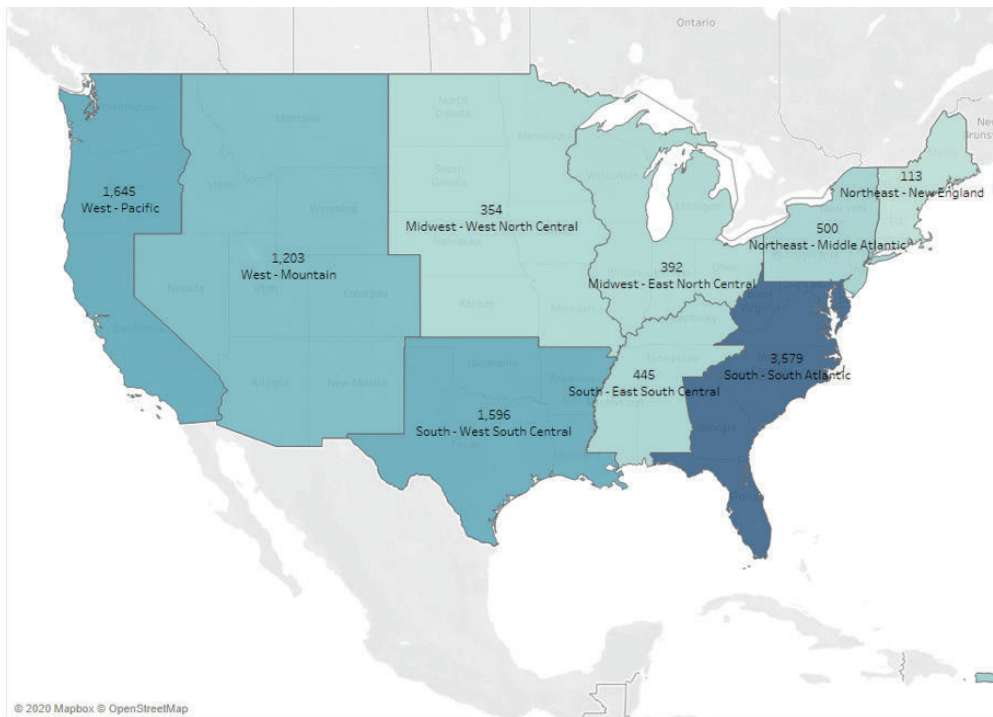


Figure 11- Hires by Census Region of Destination

Using the same Census Bureau-defined framework, *Table 74* compares the regional origin of our clients to the region they migrate to after they are hired. We see that many clients each year tend to stay in-region, but there are some regions that attract higher numbers of clients. The South South-Atlantic region (i.e., Georgia, North Carolina, Virginia, etc.) continues to attract a higher number of clients than other regions, with 140 trekking across the country from the West – Pacific region (i.e., California, Hawaii, Washington, etc.) in 2019.

Census Region Origin	Census Region Destinations								
	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	303	18	5	5	4	36	5	13	10
Midwest - West North Central	18	229	5	6	3	41	20	22	13
Northeast - Middle Atlantic	7	3	372	9	9	61	19	7	18
Northeast - New England	1	2	3	84	2	15	4		8
South - East South Central	11	12	4	3	318	69	26	12	5
South - South Atlantic	65	39	56	45	86	3,078	137	74	83
South - West South Central	22	26	21	12	17	111	1,330	44	44
West - Mountain	16	23	17	7	17	79	51	960	58
West - Pacific	30	15	27	12	12	140	94	74	1,264
Grand Total	477	377	517	187	472	3,668	1,706	1,215	1,524

Table 74 - Migration by Census Region and District

Although most of our clients stay within the same region, a large percentage are willing to relocate to another region. The Census District of South-South Atlantic--including Virginia, the Carolinas, Georgia and Florida--continues to be the region with the highest migration rate, with 23.52% of all hires migrating there in 2019.

Census Region Origin	Census Region Destinations								
	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		17.31%	4.81%	4.81%	3.85%	34.62%	4.81%	12.50%	9.62%
Midwest - West North Central	13.14%		3.65%	4.38%	2.19%	29.93%	14.60%	16.06%	9.49%
Northeast - Middle Atlantic	4.96%	2.13%		6.38%	6.38%	43.26%	13.48%	4.96%	12.77%
Northeast - New England	2.56%	5.13%	7.69%		5.13%	38.46%	10.26%		20.51%
South - East South Central	6.96%	7.59%	2.53%	1.90%		43.67%	16.46%	7.59%	3.16%
South - South Atlantic	9.77%	5.86%	8.42%	6.77%	12.93%		20.60%	11.13%	12.48%
South - West South Central	6.34%	7.49%	6.05%	3.46%	4.90%	31.99%		12.68%	12.68%
West - Mountain	5.33%	7.67%	5.67%	2.33%	5.67%	26.33%	17.00%		19.33%
West - Pacific	6.54%	3.27%	5.88%	2.61%	2.61%	30.50%	20.48%	16.12%	
Grand Total	6.94%	5.90%	5.78%	4.11%	6.14%	23.52%	14.99%	10.17%	10.37%

Table 75 - Migration by Census Region and District as Percentage of Destination

Digging deeper into migration trends for individual states, we see that a higher percentage of clients migrated in 2019 (31.28%) when compared to 2018 (25.81%). As observed in previous years, states with large military populations and few job centers lost more hires to other states. Kansas, home of the Army's Forts Riley and Leavenworth, saw 46.84% of their hired registrants migrate to another state. Idaho, Texas, California and Colorado saw the highest retention rates, only seeing 15.99%, 21.60%, 21.75% and 25.31% of hired clients moving to another state.

Although 31.28% of the total client base migrated, breaking down migration rate into different populations reveals that rate is not consistent amongst client cohorts. In 2019, 33.18% of male military member clients migrated, compared to 31.16% of female military members. Of our military spouse clients, 25.91% migrated in 2019. Male military members had a slight increase in migration from 2018 (5.87%), and military spouses saw an increase of 7.51%. Female military members had the greatest increase at 9.45% as more female military members are migrating to another state than the previous year.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

**SECTION THREE:
HIRED**

CONCLUSION

APPENDIX

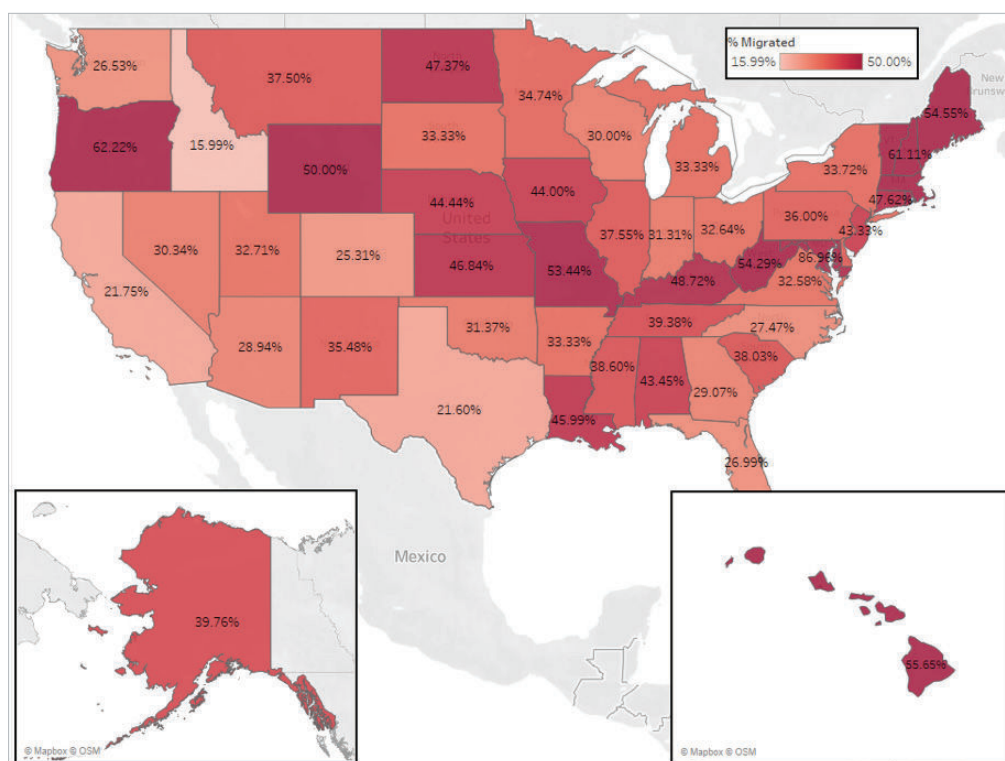


Figure 12 - Percent of Registrants Departing to a New State for Employment

Although each state saw hired registrants move to another state, some states saw more hired registrants move there than moved away, making them net gainers. The following chart, *Figure 13* looks at which states were net gainers versus losers in terms of clients that migrated for employment opportunities - with red states as net losers, and green states as net gainers. For example, California had a retention rate of 78.25%, but was a net loser as fewer registered hires relocated there than moved to another state. At 129.63%, we see that Oregon is one of the biggest net gainers, while at 50.63%, we find that Hawaii is our biggest net loser. Vermont is also reflected as a large net gainer, but this is largely a function of only a handful of clients being hired there.

Several states that were net gainers in 2018 became net losers over the course of 2019, including North Dakota, Georgia, West Virginia and South Carolina. Louisiana, which was the only state in 2018 to become a net gainer after a net loss the year prior, experienced a net loss of 18.42% in 2019. Texas, with a net gain of 2.20%, was the only state in 2019 to go from being a net loser in 2018 to a net gainer.

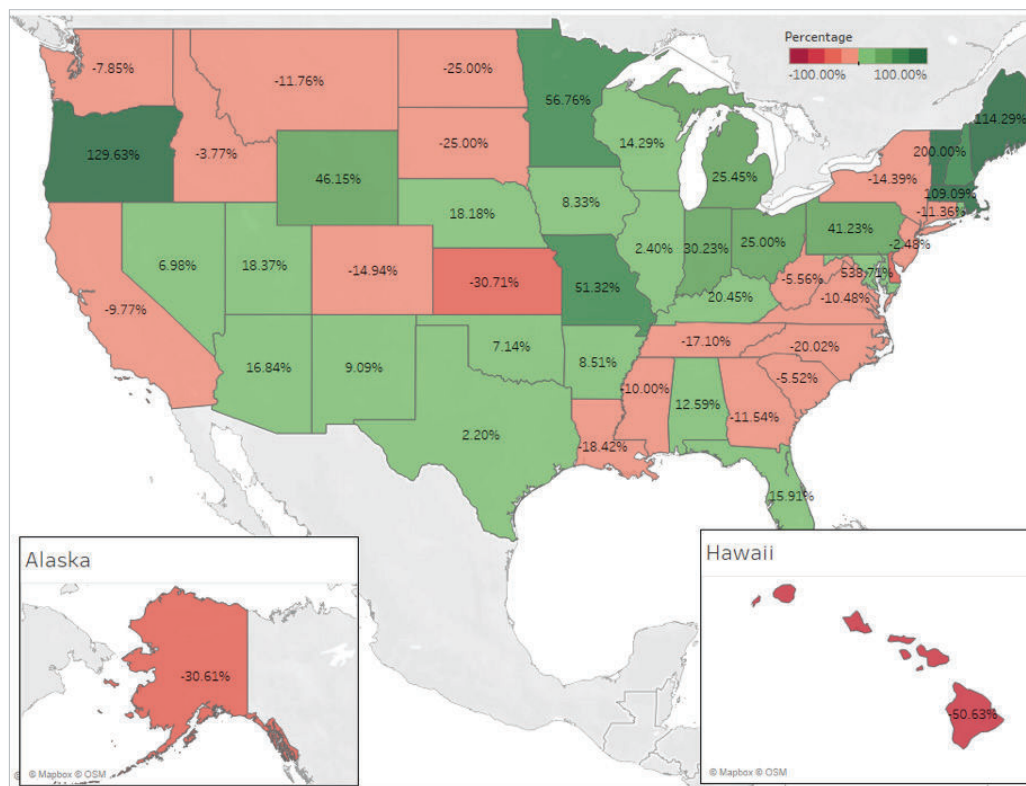


Figure 13 - Net Migration by State for Confirmed Hires

Our SAS team partners analyzed our migration data as well, looking at average distances traveled by various populations. Specifically, SAS was able to calculate the distances traveled from ZIP code of origin to their hired ZIP code. Overall, the average distance migrated for a military member was 367.27 miles, however, that distance traveled varied depending on a client’s service disposition. For instance, prior service or separated military members migrated 228.41 miles on average, while those who were Active Duty at registration migrated 614.81 miles on average. This corroborates earlier observations about military members seeking employment opportunities in new places when presented with the opportunity.

The states or localities with the highest average distance traveled included Guam, Hawaii, Maine, Alaska, and Rhode Island. The localities with the lowest average distances traveled include Washington, DC, New Mexico, Vermont, and Wyoming.

SAS also explored the migration rates and distances traveled for our military members by rank. As per *Table 76*, the more junior the client, the less likely they were to both migrate to a new state, and if they did choose to migrate, the shorter the distance traveled. For instance, 21.51% and 19.13% of E-2s and E-3s migrated 83 and 174 miles on average respectively, but 32.94% and 33.50% of O-4s and O-5s migrated 297 and 300 miles on average respectively.

Service Rank	Migrated to New State	Average Migration Distance
E-1	13.89%	169
E-2	21.51%	83
E-3	19.13%	174
E-4	27.66%	260
E-5	30.41%	330
E-6	29.94%	298
E-7	29.09%	272
E-8	28.67%	306
E-9	29.84%	280
W-1	50.00%	504
W-2	40.91%	334
W-3	28.27%	264
W-4	29.65%	316
W-5	30.56%	270
O-2	40.68%	424
O-3	43.26%	514
O-4	32.94%	297
O-5	33.50%	300
O-6	37.40%	319
O-7	25.00%	624
O-8		
O-9	0.00%	0

Table 76 - Average Migration Distance by Rank

Similarly, to last year, 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. One example of this is that clients with a High School/GED level of education were 2.8 times more likely to relocate for employment than other clients.

SALARY ACHIEVEMENT

As illustrated in *Table 77*, the average salary achieved by confirmed hires in 2019 was \$59,573, which is an increase of 3.22% from 2018. Breaking down hired clients by whether they were a military member or military spouse, or whether they were a man or a woman, shows that this average diverges significantly based on a hire's demographic profile. Of these groups, male military members achieve the highest salary with average earnings of over \$62,000 per year (a 3.36% increase over last year). Female military members saw a smaller increase of 2.65%, and spouse clients experienced a 3.34% increase.

Male military members achieved 17.24% higher salaries than their female counterparts and 32.95% higher than the average military spouse. The disparity between male military members, their female counterparts, and military spouses widened since 2018, increasing from 14.11% and 24.76% respectively. When grouping military spouse salaries by gender, we see that male spouses attain salaries 14.59% higher than their female counterparts. Average salaries for male military members were 17.72% higher than male military spouses, and 34.89% higher than female spouses. On average, regardless of military member or spouse status, male clients attained salaries that were 22.73% higher than female clients.

	Female	Male	Grand Total
Veteran or Service Member	\$52,994	\$62,130	\$60,866
Military Spouse / Caregiver	\$46,059	\$52,778	\$46,731
Grand Total	\$50,576	\$62,073	\$59,573

Table 77 - Average Salary by Military Group or Spouse Group Status, and Gender

Gender disparities across all military ranks initially observed in our previous years reporting have persisted in 2019. *Table 78* compares the average civilian earnings of

the Military Group by rank and gender. In 2018, male and female warrant officers had the greatest pay disparity of any rank with male warrant officers earning on average 24.33% more than their female counterparts. In 2019, male and female warrant officers had the lowest pay disparity, with male warrant officers attaining 3.92% higher salaries than their female counterparts on average. Field grade officers experienced the greatest pay disparity in 2019, with male clients achieving 17.55% higher salaries than their female counterparts. With a difference of 15.10%, company grade officers had the second highest disparity, and junior enlisted clients had the third highest with a difference of 14.20%.

Rank Category (Detailed)	Gender		Grand Total
	Female	Male	
Junior Enlisted	\$43,627	\$49,779	\$48,684
Non-Commissioned Officer	\$50,008	\$56,498	\$55,434
Senior Non-Commissioned Officer	\$58,364	\$65,159	\$64,476
Warrant Officer	\$73,000	\$75,858	\$75,487
Company-Grade Officer	\$65,270	\$75,089	\$73,451
Field-Grade Officer	\$72,722	\$85,483	\$84,574
Grand Total	\$50,576	\$62,073	\$59,573

Table 78 - Average Civilian Salary by Gender and Rank

Using data collected on client’s military occupational specialties, we are able to categorize salary outcomes across all branches of service by Military Occupational Specialty. In 2018, acquisition and aviation-related occupations attained the highest average salaries for each service branch. In 2019, acquisition occupations were the highest earners only for the Air Force – acquisition did not even make the top three for any other branch. Aviation related occupations continued to be high for those clients who served in the Air Force and the Marines, with pilot and flight crew in the top two slots for Marines, and pilots in the third slot for the Air Force. The Army saw foreign area officer positions and cyber related occupations top the list in 2019 – neither of which placed in the top ten for 2018. For the Navy, submarine communications, submarine ordnance and aviation deck occupations claimed the top three spots, with pilot (previously the top spot) falling to fourth. *Table 79* identifies the top ten salary outcomes by occupational specialty, divided out by service branch.

Army		Navy	
Foreign Area Officer	\$95,000	Submarine Communications	\$95,000
Cyber	\$80,882	Submarine Ordnance	\$95,000
Strategic Plans and Policy	\$79,444	Aviation Deck	\$90,000
Academy Professor	\$77,500	Pilot	\$87,500
Acquisition	\$76,500	Musician	\$85,000
Special Forces	\$76,321	Surface Information Systems	\$82,000
Linguist	\$76,111	Surface Operations	\$79,783
Electronic Warfare	\$73,421	Intelligence	\$78,846
Aviation	\$67,768	Special Warfare / Special Operations	\$75,769
Civil Affairs	\$67,500	Submarine Engineering / Repair	\$72,857

Table 79 - Salary Outcomes by Occupational Specialty

Air Force		Marines	
Acquisition	\$85,000	Pilot	\$81,364
Contracting	\$83,889	Flight Crew	\$79,000
Pilot	\$83,571	Cyberspace Operations	\$77,143
Cyber Warfare	\$76,290	Air Traffic Control	\$76,667
Financial Management / Comptroller	\$72,692	Financial Management	\$71,667
Special Investigations	\$72,143	Food Service	\$68,333
Intelligence / Surveillance / Reconnaissance	\$70,283	Logistics	\$67,063
Air Traffic Control	\$70,000	Intelligence	\$66,154
Judge Advocate / Legal	\$70,000	Communications	\$62,813
Civil Engineering	\$68,902	Aviation Ordnance	\$60,385

Table 79 - Salary Outcomes by Occupational Specialty (cont.)

Examining average salaries by employment type, we see that average salary attainment continues to vary significantly depending on the type of employment. Table 80 illustrates the average salary achieved by military members and military spouses divided out into full time, part time, seasonal and temporary or contracted employment. Full time and contract / temporary military member clients attained similar average salaries, with a difference of 0.03% between the two categories – likewise for military spouse clients with a variance of 1.22%. Clients employed full time or with temporary / contract positions attained on average 40-50% more than their counterparts employed part time or seasonally, narrowing the gap observed in 2018 which exceeded 50%. Seasonally employed military member and military spouse clients achieved the closest average salaries, with military members attaining 2.25% higher salaries than similarly employed spouse clients.

	Veteran or Service Member	Military Spouse / Caregiver	Grand Total
Full-Time	\$62,419	\$49,405	\$61,356
Part-Time	\$30,262	\$28,578	\$29,915
Seasonal	\$32,308	\$31,250	\$32,059
Temporary/Contract	\$62,440	\$48,800	\$61,095
Grand Total	\$60,866	\$46,731	\$59,573

Table 80- Average Salary by Employment Type

In datasets from prior years, we observed a direct correlation between education level and average salary attainment. That correlation was observed again in 2019 and is displayed in Table 81. Looking closely, we see that clients with a Post-Graduate degree or Doctorate earn 30% higher salaries than those clients with a two-year degree or high school diploma equivalent. Additionally, clients coming off of active duty earn higher salaries (\$64,137) than do students, unemployed clients, or underemployed clients.

	Active Duty	Employed	Pending Medical Separation	Student	Temporary/Contract Employee	Under-Employed	Unemployed	Grand Total
High School/GED	\$54,524	\$50,563	\$47,154	\$43,000	\$54,474	\$45,915	\$44,437	\$50,664
2 Year Degree	\$60,962	\$54,054	\$51,000	\$43,485	\$52,222	\$48,721	\$48,011	\$55,377
4 Year Degree	\$69,230	\$61,264	\$61,282	\$50,610	\$56,017	\$52,644	\$52,747	\$61,368
Post-Graduate Degree	\$78,053	\$71,032	\$71,897	\$51,875	\$67,000	\$61,579	\$61,889	\$72,117
Doctorate	\$84,783	\$80,000	\$85,000		\$61,667	\$70,000	\$62,308	\$77,561
Grand Total	\$64,137	\$59,672	\$54,765	\$47,324	\$58,152	\$52,156	\$51,359	\$59,573

Table 81 - Average Salary by Education Level and Employment Status at the Time of Registration

In years prior, we observed a strong correlation between client Rank and salary attainment, with higher ranking clients earning higher salaries. In 2017 and 2018 we saw that the higher the client's rank the higher the average salary achieved, and this held true for 2019 with one exception: Warrant Officers earned slightly higher salaries than did Company-Grade Officers (a differential of less than 3%). *Table 82* shows this correlation and is further broken down by service branch. In 2019 the disparity between service branches decreased, with the gap in pay narrowing for each group. Navy, Air Force and Coast Guard clients tied for highest salary attainment at just over \$63,000 each – Marines and Army clients tied with average salaries just over \$59,000.

Rank Category (Detailed)	Service Branch					Grand Total
	Army	Navy	Marines	Air Force	Coast Guard	
Junior Enlisted	\$47,843	\$49,046	\$47,436	\$51,745	\$53,000	\$48,684
Non-Commissioned Officer	\$53,248	\$56,843	\$54,585	\$58,575	\$58,667	\$55,434
Senior Non-Commissioned Officer	\$60,410	\$67,510	\$67,197	\$68,911	\$60,000	\$64,476
Warrant Officer	\$74,279	\$84,444	\$77,083	\$55,000	\$75,769	\$75,487
Company-Grade Officer	\$70,227	\$81,620	\$74,222	\$76,935	\$72,500	\$73,451
Field-Grade Officer	\$83,320	\$87,518	\$87,727	\$83,776	\$80,714	\$84,574
Grand Total	\$59,051	\$62,956	\$59,249	\$63,740	\$63,173	\$59,573

Table 82 - Average Salary by Service Branch and Rank

Table 83 examines all client records that contain both desired and attained salary data and compares the total number of clients in each desired salary bracket against the salary they attained. Across all clients, 67.92% achieved or exceeded their desired salary, which is a 4.24% decrease from 2018 (72.16%). Despite the decrease in the percentage of clients who met or exceeded their desired salary, a higher proportion of clients attained salaries in the top ranges, with 11.89% of hires earning \$90,000 or more in 2019 (in 2018 the rate of 10.35%).

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 \$20,000	28.57%	20.00%	17.14%	5.71%	11.43%	5.71%	5.71%	2.86%	2.86%		100.00%
\$20,000 - \$29,999	11.17%	36.51%	28.61%	14.71%	4.90%	2.72%	0.27%	0.54%		0.54%	100.00%
\$30,000 - \$39,999	2.93%	12.56%	43.68%	23.81%	9.48%	4.16%	1.54%	1.16%	0.15%	0.54%	100.00%
\$40,000 - \$49,999	2.36%	5.49%	19.46%	39.94%	17.20%	7.70%	3.54%	2.26%	0.92%	1.13%	100.00%
\$50,000 - \$59,999	0.86%	3.55%	10.39%	19.86%	36.02%	13.98%	8.56%	3.39%	1.47%	1.93%	100.00%
\$60,000 - \$69,999	0.73%	1.95%	5.41%	11.37%	17.09%	37.29%	13.75%	6.69%	2.68%	3.04%	100.00%
\$70,000 - \$79,999	0.52%	1.22%	3.66%	8.72%	10.29%	13.69%	36.53%	15.43%	4.27%	5.67%	100.00%
\$80,000 - \$89,999	1.26%	0.63%	2.14%	3.78%	8.31%	11.08%	14.61%	34.63%	10.45%	13.10%	100.00%
\$90,000 - \$99,999	0.55%	0.28%	1.65%	1.93%	5.23%	6.89%	10.47%	17.08%	36.64%	19.28%	100.00%
\$100,000+	0.81%	0.68%	1.22%	1.76%	3.39%	5.01%	6.64%	11.52%	12.20%	56.78%	100.00%
Grand Total	1.82%	5.22%	13.82%	18.16%	16.49%	13.70%	10.76%	8.13%	4.36%	7.54%	100.00%

Table 83 - Desired Salary Versus Attained Salary

Although 67.92% reflects all hires, we see that the numbers are different once the client dataset is broken out into subpopulations. For instance, more male military members (68.09%) and military spouses (69.66%) are achieving or exceeding their desired salary than are female military members (65.25%). Each subpopulation saw a decrease in the percentage of clients that attained or surpassed their desired salary from 2018, with spouses seeing the largest drop, with a decrease of 6.46% from last year.

In last year’s reporting, we observed that female military members had greater success achieving higher salaries than their male counterparts. We also observed that a higher percentage of female military members were seeking and attaining top salaries than their male counterparts. However, in 2019 a lower percentage of total female military members attained salaries of \$90,000 or more than their male counterparts (13.48% for male military members and 6.76% of female). For both subpopulations, more clients attained salaries in excess of \$90,000 than desired earnings in that range.

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 \$20,000	33.33%		22.22%	5.56%	5.56%	11.11%	11.11%	5.56%	5.56%		100.00%
\$20,000 - \$29,999	10.12%	30.36%	27.38%	19.05%	5.95%	4.17%	0.60%	1.19%		1.19%	100.00%
\$30,000 - \$39,999	2.24%	11.48%	40.62%	24.65%	11.62%	5.18%	1.82%	1.40%	0.28%	0.70%	100.00%
\$40,000 - \$49,999	2.01%	4.63%	18.92%	37.61%	18.30%	9.03%	4.32%	2.70%	1.08%	1.39%	100.00%
\$50,000 - \$59,999	0.62%	3.11%	9.95%	19.14%	36.35%	13.82%	9.26%	3.87%	1.66%	2.21%	100.00%
\$60,000 - \$69,999	0.64%	1.77%	4.82%	11.17%	16.48%	38.02%	14.07%	6.91%	2.89%	3.22%	100.00%
\$70,000 - \$79,999	0.45%	1.12%	3.03%	9.09%	9.99%	13.69%	36.70%	14.93%	4.71%	6.29%	100.00%
\$80,000 - \$89,999	1.44%	0.48%	1.44%	3.37%	8.81%	10.42%	15.06%	35.58%	10.42%	12.98%	100.00%
\$90,000 - \$99,999	0.70%	0.35%	1.05%	2.44%	4.18%	6.62%	11.85%	17.77%	35.19%	19.86%	100.00%
\$100,000+	0.70%	0.17%	0.87%	1.57%	3.32%	5.06%	6.63%	11.34%	12.91%	57.42%	100.00%
Grand Total	1.39%	3.79%	11.47%	16.94%	17.04%	14.75%	12.04%	9.10%	4.94%	8.54%	100.00%

Table 84 - 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 \$20,000	14.29%	71.43%	14.29%								100.00%
\$20,000 - \$29,999	14.12%	41.18%	27.06%	10.59%	4.71%	2.35%					100.00%
\$30,000 - \$39,999	5.04%	15.47%	44.24%	22.66%	7.19%	2.88%	1.44%	0.72%		0.36%	100.00%
\$40,000 - \$49,999	3.80%	5.98%	22.01%	44.02%	14.67%	4.89%	1.36%	1.36%	0.82%	1.09%	100.00%
\$50,000 - \$59,999	1.01%	4.71%	12.46%	22.56%	33.00%	15.82%	5.72%	2.69%	0.67%	1.35%	100.00%
\$60,000 - \$69,999	0.80%	2.81%	7.23%	13.65%	17.27%	33.73%	13.25%	6.02%	1.61%	3.61%	100.00%
\$70,000 - \$79,999	1.46%	1.46%	3.65%	6.57%	13.14%	16.79%	32.85%	18.98%	1.46%	3.65%	100.00%
\$80,000 - \$89,999		2.60%	3.90%	7.79%	7.79%	11.69%	14.29%	31.17%	10.39%	10.39%	100.00%
\$90,000 - \$99,999					12.12%	15.15%	6.06%	18.18%	33.33%	15.15%	100.00%
\$100,000+	3.03%	3.03%	4.55%	3.03%	3.03%	3.03%	9.09%	7.58%	10.61%	53.03%	100.00%
Grand Total	3.13%	8.27%	18.41%	22.04%	15.59%	12.40%	7.70%	5.70%	2.32%	4.45%	100.00%

Table 85 - Desired Salary Versus Attained Salary (Women Military Members)

Military spouses saw the highest rate of clients meeting or exceeding their desired salary in 2019, with 69.66% of spouse clients earning at or above their desired salary. Military spouse clients saw a lower percentage of individuals seeking salaries of \$90,000 or more, with only 4.23% of spouse clients desiring that salary range, and 3.67% of spouse clients earning in that range. 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 \$20,000	33.33%	22.22%	11.11%	11.11%	22.22%						100.00%
\$20,000 - \$29,999	12.12%	45.45%	33.33%	7.07%	2.02%						100.00%
\$30,000 - \$39,999	2.55%	13.45%	52.36%	20.73%	5.45%	3.27%	1.09%	0.73%		0.36%	100.00%
\$40,000 - \$49,999	2.31%	10.19%	19.44%	44.44%	15.28%	4.17%	2.31%	1.39%	0.46%		100.00%
\$50,000 - \$59,999	2.10%	6.29%	13.29%	22.38%	36.36%	10.49%	6.29%	0.70%	1.40%	0.70%	100.00%
\$60,000 - \$69,999	2.27%	3.41%	6.82%	10.23%	23.86%	34.09%	13.64%	2.27%	2.27%	1.14%	100.00%
\$70,000 - \$79,999		2.04%	4.08%	12.24%	10.20%	12.24%	38.78%	18.37%	2.04%		100.00%
\$80,000 - \$89,999			14.81%		11.11%	18.52%	7.41%	22.22%	25.93%		100.00%
\$90,000 - \$99,999			18.18%		18.18%		9.09%		45.45%	9.09%	100.00%
\$100,000+		6.90%	3.45%		13.79%	13.79%	3.45%	13.79%	10.34%	34.48%	100.00%
Grand Total	3.38%	12.79%	26.85%	21.99%	14.69%	8.25%	5.50%	2.85%	2.22%	1.48%	100.00%

Table 86 - Desired Salary Versus Attained Salary (Military Spouses)

Table 87 lists the Top 10 metropolitan areas by average salary attained by clients for metropolitan areas with ten or more client records. Poughkeepsie, NY, which did not make the Top 10 list for 2018, claimed the top spot for 2019 with an average salary attained of \$79,211. Lexington Park, MD - which also did not make the Top 10 list for 2018 - ranked a close second with an average salary of \$79,000. Taking third place for 2019 is Southern Pines, NC (which was the top metropolitan area in 2018) with an average salary of \$75,385. Along with Southern Pines, NC, Washington, DC, and Norwich, CT are the only metropolitan areas to appear in the Top 10 listing for both 2018 and 2019.

Metropolitan Area	Average Salary
Poughkeepsie-Newburgh-Middletown / NY	\$79,211
Lexington Park / MD	\$79,000
Southern Pines-Pinehurst / NC	\$75,385
Hanford-Corcoran / CA	\$75,000
Washington-Arlington-Alexandria / DC-VA-MD-WV	\$74,615
Baltimore-Towson / MD	\$74,208
Davenport-Moline-Rock Island / IA-IL	\$74,167
Norwich-New London / CT	\$70,833
Dayton / OH	\$70,263
Boston-Cambridge-Quincy / MA-NH	\$70,128

Table 87 - Top 10 Metropolitan Areas by Average Salary

Metropolitan Area	Average Salary
Washington-Arlington-Alexandria / DC-VA-MD-WV	\$59,510
Baltimore-Towson / MD	\$57,727
Seattle-Tacoma-Bellevue / WA	\$57,500
Jacksonville / NC	\$51,667
Houston-Sugar Land-Baytown / TX	\$49,615
New York-Northern New Jersey-Long Island / NY-NJ-PA	\$49,615
Dallas-Fort Worth-Arlington / TX	\$48,846
Honolulu / HI	\$48,529
San Diego-Carlsbad-San Marcos / CA	\$47,245
Killeen-Temple-Fort Hood / TX	\$46,053

Table 88 - Top 10 Metropolitan Areas by Average Salary for Military Spouses

Metropolitan Area	Average Salary
Washington-Arlington-Alexandria / DC-VA-MD-WV	\$69,026
Baltimore-Towson / MD	\$68,684
Augusta-Richmond County / GA-SC	\$60,217
Pensacola-Ferry Pass-Brent / FL	\$60,000
Honolulu / HI	\$59,118
Los Angeles-Long Beach-Santa Ana / CA	\$57,500
New York-Northern New Jersey-Long Island / NY-NJ-PA	\$56,364
Riverside-San Bernardino-Ontario / CA	\$56,333
San Diego-Carlsbad-San Marcos / CA	\$54,872
Virginia Beach-Norfolk-Newport News / VA-NC	\$54,737

Table 89 - Top 10 Metropolitan Areas by Average Salary for Women Veterans

In addition to our collection of salary data, we also ask clients about their earnings if they completed a job-to-job transition. Specifically, we ask the following question of clients who were employed at the time of registration: If you completed a job-to-job transition. Please describe the change in your annual salary from the previous position.

Table 90 looks at the average response to this question, broken out by whether the client is a military spouse or served in the military, and by gender. On average, Hire Heroes USA clients reported an average salary increase of \$25,133 when completing this transition. Similar to our overall earnings reporting, we see significant differences between spouses and veterans and between men and women. Male clients earn nearly \$6,000 more during this transition than women, and military members earn nearly \$5,000 more than their spouse counterparts. Of note is that, unlike with our overall earnings numbers, female military spouses make more in a job-to-job transition than their women that served in the military--with overall earnings, women veterans make nearly \$7,000 more annually than their spouse counterparts.

	Female	Male	Grand Total
Veteran or Servicemember	\$20,158	\$26,137	\$25,422
Military Spouse or Caregiver	\$21,189	\$25,417	\$20,978
Grand Total	\$20,536	\$26,133	\$25,133

Table 90 - Job-to-Job Transition Salary Change by Spouse Status and Gender

Table 91 explores job-to-job transition salary change by rank category and service branch. Consistent with our trends observed with overall annual earnings, we're seeing that junior enlisted registrants are making much less in a job transition than senior counters. Warrant Officers and Field-Grade Officers make nearly two times more than Junior Enlisted in this scenario. Though there is significant variation across rank categories, there isn't as much variation across military branches.

	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Junior Enlisted	\$18,295	\$17,171	\$7,917	\$8,558	\$28,393	\$16,419
Non-Commissioned Officer	\$33,285	\$25,091	\$1,250	\$30,625	\$29,583	\$28,308
Senior Non-Commissioned Officer	\$17,635	\$27,379	\$1,250	\$33,409	\$19,426	\$23,630
Warrant Officer		\$38,988	\$16,250	\$32,250	\$26,250	\$32,847
Company-Grade Officer	\$19,107	\$21,250	\$93,750	\$18,250	\$32,500	\$24,399
Field-Grade Officer	\$31,917	\$35,777		\$19,688	\$26,250	\$31,383
Grand Total	\$23,518	\$26,696	\$23,942	\$23,783	\$25,685	\$25,422

Table 91 - Job-to-Job Transition Salary Change by Rank and Branch

HIRES BY JOB FUNCTION

Table 92 examines the 2019 confirmed hires by job function, ranking the Top 10 job functions our clients were hired in. The Top 10 job functions for 2019 remain largely unchanged from 2018, with Supply Chain/Logistics moving up one slot and Healthcare making the list in the number 10 position. Administration/Clerical remains at the top of list with 7.03% of our confirmed hired clients hired into that job function.

As observed in 2017 and 2018, Management - Executive/C-Suite had the highest average salary again in 2019 - with an average salary of \$94,254. Retail ranked the lowest in 2019 with an average salary of \$34,014 (it was also ranked the lowest in 2017 and 2018). Both job functions did see an increase in average salary over the previous year, with Management - Executive/C-Suite increasing 3.71% and Retail increasing 7.65%.

Job Function Hired In	% of Total	Number of Records	Average Salary
Administrative/Clerical	7.03%	732	\$45,669
Safety/Security/Law Enforcement	5.71%	595	\$51,555
Training/Instruction/Teaching	4.96%	517	\$57,379
Installation/Maintenance/Repair	4.52%	471	\$55,446
Analyst	4.33%	451	\$73,071
Management - Operations	4.15%	432	\$73,819
Supply Chain/Logistics	3.86%	402	\$60,224
Customer Service	3.73%	389	\$37,571
Management - General	3.64%	379	\$62,836
Healthcare	3.57%	372	\$53,145

Table 92 - Top 10 Job Functions for Hired Clients

As observed in previous years, there are notable differences in the types of jobs male veterans are obtaining when compared to their female counterparts. More than 13% of male military members are hired into either Installation/Maintenance/Repair or Safety/Security/Law Enforcement jobs. We continue to see these two categories have the highest percentage of male military member hires, however in 2019 Installation/Maintenance/Repair overtook Safety/Security/Law Enforcement for the top spot. Almost 25% of female military members were hired into Administrative/Clerical or Healthcare jobs in 2019 - these two categories remain unchanged as the top two for female military members from 2018. For female military members, Banking/Finance, which was previously in the Top 10, saw a decrease from 2018 and did not crack the Top 10 in 2019. Customer Service saw an increase in 2019, jumping from the sixth highest ranked to the third - overtaking Human Resources, Training/Instruction/Teaching and Analyst. Using a threshold of at least 5 records, IT - Information Security was the top earning job function for female military members, with an average salary of \$77,333.

Job Function Hired In	% of Total	Number of Records	Average Salary
Safety/Security/Law Enforcement	7.06%	518	\$51,911
Installation/Maintenance/Repair	5.97%	438	\$55,228
Management - Operations	4.81%	353	\$75,510
Analyst	4.46%	327	\$74,419
Training/Instruction/Teaching	4.25%	312	\$62,981
Supply Chain/Logistics	4.14%	304	\$61,579
Management - General	3.82%	280	\$63,571
Administrative/Clerical	3.50%	257	\$49,942
Engineering	3.30%	242	\$73,926
Management - Project	3.03%	222	\$77,883

Table 93 - Top 10 Job Functions for Men Veterans

Job Function Hired In	% of Total	Number of Records	Average Salary
Administrative/Clerical	16.82%	270	\$45,481
Healthcare	8.16%	131	\$50,649
Customer Service	6.29%	101	\$35,693
Training/Instruction/Teaching	6.04%	97	\$51,289
Human Resources	5.23%	84	\$56,429
Supply Chain/Logistics	4.55%	73	\$53,767
Analyst	4.24%	68	\$70,735
Management - General	3.24%	52	\$59,038
Safety/Security/Law Enforcement	2.93%	47	\$48,191
Management - Project	2.55%	41	\$76,463

Table 94 - Top 10 Job Functions for Women Veterans

Military spouse clients are hired into many of the same job functions as their female military veteran counterparts. Administrative/Clerical and Healthcare were the top two job functions for military spouses in 2019, with 27.91% of spouse clients being hired into either of those job functions. Customer Service, which saw the second highest percentage of military spouse clients in 2018, fell to the fourth slot on the list for 2019 - Training/Instruction/Teaching came in a close third with 9.13% of military spouse clients hired into that job function. Just as we saw with female military members, IT - Information Security was the highest earning job function for military spouse clients (using a minimum threshold of five records to account for outliers). However, military spouse clients achieved an average salary of \$73,333 when hired into IT - Information Security, 5.45% less than their female military member counterparts.

Job Function Hired In	% of Total	Number of Records	Average Salary
Administrative/Clerical	18.68%	178	\$38,764
Healthcare	9.23%	88	\$49,545
Training/Instruction/Teaching	9.13%	87	\$41,092
Customer Service	7.56%	72	\$34,861
Human Resources	4.93%	47	\$54,149
Banking/Finance	3.46%	33	\$46,818
Nonprofit - Social Services	3.04%	29	\$43,276
Management - General	2.94%	28	\$53,929
Accounting	2.83%	27	\$46,852
Analyst	2.83%	27	\$62,037

Table 95 - Top 10 Job Functions for Military Spouses

Table 96 details the Top 3 job functions for each of the Top 10 metropolitan areas for clients hired in those locations in 2019. Administrative/Clerical, which was a top job function for both female military members and military spouse clients, was the only job function to rank in the Top 3 for all Top 10 metropolitan areas. Safety/Security/Law Enforcement, which was a top job function for male military members, saw the second highest occurrence, appearing in five of the Top 10 metropolitan areas. Analyst and Training/Instruction/Teaching tied for third, cracking the Top 3 list for three metropolitan areas.

Virginia Beach-Norfolk-Newport News / VA-NC	1	Administrative/Clerical	7.57%
	2	Analyst	6.87%
	3	Training/Instruction/Teac..	5.63%
San Diego-Carlsbad-San Marcos / CA	1	Administrative/Clerical	7.82%
	2	Installation/Maintenance..	5.81%
	3	Analyst	4.61%
Colorado Springs / CO	1	Safety/Security/Law Enfo..	9.36%
	2	Administrative/Clerical	6.03%
	3	Training/Instruction/Teac..	5.61%
Washington-Arlington-Alexandria / DC-VA-MD-WV	1	Administrative/Clerical	9.48%
	2	Analyst	8.80%
	3	Consultant	6.09%
Killeen-Temple-Fort Hood / TX	1	Safety/Security/Law Enfo..	7.25%
		Administrative/Clerical	7.25%
	3	Training/Instruction/Teac..	5.22%
		Supply Chain/Logistics	5.22%
		Installation/Maintenance..	5.22%
San Antonio-New Braunfels / TX	1	Administrative/Clerical	9.33%
	2	Healthcare	5.54%
	3	Safety/Security/Law Enfo..	5.25%
Fayetteville / NC	1	Supply Chain/Logistics	6.60%
	2	Administrative/Clerical	6.25%
	3	Training/Instruction/Teac..	5.90%
		Other	5.90%
Atlanta-Sandy Springs-Marietta / GA	1	Administrative/Clerical	9.41%
	2	Customer Service	7.32%
	3	Healthcare	6.97%
Dallas-Fort Worth-Arlington / TX	1	Administrative/Clerical	7.18%
	2	Management - Operations	6.22%
	3	Safety/Security/Law Enfo..	5.26%
Seattle-Tacoma-Bellevue / WA	1	Consultant	7.50%
	2	Safety/Security/Law Enfo..	6.00%
	3	Management - Project	5.50%
		Administrative/Clerical	5.50%

Table 96 - Top 10 Metropolitan Areas for Confirmed Hires, with Top 3 Job Functions

HIRES BY INDUSTRY

For the third consecutive year, Government and Public Administration and Defense Contracting were the top two hiring industries for our clients, as detailed by *Table 97*. 14.69% of clients were hired into Government and Public Administration, and 13.79% of clients were hired into Defense Contracting - making these the only two industries to see a double-digit percentage. Defense Contracting, which was the most lucrative industry in 2017, supplanted Management of Companies and Enterprises for the most lucrative industry in 2019, with an average salary of \$73,690. Personal Care and Laundry Services, which was least lucrative in 2017, supplanted Hospitality/Accommodation/Food Services as the least lucrative industry in 2019, with an average salary attained of \$43,750.

Industry Hired In	% of Total	Number of Records	Average Salary
Government and Public Administration	14.69%	1,530	\$57,346
Defense Contracting	13.79%	1,436	\$73,691
Information - Information Technology	9.04%	942	\$69,862
Health Care and Social Assistance	7.31%	761	\$53,200
Transportation and Warehousing	4.98%	519	\$54,480
Educational Services	4.49%	468	\$49,017
Retail Trade	4.04%	421	\$44,952
Aerospace and Aviation	3.93%	409	\$69,645
Banking/Finance/Insurance	3.93%	409	\$59,866
Manufacturing	3.26%	340	\$58,735

Table 97 - Top Hiring Industries

The trend of military spouse industry placements continues with our 2019 dataset, where 42% of our spouse placements enter into the Healthcare and Social Assistance, Government and Public Administration, and Educational Services industries. This is a roughly 5% increase from 2019. Technical industries such as Information Technology continue to generate the highest salaries (\$58,659), while retail continues to generate some of the lowest (\$38,061).

Industry Hired In	% of Total	Number of Records	Average Salary
Health Care and Social Assistance	16.89%	161	\$47,174
Government and Public Administration	14.17%	135	\$49,593
Educational Services	12.70%	121	\$41,612
Banking/Finance/Insurance	6.19%	59	\$42,627
Business Support - Admin/Staffing	5.67%	54	\$42,222
Defense Contracting	5.56%	53	\$57,830
Retail Trade	5.14%	49	\$38,061
Information - Information Technology	4.30%	41	\$58,659
Hospitality/Accommodation/Food Services	3.99%	38	\$38,947
Religious/Civic/Nonprofit	3.67%	35	\$47,571

Table 98 - Top Hiring Industries for Military Spouses

As we observed before, women veterans tend to enter into similar jobs as military spouses, with the exception of Defense Contracting continuing to be a Top 3 industry for our women veterans. More women veterans go into government service than our overall client population (19.92% versus 14.69%), though slightly fewer go into Defense Contracting (12.83% versus 13.79%). Defense Contracting particularly continues to be lucrative for our women veteran clients as they earn an average of \$67,268 in that industry.

Industry Hired In	% of Total	Number of Records	Average Salary
Government and Public Administration	19.44%	312	\$52,244
Health Care and Social Assistance	12.77%	205	\$49,000
Defense Contracting	12.09%	194	\$67,268
Information - Information Technology	6.36%	102	\$66,373
Educational Services	6.17%	99	\$42,475
Banking/Finance/Insurance	4.67%	75	\$55,667
Retail Trade	4.67%	75	\$39,667
Business Support - Admin/Staffing	3.36%	54	\$48,519
Transportation and Warehousing	3.05%	49	\$48,673
Hospitality/Accommodation/Food Services	2.31%	37	\$34,730

Table 99 - Top Hiring Industries for Women Veterans

HIRES BY COMPANY

In 2019, 7,046 companies employed 10,446 Hire Heroes USA clients – which is a 37.51% increase in the number of employers over 2018. The majority of companies hired just one client, however we did see an increase in the number of companies that hired two or more Hire Heroes USA clients. In fact, 724 companies hired multiple clients in 2019, which was an 18.3% increase over 2018. Of the companies that hired multiple clients in 2019, many of them hired dozens of our clients. 151 companies hired five or more clients, and of those companies 56 hired ten or more clients. Several of the top hiring companies for our clients are employment partners who work hand-in-hand with our team to connect clients to opportunities within their companies.

Note: Most of our top hiring companies are the same as 2018 (four of the Top 5 remained the same with Lockheed Martin Corporation superseding the Department of Defense), though Wells Fargo Bank, National Guard and The Boeing Company replaced UPS, Accenture and Lowe’s Home Improvement in the Top 20 hiring companies.

Hiring Company Name	
Department of the Army	191
Department of Veterans Affairs	183
Department of the Air Force	127
Amazon	107
Lockheed Martin Corporation	104
Department of Defense	99
CACI	86
Booz Allen Hamilton	79
United States Postal Service	69
Northrop Grumman	56
Department of the Navy	55
Wells Fargo Bank	53
General Dynamics	49
National Guard	46
Walmart	41
Leidos	40
SAIC	40
The Boeing Company	37
AECOM	31
Department of Homeland Security	30

Table 100 - Top 20 Hiring Companies

Our top hiring companies continue to be organizations centered around serving military populations (e.g. the Departments of Veteran Affairs and the Army), large retailers (Amazon and Walmart), or defense contractors (CACI and Lockheed Martin). The biggest changes from our 2018 data include that Wells Fargo and The Boeing Company are now Top 20 employers for our clients. However, looking at our spouse clients we see that the Top 20 Hiring Companies diverge from our overall client population, with only ten companies matching both lists. Department of the Army, Department of the Air Force, and Amazon are in the Top 5 for both groups, but several of our partnered employers make the Top 20 list for spouses that did not make the list for our whole client population - Freedom Learning Group and Patriot Advantage are two partnered employers that rank in the Top 20 employers to hire spouse clients in 2019.

Hiring Company Name	
Department of the Army	22
Department of the Air Force	14
Department of Defense	11
Amazon	8
Freedom Learning Group	6
Department of the Navy	5
FEMA	5
Patriot Advantage	5
Walmart	5
United States Postal Service	4
Accenture	3
CACI	3
Child and Youth Services	3
Department of Veterans Affairs	3
Ernst & Young	3
HR Block	3
Lockheed Martin Corporation	3
Wounded Warrior Project	3
Aerotek	2
Arizona State University	2

Table 101 - Top 20 Hiring Companies for Spouses

Hiring Company Name	
Department of Veterans Affairs	53
Department of the Army	32
Department of Defense	30
Department of the Air Force	23
CACI	15
United States Postal Service	14
Amazon	13
Lockheed Martin Corporation	11
National Guard	11
Booz Allen Hamilton	10
Department of the Navy	10
Wells Fargo Bank	8
Northrop Grumman	7
SAIC	6
Federal Government	5
General Dynamics	5
Hire Heroes USA	5
Perspecta	5
USAA	5
Accenture	4

Table 102 - Top 20 Hiring Companies for Female Military Members

For our female military member population, we see many of the same top employers observed for the entire client population. The Department of Veterans Affairs and the Department of the Army, which both ranked Top 2 for all clients, are also the Top 2 employers for female military members, although the order is swapped with the Department of Veterans Affairs claiming the top spot. The majority of the Top 20 employers for female military members aligns with the overall hired client group, with the exception of five: USAA and Accenture crack the list, though both were previously on the Top 20 list for all clients in our 2018 dataset. Interestingly, our own organization, Hire Heroes USA, was a top employer for our female military member clients.

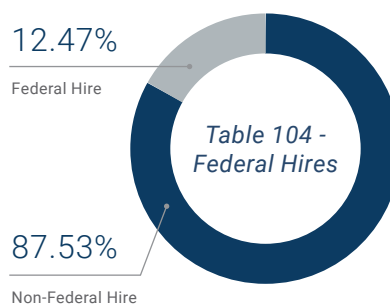
Like our female military member hires, the Junior Enlisted population is being hired into many of the same companies as our overall client group. In fact, sixteen of the Top 20 employers for Junior Enlisted clients also appeared on the Top 20 list for all clients. The Top 5 for each group comprises the same employers, although the order is a little different for Junior Enlisted clients with the Department of Veterans Affairs claiming the top spot. Accenture and UPS are also top employers for Junior Enlisted clients - both of which made the Top 20 listing in our 2018 dataset but did not make the list for the overall client population in 2019.

Despite the diversity of companies and industries, many hiring organizations were in the federal sector (*Table 104*). Our hiring in the federal sector has remained largely unchanged from our 2018 dataset, with 12.47% of our placements going into some aspect of the federal government.

Looking at *Table 105*, our full-time versus part-time reporting is very similar to our reporting in 2018. 89.63% of our confirmed hires found full-time positions. Consistently with previous years trends, military spouses end up in part-time positions at nearly three times the rate as their veteran counterparts. The biggest change here is among those military spouses--full-time placements dropped nearly two percentage points from our 2018 population while both Seasonal and Temporary/Contract positions grew.

Hiring Company Name	
Department of Veterans Affairs	44
Department of the Army	30
Lockheed Martin Corporation	15
Department of the Air Force	13
Amazon	12
Department of Defense	12
Department of the Navy	10
National Guard	10
United States Postal Service	10
Walmart	10
The Boeing Company	8
Wells Fargo Bank	8
Booz Allen Hamilton	7
CACI	7
General Dynamics	7
Target	7
Accenture	6
Allied Universal	6
Northrop Grumman	6
UPS	6

Table 103 - Top 20 Hiring Companies for Junior Enlisted



	Veteran or Service Member	Military Spouse or Caregiver	Grand Total
Full-Time	90.39%	81.93%	89.63%
Part-Time	4.47%	11.80%	5.12%
Seasonal	0.28%	0.87%	0.33%
Temporary/Contract	4.87%	5.41%	4.92%
Grand Total	100.00%	100.00%	100.00%

Table 105 - Employment Type Placements by Military Member or Spouse Status

UNEMPLOYMENT DURATION

Hire Heroes USA has asked questions about unemployment duration for a long time, but in 2018, we updated our reporting methodology to be in line with reporting from the Bureau of Labor Statistics. We ask clients a number of questions tied to their unemployment status, including:

- Were you unemployed when you registered for Hire Heroes USA services?
- Did you at any point become unemployed AFTER registering with Hire Heroes USA?

If clients respond affirmatively to either question, they are then asked How long were you unemployed or seeking new employment during the entire length of your job search (in weeks)?

Table 106 looks at the median unemployment duration for our clients per our survey data. As an organization, the total length of unemployment is 12 weeks. Military members also have an unemployment duration of 12 weeks, which is slightly longer than the national median of 10.2 weeks reported by the Bureau of Labor Statistics (BLS 2020). However, the unemployment duration is 18 weeks for military spouses. Coincidentally, the same breakout is observed across gender--12 and 18 weeks for men and women respectively.

	Female	Male	Grand Total
Military Spouse or Caregiver	18	10	18
Veteran or Servicemember	15	12	12
Grand Total	18	12	12

Median unemployment duration in weeks.

Table 106 - Unemployment Duration by Spouse Status and Gender

Table 107 crosstabs race and gender data. Most nonwhite racial categories have unemployment durations that are longer than their white counterparts, and that difference is particularly stark for nonwhite women. All nonwhite women categories have longer unemployment durations than the organizational median.

	Female	Male	Grand Total
American Indian or Alaska Native		1	1
Asian or Pacific Islander	16	16	16
Black or African American	20	15	16
Hispanic or Latino	20	9	10
Two or more races	26	12	22
White	12	14	12
Grand Total	18	12	12

Median unemployment duration in weeks.

Table 107 - Unemployment Duration by Race and Gender

Table 108 looks at unemployment duration by age category across our military members. Generally speaking, older age categories have longer unemployment durations than younger ones. This is consistent with BLS reporting that shows median unemployment durations for 18 to 24 years old at 10.2 weeks, 25 to 34 years old at 10.9 weeks, 35 to 44 years old at 8.4 weeks, 35 to 44 years old at 11.3 weeks, 45 to 54 years old at 12.7 weeks, and 55 to 64 years old at 10.3 weeks. Our younger military members find employment at durations ahead of national trends, while our older military members find employment much later.

18 to 24 years	6
25 to 34 years	12
35 to 44 years	10
45 to 54 years	12
55 to 64 years	19
Grand Total	12

Median unemployment duration in weeks.

Table 108 - Veteran Unemployment Duration by Age Category

Table 109 explores median unemployment duration by initial employment status. Those initially registering as Active Duty members of the military have a median unemployment duration of 8 weeks, while those who are self-identified as Temporary/Contract, Underemployed, or Unemployed report durations of two and a half times longer.

Active Duty	8
Employed	12
Pending Medical Separation	10
Student - Not seeking full time employment	12
Temporary/Contract Employee	20
Under employed - Insufficient income	20
Unemployed	19
Grand Total	12

Median unemployment duration in weeks.

Table 109 - Unemployment Duration by Initial Employment Status

Table 110 shows unemployment duration by job seeker classification and educational attainment. Generally speaking, those with the most advanced degrees, particularly those with postgraduate degrees or doctorates--have the longest unemployment durations. This trend is largely consistent across each job seeker category, with the biggest discrepancy across educational attainment happening with military spouses. Those identified as currently serving on active duty at the time of their registrations, as well as those serving in a Reserve Component, have the shortest unemployment durations, at nine weeks and eight weeks respectively. This suggests that highly educated clients may be perceived as overqualified.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Currently Serving	6	11	10	5	24	9
Prior Service	16	17	16	20	19	18
Reserve Component	10	0	11	8	8	8
Military Spouse	15	14	12	20	40	18
Grand Total	12	16	12	16	22	12

Table 110 - Unemployment Duration by Job Seeker Classification and Educational Attainment

Table 111 shows the relationship between rank category and military branch. The three rank groups with the longest durations are Junior Enlisted, Warrant Officers, and Field-Grade Officer, while the shortest are Company Grade Officers, which are unemployed for less than half the time as some of their counterparts.

	Air Force	Army	Coast Guard	Marines	Navy	Grand Total
Junior Enlisted	18	14	18	9	19	16
Non-Commissioned Officer	23	12	16	12	6	12
Senior Non-Commissioned Officer	8	12		12	14	11
Warrant Officer		18				16
Company-Grade Officer	10	5		5	10	7
Field-Grade Officer	11	20	26	27	10	16
Grand Total	12	12	20	12	10	12

Table 111 - Unemployment Duration by Rank and Service Branch

Digging deeper, Table 112 shows the relationship between desired salary and unemployment duration. Many of our clients may seek salaries beyond the normal expectations for their skills, experience, or education level, and we assume that that a mismatch there would make it more difficult for individuals to find employment. However, it appears that our data doesn't bear this out. Generally, those seeking higher salaries have shorter unemployment durations.

	High School/GED	2 Year Degree	4 Year Degree	Post-Graduate Degree	Doctorate	Grand Total
Less than \$20,000	0	36	51			19
\$20,000 - \$29,999	12	8	18	30		14
\$30,000 - \$39,999	14	20	18	21		18
\$40,000 - \$49,999	12	20	12	24		16
\$50,000 - \$59,999	14	8	12	20		14
\$60,000 - \$69,999	11	8	12	24	24	12
\$70,000 - \$79,999	4	12	10	9	8	10
\$80,000 - \$89,999	7	20	8	9	32	10
\$90,000 - \$99,999	10	26		12		12
\$100,000+		40	10	10	8	10
Grand Total	12	16	12	16	22	12

Table 112 - Unemployment Duration by Desired Salary and Educational Attainment

Finally, *Figure 14* shows the median unemployment duration by the client’s state of origin. States with durations equal to or lower than the national median are displayed in green while states with durations higher than the national median are displayed in red. Generally, it appears that states in the deep south, mountain west, and southwest have higher than typical unemployment durations than our overall client base.

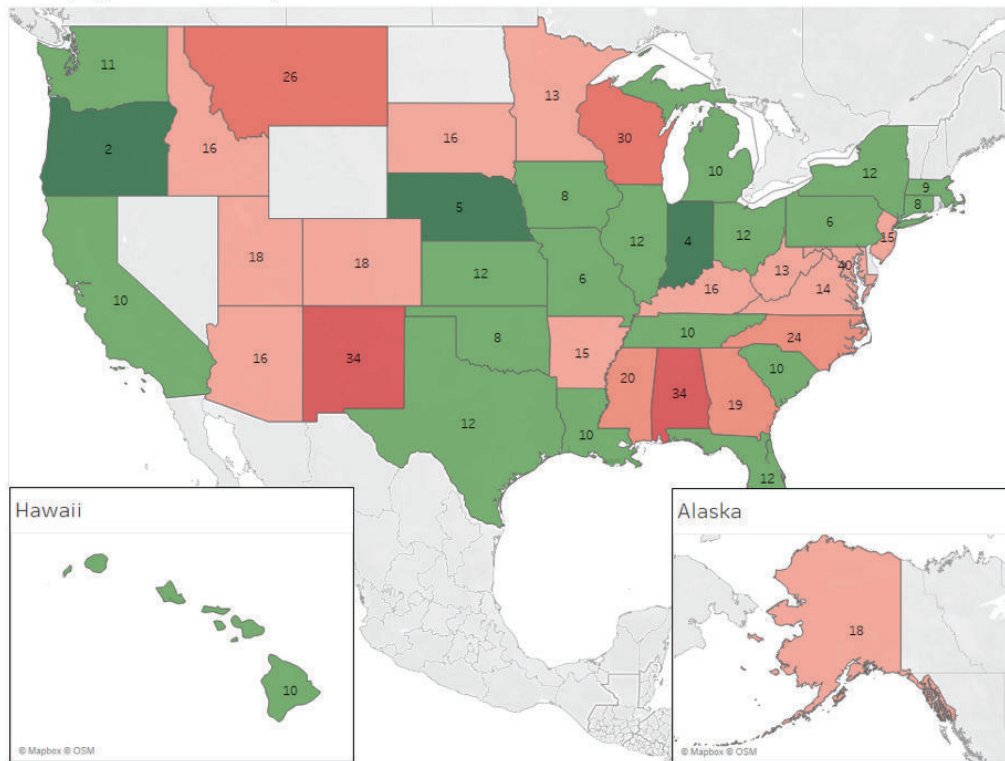


Figure 14 - Unemployment Duration by State

CONCLUSION

Hire Heroes USA's impact grows each year as we help more military members, veterans and military spouses find gainful employment. By examining and redefining our programs, we are able to play an expanding role in the national effort to support these individuals in their success in the civilian workforce. We have gained unique insight into the experiences of job-seeking veterans, service members and military spouses and aim to further develop our data collection techniques in order to continue providing our clients with the most efficient and effective services.

In 2019, we began examining aspects of our client base that we previously had not explored in depth to further understand the diversity of our clients and power them to succeed. In 2020, we look to further explore age and wage gaps amongst genders, races and whether a client served in the military or is the spouse or partner of a military member.

We are honored to be at the forefront of the veteran and military spouse employment discussion and aim to continue developing our data collection and subsequent reporting methods in an ever-evolving space. We hope to expand the continuing dialogue by sharing our insights with stakeholders across veteran service organizations this year, and in years to come.

EXECUTIVE
SUMMARY

INTRODUCTION

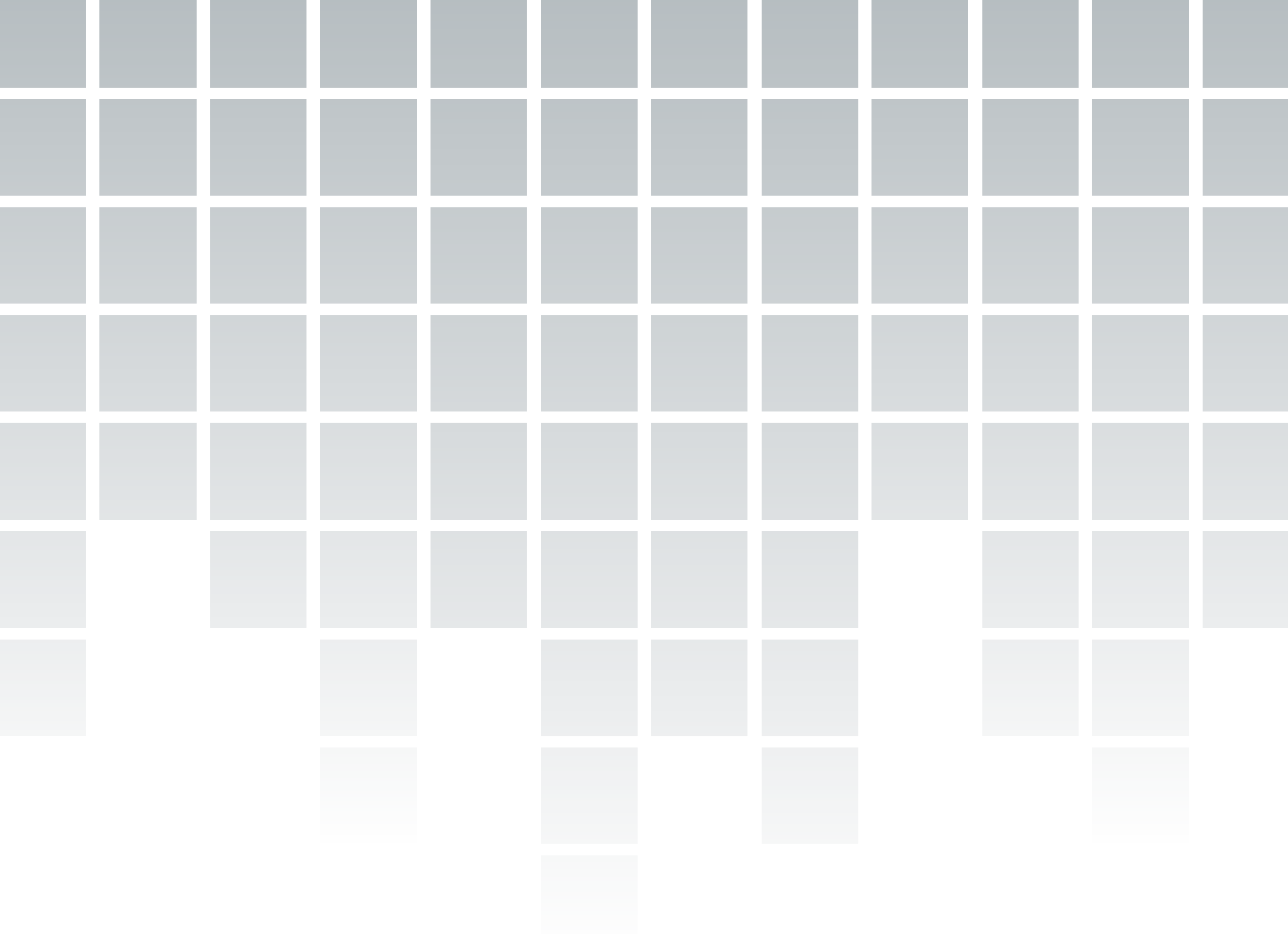
SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



APPENDIX

IN COLLABORATION WITH
SAS AND PINNACLE SOLUTIONS

CONTENTS OF

APPENDIX

83

APPENDIX

- 83 *Is there a correlation between a client's race or gender?*
- 89 *Why are our clients better-educated than their non-client peers?*
- 91 *Why are our clients more racially- and gender-diverse than their non-client peers?*
- 94 *Why are junior enlisted clients signing up for services much closer to their separation dates than their more senior counterparts?*
- 97 *What is the relationship between a client's location and the types of industries / job functions that they're looking to enter?*
- 136 *What demographic indicators suggest a higher likelihood of a client's migration to another state?*
- 138 *What services are most closely-correlated with our clients achieving employment or high salaries?*
- 143 *How much is this impacted at all by job function, industry, or geography?*
- 150 *Is there any correlation between unemployment duration and a client's demographic profile, including location?*
- 153 *Do clients that are connected with our partnered employers for interviews get hired faster than clients that are not?*
- 156 *What factors (if any) are causing women veterans to have a lower average starting salary?*
- 161 *What demographic indicators show a propensity for success with the program?*
- 163 *Analysis of the underemployed population*
- 167 *More in-depth analysis of the demographic profile of our Veteran, Guard / Reserves, and Active Duty populations*
- 172 *With regards to outcomes of our total population versus those that report a disability*
- 172 *For our 2019 dataset, we looked at trends based on our client's rank categories*
- 184 *Are there certain services that can be closely correlated to program success?*
- 188 *Are our clients leaving locations to take a job or are they staying where they are for the duration of their job search?*
- 189 *When evaluating success, are there common factors across categories?*
- 190 *Are there any outliers to organizational trends when looking at demographic expectations?*
- 190 *What inputs can be used to predict client outcomes?*

197

REFERENCES

APPENDIX

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 into or that a client enters into?

KEY TAKEAWAYS

- Similar to prior year's analysis, job desires for management and executive positions tended to show largest difference between groups.
- When looking at differences between male and female behavior across races, females that were Black or African American or Two or more races tended to have higher differentials for desired job functions than the other listed races.
- Female clients tended to be hired in job functions related to Accounting, Administrative/Clerical, Healthcare, Human Resources, Legal, and Social Services.
- Black or African American females had high percentages of hires in Accounting, Legal, Computer Science, Social Services, and Warehousing.
- Black or African American Males made up high hiring rates of Distribution/Shipping, Emergency Services, and Warehousing.
- Two or more races had good success becoming Entrepreneurs.
- Hispanic Females had high percentages of job function hires in Real Estate and Human Resources.
- Many of the industries skewed towards male hires. Females seemed to favor Educational Services and Legal.

Frequency analyses were run on the **Hire Heroes USA (HHUSA)** 2019 client 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. Methodology for this study remained similar to that of the prior year. Clients could list multiple desired job categories, and their responses for this inquiry were parsed into individual categories. Of the 60 listed desired job functions, it appears that there were 38 that appeared to have significant differences in race and gender preferences. These desired job function categories are as follows:

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Desired Job Function	N	ChiSq	DF	Prob
Management - Operations	3454	73.97610516	5	1.52E-14
Supply Chain/Logistics	2186	69.93905718	5	1.06E-13
Management - General	3440	68.01058949	5	2.66E-13
Management - Project	2664	59.20349104	5	1.78E-11
Management - Programs	2151	50.56569034	5	1.06E-09
Consultant	1527	44.23353051	5	2.08E-08
Management - Executive/C-Suite	964	39.17585957	5	2.19E-07
Quality Assurance/Quality Control	1501	38.54602979	5	2.93E-07
Business Development	1258	38.41170592	5	3.12E-07
Purchasing/Procurement	641	37.88680633	5	3.98E-07
Facilities Management	1441	35.79507502	5	1.04E-06
Safety/Security/Law Enforcement	2537	34.90393216	5	1.57E-06
Strategy/Planning	1235	34.62249693	5	1.79E-06
Skilled Labor/Trades	1260	30.1583375	5	0.000013727
IT - Help Desk/Support	1053	29.7467511	5	1.65416E-05
Training/Instruction/Teaching	2454	27.92963232	5	3.75699E-05
IT - Information Security	1702	27.44163179	5	4.67867E-05
Human Resources	2908	26.9669131	5	0.000057895
Telecommunications	679	26.50973549	5	0.000071052
Entrepreneurship/Franchise/Self-Employed	878	24.80149471	5	0.000152183
IT - Systems Management	1244	23.92494451	5	0.000224443
Healthcare	1672	23.50995215	5	0.000269612
IT - Computer/Software Engineering	728	22.80116167	5	0.000368426
Professional Services	833	22.20345116	5	0.000478961
Recruiting/Talent Acquisition	932	21.19336085	5	0.000744669
Firefighter/EMT/Emergency Service	978	20.66162059	5	0.000938373
Banking/Finance	945	19.88283296	5	0.001314601
IT - Computer Science	712	19.00590481	5	0.001917275
Distribution/Shipping	857	17.51886112	5	0.003613971
General Business	1259	16.79570628	5	0.004903994
Engineering	1031	16.36015994	5	0.005887604
Transportation	1161	16.28933409	5	0.006064774
IT - General	1561	15.17889536	5	0.00962468
Brokerage	114	12.3449923	4	0.014961988
Customer Service	2036	13.91072679	5	0.016186547
Construction	866	12.77639896	5	0.025566726
Analyst	1890	12.39470353	5	0.029761936

Table 1 - Significant Differences in Race and Gender Preferences in Desired Job Functions

Similar to the previous year, Management Operations showed the greatest difference between demographic breakdowns. Within this job function, the majority were males (84.74%), with each racial category having similar breakdowns. When comparing race and gender breakdowns, Black or African American females had the highest difference (24.25%) when comparing to their male counterparts (75.75%). White females had the lowest, with only 11.48% compared to White males (88.52%). Further investigation into other various Management desired jobs indicated similar results, as was seen in Business Development (76.71%), Construction (95.84%), Distribution/Shipping (79.46%), Engineering (92.63%), Entrepreneurship (77.79%), Facilities Management (87.37%), Emergency Services (87.83%), General Business (73.07%), IT (83.54%),

Information Security (85.02%), Purchasing/Procurement (70.20%), Quality Assurance (82.15%), Recruiting/Talent Acquisition (71.78%), Safety/Security/Law Enforcement (87.27%), Skilled Labor (94.13%), Strategy/Planning (79.43%), Supply Chain/Logistics (75.98%).

While Consultant roles were primarily desired by males (77.60%), female clients listed as Black or African American (36.23%) and Two or more races (30.56%) had somewhat higher percentages compared to other female groups. This seemed to be a trend across most of the male dominated industries.

Female clients of Black or African American (54.26%), Hispanic or Latino (52.53%), Two or more races (61.35%), and American Indian or Alaska Native (75.00%) had higher desires for jobs in Customer Service. Females tended to desire job roles related to Healthcare (57.30%), with highest percentages being American Indian or Alaska Native (81.25%), Two or more races (67.67%), and Black or African Americans (62.79%) when compared to male counterparts. Females also seemed to prefer Social Service jobs (57.65%) Female Hispanics tended to prefer Legal job functions (59.32%). White males made up a significant proportion of any group desiring the Analyst (40.37%), Banking/Finance (31.01%), Brokerage (47.37%) function.

A similar analysis was conducted, this time for job functions that clients were hired in. The total number of different job functions with significant differences slightly increased to 40. The following table contains the results.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Hired Job Function	N	ChiSq	DF	Prob
Warehouse	278	95.24513791	4	1.01E-19
Management - Operations	632	91.2931958	4	6.99E-19
Management - Project	332	87.11484433	4	5.40E-18
Business Development	126	78.22194813	4	4.15E-16
Manufacturing	175	73.8134101	4	3.55E-15
Construction	156	72.64785789	4	6.26E-15
Banking/Finance	447	66.26338184	4	1.39E-13
Management - Executive/C-Suite	86	58.57851433	2	1.90E-13
IT - Computer/Software Engineering	286	63.93378856	4	4.32E-13
Sales	336	45.84272104	4	2.66E-09
Administrative/Clerical	985	44.72556778	5	1.65E-08
Management - General	619	39.19370948	5	2.17E-07
IT - Systems Management	323	35.19961553	4	4.23E-07
Engineering	370	30.69282172	4	3.54E-06
Customer Service	666	31.73303794	5	6.71E-06
IT - General	332	31.0242426	5	9.26E-06
Human Resources	262	28.60463486	4	9.40E-06
Biotech	21	21	2	2.75364E-05
Safety/Security/Law Enforcement	766	27.72351264	5	4.12199E-05
Distribution/Shipping	158	25.29632349	4	4.38578E-05
Supply Chain/Logistics	501	25.28323692	4	4.41246E-05
Design	46	22.1013431	3	6.21393E-05
IT - Computer Science	51	19.15	2	6.94433E-05
Quality Assurance/Quality Control	210	21.50057444	3	8.28558E-05
Accounting	102	22.06348767	4	0.000194672
Entrepreneurship/Franchise/Self-Employed	42	14.53287197	2	0.000698597
Nonprofit - Social Services	163	19.1348468	4	0.000739418
Training/Instruction/Teaching	736	18.27871759	4	0.001088523
IT - Help Desk/Support	249	17.20399896	4	0.001764253
Research	61	8.838779138	1	0.002948964
Professional Services	121	15.52082316	4	0.003734398
Media/Journalism/Newspaper	11	11	2	0.004086771
Transportation	334	14.49790609	4	0.005864332
Real Estate	35	9.122231935	2	0.01045039
IT - Information Security	307	14.24169787	5	0.014144862
Other	503	11.88884378	4	0.01819728
Legal	92	11.81319967	4	0.01879579
Marketing	88	10.83346465	4	0.028500794
Analyst	645	10.28660943	4	0.035866847
General Business	26	3.869047619	1	0.049184424

Table 2 - Significant Differences in Race and Gender Preferences in Hired Job Functions

There was a trend for female clients to be hired in job functions related to Accounting (69.61%), Administrative/Clerical (62.03%), Healthcare (55.29%), Human Resources (53.05%), Legal (58.70%), Social Services (61.35%).

Black or African American Females made up the highest percentage of hires in Accounting (25.49%), Legal (35.87%), and also had a high percentage of hires in

Computer Science (25.49%), Social Services (20.25%) and Warehouse (20.50%). Asian or Pacific Islander females made up a higher percentage of hires (87.50%) in the Customer Service job function than their male counterparts.

Males made up most hires for Analysts (82.17%), Banking/Finance (81.21%), Consulting (88.19%), Distribution/Shipping (89.24%), Engineering (92.16%), Entrepreneurship (80.95%), Facilities Management (89.55%), Emergency Services (87.13%), General Labor (91.51%), Software Engineering (89.16%), IT (88.55%), Help Desk/Support (87.15%), Information Security (92.83%), Systems Management (93.19%), General Management (84.17%), Operations Management (91.14%), Project Management (71.69%), Manufacturing (92.57%), Quality Assurance (82.86%), Law Enforcement (87.73%), Sales (83.63%), Skilled Labor (98.06%), White males were mostly hired in jobs for Analyst, Brokerage (85.00%), Construction (67.95%), Consulting (57.74%), Design (80.43%), Engineering (65.14%), General Labor (62.26%), Research (70.49%), Law Enforcement (47.13%), Sales (48.21%), Skilled Labor (56.13%).

Males clients that were of Two or more races (28.48%) and Black or African American (22.15%) made up most of the Distribution/Shipping hires. Black or African Americans made up most Emergency Service (57.43%) and Warehouse (33.45%) hires. Hispanic or Latino males (20.95%) and Black or African American males (16.67%) had a good proportion of the hires for Quality Assurance. Hispanic Females made up the largest percentage of hires in Real Estate (42.86%).

Biotech had a small number of hired clients, but the proportions of hires were to male Hispanics (61.90%), female Asian or Pacific Islanders (23.81%), and female Black or African Americans (14.29%). Human Resources had trends for female hires in the Hispanic (74.07%), Two or more races (84.00%), and Asian or Pacific Islander (86.67%) categories when compared to males of those races.

While Entrepreneurships were mostly male (80.95%), those listed as Two or more races made up the majority (52.38%). There were also large proportions of female Black or African American (22.09%) and female Asian or Pacific Islanders (18.60%) being hired as Executives/C-Suite.

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 29 of them.

Industry Hired In	N	Chi-Sq	DF	Prob
Transportation and Warehousing	744	151.5611544	5	6.21E-31
Information - Information Technology	1232	143.2440549	5	3.66E-29
Utilities	266	82.47864435	3	9.02E-18
Manufacturing	568	78.00572663	5	2.19E-15
Government and Public Administration	1842	73.34804545	5	2.06E-14
Other	785	69.08969443	5	1.58E-13
Health Care and Social Assistance	1003	66.74039891	5	4.88E-13
Banking/Finance/Insurance	828	61.65248669	4	1.30E-12
Defense Contracting	2143	48.89993363	5	2.33E-09
Information - Telecommunications	279	45.78709701	4	2.73E-09
Professional - Advertising	64	38.71604938	2	3.92E-09
Construction	301	40.94444377	4	2.76E-08
Professional - Architectural/Engineering	78	37.88571429	3	2.99E-08
Agriculture/Forestry/Fishing and Hunting	103	36.13847634	4	2.71E-07
Retail Trade	700	38.07100468	5	3.65E-07
Business Support - Facilities	133	28.03779878	2	8.16E-07
Business Support - Admin/Staffing	310	33.73792635	4	8.43E-07
Professional - Legal	70	27.74278649	3	4.11E-06
Professional - Consulting Services	290	22.55724458	4	0.000155205
Installation/Repair/Maintenance	443	17.97044707	4	0.001250618
Management of Companies and Enterprises	217	17.69362816	4	0.001416359
Religious/Civic/Nonprofit	167	19.40001979	5	0.00161868
Real Estate/Rental and Leasing	79	13.30045923	3	0.004029911
Professional - Creative and Design	42	12.02020202	3	0.007314276
Professional - Accounting	37	11.18683294	3	0.010757331
Arts/Entertainment/Recreation	159	14.63205905	5	0.012055808
Hospitality/Accommodation/Food Services	316	14.1420736	5	0.014731692
Pharmaceutical and Medical	103	12.31630394	4	0.015147798
Wholesale Trade	116	9.379845804	3	0.02464456

Table 3 - Significant Differences in Race and Gender Preferences in Industry

Most industries that HHUSA clients were hired in to contain significant differences between demographic groups. Males made up the majority of hires within Arts/ Entertainment (79.87%), with a large percentage of them representing clients of Two or more races (23.62%). This trend continues for Banking/Finance/Insurance (76.93%), Business Support – Facilities (88.72%), Construction (89.70%), Defense Contracting (85.35%), Government and Public Administration (70.79%), Hospitality/ Accommodation/Food Services (72.47%), Information Technology (84.09%), Telecommunication (80.65%), Installation/Repair/Maintenance (93.91%), Management of Companies and Enterprises (86.64%), Manufacturing (87.50%), Mining/Quarrying/ Oil and Gas Extraction (91.78%), Private Security (89.44%), Architectural/Engineering (89.74%), Consulting Services (79.31%), Retail Trade (80.43%), Transportation and Warehousing (85.89%), Utilities (89.10%), and Wholesale Trade (83.62%).

Females had hiring majority in industries including Educational Services (51.96%) and Legal (52.86%). For females of Two or more races had a much larger representation within The Health Care and Social Assistance industry (88.57%) than their male

counterparts. White females had a large percentage of the hires for the Legal (45.71%) industry. Female Hispanic or Latina made up a modest percentage of the hires in the Real Estate/Rental and Leasing industry (20.25%).

White males had large percentage of the Installation/Repair/Maintenance (64.33%), Manufacturing (56.69%), Mining/Quarrying/Oil and Gas Extraction (67.12%), Transportation and Warehousing (44.76%), Utilities (62.03%).

Finally, a large percentage of Asian or Pacific Islanders were hired to the Pharmaceutical and Medical (35.92%) industry.

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

KEY TAKEAWAYS

- 2019 HHUSA clients continue the trend to being better educated than the 2018 military profile.
- Based on proportional data, HHUSA clients have 94.47% more 2-year degrees, 84.34% more 4-year degrees, and 103% more advanced degrees.
- With the exception of the Air Force, HHUSA tends to have a higher proportion of officers making up each military service branch.

Demographic information for the United States Military was provided in a 2018 Demographics Report (U.S. Department of Defense, 2018). 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 2018 Military can be found below.

	Army	Navy	Marines	Air Force	Military Total
HS/GED	326,978	225,252	157,654	165,330	875,214
2-Year	26,847	21,825	3,982	63,637	116,291
4-Year	75,834	35,955	18,099	47,828	177,716
Adv	40,889	22,805	4,470	39,997	108,161
Total	470,548	305,837	184,205	316,792	1,277,382

Table 4 - Frequencies of Education Levels by 2018 Military Branch

Based on these numbers, the majority (68.52%) of active duty personnel in 2018 had a High School/GED level of education. The next highest total included those that had a 4-Year Bachelor’s Degree (13.91%), followed by a 2-Year Associate Degree (9.10%), and then an Advanced Degree (8.47%).

These numbers were compared against the HHUSA 2019 clients with a status of Active Duty. These numbers can be found in the following table.

	Army	Navy	Marines	Air Force	Military Total
HS/GED	1,753	873	507	357	3,490
2-Year	634	319	83	531	1,567
4-Year	1,115	442	216	497	2,270
Adv	777	279	100	368	1,524
Total	4,279	1,913	906	1,753	8,851

Table 5 - Frequencies of Education Levels by 2019 HHUSA Active Duty Clients by Military Branch

When looking at the frequencies for the 2019 HHUSA Active Duty client data, the majority (39.43%) of clients have a High School/GED education level. This proportion is then followed by those with 4-Year Bachelor's Degrees (25.65%) and 2-Year Associate Degree (17.70%). Finally, the lowest proportion reported having an Advanced Degrees (17.22%).

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 larger proportions of active duty members that possess education levels beyond high school or GED. By comparison, HHUSA clients have 94.47% more members with Associate Degrees, 84.34% more 4-Year Degrees, and 103% more Advanced Degrees.

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		Military Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
HS/GED	318,547	8,431	225,046	206	155,282	2,372	165,201	129	864,076	11,138
2-Yr	24,622	2,225	21,171	654	3,635	347	63,491	146	112,919	3,372
4-Yr	30,253	45,581	20,170	15,785	3,996	14,103	22,755	25,073	77,174	100,542
Adv	4,920	35,969	2,529	20,276	547	3,923	4,867	35,130	12,863	95,298
Total	378,342	92,206	268,916	36,921	163,460	20,745	256,314	60,478	1,067,032	210,350

Table 6 - Frequencies of Education Levels by Rank of 2018 Military Branch

When looking at the proportions of Enlisted to Officers, there are much higher proportions of Enlisted members than Officers. For the Army, it was 29.62% versus 7.22%; Navy had 21.05% against 2.89%, Marines 12.80% against 1.62%; Air Force 20.07% versus 4.73%.

A table containing the frequencies for Enlisted and Officer ranks for the HHUSA 2018 Active Duty is now listed below.

	Army		Navy		Marines		Air Force		Military Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
HS/ GED	1,713	40	866	7	496	11	357	0	3,432	58
2-Yr	580	54	308	11	76	7	531	0	1,495	72
4-Yr	669	446	346	96	103	113	469	28	1,587	683
Adv	264	487	129	150	26	74	206	162	625	873
Total	3,226	1,027	1,649	264	701	205	1,563	190	7,139	1,686

Table 7 - Frequencies of Education Levels by Rank of 2019 HHUSA Active Duty Client Military Branch

Looking at the HHUSA 2019 Active Duty data, the ratio of Enlisted to Officer was much different. Except for the Air Force, HHUSA clients were made up of higher proportion of officers. For the Army, there were 36.56% Enlisted members and 11.64% Officers. The Navy made up 18.69% of Enlisted and 2.99% Officers; Marines were 7.94% Enlisted against 2.32% Officers; Air Force being 17.71% Enlisted and 2.15% 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?

KEY TAKEAWAYS

- HHUSA clients compete with the military for having similar proportions of males and females.
- When considering the female Enlisted to Office ratio, HHUSA has a good score for the Marines.

This section continues exploring demographic differences in the HHUSA Active Duty client population with the 2018 Military Profile provided by the U.S. Department of Defense. A limitation of this study comes in the form of the Military Report and HHUSA using different methods 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
Army	325,522	54,415	76,198	15,912	401,720	70,327	4.3	3.4
Navy	213,614	51,410	44,404	10,064	258,018	61,474	4.8	5.1
Marines	149,352	13,938	19,522	1,589	168,874	15,527	7.7	8.8
Air Force	206,896	50,087	48,676	12,921	255,572	63,008	4.3	3.9
Total	895,384	169,850	188,800	40,486	1,084,184	210,336	4.7	4.2

Table 8 - Frequencies of Genders for 2018 Military Branch by Rank

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
Army	3,077	684	958	199	4,035	883	3.2	3.4
Navy	1,605	403	252	51	1,857	454	6.4	7.9
Marines	771	71	200	27	971	98	3.9	2.6
Air Force	1,459	432	167	58	1,626	490	8.7	7.4
Total	6,912	1,590	1,577	335	8,489	1,925	4.4	4.7

Table 9 - Frequencies of Genders for 2019 HHUSA Active Duty Military Branch by Rank

HHUSA had a similar overall male and female proportion as the military, with 81.52% being male and 18.48% being female. The proportion of Enlisted and Officers is also similar, with HHUSA having 66.37% male Enlisted members, 15.14% male Officers, 15.27% female Enlisted, and 3.22% female Officers.

Next, Hispanic or Latino populations were compared against those reported by the military. HHUSA and the military have slightly different ways of classifying the two groups. HHUSA uses this group as a racial classification, while the military instead treats it as an ethnicity. The comparisons in this report compare the two groups as if they were the same type of category.

	Hispanic or Latino		Not Hispanic or Latino		Total	
	N	%	N	%	N	%
Army	73,004	15.5%	398,986	84.5%	471,990	100%
Navy	50,562	15.5%	274,833	84.5%	325,395	100%
Marines	40,017	21.6%	145,398	78.4%	185,415	100%
Air Force	46,569	14.5%	275,049	85.5%	321,618	100%
Total	210,152	16.1%	1,094,266	83.9%	1,304,418	100%

Table 10 - Frequencies of Hispanic or Latinos for 2018 Military Branch

On average, the US military has approximately 16.6% Hispanic or Latino members across the service branches. The highest percentage being reported in the Marines (21.6%). These frequencies were then compared against those reported in the 2019 HHUSA client data.

	Hispanic or Latino		Not Hispanic or Latino		Total	
	N	%	N	%	N	%
Army	726	14.4%	4,328	85.6%	5,054	100%
Navy	294	12.4%	2,085	87.6%	2,379	100%
Marines	230	20.7%	881	79.3%	1,111	100%
Air Force	203	9.2%	2,003	90.8%	2,206	100%
Total	1,453	13.5%	9,297	86.5%	10,750	100%

Table 11 - Frequencies of Hispanic or Latinos for 2019 HHUSA Clients

These numbers are roughly the same, with an average of 14.0% of HHUSA clients reporting themselves as Hispanic or Latino. Like with the military, the service branch with the highest reported Hispanic or Latino frequency is the Marines (20.7%). These numbers may be a bit lower than expected, because of the differences in methods for classifying race and ethnicity between the two organizations.

Finally, the rest of the minority groups reported were analyzed. Because of the difference in race reporting between the two organizations, the military numbers for Asian and Hawaiian or Other Pacific Islander were combined to match HHUSA's racial classifications. It is also important to know that the Army service branch does not collect information from members that are listed as Two or more races.

	American Indian or Alaska Native		Asian, Native Hawaiian, or Other Pacific Islander		Black or African American		Two or more races		Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
Army	3,033	485	22,386	5,975	89,616	11,215	-	-	115,035	17,675
Navy	6,657	506	18,561	3,166	51,380	4,282	21,563	2,325	98,161	10,279
Marines	1,735	190	6,592	867	18,264	1,207	1,667	364	28,258	2,628
Air Force	1,861	305	12,819	3,482	42,920	3,821	11,695	1,760	69,295	9,368
Total	13,286	1,486	60,358	13,490	202,180	20,525	34,925	4,449	310,749	39,950

Table 12 - Frequencies of Racial Minorities in the 2018 Military by Service Branch and Rank

The largest minority group represented in the 2018 military were members from the Black or African American group (63.5%). When looking at this group, approximately 90.8% of them were Enlisted, and 9.2% were Officers.

The next largest group were those of the Asian or Pacific Islander category, which comprised of about 21.1% of the total population. This group had the highest amount of officer proportion out of the minority groups, with 81.7% being Enlisted and 18.3% being Officers.

The next table represents the reported minority numbers from HHUSA.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

	American Indian or Alaska Native		Asian, Native Hawaiian, or Other Pacific Islander		Black or African American		Two or more races		Total	
	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer	Enlisted	Officer
Army	20	7	175	43	1,068	242	246	65	1,509	357
Navy	19	2	113	7	431	48	157	16	720	73
Marines	5	-	24	6	123	21	41	7	193	34
Air Force	9	1	95	11	349	22	129	14	582	48
Total	53	10	407	67	1,971	333	573	102	3,004	512

Table 13 - Frequencies of Racial Minorities in the 2019 HHUSA Clients by Service Branch and Rank

The 2019 HHUSA clients have mostly similar breakdowns when compared to the 2018 military. The main difference is that the HHUSA data contains a higher proportion of Officers compared to Enlisted members. The largest minority group represented in the HHUSA data are those identifying as Black or African American (65.5%). Of this group, approximately 85.5% were Enlisted and 14.5% were Officers.

Another main difference is that HHUSA has a much higher proportion of those listing Two or more races as their category (19.2%). This is much higher than what the military lists (11.2%), but this number may be biased due to the military not reporting this statistic.

Why are junior enlisted clients signing up for services much closer to their separation dates than their more senior counterparts?

KEY TAKEAWAYS

- An Active Duty employment status remained the strongest predictor of signing up before separation date. Those that were Employed, Students, Temporary/Contract, Under-employed, or Unemployed were less enrolled before their separation dates at a rate less than 0.01 times that of Active Duty clients.
- Those with higher education levels were less likely to register for HHUSA services before their separation dates. Two-year degree clients registered at a rate of 0.71 times those of a High School/GED, 4-year at 0.82 the rate, and post-graduate at 0.70.
- There were differences between races observed this year, with Hispanic or Latino clients signing up for services at a rate slightly higher (1.2 times) than White clients.
- Clients in the Army were much more likely to register before their separation date than other branches of the military. Air Force registered at 0.78 times the rate, Marines at 0.34 times, and Navy at 0.38.

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 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, several additional covariates were also included in the modeling process to control for additional variance. These covariates included the client's education level, gender, race, service branch, location, employment status, and disability. There was a total of 21,565 records in the 2019 client data available, and 20,732 had the necessary data to model with. In this total, 12,576 (60.7%) of the clients registered before their service data ended. This is an increase in approximately 7% from last year's data.

The logistic regression model converged, providing a pseudo R^2 value of 0.6077 (Max-rescaled = 0.8231, $c = 0.966$). The results indicate that there were significant differences in the main predictor variable ($X^2 = 19.34$, $df=3$, $p < 0.01$). When investigating the covariates also included in the model, there were significant differences in groups of employment status ($X^2 = 4125.71$, $df=3$, $p < 0.01$), disability ($X^2 = 595.53$, $df=1$, $p < 0.01$), education level ($X^2 = 133.27$, $df=5$, $p < 0.01$), race ($X^2 = 18.92$, $df=6$, $p < 0.01$), and service branch ($X^2 = 194.83$, $df=4$, $p < 0.01$). There were no significant differences between demographics based on gender or location. The following table contains the modeling results.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		5.4173	0.1263	1840.1835	<.0001
Rank	Company-Grade Officer	0.5885	0.1342	19.2258	<.0001
	Field-Grade Officer	0.1498	0.1717	0.7612	0.3829
	Warrant Officer	0.00437	0.2911	0.0002	0.9880
Employment Status	Employed	-5.8827	0.1093	2896.8603	<.0001
	Pending Medical Separation	-0.7513	0.2105	12.7432	0.0004
	Student	-5.6712	0.1586	1278.4213	<.0001
	Temporary/Contract Employee	-5.9026	0.1712	1188.9684	<.0001
	Under employed - Insufficient income	-5.9594	0.1290	2134.8094	<.0001
	Unemployed	-6.0963	0.1057	3325.9424	<.0001
Disability Status	Disabled	-2.0084	0.0823	595.5316	<.0001
Education Level	2 Year Degree	-0.3438	0.0972	12.5153	0.0004
	4 Year Degree	-0.1994	0.0836	5.6980	0.0170
	Doctorate	-0.8689	0.4757	3.3362	0.0678
	Other	-0.9083	0.0802	128.3211	<.0001
	Post-Graduate Degree	-0.3509	0.1171	8.9736	0.0027
Gender	Female	0.0727	0.0703	1.0710	0.3007
Race	American Indian or Alaska Native	0.3991	0.2836	1.9803	0.1594
	Asian or Pacific Islander	0.1986	0.1399	2.0145	0.1558
	Black or African American	-0.1541	0.0787	3.8348	0.0502
	Hispanic or Latino	0.1744	0.0884	3.8950	0.0484
	Two or more races	0.0694	0.1103	0.3959	0.5292
	Unknown	-0.4670	0.2385	3.8333	0.0502
Service Branch	Air Force	-0.2504	0.0799	9.8260	0.0017
	Coast Guard	-0.6997	0.2842	6.0611	0.0138
	Marines	-1.0737	0.1025	109.7304	<.0001
	Navy	-0.9613	0.0866	123.2217	<.0001
Location	East North Central	-0.0858	0.1237	0.4814	0.4878
	East South Central	-0.0961	0.1415	0.4617	0.4968
	Middle Atlantic	-0.1108	0.1299	0.7268	0.3939
	Mountain	-0.1545	0.1023	2.2821	0.1309
	New England	0.2246	0.2129	1.1131	0.2914
	Pacific	-0.1362	0.0923	2.1769	0.1401
	Unknown	0.0512	0.2623	0.0381	0.8453
	West North Central	0.1492	0.1484	1.0103	0.3148
	West South Central	-0.0899	0.0886	1.0297	0.3102

Table 14 - Modeling Results for Predicting HHUSA Clients Signing Up before Military Separation Date

When examining the differences in registration rates between client ranks while controlling for other demographics, the results indicate that Junior Enlisted clients are significantly less likely to register before their service end date than Company-Grade Officers ($\chi^2 = 19.23, p < 0.1$). This year's data indicates that there were no observed differences between Junior Enlisted clients and Field-Grade Officers ($\chi^2 = 0.76, p = 0.38$) and Warrant Officers ($\chi^2 < 0.01, p = 0.99$). The results indicate that Company-Grade Officers are 1.80 times more likely to register for HHUSA services before their service ends than Junior Enlisted.

Like last year, 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 ($\chi^2 = 2896.86, p < 0.01$), pending medical separation ($\chi^2 = 12.74, p < 0.01$), students ($\chi^2 = 1278.42, p < 0.01$), temporary/contract employees ($\chi^2 = 1188.97, p < 0.01$), under employed ($\chi^2 = 2134.81, p < 0.01$), or unemployed ($\chi^2 = 3325.94, p < 0.01$).

Disabled clients were found less likely to register before their separation date ($\chi^2 = 595.53, p < 0.01$) when compared to clients that were not disabled.

When considering the client's education level, clients with higher levels of education are much less likely to register before their separation date. This was true for those with a 2-year degree ($\chi^2 = 12.52, p < 0.01$), 4-year degree ($\chi^2 = 5.70, p < 0.01$), post-graduate degree ($\chi^2 = 897, p < 0.01$), and other ($\chi^2 = 128.32, p < 0.01$). When compared to doctorate degrees, the results were borderline nonsignificant ($\chi^2 = 3.34, p = 0.07$).

There was one significant difference observed between the race groups in registering for HHUSA services. When compared to Whites, Hispanic or Latino clients had slightly greater chance of registering ($\chi^2 = 3.90, p = 0.05$).

The final demographic covariate that had significant differences was the service branch. When compared to the Army, clients in the Air Force ($\chi^2 = 9.83, p = 0.01$), Marines ($\chi^2 = 109.73, p < 0.01$), Coast Guard ($\chi^2 = 6.06, p < 0.01$), and Navy ($\chi^2 = 123.22, p < 0.01$) all had less likelihood of registering for HHUSA services before their separation date. This may be due to marketing efforts primarily targeting the Army more than other branches.

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 primarily expressed interests in job functions mainly related to IT and Management fields.
- Pacific clients were more likely to desire job functions related to Biotech, Engineering, Design, and Media/Journalism/Newspaper.
- Like last year, Mountain clients had desired job functions related to Emergency Services, Natural Resources, Restaurant/Food Services, and Safety/Security/Law Enforcement.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

- For job functions hired in, South Atlantic Seemed to be business, IT, and management related. These functions included Accounting, General Business, Management – Executive/C-suite, Management – Programs. They also made up a large percentage of hires for IT Computer/Software Engineer and IT – Information Security.
- The theme for West South Central seemed to be Professional Services. They made up a lot of the hires for Analyst, Marketing, Healthcare, Professional Services, and Quality Assurance.
- Mountain clients had a lot of hires in Restaurant/Food Services, Manufacturing, Customer Service, Construction, Warehouse, and Banking/Finance
- The main industries that hired South Atlantic clients seemed to include Professional Services and Business Management.
- •West South Central clients made up a high percentage of people hired into Mining/Quarrying/Oil and Gas (46.25%), Professional – Legal (50.98%), and Business Support – Facilities (45.99%) industry.
- •Half of the clients hired into the Professional Advertising came from the Middle Atlantic.

The largest count of location data of clients in this study is in the South Atlantic (34.19%) division of the United States of America. The next highest division categories include West South Central (17.20%), Pacific (16.36%), Mountain (9.71%), Middle Atlantic (5.34%). East North Central (4.68%), East South Central (4.47%), West North Central (4.40%) and New England (1.29%) 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 Media/Journalism/Newspaper job functions in the Pacific (22.22%).

South Atlantic clients expressed a larger than expected interest in job functions related to Analyst (38.28%), Business Development (36.23%), Consulting (37.05%), IT – Computer Science (38.86%), IT – Help Desk/Support (37.27%), IT – Information Security (40.23%), IT – Systems Management (38.08%), Management – Executive/C-Suite (40.59%), Management – Programs (38.84%), and Strategy/Planning (37.79%). West South Central had greater than expected interest in job functions for Automotive (20.38%), Brokerage (27.42%), Distribution/Shipping (21.18%), Entry Level (20.44%), Healthcare (22.42%), Nonprofit – Social Services (20.97%), Real Estate (24.13%), Retail (20.24%), Sales (20.86%), Transportation (22.37%), and Warehouse (22.15%). HHUSA clients in the Pacific showed interest in Biotech (20.66%), Design (21.12%), Engineering (21.82%), Media/Journalism/Newspaper (22.22%). Mountain clients had larger than expected interest in Firefighter/EMT/Emergency Services (12.45%), General Labor (13.75%), Marketing (12.52%), Natural Resources/Environmental (13.43%), Restaurant/Food Services (12.38%), Safety/Security/Law Enforcement (11.42%), Science (12.17%).

A table with the results of the frequency analysis for client location by their listed desired job function has been included.

Desired Job Function	Location	Count	Percent
Accounting	South Atlantic	130	30.8056872
	West South Central	84	19.90521327
	Pacific	77	18.2464455
	Mountain	47	11.13744076
	East North Central	24	5.687203792
	Middle Atlantic	21	4.976303318
	East South Central	16	3.791469194
	West North Central	9	2.132701422
	Unknown	8	1.895734597
	New England	6	1.421800948
Administrative/Clerical	South Atlantic	954	35.26802218
	West South Central	551	20.36968577
	Pacific	439	16.22920518
	Mountain	231	8.53974122
	East North Central	128	4.731977819
	Middle Atlantic	118	4.362292052
	East South Central	113	4.177449168
	West North Central	97	3.585951941
	Unknown	50	1.848428836
	New England	24	0.887245841
Analyst	South Atlantic	764	38.27655311
	West South Central	327	16.38276553
	Pacific	320	16.03206413
	Mountain	186	9.318637275
	Middle Atlantic	114	5.711422846
	East North Central	88	4.408817635
	West North Central	76	3.807615231
	East South Central	69	3.456913828
	Unknown	40	2.004008016
	New England	12	0.601202405

Table 15 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Automotive	South Atlantic	168	26.54028
	West South Central	129	20.37915
	Pacific	91	14.37599
	Mountain	65	10.26856
	West North Central	62	9.794629
	East North Central	39	6.161137
	Middle Atlantic	35	5.529226
	East South Central	28	4.423381
	Unknown	9	1.421801
	New England	7	1.105845
Banking/Finance	South Atlantic	269	31.31548
	West South Central	183	21.30384
	Pacific	137	15.94878
	Mountain	77	8.963912
	Middle Atlantic	58	6.752037
	East North Central	39	4.540163
	East South Central	36	4.19092
	West North Central	30	3.492433
	Unknown	19	2.211874
	New England	11	1.280559
Biotech	South Atlantic	63	29.57746
	Pacific	44	20.65728
	West South Central	36	16.90141
	Mountain	26	12.20657
	East North Central	10	4.694836
	East South Central	10	4.694836
	Middle Atlantic	10	4.694836
	West North Central	9	4.225352
	New England	4	1.877934
Unknown	1	0.469484	

Table 16 - Frequencies of Division by Desired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Desired Job Function	Location	Count	Percent
Brokerage	South Atlantic	36	29.03225807
	West South Central	34	27.41935484
	Pacific	16	12.90322581
	Mountain	13	10.48387097
	Middle Atlantic	7	5.64516129
	West North Central	6	4.838709677
	East South Central	5	4.032258065
	East North Central	3	2.419354839
	Unknown	3	2.419354839
	New England	1	0.806451613
Business Development	South Atlantic	476	36.22526636
	West South Central	219	16.66666667
	Pacific	207	15.75342466
	Mountain	129	9.817351598
	Middle Atlantic	76	5.783866058
	East North Central	55	4.185692542
	East South Central	55	4.185692542
	West North Central	53	4.03348554
	Unknown	27	2.054794521
	New England	17	1.293759513
Construction	South Atlantic	258	27.59358289
	West South Central	177	18.93048128
	Pacific	143	15.29411765
	Mountain	102	10.90909091
	West North Central	74	7.914438503
	East North Central	58	6.203208556
	Middle Atlantic	48	5.13368984
	East South Central	46	4.919786096
	New England	18	1.92513369
	Unknown	11	1.176470588
Consultant	South Atlantic	614	37.05491853
	West South Central	275	16.5962583
	Pacific	274	16.53590827
	Mountain	144	8.690404345
	Middle Atlantic	86	5.190102595
	East South Central	74	4.465902233
	East North Central	67	4.043452022
	West North Central	61	3.681351841
	Unknown	38	2.293301147
	New England	24	1.448400724

Table 17 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Customer Service	South Atlantic	600	33.86005
	West South Central	353	19.92099
	Pacific	277	15.63205
	Mountain	175	9.875847
	East South Central	97	5.474041
	East North Central	73	4.119639
	West North Central	73	4.119639
	Middle Atlantic	64	3.611738
	Unknown	43	2.426637
	New England	17	0.959368
Design	South Atlantic	130	31.5534
	Pacific	87	21.1165
	West South Central	68	16.50485
	Mountain	46	11.16505
	East North Central	25	6.067961
	West North Central	20	4.854369
	Middle Atlantic	17	4.126214
	East South Central	11	2.669903
	Unknown	6	1.456311
	New England	2	0.485437
Distribution/Shipping	South Atlantic	318	35.25499
	West South Central	191	21.17517
	Pacific	108	11.97339
	Mountain	86	9.534368
	East South Central	51	5.654102
	East North Central	43	4.767184
	Middle Atlantic	43	4.767184
	West North Central	35	3.880266
	Unknown	18	1.995565
	New England	9	0.997783
Engineering	South Atlantic	365	31.98948
	Pacific	249	21.82296
	West South Central	160	14.02279
	Mountain	119	10.42945
	West North Central	64	5.609115
	East North Central	61	5.346188
	Middle Atlantic	49	4.294479
	East South Central	31	2.716915
	Unknown	22	1.928133
	New England	21	1.840491

Table 18 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Entrepreneurship/Franchise/Self-Employed	South Atlantic	298	32.21621622
	West South Central	183	19.78378378
	Pacific	155	16.75675676
	Mountain	104	11.24324324
	East North Central	40	4.324324324
	Middle Atlantic	40	4.324324324
	East South Central	39	4.216216216
	West North Central	36	3.891891892
	Unknown	21	2.27027027
	New England	9	0.972972973
Entry Level/New Grad	South Atlantic	377	30.8258381
	West South Central	250	20.4415372
	Pacific	187	15.29026983
	Mountain	127	10.3843009
	Middle Atlantic	78	6.377759608
	East North Central	63	5.151267375
	West North Central	57	4.660670482
	East South Central	48	3.924775143
	Unknown	21	1.717089125
	New England	15	1.226492232
Facilities Management	South Atlantic	496	32.93492696
	West South Central	281	18.65869854
	Pacific	243	16.13545817
	Mountain	138	9.163346614
	East South Central	94	6.241699867
	Middle Atlantic	72	4.780876494
	East North Central	69	4.581673307
	West North Central	58	3.85126162
	Unknown	34	2.257636122
	New England	21	1.394422311
Firefighter/EMT/Emergency Service	South Atlantic	271	26.99203187
	Pacific	181	18.02788845
	West South Central	179	17.82868526
	Mountain	125	12.4501992
	Middle Atlantic	65	6.474103586
	West North Central	64	6.374501992
	East North Central	53	5.278884462
	East South Central	32	3.187250996
	New England	19	1.892430279
	Unknown	15	1.494023904

Table 19 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Game Design/Development	South Atlantic	118	28.22966507
	Pacific	80	19.13875598
	West South Central	69	16.50717703
	Mountain	49	11.72248804
	East North Central	32	7.655502392
	West North Central	27	6.459330144
	Middle Atlantic	19	4.545454546
	East South Central	12	2.870813397
	New England	6	1.435406699
	Unknown	6	1.435406699
General Business	South Atlantic	412	32.67248216
	West South Central	245	19.42902458
	Pacific	203	16.09833466
	Mountain	124	9.833465504
	East North Central	72	5.709754163
	East South Central	62	4.916732752
	Middle Atlantic	53	4.203013481
	West North Central	45	3.568596352
	Unknown	27	2.141157811
	New England	18	1.427438541
General Labor	South Atlantic	158	25.56634304
	West South Central	106	17.15210356
	Pacific	101	16.34304207
	Mountain	85	13.75404531
	East North Central	45	7.281553398
	West North Central	45	7.281553398
	Middle Atlantic	30	4.854368932
	East South Central	27	4.368932039
	Unknown	11	1.779935275
	New England	10	1.618122977
Healthcare	South Atlantic	466	33.16725979
	West South Central	315	22.41992883
	Pacific	230	16.37010676
	Mountain	135	9.608540925
	Middle Atlantic	63	4.483985765
	West North Central	61	4.341637011
	East North Central	55	3.914590747
	East South Central	48	3.416370107
	Unknown	17	1.209964413
	New England	15	1.067615658

Table 20 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Human Resources	South Atlantic	967	35.97470238
	West South Central	533	19.82886905
	Pacific	409	15.21577381
	Mountain	212	7.886904762
	East South Central	154	5.729166667
	East North Central	113	4.203869048
	Middle Atlantic	113	4.203869048
	West North Central	100	3.720238095
	Unknown	60	2.232142857
	New England	27	1.004464286
IT - Computer Science	South Atlantic	333	38.85647608
	West South Central	155	18.08634773
	Pacific	136	15.86931155
	Mountain	82	9.568261377
	West North Central	35	4.084014002
	Middle Atlantic	33	3.850641774
	East South Central	31	3.617269545
	East North Central	30	3.500583431
	Unknown	14	1.633605601
	New England	8	0.933488915
IT - Computer/Software Engineering	South Atlantic	318	36.67820069
	Pacific	157	18.10841984
	West South Central	146	16.83967705
	Mountain	90	10.38062284
	Middle Atlantic	42	4.844290657
	East North Central	35	4.036908881
	West North Central	34	3.921568628
	East South Central	27	3.114186851
	New England	10	1.153402538
	Unknown	8	0.92272203
IT - General	South Atlantic	669	37.2080089
	West South Central	335	18.63181313
	Pacific	267	14.84983315
	Mountain	175	9.733036708
	Middle Atlantic	79	4.393770857
	East South Central	74	4.115684093
	East North Central	73	4.060066741
	West North Central	66	3.670745273
	Unknown	33	1.835372636
	New England	27	1.501668521

Table 21 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
IT - Help Desk/Support	South Atlantic	448	37.27121464
	West South Central	236	19.63394343
	Pacific	181	15.05823627
	Mountain	98	8.153078203
	East North Central	60	4.991680532
	East South Central	51	4.242928453
	Middle Atlantic	49	4.076539102
	West North Central	41	3.410981697
	Unknown	25	2.079866889
	New England	13	1.081530782
IT - Information Security	South Atlantic	840	40.22988506
	West South Central	350	16.76245211
	Pacific	329	15.75670498
	Mountain	193	9.243295019
	East North Central	94	4.501915709
	Middle Atlantic	89	4.262452107
	East South Central	64	3.0651341
	West North Central	54	2.586206897
	Unknown	47	2.250957854
	New England	28	1.340996169
IT - Systems Management	South Atlantic	570	38.07615231
	West South Central	262	17.50167001
	Pacific	259	17.30126921
	Mountain	139	9.285237141
	East North Central	65	4.342017368
	Middle Atlantic	55	3.674014696
	East South Central	53	3.540414162
	West North Central	39	2.605210421
	Unknown	38	2.538410154
	New England	17	1.135604542
Installation/Maintenance/Repair	South Atlantic	339	29.68476357
	Pacific	197	17.25043783
	West South Central	196	17.16287215
	Mountain	132	11.558669
	West North Central	73	6.392294221
	East North Central	59	5.166374781
	Middle Atlantic	55	4.816112084
	East South Central	51	4.465849387
	New England	21	1.838879159
	Unknown	19	1.663747811

Table 22 - Frequencies of Division by Desired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

★★★★

106

Desired Job Function	Location	Count	Percent
Legal	South Atlantic	116	34.31952663
	Pacific	58	17.15976331
	West South Central	47	13.90532544
	Mountain	33	9.76331361
	West North Central	19	5.621301775
	East North Central	18	5.325443787
	East South Central	15	4.437869823
	Middle Atlantic	15	4.437869823
	Unknown	11	3.25443787
	New England	6	1.775147929
Management - Executive/C-Suite	South Atlantic	451	40.59405941
	West South Central	199	17.91179118
	Pacific	143	12.87128713
	Mountain	88	7.920792079
	Middle Atlantic	58	5.220522052
	East South Central	56	5.04050405
	East North Central	49	4.410441044
	West North Central	39	3.510351035
	Unknown	16	1.440144014
	New England	12	1.080108011
Management - General	South Atlantic	1269	34.98759305
	West South Central	673	18.55527985
	Pacific	509	14.03363661
	Mountain	383	10.55969121
	East North Central	177	4.88006617
	East South Central	171	4.714640199
	Middle Atlantic	167	4.604356217
	West North Central	151	4.163220292
	Unknown	77	2.122966639
	New England	50	1.378549766
Management - Operations	South Atlantic	1402	36.34949443
	West South Central	742	19.23774955
	Pacific	584	15.14130153
	Mountain	327	8.478091781
	East South Central	186	4.82240083
	Middle Atlantic	175	4.537205082
	East North Central	157	4.07052113
	West North Central	152	3.9408867
	Unknown	78	2.022297122
	New England	54	1.400051854

Table 23 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Management - Programs	South Atlantic	936	38.83817427
	Pacific	404	16.76348548
	West South Central	398	16.51452282
	Mountain	210	8.713692946
	East North Central	104	4.315352697
	East South Central	104	4.315352697
	Middle Atlantic	99	4.107883817
	West North Central	83	3.443983403
	Unknown	41	1.701244813
	New England	31	1.286307054
Management - Project	South Atlantic	1157	37.92199279
	Pacific	516	16.91248771
	West South Central	512	16.78138315
	Mountain	253	8.29236316
	Middle Atlantic	151	4.949196985
	East South Central	139	4.555883317
	East North Central	123	4.031465093
	West North Central	101	3.310390036
	Unknown	56	1.835463782
	New England	43	1.409373976
Manufacturing	South Atlantic	173	29.57264957
	Pacific	100	17.09401709
	West South Central	95	16.23931624
	Mountain	61	10.42735043
	West North Central	47	8.034188034
	East North Central	40	6.837606838
	Middle Atlantic	28	4.786324786
	East South Central	27	4.615384615
	New England	8	1.367521368
	Unknown	6	1.025641026
Marketing	South Atlantic	176	28.99505766
	Pacific	107	17.6276771
	West South Central	106	17.46293246
	Mountain	76	12.52059308
	East South Central	36	5.930807249
	Middle Atlantic	32	5.271828666
	East North Central	28	4.612850082
	West North Central	24	3.953871499
	New England	11	1.812191104
	Unknown	11	1.812191104

Table 24 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Media/Journalism/Newspaper	South Atlantic	95	32.98611111
	Pacific	64	22.22222222
	West South Central	46	15.97222222
	Mountain	29	10.06944444
	Middle Atlantic	19	6.59722222
	East South Central	12	4.16666667
	West North Central	11	3.81944444
	East North Central	6	2.08333333
	Unknown	5	1.73611111
	New England	1	0.34722222
Natural Resources/Environmental	South Atlantic	301	29.71372162
	West South Central	181	17.86771965
	Pacific	152	15.00493583
	Mountain	136	13.4254689
	East North Central	58	5.725567621
	West North Central	52	5.133267522
	Middle Atlantic	45	4.44225074
	East South Central	41	4.047384008
	Unknown	24	2.369200395
	New England	23	2.270483712
Nonprofit - Social Services	South Atlantic	236	30.93053735
	West South Central	160	20.96985583
	Pacific	140	18.34862385
	Mountain	71	9.305373526
	Middle Atlantic	37	4.849279161
	East South Central	35	4.587155963
	West North Central	30	3.931847969
	East North Central	28	3.669724771
	New England	16	2.096985583
	Unknown	10	1.31061599
Other	South Atlantic	320	32.25806452
	West South Central	178	17.94354839
	Pacific	160	16.12903226
	Mountain	135	13.60887097
	West North Central	52	5.241935484
	Middle Atlantic	43	4.334677419
	East South Central	42	4.233870968
	East North Central	30	3.024193548
	Unknown	23	2.318548387
	New England	9	0.907258065

Table 25 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Professional Services	South Atlantic	297	35.31510107
	West South Central	144	17.12247325
	Pacific	112	13.31747919
	Mountain	98	11.65279429
	East North Central	50	5.945303211
	Middle Atlantic	47	5.588585018
	East South Central	39	4.637336504
	West North Central	34	4.042806183
	Unknown	12	1.426872771
	New England	8	0.951248514
Purchasing/Procurement	South Atlantic	245	36.45833333
	West South Central	136	20.23809524
	Pacific	103	15.32738095
	Mountain	66	9.821428571
	Middle Atlantic	28	4.166666667
	East North Central	25	3.720238095
	West North Central	25	3.720238095
	East South Central	23	3.422619048
	New England	11	1.636904762
	Unknown	10	1.488095238
Quality Assurance/Quality Control	South Atlantic	568	35.90391909
	West South Central	290	18.3312263
	Pacific	266	16.81415929
	Mountain	148	9.355246523
	East South Central	71	4.487989886
	East North Central	64	4.04551201
	Middle Atlantic	59	3.729456384
	West North Central	58	3.666245259
	Unknown	32	2.022756005
	New England	26	1.643489254
Real Estate	South Atlantic	182	33.5174954
	West South Central	131	24.1252302
	Pacific	83	15.2854512
	Mountain	54	9.944751381
	Middle Atlantic	21	3.867403315
	West North Central	21	3.867403315
	East North Central	18	3.314917127
	East South Central	17	3.130755065
	Unknown	9	1.657458564
	New England	7	1.289134438

Table 26 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Recruiting/Talent Acquisition	South Atlantic	332	35.50802139
	West South Central	192	20.53475936
	Pacific	142	15.18716578
	Mountain	72	7.700534759
	East South Central	61	6.524064171
	East North Central	47	5.026737968
	Middle Atlantic	33	3.529411765
	West North Central	31	3.315508021
	Unknown	14	1.497326203
	New England	11	1.176470588
Research	South Atlantic	192	34.28571429
	West South Central	95	16.96428571
	Pacific	75	13.39285714
	Mountain	68	12.14285714
	West North Central	37	6.607142857
	East North Central	29	5.178571429
	Middle Atlantic	23	4.107142857
	East South Central	20	3.571428571
	New England	11	1.964285714
	Unknown	10	1.785714286
Restaurant/Food Service	South Atlantic	56	27.72277228
	West South Central	39	19.30693069
	Pacific	34	16.83168317
	Mountain	25	12.37623762
	East South Central	12	5.940594059
	West North Central	12	5.940594059
	East North Central	10	4.95049505
	Middle Atlantic	8	3.96039604
	New England	3	1.485148515
	Unknown	3	1.485148515
Retail	South Atlantic	66	26.72064777
	West South Central	50	20.24291498
	Pacific	40	16.19433198
	Mountain	27	10.93117409
	East North Central	20	8.097165992
	West North Central	13	5.263157895
	East South Central	11	4.453441296
	Middle Atlantic	10	4.048582996
	New England	6	2.429149798
	Unknown	4	1.619433198

Table 27 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Safety/Security/Law Enforcement	South Atlantic	804	30
	West South Central	475	17.7238806
	Pacific	453	16.90298508
	Mountain	306	11.41791045
	Middle Atlantic	153	5.708955224
	West North Central	146	5.447761194
	East North Central	132	4.925373134
	East South Central	117	4.365671642
	Unknown	50	1.865671642
	New England	44	1.641791045
Sales	South Atlantic	174	32.40223464
	West South Central	112	20.8566108
	Pacific	86	16.01489758
	Mountain	47	8.752327747
	East North Central	28	5.2141527
	East South Central	27	5.027932961
	Middle Atlantic	24	4.469273743
	West North Central	23	4.283054004
	New England	14	2.60707635
	Unknown	2	0.372439479
Science	South Atlantic	137	32.69689738
	Pacific	74	17.66109785
	West South Central	60	14.31980907
	Mountain	51	12.17183771
	East North Central	20	4.77326969
	East South Central	20	4.77326969
	Middle Atlantic	16	3.818615752
	West North Central	16	3.818615752
	Unknown	13	3.102625298
	New England	12	2.863961814
Skilled Labor/Trades	South Atlantic	347	26.50878533
	Pacific	248	18.94576012
	West South Central	213	16.27196333
	Mountain	158	12.07028266
	West North Central	98	7.486631016
	East North Central	75	5.729564553
	East South Central	70	5.347593583
	Middle Atlantic	57	4.35446906
	New England	25	1.909854851
	Unknown	18	1.375095493

Table 28 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Strategy/Planning	South Atlantic	506	37.78939507
	West South Central	226	16.87826736
	Pacific	207	15.45929798
	Mountain	115	8.58849888
	East South Central	67	5.00373413
	Middle Atlantic	66	4.929051531
	East North Central	56	4.182225541
	West North Central	54	4.032860344
	Unknown	22	1.643017177
	New England	20	1.493651979
Supply Chain/Logistics	South Atlantic	887	37.66454352
	West South Central	456	19.36305733
	Pacific	318	13.50318471
	Mountain	202	8.577494692
	East South Central	116	4.925690021
	West North Central	109	4.628450106
	Middle Atlantic	104	4.416135881
	East North Central	88	3.736730361
	Unknown	49	2.080679406
	New England	26	1.10403397
Telecommunications	South Atlantic	263	37.0944993
	West South Central	135	19.04090268
	Pacific	121	17.06629055
	Mountain	72	10.1551481
	West North Central	32	4.513399154
	East North Central	29	4.090267983
	Middle Atlantic	22	3.102961918
	East South Central	18	2.538787024
	Unknown	11	1.551480959
	New England	6	0.846262341
Training/Instruction/Teaching	South Atlantic	870	35.10895884
	West South Central	487	19.65294592
	Pacific	389	15.69814366
	Mountain	243	9.8062954
	East North Central	124	5.004035513
	East South Central	107	4.317998386
	West North Central	91	3.672316384
	Middle Atlantic	87	3.510895884
	Unknown	55	2.219531881
	New England	25	1.008878128

Table 29 - Frequencies of Division by Desired Job Function

Desired Job Function	Location	Count	Percent
Transportation	South Atlantic	406	32.79483037
	West South Central	277	22.37479806
	Pacific	150	12.11631664
	Mountain	116	9.369951535
	West North Central	71	5.735056543
	East South Central	63	5.088852989
	Middle Atlantic	61	4.9273021
	East North Central	57	4.604200323
	Unknown	20	1.615508885
	New England	17	1.373182553
Warehouse	South Atlantic	396	32.9725229
	West South Central	266	22.14820983
	Pacific	155	12.90591174
	Mountain	113	9.408825978
	West North Central	78	6.494587844
	East North Central	54	4.496253122
	East South Central	54	4.496253122
	Middle Atlantic	46	3.830141549
	Unknown	23	1.915070774
	New England	16	1.332223147

Table 30 - Frequencies of Division by Desired Job Function

Next, the location where a client was hired in was explored also using frequency analysis. The proportions of clients hired was somewhat like the overall client proportions. South Atlantic (34.70%) had the highest proportion of hired clients, followed by West South Central (17.01%), Pacific (15.74%), Mountain (11.77%), East South Central (5.06%), East North Central (4.89%), Middle Atlantic (4.86%), West North Central (3.96%), and New England (0.96%).

Like before, the division locations tended to follow hired client proportions, but some job functions stood out. Brokerage jobs seemed to be accepted by West North Central (66.67%) and New England lead the way for Biotech (68.42%). Pacific (28.57%) based clients. Restaurant/Food services tended to hire those in the South Atlantic (42.4%) and Pacific (21.6%) divisions. East North Central had high rates of hiring for Research (58.62%). The Middle Atlantic had a high amount of hiring for job functions in Design (51.22%), Human Resources (13.48%). Finally, an above average amount of hires for Entrepreneurship (54.35%) went to clients in the West South Central location. South Atlantic had higher than expected job functions hired in Accounting (51.61%), Business Development (41.57%), Consultant (49.16%), Firefighter/EMT/Emergency Service (43.62%), General Business (50.00%), Healthcare (43.99%), IT – Computer/Software Engineering (44.07%), IT – Information Security (45.79%), Legal (49.43%), Management – Executive/C-Suite (53.27%), Management – Programs (46.83%), Nonprofit – Social Services (42.11%), Purchasing/Procurement (57.14%), Retail (40.38%), and Training/Instruction/Teaching (44.11%).

The West South Central clients had experienced more than expected job function hired in Analyst (22.15%), Healthcare (21.31%), Marketing (42.55%), Professional Services (23.74%), Quality Assurance (29.44%).

HHUSA clients in the Pacific were hired at a greater than expected amount in Administrative/Clerical (24.20%), Construction (25.00%), Customer Service (21.88%), Engineering (23.53%), Entry Level (41.67%), General Labor (23.08%), and Management – General (23.50%).

Mountain clients were hired in job functions for Banking/Finance (15.22%), Construction (17.78%), Customer Service (21.09%), Distribution/Shipping (19.25%), Manufacturing (24.34%), Restaurant/Food Service (26.42%), and Warehouse (16.67%).

The corresponding tables for the results of this frequency analysis has been included below.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Job Function Hired In	Location	Count	Percent
Accounting	South Atlantic	32	51.6129
	West South Central	11	17.74194
	Pacific	9	14.51613
	East North Central	6	9.677419
	Middle Atlantic	3	4.83871
	Unknown	1	1.612903
Administrative/Clerical	South Atlantic	251	31.97452
	Pacific	190	24.20382
	West South Central	113	14.3949
	Mountain	88	11.21019
	East North Central	68	8.66242
	Middle Atlantic	29	3.694268
	East South Central	20	2.547771
	West North Central	20	2.547771
	New England	6	0.764331
	Analyst	South Atlantic	280
West South Central		163	22.14674
Pacific		121	16.44022
Mountain		55	7.472826
West North Central		35	4.755435
East North Central		25	3.396739
East South Central		24	3.26087
Middle Atlantic		21	2.853261
Unknown		9	1.222826
New England		3	0.407609
Automotive	East North Central	29	25.89286
	South Atlantic	27	24.10714
	West South Central	17	15.17857
	East South Central	10	8.928571
	Middle Atlantic	10	8.928571
	Mountain	10	8.928571
	Pacific	6	5.357143
	West North Central	3	2.678571
Banking/Finance	South Atlantic	155	33.69565
	West South Central	82	17.82609
	Mountain	70	15.21739
	Pacific	65	14.13043
	Middle Atlantic	38	8.26087
	East North Central	17	3.695652
	East South Central	17	3.695652
	West North Central	12	2.608696
	New England	4	0.869565

Table 31 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



Job Function Hired In	Location	Count	Percent
Biotech	New England	13	68.42105
	South Atlantic	3	15.78947
	West South Central	2	10.52632
	East South Central	1	5.263158
Brokerage	West North Central	16	66.66667
	West South Central	5	20.83333
	East North Central	3	12.5
Business Development	South Atlantic	69	41.56627
	West South Central	32	19.27711
	Pacific	30	18.07229
	Mountain	17	10.24096
	East South Central	9	5.421687
	East North Central	3	1.807229
	Middle Atlantic	3	1.807229
	West North Central	3	1.807229
Construction	South Atlantic	46	25.55556
	Pacific	45	25
	Mountain	32	17.77778
	West South Central	32	17.77778
	New England	13	7.222222
	East North Central	4	2.222222
	West North Central	4	2.222222
	East South Central	3	1.666667
	Middle Atlantic	1	0.555556
	Consultant	South Atlantic	234
Pacific		95	19.95798
West South Central		77	16.17647
Mountain		24	5.042017
Unknown		14	2.941176
West North Central		12	2.521008
Middle Atlantic		8	1.680672
East North Central		5	1.05042
East South Central		4	0.840336
New England		3	0.630252

Table 32 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



Job Function Hired In	Location	Count	Percent
Customer Service	South Atlantic	164	26.19808
	Pacific	137	21.88498
	Mountain	132	21.08626
	West South Central	75	11.98083
	East South Central	57	9.105431
	East North Central	24	3.833866
	Middle Atlantic	18	2.875399
	West North Central	15	2.396166
	New England	3	0.479233
	Unknown	1	0.159744
Design	Middle Atlantic	21	51.21951
	Mountain	7	17.07317
	South Atlantic	7	17.07317
	Pacific	3	7.317073
Distribution/Shipping	West South Central	3	7.317073
	Middle Atlantic	52	32.29814
	Mountain	31	19.25466
	West South Central	30	18.63354
	South Atlantic	19	11.80124
	East South Central	11	6.832298
	Pacific	7	4.347826
	West North Central	7	4.347826
	Unknown	3	1.863354
	East North Central	1	0.621118
Engineering	South Atlantic	150	32.67974
	Pacific	108	23.52941
	Mountain	58	12.63617
	West South Central	54	11.76471
	West North Central	22	4.793028
	East North Central	19	4.139434
	Middle Atlantic	19	4.139434
	East South Central	16	3.485839
	New England	12	2.614379
	Unknown	1	0.217865
Entrepreneurship/Franchise/Self-Employed	West South Central	25	54.34783
	Middle Atlantic	15	32.6087
	South Atlantic	6	13.04348

Table 33 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Job Function Hired In	Location	Count	Percent
Entry Level/New Grad	Pacific	10	41.66667
	South Atlantic	6	25
	Mountain	5	20.83333
	East North Central	3	12.5
Facilities Management	South Atlantic	60	37.73585
	West South Central	36	22.64151
	Mountain	26	16.3522
	Pacific	14	8.805031
	Middle Atlantic	12	7.54717
	East South Central	4	2.515723
	West North Central	4	2.515723
	New England	3	1.886792
Firefighter/EMT/Emergency Service	South Atlantic	41	43.61702
	West North Central	11	11.70213
	Pacific	10	10.6383
	West South Central	8	8.510638
	Unknown	7	7.446809
	East South Central	6	6.382979
	Middle Atlantic	6	6.382979
	Mountain	5	5.319149
Game Design/Development	South Atlantic	7	46.66667
	Middle Atlantic	4	26.66667
	West South Central	4	26.66667
General Business	South Atlantic	13	50
	Unknown	8	30.76923
	Mountain	3	11.53846
	East North Central	2	7.692308
General Labor	Pacific	30	23.07692
	West South Central	27	20.76923
	South Atlantic	26	20
	Mountain	23	17.69231
	West North Central	13	10
	East North Central	7	5.384615
	East South Central	4	3.076923

Table 34 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



Job Function Hired In	Location	Count	Percent
Healthcare	South Atlantic	161	43.98907
	West South Central	78	21.31148
	Pacific	48	13.11475
	East North Central	24	6.557377
	Mountain	17	4.644809
	East South Central	14	3.825137
	West North Central	14	3.825137
	Middle Atlantic	6	1.639344
	Unknown	4	1.092896
Human Resources	South Atlantic	91	34.0824
	Middle Atlantic	36	13.48315
	Pacific	32	11.98502
	East South Central	31	11.61049
	Mountain	31	11.61049
	West South Central	29	10.86142
	East North Central	13	4.868914
	Unknown	2	0.749064
	West North Central	2	0.749064
IT - Computer Science	South Atlantic	26	38.23529
	East North Central	20	29.41176
	Pacific	12	17.64706
	West South Central	10	14.70588
IT - Computer/Software Engineering	South Atlantic	156	44.0678
	West South Central	61	17.23164
	Pacific	52	14.68927
	Mountain	33	9.322034
	East South Central	21	5.932203
	Middle Atlantic	17	4.80226
	Unknown	8	2.259887
	East North Central	3	0.847458
	New England	3	0.847458
IT - General	South Atlantic	108	27.48092
	West South Central	83	21.11959
	Mountain	61	15.52163
	Pacific	58	14.75827
	East North Central	45	11.45038
	West North Central	17	4.3257
	East South Central	7	1.78117
	New England	6	1.526718
	Middle Atlantic	5	1.272265
Unknown	3	0.763359	

Table 35 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

★★★★

Job Function Hired In	Location	Count	Percent
IT - Help Desk/Support	South Atlantic	124	39.49045
	West South Central	71	22.61146
	Pacific	39	12.42038
	Mountain	35	11.1465
	West North Central	12	3.821656
	East North Central	10	3.184713
	Middle Atlantic	10	3.184713
	New England	8	2.547771
	Unknown	3	0.955414
	East South Central	2	0.636943
IT - Information Security	South Atlantic	196	45.79439
	Pacific	77	17.99065
	Mountain	58	13.5514
	West South Central	53	12.38318
	Middle Atlantic	16	3.738318
	East North Central	15	3.504673
	West North Central	13	3.037383
	South Atlantic	105	25.92593
IT - Systems Management	West South Central	87	21.48148
	Pacific	80	19.75309
	Mountain	30	7.407407
	West North Central	29	7.160494
	East South Central	25	6.17284
	Unknown	24	5.925926
	Middle Atlantic	13	3.209877
	East North Central	12	2.962963
	South Atlantic	311	36.63133
Installation/Maintenance/Repair	Pacific	131	15.42992
	West South Central	131	15.42992
	Mountain	96	11.30742
	West North Central	57	6.713781
	East South Central	47	5.535925
	East North Central	33	3.886926
	Middle Atlantic	30	3.533569
	New England	10	1.177856
	Unknown	3	0.353357

Table 36 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



Job Function Hired In	Location	Count	Percent
Legal	South Atlantic	43	49.42529
	West South Central	15	17.24138
	East North Central	12	13.7931
	Pacific	11	12.64368
	Unknown	3	3.448276
	Middle Atlantic	2	2.298851
	Mountain	1	1.149425
Management - Executive/C-Suite	South Atlantic	57	53.27103
	West South Central	29	27.1028
	Middle Atlantic	6	5.607477
	West North Central	6	5.607477
	East North Central	3	2.803738
	Mountain	3	2.803738
	Pacific	3	2.803738
Management - General	South Atlantic	179	26.79641
	Pacific	157	23.50299
	Mountain	112	16.76647
	West North Central	69	10.32934
	West South Central	60	8.982036
	East South Central	55	8.233533
	East North Central	24	3.592814
	Middle Atlantic	7	1.047904
	New England	3	0.449102
	Unknown	2	0.299401
Management - Operations	South Atlantic	251	31.97452
	Pacific	144	18.34395
	West South Central	133	16.94268
	Mountain	84	10.70064
	East North Central	64	8.152866
	Middle Atlantic	53	6.751592
	East South Central	26	3.312102
	Unknown	15	1.910828
	West North Central	10	1.273885
	New England	5	0.636943

Table 37 - Frequencies of Division by Hired Job Function

Job Function Hired In	Location	Count	Percent
Management - Programs	South Atlantic	244	46.83301
	Pacific	81	15.54702
	Mountain	53	10.17274
	East North Central	34	6.525912
	East South Central	30	5.758157
	West South Central	22	4.222649
	West North Central	20	3.838772
	Middle Atlantic	15	2.879079
	New England	12	2.303263
	Unknown	10	1.919386
Management - Project	South Atlantic	171	37.91574
	West South Central	128	28.38137
	Pacific	44	9.756098
	East South Central	29	6.430155
	East North Central	17	3.769401
	Mountain	17	3.769401
	Middle Atlantic	16	3.547672
	Unknown	13	2.882483
	West North Central	13	2.882483
	New England	3	0.665188
Manufacturing	Mountain	46	24.33862
	South Atlantic	44	23.28042
	East South Central	42	22.22222
	Pacific	32	16.93122
	West South Central	14	7.407407
	West North Central	6	3.174603
	East North Central	3	1.587302
	New England	2	1.058201
Marketing	West South Central	20	42.55319
	Pacific	8	17.02128
	South Atlantic	7	14.89362
	East North Central	6	12.76596
	Mountain	5	10.6383
Media/Journalism/Newspaper	Middle Atlantic	1	2.12766
	South Atlantic	12	92.30769
	West South Central	1	7.692308

Table 38 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Job Function Hired In	Location	Count	Percent
Natural Resources/Environmental	West South Central	14	24.5614
	Mountain	9	15.78947
	West North Central	9	15.78947
	East South Central	8	14.03509
	Pacific	8	14.03509
	South Atlantic	6	10.52632
	Middle Atlantic	3	5.263158
Nonprofit - Social Services	South Atlantic	64	42.10526
	East South Central	23	15.13158
	Pacific	21	13.81579
	West South Central	20	13.15789
	Mountain	10	6.578947
	Middle Atlantic	9	5.921053
	West North Central	4	2.631579
	East North Central	1	0.657895
Other	South Atlantic	236	40.68966
	Mountain	92	15.86207
	West South Central	87	15
	Pacific	72	12.41379
	Middle Atlantic	38	6.551724
	East South Central	17	2.931034
	West North Central	17	2.931034
	East North Central	12	2.068966
	New England	7	1.206897
	Unknown	2	0.344828
Professional Services	West South Central	40	28.77698
	South Atlantic	33	23.74101
	Pacific	28	20.14388
	Mountain	19	13.66906
	East North Central	7	5.035971
	East South Central	4	2.877698
	Middle Atlantic	3	2.158273
	Unknown	3	2.158273
	West North Central	2	1.438849
Purchasing/Procurement	South Atlantic	24	57.14286
	West South Central	10	23.80952
	East North Central	5	11.90476
	Mountain	2	4.761905
	East South Central	1	2.380952

Table 39 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Job Function Hired In	Location	Count	Percent
Quality Assurance/Quality Control	South Atlantic	73	34.11215
	West South Central	63	29.43925
	East North Central	27	12.61682
	Pacific	17	7.943925
	Middle Atlantic	14	6.542056
	Mountain	11	5.140187
	East South Central	7	3.271028
	New England	2	0.934579
Real Estate	South Atlantic	8	33.33333
	Pacific	7	29.16667
	West South Central	4	16.66667
	New England	3	12.5
	Mountain	2	8.333333
Recruiting/Talent Acquisition	East South Central	30	34.09091
	West South Central	24	27.27273
	South Atlantic	18	20.45455
	Mountain	8	9.090909
	Pacific	8	9.090909
Research	East North Central	34	58.62069
	Pacific	8	13.7931
	South Atlantic	4	6.896552
	West South Central	4	6.896552
	East South Central	3	5.172414
	Mountain	3	5.172414
	West North Central	2	3.448276
Restaurant/Food Service	South Atlantic	18	33.96226
	Mountain	14	26.41509
	West North Central	6	11.32075
	West South Central	6	11.32075
	Pacific	5	9.433962
	Unknown	3	5.660377
	Middle Atlantic	1	1.886792
Retail	South Atlantic	42	40.38462
	Pacific	29	27.88462
	West South Central	13	12.5
	East South Central	7	6.730769
	Mountain	4	3.846154
	East North Central	3	2.884615
	Middle Atlantic	3	2.884615
	West North Central	3	2.884615

Table 40 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



Job Function Hired In	Location	Count	Percent
Safety/Security/Law Enforcement	South Atlantic	296	34.82353
	West South Central	142	16.70588
	Mountain	125	14.70588
	Pacific	118	13.88235
	Middle Atlantic	67	7.882353
	East South Central	42	4.941176
	West North Central	33	3.882353
	New England	16	1.882353
	East North Central	11	1.294118
Sales	South Atlantic	113	31.56425
	West South Central	78	21.78771
	Mountain	44	12.2905
	Pacific	39	10.89385
	Middle Atlantic	25	6.98324
	West North Central	19	5.307263
	East North Central	18	5.027933
	East South Central	17	4.748603
	Unknown	4	1.117318
Science	New England	1	0.27933
	South Atlantic	2	100
Skilled Labor/Trades	South Atlantic	85	23.94366
	West South Central	59	16.61972
	East North Central	56	15.77465
	Mountain	50	14.08451
	Pacific	41	11.5493
	East South Central	28	7.887324
	Middle Atlantic	17	4.788732
	West North Central	11	3.098592
	New England	6	1.690141
Strategy/Planning	Unknown	2	0.56338
	South Atlantic	26	31.70732
	Mountain	23	28.04878
	West North Central	14	17.07317
	West South Central	11	13.41463
	Pacific	8	9.756098

Table 41 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Job Function Hired In	Location	Count	Percent
Supply Chain/Logistics	South Atlantic	218	35.10467
	West South Central	106	17.06924
	Mountain	89	14.33172
	Pacific	68	10.95008
	Middle Atlantic	49	7.890499
	East South Central	41	6.602254
	Unknown	20	3.220612
	West North Central	15	2.415459
	East North Central	10	1.610306
	New England	5	0.805153
Telecommunications	South Atlantic	27	36
	Pacific	13	17.33333
	Middle Atlantic	10	13.33333
	Mountain	10	13.33333
	East North Central	7	9.333333
	East South Central	5	6.666667
	West South Central	3	4
Training/Instruction/Teaching	South Atlantic	281	44.11303
	West South Central	139	21.82104
	Pacific	85	13.3438
	East South Central	42	6.593407
	Mountain	39	6.122449
	Middle Atlantic	24	3.767661
	West North Central	15	2.354788
	East North Central	12	1.88383
Transportation	South Atlantic	106	26.5
	West South Central	90	22.5
	Pacific	66	16.5
	Mountain	48	12
	East South Central	27	6.75
	West North Central	26	6.5
	East North Central	24	6
	Middle Atlantic	10	2.5
Unknown	3	0.75	

Table 42 - Frequencies of Division by Hired Job Function

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Job Function Hired In	Location	Count	Percent
Warehouse	South Atlantic	89	31.56028
	Mountain	47	16.66667
	West South Central	36	12.76596
	Pacific	34	12.05674
	Middle Atlantic	25	8.865248
	West North Central	24	8.510638
	East North Central	16	5.673759
	East South Central	7	2.48227
	New England	4	1.41844

Table 43 - Frequencies of Division by Hired Job Function

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 (40.89%), Defense Contracting (40.15%), Educational Services (42.09%), Information – Information Technology (43.54%), Management of Companies and Enterprises (40.98%), Professional – Accounting (62.95%), Professional – Architectural/Engineering (48.91%), and Professional – Consulting Services (50.58%).

The clients located in West South Central tended to get hired in Arts/Entertainment/Recreation (25.68%), Banking/Finance/Insurance (27.49%), Business Support – Facilities (45.99%), Construction (21.61%), Health Care and Social Assistance (21.63%), Mining/Quarrying/Oil and Gas Extraction (46.25%), Professional – Legal (50.98%), and Real Estate/Rental and Leasing (25.93%).

Pacific clients had a higher than expected chance of being hired into Agriculture/Forestry/Fishing and Hunting (26.26%), Religious/Civic/Nonprofit (33.33%), Utilities (27.05%), and Wholesale Trade (20.51%) industries.

Clients from the Mountain location were hired into Hospitality/Accommodation/Food Services (22.48%), Information – Telecommunications (24.50%), Pharmaceutical and Medical (25.00%) industries.

The industry that the Middle Atlantic clients were hired at greater than expected to was Professional Advertising (50.00%). HHUSA Clients in West North Central made up a greater than expected amount of those hired into Agriculture/Forestry/Fishing and Hunting (28.28%) and Professional – Advertising (37.04%) industries.

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

Industry Hired to	Location	Count	Percent
Aerospace and Aviation	South Atlantic	191	30.56
	West South Central	118	18.88
	Mountain	116	18.56
	Pacific	104	16.64
	Middle Atlantic	49	7.84
	West North Central	22	3.52
	East South Central	16	2.56
	East North Central	8	1.28
	Unknown	1	0.16
Agriculture/Forestry/Fishing and Hunting	West North Central	28	28.28283
	Pacific	26	26.26263
	Mountain	15	15.15152
	South Atlantic	15	15.15152
	East South Central	4	4.040404
	Middle Atlantic	4	4.040404
	West South Central	4	4.040404
	East North Central	3	3.030303
	Unknown	1	1.010101
Arts/Entertainment/Recreation	West South Central	38	25.67568
	South Atlantic	28	18.91892
	West North Central	28	18.91892
	Pacific	23	15.54054
	Mountain	20	13.51351
	Middle Atlantic	6	4.054054
	East North Central	3	2.027027
	Unknown	2	1.351351
	Unknown	1	0.675676
Banking/Finance/Insurance	South Atlantic	228	27.73723
	West South Central	226	27.49392
	Mountain	128	15.57178
	Pacific	99	12.0438
	East North Central	40	4.86618
	West North Central	40	4.86618
	Middle Atlantic	32	3.892944
	East South Central	20	2.43309
	New England	5	0.608273
	Unknown	4	0.486618
	Unknown	1	0.122222
Business Support - Admin/Staffing	South Atlantic	101	40.89069
	West South Central	60	24.2915
	Pacific	28	11.33603
	East South Central	20	8.097166
	Mountain	20	8.097166

Table 44 - Frequencies of Division by Hired Industry

Industry Hired to	Location	Count	Percent
Business Support - Facilities	West South Central	63	45.9854
	South Atlantic	31	22.62774
	Pacific	24	17.51825
	Mountain	16	11.67883
	New England	3	2.189781
Business Support - Waste Management	South Atlantic	6	40
	West South Central	4	26.66667
	Pacific	3	20
Construction	West North Central	2	13.33333
	West South Central	99	24.87437
	South Atlantic	86	21.60804
Defense Contracting	Pacific	62	15.57789
	Mountain	51	12.81407
	West North Central	33	8.291457
	East North Central	22	5.527638
	New England	20	5.025126
	Middle Atlantic	17	4.271357
	Unknown	5	1.256281
	East South Central	3	0.753769
	South Atlantic	1029	40.14826
	Pacific	551	21.49824
Educational Services	West South Central	371	14.47522
	Mountain	272	10.61256
	East South Central	102	3.979711
	East North Central	81	3.160359
	West North Central	80	3.121342
	Unknown	36	1.404604
	Middle Atlantic	26	1.014436
	New England	15	0.585252
	South Atlantic	213	42.09486
	West South Central	110	21.73913
Educational Services	Pacific	50	9.881423
	East South Central	42	8.300395
	Middle Atlantic	28	5.533597
	Mountain	24	4.743083
	East North Central	20	3.952569
	West North Central	18	3.557312
	Unknown	1	0.197628

Table 45 - Frequencies of Division by Hired Industry

Industry Hired To	Location	Count	Percent
Government and Public Administration	South Atlantic	761	37.7106
	West South Central	311	15.4113
	Pacific	285	14.12289
	Mountain	254	12.58672
	East South Central	139	6.888008
	East North Central	101	5.004955
	West North Central	78	3.865213
	Middle Atlantic	76	3.766105
	Unknown	7	0.346878
	New England	6	0.297324
Health Care and Social Assistance	South Atlantic	284	33.56974
	West South Central	183	21.63121
	Pacific	139	16.43026
	Mountain	77	9.101655
	East South Central	43	5.082742
	Middle Atlantic	40	4.728132
	East North Central	35	4.137116
	West North Central	25	2.955083
	Unknown	12	1.41844
	New England	8	0.945626
Hospitality/Accommodation/Food Services	Mountain	67	22.48322
	Pacific	53	17.78523
	East South Central	45	15.10067
	South Atlantic	43	14.42953
	West South Central	29	9.731544
	East North Central	25	8.389262
	West North Central	18	6.040268
	Middle Atlantic	7	2.348993
	Unknown	7	2.348993
	New England	4	1.342282
Information - Information Technology	South Atlantic	688	43.5443
	West South Central	248	15.6962
	Pacific	233	14.74684
	Mountain	154	9.746835
	East North Central	84	5.316456
	West North Central	45	2.848101
	East South Central	40	2.531646
	Middle Atlantic	35	2.21519
	Unknown	33	2.088608
	New England	20	1.265823

Table 46 - Frequencies of Division by Hired Industry

Industry Hired In	Location	Count	Percent
Information - Telecommunications	South Atlantic	73	24.49664
	Mountain	72	24.16107
	West South Central	38	12.75168
	Middle Atlantic	37	12.41611
	Pacific	27	9.060403
	West North Central	19	6.375839
	East South Central	13	4.362416
	East North Central	10	3.355705
	New England	6	2.013423
	Unknown	3	1.006711
Installation/Repair/Maintenance	South Atlantic	182	36.69355
	Mountain	71	14.31452
	Pacific	69	13.91129
	East North Central	52	10.48387
	West South Central	42	8.467742
	East South Central	31	6.25
	Middle Atlantic	29	5.846774
	West North Central	20	4.032258
Management of Companies and Enterprises	South Atlantic	109	40.97744
	West South Central	51	19.17293
	Pacific	49	18.42105
	East North Central	19	7.142857
	Middle Atlantic	16	6.015038
	Mountain	14	5.263158
	West North Central	6	2.255639
	Unknown	2	0.75188
Manufacturing	South Atlantic	221	35.07937
	Pacific	83	13.1746
	East North Central	67	10.63492
	West South Central	61	9.68254
	East South Central	58	9.206349
	Mountain	56	8.888889
	Middle Atlantic	28	4.444444
	West North Central	25	3.968254
	New England	20	3.174603
	Unknown	11	1.746032

Table 47 - Frequencies of Division by Hired Industry

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

★★★★

Industry Hired In	Location	Count	Percent
Mining/Quarrying/Oil and Gas Extraction	West South Central	37	46.25
	Mountain	10	12.5
	South Atlantic	10	12.5
	Middle Atlantic	7	8.75
	Pacific	6	7.5
	East South Central	3	3.75
	New England	3	3.75
	West North Central	3	3.75
	Unknown	1	1.25
Other	South Atlantic	335	35.41226
	West South Central	191	20.19027
	Mountain	142	15.01057
	Pacific	100	10.57082
	East South Central	54	5.708245
	East North Central	51	5.391121
	Middle Atlantic	37	3.911205
	New England	28	2.959831
	Unknown	5	0.528541
	West North Central	3	0.317125
Personal Care and Laundry Services	West North Central	4	40
	Mountain	3	30
	Pacific	3	30
Pharmaceutical and Medical	West South Central	28	29.16667
	Mountain	24	25
	South Atlantic	20	20.83333
	Pacific	12	12.5
	Middle Atlantic	7	7.291667
	West North Central	5	5.208333
Private Security	South Atlantic	118	33.33333
	Mountain	60	16.94915
	West South Central	58	16.38418
	Pacific	43	12.14689
	Middle Atlantic	37	10.45198
	West North Central	13	3.672316
	East North Central	12	3.389831
	East South Central	11	3.107345
	New England	2	0.564972

Table 48 - Frequencies of Division by Hired Industry

Industry Hired In	Location	Count	Percent
Professional - Accounting	South Atlantic	17	62.96296
	West North Central	7	25.92593
	Pacific	3	11.11111
	Middle Atlantic	27	50
	West South Central	20	37.03704
	East North Central	4	7.407407
	Mountain	3	5.555556
Professional - Architectural/Engineering	South Atlantic	45	48.91304
	Pacific	17	18.47826
	Mountain	8	8.695652
	Unknown	8	8.695652
	West South Central	7	7.608696
	Middle Atlantic	4	4.347826
	West North Central	3	3.26087
Professional - Consulting Services	South Atlantic	174	50.5814
	Pacific	47	13.66279
	West South Central	47	13.66279
	Middle Atlantic	35	10.17442
	Unknown	14	4.069767
	East South Central	10	2.906977
	Mountain	6	1.744186
	East North Central	5	1.453488
	New England	3	0.872093
	West North Central	3	0.872093
Professional - Creative and Design	South Atlantic	9	33.33333
	Middle Atlantic	8	29.62963
	Mountain	4	14.81481
	West South Central	4	14.81481
	Pacific	2	7.407407
Professional - Legal	West South Central	26	50.98039
	Pacific	8	15.68627
	South Atlantic	7	13.72549
	East North Central	6	11.76471
	Unknown	3	5.882353
	Mountain	1	1.960784
Publishing and Broadcasting	South Atlantic	3	100

Table 49 - Frequencies of Division by Hired Industry

Industry Hired In	Location	Count	Percent
Real Estate/Rental and Leasing	South Atlantic	21	25.92593
	West South Central	21	25.92593
	Pacific	16	19.75309
	Middle Atlantic	12	14.81481
	East North Central	6	7.407407
	New England	3	3.703704
	Mountain	2	2.469136
Religious/Civic/Nonprofit	Pacific	47	33.33333
	South Atlantic	28	19.85816
	East North Central	22	15.60284
	Mountain	14	9.929078
	West South Central	14	9.929078
	East South Central	12	8.510638
Retail Trade	Middle Atlantic	4	2.836879
	South Atlantic	192	28.36041
	Pacific	133	19.64549
	Mountain	111	16.39586
	Middle Atlantic	69	10.19202
	West South Central	51	7.533235
	East North Central	41	6.05613
	West North Central	39	5.760709
	East South Central	34	5.022157
	New England	4	0.590842
Transportation and Warehousing	Unknown	3	0.443131
	South Atlantic	254	28.57143
	West South Central	146	16.42295
	East South Central	112	12.59843
	Pacific	107	12.036
	Mountain	79	8.886389
	Middle Atlantic	68	7.649044
	West North Central	61	6.861642
	East North Central	56	6.299213
Unknown	6	0.674916	

Table 50 - Frequencies of Division by Hired Industry

Industry Hired In	Location	Count	Percent
Utilities	South Atlantic	84	29.89324
	Pacific	76	27.04626
	West South Central	41	14.59075
	Middle Atlantic	30	10.67616
	East North Central	17	6.049822
	East South Central	11	3.914591
	Mountain	11	3.914591
	Unknown	5	1.779359
	New England	3	1.067616
Wholesale Trade	West North Central	3	1.067616
	South Atlantic	29	24.78632
	Pacific	24	20.51282
	West South Central	23	19.65812
	Mountain	16	13.67521
	West North Central	14	11.96581
	East North Central	7	5.982906
	New England	3	2.564103
	East South Central	1	0.854701

Table 51 - Frequencies of Division by Hired Industry

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

KEY TAKEAWAYS

- Company-Grade Officers seemed to be more mobile than Field-Grade Officers.
- A client with an Other level of education migrated to a new state twice as much when compared to High School/GED clients.
- HHUSA clients in the West North Central were twice as likely to move than those in the South Atlantic.

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 = 18,296). 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, 897 (27.69%) had indicated that the company that they were hired in was in a new state. This number is about 10-percentage points higher than the prior year, indicating that the 2019 cohort may be more mobile than the prior years.

Demographic variables were entered into a logistic regression model 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 3,239 of them had appropriate location data to model with.

The resulting logistic regression model had an R² value of 0.09 (Max-rescaled R² = 0.13) and a c-statistic of 0.69. There were significant differences in group categories for client Rank ($\chi^2 = 8.69$, $df = 3$, $p = 0.03$), Employment ($\chi^2 = 106.62$, $df = 6$, $p < 0.01$), Education Level ($\chi^2 = 15.27$, $df = 5$, $p = 0.01$), and Location ($\chi^2 = 84.06$, $df = 9$, $p < 0.01$). Disability Status ($\chi^2 = 0.17$, $df = 1$, $p = 0.68$), Gender ($\chi^2 = 0.06$, $df = 1$, $p = 0.81$), Race ($\chi^2 = 9.97$, $df = 6$, $p = 0.13$) and Service Branch ($\chi^2 = 6.72$, $df = 4$, $p = 0.15$) 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
Intercept		-0.3092	0.1165	7.0461	0.0079
Rank	Company-Grade Officer	0.333	0.1716	3.7644	0.0524
	Field-Grade Officer	-0.36	0.2008	3.2134	0.073
	Warrant Officer	-0.0921	0.263	0.1225	0.7263
Employment Status	Employed	-0.6902	0.1722	16.0661	<.0001
	Pending Medical Separation	0.1082	0.2157	0.2518	0.6158
	Student	-0.8574	0.4094	4.3862	0.0362
	Temporary/Contract Employee	-0.3843	0.3178	1.4623	0.2266
	Under employed - Insufficient income	-1.1882	0.2273	27.3381	<.0001
	Unemployed	-1.1231	0.1214	85.6442	<.0001
Disability Status	Disabled	-0.0513	0.1237	0.1716	0.6787
Education Level	2 Year Degree	0.1019	0.1267	0.6471	0.4211
	4 Year Degree	0.1633	0.1119	2.1307	0.1444
	Doctorate	0.4083	0.4795	0.7253	0.3944
	Other	1.029	0.3254	10.0011	0.0016
	Post-Graduate Degree	-0.128	0.149	0.7385	0.3901
Gender	Female	-0.0278	0.1173	0.0559	0.813
Race	American Indian or Alaska Native	0.6617	0.5847	1.2806	0.2578
	Asian or Pacific Islander	-0.3354	0.2335	2.0639	0.1508
	Black or African American	-0.3006	0.1156	6.764	0.0093
	Hispanic or Latino	-0.1388	0.1303	1.1344	0.2868
	Two or more races	-0.1135	0.1753	0.4194	0.5172
	Unknown	-0.1906	0.3117	0.3739	0.5409
Service Branch	Air Force	-0.0789	0.1183	0.4449	0.5048
	Coast Guard	-0.3132	0.3867	0.6562	0.4179
	Marines	-0.1093	0.134	0.6657	0.4146
	Navy	-0.2914	0.1153	6.38	0.0115
Location	East North Central	-0.4203	0.2116	3.9465	0.047
	East South Central	0.3606	0.1964	3.3711	0.0663
	Middle Atlantic	0.1578	0.2101	0.5642	0.4526
	Mountain	-0.5758	0.1467	15.3947	<.0001
	New England	0.1218	0.388	0.0985	0.7536
	Pacific	-0.0438	0.1238	0.1252	0.7235
	Unknown	1.4532	0.4383	10.9918	0.0009
	West North Central	0.7227	0.1913	14.2724	0.0002
	West South Central	-0.6138	0.1333	21.2021	<.0001

Table 52 - Modeling Results for Predicting if a HHUSA Client will Migrate to a New State

Further examination into the demographic variables reveal where the differences occur between groups. Junior Enlisted was used as a reference group for client Ranks. Based on the results, there are no significant differences between Active Duty and any of the other Rank groups. This would indicate that the differences that exist are with between other groups. A Least Squares Means comparison using a Bonferroni adjustment revealed that the significant difference between groups for this category exists between Company-Grade Officers and Field-Grade Officers ($z = 2.90, p < 0.01$) and indicates that the Company-Grade Officers are more likely to move than Field-Grade Officers.

There were observed differences in behavior related to Education Level using High School/GED as a reference category. When compared to the other groups, clients listing Other as their education level were more likely to migrate than those with a High School/GED education ($\beta = 1.03, p < 0.01$). Clients that had a High School/GED education level were 2.80 times more likely to relocate.

The final demographic variable that had significant differences were based on a client's location. The primary location of HHUSA clients are in the South Atlantic division, which was set as a baseline for the analysis. Clients located in East North Central migrated at 0.66 times the rate when compared to South Atlantic clients ($\beta = -0.42, p = 0.05$). HHUSA clients located in the Mountain division migrated at 0.56 times as South Atlantic clients ($\beta = -0.58, p < 0.01$). Clients in the West North Central were twice as likely to migrate compared to the baseline ($\beta = 0.72, p < 0.01$). The final group that showed significantly different behavior were clients located in West South Central, who only migrated at 0.54 times the rate as clients in South Atlanta ($\beta = -0.61, p < 0.01$). These patterns of behavior could show that there are ample jobs in states located within East North Central, Mountain, and West South Central.

What services are most closely-correlated with our clients achieving employment or high salaries?

KEY TAKEAWAYS

- A majority of HHUSA services were statistically significant in predicting whether a client would find work.
- For the 2019 cohort, the best performing service was Interview skills training, where clients taking part of this service were more likely to be hired by 2.9 times. Volunteer services also had a large impact with being 2.2 times more likely. Those that used HHUSA Job Board were 1.8 times more likely to find a job, and LinkedIn Profile Revision was 2 times more likely.
- Of those that were hired, Online Training Participants had 3.3 times higher likelihood of obtaining a high salary. The Virtual Workshop Participants also had 2.1 times the chance of having a higher salary. VCF Participants had a 1.8 times higher likelihood of achieving a higher salary than those that were not VCF participants.

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:

- 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
- Online Training Participant

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 20,732 valid observations.

The amount of variance accounted for by the model was $R^2 = 0.1716$, Max-rescaled $c = 0.3027$. The resulting model also contained a fair amount of predictive capability, $c = 0.812$. 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 using Interview Skills Training ($X^2 = 359.68, p < 0.01$), a HHUSA-formatted Resume ($X^2 = 9.46, p < 0.01$), Value Proposition Development ($X^2 = 46.70, p < 0.01$), Resume Tailoring Tips ($X^2 = 257.38, p < 0.01$), LinkedIn Profile Revision ($X^2 = 62.44160.03, p < 0.01$), Using the HHUSA Job Board ($X^2 = 97.02135.15, p < 0.01$), Used Federal Services ($X^2 = 12.1014.72, p < 0.01$), Used Volunteer Services ($X^2 = 112.11140.17, p < 0.01$), VCF Participation ($X^2 = 5.44, p = 0.02$), and Online Training Participation ($X^2 = 16.61, p < 0.01$).

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-2.5942	0.07	1374.481	<.0001
Rank	Company-Grade Officer	0.04	0.0928	0.1858	0.6665
	Field-Grade Officer	-0.0614	0.0992	0.3837	0.5356
	Warrant Officer	-0.0973	0.1356	0.5146	0.4731
Employment Status	Employed	-0.331	0.0796	17.28	<.0001
	Pending Medical Separation	-0.1019	0.1145	0.793	0.3732
	Student	-0.2508	0.1782	1.982	0.1592
	Temporary/Contract Employee	0.0872	0.1616	0.2914	0.5893
	Under employed - Insufficient income	0.035	0.0984	0.1269	0.7217
	Unemployed	0.3761	0.0575	42.7852	<.0001
Disability Status	Disabled	-0.0728	0.0571	1.6227	0.2027
Education Level	2 Year Degree	-0.044	0.0626	0.4936	0.4823
	4 Year Degree	-0.0108	0.0561	0.037	0.8475
	Doctorate	0.295	0.2779	1.1271	0.2884
	Other	-1.9662	0.1558	159.1935	<.0001
	Post-Graduate Degree	0.0108	0.0743	0.0212	0.8841
Gender	Female	-0.2668	0.056	22.7311	<.0001
Race	American Indian or Alaska Native	-0.5269	0.3019	3.0448	0.081
	Asian or Pacific Islander	-0.2345	0.1098	4.5601	0.0327
	Black or African American	-0.2438	0.0563	18.757	<.0001
	Hispanic or Latino	-0.1271	0.0647	3.856	0.0496
	Two or more races	-0.1701	0.0855	3.9576	0.0467
	Unknown	0.3056	0.1571	3.7855	0.0517
Service Branch	Air Force	0.0678	0.0593	1.31	0.2524
	Coast Guard	-0.037	0.1912	0.0375	0.8464
	Marines	0.1804	0.0676	7.1164	0.0076
	Navy	0.0654	0.0575	1.2929	0.2555
Location	East North Central	0.2096	0.1036	4.0935	0.043
	East South Central	0.1434	0.1076	1.7759	0.1827
	Middle Atlantic	-0.1739	0.1096	2.5177	0.1126
	Mountain	0.3716	0.0715	26.9849	<.0001
	New England	-0.256	0.1983	1.6669	0.1967
	Pacific	-0.1179	0.0638	3.4217	0.0643
	Unknown	-0.7766	0.2102	13.655	0.0002
	West North Central	0.1267	0.1051	1.4542	0.2279
West South Central	0.1252	0.0628	3.9753	0.0462	

Table 53 - Modeling Results Predicting HHUSA Clients Achieving Employment

Variable	Class	Estimate	StdErr	ChiSq	Prob
Interview Skills	True	1.0518	0.0555	359.6825	<.0001
LinkedIn Account	True	0.7174	0.0567	160.0304	<.0001
HHUSA Job Board	True	0.59	0.0508	135.1504	<.0001
Federal Services	True	0.3279	0.0855	14.7234	0.0001
Volunteer Services	True	0.7954	0.0672	140.1656	<.0001
VCF Participant	True	0.3225	0.1383	5.4381	0.0197
Webinar Participant	True	-0.2994	0.1565	3.6616	0.0557
Online Training	True	-0.5843	0.1434	16.6123	<.0001
Virtual Workshop	True	0.2959	0.1947	2.3108	0.1285

Table 54 - Modeling Results Predicting HHUSA Clients Achieving Employment

The results from the model indicate that after controlling for demographic covariates, the majority of HHUSA services helped clients become successful at finding a job. The service that seemed to help the most was Resume Tailoring Tips Interview Skills Training. Clients that used this service were 3.62.9 times more likely to find a job than those that did not use it. The next service that had a large impact was using Volunteer Services, who were 2.204 times more likely to find employment.

Clients that utilized the HHUSA Job Board were 1.651.8 times more likely to find a job than those that did not use it. Next, the HHUSA Clients that used LinkedIn Profile Revision services were 1.582.0 times more likely to be hired than those that did not. Value Proposition Development was next in terms of significance, with clients having a 1.88 times higher likelihood of finding a job.

Using Federal Services helped a client be 1.351.4 times more likely to find work. Having VCF participation helped clients find a job at a rate of 1.4 times that of non-participants. Finally, having a HHUSA-formatted Resume helped people become 1.41 times more successful to be hired.

The next part of this study investigated which of the HHUSA were able to help the hired clients achieve high salaries. Once again, a logistic regression model was fit using the 2019 data, but only examined the clients that were hired. The target variable for this study was achieving a salary above \$60,000. The same demographic variables were added to the model to act as covariates, while the HHUSA binary flag variables were used as predictors. The model successfully converged using 3,238 hired clients.

The amount of variance accounted for by the model was $R^2 = 0.21$, Max-rescaled = 0.28. The resulting model also contained a fair amount of predictive capability, $c = 0.77$. 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 being a VCF Participant ($X^2 = 6.406.32$, $p = 0.01$), taking Online Training ($X^2 = 12.8512.28$, $p < 0.01$), and being a Virtual Workshop Participant ($X^2 = 4.5124$, $p = 0.043$).

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-0.5571	0.1458	14.6023	0.0001
Rank	Company-Grade Officer	0.8437	0.1786	22.316	<.0001
	Field-Grade Officer	1.4529	0.236	37.8928	<.0001
	Warrant Officer	1.3877	0.2831	24.0278	<.0001
Employment Status	Employed	-0.3059	0.1582	3.7401	0.0531
	Pending Medical Separation	-0.224	0.2234	1.0053	0.316
	Student	-1.3224	0.4071	10.5489	0.0012
	Temporary/Contract Employee	-0.2336	0.3025	0.5963	0.44
	Under employed - Insufficient income	-1.0593	0.198	28.6098	<.0001
	Unemployed	-0.8142	0.1091	55.6539	<.0001
Disability Status	Disabled	-0.1184	0.1112	1.134	0.2869
Education Level	2 Year Degree	0.6284	0.1201	27.3759	<.0001
	4 Year Degree	1.0548	0.1083	94.7827	<.0001
	Doctorate	2.0406	0.6853	8.8663	0.0029
	Other	0.8393	0.3257	6.641	0.01
	Post-Graduate Degree	1.5366	0.1437	114.3809	<.0001
Gender	Female	-0.7933	0.1155	47.1602	<.0001
Race	American Indian or Alaska Native	-0.5857	0.6715	0.7608	0.3831
	Asian or Pacific Islander	-0.1462	0.2121	0.4751	0.4907
	Black or African American	-0.3428	0.1107	9.5847	0.002
	Hispanic or Latino	-0.3205	0.1256	6.5156	0.0107
	Two or more races	-0.1709	0.1652	1.0703	0.3009
	Unknown	-0.0292	0.2896	0.0102	0.9197
Service Branch	Air Force	0.4166	0.1135	13.4803	0.0002
	Coast Guard	0.2925	0.3639	0.646	0.4216
	Marines	0.0618	0.1308	0.2233	0.6365
	Navy	0.4686	0.1092	18.423	<.0001
Location	East North Central	-0.374	0.1971	3.6013	0.0577
	East South Central	-0.3955	0.2108	3.522	0.0606
	Middle Atlantic	-0.1733	0.2115	0.6712	0.4126
	Mountain	-0.3451	0.1378	6.2701	0.0123
	New England	-0.4678	0.4082	1.3131	0.2518
	Pacific	0.0587	0.123	0.2281	0.6329
	Unknown	0.2536	0.4226	0.3601	0.5485
	West North Central	-0.374	0.2095	3.1856	0.0743
	West South Central	-0.3087	0.1238	6.2174	0.0127

Table 55 - Modeling Results Predicting HHUSA Clients Achieving High Salary

Variable	Class	Estimate	StdErr	ChiSq	Prob
Interview Skills	True	-0.0229	0.1026	0.0497	0.8235
LinkedIn Profile	True	0.0522	0.1047	0.2488	0.6179
HHUSA Job Board	True	-0.1183	0.0921	1.651	0.1988
Federal Services	True	-0.0206	0.1555	0.0176	0.8946
Volunteer Services	True	0.1032	0.1118	0.8522	0.3559
VCF Participant	True	0.5798	0.2306	6.3224	0.0119
Webinar	True	0.0298	0.3074	0.0094	0.9226
Online Training	True	1.1928	0.3403	12.2837	0.0005
Virtual Workshop	True	0.726	0.3526	4.2407	0.0395

Table 56 - Modeling Results Predicting HHUSA Clients Achieving High Salary

When controlling for the demographic covariates in the model, the remaining HHUSA services indicated that a few of them helped the hired 2019 clients achieve a high salary. In this cohort, the service that had the greatest impact on a client's success was their participation in Online Training. Hired HHUSA clients that were Online Training Participants were 3.3 times more successful in finding an above average salary than those that did not participate. In a similar note, when a hired HHUSA client participated in a Virtual Workshop, they were 2.1 times more likely to have a high salary. Finally, being a VCF participant also increases the likelihood by 1.8 times.

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 TAKEAWAY

- 2019 takeaways were pretty much the same as last year. The main differences were a lot more people seemed to achieve higher salaries.
- 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.
- New England, South Atlantic, Pacific, and Middle Atlantic have highest likelihood of achieving high salaries. Areas in particular include: Virginia, Florida, North Carolina, Georgia, Maryland, California, Washington, Hawaii, Texas, 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 18,193 hired clients in the data, 8,131 (44.69%) 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, 619 (72.74%) reported having higher salaries. Business Development also had 108 (73.97%) out of 146 indicating high salary. Consultants also continued this trend with 323 (68.43%) out of 472. Another job function was Engineering with 361 (73.98%) out of 488 reporting high salaries.

Similar trends existed within IT job functions: IT – Computer/Software Engineering, 227 (72.99%) out of 311, IT – Information Security, 425 (83.66%) out of 508, and IT – Systems Management, 306 (73.56%) out of 416. HHUSA Clients hired in Legal reported 25 (58.14%) out of 43 having an above average salary. This trend continued with job functions related to Management: Management – Executive reported 93 (93.93%) out of 99, Management – Operations, 635 (73.84%) out of 860, and Management – Programs, 370 (80.43%) out of 460, Management – Project, 460 (81.13%) out of 567. Of the 51 hired in Strategy/Planning job function, 78.43% (40) had high salaries.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Quality Assurance/Quality Control was borderline significant for clients indicating higher salaries with 130 (58.56%) out of 222. A similar borderline trend existed with Purchasing/Procurement with 38 (57.58%) out of 66.

A table with the complete results has been included.

Job Function	High Salary	Count	Percent
Accounting	False	73	73.73737
	True	26	26.26263
Administrative/Clerical	False	829	84.50561
	True	152	15.49439
Analyst	True	619	72.73796
	False	232	27.26204
Automotive	False	89	83.96226
	True	17	16.03774
Banking/Finance	False	205	56.7867
	True	156	43.2133
Biotech	False	4	80
	True	1	20
Brokerage	True	6	60
	False	4	40
Business Development	True	108	73.9726
	False	38	26.0274
Construction	False	153	67.40088
	True	74	32.59912
Consultant	True	323	68.4322
	False	149	31.5678
Customer Service	False	594	94.28571
	True	36	5.714286
Design	True	16	51.6129
	False	15	48.3871
Distribution/Shipping	False	134	80.23952
	True	33	19.76048
Engineering	True	361	73.97541
	False	127	26.02459
Entrepreneurship/Franchise/Self-Employed	False	20	58.82353
	True	14	41.17647
Entry Level/New Grad	False	14	82.35294
	True	3	17.64706
Facilities Management	True	81	50.31056
	False	80	49.68944
Firefighter/EMT/Emergency Service	False	70	71.42857
	True	28	28.57143
Game Design/Development	False	7	77.77778
	True	2	22.22222

Table 57 - Frequencies of HHUSA Clients Achieving High Salaries by Hired Job Function

Job Function	High Salary	Count	Percent
General Business	False	23	65.71429
	True	12	34.28571
General Labor	False	162	96.42857
	True	6	3.571429
Healthcare	False	374	70.43315
	True	157	29.56685
Human Resources	False	265	56.86695
	True	201	43.13305
IT - Computer Science	True	33	60
	False	22	40
IT - Computer/Software Engineering	True	227	72.99035
	False	84	27.00965
IT - General	False	258	56.95364
	True	195	43.04636
IT - Help Desk/Support	False	307	77.91878
	True	87	22.08122
IT - Information Security	True	425	83.66142
	False	83	16.33858
IT - Systems Management	True	306	73.55769
	False	110	26.44231
Installation/Maintenance/Repair	False	662	68.45915
	True	305	31.54085
Legal	True	25	58.13953
	False	18	41.86047
Management - Executive/C-Suite	True	93	93.93939
	False	6	6.060606
Management - General	True	358	53.91566
	False	306	46.08434
Management - Operations	True	635	73.83721
	False	225	26.16279
Management - Programs	True	370	80.43478
	False	90	19.56522
Management - Project	True	460	81.12875
	False	107	18.87125
Manufacturing	False	135	71.05263
	True	55	28.94737
Marketing	False	49	73.13433
	True	18	26.86567
Media/Journalism/Newspaper	False	24	57.14286
	True	18	42.85714

Table 58 - Frequencies of HHUSA Clients Achieving High Salaries by Hired Job Function

Job Function	High Salary	Count	Percent
Nonprofit - Social Services	False	116	84.05797
	True	22	15.94203
Other	False	347	58.71404
	True	244	41.28596
Professional Services	False	89	64.02878
	True	50	35.97122
Purchasing/Procurement	True	38	57.57576
	False	28	42.42424
Quality Assurance/Quality Control	True	130	58.55856
	False	92	41.44144
Real Estate	False	36	55.38462
	True	29	44.61538
Recruiting/Talent Acquisition	False	66	56.41026
	True	51	43.58974
Research	False	15	50
	True	15	50
Restaurant/Food Service	False	92	91.08911
	True	9	8.910891
Retail	False	104	96.2963
	True	4	3.703704
Safety/Security/Law Enforcement	False	781	73.95833
	True	275	26.04167
Sales	False	307	74.87805
	True	103	25.12195
Science	False	10	55.55556
	True	8	44.44444
Skilled Labor/Trades	False	307	78.11705
	True	86	21.88295
Strategy/Planning	True	40	78.43137
	False	11	21.56863
Supply Chain/Logistics	False	431	56.26632
	True	335	43.73368
Telecommunications	False	33	53.22581
	True	29	46.77419
Training/Instruction/Teaching	False	451	52.25956
	True	412	47.74044
Transportation	False	336	68.71166
	True	153	31.28834
Warehouse	False	194	88.99083
	True	24	11.00917

Table 59 - Frequencies of HHUSA Clients Achieving High Salaries by Hired Job Function

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, 455 (62.24%) out of 731. A similar trend was also found in clients hired into the Defense Contracting industry, 1894 (69.35%) out of 2731. Information – Information Technology also tended to have higher salaries, 1022 (61.38%) out of 1665.

As seen previously, industries related to management tended to have higher salaries as well, with Management of Companies and Enterprises, reporting 225 (72.35%) out of 311. Similar to this trend is the Professional – Architectural/Engineering industry, 60 (68.18%) out of 88, and Professional – Consulting Services industry, 218 (68.77%) out of 317.

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

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Industry	High Salary	Count	Percent
Aerospace and Aviation	True	455	62.2435
	False	276	37.7565
Agriculture/Forestry/Fishing and Hunting	False	75	76.53061
	True	23	23.46939
Arts/Entertainment/Recreation	False	142	77.17391
	True	42	22.82609
Banking/Finance/Insurance	False	388	54.18994
	True	328	45.81006
Business Support - Admin/Staffing	False	272	68.51385
	True	125	31.48615
Business Support - Facilities	False	65	64.35644
	True	36	35.64356
Business Support - Waste Management	False	26	68.42105
	True	12	31.57895
Construction	False	282	57.78689
	True	206	42.21311
Defense Contracting	True	1894	69.35189
	False	837	30.64811
Educational Services	False	453	72.36422
	True	173	27.63578
Government and Public Administration	False	1552	62.75778
	True	921	37.24222
Health Care and Social Assistance	False	767	67.51761
	True	369	32.48239
Hospitality/Accommodation/Food Services	False	232	79.45205
	True	60	20.54795
Information - Information Technology	True	1022	61.38138
	False	643	38.61862
Information - Telecommunications	False	155	55.55556
	True	124	44.44444
Installation/Repair/Maintenance	False	418	75.17986
	True	138	24.82014
Management of Companies and Enterprises	True	225	72.34727
	False	86	27.65273
Manufacturing	False	386	54.44288
	True	323	45.55712
Mining/Quarrying/Oil and Gas Extraction	True	89	51.74419
	False	83	48.25581
Other	False	556	60.6325
	True	361	39.3675

Table 60 - Frequencies of HHUSA Clients Achieving High Salaries by Hired Industry

Industry	High Salary	Count	Percent
Personal Care and Laundry Services	False	12	66.66667
	True	6	33.33333
Pharmaceutical and Medical	False	45	54.21687
	True	38	45.78313
Private Security	False	307	82.52688
	True	65	17.47312
Professional - Accounting	False	14	58.33333
	True	10	41.66667
Professional - Advertising	False	11	57.89474
	True	8	42.10526
Professional - Architectural/Engineering	True	60	68.18182
	False	28	31.81818
Professional - Consulting Services	True	218	68.76972
	False	99	31.23028
Professional - Creative and Design	False	24	70.58824
	True	10	29.41176
Professional - Legal	False	32	69.56522
	True	14	30.43478
Publishing and Broadcasting	False	10	58.82353
	True	7	41.17647
Real Estate/Rental and Leasing	False	83	56.84932
	True	63	43.15068
Religious/Civic/Nonprofit	False	130	76.47059
	True	40	23.52941
Retail Trade	False	594	74.90542
	True	199	25.09458
Transportation and Warehousing	False	759	69.63303
	True	331	30.36697
Utilities	False	131	58.74439
	True	92	41.25561
Wholesale Trade	False	65	67.70833
	True	31	32.29167

Table 61 - Frequencies of HHUSA Clients Achieving High Salaries by Hired Industry

The majority of HHUSA clients are located in the South Atlantic division (34.59%), followed closely by Pacific (16.71%), West South Central (15.97%), and Mountain (12.35%). Frequency analysis was conducted on the individual divisions to provide a breakdown of clients being hired at an above average salary based on their geographic location.

Location	High Salary	Count	Percent
East North Central	False	415	60.58394
	True	270	39.41606
East South Central	False	519	58.1187
	True	374	41.8813
Middle Atlantic	False	519	55.50802
	True	416	44.49198
Mountain	False	1400	62.66786
	True	834	37.33214
New England	True	105	50.23923
	False	104	49.76077
Pacific	False	1578	52.33831
	True	1437	47.66169
South Atlantic	False	3255	51.73236
	True	3037	48.26764
Unknown	True	187	58.25545
	False	134	41.74455
West North Central	False	396	58.66667
	True	279	41.33333
West South Central	False	1709	59.05321
	True	1185	40.94679

Table 62 - Frequencies of HHUSA Clients Achieving High Salaries by Hired Location

When looking at the results of this analysis, it appears that clients located in the New England, South Atlantic, Pacific, Middle Atlantic tended to have better results being hired at a higher salary. For the South Atlantic clients, approximately 48.27% 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 (13.76%), Florida (7.11%), North Carolina (6.42%), Georgia (4.86%), and Maryland (3.15%).

For the HHUSA clients located in the Pacific division, the locations that tended to provide them with higher salary jobs included California (23.89%), Washington (7.23%), and Hawaii (2.23%). West South Central clients had the best likelihood of being hired at an above average salary in Texas (26.73%). Finally, the HHUSA clients from the New England division tended to achieve high salaries when obtaining jobs in Massachusetts (19.31%), Connecticut (10.40%), and Rhode Island (4.46%).

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

KEY TAKEAWAYS

- The main demographics that were able to predict time until hire were Employment Status, Disability Status, Education Level, and Race.
- Active Duty clients take longer to find a job than those that are already employed, students, temporary/contract, under employed, or unemployed.

- Disabled clients seemed to find work sooner than those that are Not Disabled clients.
- Clients with a 4-Year or Post-Graduate Degrees take longer to find jobs than clients with a High School/GED.
- Clients that are American Indian or Alaska Natives or Asian tend to take longer to find work than White clients.

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. This study investigated the number of weeks it took a client to successfully get a job by using the 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 = 35, F = 14.10, p < 0.01). The amount of variance explained by the demographic variables was R² = 11.64%. Of the modeling population used, the mean number weeks it took for a HHUSA client to get hired was approximately 19.19 weeks. Of the demographic variables in the model, there were significant differences in rank (df=3, F = 6.51, p < 0.01), employment status (df = 6, F = 36.28, p < 0.01), disability status (df = 1, F = 16.40, p < 0.01), education level (df = 5, F = 8.23, p < 0.01), race (df = 6, F = 4.70, p < 0.01), and service branch (df = 4, F = 5.06, p < 0.01). There were no significant differences between a client's gender (df = 1, F = 0.32, p = 0.57) or location (df = 9, F = 1.73, p = 0.08).

Parameter	Class	Estimate	StdErr	t	Prob
Intercept		21.09171643	0.47330387	44.56	<.0001
Rank	Company-Grade Officer	-2.14999067	0.68320222	-3.15	0.0017
	Field-Grade Officer	-0.9415437	0.72784428	-1.29	0.1959
	Warrant Officer	2.70212307	1.03123662	2.62	0.0088
	Junior Enlisted	0	.	.	.
Employment Status	Employed	-3.44276914	0.64319048	-5.35	<.0001
	Pending Medical Separation	-1.78127148	0.9465999	-1.88	0.0599
	Student	-4.6553633	1.49195258	-3.12	0.0018
	Temporary/Contract Employee	-4.19036118	1.21226639	-3.46	0.0006
	Under employed - Insufficient income	-2.30916837	0.72847357	-3.17	0.0015
	Unemployed	-6.28334858	0.43147376	-14.56	<.0001
Disability Status	Active Duty	0	.	.	.
	Disabled	-1.76061091	0.43472929	-4.05	<.0001
Gender	Not Disabled	0	.	.	.
	Female	0.89045569	0.49698896	1.79	0.0733
Service Branch	Male	2.01055553	0.43495522	4.62	<.0001
	Air Force	2.20632559	1.97101374	1.12	0.263
Education Level	Coast Guard	1.83964999	1.47030204	1.25	0.2109
	Marines	3.31412261	0.55639602	5.96	<.0001
	Navy	0	.	.	.
	Army	0.24858898	0.43861906	0.57	0.5709
	2 Year Degree	0	.	.	.
Race	4 Year Degree	7.59585531	2.4123697	3.15	0.0017
	Doctorate	1.98471987	0.82307146	2.41	0.0159
	Other	0.2743247	0.44043087	0.62	0.5334
	Post-Graduate Degree	0.14850807	0.50886817	0.29	0.7704
	High School/GED	0.97422183	0.65694857	1.48	0.1382
	American Indian or Alaska Native	4.26998057	1.18626156	3.6	0.0003
Race	Asian or Pacific Islander	0	.	.	.
	Black or African American	-1.38717036	0.45542585	-3.05	0.0023
	Hispanic or Latino	-3.84947206	1.48424178	-2.59	0.0095
	Two or more races	-1.60072782	0.51910746	-3.08	0.0021
	Unknown	-0.8619769	0.44035557	-1.96	0.0504
	White	0	.	.	.

Table 63 - Modeling Results Predicting the Number of Weeks to Achieve Employment

Parameter	Class	Estimate	StdErr	t	Prob
Location	East North Central	-0.27256572	0.77929269	-0.35	0.7265
	East South Central	0.36646853	0.82075828	0.45	0.6553
	Middle Atlantic	-0.64716988	0.86627055	-0.75	0.4551
	Mountain	0.04814669	0.53995469	0.09	0.929
	New England	-0.81045748	1.6966548	-0.48	0.6329
	Pacific	-0.32466765	0.49225387	-0.66	0.5096
	Unknown	-1.26415484	1.77233989	-0.71	0.4757
	West North Central	-1.24305275	0.82097688	-1.51	0.1301
	West South Central	1.28961249	0.49065085	2.63	0.0086
	South Atlantic	0	.	.	.

Table 64 - Modeling Results Predicting the Number of Days to Achieve Employment

There were significant differences in how long it takes a HHUSA client to become employed based on their rank. When compared to the Junior Enlisted baseline, Field-Grade officers had a statistically significant shorter time to find employment. On the other hand, Warrant Officers took a much longer time. A client's employment status when signing up for the service also affected their outcome. 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 must wait for the service date to finish before progressing through the hiring process.

The results seem to indicate that when controlling for all other variables, clients that are Disabled tend to be hired sooner than those that are Not Disabled. When considering a client's education level, there were significant differences in time to find a job between those with a High School/GED education and 4-Year or Post-Graduate Degrees. This could indicate that these groups may possibly be holding out for other possible jobs.

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 either an American Indian or Alaska Native, Asian or Pacific Islander, and those that listed themselves as Unknown. These three mentioned groups tend to take longer to find a job than those that are White.

In addition to unemployment duration, a client's reported change in salary was also analyzed. This data was collected by a separate survey that HHUSA conducted. Of the 22,337 client observations, only 252 had responded with salary change ranges. When investigating the reported salary changes, the data appeared to be positively skewed. A log transformation was applied to try and normalize the data. These transformed salary changes were used as a target variable for a regression model. Predictors included the client's reported demographic category variables.

The global results of the model indicate that there are no significant differences between demographic groups ($df = 34$, $F = 1.07$, $p = 0.38$). The R-square value of the model was 14.39%. The lack of significant differences could be due to the low response rate of the data and high number of categories. Additional data should be collected to further analyze this.

Do clients that are connected with our partnered employers for interviews get hired faster than clients that are not?

KEY TAKEAWAYS

- Analysis shows that after controlling for demographic covariates, clients in contact with HHUSA partner employers tend to take longer to find employment than those that did not have contact.

Additional analysis was conducted to study the effects of how long it takes a HHUSA client to find a job when a HHUSA client has been connected with partnered

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

employers. Like before, a general linearized model (GLM) was created to study the number of weeks it took a client to successfully get a job by looking at a predictive variable of whether or not a client was in contact with a HHUSA partner employer. The demographic variables were entered into this model as covariates in order to control for the client's rank, employment status, disability, education level, gender, race, service branch, and location.

Out of the 23,941 client observations, 4,386 had the necessary data to run analysis. The model converged, showing global differences between the covariate and predictor groups ($df = 36$, $F = 17.13$, $p < 0.01$). The R-square for the model was 0.1242, where there was a reported 19.69 weeks to hire on average.

While not the main focus of this study, it is worth mentioning that there were significant differences in all groups except gender ($df = 1$, $F = 1.06$, $p = 0.30$). This pattern is similar to the study seen previously in unemployment duration, showing significant differences in rank ($df = 3$, $F = 9.07$, $p < 0.01$), employment status ($df = 6$, $F = 47.57$, $p < 0.01$), disability status ($df = 1$, $F = 13.49$, $p < 0.01$), education level ($df = 5$, $F = 10.14$, $p < 0.01$), race ($df = 6$, $F = 5.79$, $p < 0.01$), service branch ($df = 4$, $F = 5.11$, $p < 0.01$), and location ($df = 9$, $F = 2$, $p = 0.04$).

A table of the model's parameters can be found below.

Parameter	Class	Estimate	StdErr	t	Prob
Intercept		21.1857	0.437149	48.46	<.0001
Rank	Company-Grade Officer	-2.46335	0.636951	-3.87	0.0001
	Field-Grade Officer	-0.85577	0.68431	-1.25	0.2112
	Warrant Officer	2.797154	0.92923	3.01	0.0026
	Junior Enlisted	0	.	.	.
Employment Status	Employed	-3.76358	0.603636	-6.23	<.0001
	Pending Medical Separation	-2.02399	0.924766	-2.19	0.0287
	Student	-4.54412	1.37745	-3.3	0.001
	Temporary/Contract Employee	-5.53472	1.122075	-4.93	<.0001
	Under employed - Insufficient income	-2.84446	0.675475	-4.21	<.0001
	Unemployed	-6.62049	0.397692	-16.65	<.0001
	Active Duty	0	.	.	.
Disability Status	Disabled	-1.48426	0.404121	-3.67	0.0002
	Not Disabled	0	.	.	.
Gender	Female	0.898959	0.458002	1.96	0.0497
	Male	2.532307	0.401584	6.31	<.0001
Service Branch	Air Force	1.153215	1.858628	0.62	0.535
	Coast Guard	1.826905	1.439364	1.27	0.2044
	Marines	2.846445	0.515634	5.52	<.0001
	Navy	0	.	.	.
	Army	0.420405	0.407923	1.03	0.3028
Education Level	2 Year Degree	0	.	.	.
	4 Year Degree	7.015714	2.39066	2.93	0.0034
	Doctorate	1.819702	0.730514	2.49	0.0128
	Other	0.474456	0.404632	1.17	0.241
	Post-Graduate Degree	-0.44087	0.469837	-0.94	0.3481
	High School/GED	0.126935	0.612955	0.21	0.836
Race	American Indian or Alaska Native	4.452248	1.033832	4.31	<.0001
	Asian or Pacific Islander	0	.	.	.
	Black or African American	-0.94299	0.413572	-2.28	0.0226
	Hispanic or Latino	-4.08155	1.436855	-2.84	0.0045
	Two or more races	-1.67773	0.48421	-3.46	0.0005
	Unknown	-0.51302	0.407406	-1.26	0.208
	White	0	.	.	.

Table 65 - HHUSA Client Unemployment Duration Based on Partner Employment Interview

Parameter	Class	Estimate	StdErr	t	Prob
Location	East North Central	0.107675	0.721806	0.15	0.8814
	East South Central	0.235647	0.797523	0.3	0.7676
	Middle Atlantic	-0.5793	0.761427	-0.76	0.4468
	Mountain	0.232599	0.496224	0.47	0.6393
	New England	-0.8384	1.632572	-0.51	0.6076
	Pacific	-0.06622	0.453085	-0.15	0.8838
	Unknown	-1.64655	1.522484	-1.08	0.2795
	West North Central	-1.6389	0.773548	-2.12	0.0342
	West South Central	1.232312	0.459096	2.68	0.0073
Interview Flag	South Atlantic	0	.	.	.
	True	1.667661	0.447883	3.72	0.0002
	False	0	.	.	.

Table 66 - HHUSA Client Unemployment Duration Based on Partner Employment Interview

After controlling for the client’s demographic categories, the interview status was examined for differences. Results indicate that there were significant differences in clients that were in touch with HHUSA partner employers, with those in contact taking a longer time to be hired ($\beta = 1.67$, $t = 3.72$, $p < 0.01$).

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

- Like last year, Rank was had the greatest indicator of achieving a high salary. Officers tend to make more than Junior Enlisted.
- Employment Status mattered. Those with a Pending Medical Separation had over twice the chance of making a higher salary. Meanwhile those that were unemployed or underemployed had much lower chances.
- The higher the education, the more likely a female client would be hired at a higher salary.
- Females with desired job functions including Management – Operations (2.9x), Management – Project (6.0x), Consultant (5.1x), Management – Program (4.2x), IT Systems Management (8.2x), IT Computer Science (15.3x), and Quality Assurance/Quality Control (45.4x) were most likely to be hired at a higher salary.

Just like last year’s results, earlier analytics 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. 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 or Doctorate, a race of American Indian or Alaska Native, and those from the New England division.

The resulting model was built off a total of 2056 records. Of those, 704 (34.24%) of the participants had achieved an above average salary when compared to the whole HHUSA client population. The pseudo-R² of the model was 0.25, with a max-rescaled R² = 0.34. The c-statistic for the resulting model was 0.81. Overall, there were significant differences between covariate groups, $X^2 = 579.88$, $df = 30$, $p < 0.01$.

The main differences in salary appear to be attributed to female client Rank ($X^2 = 67.26$, $df = 3$, $p < 0.01$), Employment Status ($X^2 = 138.79$, $df = 6$, $p < 0.01$), Education Level ($X^2 = 75.71$, $df = 3$, $p < 0.01$), Race ($X^2 = 33.44$, $df = 5$, $p < 0.01$), Service Branch ($X^2 = 28.98$, $df = 4$, $p < 0.01$), or Location ($X^2 = 75.42$, $df = 8$, $p < 0.01$). Female HHUSA clients did not seem to have significant differences based on Disability Status ($X^2 = 0.03$, $df = 1$, $p = 0.86$).

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-0.8434	0.205	16.9224	<.0001
Rank	Company-Grade Officer	0.5987	0.1938	9.5459	0.002
	Field-Grade Officer	1.7994	0.3195	31.7258	<.0001
	Warrant Officer	3.7129	0.6418	33.4657	<.0001
Employment Status	Employed	-0.2856	0.1726	2.7375	0.098
	Pending Medical Separation	0.8261	0.3004	7.5643	0.006
	Student	-0.0457	0.4113	0.0124	0.9115
	Temporary/Contract Employee	0.7352	0.3933	3.4939	0.0616
	Under employed - Insufficient income	-2.1284	0.2911	53.4556	<.0001
	Unemployed	-1.3478	0.1604	70.5819	<.0001
Disability Status	Disabled	0.0256	0.1503	0.0291	0.8646
Education Level	2 Year Degree	1.0368	0.1947	28.3567	<.0001
	4 Year Degree	1.453	0.1741	69.6527	<.0001
	Post-Graduate Degree	1.5183	0.2049	54.8889	<.0001
Race	Asian or Pacific Islander	0.2559	0.2752	0.8642	0.3526
	Black or African American	-0.1725	0.1417	1.4811	0.2236
	Hispanic or Latino	-1.1814	0.2307	26.2209	<.0001
	Two or more races	0.1278	0.2096	0.372	0.5419
	Unknown	0.2393	0.3782	0.4003	0.5269
Service Branch	Air Force	-0.4934	0.1558	10.035	0.0015
	Coast Guard	1.6199	1.0527	2.3678	0.1239
	Marines	0.7685	0.2518	9.3148	0.0023
	Navy	-0.328	0.1506	4.7413	0.0294
Location	East North Central	0.0544	0.2345	0.0539	0.8164
	East South Central	-1.1888	0.2696	19.4428	<.0001
	Middle Atlantic	-0.804	0.3599	4.9897	0.0255
	Mountain	-1.1151	0.2147	26.9708	<.0001
	Pacific	0.0209	0.1815	0.0132	0.9084
	Unknown	0.1023	0.5247	0.038	0.8454
	West North Central	-0.7597	0.2775	7.4977	0.0062
	West South Central	-1.1421	0.1964	33.8142	<.0001

Table 67 - Modeling Results Predicting the Likelihood of a Female HHUSA Client Achieving an Above Average Salary

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 1.82 times more likely to have an above average salary compared to Junior Enlisted. Similarly, Field-Grade Officers have 6.05 times higher odds of being hired at a higher salary than Female Junior Enlisted clients. Finally, Warrant Officers have an even greater multiplier, with a likelihood about 40.97 times more likely.

Employment level also showed some differences between groups. A Female that is of the Pending Medical Separation is about 2.28 times more likely to have a higher salary than a Female that is Active Duty. The other differences occur with the Underemployed and Unemployed. Females in these categories are only about 0.12 and 0.26 times as likely to have a high salary compared to a Female Active Duty client.

There are also differences found between Education Levels. If a client has a 2-year degree, they are 2.82 times more likely to have a higher salary than a client with a High School/GED. This multiplier grows when a client has a 4-year degree to 4.28 times the likelihood. The results show that clients with Post-Graduate Degrees are similar, also having a 4.56 times likelihood when compared to the High School/GED baseline.

The only differences found between races is that of White Females and Hispanic Latinas. A Hispanic Latina only has a 0.31 times likelihood of making an above average salary when compared to a White Female client.

There were observed differences in making a high salary due to Service Branch. Females from the Air Force and Navy both have lower likelihoods, 0.61 and 0.72 respectively, of making a high salary when compared to a Female from the Army. A Female client from the Marines has a 5.05 times greater chance of being hired at a high salary than a Female client from the Army.

The final differences come from the client's Location. Female clients that are not from the South Atlantic division have less likelihood of being hired at a high salary if they are from East South Central (0.31x), Middle Atlantic (0.45x), Mountain (0.33x), West North Central (0.47x), or West South Central (0.32x).

A further study of female veterans was conducted 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 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 $R^2 = 0.33$ and a Max-rescaled $R^2 = 0.45$. The c-statistic indicated good predictability of the model, $c = 0.85$. A table containing the results summary is as follows:

Step	Entered	Removed	Number In	ChiSq	Prob
1	Administrative/Clerical		8	57.07	< 0.01
2	Quality Assurance/Quality Control		9	40.17	< 0.01
3	IT - Computer/Software Engineering		10	25.46	< 0.01
4	Management - Project		11	27.36	< 0.01
5	Management - Programs		12	16.89	< 0.01
6	IT - Systems Management		13	14.23	< 0.01
7	Management - Operations		14	11.14	< 0.01
8	Consultant		15	11.02	< 0.01
9	Other		16	6.39	0.01
10	Training/Instruction/Teaching		17	4.85	0.03

Table 68 - Summary of Stepwise Selection

Of the eligible job functions, 10 of them had achieved entry during the model building process. These job functions included Administrative/Clerical, Quality Assurance/Quality Control, IT – Computer/Software Engineering, Management – Project, Management – Programs, IT – Systems Management, Management – Operations, Consultant, Other, and Training/Instruction/Teaching. No models were removed from the model building process.

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

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-0.8618	0.2184	15.5678	<.0001
Rank	Company-Grade Officer	0.3906	0.204	3.6679	0.0555
	Field-Grade Officer	1.6615	0.3422	23.573	<.0001
	Warrant Officer	3.8585	0.6515	35.0789	<.0001
Employment Status	Employed	-0.3926	0.1958	4.019	0.045
	Pending Medical Separation	0.9292	0.3212	8.3687	0.0038
	Student	-0.2612	0.4957	0.2775	0.5983
	Temporary/Contract Employee	0.9337	0.4177	4.9976	0.0254
	Under employed - Insufficient income	-2.1683	0.3125	48.1451	<.0001
	Unemployed	-1.335	0.1789	55.7082	<.0001
Disability Status	Disabled	0.1531	0.1651	0.8602	0.3537
Education Level	2 Year Degree	0.8211	0.2105	15.2162	<.0001
	4 Year Degree	1.2676	0.1836	47.6668	<.0001
	Post-Graduate Degree	1.568	0.2141	53.6456	<.0001
Race	Asian or Pacific Islander	0.5403	0.2799	3.7278	0.0535
	Black or African American	-0.2426	0.1578	2.3623	0.1243
	Hispanic or Latino	-1.0805	0.2383	20.5531	<.0001
	Two or more races	0.0612	0.2334	0.0687	0.7933
	Unknown	-0.0203	0.4126	0.0024	0.9608
Service Branch	Air Force	-0.684	0.1745	15.3624	<.0001
	Coast Guard	1.8812	1.1226	2.808	0.0938
	Marines	0.8774	0.2587	11.5027	0.0007
	Navy	-0.2987	0.163	3.3568	0.0669
Location	East North Central	-0.2052	0.2912	0.4965	0.481
	East South Central	-1.3565	0.2896	21.9443	<.0001
	Middle Atlantic	-0.9891	0.4098	5.8248	0.0158
	Mountain	-1.0065	0.2346	18.4113	<.0001
	Pacific	0.372	0.2013	3.416	0.0646
	Unknown	0.00525	0.5898	0.0001	0.9929
	West North Central	-0.6146	0.3025	4.129	0.0422
	West South Central	-0.8795	0.2105	17.4506	<.0001
Admin/Clerical		-1.1281	0.2102	28.8093	<.0001
Train/Instr/Teach		-0.5668	0.2586	4.8052	0.0284
Mgmt Oper		1.0523	0.3312	10.0955	0.0015
Mgmt Proj		1.7905	0.3494	26.2555	<.0001
Other		-1.1831	0.4698	6.3422	0.0118
Consultant		1.622	0.5556	8.5226	0.0035
Mgmt Prgm		1.4444	0.3814	14.3406	0.0002
IT Sys Mgmt		2.1014	0.6405	10.7651	0.001
IT Comp Sci		2.7297	0.6309	18.7204	<.0001

Table 69 - Stepwise Modeling Results Including Job Functions Hired Into

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Not all of these job functions are positive for the female HHUSA client. When controlling for the demographic covariates, the job functions that have a higher rate of a female HHUSA client obtaining a higher salary include the following: Management – Operations, Management – Project, Consultant, Management – Program, IT Systems Management, IT Computer Science, and Quality Assurance/Quality Control.

The results of these analytics show that females veterans that were hired into the job function of Quality Assurance/Quality Control were 45.4 times more likely to have a high salary than those that were not. Being hired into IT Computer Science increased the likelihood of having a high salary by 15.3 times. IT Systems Management had a 8.2 higher rate of a high salary, followed by Management – Project (6.0 times), Consulting (5.1 times), Management Program (4.2 times), and Management – Operations (2.9 times).

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

KEY TAKEAWAYS

- HHUSA clients that were already employed or were students had a lower propensity for success than Active Duty clients. Unemployed HHUSA clients had a higher rate.
- Clients with a 4-year or Post-Graduate degree had higher rates of success than clients with a High School/GED. Clients listing Other as their education level had lower propensity.
- When controlling for all other demographic variables, female clients have only 0.75 times the success as male clients.
- American Indian or Alaska Native and Black or African American clients had significantly lower rates of success in finding a job than White clients.
- The Army lagged the Air Force, Marine Corps, and Navy for propensity for success.
- Clients in the Mountain division had significantly higher rates of success than those in South Atlantic.

A logistic regression model was used to determine what demographic indicators show a propensity for success in the HHUSA program. Of the records used, 20,732 had the appropriate response or explanatory variables required for modeling. Approximately 16% 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- $R^2 = 0.07$ and a Max-rescaled $R^2 = 0.12$. There were significant differences in the overall model, $X^2 = 1490.85$, $df = 35$, $p < 0.01$. When looking at the individual effects of the demographic variables, there were significant differences in Employment Status ($X^2 = 167.74$, $df = 6$, $p < 0.01$), Education Level ($X^2 = 422.19$, $df = 5$, $p < 0.01$), Gender ($X^2 = 29.97$, $df = 1$, $p < 0.01$), Race ($X^2 = 21.42$, $df = 6$, $p < 0.01$), Service Branch ($X^2 = 17.26$, $df = 4$, $p < 0.01$), and Location ($X^2 = 50.51$, $df = 9$, $p < 0.01$).

The table containing the resulting predictive model can be seen below.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.5095	0.0568	706.0807	<.0001
Rank	Company-Grade Officer	0.0477	0.0863	0.3061	0.5801
	Field-Grade Officer	-0.0686	0.0917	0.5598	0.4543
	Warrant Officer	-0.0644	0.1268	0.2582	0.6113
Employment Status	Employed	-0.5396	0.0744	52.6523	<.0001
	Pending Medical Separation	-0.00936	0.1079	0.0075	0.9309
	Student	-0.4566	0.1679	7.4	0.0065
	Temporary/Contract Employee	-0.087	0.1489	0.3413	0.5591
	Under employed - Insufficient income	0.0435	0.091	0.2288	0.6324
	Unemployed	0.3664	0.0532	47.4877	<.0001
Disability Status	Disabled	-0.038	0.053	0.5142	0.4733
Education Level	2 Year Degree	0.0242	0.0586	0.1711	0.6791
	4 Year Degree	0.2108	0.0517	16.6458	<.0001
	Doctorate	0.4532	0.2511	3.2557	0.0712
	Other	-2.8814	0.1524	357.2472	<.0001
	Post-Graduate Degree	0.3082	0.068	20.5219	<.0001
Gender	Female	-0.2859	0.0522	29.9684	<.0001
Race	American Indian or Alaska Native	-0.6225	0.2881	4.6702	0.0307
	Asian or Pacific Islander	-0.1875	0.1025	3.3453	0.0674
	Black or African American	-0.1413	0.0524	7.2848	0.007
	Hispanic or Latino	-0.111	0.0606	3.3619	0.0667
	Two or more races	-0.1502	0.0797	3.5501	0.0595
	Unknown	0.2772	0.1461	3.6022	0.0577
Service Branch	Air Force	0.1369	0.0551	6.1742	0.013
	Coast Guard	0.0265	0.1782	0.0222	0.8816
	Marines	0.2185	0.063	12.0211	0.0005
	Navy	0.149	0.0537	7.6929	0.0055
Location	East North Central	0.0811	0.0956	0.7192	0.3964
	East South Central	0.0792	0.1	0.6278	0.4282
	Middle Atlantic	-0.1666	0.1026	2.6344	0.1046
	Mountain	0.2619	0.0662	15.6553	<.0001
	New England	-0.1305	0.184	0.5035	0.478
	Pacific	0.0254	0.059	0.1856	0.6666
	Unknown	-0.9601	0.2014	22.7237	<.0001
	West North Central	-0.0362	0.0982	0.1364	0.7119
	West South Central	-0.0291	0.0585	0.2479	0.6186

Table 70 - Modeling Results Predicting HHUSA Program Success

The first statistically significant difference appears between Employment Status groups. When compared to Active Duty clients, those that are Employed ($\beta = -0.54$, $X^2 = 52.65$, $p < 0.01$) find less chance for success. The same is true for Students ($\beta = -0.46$, $X^2 = 7.40$, $p < 0.01$). Only Unemployed HHUSA clients were found to have significantly higher amounts of propensity for success ($\beta = 0.37$, $X^2 = 47.49$, $p < 0.01$) than Active Duty clients. This could indicate that those already employed or are students are not taking the hiring process as serious as those unemployed.

Education levels also played a role in a client's success. Clients with 4-year degrees have a higher rate of being hired through the HHUSA program than those with a level of High School/GED ($\beta = 0.21$, $X^2 = 16.45$, $p < 0.01$). The same is true with clients with Post-Graduate degrees ($\beta = 0.31$, $X^2 = 20.52$, $p < 0.01$). The only group that had a significantly lower likelihood is the Other education level group ($\beta = -2.88$, $X^2 = 20.52$, $p < 0.01$).

For Gender, analysis seems to indicate that females have a lower level of success than males ($\beta = -0.29$, $X^2 = 29.97$, $p < 0.01$). When controlling for all other demographic variables, this translates into females only achieving success 0.75 times that of a male.

There were observed differences in propensity for success based on race. Results indicate that both American Indian or Alaska Native ($\beta = -0.62$, $X^2 = 4.67$, $p = 0.03$) and Black or African American ($\beta = -0.14$, $X^2 = 7.28$, $p < 0.01$) clients have a lower likelihood of success when compared to White clients. When converted to an odds ratio, American Indian or Alaska Native only has 0.54 times the success, while Black or African Americans have 0.087 times the rate as Whites.

For the Service Branch, the Army was compared against the other groups. Clients from the Air Force ($\beta = 0.14$, $X^2 = 6.17$, $p = 0.01$), Marines ($\beta = 0.22$, $X^2 = 12.02$, $p < 0.01$), and Navy ($\beta = 0.15$, $X^2 = 7.69$, $p < 0.01$) all appeared to have a higher propensity for success than clients from the Army.

The final demographic with significant differences was based on the client's location. Results of the analysis showed that clients based in the Mountain ($\beta = 0.26$, $X^2 = 15.66$, $p < 0.01$) region had a higher propensity for success than clients from South Atlantic. Clients with an Unknown location tended to have a lower rate of success ($\beta = -0.96$, $X^2 = 22.72$, $p < 0.01$).

Analysis of the underemployed population—success rate, change in salary—what does their demographic profile look like?

KEY TAKEAWAYS

- The underemployed population has a higher proportion of Junior Enlisted members. For this group, there is also a much larger portion of them that are disabled.
- The underemployed also have slightly higher instances of Other education levels, and locations from East North Central and Middle Atlantic.
- Having a 4-year degree helps increase the likelihood that an underemployed client becomes successfully hired by 1.85 times the rate as an underemployed client of High School/GED education.
- Underemployed females also have better likelihood of becoming hired at a rate 1.68 times greater than underemployed males.

Frequency analysis was conducted to determine the demographic profile of the clients that listed underemployed as their employment status. When compared to the general

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

population, the underemployed group tends to have a higher proportion of Junior Enlisted members. The underemployed also has a considerable higher proportion of members that are Disabled. For education, the underemployed have a slightly higher proportion of members with the Other category. The other difference seems that there are higher percentages of underemployed clients located in East North Central and the Middle Atlantic.

The following tables show the frequency analysis of categorical groups of the underemployed HHUSA clients verses non-underemployed.

Rank	Not Underemployed	Underemployed
Company-Grade Officer	6.44%	4.42%
Field-Grade Officer	8.32%	2.57%
Junior Enlisted	81.50%	92.57%
Warrant Officer	3.74%	0.44%

Table 71 - Frequencies of Rank for Underemployed Against Not Underemployed

Disability Status	Not Underemployed	Underemployed
Disabled	3.43%	37.35%
Not Disabled	96.57%	62.65%

Table 72 - Frequencies of Disability Status for Underemployed Against Not Underemployed

Education Level	Not Underemployed	Underemployed
2-Year Degree	14.58%	12.12%
4-Year Degree	21.31%	22.57%
Doctorate	0.52%	0.53%
High School/GED	33.24%	30.53%
Other	16.58%	22.74%
Post-Graduate	13.77%	11.50%

Table 73 - Frequencies of Education Level for Underemployed Against Not Underemployed

Gender	Not Underemployed	Underemployed
Female	18.38%	19.73%
Male	81.62%	80.27%

Table 74 - Frequencies of Gender for Underemployed Against Not Underemployed

Race	Not Underemployed	Underemployed
American Indian or Alaska Native	0.62%	0.80%
Asian or Pacific Islander	4.33%	3.81%
Black or African American	21.83%	19.73%
Hispanic or Latino	14.00%	11.77%
Two or more races	6.46%	9.12%
White	51.51%	52.30%

Table 75 - Frequencies of Race for Underemployed Against Not Underemployed

Service Branch	Not Underemployed	Underemployed
Air Force	19.65%	14.42%
Army	46.84%	49.38%
Marines	10.19%	15.40%
Navy	21.80%	19.29%

Table 76 - Frequencies of Service Branch for Underemployed Against Not Underemployed

Location	Not Underemployed	Underemployed
East North Central	3.26%	7.61%
East South Central	3.69%	5.04%
Middle Atlantic	3.44%	7.79%
Mountain	10.01%	13.45%
New England	1.07%	1.50%
Pacific	18.56%	16.28%
South Atlantic	35.04%	29.03%
West North Central	5.94%	3.54%
West South Central	18.99%	15.75%

Table 77 - Frequencies of Location for Underemployed Against Not Underemployed

A model was created 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 1,130 records used in the modeling, with 182 (16%) achieving success in the program.

The resulting model contained an $R^2 = 0.09$, with a Max-rescaled $R^2 = 0.15$. The c-statistic for this model was 0.71, indicating fair predictive performance. The overall model contained significant differences within the dependent variables, $\chi^2 = 101.43$, $df = 28$, $p < 0.01$. Further investigation of the variables shows significant differences in Education Levels ($\chi^2 = 36.74$, $df = 5$, $p < 0.01$) and Gender ($\chi^2 = 6.39$, $df = 1$, $p = 0.01$).

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.7885	0.2652	45.4671	<.0001
Rank	Company-Grade Officer	-0.2323	0.3945	0.3468	0.5559
	Field-Grade Officer	0.1317	0.4893	0.0725	0.7877
	Warrant Officer	0.1108	1.143	0.0094	0.9228
Disability Status	Disabled	0.1242	0.1751	0.5029	0.4782
Education Level	2 Year Degree	0.2594	0.269	0.9299	0.3349
	4 Year Degree	0.6152	0.2166	8.07	0.0045
	Doctorate	1.21	0.8998	1.8084	0.1787
	Other	-2.4523	0.5319	21.2602	<.0001
	Post-Graduate Degree	0.3567	0.2813	1.6077	0.2048
Gender	Female	0.5199	0.2056	6.3944	0.0114
Race	American Indian or Alaska Native	-0.4555	1.0952	0.173	0.6775
	Asian or Pacific Islander	0.0622	0.4513	0.019	0.8903
	Black or African American	-0.1055	0.2387	0.1954	0.6585
	Hispanic or Latino	0.054	0.2763	0.0382	0.845
	Two or more races	-0.2793	0.3445	0.6574	0.4175
	Unknown	0.284	0.4973	0.326	0.568
Service Branch	Air Force	0.033	0.2525	0.0171	0.896
	Coast Guard	0.0925	0.7014	0.0174	0.895
	Marines	0.5427	0.2361	5.2822	0.0215
	Navy	-0.2641	0.2443	1.1681	0.2798
Location	East North Central	-0.1802	0.358	0.2535	0.6146
	East South Central	-0.0708	0.4155	0.029	0.8647
	Middle Atlantic	-0.2819	0.3643	0.5989	0.439
	Mountain	0.0214	0.2857	0.0056	0.9402
	New England	0.441	0.6287	0.492	0.483
	Pacific	-0.1338	0.2778	0.2319	0.6301
	West North Central	-0.00852	0.4926	0.0003	0.9862
	West South Central	-0.1304	0.2696	0.2341	0.6285

Table 78 - Modeling Results Predicting Hiring Success in Underemployed HHUSA Clients

For the underemployed population, the main differences occurred in the Education Level of the clients. Results indicate that when compared to underemployed High School/GED clients, the underemployed clients that had a 4-year degree had a much higher rate of success ($\beta = 0.62$, $x^2 = 8.07$, $p < 0.01$). This is about 1.9 times the likelihood of achieving success when compared to a client with a High School/GED education. If an underemployed client had Other ($\beta = -2.45$, $x^2 = 21.26$, $p < 0.01$) listed as their Education Level, then they are hired only at 0.09 times the rate as those with a High School/GED diploma.

The other main difference that was observed is between genders of underemployed clients. The results indicate that underemployed females have a higher chance for success than underemployed males ($\beta = -0.52$, $x^2 = 6.39$, $p = 0.01$). When controlling for all other demographic variables, this equates to underemployed females being hired 1.68 times the rate as underemployed males.

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

- The Veteran, Guards / Reserves clients tended to have a higher proportion of Disabled members. They also had slightly higher rates of 4-year education levels. National Guard/Reserves also had a high proportion of Females and were primarily from the Army service branch.
- The job seeker classification showed significant differences between the groups. National Guard/Reserves and Veterans both were significantly less likely to be hired compared to Active Duty clients.
- National Guard/Reserves were hired at 0.78 times the rate as Active Duty, while Veterans were at 0.65 times the rate.

A frequency analysis was conducted to compare proportions of clients that are Veteran, Guard/Reserves with clients that are registered as Active Duty. The first main difference is that the clients that are Veteran, Guard/Reserves has a much higher proportion of Disabled members. Vets, Guard/Reserves have slightly higher rates of members with 4-year degrees and Females than Active Duty members. Veteran, Guard/Reserves also tend to have a higher proportion coming from the Army service branch. There was a slightly higher proportion of Female clients in the National Guard or Reserves. The final difference is that clients that were either National Guard or Veterans have slightly higher rates of coming from East North Central and Middle Atlantic.

The following are a list of tables that show the categorical breakdown of National Guard and Veterans.

Rank	Active Duty	National Guard or Reserves	Veteran or Separated
Company-Grade Officer	7.94%	7.75%	6.34%
Field-Grade Officer	8.75%	9.29%	5.99%
Junior Enlisted	79.89%	80.75%	86.43%
Warrant Officer	3.43%	2.21%	1.24%

Table 79 - Frequencies of National Guard, Veterans, and Active Duty by Rank

Disability Status	Active Duty	National Guard or Reserves	Veteran or Separated
Disabled	4.61%	9.14%	38.32%
Not Disabled	95.39%	90.86%	61.68%

Table 80 - Frequencies of National Guard, Veterans, and Active Duty by Disability Status

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Education Level	Active Duty	National Guard or Reserves	Veteran or Separated
2-Year Degree	14.01%	9.91%	12.90%
4-Year Degree	22.27%	24.01%	25.62%
Doctorate	0.97%	0.82%	1.98%
High School/GED	32.19%	30.90%	26.96%
Other	15.98%	20.02%	17.57%
Post-Graduate	14.58%	14.34%	14.97%

Table 81 - Frequencies of National Guard, Veterans, and Active Duty by Education Level

Gender	Active Duty	National Guard or Reserves	Veteran or Separated
Female	16.69%	22.28%	16.98%
Male	71.41%	73.53%	60.36%

Table 82 - Frequencies of National Guard, Veterans, and Active Duty by Gender

Race	Active Duty	National Guard or Reserves	Veteran or Separated
American Indian or Alaska Native	0.54%	0.96%	0.59%
Asian or Pacific Islander	3.89%	4.52%	2.98%
Black or African American	19.04%	20.31%	16.53%
Hispanic or Latino	11.98%	13.81%	9.91%
Two or more races	5.97%	6.26%	6.00%
White	44.32%	47.69%	36.15%

Table 83 - Frequencies of National Guard, Veterans, and Active Duty by Race

Service Branch	Active Duty	National Guard or Reserves	Veteran or Separated
Air Force	19.05%	14.05%	13.79%
Army	41.92%	74.35%	38.82%
Marines	9.90%	4.19%	13.18%
Navy	21.12%	6.54%	16.98%

Table 84 - Frequencies of National Guard, Veterans, and Active Duty by Service Branch

Location	Active Duty	National Guard or Reserves	Veteran or Separated
East North Central	3.01%	6.83%	6.11%
East South Central	3.79%	5.97%	4.94%
Middle Atlantic	3.90%	7.27%	6.55%
Mountain	9.17%	10.35%	10.19%
New England	1.02%	2.12%	1.43%
Pacific	18.06%	12.95%	15.13%
South Atlantic	35.24%	30.27%	33.77%
West North Central	5.30%	5.58%	3.20%
West South Central	17.53%	17.42%	16.80%

Table 85 - Frequencies of National Guard, Veterans, and Active Duty by Location

Successful outcomes were further analyzed using statistical modeling. A logistic regression model was used to model on whether a client successfully was hired into a new job. Covariates were entered into the model 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. There were 21,339 records used in this model, of which 3,443 (16%) were able to find a job. The model successfully converged and produced a resulting $R^2 = 0.07$, Max-rescaled $R^2 = 0.13$.

A table containing the modeling results can be found below.

Variable	Class	Estimate	StdErr	ChiSq	Prob
Intercept		-1.4895	0.0571	680.4944	<.0001
Rank	Company-Grade Officer	0.0402	0.0858	0.2193	0.6396
	Field-Grade Officer	-0.0445	0.0907	0.2403	0.624
	Warrant Officer	-0.0691	0.1256	0.3032	0.5819
Employment Status	Employed	-0.2013	0.1063	3.5877	0.0582
	Pending Medical Separation	-0.0137	0.1076	0.0161	0.8989
	Student	-0.159	0.1815	0.7672	0.3811
	Temporary/Contract Employee	0.2551	0.1668	2.3394	0.1261
	Under employed - Insufficient income	0.3817	0.1184	10.383	0.0013
	Unemployed	0.6971	0.0918	57.7065	<.0001
Disability Status	Disabled	0.0174	0.0547	0.101	0.7506
Education Level	2 Year Degree	0.0354	0.0582	0.371	0.5424
	4 Year Degree	0.2201	0.0513	18.4349	<.0001
	Doctorate	0.4963	0.247	4.0371	0.0445
	Other	-2.966	0.1506	387.7876	<.0001
	Post-Graduate Degree	0.3201	0.0674	22.5298	<.0001
Gender	Female	-0.2856	0.0523	29.8518	<.0001
	Missing	0.1382	0.1968	0.4932	0.4825
	Prefer not to answer	-2.2097	1.0208	4.6863	0.0304

Table 86 - Modeling Results Predicting Hiring Success in HHUSA Clients Controlling for Veteran and Reserve Status

Variable	Class	Estimate	StdErr	ChiSq	Prob
Race	American Indian or Alaska Native	-0.6243	0.2882	4.6917	0.0303
	Asian or Pacific Islander	-0.1919	0.1026	3.496	0.0615
	Black or African American	-0.1374	0.0524	6.8879	0.0087
	Hispanic or Latino	-0.1051	0.0605	3.0164	0.0824
	Two or more races	-0.1505	0.0798	3.5613	0.0591
	Unknown	0.2873	0.1443	3.9653	0.0464
Service Branch	Air Force	0.1145	0.0549	4.3562	0.0369
	Coast Guard	0.0874	0.1736	0.2536	0.6146
	Marines	0.209	0.063	11.0243	0.0009
	Missing	2.1484	1.2983	2.7383	0.098
Location	Navy	0.1343	0.0539	6.2011	0.0128
	East North Central	0.1156	0.0944	1.4983	0.2209
	East South Central	0.0942	0.0989	0.9077	0.3407
	Middle Atlantic	-0.1504	0.102	2.173	0.1405
	Mountain	0.2683	0.0656	16.7253	<.0001
	New England	-0.0851	0.1805	0.2225	0.6372
	Pacific	0.0229	0.0586	0.1533	0.6954
	Unknown	-0.9506	0.1982	22.9959	<.0001
	West North Central	-0.0289	0.0974	0.0879	0.7669
	West South Central	-0.0403	0.0581	0.4828	0.4872

Table 87 - Modeling Results Predicting Hiring Success in HHUSA Clients Controlling for Veteran and Reserve Status

Variable	Class	Estimate	StdErr	ChiSq	Prob
Job Seeker Classification	National Guard or Reserves Military Member	-0.2503	0.0851	8.6548	0.0033
	Veteran or Separated Military Member	-0.4242	0.0953	19.8103	<.0001

Table 87 - Modeling Results Predicting Hiring Success in HHUSA Clients Controlling for Veteran and Reserve Status

Results from the model did show significant differences within modeling variables, $\chi^2 = 1655.85$ $df = 40$, $p < 0.01$. After controlling for the demographic variables, modeling results show that Job Seeker classification did have significant differences between groups. When controlling for all other demographic variables, Active Duty job seekers had a much higher likelihood of getting hired than both National Guard/Reserves ($\chi^2 = -0.25$, $p < 0.01$) and Veterans ($\chi^2 = 00.42$, $p < 0.01$). Those that were classified as National Guard or Reserves were hired at a rate 0.78 times the likelihood of Active Duty members, while Veterans were hired at 0.65 times the rate.

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 no significant differences in outcome based on Disability Status.

The results from this model come from an earlier one that predicted success rates in HHUSA clients. Please see Page 156.

For our 2019 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

- Like prior year, most clients are made up of the E-1 through E-9 Service Ranks.
- Majority of each Service Rank is Junior Enlisted.
- Active Duty makes up about half of each Service Rank, followed by Unemployed at about 20%.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

- On Average, about a third of each Service Rank has an education level of High School/GED. This is followed by 4-year degrees (23%) and Other (19.8%).
- Approximately 81.5% of each Service Rank have a Not Disabled status.
- Service Ranks are about 75% Males, 20% Females.
- Whites were the large group across Service Ranks at about 44%. Next comes Black or African Americans (22%) and Hispanic or Latinos (12%).
- There are approximately 48% Army across the Service Ranks. This is followed by the Navy (19%) and Air Force (17%).
- Regarding outcomes, the higher the Service Rank, the more likely a client will register before they separate from the military. This seems to be the case with getting hired and with having a high salary. It also appears that Officers and Warrant Officers are more likely to migrate to a new state than Enlisted ranks.

Summary reports were built 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	Junior Enlisted	Warrant Officer
E-1	190	8.33%	8.33%	81.25%	2.08%
E-2	503	5.16%	6.45%	85.16%	3.23%
E-3	2615	5.58%	4.98%	87.26%	2.18%
E-4	12688	5.69%	5.91%	85.95%	2.45%
E-5	12558	5.16%	5.63%	86.93%	2.28%
E-6	8273	5.68%	5.32%	86.92%	2.08%
E-7	8719	5.10%	6.21%	86.01%	2.68%
E-8	3913	5.87%	5.37%	86.21%	2.55%
E-9	1697	4.27%	6.33%	86.23%	3.16%
W-1	44	0.00%	5.88%	94.12%	0.00%
W-2	319	3.54%	8.85%	83.19%	4.42%
W-3	581	2.00%	7.00%	89.00%	2.00%
W-4	459	5.38%	9.68%	83.33%	1.61%
O-1	193	5.97%	2.99%	89.55%	1.49%
O-2	904	5.29%	7.65%	85.29%	1.76%
O-3	3495	4.41%	5.40%	88.14%	2.05%
O-4	1865	4.16%	5.02%	88.24%	2.58%
O-5	1822	4.24%	5.80%	88.12%	1.84%
O-6	898	5.34%	5.62%	86.24%	2.81%
O-7	11	0.00%	0.00%	100.00%	0.00%
O-8	4	0.00%	0.00%	100.00%	0.00%
O-9	2	0.00%	100.00%	0.00%	0.00%

Table 88 - Frequencies of HHUSA Client Service Rank by Employment Status

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

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Service Rank	N	Active Duty	Employed	Pending Medical Separation	Student	Temporary or Contract	Underemployed	Unemployed
E-1	190	56.25%	10.42%	0.00%	2.08%	2.08%	4.17%	25.00%
E-2	503	54.19%	14.84%	3.87%	1.94%	0.00%	3.87%	21.29%
E-3	2615	53.28%	14.81%	3.40%	2.18%	1.82%	4.73%	19.78%
E-4	12688	51.44%	14.12%	3.48%	2.14%	2.43%	4.98%	21.41%
E-5	12558	52.51%	13.19%	3.59%	2.18%	1.69%	5.47%	21.37%
E-6	8273	49.50%	14.27%	3.95%	2.44%	1.87%	6.40%	21.57%
E-7	8719	51.26%	13.65%	4.16%	2.08%	2.11%	5.57%	21.17%
E-8	3913	50.85%	14.07%	3.47%	2.55%	1.77%	5.73%	21.57%
E-9	1697	53.48%	12.97%	3.48%	1.11%	2.53%	6.49%	19.94%
W-1	44	70.59%	5.88%	0.00%	5.88%	0.00%	0.00%	17.65%
W-2	319	45.13%	13.27%	1.77%	0.88%	3.54%	9.73%	25.66%
W-3	581	50.50%	17.50%	5.50%	2.00%	0.50%	6.00%	18.00%
W-4	459	53.23%	13.44%	2.15%	2.15%	3.23%	4.30%	21.51%
W-5	97	47.22%	19.44%	2.78%	5.56%	0.00%	8.33%	16.67%
O-2	904	49.71%	17.35%	4.12%	2.35%	0.29%	4.71%	21.47%
O-3	3495	49.43%	15.51%	3.95%	2.13%	1.98%	4.26%	22.74%
O-4	1865	50.50%	15.49%	3.30%	2.15%	1.58%	5.88%	21.09%
O-5	1822	48.23%	14.71%	2.69%	2.26%	1.84%	6.51%	23.76%
O-6	898	49.16%	14.89%	5.34%	1.40%	0.56%	5.62%	23.03%
O-7	11	0.00%	0.00%	0.00%	0.00%	20.00%	0.00%	80.00%
O-8	4	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%
O-9	2	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Table 89 - Frequencies of HHUSA Client Service Rank by Employment Status

Service rank and education was compared next.

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

★★★★

174

Service Rank	N	2-Yr	4-Yr	Doctorate	Highschool/GED	Other	Post-Grad
E-1	190	10.42%	27.08%	0.00%	20.83%	29.17%	12.50%
E-2	503	16.77%	20.00%	0.65%	33.55%	18.06%	10.97%
E-3	2615	13.35%	21.12%	0.73%	31.67%	21.12%	12.01%
E-4	12688	14.05%	21.41%	0.50%	31.84%	19.91%	12.29%
E-5	12558	14.38%	22.83%	0.47%	32.52%	18.56%	11.24%
E-6	8273	14.74%	20.60%	0.47%	32.03%	19.81%	12.37%
E-7	8719	14.22%	20.97%	0.50%	32.84%	18.55%	12.92%
E-8	3913	14.50%	21.71%	0.21%	30.83%	19.17%	13.58%
E-9	1697	14.56%	17.25%	0.47%	33.54%	21.52%	12.66%
W-1	44	11.76%	35.29%	0.00%	47.06%	5.88%	0.00%
W-2	319	20.35%	21.24%	0.00%	15.93%	25.66%	16.81%
W-3	581	15.50%	21.50%	0.50%	31.00%	19.00%	12.50%
W-4	459	9.14%	21.51%	0.54%	34.41%	19.35%	15.05%
W-5	97	19.44%	22.22%	0.00%	38.89%	11.11%	8.33%
O-1	193	11.94%	25.37%	0.00%	34.33%	16.42%	11.94%
O-2	904	13.53%	18.82%	0.00%	36.47%	19.71%	11.47%
O-3	3495	13.16%	20.53%	0.30%	33.84%	20.15%	12.02%
O-4	1865	14.92%	18.79%	0.72%	33.86%	20.66%	11.05%
O-5	1822	12.16%	21.22%	0.42%	33.10%	21.92%	11.17%
O-6	898	15.73%	22.47%	0.56%	30.62%	19.66%	10.96%
O-7	11	20.00%	0.00%	0.00%	60.00%	20.00%	0.00%
O-8	4	0.00%	0.00%	0.00%	50.00%	50.00%	0.00%
O-9	2	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%

Table 90 - Frequencies of HHUSA Client Service Rank by Education Level

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

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



Service Rank	N	Disabled	Not Disabled
E-1	190	12.50%	87.50%
E-2	503	20.65%	79.35%
E-3	2615	20.02%	79.98%
E-4	12688	20.27%	79.73%
E-5	12558	20.58%	79.42%
E-6	8273	20.56%	79.44%
E-7	8719	21.17%	78.83%
E-8	3913	22.63%	77.37%
E-9	1697	17.56%	82.44%
W-1	44	5.88%	94.12%
W-2	319	22.12%	77.88%
W-3	581	20.50%	79.50%
W-4	459	23.12%	76.88%
W-5	97	27.78%	72.22%
O-1	193	20.90%	79.10%
O-2	904	22.06%	77.94%
O-3	3495	21.83%	78.17%
O-4	1865	20.52%	79.48%
O-5	1822	21.36%	78.64%
O-6	898	22.75%	77.25%
O-7	11	20.00%	80.00%
O-8	4	0.00%	100.00%
O-9	2	0.00%	100.00%

Table 91 - Frequencies of HHUSA Client Service Rank by Disability Status

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

Service Rank	N	Female	Male	Missing
E-1	190	20.83%	75.00%	4.17%
E-2	503	18.06%	76.13%	5.81%
E-3	2615	20.51%	76.94%	2.43%
E-4	12688	20.74%	76.40%	2.64%
E-5	12558	19.33%	77.83%	2.72%
E-6	8273	19.66%	77.46%	2.77%
E-7	8719	19.96%	77.05%	2.72%
E-8	3913	21.15%	76.24%	2.26%
E-9	1697	19.30%	78.01%	2.37%
W-1	44	17.65%	76.47%	5.88%
W-2	319	17.70%	79.65%	2.65%
W-3	581	17.00%	80.50%	1.50%
W-4	459	19.89%	78.49%	1.61%
W-5	97	25.00%	69.44%	2.78%
O-1	193	19.40%	80.60%	0.00%
O-2	904	20.59%	77.06%	2.35%
O-3	3495	19.16%	77.41%	2.97%
O-4	1865	21.09%	76.76%	2.01%
O-5	1822	21.78%	75.95%	1.84%
O-6	898	18.26%	79.49%	1.69%
O-7	11	40.00%	40.00%	20.00%
O-8	4	0.00%	50.00%	50.00%
O-9	2	0.00%	100.00%	0.00%

Table 92 - Frequencies of HHUSA Client Service Rank by Gender

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	Unk	White
E-1	190	0.00%	2.08%	22.92%	16.67%	2.08%	4.17%	52.08%
E-2	503	1.29%	3.87%	16.77%	14.19%	8.39%	7.10%	48.39%
E-3	2615	0.73%	3.76%	20.63%	13.71%	7.65%	4.49%	49.03%
E-4	12688	0.93%	4.76%	21.53%	12.88%	7.74%	3.98%	48.18%
E-5	12558	0.73%	4.88%	21.87%	12.67%	6.15%	4.36%	49.34%
E-6	8273	0.68%	3.59%	21.10%	13.59%	7.12%	4.57%	49.35%
E-7	8719	0.67%	3.69%	21.54%	13.52%	7.82%	4.13%	48.64%
E-8	3913	0.78%	4.31%	21.36%	13.86%	7.00%	3.68%	49.01%
E-9	1697	0.47%	4.43%	20.57%	15.82%	6.96%	3.80%	47.94%
W-1	44	0.00%	0.00%	29.41%	11.76%	11.76%	11.76%	35.29%
W-2	319	0.00%	2.65%	23.89%	14.16%	5.31%	3.54%	50.44%
W-3	581	0.50%	6.00%	19.00%	14.00%	9.50%	3.00%	48.00%
W-4	459	0.54%	5.91%	20.97%	11.83%	5.91%	3.76%	51.08%
W-5	97	2.78%	8.33%	30.56%	5.56%	5.56%	2.78%	44.44%
O-1	193	0.00%	1.49%	16.42%	16.42%	7.46%	0.00%	58.21%
O-2	904	1.18%	4.41%	19.41%	14.71%	6.76%	4.71%	48.82%
O-3	3495	0.53%	3.04%	20.38%	14.75%	7.15%	4.94%	49.20%
O-4	1865	0.57%	4.45%	23.24%	13.92%	5.31%	3.44%	49.07%
O-5	1822	0.57%	3.96%	23.20%	11.32%	8.49%	3.54%	48.94%
O-6	898	0.00%	3.93%	21.07%	14.89%	9.55%	2.81%	47.75%
O-7	11	0.00%	20.00%	20.00%	0.00%	0.00%	20.00%	40.00%
O-8	4	0.00%	0.00%	50.00%	0.00%	0.00%	50.00%	0.00%
O-9	2	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%	0.00%

Table 93 - Frequencies of HHUSA Client Service Rank by Race

Service Branch was analyzed next.

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Service Rank	N	Air Force	Army	Coast Guard	Marines	Missing	Navy
E-1	190	16.67%	39.58%	4.17%	8.33%	0.00%	31.25%
E-2	503	19.35%	49.68%	0.65%	9.03%	0.00%	21.29%
E-3	2615	20.02%	44.42%	1.21%	13.11%	0.12%	21.12%
E-4	12688	18.29%	47.68%	1.45%	11.96%	0.02%	20.60%
E-5	12558	19.01%	47.82%	1.36%	12.46%	0.05%	19.31%
E-6	8273	18.12%	48.35%	1.69%	11.61%	0.00%	20.24%
E-7	8719	17.98%	48.64%	1.14%	12.24%	0.00%	19.99%
E-8	3913	17.61%	49.43%	0.85%	12.52%	0.00%	19.59%
E-9	1697	16.93%	45.41%	1.58%	13.45%	0.00%	22.63%
W-1	44	17.65%	47.06%	5.88%	11.76%	0.00%	17.65%
W-2	319	19.47%	57.52%	1.77%	7.96%	0.00%	13.27%
W-3	581	16.00%	53.00%	0.50%	12.00%	0.00%	18.50%
W-4	459	23.66%	46.24%	1.08%	10.22%	0.00%	18.82%
W-5	97	13.89%	55.56%	0.00%	13.89%	0.00%	16.67%
O-1	193	14.93%	53.73%	1.49%	11.94%	0.00%	17.91%
O-2	904	20.00%	48.24%	0.29%	9.71%	0.00%	21.76%
O-3	3495	18.48%	48.75%	1.22%	13.46%	0.00%	18.10%
O-4	1865	19.23%	48.64%	1.29%	10.47%	0.00%	20.37%
O-5	1822	17.82%	49.08%	1.13%	13.30%	0.00%	18.67%
O-6	898	20.79%	45.51%	0.84%	11.24%	0.00%	21.63%
O-7	11	40.00%	20.00%	0.00%	0.00%	0.00%	40.00%
O-8	4	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%
O-9	2	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%

Table 94 - Frequencies of HHUSA Client Service Rank by Military Branch

Finally, the client's location was analyzed.

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

★★★★

179

Service Rank	N	East North Central	East South Central	Middle Atlantic	Mountain	New England	Pacific	South Atlantic	Unk	West North Central	West South Central
E-1	190	6.25%	8.33%	6.25%	8.33%	2.08%	14.58%	31.25%	0.00%	0.00%	22.92%
E-2	503	6.45%	3.23%	0.65%	16.13%	2.58%	16.77%	31.61%	1.94%	3.87%	16.77%
E-3	261	3.88%	3.40%	5.70%	12.01%	1.33%	16.99%	31.80%	2.06%	4.73%	18.08%
E-4	126	5.29%	4.26%	4.62%	10.72%	1.41%	17.34%	32.94%	1.98%	4.57%	16.88%
E-5	125	4.97%	4.74%	4.50%	10.82%	1.17%	17.57%	31.39%	1.97%	4.86%	18.00%
E-6	827	5.14%	4.42%	4.64%	9.99%	1.26%	16.21%	33.47%	2.41%	4.53%	17.94%
E-7	871	4.60%	4.23%	4.13%	10.94%	1.48%	17.54%	32.20%	1.91%	4.60%	18.38%
E-8	391	5.09%	4.03%	4.95%	10.54%	1.13%	18.25%	32.25%	1.70%	4.46%	17.61%
E-9	169	3.48%	3.64%	4.59%	9.34%	0.79%	16.77%	38.13%	1.42%	3.64%	18.20%
W-1	44	0.00%	0.00%	5.88%	0.00%	0.00%	17.65%	29.41%	0.00%	11.76%	35.29%
W-2	319	7.08%	4.42%	7.08%	11.50%	0.00%	15.04%	29.20%	1.77%	4.42%	19.47%
W-3	581	4.50%	5.50%	5.00%	6.50%	0.00%	16.00%	32.00%	4.50%	6.50%	19.50%
W-4	459	6.99%	4.30%	1.61%	10.75%	0.54%	19.89%	30.11%	2.69%	5.38%	17.74%
W-5	97	2.78%	8.33%	2.78%	11.11%	0.00%	13.89%	30.56%	0.00%	8.33%	22.22%
O-1	193	2.99%	2.99%	1.49%	5.97%	1.49%	17.91%	38.81%	1.49%	5.97%	20.90%
O-2	904	5.00%	2.65%	4.71%	11.47%	0.59%	15.00%	36.47%	2.06%	6.18%	15.88%
O-3	349	4.03%	4.41%	4.56%	11.18%	1.22%	16.50%	33.00%	1.29%	5.40%	18.40%
O-4	186	5.45%	5.16%	5.60%	9.76%	0.86%	14.49%	34.72%	1.43%	4.16%	18.36%
O-5	182	4.24%	3.96%	4.67%	10.47%	1.13%	17.54%	30.55%	1.98%	6.79%	18.67%
O-6	898	4.21%	3.65%	5.06%	11.80%	0.84%	12.64%	36.24%	1.69%	4.49%	19.38%
O-7	11	20.00%	20.00%	0.00%	0.00%	20.00%	0.00%	20.00%	0.00%	0.00%	20.00%
O-8	4	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%
O-9	2	0.00%	0.00%	0.00%	0.00%	0.00%	100.00%	0.00%	0.00%	0.00%	0.00%

Table 95 - Service Rank of HHUSA Clients by Location

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

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX



Service Rank	N	Registered Before Separation	Hired	Above Average Salary	Migrated to New State	Average Migration Distance
E-1	190	28.42%	16.84%	0.00%	13.89%	169
E-2	503	36.58%	17.30%	9.78%	21.51%	83
E-3	2615	35.30%	18.93%	13.79%	19.13%	174
E-4	1268	42.37%	21.22%	21.16%	27.66%	260
E-5	1255	49.39%	24.25%	29.53%	30.41%	330
E-6	8273	61.42%	26.52%	39.19%	29.94%	298
E-7	8719	73.18%	28.59%	47.73%	29.09%	272
E-8	3913	77.92%	30.08%	58.59%	28.67%	306
E-9	1697	77.37%	26.81%	68.01%	29.84%	280
W-1	44	52.27%	22.73%	37.50%	50.00%	504
W-2	319	68.65%	21.32%	71.91%	40.91%	334
W-3	581	79.86%	27.71%	73.96%	28.27%	264
W-4	459	79.08%	30.72%	79.07%	29.65%	316
W-5	97	86.60%	34.02%	83.33%	30.56%	270
O-2	904	63.38%	26.88%	62.84%	40.68%	424
O-3	3495	64.23%	28.04%	77.70%	43.26%	514
O-4	1865	64.77%	25.04%	80.90%	32.94%	297
O-5	1822	71.90%	26.73%	87.21%	33.50%	300
O-6	898	67.04%	26.39%	91.67%	37.40%	319
O-7	11	81.82%	27.27%	75.00%	25.00%	624
O-8	4	25.00%	0.00%			
O-9	2	50.00%	50.00%	0.00%	0.00%	0

Table 96 - Frequencies of HHUSA Client Service Rank by Client Outcomes

Figures were also created to visualize the success metrics between the service ranks.

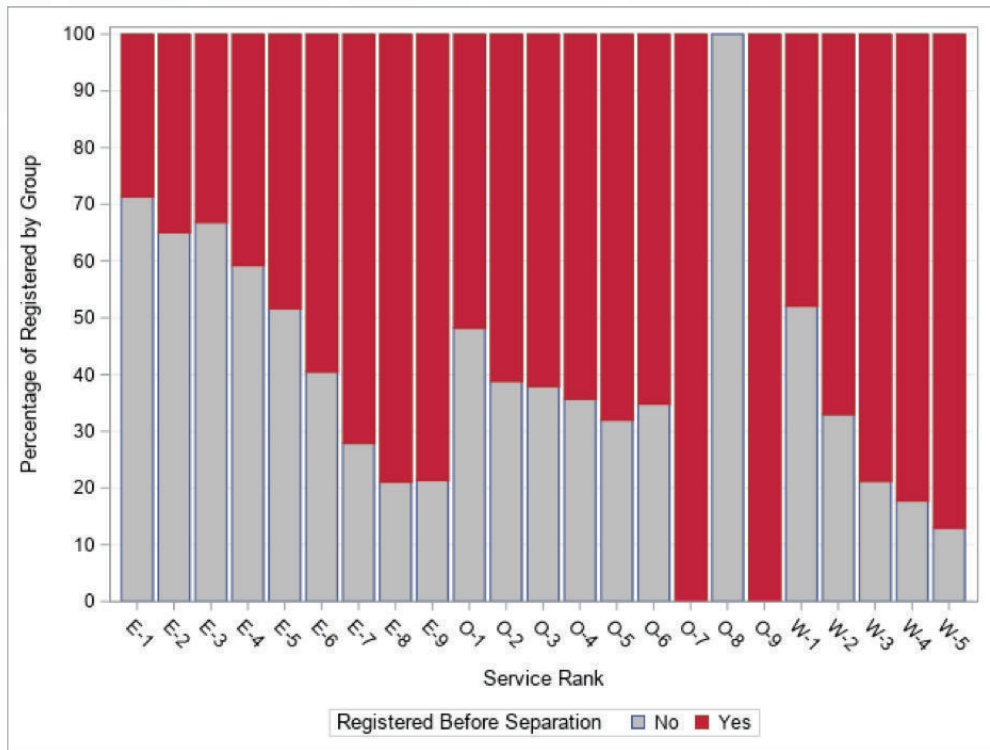


Figure 1 - Percentage of HHUSA Clients Registered Before Separation Date by Service Rank

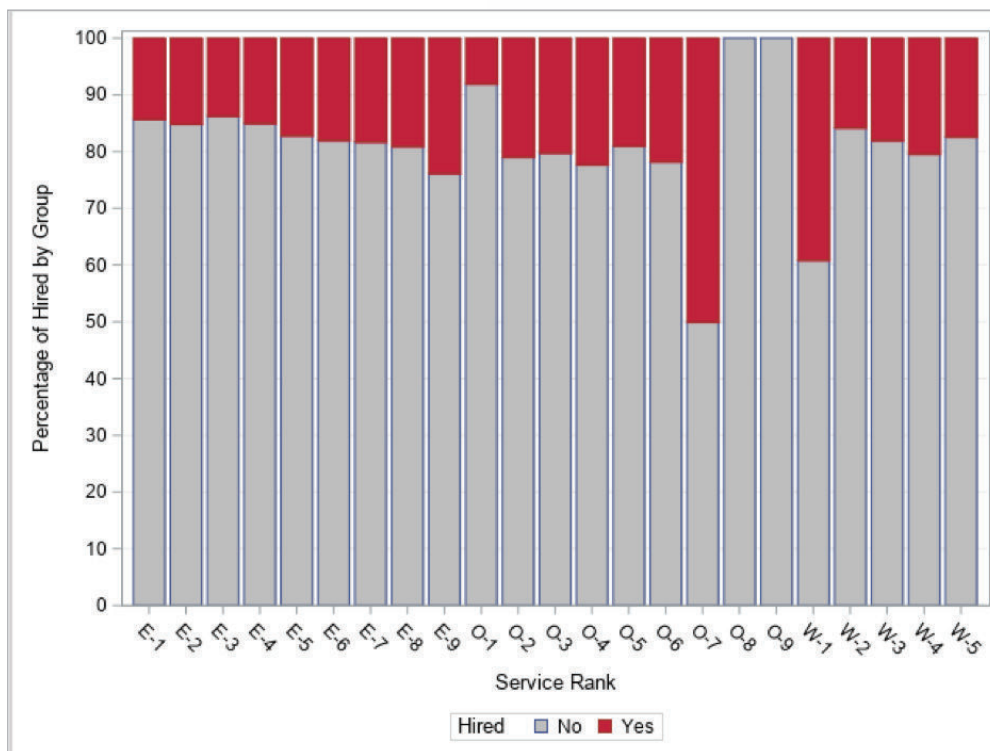


Figure 2 - Percentage of HHUSA Clients Hired by Service Rank

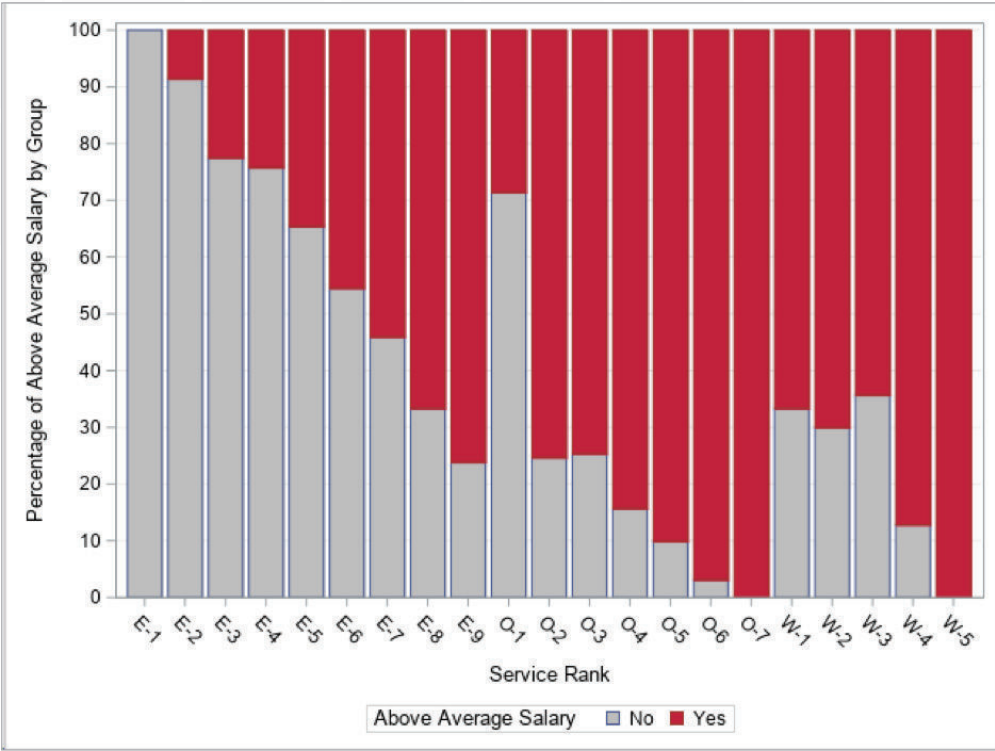


Figure 3 - Percentage of HHUSA Clients Hired at an Above Average Salary by Service Rank

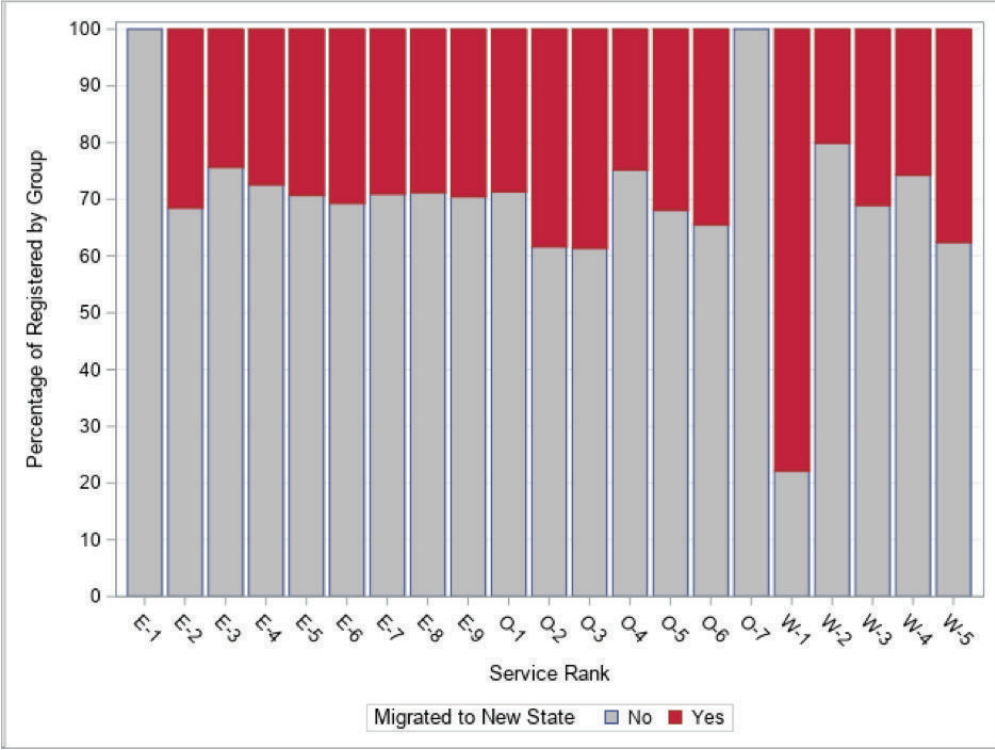


Figure 4 - Percentage of HHUSA Clients that Migrated to a New State by Service Rank

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 Development has a strong correlation with Interview Skills Training, as well as moderate correlations with LinkedIn Profile Revision and Resume Tailoring Tips.
- Interview Skills Training has moderate correlations with LinkedIn Profile Revision and Resume Tailoring.
- LinkedIn Profile Revision has a moderate correlation with Resume Tailoring.
- Webinar participation has a mild correlation with Virtual Workshop participation.

	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	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	-0.04	-0.02	0.00	-0.02	0.04	0.05	0.11	0.03	0.08	0.05	0.09
VALUE PROPOSITION DEVELOPMENT	-0.04	1.00	0.78	0.36	0.56	-0.07	-0.01	-0.01	0.02	-0.01	0.03	-0.08
INTERVIEW SKILLS TRAINING	-0.02	0.78	1.00	0.44	0.52	-0.04	0.00	0.02	0.02	0.00	0.03	-0.08
LINKEDIN PROFILE REVISION	0.00	0.36	0.44	1.00	0.36	0.04	0.02	0.06	0.03	0.02	0.04	-0.10
RESUME TAILORING	-0.02	0.56	0.52	0.36	1.00	-0.02	-0.01	-0.01	0.02	-0.01	0.02	-0.01
HHUSA JOB BOARD	0.04	-0.07	-0.04	0.04	-0.02	1.00	0.08	0.13	0.12	0.07	0.06	-0.01
FEDERAL SERVICES	0.05	-0.01	0.00	0.02	-0.01	0.08	1.00	0.05	0.06	0.06	0.06	0.00
VOLUNTEER SERVICES	0.11	-0.01	0.02	0.06	-0.01	0.13	0.05	1.00	0.10	0.11	0.08	0.02
VCF PARTICIPANT	0.03	0.02	0.02	0.03	0.02	0.12	0.06	0.10	1.00	0.11	0.14	0.01
WEBINAR PARTICIPANT	0.08	-0.01	0.00	0.02	-0.01	0.07	0.06	0.11	0.11	1.00	0.23	0.01
VIRTUAL WORKSHOP	0.05	0.03	0.03	0.04	0.02	0.06	0.06	0.08	0.14	0.23	1.00	0.00
ONLINE TRAINING	0.09	-0.08	-0.08	-0.10	-0.01	-0.01	0.00	0.02	0.01	0.01	0.00	1.00

Table 97 - Correlation Matrix of HHUSA Services used by Clients Hired

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 ($r = 0.78$), LinkedIn Profile Revision ($r = 0.36$), and Resume Tailoring Tips ($r = 0.56$). It should also be noted that Created LinkedIn Account also had a somewhat high correlation with Interview Skills ($r = 0.44$) and Additional Resume Tailoring Tips ($r = 0.36$). There were also mild correlations between Virtual Workshop participation with Webinar participation ($r = 0.23$).

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.

	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	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	0.12	0.11	0.10	0.13	0.09	0.04	0.08	0.04	0.04	0.04	0.03
VALUE PROPOSITION DEVELOPMENT	0.12	1.00	0.91	0.68	0.84	0.23	0.12	0.16	0.05	0.09	0.06	-0.04
INTERVIEW SKILLS TRAINING	0.11	0.91	1.00	0.72	0.81	0.22	0.12	0.16	0.04	0.09	0.06	-0.04
LINKEDIN PROFILE REVISION	0.10	0.68	0.72	1.00	0.69	0.22	0.12	0.17	0.04	0.09	0.05	-0.04
RESUME TAILORING	0.13	0.84	0.81	0.69	1.00	0.27	0.13	0.21	0.05	0.10	0.06	-0.03
HHUSA JOB BOARD	0.09	0.23	0.22	0.22	0.27	1.00	0.11	0.20	0.09	0.10	0.07	-0.01
FEDERAL SERVICES	0.04	0.12	0.12	0.12	0.13	0.11	1.00	0.09	0.06	0.05	0.11	-0.02
VOLUNTEER SERVICES	0.08	0.16	0.16	0.17	0.21	0.20	0.09	1.00	0.10	0.14	0.09	-0.01
VCF PARTICIPANT	0.04	0.05	0.04	0.04	0.05	0.09	0.06	0.10	1.00	0.13	0.08	-0.01
WEBINAR PARTICIPANT	0.04	0.09	0.09	0.09	0.10	0.10	0.05	0.14	0.13	1.00	0.14	0.00
VIRTUAL WORKSHOP	0.04	0.06	0.06	0.05	0.06	0.07	0.11	0.09	0.08	0.14	1.00	-0.01
ONLINE TRAINING	0.03	-0.04	-0.04	-0.04	-0.03	-0.01	-0.02	-0.01	-0.01	0.00	-0.01	1.00

Table 98 - Correlation Matrix of HHUSA Services Used by Clients Not Hired

The strongest correlation of services for clients that were not hired include Value Proposition Development and Interview Skills ($r = 0.91$). Value Proposition Development was also highly correlated with LinkedIn Profile Revision ($r = 0.68$) and Resume Tailoring ($r = 0.84$). It is also mildly correlated with HHUSA Job Boards ($r = 0.21$).

Interview Skills Training is highly correlated with LinkedIn Resume Revision ($r = 0.72$) and Resume Tailoring Skills ($r = 0.81$). This service is also mildly correlated with HHUSA Job Boards ($r = 0.22$). Similar, LinkedIn Resume Revision is also highly correlated with Resume Tailoring Tips ($r = 0.69$) and mildly related to HHUSA Job Boards ($r = 0.27$).

This analysis was repeated once again for clients that remained active.

	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	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	0.04	0.03	0.02	0.05	0.03	0.10	0.02	0.03	-0.01	-0.01	0.01
VALUE PROPOSITION DEVELOPMENT	0.04	1.00	0.88	0.57	0.78	0.04	0.04	0.06	-0.01	0.05	0.03	-0.11
INTERVIEW SKILLS TRAINING	0.03	0.88	1.00	0.63	0.72	0.05	0.05	0.04	-0.01	0.06	0.03	-0.10
LINKEDIN PROFILE REVISION	0.02	0.57	0.63	1.00	0.58	0.08	0.09	0.05	0.02	0.04	0.01	-0.09
RESUME TAILORING	0.05	0.78	0.72	0.58	1.00	0.09	0.07	0.08	0.02	0.04	0.02	-0.12
HHUSA JOB BOARD	0.03	0.04	0.05	0.08	0.09	1.00	0.15	0.06	0.16	0.03	0.14	-0.03
FEDERAL SERVICES	0.10	0.04	0.05	0.09	0.07	0.15	1.00	0.05	0.10	0.11	0.06	0.00
VOLUNTEER SERVICES	0.02	0.06	0.04	0.05	0.08	0.06	0.05	1.00	0.02	0.02	0.13	-0.03
VCF PARTICIPANT	0.03	-0.01	-0.01	0.02	0.02	0.16	0.10	0.02	1.00	0.06	0.08	0.02
WEBINAR PARTICIPANT	-0.01	0.05	0.06	0.04	0.04	0.03	0.11	0.02	0.06	1.00	0.18	-0.01
VIRTUAL WORKSHOP	-0.01	0.03	0.03	0.01	0.02	0.14	0.06	0.13	0.08	0.18	1.00	-0.01
ONLINE TRAINING	0.01	-0.11	-0.10	-0.09	-0.12	-0.03	0.00	-0.03	0.02	-0.01	-0.01	1.00

Table 99 - Correlation Matrix of HHUSA Services Used by Clients that Remained Active

The results of this analysis are like clients that were successfully hired. Value Proposition Development was highly correlated with Interview Skills Training ($r = 0.88$), LinkedIn Profile Revision ($r = 0.57$), and Resume Tailoring Tips ($r = 0.78$). Interview Skills Training was highly correlated with LinkedIn Profile Revision ($r = 0.63$) and Resume Tailoring Tips ($r = 0.72$). Finally, LinkedIn Profile Revision is also highly correlated with Resume Tailoring Tips ($r = 0.58$).

The below table represents HHUSA services of clients that did not remain active.

	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	ONLINE TRAINING
HHUSA-FORMATTED RESUME	1.00	0.11	0.11	0.11	0.13	0.09	0.10	0.05	0.04	0.06	0.05	0.03
VALUE PROPOSITION DEVELOPMENT	0.11	1.00	0.91	0.68	0.84	0.25	0.19	0.13	0.07	0.09	0.08	-0.05
INTERVIEW SKILLS TRAINING	0.11	0.91	1.00	0.71	0.80	0.24	0.19	0.13	0.06	0.09	0.08	-0.05
LINKEDIN PROFILE REVISION	0.11	0.68	0.71	1.00	0.69	0.25	0.20	0.13	0.06	0.09	0.07	-0.05
RESUME TAILORING	0.13	0.84	0.80	0.69	1.00	0.30	0.23	0.13	0.07	0.09	0.08	-0.03
HHUSA JOB BOARD	0.09	0.25	0.24	0.25	0.30	1.00	0.21	0.12	0.11	0.10	0.08	-0.01
FEDERAL SERVICES	0.10	0.19	0.19	0.20	0.23	0.21	1.00	0.10	0.10	0.13	0.10	-0.01
VOLUNTEER SERVICES	0.05	0.13	0.13	0.13	0.13	0.12	0.10	1.00	0.06	0.06	0.10	-0.02
VCF PARTICIPANT	0.04	0.07	0.06	0.06	0.07	0.11	0.10	0.06	1.00	0.13	0.10	-0.01
WEBINAR PARTICIPANT	0.06	0.09	0.09	0.09	0.09	0.10	0.13	0.06	0.13	1.00	0.18	0.00
VIRTUAL WORKSHOP	0.05	0.08	0.08	0.07	0.08	0.08	0.10	0.10	0.10	0.18	1.00	-0.01
ONLINE TRAINING	0.03	-0.05	-0.05	-0.05	-0.03	-0.01	-0.01	-0.02	-0.01	0.00	-0.01	1.00

Table 100 - Correlation Matrix of HHUSA Services Used by Clients that Did Not Remain Active

The results of this matrix appear to be like the correlation matrix for clients that were not successfully hired. Like that group, Value Proposition Development was strongly correlated with Interview Skills Training ($r = 0.91$), LinkedIn Profile Revision ($r = 0.68$), and Resume Tailoring Tips ($r = 0.84$).

Strong correlations also exist between Interview Skills Training and LinkedIn Profile Revision ($r = 0.71$) and Resume Tailoring Tips ($r = 0.80$). LinkedIn Profile Revision also had a strong correlation with Resume Tailoring Tips ($r = 0.69$).

Mild correlations exist primarily with HHUSA Job Boards and Value Proposition Development ($r = 0.25$), Interview Skills Training ($r = 0.24$), LinkedIn Profile Revision ($r = 0.25$), Resume Tailoring Tips ($r = 0.30$), and Using Federal Services ($r = 0.21$). The final mild correlation exists between Using Federal Services and Resume Tailoring Tips ($r = 0.23$).

EXECUTIVE SUMMARY

INTRODUCTION

SECTION ONE: REGISTERED

SECTION TWO: HELPED

SECTION THREE: HIRED

CONCLUSION

APPENDIX

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 6.

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

Migration distance was calculated in miles for each HHUSA client that had both zip code level data for both their registration information and their employer. This data was then averaged across each state for each of the different job seeker categories. A Table of the results can be found below.

State	Active Duty	National Guard or Reserves	Veteran or Separated	Total Average
Alabama	177.22	25.85	211.91	138.33
Alaska	2376.21	-	1206.49	1791.35
Arizona	397.57	150.74	92.62	213.64
Arkansas	406.39	12.65	32.51	150.52
California	581.49	154.45	278.08	338.01
Colorado	251.04	348.78	90.55	230.12
Connecticut	345.03	23.50	17.30	128.61
Delaware	392.00	-	21.60	206.80
District of Columbia	82.64	2.60	8.13	31.12
Florida	186.98	74.57	220.79	160.78
Georgia	290.26	108.83	117.40	172.16
Guam	6451.40	-	-	6451.40
Hawaii	3186.03	2094.03	2110.24	2463.43
Idaho	499.41	58.11	98.03	218.52
Illinois	129.83	28.55	303.87	154.08
Indiana	172.02	46.00	13.77	77.26
Iowa	179.83	844.20	194.47	406.16
Kansas	462.12	568.30	389.08	473.17
Kentucky	341.48	0.00	93.50	144.99
Louisiana	400.50	524.35	260.59	395.15
Maine	2621.20	-	49.95	1335.58
Maryland	370.19	275.06	91.64	245.63
Massachusetts	23.55	570.60	11.41	201.85
Michigan	151.38	34.70	159.75	115.28
Minnesota	221.78	6.00	176.07	134.62
Mississippi	493.17	259.73	130.40	294.43
Missouri	537.02	37.36	283.59	285.99
Montana	237.36	317.90	62.43	205.90
Nebraska	368.56	254.60	300.08	307.74
Nevada	165.35	-	357.97	261.66
New Hampshire	944.22	-	6.10	475.16
New Jersey	536.35	364.23	20.74	307.11
New Mexico	30.36	12.95	203.90	82.40

Table 101 - Average HHUSA Client Migration When Hired

State	Active Duty	National Guard or Reserves	Veteran or Separated	Total Average
New York	543.55	15.05	204.54	254.38
North Carolina	311.38	409.46	159.22	293.35
North Dakota	731.29	224.43	1188.70	714.81
Ohio	223.30	277.99	84.26	195.18
Oklahoma	468.11	44.93	47.10	186.71
Oregon	531.86	-	368.80	450.33
Pennsylvania	284.06	545.11	133.35	320.84
Puerto Rico	-	-	12.40	12.40
Rhode Island	1471.90	-	45.35	758.63
South Carolina	366.60	7.17	37.65	137.14
South Dakota	492.66	-	280.53	386.60
Tennessee	342.28	108.50	114.64	188.47
Texas	349.87	189.01	112.09	216.99
Utah	195.41	55.58	647.48	299.49
Vermont	-	-	4.90	4.90
Virginia	246.36	201.72	213.47	220.51
Washington	488.03	214.48	101.69	268.06
West Virginia	24.73	154.97	413.97	197.89
Wisconsin	272.18	7.82	92.47	124.15
Wyoming	1.60	-	0.00	0.80
Grand Total	614.81	235.48	228.41	367.27

Table 102 - Average HHUSA Client Migration Distance When Hired

On average, it seems that Active Duty job seekers were willing to travel the most on average. The states with the highest average distance traveled included Guam, Hawaii, Maine, Alaska, and Rhode Island.

When evaluating success, are there common factors across categories?

KEY TAKEAWAYS

- The main predictor of being successfully hired seem to have included education levels.
- Being hired with an above average salary also seemed to be linked to education levels and rank.
- Certain jobs are commonly associated with high salary—they are the ones related to analytics, consulting, management, and IT.
- The HHUSA services that are best utilized for achieving a job are Interview Skills Training, LinkedIn Profile Revision, HHUSA Job Board, Using Federal Services, Using Volunteer Services, VCF Participation, and Virtual Workshop Participation.

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. A possible reason for this is bias in the data due to uneven group sizes.
- Results indicated that females could help close this gap through rank advancement and education level.
- Analytics, Management, Consulting, and IT based job functions tended to have higher than average pay.

Like last year's report, 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, social sciences, clerical, and instructional. These positions may lower the possibility of achieving a higher paid salary.

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 Analyst, Management, Consulting, and IT roles.

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, Location, and Job Seeker Classification. The ones that seem to be common to success categories are Education Level and Rank.

- Trend comparison between 2017, 2018, and 2019 datasets.

KEY TAKEAWAYS

- Largest amount of growth in reported rank was with the Junior Enlisted, increasing 5,793 from prior year.
- Active Duty members increasing 3,109 (39.82%) from the 2018 year.
- The number of HHUSA clients reported as disabled has doubled in 2019.

- High School/GED clients grew the most when looking at education levels.
- Clients reporting male (49.11%) or female (47.48%) grew at about the same rate, percentage wise.
- The racial group issue appears to have been resolved in 2019, with all groups showing increases year-over-year.
- Army continues to be the dominant service branch of HHUSA clients.
- The majority of clients are still located in South Atlantic, West South Central, and the Pacific regions.

Clients in the HHUSA data were assigned a value based on the year that they created their account. Of the 61,850 clients in this study, 16,831 (27.21%) signed up in 2017, 19,230 (31.09%) signed up in 2018, and the remaining 25,789 (41.70%) signed up in 2019. This would indicate an approximate 14.25% increase in clients year-over-year from 2017 to 2018, and a 34.11% increase from 2018 to 2019.

The first demographic variable investigated was the client’s rank (see table below).

Rank	Year	Count	Change	Percent Change
Company-Grade Officer	2017	1179		
Company-Grade Officer	2018	1551	372	31.55%
Company-Grade Officer	2019	1862	311	20.05%
Field-Grade Officer	2017	1042		
Field-Grade Officer	2018	1606	564	54.13%
Field-Grade Officer	2019	1954	348	21.67%
Junior Enlisted	2017	14225		
Junior Enlisted	2018	15569	1344	9.45%
Junior Enlisted	2019	21362	5793	37.21%
Warrant Officer	2017	385		
Warrant Officer	2018	504	119	30.91%
Warrant Officer	2019	611	107	21.23%

Table 103 - HHUSA Client Trends of Rank by Year

There were increases in each category or rank year-over-year going from 2017 to 2019. When comparing the 2019 HHUSA client data to the prior year, there were strong amounts of growth within each category. Frequency-wise, the largest demographic to increase is the Junior Enlisted, going from 15,569 to 21,362, resulting in a 37.21% increase from the prior year. The Company-Grade Officer, Field-Grade Officer, and Warrant Officer all grew by approximately 20% from 2018 to 2019.

Employment data for HHUSA clients that reported a relevant status was investigated next.

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

Employment Status	Year	Count	Change	Percent
Active Duty	2017	7543		
Active Duty	2018	7808	265	3.51%
Active Duty	2019	10917	3109	39.82%
Employed	2017	2163		
Employed	2018	3152	989	45.72%
Employed	2019	3010	-142	-4.51%
Pending Medical Separation	2017	408		
Pending Medical Separation	2018	558	150	36.76%
Pending Medical Separation	2019	787	229	41.04%
Student	2017	298		
Student	2018	359	61	20.47%
Student	2019	462	103	28.69%
Temporary/Contract Employee	2017	250		
Temporary/Contract Employee	2018	274	24	9.60%
Temporary/Contract Employee	2019	413	139	50.73%
Under employed - Insufficient income	2017	853		
Under employed - Insufficient income	2018	928	75	8.79%
Under employed - Insufficient income	2019	1173	245	26.40%
Unemployed	2017	3892		
Unemployed	2018	3878	-14	-0.36%
Unemployed	2019	4577	699	18.02%

Table 104 - HHUSA Client Trends of Employment Status by Year

There appeared to be growth within most employment status category when comparing 2018 to 2019 data. The only status that reported a decrease going year-over-year would be clients that were already employed, decreasing 4.51%. The largest frequency increase would be with Active Duty members, increasing 3,109 (39.82%) from the 2018 year. The next largest gain would be from those clients that were unemployed, showing an increase in 699 (18.02%) from the prior year.

Disability Status	Year	Count	Change	Percent
Disabled	2017	1912		
Disabled	2018	2562	650	34.00%
Disabled	2019	5106	2544	99.30%
Not Disabled	2017	14919		
Not Disabled	2018	16668	1749	11.72%
Not Disabled	2019	20683	4015	24.09%

Table 105 - HHUSA Client Trends of Disability Status by Year

Disability status of HHUSA clients was looked at next. The largest frequency increase occurred with clients that were not disabled, increasing 4,015 (24.09%) from 2018 to 2019. There did appear to be a large percentage-based increase in disabled clients, though. While there was only a 2,544 increase in this group, this is almost double the disabled clients from the prior year.

Education Level	Year	Count	Change	Percent
2 Year Degree	2017	2492		
2 Year Degree	2018	2478	-14	-0.56%
2 Year Degree	2019	3402	924	37.29%
4 Year Degree	2017	4250		
4 Year Degree	2018	4941	691	16.26%
4 Year Degree	2019	6159	1218	24.65%
Doctorate	2017	131		
Doctorate	2018	288	157	119.85%
Doctorate	2019	361	73	25.35%
High School/GED	2017	6055		
High School/GED	2018	4997	-1058	-17.47%
High School/GED	2019	7681	2684	53.71%
Other	2017	1572		
Other	2018	3357	1785	113.55%
Other	2019	4387	1030	30.68%
Post-Graduate Degree	2017	2331		
Post-Graduate Degree	2018	3169	838	35.95%
Post-Graduate Degree	2019	3799	630	19.88%

Table 106 - HHUSA Client Trends of Education Level by Year

Based on reported education levels of HHUSA clients, there appear to be an increasing trend in all categories going from 2018 to 2019. The largest increase occurs with the High School/GED group, increasing a total of 2,684 (53.71%) increase. Those with a 2-year degree (924; 37.29%), 4-year degree (1,218; 24.65%), and Post-graduate (630; 19.88%) all showed increases from 2018.

Gender	Year	Count	Change	Percent
Female	2017	2352		
Female	2018	3020	668	28.40%
Female	2019	4454	1434	47.48%
Male	2017	10038		
Male	2018	11540	1502	14.96%
Male	2019	17207	5667	49.11%

Table 107 - HHUSA Client Trends of Gender by Year

Of the clients that reported their gender, males and females have both increased by about the same percentage from the prior year. In 2019, female clients increased by 1,434 (47.48%) while males increased by 5,667 (49.11%).

Race	Year	Count	Change	Percent
American Indian or Alaska Native	2017	25		
American Indian or Alaska Native	2018	91	66	264.00%
American Indian or Alaska Native	2019	154	63	69.23%
Asian or Pacific Islander	2017	80		
Asian or Pacific Islander	2018	637	557	696.25%
Asian or Pacific Islander	2019	913	276	43.33%
Black or African American	2017	550		
Black or African American	2018	3156	2606	473.82%
Black or African American	2019	4651	1495	47.37%
Hispanic or Latino	2017	272		
Hispanic or Latino	2018	1787	1515	556.99%
Hispanic or Latino	2019	2893	1106	61.89%
Two or more races	2017	166		
Two or more races	2018	853	687	413.86%
Two or more races	2019	1549	696	81.59%
White	2017	1199		
White	2018	7132	5933	494.83%
White	2019	10573	3441	48.25%

Table 108 - HHUSA Client Trends of Race by Year

There have been increases in each category of race from 2018 to 2019. The largest growth comes from White clients, increasing by 3,441 (48.25%) from the prior year. Black or African American clients grew at the next highest rate by 1,495 (47.37%) and then Hispanic or Latinos, 1,106 (61.89%). HHUSA clients reporting Two or more races grew by the largest percentage, which was 81.59%, or 696 clients. There were also large percentage gains in American Indian or Alaska Natives (63; 69.23%).

Service Branch	Year	Count	Change	Percent
Air Force	2017	2795		
Air Force	2018	3125	330	11.81%
Air Force	2019	4212	1087	34.78%
Army	2017	8625		
Army	2018	8875	250	2.90%
Army	2019	11132	2257	25.43%
Coast Guard	2017	174		
Coast Guard	2018	175	1	0.57%
Coast Guard	2019	293	118	67.43%
Marines	2017	2023		
Marines	2018	2172	149	7.37%
Marines	2019	2807	635	29.24%
Navy	2017	3177		
Navy	2018	3483	306	9.63%
Navy	2019	4675	1192	34.22%

Table 109 - HHUSA Client Trends of Service Branch by Year

The Army continues to be the largest represented service branch of HHUSA clients, growing by 2,257 (25.43%) year-over-year. The Navy and Air Force both grew by similar numbers, 1,192 (34.22%) and 1,087 (34.78%) respectively. The Marines increased by 635 (29.24%), followed by the Coast Guard (118; 67.43%).

Location	Year	Count	Change	Percent
East North Central	2017	734		
East North Central	2018	765	31	4.22%
East North Central	2019	1207	442	57.78%
East South Central	2017	924		
East South Central	2018	920	-4	-0.43%
East South Central	2019	1153	233	25.33%
Middle Atlantic	2017	905		
Middle Atlantic	2018	985	80	8.84%
Middle Atlantic	2019	1377	392	39.80%
Mountain	2017	1939		
Mountain	2018	2011	72	3.71%
Mountain	2019	2505	494	24.56%
New England	2017	247		
New England	2018	253	6	2.43%
New England	2019	332	79	31.23%
Pacific	2017	2954		
Pacific	2018	3027	73	2.47%
Pacific	2019	4219	1192	39.38%
South Atlantic	2017	5589		
South Atlantic	2018	6587	998	17.86%
South Atlantic	2019	8817	2230	33.85%
West North Central	2017	624		
West North Central	2018	704	302	12.82%
West North Central	2019	1135	-90	61.22%
West South Central	2017	2519		
West South Central	2018	3280	80	30.21%
West South Central	2019	4436	431	35.24%

Table 110 - HHUSA Client Trends of Location by Year

There were year-over-year gains in all divisions reported by HHUSA clients in 2019. The largest gains include the South Atlantic (2,230; 33.85%), Pacific (1,192; 39.38%), and West South Central (1,156; 35.24%) locations. West North Central (431; 61.22%) and East North Central (442, 57.78%) seemed to have high percentage gains when compared to the prior year.

- 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

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

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 multifaced, 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. (2018). Profile of the Military Community: 2018 Demographics. Department of Defense.

THE HIRE HEROES
2019 REPORT

EXECUTIVE
SUMMARY

INTRODUCTION

SECTION ONE:
REGISTERED

SECTION TWO:
HELPED

SECTION THREE:
HIRED

CONCLUSION

APPENDIX

★ ★ ★ ★

197